The Resolution of the PRSSA Bateman Case Study

An Honors Thesis (ID 499)

by
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Thesis Director

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Muncie, IN
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The Ball State University
Public Relations
Case Study Team's
presentation for the solution
of the
1989 Carroll Bateman
Case Problem
Preface:

The PRSSA (Public Relations Student Society of America) Bateman case study began in 1973, and is named after Carroll Bateman, past President of PRSA (Public Relations Society of America) and the International Public Relations Association.

The national case study competition allows students to exercise the analytical skills and mature judgment required for public relations problem-solving. Students analyze, research and present a solution to a given public relations problem.

As PRSSA president, I saw the Bateman case study as an opportunity to utilize the skills and knowledge that I have acquired as student within the Journalism Department at Ball State.

My role in the case study was as Account Supervisor. As the leader of the Ball State case study team I was responsible for organizing the group, supervising and managing meetings and work sessions, conducting research and contacting professionals for their advice and help. I wrote approximately 80 percent of the case study and served as editor. Finally, I handled all the video taping and editing for the team.

My understanding of the Honors Thesis was to challenge us to learn more about ourselves and our chosen area of interest. I do not think I could have chosen a more appropriate topic for my Honors Thesis. My participation in the Bateman Case study was a final accumulation and test of my public relations skills.
THE 1989 BATEMAN -- PRSA CASE STUDY PROBLEM
Prepared by Ronald D. Solberg, APR, President, EasyCom, Inc., Chicago

PROLOGUE
This problem is fiction and any similarity to real events or people is pure coincidence. However, the events and people assembled a little differently under other circumstances could occur anytime, anywhere, USA. You as a practitioner will, very likely, one day face one or more of them before you retire. Just hope you don't face them all at one time! As you work through the case, keep one thought in mind: what appears to be urgent may not necessarily be important.

FERMONT UNIVERSITY HAS QUALITY REPUTATION
It is Friday, May 4, 1990, in North Bank, Wisconsin, the location of Fermont University. Fermont has a reputation as a quality moderate-sized, state-support university. However, its main claim to fame is its School of Physiology and Medical Sciences and the work of the Sandwick Laboratory. The laboratory has received world-wide acclaim for research on chemical dependency, particularly the effects of tobacco nicotine on humans. Most important, Sandwick Laboratory is an important source of money for the 15,000-student institution. In fact, the University and its Sandwick Laboratory have been mentioned recently as a top candidate for a $2 million grant from the Werth Foundation, to study the effects of nicotine on newborns of mothers who smoke. The Foundation has a reputation for supporting programs and studies opposing tobacco use.

Although Sandwick Laboratory is an important income generator, the University's major single source of income continues to be money budgeted from state taxes. The legislature will be reviewing university budgets and allocations in the next two months.
HECKLEMAN CREDITED WITH LAB'S SUCCESS

Franz Heckleman, the 55-year-old director of the laboratory, is generally credited with the lab's long-standing success and reputation. He has received several national and international awards recognizing his achievements in the field. There have been, however, of a falling out between Dr. Heckleman and Dr. Peter Suisse, irman of the School of Physiology and Medical Sciences, Heckleman's immediate advisor. A related concern too, according to the rumors, is that the differences could cause Dr. Heckleman to leave the University.

RMONTE CENTER OF ACTIVITY FOR NORTH BANK

MONT University is an important center of activity for North Bank, a city of 100,000. Over the years there has been a growing animosity between the University and farmers raising tobacco, an agricultural product of increasing importance to the county. In fact, the tobacco farmers have been organizing to fight what they consider to be the University's concerted efforts to ban the use of tobacco. "There is an indication that the organization is receiving financial support from tobacco companies to carry on the battle. Neither the University nor the Sandwick Laboratory has ever taken any official public position on the sale or use of tobacco products. Dr. Heckleman has served frequently as an expert witness in cases where tobacco was cited as a source of serious health problems.

RARE LAB'S DIRECTOR OF PUBLIC RELATIONS

the past five years you have been director of public relations for the Sandwick Laboratory, reporting to the University's vice president of public affairs and alumni relations, Dr. Martin Boro. The university also has a director of public relations, Ma French, who handles all other public relations activity for the college. You and Ma French, both reporting to the Public Affairs and Alumni Relations V. P., are
equals; but there are periodic conflicts because the responsibilities for your respective jobs have never been clearly defined or delineated. But so far the conflicts haven’t been serious enough to warrant changing the arrangement.

