Developing a Public Relations Plan for UniverCity 1992

An Honor's Thesis (HONRS 499)

by

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Abstract:

Developing a public relations plan for UniverCity, an on-campus event which occurs every two years at Ball State University, Muncie Indiana, requires analysis of previous functions and the development of long-term goals.

In this paper, recommendations on how to improve UniverCity's communication tools as well as how to implement research to track audience awareness and participation have been made. The recommendations have been based on public relations literature and principles found in the body of knowledge.
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Introduction

The majority of public relations practitioners have had no formal training or practical experience at the university level. Most universities have a public information department which disseminates information to the local, regional and national media. "Only thirteen percent of college public relations practitioners hold degrees in public relations while forty percent have degrees in journalism from a survey of 200 colleges" (Wylie, 1988, p. 64).

Public relations creates the images perceived by those outside of the university environment. Ball State University, Muncie, Indiana, has a public information department which is the dominant public relations unit on campus. Other departments have independent practitioners who work with public information.

Ball State University has a student population of approximately 20,000. Accredited programs in architecture, industry and technology, journalism, school of nursing, school of physical education, school of music, computer science, history, journalism, physiology and health science, political science, and teachers college provide many educational opportunities. In an effort to provide a stimulating environment, Ball State University has created UniverCity, an educational symposium which provides a forum for the exchange of ideas.

UniverCity, which first occurred in 1988, occurs every two years at Ball State University during one week in September. As a culmination of many special events related to a relevant theme, UniverCity handles the public relations function because of the complexity of the event. Major UniverCity activities include six keynote speakers, workshops, panel discussions, musical performances and exhibits. Due to UniverCity's structure, basic public
relations elements are lacking because a public relations practitioner does not have a primary role in the decision making process.

In other organizations, public relations practitioners are not automatically included in the decision making process. Through a survey of practitioners, Judd found forty percent of the respondents only played a role in the decision making eighty percent of the time. (Judd, 1989, p. 38) Public relations should be included because they represent the public's interests and preserve the image of the company. To effectively reach their publics and keep them informed, practitioners must have current information about company positions and activities. Forty-four percent of the respondents indicate public relations played a major role in twenty-five percent of the policy decisions.

To increase participation in the decision making process, public relations practitioners must support their ideas with valid research. Research, planning, implementation and evaluation need to be considered when designing an event which includes many diverse activities and publics. UniverCity has a multitude of special events found on other campuses, but the events occur simultaneously in one week. UniverCity presents a unique public relations and planning opportunity.

Lack of strategic thinking and planning can lead to communications programs that reinforce controversy rather than resolve them; waste money on audiences that are not there, or add confusion, instead of clarification to misunderstanding. In this process an organization is, in effect, making tomorrow's decisions today. Many of the difficult public relations problems being dealt with were born of yesterday's spur of the moment decisions. (Cutlip, 1985, p. 221)

Before developing a public relations plan, the organization must define a mission statement which includes all aspects of the organization. Within
this statement, goals and objectives for each department should be set forth. (Haller, 1987, p. 19) A clearly defined mission statement gives the organization a means of checking its progress and determining if goals are being met. (Haller, 1987, p. 56)

"It all gets down to objectives, attitude motivation, positive thinking, forward planning and multi-dimensional smarts" (Haller, 1987, p. 5). The plan is based on the mission statement and the organizational culture established by management.

Four subsystems defining organizational culture are described in *The Business of Public Relations* by E.W. Brody. The technological subsystem stresses that using machinery impacts others in the organization because it causes the organization to change. The political subsystems exert a natural power or influence over individuals in the organization which may or may not coincide to the formal leadership roles. The social subsystem experiences the most changes because it depends upon the collective interests of employees. The psychological subsystem develops the groundwork for the other three subsystems especially the social subsystem. The definition of this system lies within individual perceptions, values, feelings, needs, beliefs, emotions, attitudes and motivations. (Brody, 1987, p. 4)

After analyzing an organization's corporate culture and its mission statement, defining the problem is the next step. Asking such questions as: "How does this organization stand with the community? What goals do we want to achieve? What problems do we face? How will the economy affect our plans? What strategies will achieve our goals?" (Brody, 1988, p. 9).

Goals with quantifiable numbers validate the strategic plan. After each goal, three objectives will be listed to show how each goal will be met. Numbers become important because the practitioner can then measure and
validate performance. Objectives are the basis of the overall program and will take an informational/intellectual, motivational/emotional, or behavioral approach. (Brody, 1988, p. 10) In Creative Firepower by Haller, these objectives are defined as a means to increase sales, improve an organization's image, and promote goodwill with the key publics. “Develop the best solution and exploit it to the fullest. Create new strategies and hard-hitting tactics. Pursue the objectives relentlessly...” (Haller, 1987, p. 2).

A plan gives an organization structure and guidance on which to build a concrete organizational image. The main aspects of the image will be determined after selecting the target audiences for the message. The audiences will be divided between internal and external audiences. Internal audiences have a direct effect upon how the organization operates and external audiences receive the messages disseminated.

UniverCity has not developed long-range plans which span a large amount of time. In the past, they have taken each event as a separate entity. By developing long-range planning, the organization will have more focus and a better definition of how it will achieve its goals. UniverCity will begin to shape an image which will be recognized by the target audiences once it has a clear definition of what is to be accomplished and how these goals will be met.

Positioning or image will make or break an organization, special event, or company. Positioning is the ability to portray the good qualities of the organization, stand out from the competition, and define the organization's identity. (Haller, 1987, p. 57) “Most companies never achieve their true growth potential because of vague, distorted corporate images. Your corporate reputation is one your most valuable assets and should be treated with the same reverence and attention” (Haller, 1987, p. 5).
Positioning establishes relationships between the community and the organization. The community learns to trust or value the contributions the organization is making. If the organization is not working with the community, those mistakes or oversights will be remembered as well and the community will not be as likely to forgive an organization with a poor positioning strategy. When a deposit of trust is made by an organization with the community bank and an error does occur, the community support will still be present. (Lowengard, 1989, p. 30)

UniverCity has created an educational symposium which anyone can participate. As an organization, working with its target audiences is one of the biggest challenges. With each of these audiences, establishing the image and credibility of the event is essential to its success in September. "Your company needs to be more than a good corporate citizen. It needs to influence its environment— economically, sociologically, technically, logically, and politically" (Haller, 1987, p. 76).
Problem Statement

UniverCity has recognized the need to create a positive image, work with target audiences, and establish good communication channels. Ball State University has developed the academic symposium to continue its relationship with its target publics and offer its students a unique educational opportunity.

Because the event consists of many different activities, the planning and organization must start early. With the 1992 event, increasing awareness and attendance is the major goal which will be achieved by utilizing communication tools, basic public relations principles, research techniques.

In the past two events, 1988 and 1990, a lack of communication between the directors and their internal and external audiences created weak support and low awareness. Developing a public relations plan outlining internal and external communication strategies becomes necessary to creating a positive organizational image and good relationships with UniverCity's key publics. No public relations plan exists, but through this paper recommendations of goals and objectives to be achieved in the upcoming years will be discussed.
Review of Relevant Literature

Basic public relations principles and communication strategies have been utilized in the UniverCity public relations plan. The literature review examined sources from public relations including books, journals, and professional magazines.

