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Your Helpful Colleague the Robot

The smartest innovators will realize computers free-up people to think critically, strategize and create.

By BILL INGRAM

Ten years after IBM's Deep Blue supercomputer stunned the world by beating world chess champion Garry Kasparov, artificial intelligence has scored another historic victory. In March, Google's AlphaGo software trounced South Korea's Lee Se-dol, the 18-time world champion of the ancient Chinese board game Go, four games to one.

What's the big deal? Go is widely considered the most challenging and intuitive board game ever created, even more complex than chess. Artificial-intelligence gurus expected human intelligence to dominate the game for the next decade.

Stories like these have fueled concerns about technological advances. A recent Pew Research Center survey found that "65% of Americans expect that within 50 years robots and computers will 'definitely' or 'probably' do much of the work currently done by humans."

Fear not. The machines are certainly rising, but we don't need to call the Terminator just yet. Artificial intelligence and "big data" will benefit everyone by boosting productivity and creating opportunities for humans to work more creatively.

Consider data science. Until recently, employers needed large teams of analysts to perform the often tedious and highly technical work needed to turn raw data into useful intelligence. Now, automated processes—powered by software—are changing all of this. Tech companies are

investing in business intelligence programs that will allow anyone to connect to data, create reports, and identify the trends that are driving the company in real time—no background in data analysis, statistics or computer science required.

Such self-service tools are only the beginning. Last year MIT researchers developed a "Data Science Machine"

Algorithms and software won't replace the "human touch." But they can open up new opportunities to unleash what is uniquely human—imagination.

that crunches numbers faster and more effectively than people. In competitions against human teams, it finished higher than two-thirds of its competitors. And where the human teams typically labored over their algorithms for months, the machine analyst took somewhere between two and 12 hours to produce each of its entries.

The data-science world is changing, but the wisest data scientists will adapt and work smarter, recognizing that improved software frees up analysts to do what humans do best: think critically, strategize and create. The future is not humans versus machines, but humans working alongside machines, each using their own particular

strengths.

Look at ATMs. Contrary to popular belief, ATMs didn't displace bank tellers. Instead, the number of bank tellers rose even as ATMs became more prevalent. Why? Machines freed people up to take on tasks requiring more creativity and initiative, including individualized customer service across a wide variety of financial transactions.

Similarly, tomorrow's data scientists will specialize in developing analytic tools that solve business problems unamenable to off-the-shelf solutions. Engineers and consultants will need to make sure their skill sets adapt with technology so they can continue delivering value to their employers. Automation will enable investors to work smarter and faster so they can work more productively and creatively. Educators will

uncover best practices more quickly than ever. Historians and journalists will uncover sources, connections and patterns made possible by big data at lightning speed.

In the future, the competitive edge will go not to the companies where machines simply replace people, but to the companies where humans and machines work together. Algorithms and software will never be able to completely replace the "human touch." But they can open up new opportunities to unleash what is uniquely human—imagination.

Mr. Ingram is vice president of Adobe Analytics and Adobe Social.

The Washington Post

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Virginia can't afford its population boom

By Doc Woods

Virginia legislators agreed on reforms to the proffer system, which local governments use to negotiate payments from developers to fund public infrastructure. But the debate over infrastructure funding revealed a worrisome fact: Virginians flat-out can't afford the state's unsustainable level of population growth.

The population boom is overburdening public infrastructure and resources on which all citizens depend, and it threatens to raise the cost of living to astronomical levels.

To solve this looming crisis, Virginia's leaders have to stabilize the state's population growth.

Virginia's population increased 35 percent from 1990 to 2015, to nearly 8.4 million people. So far, we've been able to accommodate this growth with high-rise apartments and beefed-up mass transit. But what happens by 2040, when Virginia's population is expected to grow by an additional 25 percent to more than 10.5 million?

Our state is rapidly reaching a tipping point at which our already-stressed infrastructure collapses and existing resources are woefully insufficient to rebuild it.

The population boom is happening fastest in urban areas. Population growth has led to sprawl that is swallowing many parts of Northern Virginia.

Average families are struggling to afford high housing and transportation costs. A family of four in Northern Virginia, according to a study by the Richmond-based Commonwealth Institute, requires an income of more than \$63,000 per year just to meet a minimal standard of living.