ALL STARTED ONE MORNING

Because of your role with the Laboratory, you have become a confidant of Dr. Heckleman. First thing, on this morning of the day that the $2 million grant from the Verth Foundation to the Laboratory is to be announced in the media, Dr. Heckleman calls you into his office. In addition to confirming receipt of the grant, he asks that you pledge your secrecy on another matter. He tells you that he will be leaving the laboratory in six weeks and that he, that very morning, handed in his letter of resignation to University President Dr. Marion Swending. He asks that you not speak to anyone until you have seen President Swending. Dr. Heckleman has been aware of the rumors and wanted you to hear the news first from him. He doesn’t explain why he is leaving other than to say that it’s time for him to move on to other challenges. He then asks you to call the University President for further directions on publicity.

YOU'RE OFF TO SEE THE PRESIDENT

You call to make an appointment to see President Swending. Within the hour you are in her office. She is brusque as she explains that the Heckleman resignation must be kept under wraps for a couple of weeks. She explains that Dr. Heckleman’s resignation places the $2 million grant to the Laboratory in jeopardy and that she needs the additional time to discuss the matter with the Foundation officials to convince them that a change in Laboratory leadership wouldn’t affect the Laboratory’s work. She also needs time to talk with the Board of Trustees about a plan to fill Dr. Heckleman’s post. Finally, she asks that you not tell anyone, including the Public Affairs/Alumni Relations Vice President, about the resignation. “The fewer people who know about this right now, the less chance there is of the news getting out
prematurely to the wrong people. Your job is to keep a lid on this," the President concludes.

DR. BORO SPEAKS WITH YOU

After leaving the president's office, you find a message in your office from Dr. Boro asking you to call him immediately. When you reach him, he tells you that the local tobacco farmers are threatening to lobby actively against the University and its request for increased state tax monies because of the announced grant by the "anti-tobacco" Werth Foundation. In fact, some farmers have already assembled in front of the Laboratory, he tells you, to picket the facility.

DR. BORO ASKS FOR HELP

Dr. Boro is concerned that the farmers will be attracting the city's media attention which include a television station, three radio stations, and a daily and a weekly newspaper. The University also has a weekly student-published newspaper and a student-operated radio station. In addition to responding to the immediate "crisis," he asks that you meet with him mid-afternoon with a communications plan to counter "bad publicity" that the tobacco farmers are creating for the University. "We can't afford to lose that grant or the support of the legislators for more money from the state," he says at last.

WHAT'S YOUR PLAN?

You hang up the telephone, your secretary hands you a fist full of callback messages from reporters with the newspaper and a radio station, the public relations director for the Werth Foundation, and a representative of the local tobacco farmers' group. In addition, a reporter from the college newspaper is waiting outside your office to speak with you. What do you do with those who have called? What about
the reporter in your office? What's your plan for Dr. Boro? What's your program to keep a "lid on it" for the President?
Statement of the Problem:
The problems presented in the 1989 Bateman Case Study can be defined as follows:

(1) The President is unwilling to communicate adequately with the public relations staff.

Neither the Vice President for Public Affairs and Alumni Relations nor the Public Relations Director for the University were informed about Dr. Heckleman's resignation. The President's unwillingness to recognize the importance of keeping the public relations staff informed limits the University's ability to respond in crisis situations. Under these conditions, incorrect information can be conveyed to the media, damaging organizational credibility.

The public relations director can play as important a role for the university as a dean. Presidents should recognize this and hire, fire, treat and pay the PR director accordingly. (Wylie 4)

The President's decision not to inform our boss, the Vice President for Public Affairs and Alumni Relations, Dr. Boro, sets a precedent for future types of communication.

Julian A. McPhee, in an article entitled "Blind Spots in Education PR" appearing in the College Public Relations Quarterly, stated:

Three main steps must be taken to overcome the blind spots in educational public relations. (1) the college president must place the person charged with public relations on a policy making level. (2) the college must develop a good system of internal communications. (3) the college must establish and carry out a program interpreting its real educational purpose, using every media which will effectively reach the specific publics which the college hopes to influence favorably. (41)

(2) The farmers' ability to achieve media coverage with their picketing might result in negative public response from the legislators.

The farmers can be expected to contact state and local legislators, giving them only the farmers' view of the situation. Therefore it is imperative that the University maintain direct and open communication with all legislators, keeping them informed and aware of the University's mission. It is also essential that the President be accessible to the legislators to explain University positions.

(3) A crisis communication plan does not exist.

Basically, the internal communications function is operating on a closed and secretive policy, rather than an effective, open policy. Job responsibilities have not been defined and regularly scheduled meetings have not been established.