Brody defines the need for strategic planning and research in *The Business of Public Relations.* He states:

> Understanding natural and man-made systems processes requires sensitivity to organizational dynamics. Natural systems are parts of the environment in which man-made systems function. Man's knowledge of natural systems is limited; nevertheless, it can enhance his insight into systems he creates and those with which he deals. (Brody, 1987, p. 3)

In an article by Larry R. Judd, “Credibility, Public Relations and Social Responsibility,” the importance of public relations practitioner's credibility is analyzed. Public relations has a role in major policy decisions over fifty percent of the time. Judd states “If participation in important policy decisions is considered an indicator of credibility with management, the results suggest a link between public relations credibility and social responsibility” (Judd, 1987, p. 39).

Credible practitioners must establish relationships with all key publics which is stressed in *Effective Public Relations* by Cutlip, Center, and Broom. Analyzing the key publics as well as the four step plan provides information on which to build a credible plan which includes all four steps and meets the target audience's needs. Audience analysis is one element in defining the problem, the first step in the four step plan outlined by Cutlip, Center and Broom.
Creative Firepower by Haller defines principles for creating a total communications plan which meets the management objectives and establishes the organizations as socially responsible.

"It means going beyond the core mission and forcefully influencing your socioeconomic and technical environment...to improve corporate performance and growth...to exercise corporate responsibility...to act as a good corporate citizen, which ensures economic survival." (Haller, 1987, p. 7)

The organization's mission and its goals are an essential aspect when developing a whole communications program. Strategic planning supports the company's mission and provides quantifiable results for the management. Thus, strategic planning develops the problem into manageable segments and provides a means to evaluate the program.

"Planning is the only rational way to establish priorities in using always too little money and too few personnel. Unless there is a plan, the public relations staff will be tugged this way and that by competing internal demands," (Cutlip, 1985, 231).
Situation Analysis

In 1987, Dr. Bruce Meyer and Paul Laseau, architecture professors at Ball State University, presented the UniverCity concept to Ball State University and received approval to pursue the project. After three months of planning, the first UniverCity took place in September 1988. Dr. Bruce Meyer, Ball State architecture professor stated "UniverCity acts as a microcosm of that world. Meyer modeled UniverCity on nineteenth century festivals, "Semi-religious revivals take place outside in tents for two weeks. Ideas are exchanged while breaking down barriers in an atmosphere of equality and fun." Because the world has become so isolated, people do not want to break down barriers between professions to work together. Paul Laseau, UniverCity co-director and Ball State architecture professor, stated "UniverCity develops one idea in a direction never taken before. The only way out of these problems is teamwork."

Meyer and Laseau named the event UniverCity because it provides a forum to exchange ideas for the Ball State community, the Muncie community, the nation, and the world. "In essence, the event could be considered a "Chatauqua" in which anyone with an interest in making the world a better place could participate." The name UniverCity originates from the meanings of universe, city and university. The forum provides a glimpse of the larger scope as well as an opportunity to analyze the microcosm of a university. The concept developed from the "Town and Gown" discussions which Ball State University held each fall. "Town and Gown" discussions provided the community a forum to discuss relevant issues with students.

In 1988, UniverCity explored "Agenda for A Living Planet," the title, which was developed from the concept of how the abundant use of
technology has caused increasing specialization and individualism. Ideas such as how the “system” destroys creativity and encourages following the crowd or teaching people how to function in a complex world were discussed throughout the week.

Discussions by keynote speakers Mortimer Adler, Daniel J. Boorstin and Johnathan Miller highlighted these concepts. Supporting programs included Ken Cooper, Charles Shaw, Herbert Brun, Wes Jackson, Herman Blake, Jonathan Kozol, Claud Rupert, Roger Johnson, David Reed and the American Piano Trio.

"Uncommon Ground," the theme for 1990, developed from the everyday need to explore new ideas and search for creativity. Keynote speakers included Barbara Dana discussing "Creative Life and Family Integrity;" Roald Hoffman discussing "One Culture;" Alan Arkin speaking about "The Creative Process;" Jacques D'Amboise discussing "Battlefield Experience on Teaching and Teaching Technique: Improvising at the Moment;" James Burke developing "Mechanisms of Change: Do Lemons Whistle?;" Dr. Sylvia Earle "Exploring the Sea– A World of Adventure;"

Other activities featured workshops by Dr. Jim Hancock and Dr. Suzan Zeder, William Ehrhart, Mark Olsen, Larry Bell, A.K. Ramanujan, Agha Shahid Ali, Marshall W. Kreuter, Rich Rand, Yi-Fu Tuan, Dr. Stephen Zegree, David Baker, Leslie K. Wurman, Grant Jones and Cynda Williams. Ball State Provost Warren VanderHill encouraged sponsorship of the event by college deans. Colleges which participated were College of Science and Humanities, College of Applied Sciences and Technology, Department of Theater, College of Fine Arts, College of Business and College of Architecture and Planning.
Meyer and Laseau participated heavily in the planning stage with very little assistance for the first event. After "Agenda for a Living Planet," Beth Vanderwilt, Ball State theater professor, became a UniverCity co-director. Vanderwilt went to the first UniverCity as an observer and became a supporter of the concept. She was developing a symposium on the creative search and found that her ideas coincided with the 1990 direction for UniverCity. "I went to the dean of fine arts, Margaret Merrion, who referred me to Assistant to the Provost Jean Amman to discuss funding possibilities. Both Amman and Provost Warren VanderHill suggested the creative symposium become part of UniverCity 1990."

The 1992 event "Touching Home" will explore the meanings of home in various contexts. Confirmed speakers are Millard Fuller, Kurt Vonnegut, Bette Bao Lord, Terry Waite and Dennis Weaver. Supporting programs will be sponsored by student groups as well as Ball State colleges. Creating ideas which will be explored by a unified campus is one goal. Another focus will be involvement by surrounding school systems and the Muncie community.

**Internal Factors**

In the beginning, all of the ideas and plans were carried out by Meyer and Laseau. With the addition of Vanderwilt in 1989, the duties have been divided and UniverCity received office space in the architecture building on Ball State's campus. The 1992 UniverCity has a core staff consisting of an office manager, an office assistant, a video assistant and a public relations assistant to carry out the managerial and organizational tasks.

Directors meet once a week to discuss the plans and to develop their long-range goals. The meeting is informal and is usually conducted without an agenda. Any concerns or questions are brought up at this time. A lack of formal command exists; however an informal system governs the decision
process. Meyer could be classified as the head decision maker, Laseau as the idea man, and Vanderwilt as the implementer. As the 1992 event draws near, the meetings become a clearinghouse for information. Directors discuss details of the various activities and announce new items added to the confirmed plans. These weekly meetings have become the main source of communicating information within the organization.

As a campus organization, UniverCity must conform to university policy when using funds or developing external communications. UniverCity must use Ball State University Public Information to reach outside media because the university has an established relationship with the media to prevent a barrage of miscellaneous facts being sent. Public Information operates as a clearing house for information and determines what events are newsworthy. By utilizing this system, more good coverage results because the information is credible and has a broad appeal. Tracking press coverage is performed by Public Information. However, Public Information only has the capabilities to track within the state, which is a drawback when trying to gauge national attention.

External Factors

External communication includes contact with sources off-campus such as the Muncie community, Muncie Community Schools, and surrounding school systems. Contact on campus with student groups, campus organizations, and other major events is another aspect of external communication when trying to improve awareness and understanding of the event.