Commuter traffic is a nightmare. In 2013, the average Virginia commute was about an hour each day.

Population growth also is degrading our water supply. Back in 2006, a U.S. Geological Survey report highlighted the pressure population growth and urban sprawl were putting on water resources. A 2014 USGS study on the water quality of Fairfax County, the most populous county in Virginia, suggested that more than a decade of population growth had caused

Merely slowing the pace of immigration would enable Virginia (and the nation) to manage its expanding population.

"streams throughout Fairfax County [to be] . . . generally of poor health," noting that watersheds in intensely developed areas were of the poorest quality.

Fortunately, there is a way to address these alarming trends before it's too late and it doesn't involve politically divisive family planning measures. Merely slowing the pace of immigration would enable Virginia (and the nation) to manage its expanding population.

The Pew Research Center projects that the U.S. population will swell to 441 million by 2065, an increase of 117 million people from today. Immigrants and their children will account for 88 percent of

that population boom.

That sort of growth can't be sustained over the long term, particularly in places such as Virginia, where the immigrant population increased at twice the national average between 2000 and 2010.

Virginia's foreign-born population has exploded since 1990, growing by more than 200 percent. Immigrants now account for 1 in 9 state residents.

Immigrants have children at a higher rate than people born in the United States, so slowing immigration would have an outsize effect on overall population growth. Immigrants were responsible for 45 percent of Virginia's total population growth in recent decades when their U.S.-born children are taken into account.

University of California at San Diego economist Gordon Hanson found that immigration compounds many of the negative effects of population growth and sprawl, particularly by driving up housing costs.

To be clear, changes to immigration policy shouldn't harm current legal immigrants. Rather, the immigration system should be reformed in a way that reduces total immigration from its current unsustainable level of about 1 million new permanent residents per year, the highest influx of any nation in the world.

Limiting immigration would help ensure responsible population growth so that future generations regardless of their national origin can enjoy a prosperous and powerful commonwealth for decades to come.

The writer is a member of Virginians for Quality Healthcare.

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How to make higher ed more accessible to low-income students

By James G. Nondorf and Jarrid J. Whitney

Low-income students remain too rare at our nation's top colleges and universities. According to a new report from the Jack Kent Cooke Foundation, just three out of every 100 students enrolled at an elite college or university come from families in the lowest economic quartile.

This is not because there aren't many qualified students from poor communities — far from it. The real reason is that the current college admissions process can put low-income applicants at a distinct disadvantage.

As first-generation college graduates ourselves, we're intimately familiar with these problems; as administrators and alumni of elite universities, we also know that low-income students can succeed if given the opportunity. Universities need to make the admissions process friendlier to low-income and first-generation applicants.

The problem starts in high school. A recent analysis by Harvard University's Christopher Avery and Stanford University's Caroline Hoxby found that "the vast majority of low-income high-achievers do not apply to any selective college."

Why is this the case?

For starters, many underserved students simply don't learn about private selective schools. And even if they do, they aren't provided the necessary adult guidance and emotional support to successfully navigate the admissions process. We were lucky — coaches introduced us to our Ivy League schools.

Counselors at many public schools are stretched too thin to give one-on-one attention to their top students. And many high-achievers come from families where simply getting a degree — not finding a school that will maximize one's talents — is the top priority.

Worse still, many poor students simply write off top-tier institutions as unaffordable based simply on ticket price.

But that's not necessarily the case. As Avery and Hoxby have pointed out, generous financial aid policies usually make "selective institutions typically cost less ... than the two-year and nonselective four-year institutions to which [low-income, high-achieving students] actually apply."

This is certainly true at our schools.

Today, all eight Ivy League schools, along with dozens of top universities including Stanford and Duke, have adopted "no loans" aid policies.

Two years ago, the University of Chicago replaced student loans with grants in all need-based financial aid packages. This year, the University of Chicago awarded over \$117 million in such grants. Students from families seeking financial aid are also exempt from the application fee. The California Institute of Technology (Caltech) proudly meets 100 percent of demonstrated financial need for its students and gives need-based aid packages to roughly three-fifths of the average entering undergraduate class.

Our efforts are part of a nationwide push among top schools to welcome more students from poor communities. Today, all eight Ivy League schools, along with dozens of top universities including Stanford and Duke, have adopted "no loans" aid policies.