Fred Woodress, in his book entitled Public Relations for Community/Junior Colleges, summarized a point that applies to every college president and public relations professional when he wrote:

Since the news media representatives expect the information
The 1989 Bateman case problem solution was prepared by the following members of Ball State University’s Hoosier Chapter of the Public Relations Student Society of America:

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Since the news media representatives expect the information
director to be reliably informed about all the department's activity, the director's position in the organizational structure should afford a close working relationship with the chief officer and key members of the professional staff. (13)

(4) A lack of effective external communication exists between the University, the community and, especially, the local tobacco farmers.

The atmosphere of the community is characterized by apathy, distrust and misunderstanding. Neither the Laboratory nor the local tobacco farmers supports or communicates with the other.

Professor Woodress makes a point that applies to all universities in relation to the communities in which they are located:

A good community college will be honestly, gladly, and clearly a community institution. It is in and of the community. The community is used as an extension of classroom and laboratory. Drawing upon the history, traditions, personnel, problems, assets and liabilities of the community, it declares its role and finds this accepted and understood by faculty, administration, students, and the citizenry. (41)
(We feel that his statement applies to state colleges as well.)

Although a state university will have a broader mission than a community college, the community service mission still exists.

Mission Statement:

As a reputable educational institution, we wish to remain open to all schools of thought. The philosophy of the University is to avoid establishing a prejudicial view towards any individual, group or organization and their ideas.

The functions of the University are to promote academic excellence and to encourage quality research in a scholastic capacity. All public relations methodologies reflect this mission.

The primary mission of Fermont University, therefore, is to give unbiased support to all research needs, recognizing the academic freedom of faculty members in their chosen area of research.

Immediate Research Objective:

Our immediate research objective is to determine the extent of unfavorable reaction toward the University and the Laboratory. By checking media coverage, letters and telephone calls to the University, we would assess the damage to the University's and Laboratory's images.

Some of the ways we would assess the extent of negative, as well as positive, reactions are as follows:

1. Collect all newspaper articles pertaining to the picketers, the allocation of the grant and the resignation of Dr. Heckleman.
2. Review editorial responses throughout the state.
3. Review letters to the editor.
4. Log all telephone responses to:
Goals:

1. To secure the $2 million grant.
2. To communicate to area farmers that the University is responsive to their research needs.
3. To communicate to the press that the University is open and honest in its communications.
   *Immediate steps to be taken with the press:*
   - Maintain accessibility of the public relations department.
   - Relay accurate and timely information to the media.
4. To communicate to legislators and the general public the research mission and research responsibilities of the University.

Action Plan:

Management Counseling:

After the reporter leaves, we attend to our next most important task: convincing the President that everyone in the public relations department needs to know of Dr. Heckleman’s resignation. We explain that every organization needs a single spokesperson, a united front to communicate information accurately and to control information that is going out. As public relations professionals, we inform the President that there are certain codes of ethics we follow, specifically articles #3, #5, and #7 of PRSA’s code of ethics. (Appendix 1)

If the President does not agree, then we will develop a plan for handling the media if the story is leaked. However, we are assuming the President will agree and will inform our boss, who will then tell Ms. French, Director of Public Relations for the University.

Planning:

Once everyone in the public relations department knows of Dr. Heckleman’s resignation and the picketers outside, we will meet as a staff to review facts, determine the magnitude of the situation, and develop strategies for handling the media, (locally, statewide and-if necessary- nationally). Plans will also be developed for the tobacco picketers, the Werth Foundation, other employees in the Laboratory and legislators.

At the department meeting responsibilities will be assigned to each person and a communications flow chart will be established. (Appendix 2) Once this situation is over, the public relations department will develop and implement a crisis communications plan. (Appendix 3)

Establish command center and spokesperson:

Everyone will report all information to Dr. Boro. He will coordinate a command center from his office, making specific assignments and directing public
information coverage. He will relay information from the field to the President and from the University administration to the field. He will also be the official spokesperson for the University and the Laboratory, and will be responsible for contacting state and local legislators concerning University events and proceedings. Job assignments follow.

**Contact Dr. Heckleman regarding resignation:**

Since we work with Dr. Heckleman, we will contact him to find out how many people he has told about his resignation. At this time, we will also find out if, where and when he will be interviewing with another institution or business. We will contact Dr. Suisse, Heckleman's boss, to make sure he does not spread any rumors regarding his working relationship with Heckleman.

**Return telephone calls and meet with picketers:**

Once we have this information, we can call the Werth Foundation. We will also return the tobacco farmers' phone call. First, however, we will relay any pertinent information to our boss, Dr. Boro.