Disseminating information to the Muncie community is necessary to increase awareness and participation. In the past, UniverCity has depended upon word-of-mouth to communicate its message to outside audiences.
Breaking through the barrage of messages the public receives depends upon a solid theme and repetition.

In 1988, the press coverage was great because the event was unique and the public could identify with the theme "Agenda for a Living Planet." The theme was abstract, but it was relevant to current events at that time. "Uncommon Ground," the 1990 theme, did not attract as many people and the recognition was much lower. The concept of leaving a known area to explore and cross into the uncommon was too abstract for the average passerby. The theme was short, but no one understood what it meant. From focus groups conducted in Fall 1991, students said they did not understand the concept unless an explanation followed.

Posters and press coverage became the main tools to disseminate information about the speakers and UniverCity itself. In the past, posters were sent to every school within the state. However, surveys were not used to see if any attendance was generated from these mailings.

Reaching beyond the Muncie community has not been effectively achieved during the past two events. With "Touching Home," advertising should be used to reach the general public in the state of Indiana, rather than depending upon media coverage. Because other communities have been asked to participate, more awareness has been created prior to September.

Meetings with Muncie community board representatives have occurred on a semester basis. The Muncie community board consists of 13 representative from the Muncie community. However, the meetings are vague and open-ended with no call to action at the close. In essence, the directors do not close the sale after making the pitch.

Problems have included a lack of participation by the Muncie community, faculty, staff, and students who did not have a direct tie with the program. By
making presentations to student groups on campus, interest in participation has risen.
Internal Communication

Internal communication can be the most difficult to sustain because of the diverse elements which play a role in effectively relating. Even though internal communication is a challenge, it is essential for an event of the magnitude of UniverCity to succeed.

Developing good communication is based on honesty and trust. When the lines of communication have been established, then the internal audience will be more receptive to the goals and objectives of a program like UniverCity.

The internal audience includes the faculty steering committee, the community board and student groups. Similar needs exist in each of these audiences including the need to be kept informed, to be included in the decision making process, and to contribute to the content of the event.

"Have a good sense of the universe of third-party groups before you start; study them; try to match your target groups to your organization for prospecting purposes, based on a mutuality of interest— not just your client's needs" (Pires, 1989, 231). All three groups need to play a role in creating realistic goals and taking ownership of their activities. In order for these groups to participate, the directors must give them an established time frame and a specific agenda to proceed. (Pires, 1989, 32)

"Every individual examines every proposition in light of a single question. What's in it for me? Pure altruism seldom governs human behavior. While some find this distasteful, it remains mankind's primary behavioral detriment" (Brody, 1987, p. 207).

The faculty steering committee is composed of representatives from the different colleges on campus. Each college is asked to participate in some
manner with UniverCity. At the meetings progress reports describing what activities each college is pursuing should have been the focus. In the first meeting held on October 20, 1991, the directors did an excellent job of presenting the program and creating enthusiasm within the group. However, the representatives did not have a clear picture of what they were supposed to accomplish or the strategy on how to accomplish their goal.

To increase faculty awareness and to stimulate projects on campus, a flyer directed at Ball State University faculty went out prior to Christmas break, December 1991. The 1200 flyers generated two phone calls about the event. The natural follow-up should have been the newsletter; however, there was not enough information to disseminate at that time.

The steering committee should be pursuing activities to supplement the speakers. The directors need to meet with each representative individually and divide responsibility for certain days or activities related to a specific portion of the event. By breaking UniverCity into segments, the event becomes manageable rather than overwhelming for the organizing committees.

Faculty and students are the two largest campus groups. Only certain self-motivated groups have become involved in the planning stages. The directors encourage groups taking ownership or responsibility, but the interest and follow-through have not been present to cultivate interest.

Steps need to be followed in order for the transfer of responsibility to take place and the interest cultivated. The directors need to be up front when asking for participation or sponsorship. The event must then be broken into small sections which are easy to deal with and easy to act on. At the close of the meeting, the chance to say no or to walk out without action taking place must not be allowed. Before anyone leaves a commitment with measurable
goals should be agreed to by both parties. (Hausman, 1990, p. 172) If these steps are followed, then action should be the end result.

The student population has not played a large role in the past two events. To increase student involvement, 35 presentations were made to Ball State student groups. Individual presentations were necessary to show each student group why the event was worth their time and effort.

From these presentations more support and enthusiasm has resulted for "Touching Home." Many of the student groups are developing exhibits, panel discussions, or activities relevant to theme. UniverCity will host a program seminar in which student groups can learn how to organize and plan special events. The seminar will help groups determine how to follow through on their participation with UniverCity. Student groups play a major role in the success of UniverCity 1992. The challenge of increasing student involvement is showing them how their involvement will pay off.

The largest task for all three groups was to stay informed of their progress. The key to keeping students, faculty, and community member involved was disseminating information. The majority of the communication is over the phone or in person. Follow-up letters and brief memos serve as tools to reinforce verbal agreements.
External Communication

“Every communication has an impact on your corporate and brand image—externally with media, the public, stockholders, government, financial and community relations” (Haller, 1987, p. 4). Dealing with the community, faculty, students, and surrounding communities will require a total communications plan.

To effectively reach the external publics, UniverCity will need to establish a good rapport with the media, community figures, and university leaders. The relationship must be based on honesty, trust, and open communication. Open communication is sustained through follow-up calls, memos, letters, and frequent meetings (Brody, 1987, p. 173). Using individually typed and signed form letters have been successful avenues of initial contact. Letters give the recipient tangible credibility and leave a paper trail. “Where specific, letters usually cite identified needs prevalent in recipients’ industries” (Brody, 1987, p. 173).

The weakest link of UniverCity lies in the organizations follow-up activities. Follow-up skills will make or break an organization. Follow-up provides the opportunity to make a soft-sell or reinforce the verbal commitment previously made, gives the participant the opportunity to express concerns, and establishes a rapport.

Keeping the public informed will be the most difficult task since Ball State University has a three month break prior to the event. This break allows for the enthusiasm to slip away and it makes it difficult to keep people committed to the event once classes resume in the fall. To keep people excited about the program and keep momentum through the summer months, student groups and school systems will need to establish contact
people. As well as contacts, periodic flyers or bulletins sent to each group would keep people informed and remind them that the event is approaching.

Using posters and brochures are the simplest means of "getting the message out." However, public relations and advertising are more than a simple brochure or poster. “Advertising and public relations can pay off handsomely if employed as cohesive, 'Pro Active' tactical marketing tools” (Haller, 1987, p. 5). Supplementing public relations strategies with advertising will increase the frequency and reach of the message. By targeting the specific communities the advertising dollars could increase attendance at the actual event.

Using billboards and radio would be the most effective tools because they are inexpensive and reach a large segment of the audience. Local advertising should include a newspaper supplement paid for by sponsors of the event. The supplement would list the schedule for the week, the keynote speakers and the topics being covered in each activity.

For the upcoming event a relationship has been established with public information to disseminate timely information about the speakers and activities which will occur. The key to a good relationship with public information is trust and communication because they have the resources to essential to increase press coverage regionally and nationally. Using public information is wise because of their network of contacts.

All materials will be developed in the UniverCity office and passed on to public information. “Planning and pre-production are essential to creating a good story—check, double check and then check again” (Haller, 1987, p. 27). Press releases will be distributed to all local, state and regional media. Good, factual press releases establish the credibility of the program as well as increase public awareness. (Haller, 1987, p. 26) A general release will be
distributed after all the speakers have been confirmed. In July, a teaser release will be distributed to create pre-event interest. At the beginning of September, a release including a program will be sent out.