Despite such efforts, however, the number of low-income students skipping college is actually growing. In 2008, 44 percent of low-income high-school graduates decided against enrolling in college. By 2013, that percentage had jumped by 10 points.

Applying to a four-year college is a daunting task for every student. But it's especially challenging for those who receive little assistance from their families, schools and communities.

How to improve this system is complicated, but we must provide more support to vulnerable students to help them both plan their applications and understand the full extent of their financial aid options.

This is the central cause of the Coalition for Access, Affordability, and Success, a new organization of 90-plus colleges and universities that is developing a set of online tools for assisting under-resourced and first-generation students.

The Coalition will also offer free online college advice to help students who do not have those resources locally stay on track in the admissions process.

Policy makers have a role to play, too. The White House has identified several promising strategies for ensuring that students are familiar with the full array of financial aid options. These efforts warrant support.

Less-advantaged young people need to know that top colleges are within their reach. These students have just as much of a claim on a quality education as anyone.

James G. Nondorf is vice president for enrollment and student advancement at the University of Chicago. Jarrid J. Whitney (Tribal affiliation: Six Nations Cayuga) is executive director of admissions and financial aid at Caltech.



We'll need 1 million new nurses by 2020

By PATRICIA MORTON

Americans are applying to nursing school in record numbers. Unfortunately, the only thing many of the applicants end up nursing is a bruised ego.

In 2012, U.S. nursing schools rejected more than 80,000 qualified applicants. It's not as if the schools didn't want to admit them. Rather, they don't have enough faculty -- especially nurses with doctorates -- to teach more students.

That's a problem, as the United States will need 1 million new nurses by 2020.

At many nursing schools, tuition and grants are insufficient to cover the costs of hiring additional nurses with doctorates. To generate the cash they need to solve that problem -- and narrow the looming shortage of nurses -- schools should consider expanding beyond teaching and into entrepreneurship.

Nurses with doctorates are possibly the most versatile cogs in the U.S. health care system. They conduct research, do clinical work, and teach aspiring nurses. As researchers, these nurses examine the science and practice of nursing. Their work often combines the scientific elements of health care research with the more practical side of patient care.

This research can lead to new methods of pain management or medical devices such as the StethoClean, a self-cleaning stethoscope that prevents germs from being transferred among patients. It was invented by a nurse.

Because they understand the science and the practice of the profession, nurses with doctorates are invaluable resources for students. That's why the American Association of Colleges of Nursing recommends that all teaching faculty at

nursing schools hold doctoral degrees.

Unfortunately, only about 1 percent of nurses in the United States have a doctorate, and that's not enough. More often, though, it's because of the significantly higher salaries they stand to earn outside academia.

Philanthropic groups are trying to help fill this funding gap. The Robert Wood Johnson Foundation, for example, has invested \$20 million to help pay for nurses seeking doctorates across the country. But charitable

In 2012, U.S. nursing schools rejected more than 80,000 qualified applicants.

gifts alone won't cut it. Nursing schools need another source of income. They just might find it by deputizing their faculty as health care entrepreneurs.

Nurses with doctorates are uniquely positioned to develop new health care technology. Whether they're administering medicines, utilizing medical devices or inputting data into the latest computer program adopted by hospitals, they have more hands-on experience with health care technology than anyone else in the system. To turn that technological aptitude into revenue, though, nursing schools have to partner with the business community.

Some schools are doing so. At the University of Utah, for instance, our Center

for Medical Innovation provides seed funding for faculty members developing health care technology. It then links the innovators with business experts who can help them produce and market their technology.

In exchange, the university receives a share of the profits from intellectual property that is developed. It can then use the revenues to hire more nurses.

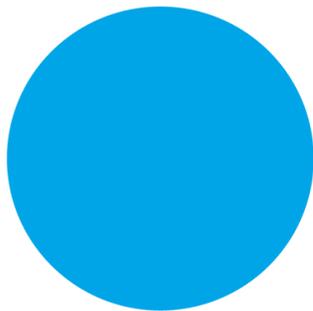
Other schools have adopted similar strategies. In March, the Midwest University HealthTech Showcase brought investors and industry professionals together to check out 50 early-stage health care start-ups at nine Midwestern colleges.

The young tech firms showed inventions ranging from gesture recognition software for smartphones to small-molecule drugs for post-traumatic stress disorder.