Dr. Boro will ask the President to invite the picketers in for a question/answer session. If the President is unwilling or is too busy, we will meet with the picketers as soon as possible.

Meanwhile, Ms. French will call the local radio station and newspaper, since she deals with these people routinely. The telephone calls made by the media, the Werth Foundation and the tobacco farmers need to be returned because our plan of action cannot proceed until we know their concerns. Ms. French will also ensure that all details for the press conference are in order.

**Audiences:**

We have identified our target publics in order of importance as follows:

1. The legislators and the Werth Foundation
2. The media
3. The tobacco farmers
4. The community
5. The administration and the public relations department
6. Camelia and us
7. The students of the School of Physiology and Medical Science
8. Wisconsin residents
9. Alumni

In our action plan, however, we will discuss each within the grouping of internal and external audiences.

**External Audiences:**

These audiences will be reached mainly through press conferences, news releases, special events and mailings.

With education a multi-billion dollar a year industry, largely paid for by taxpayers, donors, parents of students and future graduates
who must pay off loans, every little or big thing that goes on in the nation's colleges and universities today is the rightful business of every interested citizen. (Woodress 11)

Credibility will be maintained through a united front approach utilizing a single spokesperson: the Vice President of Public Affairs and Alumni Relations. However, when available President Swending will speak at all press conferences.

Legislators:
We feel it is important to inform the state and local legislators of the picketing, because state monies will be awarded in two months. (Appendix 4, 5, and 6)

Goal #1: To keep state and local legislators directly informed of the University's mission and to maintain open and accessible channels of communication.
Objective A: We will call local and state-wide representatives the same day the farmers' protest occurs. The public relations department will send a follow-up letter with more detailed information the next day.
Evaluation: That afternoon, monitor phone logs to determine that phone calls were made and check the list of letters prepared and sent.

Werth Foundation:
The Werth Foundation is a key audience because of their financial and philosophical support of the University. Although we disagree, the President feels Dr. Heckleman's resignation will jeopardize the grant.

Goal #2: To maintain favorable relations and at the same time invite consideration of future contributions.
Objective A: We will keep the Werth Foundation informed about current and future research conducted by the Laboratory. This will be accomplished through press releases and telephone calls.
Evaluation: Review correspondence from the Werth Foundation and evaluate consistency of grants.
Objective B: Invite the Werth Foundation to attend Laboratory and University open houses. This will be accomplished through telephone calls and written invitations.
Evaluation: Monitor the Werth Foundation's attendance at University activities.

Media:
As mentioned previously, this includes all levels—local, state and national. These will be kept informed with accurate and timely information.

Goal #3: To maintain understanding from and support of the media.
Objective A: With Ms. French, we will begin a system to monitor newspaper clippings, television and radio coverage and inquiries of President Swending, and analyze whether
each is positive or negative.

Evaluation: Within one month, expand secretary's job description to include monitoring media. Within three months, follow up on the clippings and analyze them by quantity, length, number and size of photos, size of headline and circulation. For broadcast media, check number of programs, time and length of broadcast.

Tobacco farmers:
The local tobacco farmers, as a hostile audience which feels that the Laboratory's research is jeopardizing its livelihood, represent a special concern within the community. Obviously, more positive and frequent relations need to be established.

In order to demonstrate the University's stance on its research, an open forum will be held with the President of the University, the director of the Laboratory and the chairman of the School of Physiology and Medical Sciences. This will enable us to state our position, while giving the farmers a chance to voice their concerns and ask any questions they might have. Additionally, we will send position papers to the local farmers' association as a reinforcement of the forum and a continuing public relations effort.

Goal #4: To improve relations between the farmers and the University.

Objective A: We will organize an open forum to be hosted by President Swending and Dr. Suisse, representing the University to the local farmers.

Evaluation: Within one month of protest, we will examine attendance, coverage and direction of discussion.

Objective B: We will prepare (with the assistance of the University's Agricultural Department) and distribute a position paper about the University's official stance on research. The paper would make mention of past research which led to improved farming and harvesting techniques, serving as a reminder that the University is not partisan.

Evaluation: Within two months of distribution of the position paper, we will analyze the farmers' response through letters and calls received, action taken, statements to media, letters to legislators and lobbying efforts.

Community:
Presently, we are keeping the community informed through the local media. Implementation of a community-wide survey (Appendix 7) before and after Heckleman's resignation will provide needed information on message reception and audience perception.

Woodress named five reasons for community relations:

1. To provide the faculty and staff of the college with a better place to live and raise a family.
2. For the survival of the college because local people by political interference and otherwise can hurt or help a college grow and
continue.