Making UniverCity a "newsworthy" event on the national level depends upon the caliber of the speakers. At this time, Terry Waite, the last hostage to be released from Lebanon, will make his first university speaking engagement at Ball State University. If Waite does not accept any other speaking engagements, then his arrival in Muncie will have news value. If he should begin the speaking circuit earlier, the university angle might still be of interest to national media and definitely to regional sources.
Recommendations

After determining the target audiences, the most effective communication tools must be defined. In the past, UniverCity has utilized word-of-mouth, posters, fliers, personal letters, brochures and a thematic newsletter.

Each time UniverCity takes place a program is essential to disseminate information about the speakers and schedule. The 1988 program, "Agenda for a Living Planet," had a three inch-wide and eleven inch-long format with black glossy card stock for the cover. Inside, the booklet discusses the rationale for UniverCity and the meanings of the theme. Discussing the speakers and their backgrounds gives the participants information on their topic and their qualifications. If a picture is included with one keynote speaker, a picture should be used for all. This provides consistency.

Programs from the past two events have had a good focus, but their design needs to be more creative and user friendly. When assembling the book, basic information about the planned speakers, events and activities is needed. After compiling the guide book, fact sheets and backgrounder should be developed to provide specific information about UniverCity and the larger events. "When preliminary scheduling has been complete, fact sheets should be compiled and distributed to news media to enable them to plan in advance for any appropriate coverage of the event"(Brody, 1988, p. 233). Using these tools will inform the media and provide information quickly and easily.

Newsletters prove to be an effective tool of disseminating timely information to a large audience. They provide news on a regular basis, which stimulates interest in a project and gives everyone equal access to information. As a tool, if a newsletter is well produced it will enhance the image. (Hausman, 1990, p. 138) However, if a newsletter is poorly produced the image presented will do more damage than good. (Hausman, 1990, p. 139)
The messages communicated must be of high quality and disseminated on a regular basis.

In 1989, UniverCity distributed 4,000 copies of a newsletter to Ball State University faculty and staff. The newsletter did not utilize good design or writing style. The message statement of the piece was not communicated clearly. The newsletter had a brief description of the theme, but it did not tell people what they need help. The writing style was too wordy and boring to attract attention or to compete with other mail which professors receive. Bad headlines made it difficult for the reader to determine what each of the stories discussed. In essence, the newsletter did not provide a quick read as well as in-depth account. To make the newsletter user friendly the articles must be written as stories, rather than as a list of accomplishments.

From the design standpoint, the 1989 newsletter is weak. Visually, the piece did nothing but hinder the communication of the verbal message. To increase readability, consistent fonts in the body text with strong headlines in a complimentary font should have been used. The body of the front page had too much white space. Using a clearly defined masthead not dependent upon the title of each event would have provided consistency. The masthead should have been larger to attract the eye and to balance out the page. The inside pages have a three column format which is not consistent and makes the stories difficult to follow. Combining the design and writing in this publication presents a communication challenge which can be easily remedied in the future.

Utilizing modern technology will become crucial in disseminating information to the target audiences as well as the media. Video technology is used in crisis communications, special events, marketing support, fund raising, and recruitment. (Lehrman, 1989, p. 24) Preparing the directors for
the video took careful consideration of the messages they would discuss. In *Positive Public Relations* by Hausman and Benoit, suggestions for good television interviews include using brevity and short phrases, looking and talking naturally, and no referring back to previous statements. (Hausman, 1990, p. 139) UniverCity developed a promotional video tape to reach potential funders and possible participants. The tape used footage from the past, images dealing with the theme, and interviews with the three directors. The script and tape took five months to develop.

Developing the three directors media skills will require media training. “Television is not merciful. A bumbling, inarticulate speaker, no matter how well trained can do more harm than good to your organization's image,” (Hausman, 1990, p. 45). Media training will emphasize how to answer tough questions as well as preparing for the interview.

After thorough sessions on how to work with the media, public appearances on local or regional broadcasts will be scheduled. Increasing regional media coverage will include interaction with the local radio stations as well as television in Indianapolis and Fort Wayne. Establishing relationships with the Muncie and Indianapolis media will be essential in creating coverage during September. “Broadcasters seldom invite individuals and/or organizations with whom they are not familiar. The ability to perform in front of a camera also is important. Guests must be good speakers and comfortable” (Brody, 1988, p. 195).

In a 1988 survey of 100 companies, it was found that video use is increasing in corporate America. Elliot Gould, editor of *Telespan* newsletter and president of Telespan publishing states “More than 15,000 video conferencing events occurred in 1988, up from 500 events two years ago,” (Lehrman, 1989, p. 24).
"Top 50 public relations firms and the top 50 United States corporations, in a recent survey conducted by Bates Co., found that all of the public relations firms had used satellite broadcasting for their clients and that 70% of the corporations had used this tool for public relations and public affairs purposes" (Lehrman, 1989, p. 24).

In 1992, "Touching Home" will utilize satellite broadcasting for James Burke's speech. This alternative was selected because it was cost effective. People are receptive to the messages and a mass audience can interact with the speaker. The technology will allow for phone interaction at the close of his remarks.

Combining technology with an innovative strategic plan will effectively reach target audiences in methods not utilized at either of the past events. In the past, publicity has been generated with low reach potential such as posters or coverage from the local media. Advertising would be an excellent supplement because the message could be specifically directed to the target market. "When public relations is combined with advertising, as part of our marketing mix, strong inroads can be made in the battle for the share of the mind that cannot be achieved by advertising alone" (Haller, 1987, p. 26). "The execution of the program is everything" (Haller, 1987, p. 20).
Image

Creating an image within the university setting becomes a challenge because of the diversity of audiences. Universities use publicity to reinforce an image of a particular trait (Haller, 1987, p. 2). At the university level, presidents play the largest role in creating the university image. The majority of public relations jobs at the university level do not attract highly experienced practitioners because the resources are minimal and the pay is low when compared with other areas of the industry. The largest drawback of university public relations is the chain of command the practitioner uses to communicate. The majority of practitioners do not report directly to the president. (Wylie, 1988, p. 66)

Creating a public relations position with UniverCity is unusual for a campus organization. The creation of a positive image and good relationships with target publics will be more effective and personal because the public relations assistant will become the liaison from the groups to the directors and vice versa. As the organization grows, the channels of communication will become more complex and the department will be a necessity in keeping abreast of factors affecting their target publics. "Images will change as they pass through communication channels. Many factors such as cultural background, emotions, experiences, and selective perception affect or distort the actual image" (Pearson, 1989, p. 54).

Directly promoting a product, service, or concept to target audiences must be appealing and have identifiable elements (Hausman, 1990, p. 2) In Sullivan's theory of images, the public makes judgments not because of facts, but based on how they feel. "The core assertion of his discussion is that what we call the judgement center of the mind deals only with images, never
directly with reality” (Pearson, 1989, p. 53). In essence, creating a strong reputable image becomes essential when dealing with the key publics. This image must first be established with the media in order to generate positive publicity. UniverCity must create a good relationship with the media. In the article “Credibility, Public Relations, and Social Responsibility,” by Judd, 65% of the media reported that news releases received were newsworthy, but 35% received were not. Eighty-six percent of the information in releases is good and beneficial with news value. (Wylie, 1988, p. 66)

The power of media is a strong influence on the perceptions of the public. “An image can not be replaced and is almost as important as how a company is run” (Pearson, 1989, p. 53).
Research

The last step is to look at the past to determine future goals. Research and evaluation provide quantifiable results for future goals. "Research is the systematic gathering of information for the purpose of describing and understanding structure, and checking out assumptions about publics and public relations consequences" (Cutlip, 1985, p. 202). Statistics on awareness and reach can be developed by tracking attendance, readership, and media coverage.