That's the sort of platform where inventions from nurses with doctorates can shine.

To solve our nation's impending shortage of nurses, universities will need to get creative. Empowering nursing faculty members to become entrepreneurs can give schools the funding they need to educate the next generation of nurses. Americans are applying to nursing school in record numbers. Unfortunately, the only thing many of the applicants end up nursing is a bruised ego.

Patricia Morton is Dean and Professor at the University of Utah College of Nursing.



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Avoid its pitfalls and China is land of opportunity

By Kevin Chou

China's stock market has plunged nearly 40% this summer. The nation's central bank has devalued its currency to spur flagging exports. And Chinese factory activity has fallen to its lowest level in six years.

But none of that matters.

Even with its economic "slowdown," the Chinese economy will grow at least twice as fast as America's this year. By 2030, an estimated 326 million Chinese will enter the middle class. That's more than the entire population of the United States. And it's the key reason U.S. companies are rushing to crack the Chinese market.

But success in China has proven elusive for even the shrewdest Western firms. Only by responding to the unique demands of Chinese consumers and availing the knowledge, insights and authority of local partners can Western businesses avoid the failure of their predecessors — and gain a secure foothold in the world's second-largest economy.

Home Depot learned the danger of ignoring the tastes of China's consumers the hard way. The firm opened 12 American-style warehouse stores in 2006. But it overestimated China's willingness to embrace the "do-it-yourself" culture that underpins demand for home-improvement products.

Lackluster sales forced Home Depot to close its Chinese warehouses in 2012 and redirect its efforts towards specialty stores tailored to local tastes. The failed expansion cost the company \$160 million.

Apple, by contrast, has enjoyed stunning success in China. That's thanks largely to booming sales of the large-screen iPhone 6 Plus. According to Shaun Rein, an analyst with Shanghai-based China Market Research Group, in China "[m]ost people don't have TVs in their homes here, and the young Chinese use their mobile phones for everything . . . [s]o having that big screen was critically

important."

Catering to Chinese consumers has paid off for Apple, which recorded 112% year-over-year revenue growth in China during the most recent quarter. The iPhone 6 Plus version accounts for nearly half of new iPhone 6 models sold in China — compared to just a quarter of those sold in the United States.

My own company, mobile-gaming firm Kabam, has similarly focused on meeting the demands of Chinese consumers. One-quarter

of our staff, including two of our co-founders, is based in China. Most of them are Chinese citizens.

same products that work in the West, helped us attract a \$120 million investment from one of China's largest companies, e-commerce giant Alibaba.

Adapting to cultural norms often requires trusting local partners with important decisions.

Starbucks has heeded that lesson well. China is one of the company's fastest-growing markets, with some 1,500 stores in 90 cities.

To adapt to each of China's regions, Starbucks joined forces with a number of local firms, including Beijing Mei Da coffee and Maxim's Caterers in Hong Kong. Starbucks trusted its partners' first-hand knowledge of China's different regional cultures, and introduced diversified menu choices accordingly.

Groupon, by contrast, stands out as an example of what not to do. The online-deal website failed to take advantage of its Chinese e-commerce partner Tencent's pre-existing user base, knowledge of local consumer habits, and experienced staff.

Groupon instead ran its Chinese business like an American offshoot. The company imported its own Western staff and tried to seize an outsized portion of the revenue its deals generated for vendors. Groupon even refused to pay attention to warnings that mass emails wouldn't be effective marketing tools in China — as they had been in other countries.

After three years of high employee dissatisfaction and little success gaining market share, Groupon pulled out of China in 2014.

As China's middle class continues to swell, its market will become ever-more attractive to American businesses. U.S. firms can succeed in China, but not without understanding Chinese consumers and investing authentically in local partners.

Kevin Chou is CEO of Kabam.

By 2030, an estimated 326 million Chinese will enter the middle class. That's more than the entire population of the United States.

of our staff, including two of our co-founders, is based in China. Most of them are Chinese citizens.

This cultural fluency is enabling us to "hyper-culturalize" games. For instance, we've incorporated storylines and environments that draw on Chinese cultural references and we have added game play that is more commonly found in Chinese games. We also recognize Chinese players' greater tolerance for different levels of service between paying and non-paying gamers — and so we include more extensive "pay to win" levels and features.

Our understanding of Chinese consumers' preferences, rather than force-feeding them the