3. For the general welfare of the institution because local conditions from traffic to pollution, police protection or lack, same for fire and other conditions can help the efficiency of the operation and the morale of the employees.

4. Many community activities planned, executed and promoted by the college create good conversation, involvement by the community and good will for the college.

5. Public opinion development for any institution starts on the local level with community groups before becoming state and national legislative movements. (21)

The North Bank community is a key audience for long-term objectives. Consequently, several plans and programs will be implemented to improve community relations with the University and the Laboratory. These include a Laboratory open house, sponsorship of local science fairs, funding of science/medical scholarships, sponsorship of high school career days, and sponsorship and organization of a community health fair. (Appendices 8, 9, 10 and 11)

By targeting the majority of our programs to the youth of North Bank, the University is demonstrating its concern for the future economic and scholastic development of the community. In Woodress’ book, he defines community relations as:

two way communication, meaning the college must keep informed about the community, its problems and its needs at the same time the college is telling the community about the institution’s goals, plans and accomplishments. All of this is done through students, faculty and staff, through local press, radio and TV, through mailings to community leaders and through personal contacts. (23)

Goal #5: Foster a positive relationship with community leaders, who will act as liaisons between the University and the community.
Objective A: With Ms. French, we will implement an ongoing educational series which will include science fairs, scholarships, a Laboratory open house, high school career days and health fairs.
Evaluation: Within one month of individual events, monitor attendance and coverage, interest in scholarships and analyze results of community survey.

One simple way to gauge the popularity and effectiveness of any college is the interest shown by new students signing up for full time, part time study, night classes, short seminars and one-time programs. Another measure is the number of mail and telephone inquiries about the college. How well do the high school guidance counselors know your college? (Woodress 51)

Wisconsin Residents:

Our main goal with this audience is to keep the University in good public opinion. Good will towards the Laboratory will be achieved through emphasis of its benefits to the state.
Goal #6: Foster favorable opinion toward the University and the
Objective A: Host an annual Cheese Carnival. The event would be family-oriented, including carnival rides and games, food stands featuring the different uses of cheese, a state-wide recipe contest, a cheese carving contest and cooking demonstrations by nationally-known chefs. The Cheese Carnival will be the responsibility of the Directors of Public Relations for the University and the Laboratory.

Evaluation: Within two months of carnival, appraise contributions, coverage, attendance, any direct effect on state-wide cheese sales and entries received for contests.

Objective B: The Director of Public Relations for the University will host an art exhibit and auction aimed towards businesses, with proceeds going to state-wide charities.

Evaluation: Within two months, assess attendance, coverage, artists' willingness to donate and display work, funds raised at auction, and interest in making it an annual event.

For all of the above special events, a formal survey will be implemented to determine effectiveness and interest in continuing each project. This will be a questionnaire distributed and collected at the event.

Alumni:

This audience is important because of its ties to the University and its contributory status. It is important that alumni be kept informed of current and upcoming research to maximize their contributory status and personal interests. Our main contact with them will be through alumni publications and special mailings.

Goal #7: Uphold the concept of Fermont's personable atmosphere.

Objective A: Assuming an effective alumni relations program is currently being used, the University would continue in its efforts to portray itself as a worthy institution for alumni contributions and offspring, through newsletters, promotions, and special events.

Evaluation: Within one year, the Director of Public Relations for the University will monitor graduates returning for second degrees, receipt of contributions on continuing basis, second generation students, graduates' success in chosen profession and their willingness to make professional visits.

Internal audiences:

Information to faculty and students will primarily come from the student and local media. As the situation commands, we will directly contact deans, department chairmen and individual faculty members.
The administration and the public relations department:

Goal #8:
Objective A: To establish and maintain an open means of communication. Establish biweekly meetings between the administration and the public relations department. The Vice President of Public Affairs and Alumni Relations for the University will be responsible for scheduling these meetings.
Evaluation: Within one month, assess communication flow and understanding of day-to-day workings through informal discussion and evaluation.
Objective B: The Vice President of Public Affairs and Alumni Relations for the University will formalize a communications flow chart within the next month and distribute it to all administrative and faculty members.
Evaluation: Within one month, the Vice President of Public Affairs and Alumni Relations will examine the regularity of communications and the suggested hierarchy.
Objective C: Develop and implement a crisis communications plan within three months. All members of the public relations staff will participate.
Evaluation: Within six months, all members of the public relations staff will meet to refine unclear statements in the plan, disseminate the revised version and test the plan with a mock crisis.

Camelia and Us:
Due to the limited amount of information we have been given, we determined that the existing problem between Camelia and ourselves is due mainly to a lack of communication.