Establishing credibility through research will provide quantified information to support the necessity of public relations. Credibility can be defined by the evaluation or assessment of programs in progress. Assessment provides hard facts to support public relations programs. "Two types of scanning are identified: scientific scanning and informal scanning" (Dozier, 1989, p. 11). "Scientific scanning includes the use of formal studies tracking public reactions to organizations, surveys of key publics, the use of public opinion research agencies, public relations auditing, demographics research data and research specialists" (Dozier, 1989, p. 11).

Use of evaluation for UniverCity will enhance the validity of the program. Careful tracking of audience participation will determine which programs are the most successful. The tracking should include phone interviews to gauge the awareness of UniverCity. The calls will be made the week after UniverCity from lists of groups that participated. "Informal scanning includes use of informal phone calls to target publics, talks with field personnel, in-depth interviews, call backs to people attending special events, review of mailed complaints to the organizations and tracking public opinions trends through the media" (Dozier, 1989, p. 11).
In a survey of public relations practitioners on credibility, "Credibility, Public Relations, and Social Responsibility," Judd, found that out of 200 practitioners only 65% selected responsibility as most important in public relations. (Judd, 1987, p. 37) Thirty-five percent found responsibility to the employer as the most important aspect. From this study, the value of credibility in public relations can be gauged. "Fifty-five percent practitioners believe general public perceives the Chief Executive officers as most credible and only five percent would choose the public relations spokesperson" (Judd, 1987, p. 37).

Combatting this low credibility level begins with how management perceives public relations. When public relations practitioners are included in major decisions, more effective plans result. The public relations practitioner helps decision makers keep their publics in mind and provides them a broader perspective on which to base their decisions. "There is a lack of confidence in the institutions they represent and they often suffer from low credibility within their organizations and with the public" (Judd, 1987, p. 34).

Public relations practitioners can not stop with management approval, they are also accountable to their publics. "Sixty-five percent indicate responsibility to society. Public relations persons must be accountable to higher authority than management..."(Judd, 1987, p. 38).

UniverCity will need to send a survey to each group and advisers, each school system, and to community participants. In the survey, questions would cover the good and bad points of the event, how participants would rank the event on a scale of one to five, and space for suggestions would be allotted at the end. The survey would be a self-mailer and the responses
could be tabulated. The survey will assess the effectiveness of UniverCity, its communication mediums, and the messages conveyed.

The past two events have had scant media coverage and only rough estimates of attendance are available. To determine student awareness of the past logos, themes, and speakers, assessment of involvement and recognition included focus groups and questionnaires.

Focus groups were developed to gauge the current level of awareness and the quality of the 1992 plans. Eight focus groups were held from October to November. For each session, eight to 12 people were invited. However, approximately six to eight people actually participated in each hour session. The sessions were videotaped to provide feedback and evaluation of the responses.

The groups were asked questions about their awareness and participation in the past two events. At the close of each session, participants filled out a questionnaire and were asked if they would be interested in participating in the upcoming event.

From the questionnaires, a list of interested groups was developed and contacted. Forty-five presentations were made and 25 groups have shown an interest in participating. Ball State University has 300 student organizations and approximately 100 groups were contacted to participate in the focus groups. Letters were sent out to the groups which did not attend the focus group sessions and those who committed but did not show. In addition to contacting student groups, their advisers also received a letter. In these letters a description of the event and the theme were outlined and an invitation was made to participate at the close.

Initial student awareness of the UniverCity was low, but the early contact and presentations have generated interest on more levels. The groups were
not conducted in scientific surroundings, but qualitative information was obtained from which future programming ideas could be developed.

"Events and trends are monitored through a process relatively new to public relations called environmental assessment" (Brody, 1988, p. 2). The evaluations of how an organization operates and communicates is the base of assessment.

"Scanning requires ongoing examinations of organization environments to identify events that may signal the start of significant trends" (Brody, 1988, p. 2). Use of surveys and informal calls will provide insight on people's concerns. Through evaluation UniverCity will be able to develop future plans based on the information obtained. The monitoring process is ongoing and must be included when planning future events. UniverCity must have accurate records of attendance, image awareness, and effectiveness of its programs to increase improve and lend credibility to the event.

"Monitoring involves watching the development of those trends. Their breadth, depth and speed of development all may be significant in organizational planning" (Brody, 1988, p. 2). Evaluation and assessment give support to the goals set forth and provide hard truths about the program aspects. "Practitioners are expected to produce measurable results in keeping with pre-determined goals. Clients and senior managers demand reasonable returns on public relations investments" (Brody, 1987, p. 1).

Research will provide quantifiable results which can be used in future programming. Developing long-range goals for UniverCity which include research strategies will make tracking progress much easier.
Conclusion

UniverCity as a concept has broken ground in the realm of the original by developing an educational symposium relevant to current world problems and giving people the chance to explore solutions. At this time, no other university hosts a week of events which stimulate creative thought and exchanging ideas. Other schools host spirit building activities, but Ball State has developed an event which enhances the educational experience and acts as a bridge to the community. The upcoming event should be the start of a new philosophy for the UniverCity staff.

Defining an organizational mission will enable the staff to develop goals and objectives which can provide a check and balance system. Establishing a plan which covers the four step process: research, planning, implementation and evaluation, creates an efficient working environment.

Organizational goals and objectives will provide direction and a means of evaluating performance in the future. These goals should cover internal and external communications, advertising and evaluation procedures. The foundation of the plan is based on the research of the problem. Researching facts, listening to key audiences, and systematically defining the problem creates a solid plan which effectively uses the resources available. (Cutlip, 1985, p. 202)

With “Touching Home,” UniverCity has learned the importance of creating a positive image. Awareness of UniverCity has been low or non-existent in previous years. Use of focus groups and personal presentations has created awareness within the student body. By using these tools early and in a planned fashion, more student and community groups have become involved and are anticipating the event. When “Touching Home” takes
place in September, the effort to establish contacts with the key target audiences will create better channels to disseminate information.

The involvement on campus, in the community, and from surrounding areas will bring many diverse publics together to exchange ideas. In the exchange of ideas long-range plans for the event should be considered. From the many contacts which have been made, many groups will want to become an integral part of the planning stage in the future.

“Public relations is not now and has never been free; it always carries a cost in terms of investment of time and money ...” (Hausman, 1990, p. 173).

To effectively reach the target audience a full-time position should be created. A full-time practitioner could implement a strong plan which would create awareness and involvement from the key groups. The job includes providing counsel as well as good writing support. Counsel should be based upon current issues which may affect the organization as well as public perceptions. “The art and social science of analyzing trends predicting their consequences, counseling, organizing leaders, and implementing planned programs of action which serve both the organization and the public interest” (Hausman, 1990, p. 173).