Goal #9:
Objective A: The Vice President for Public Affairs and Alumni Relations will define job descriptions and responsibilities within the public relations department.
Evaluation: Within six months, the Vice President of Public Affairs and Alumni Relations will meet with the public relations staff and determine if conflicts have been reduced, if job descriptions are understood and duties delineated.
Objective B: The Vice President of Public Affairs and Alumni Relations will establish biweekly meetings of the entire public relations department, with additional meetings between ourselves and Camelia to be added as needed.
Evaluation: Within three months, determine if meetings have improved communication and if problems still exist, this will be through staff assessment in a group meeting.

Students of the School of Physiology and Medical Sciences:
Obviously, these students will be more concerned with the happenings of the Laboratory and, as such, should be kept informed.
Goal 10: To keep the students informed about Laboratory-related activities.

Objective A: Post information weekly on the bulletin board reserved for the School of Physiology and Medical Sciences and keep faculty informed through memorandums, encouraging them to relay pertinent information to students. We will also inform both students and faculty through the campus newspaper.

Evaluation: Survey students in selected classes to determine awareness after three months. (Appendix 12)

Evaluation:
Because we realize the importance of evaluation in any public relations plan, we have incorporated an evaluation process into each goal and objective.

Success of our actions and strategies in the community will be measured through a community-wide survey distributed before Dr. Heckleman's resignation is made public and after the first three planned community events. Through this evaluation process, public opinion and attitude can be measured and, if necessary, community activities can be changed, added or discontinued. (Appendix 13)

The public relations department will continue to evaluate the attitude of its external audiences before, during and after community events. On a quarterly basis we will analyze the media's coverage of the University and the Laboratory through newspaper clippings and radio and television exposure. Internal communication will be evaluated through in-house surveys, informal meetings and correspondence.

Conclusion:
The problems presented in the 1989 Bateman Case Study can be divided into four areas.
1. The President is unwilling to openly communicate with the public relations staff.
2. The farmers' picketing may result in negative media coverage.
3. To our knowledge, no crisis communication plan exists.
4. There is a lack of communication between the University, the Laboratory and the community.

We believe that our suggested plan will be effective because it is flexible, comprehensive and measurable. We believe that we have taken all aspects of the problem into consideration and have developed a plan to improve relations both internally and externally.

In order to accomplish our goals, we have recommended establishing a communications flow chart and a crisis communication plan. By doing so, job responsibilities are clarified and communication is more consistent. With the instigation of a single spokesperson, communication is unified and direct. By monitoring newspaper clippings, television and radio coverage and inquiries of the President, we can systematically analyze both positive and negative attitudes.

The activities and events planned for external audiences meet our goal of improved relations by encompassing all demographic divisions within the state. For instance, attendance at the Cheese Carnival is expected from families around the state as well as persons interested in cooking. For the art exhibit and auction, our main emphasis is on attendance by business operations and art aficionados. These, and other events, were planned to attract diverse interests and set before them a common concept: Fermont University is concerned with Wisconsin and its residents.
Appendix 1

**Article #3:** A member shall adhere to truth and accuracy and to generally accepted standards of good taste.

**Article #5:** A member shall safeguard the confidences of both present and former clients or employers and shall not accept retainers or employment which may involve the disclosure or use of these confidences to the disadvantage or prejudice of such clients or employers.

**Article #7:** A member shall not intentionally communicate false or misleading information and is obliged to use care to avoid communication of false or misleading information.
Hierarchy of Communications at Fermont University

Board Of Trustees

President
Dr. Swending

Vice President
Dr. Boro

Vice President for Public Affairs and Alumni Relations
Dr. Boro

Director of Public Relations for Sandwick Laboratory
Ball State Bateman Team
R. Best

Sandwick Laboratory

Director of Sandwick Laboratory
Dr. Heckleman

Director of Public Relations for Fermont University
Camelia French

School of Physiology and Medical Sciences

Chairman of School of Physiology and Medical Sciences
Dr. Suisse
Appendix 3

Crisis Communication Plan

1. In the event of a crisis, all administrators and public relations staff
   members will report immediately to the designated command center
   where individual assignments will be given. The office of the Vice
   President of Public Affairs and Alumni Relations will serve as the
   command center, unless specified otherwise.

2. In situations where the president is incapacitated, the vice president
   will assume the responsibilities.

3. The Vice President of Public Affairs and Alumni Relations will be the
   official spokesperson for the university, unless the situation warrants
   otherwise. The spokesperson will be available to the media at all times
   to answer any questions that might arise.