“The use of research not only makes the public relations function more effective it also provides practitioners entre to strategic decision making at the highest management levels” (Dozier, 1988, p. 6). The student focus groups suggested creating a student planning committee. A group of students representing key organizations on Ball State’s campus should be included in the brainstorming and in the planning. By using their ideas, the students play a vital role and they provide feedback on the proposed concepts. In fact, representation of advisors and other key groups on campus should also be considered in the planning stages.
The level of social responsibility in public relations rises as professionalization takes place and level of respect from management increases, the degree of supervision from management decreases, and public relations counselors' roles in the decision making process becomes more dominant. (Judd, 1987, 37)

If a full-time position was created, UniverCity would have the benefit of knowledgeable counsel and quality work. The practitioner could implement tracking strategies as well as provide continuity for the program. Utilizing good communication strategies will enhance the quality of the event. However, follow-up and research will provide statistical information from which future program ideas can be developed.

UniverCity has the potential to become a common occurrence nationwide, if its organizational structure grows as the event expands. Utilizing public relations in the programming and planning will lead to better publicity and better relationships with the target audiences.
Bibliography


Appendix A

November 7, 1991
7:00 p.m.
Focus Group Summary Report

At the 7:00 p.m. group, we had four people out of the seven confirmed. The group came mainly from the business department.
Awareness of the first two events was almost non-existent They had no recognition of the logos or themes. Later in the group, one of the participants did mention the theme without realizing he said it.
The participants compared the event to Europe year, but they felt UniverCity was not publicized enough in comparison. One said she felt Europe year was a bigger event because what was happening was better defined.
They suggested placing posters around campus, professor announcements, and sending letters to appeal to off-campus students.

Items remembered:
Poppet the Clown
Alan Arkin

Current plans:
No recognition of James Burke
Needed to explain who Paul Verhoven and Kurt Vonnegut were
Liked Schwarzenager involvement- thought he was a draw
Liked John Denver

Speaker suggestions:
Chuck Yeager- man who broke the sound barrier
Jim Davis- motivational
Someone from Russia to give the "real" story
Someone to discuss AIDS- suggested the play "Wizard of AIDS"
previously brought in by PanHellenic Council and Interfraternity Council (IFC)

Major Concert Performers suggestions:
Billy Joel
Elton John
John Cougar Mellencamp
Neil Diamond

Event suggestions:
Sporting event between Muncie Community and Ball State
Involve the Children's Home-
create an adopt a child for the day- IFC possibly as link
Need to make part of professor's curriculum
Professors give credit for attendance
Home Economics run a booth with different foods
Discuss AIDS
Bring in the Globe Trotters
Ice Capades
Make cultural events a graduation requirement
8 p.m. group
November 7, 1991
Focus Group Summary Report

Five attendants out of eight invited represented different leadership groups across campus. The enthusiasm level was higher as well as the awareness. Three out of the five had attended at least three events and four out of the five remembered the themes and logos. The event was not publicized enough in their opinion.

Items remembered:
Love the tents and set-up
Noon-time concerts enjoyable, something different
Attended business round table discussions because of Alumni Association

Ideas
Bring in Mark Kirpatrick of Hoosier Millionaire
Have him host a show from Ball State during the event
He was a former Ball State Student and played on the Basketball Team.
Jay Marsh may be able to help if we want to pursue this angle
Having an art show of some type
Student Leadership Development Board would be able to help with workshop.
Professors are the key to getting the point across.
Most would attend if required
Some people suggested offering credit for attendance

More interactive events- have workshops or group discussions

Keep the speakers on schedule
When changing locations—Publicize it
Give an alternate site for all outside events
People who take the time to come do not want to hunt for the event

Good signs would be helpful

Might consider an honorable chairman of event—such as Dan Quayle

Admissions Coordinating Team — in charge of freshmen orientation program
Placing brochure in folders
Make presentations to the parents during the summer

SCP B would be willing to help plan theme related movies during that month
Might be able to sponsor other events with other groups

START- Bring in speakers for the Alumni Association
Help with homecoming and a 50 year class reunion very year
Might be helpful in bringing Alumni from the fraternities and sororities

Lesbian and Gay Student Association

Brian McNaut as a speaker- his book is used in classes on campus On Being Gay
Appendix B

**Goals and Objectives**

The first step to developing awareness is to reach the campus. By increasing campus support and involvement, the event will develop importance among the students, faculty and staff. Next, reaching the Muncie Community and surrounding areas will require personal presentations and keeping the press informed. The following list gives ideas on how to increase awareness of UniverCity on all levels. The main problem facing UniverCity is the lack of national awareness of the event. By using the media effectively, awareness of UniverCity will reach the campus population, the Muncie community, the regional level and the national level. This awareness should increase attendance and support from the local and regional public as well as the media.

By increasing campus support the event will gain in importance. Campus support includes the student body, the administration, the staff and the faculty. All of these audiences need to be actively sought out to support UniverCity.

**Campus Awareness Campaign**

1. **Content**
   - The campaign will begin with a letter to every campus organization, department, professor and the administration. The letter will be signed by the provost and it will invite all the groups listed above to attend. The next aspect will be personal presentations to each organization which will explain what the event is and how they can help.

   **Student Body.**
   - Student Government
   - Student Clubs
   - The Panhellenic Council (Sororities & Fraternities, social and service)
   - Faculty
   - All department chairs and staff
   - Administration
   - Deans
   - Provost
   - Alumni
   - Alumni Association
   - Alumni Magazine

2. **Method of Contact:**
   - Personal Visits
   - Direct mail
   - Newspaper Supplement in Daily News & Muncie Star
Direct Mail: Letters inviting organizations to participate need to be sent out. These letters should ask for their support and offer to set up a personal visit from the UniverCity staff.

Personal Visits: Presentations need to be made before each student organization explaining what the purpose of UniverCity is and how they can get involved. These presentations should not be more than four or five minutes long. At the presentation, materials about UniverCity should be passed around and left behind as a reminder and a source of information.

Newspaper Supplement: The supplement will run in both papers prior to the opening event of UniverCity. In the supplement, times, dates, speaker information, and a daily schedule will be listed. The supplement is something for people to hold onto and keep; thus it is more meaningful and they will remember it.

Advertising on Campus: UniverCity would run ads in the programs of all major sporting events from Spring of '92 to fall of '92. These ads would reach the alumni as well as the student body.

3. Media Relations needs to become a major focus for UniverCity. The media should be contacted on three levels: local, regional, national. At this time, the local and regional coverage is easier to suggest. National coverage will depend on the speakers invited to UniverCity.

   Local: Muncie
       Press releases sent to Muncie Star and Daily News
       Newspaper supplement
       Radio Spots sent to local stations

   Regional:
       Video clips to Indianapolis stations
       Radio Spots on Indianapolis stations
       Television interviews with noon time shows in Indianapolis

   National:
       Coverage on a National show such as Jane Pauley or something comparable.
       Coverage on CNN spot news can be monitored by ratings.
       National coverage is dependent upon the speakers or attractions brought in. If Jimmy Carter is used, then the national angle is legitimate

4. Press Kit

The press kit includes:
press releases on
   the major speakers
   theme of the event
   the event itself
Brochure on the event
Pictures
Information on Muncie
Premium item.
Video clips should be prepared for the television media.
September '91- rough drafts of the press kit prepared.
Speaker information will be done as the speakers are confirmed.
Video clips will be found and put into one tape at this time.
Copies of the clips will be prepared and sent out to the media for their use.

The folder will be shaped like a home and will include a premium item such as pads of paper cut like homes or the folder will be something useful after taking the materials out. After sending out the kits, follow up calls would be made to make sure they received the kits and find out if the event will be covered.