4. The Vice President of Public Affairs and Alumni Relations will be
   responsible for preparing a detailed statement defining the situation.

5. All staff members will be required to provide all necessary assistance
   in ascertaining the facts pertinent to the crisis and relaying them to the
   spokesperson. The spokesperson will then relay those facts to
   administrators first, and then the media.

6. All staff members will be expected to remain on the job until they are
   dismissed by the Vice President of Public Affairs and Alumni
   Relations.

7. This crisis communication plan will be reviewed annually by the
   University President, the Vice President of Public Affairs and Alumni
   Relations and the public relations staff.
Dear Representative Somebody, 

In our continuing efforts to keep you informed, the public relations department at Fermont University wishes to update you on recent developments affecting the University and our state.

As you know, Sandwick Laboratory is nationally known for its research on the effects of chemical dependency. Recently, a $2 million grant was awarded to the Laboratory from the Werth Foundation to fund research on the effects of nicotine on newborns of mothers who smoke.

The area farmers have protested the acceptance of this grant because they feel the University should not lobby for state funds in addition to this amount. They also believe the Laboratory's nicotine research is in direct opposition to their chosen livelihood.

Fermont will continue research support to assist state tobacco farmers while also recognizing its responsibilities to address social needs and problems.

It is our desire that you understand Fermont's position: the primary mission of Fermont University is to give unbiased support to all research needs, recognizing the academic freedom of faculty members in their chosen area of research.

We appreciate your past support of the University and the Laboratory, and trust that you will continue to uphold Fermont's endeavors. If you have any questions concerning this matter or any other, please contact me.

Sincerely,

President Marion Swending  
Fermont University  
North Bank, Wisconsin  45708  
(512) 969-7812 day  
(512) 964-3739 evening

RB/ofn
Appendix 5

President Marion Swending
Fermont University
North Bank, Wisconsin 45708
(512) 969-7812 day
(512) 964-3739 evening

Senator Anybody
The State Capitol
Madison, Wisconsin 53702

Dear Senator Anybody,

In our continuing efforts to keep you informed, Fermont University wishes to update you on recent developments affecting the University and our state.

As you know, Sandwick Laboratory is nationally known for its research on the effects of chemical dependency. Recently, a $2 million grant was awarded to the Laboratory from the Werth Foundation to fund research on the effects of nicotine on newborns of mothers who smoke.

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Sincerely,

President Marion Swending
Fermont University

RB/ofn
We cite the following information from Lesly's Public Relations Handbook.

"Good Will of Government. In most cases, the attitudes of government officials are based on what they know and hear about a company. In America the government is moved by the opinions and attitudes of the public; the soundness of a company's public relations usually determines its relations with public officials. If they are kept informed and if they feel that an organization operates in the public interest, government executives are less likely to make unreasonable demands or issue unfair restrictions. Good will of government requires two factors: good will of the public and a sincere effort to keep the government agencies informed about the company." (207)
Appendix 7

Fermont University values the input of the city of North Bank and the surrounding area. In an effort to maintain and improve community relations, we are requesting that you complete this brief questionnaire. Your time is sincerely appreciated.

1. Have you ever attended (taken classes at) Fermont University?
   yes  no
2. If yes, when:__________(year(s))
3. If no, have you ever visited Fermont University?
   yes  no  year(s)_____
4. Have any of your relatives ever attended Fermont University?
   yes  no
5. Have you ever heard of the Sandwick Laboratory?
   yes  no
6. Have you ever visited the Sandwick Laboratory?
   never  once  twice  three-five visits  over five visits
7. Please describe, to the best of your knowledge, the type of research or activities that best describe the Sandwick Laboratory:

8. Do you feel Fermont University's Sandwick Laboratory should contribute to national health care?
   strongly agree  agree  undecided  disagree  strongly disagree
9. Do you think Sandwick Laboratory is important to the North Bank community and surrounding area?
   strongly agree  agree  undecided  disagree  strongly disagree
10. If Fermont University offered an open house for the Sandwick Laboratory, would you be interested in attending?
    yes  no
11. If no, why:______________________________________________________________
12. Please list any additional comments or suggestions regarding the Fermont University and/or the Sandwick Laboratory:

    ________________________________________________________________
    ________________________________________________________________

THANK YOU
Appendix 8

Public Service Announcement
Health Fair 30-second spot

Announcer: Sandwick Laboratory at Fermont University wants to help you find out the facts about nutrition, exercise, dieting and physical fitness. Join our staff of expert researchers and physicians along with area businesses on June 23 for a free Health Fair.

Announcer: From 9 a.m. to 4 p.m. demonstrations, drawings and information sessions will be offered. Free cholesterol and blood tests will also be available.