5. Collateral Materials

Brochures
Flyers
Book Marks or Stickers
Pens
T-Shirts
Hammers-(home theme)

These items need to be given away at the presentations and at the kick-off event.
Appendix C

Video Script

The promotional video was used to increase awareness and as a tool to increase participation. In the presentations to surrounding school systems and student groups on campus, the video was shown to give people an idea of how the event worked as well as the background on the concept.

The video began in October and was completed in February. Some minor alterations were made to make the footage stronger and tie the video back to the theme for 1992. (See the enclosed script)
Hello, I'm John Worthen, president of Ball State University. Let me tell you about a very exciting program that is held every other year on the Ball State campus. It's called UniverCity. It's a program which provides an opportunity for students and faculty and members of the community to come together around a central theme.

Narr: Coming together is the heart of the UniverCity idea. To face the challenges of our very complex world, we need to share ourselves and our ideas. We need to take a little time from our highly specialized careers to freely communicate with each other. For no single discipline can have all the answers, no one profession or technology possess the scope or range of vision sufficient to the needs of the Earth's people in the 21st century. It is time to step out from our laboratories, from our workshops, from our offices and studios and recapture a true community life of the mid.

In a festival setting, UniverCity recreates the chautaqua atmosphere of the 19th century where all may find a forum to share their deepest concerns; where music, laughter, food, and a relaxed setting breakdown barriers and allow us, for a little while, to talk openly _ to explore plans for working together on our most important problems

STUDENT V.O.
Festivals are held worldwide, but rarely have I been to one whose basis is that of stimulating the intellect as well as the ability to have a good time.

I personally thought it was good because it got me to respect and appreciate diverse things which aren't a part of everyday common knowledge. I think that's what college is all about, being exposed to unfamiliar things, or standing on uncommon ground.

This festival has shown me that a lot of things are happening outside my own little world.
It's an excellent concept because it offers so many diverse ideas and facets of the world to educate people...

Ball State is to congratulated for the bold concept of an academic festival, a celebration of learning.

NARR: UniverCity rediscoversthe value of the university as a community or city as well as a micro-cosm of the human universe. The idea is to cross over normal walls and tear down the barriers which create differences.
NARR: UniverCity invites national speakers such as Alan Arkin, James Burke, Dr. Betty Edwards, Barbara Dana, and Dr. Sylvia Earl to share their insights and experiences.

The sharing of ideas is the basis for UniverCity as Ball State architecture professor, Dr. Bruce Meyer comments:

"This year's theme, "Touching Home," came from a sense that we share a common environment at many levels. We share as one planet, the home planet if you will. We share as citizens of a town or community, we have some kind of common identity, and fundamental building block of society. Altogether, the family, lives in the home, whether its a house or an apartment or a condominium or a grass shack. We all have a place, a place to be, a place to give identity to the fundamental social group that we're talking about.

NARR: The final scope and impact of UniverCity 92 depends upon finding and other support from beyond Ball State community. Sponsors are invited to support UniverCity, in exploring constructive alternatives to problems we share. Ball State Architecture professor Dr. Paul Laseau explains:

"Through the support of this project, I think they can show that they're interested not only in supporting education, but in supporting innovation in education, to see if we can explore new ways to improve the way we approach education.

Music will come up and then it will fade as Beth speaks.

Professor. Beth Vanderwilt, -director of UniverCity and associate professor at Ball State University

There's something magical and mysterious about universities and college campuses. You have all those buildings and within all those buildings are housed all those classrooms, and in all those classrooms you have the nurturing of young minds. You have all these creative and inventive ideas. You have new ways of thinking, you have your hopes and aspirations for the future. But if you're not careful all these great inventions and ideas and our hopes stay housed in those classrooms and never reach another audience. It takes an event like UniverCity to begin to break down those walls - to have the scientist work with the architect, to have the dancer work with the mathematician, so they all find their interconnectiveness of ideas, a common goal, a common purpose where we can all work together to make this Earth a better home for all living things.
NARR: By building homes with Habitat for Humanity or learning about Chinese culture with Betty Bao Lord; students, faculty and the community take an active role in crossing boundaries.

The following are confirmed events...

This is just the beginning. With your ideas and support, UniverCity '92 will become a broad-reaching educational exchange.
Coming together is the heart of the UniverCity idea. To face the challenges of our very complex world, we need to share ourselves and our ideas. We need to take a little time from our highly specialized careers to freely communicate with each other. For no single discipline can have all the answers, no one profession or technology possesses the scope or range of vision sufficient to the needs of the Earth's people in the 21st century. It is time to step out from our laboratories, from our workshops, from our offices and studios and recapture a true community life of the mind.

In a festival setting, UniverCity recreates the chautaqua atmosphere of the 19th century where all may find a forum to share their deepest concerns; where music, laughter, food, and a relaxed setting breakdown barriers and allow us, for a little while, to talk openly – to explore plans for working together on our most important problems.

UniverCity redisCOVERs the value of the university as a community or city as well as a microcosm of the human universe. The idea is to cross over normal walls and tear down the barriers which create differences.

UniverCity invites national speakers such as Alan Arkin, James Burke, Dr. Betty Edwards, Barbara Dana, and Dr. Sylvia Earl to share their insights and experiences. The sharing of ideas is the basis for UniverCity as Ball State architecture professor, Dr. Bruce Meyer comments:

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By building homes with Habitat for Humanity or learning about Chinese culture with Betty Bao Lord; students, faculty and the community take an active role in crossing boundaries. The following are confirmed events...

This is just the beginning. With your ideas and support, UniverCity '92 will become a broad-reaching educational exchange.
UNIVERCITY: TRADITION, NOT CONVENTION
BALL STATE TO HOST UNIVERCITY 90: SECOND "WOODSTOCK OF THE MIND"

UNIVERCITY NEWSLETTER  AUGUST 1989  VOLUME I  NUMBER 1

UNCOMMON GROUND:

The theme for UniverCity 90 will be Uncommon Ground. The result of brainstorming sessions by members of the Academic Steering Committee, Uncommon Ground is an attempt to summarize notions of intellectual challenge, breaking with precedent, stepping out of one's normal milieu, and making connections with others who are also leaving their normal sphere of activity. Building on ideas originally advanced in UniverCity 88, will be a further attempt to overcome the narrowness of overspecialization.

The reduced diagrammatic notes on the back of the folder give you an idea of what concepts were considered in reaching this year's theme. For some colleges, Uncommon Ground will provide an opportunity to address connections across very different cultures. For others it will be an opportunity to challenge existing views of their own disciplines within their own culture. For all of us we hope it is a chance, again, to step back and take a new perspective on what we are about at the university and where we and our culture are going. As UniverCity 90 will reach out to participants across the State, it will also be an opportunity to exchange ideas with members of the non-academic community as we meet on Uncommon Ground.

Who's Coming?

As with UniverCity 88, Uncommon Ground will host several Keynote Speakers at the University level, while individual Colleges will name their own Program Speakers.

Although final selection of Keynote and Program speakers will not be made until later in the Fall Semester, a number of excellent individuals have been suggested for consideration. Initial contacts have already been made with many of them or their agents.

Among these are:

Mr. Alan Arkin, noted actor and author, recipient of the Golden Globe Award, a Tony Award, and 3 Oscar nominations, he is the author of a fine book, Halfway Through the Door, which chronicles his personal and professional search for creativity.

Mr. James Burke, creator and producer of the BBC and PBS film series Connections and The Day the Universe Changed. James Burke, in the tradition of intellectual commentators like Jacob Bronowski, has created exciting perspectives of the great ideas of civilization for television audiences around the world.

Miss Alice Walker, author of the Pulitzer prize-winning novel The Color Purple. Miss Walker is not only an essayist, poet, novelist and short story writer, but she is also a social activist and an ardent "womanist" or black feminist. Her collection of short fiction entitled In Love and Trouble: Stories of Black Women which captured the Richard and Hinda Rosenthal Award from the American Institute of Arts and Letters.

Jacques D'Ambois, respected dancer and choreographer, was a protege of George Balanchine. Perhaps best known for his work in New York City housing projects with disadvantaged children, D'Ambois conducts dynamic workshops with handicapped and learning disabled people. In coop-
Who's Coming? (continued from Page 1)

eration with Very Special Arts, D’Ambois could explore one’s creative self through movement, with sessions in the Ball State University Gym as well as the YMCA and Muncie Children’s museum.

Maurice Sendak. Mr. Sendak has written and illustrated such classic books for children as Where the Wild Things Are and Higglety Pigglety Pop. He has won numerous awards including the Caldecott Medal, the Laura Ingalls Wilder Award and the coveted Hans Christian Andersen Medal (Mr. Sendak was the first and to date the only American illustrator to receive this honor).

Jim Hancock and Suzan Zeder. Hancock is nationally known for his movement and directing work. Zeder, his wife, is a children’s playwright, and winner of many national awards in the field of children’s drama. Her creative works include Mother Hicks, Doors, and Sherlock Holmes. Hancock and Zeder would conduct a three-day residency combining their talents in workshops concerning the Inner Search for Outer Resources. They specifically will address creative and mental blocks, not merely with artists, but also for physicians, attorneys, educators and athletes.

Dr. Jonathan Miller is an example of the living “renaissance” personality and a model of creative living. Physician, author, operatic conductor, and theatrical director, Dr. Miller wrote the Broadway hit, Beyond the Fringe, and created and produced two major television film series on the human body. It would be a return visit for Dr. Miller, who participated in UniverCity 88.

The Academic Steering Committee will be making the final determination of Keynote Speakers during the next few weeks. Discussions within Colleges concerning the selection of Program Speakers will continue into the Fall Semester. All Faculty are invited to make suggestions and give frank opinions to their Steering Committee representative.

UNIVERCITY 90 STEERING COMMITTEE NAMED

The UniverCity 90 Academic Steering Committee has been named by Ball State Deans and Administrators. Fulfilling multiple roles as facilitators, information and resource persons, and coordinators of College activities and events, Steering Committee members will have their hands full during the coming year. The Steering Committee member from your college or area is the first person to contact with questions, ideas, or suggestions. They will also be the people who will help you find ways to implement your ideas. Committee membership (with phone numbers) includes:

College of Sciences and Humanities:
Dr. Rosanne Marek, Department of History (8722)
Dr. Andrew Slack, Department of Geography (1767)

College of Applied Sciences and Technology:
Dr. Thomas Dobbs, Department of Men’s Physical Education (1454)

College of Fine Arts:
Prof. Beth Vanderwilt, Department of Theatre (8756)

College of Architecture and Planning:
Prof. Robert Benson, Department of Landscape Architecture (1980)

Teachers College:
Dr. George Wood (5447)

College of Business:
Mrs. Janice Steele, Coordinator Undergraduate Programs (5329)

Honors College:
Dean Arno Wittig (1024)

University Libraries:
Mrs. Judy Koor (1307)

Office of the Provost and Vice President for Academic Affairs:
Mrs. Jean Amman (1333)

Office of Research:
Ms. Donna Bucove (1600)

School of Continuing Education:
Dr. Jim Danglade (1581)

APPLY NOW

Available with this folder is an Event Proposal Form with a completed sample on the reverse side. To help in providing equity in space, equipment, and facilities, we are asking event proposers to provide this basic information to their Steering Committee member as early as possible. Even if you are not completely sure at this point, make a tentative “reservation” now to hold space and allow time to hammer out details.
WHY GET INVOLVED?

Since we never seem to have enough time to do all the things we would like to do (even those which hold the greatest interest for us) involvement in UniverCity 90 may appear to be another one of those requests for free community or university service. While the “service” potential for UniverCity 90 is certainly strong, the personal rewards of involvement in the program may also be very real and very great.

What could the development of a program or an activity for UniverCity 90 do for you personally (other than add a line to the service section of your annual report)? Uncommon Ground expresses one very rich potential for various aspects of our teaching roles. The exciting speakers who will be coming provide an opportunity to focus course readings or even an entire syllabus, especially when students know that they will have an opportunity to meet and speak with the people whose material they have read. The significance of the assignment then becomes real and exciting. (All speakers who are invited to the UniverCity setting have an obligation to meet with small groups of interested students, providing an opportunity to speak directly with and ask questions of those speakers.)

And it is exciting for us to meet new and major figures either in our field, in related disciplines, or in areas of interest to us. In some cases, it is an opportunity for us to make new professional contacts, opening doors for future communication.

The UniverCity setting is an opportunity for research not only because of the special individuals who will be here but also because of the nature and structure of the event, the environment in which it is set, and because of the special populations participating in the event. The scale of the event may offer an opportunity to "piggy-back" funding requests on a credible matching base from the Foundation.

WHO DID WHAT DURING UNIVERCITY 88: FACULTY WHO HAVE BEEN THERE

If you are wondering what it is like to arrange and conduct an event for UniverCity 90, you may wish to contact a colleague who has had the experience. Listed below are a some of the individuals who took the gamble and risked an exposure of ideas during UniverCity 88:

Rick Fluegeman, Geology (8267): Fractal Geometry
Jon Hendrix, Biology (8840): Human Genetics & Bioethics Education
Eric Hickey, Criminal Justice (5359): An Introduction to Criminal Justice
Anne Cartwright, Biology (8830): Conservation of Bats, Birds, and Fish in Indiana
Tom Dobbs, Physical Education (1454): Challenge for Health & Well-Being in the 21st Century
Jerry Bode, Sociology (5353): Social Data in Teaching/Interactive Computers
Bruce Kirkham, English (8580): Book Sale
Paul Stout, Library Service (1097): Map Sale
Jeff Culp, CERES (1917): SunRaycer Solar Car
Scott Pattison, Chemistry (8060): Chemical Research, Leading to Scientific Advances
Judy Gray, Social Work (1012): Homeless Awareness
George Wood, Teacher's College (5447): Educating Rita at B.S.U.
Janice Steele, College of Business (5329): Business Environments in the 21st Century
Larry Toll, Department of History (8700): Civil War Soldier
Herb Saxon, Biology (8839): Orchid Display
Alice Bennet, Biology (8853): Biological Technology and the Future
Donna Bucove, Office of Research (1600): Research at Ball State University
Rose Miller, Student Affairs (5630): International Family Planning
Hal Chase, History (8735): African American Studies
Renee Main, Academic Affairs (1853): Mac Fest

UniverCity 90 is also a chance to have fun intellectually and socially. It offers a chance to try out a new or experimental idea in a non-threatening setting. To a large degree when one is stepping out onto Uncommon Ground and trying a creative approach, anything goes.
UNIVERCITY 90

IDEA FOLDER