Announcer: Join us on June 23 for seven hours of healthy fun.
Appendix 9

Public Service Announcement
Health Fair 15-second spot

Annclr: Sandwich Laboratory at Fermont University wants to help you find out the facts about nutrition, exercise, dieting and physical fitness. Join our staff along with area businesses on June 23 for a free Health Fair.
FERMONT UNIVERSITY

For immediate release
June 15, 1990

Contact: R. Best
Director of Public Relations,
Sandwick Laboratory
Fermont University
North Bank, Wisconsin 45708
(512) 969-7812 day
(512) 964-3739 evening

Sandwick Laboratory at Fermont University is holding a Health Fair. The all day event on June 24, will include free blood and cholesterol tests, information on nutrition, exercise, physical fitness and weight management. Area businesses will hold drawings for free gym memberships, and athletic equipment. A guest speaker will discuss current trends and issues in health care.

The Sandwick Laboratory is associated with the School of Physiology and Medical Science and has received world-wide acclaim for its research on chemical dependency.

Fermont President Dr. Marion Swending, said the University is hosting a health fair because "The university is a part of the North Bank community and seeks to serve the people of North Bank as well as all citizens in the state. The research that the Laboratory conducts reinforces its commitment to a healthful environment and a better community."

The health fair is scheduled from 9-6 and will be held at Sandwick Laboratory. Swending encourages everyone to attend and participate.

***
## Community Activities Time-line

<table>
<thead>
<tr>
<th></th>
<th>Event Description</th>
<th>Date</th>
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<tbody>
<tr>
<td>1</td>
<td>Health Fair</td>
<td>June 23, 9-4</td>
</tr>
<tr>
<td>2</td>
<td>Cheese Carnival</td>
<td>August 24-26</td>
</tr>
<tr>
<td>3</td>
<td>Laboratory Open House</td>
<td>October 10, 9-4</td>
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<tr>
<td>4</td>
<td>High School Career Days</td>
<td>November 13-15</td>
</tr>
<tr>
<td>5</td>
<td>Scholarship Awarded</td>
<td>February 16</td>
</tr>
<tr>
<td>6</td>
<td>Science Fair</td>
<td>March 31</td>
</tr>
</tbody>
</table>
Appendix 12
Budget

Legislators:
Postage 100 @ $0.17 ea. (bulk rate) $17.00

Community:
Science Fair Posters, flyers, mailers, postage $75.00
      Refreshments $90.00
      Awards--plaques $150.00
Open House Posters, mailers, postage $150.00
      Refreshments 150.00
      Calendars to hand out (University)
Scholarship 1 @ $1,000 ea. $1,000.00
High school career days
      Travel expenses. (University)
Health Fair Posters, flyers, mailers, postage $250.00
      Refreshments $175.00
      Speaker (honorarium) $500.00
      Blood and cholesterol tests (Hospital)
Wisconsin residents:
Cheese Carnival
      Posters, flyers, mailers, postage $500.00
      Carnival rides & games (corp. underwriter)
      Recipe contest award $50.00
      Cheese carving contest (cheese donated)
      Cheese carving award $50.00
      Chefs--Transportation & lodging $2,000.00
Art Exhibit and Auction
      Posters, flyers, mailers, postage $500.00
      Security (3 guards @ $50 ea.) $150.00
      Refreshments $250.00
      Ensemble (University)
Subtotal $6,040.00
Contingency (10% of budget) $604.00
Total $6,644.00
Appendix 13

--EVALUATION--

Four dimensions of measurement can be applied to assess the impact of any public relations campaign, regardless of size. They are as follows:

**Audience Coverage:** To what extent was each target audience exposed to the various messages? Which unintended audiences also received the messages?

(1) Accurate records must be kept of what messages were prepared and where they were sent.

(2) A system must be employed for keeping track of which releases were used and by whom.

Specify which audiences (both intended and unintended) were reached by which media.

**Audience Response:** By applying good sampling techniques and questionnaire design, accurate predictions are possible, and problems can be corrected before messages are released.

**Campaign Impact:** Be concerned with the impact of the campaign as a whole. (The whole is not equal to the sum of the parts.) This can be done only after the campaign has been in progress long enough to achieve some results. Effects are generally attitudinal, although they can be behavioral.

**Environmental Meditation:** The measured results must be interpreted in light of various forces in operation. One method to check for environmental influences is focus group interviewing. The group should be presented with the elements of the campaign and then directed through a discussion of its effects and their causes.

(Baskin 174-177)
Works Cited:


Works Consulted:


