SWISS GERMAN UNIVERSITY

Assignment Letter/ *Surat Tugas*

No.	AL/BAC-GSC/0502-2/II/21
Date	15 February 2021
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Doc. Type	Main Document/Dokumen Utama

Dr.Phil. Deborah N. Simorangkir, BA., MS.

Lecturing Assignment At SWISS GERMAN UNIVERSITY

Penugasan Perkuliahan Pada SWISS GERMAN UNIVERSITY

Head of Department of Global Strategic Communications

Ketua Program Studi Komunikasi Strategis Global

In consideration of:

Her appointment as the Dean of Faculty of Business Administration and Humanities under agreement no. SK/001/HR/II/2021

Mengingat:

Pengangkatannya sebagai Dekan Fakultas Administrasi Bisnis dan Humaniora dibawah perjanjian no. SK/001/HR/II/2021

And in deliberation of:

The learning teaching activity at SWISS GERMAN UNIVERSITY; and

The need for qualified lecturers for such learning teaching university.

Dan menimbang:

Kegiatan belajar mengajar di SWISS GERMAN UNIVERSITY; dan

Kebutuhan akan dosen-dosen yang memenuhi syarat untuk kegiatan belajar mengajar seperti itu.

DECREES

To assign:

Name: **Dr.Phil. Deborah N. Simorangkir, BA., MS.**

Position: Full Time Lecturer

To participate on the following activity:

MEMUTUSKAN

Untuk menugaskan:

Nama: ***Dr.Phil. Deborah N. Simorangkir, BA., MS.***

Jabatan: Dosen Tetap

Untuk berpartisipasi dalam kegiatan berikut ini:

No	Activity	Organized	Period
1	Module for Subject Public Relations Management	Dept. of Global Strategic Communications	Even Semester 2020-2021

The appointed shall accomplish the task in responsible ways in line with the related guidelines and other regulations given by SGU

Pihak yang bersangkutan harus melaksanakan tugas dan tanggung jawab sebaik-baiknya, sesuai dengan petunjuk dan peraturan dari SGU.

Assignor/Pemberi Tugas:

SWISS GERMAN UNIVERSITY SGU SWISS GERMAN UNIVERSITY DEPARTMENT OF GLOBAL STRATEGIC COMMUNICATIONS

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PUBLIC RELATIONS MANAGEMENT COURSE MODULE

PREPARED BY:

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Global Strategic Communications Study Program

Faculty of Business and Communication

2022

TOPIC 1
INTRODUCTION AND OVERVIEW

COURSE DESCRIPTION

The course familiarizes students with the different aspects of public relations, and emphasizes the importance of conducting research, establishing communication goals, executing communication plans, and evaluating communication efforts involving public relations.

COURSE OBJECTIVES

At the completion of this course, students should be able to show competency in meeting the following objectives:

- Use appropriate research methods for the purpose of public relations planning and evaluation.
- Analyse situations, organizations, and public using appropriate methods.
- Formulate action and response strategies.
- Choose appropriate communication tactics.
- Apply techniques of persuasive writing to achieve various ends.
- Develop a strategic public relations plan.
- Develop an understanding of issues and crisis management.

COURSE BOOK

Coombs, W. T. and Holladay, S. J. (2010). PR Strategy and Application: managing influence.
West Sussex: Willey-Blackwell. ISBN 978-1-40514408-7

WHAT IS PR?

Definition

The management of mutually influential relationships within a web of stakeholder and organizational relationships (Coombs & Holladay, 2007b, p.26).

Public relations cannot be separated from advocacy and power.

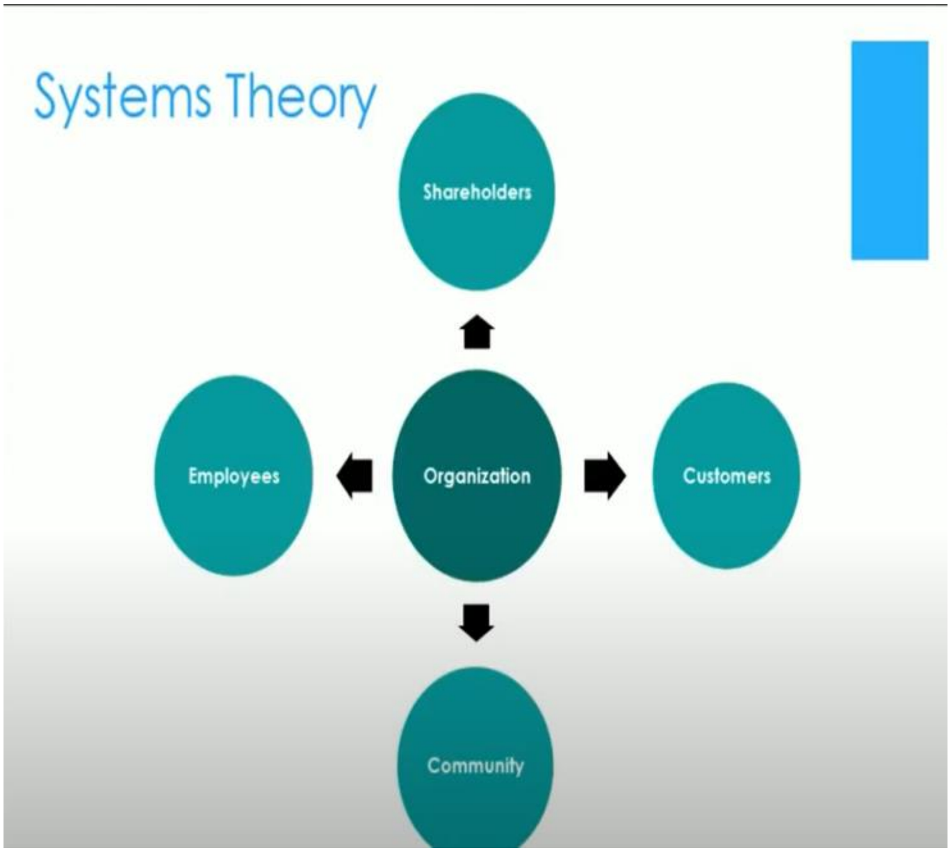
SYSTEMS THEORY

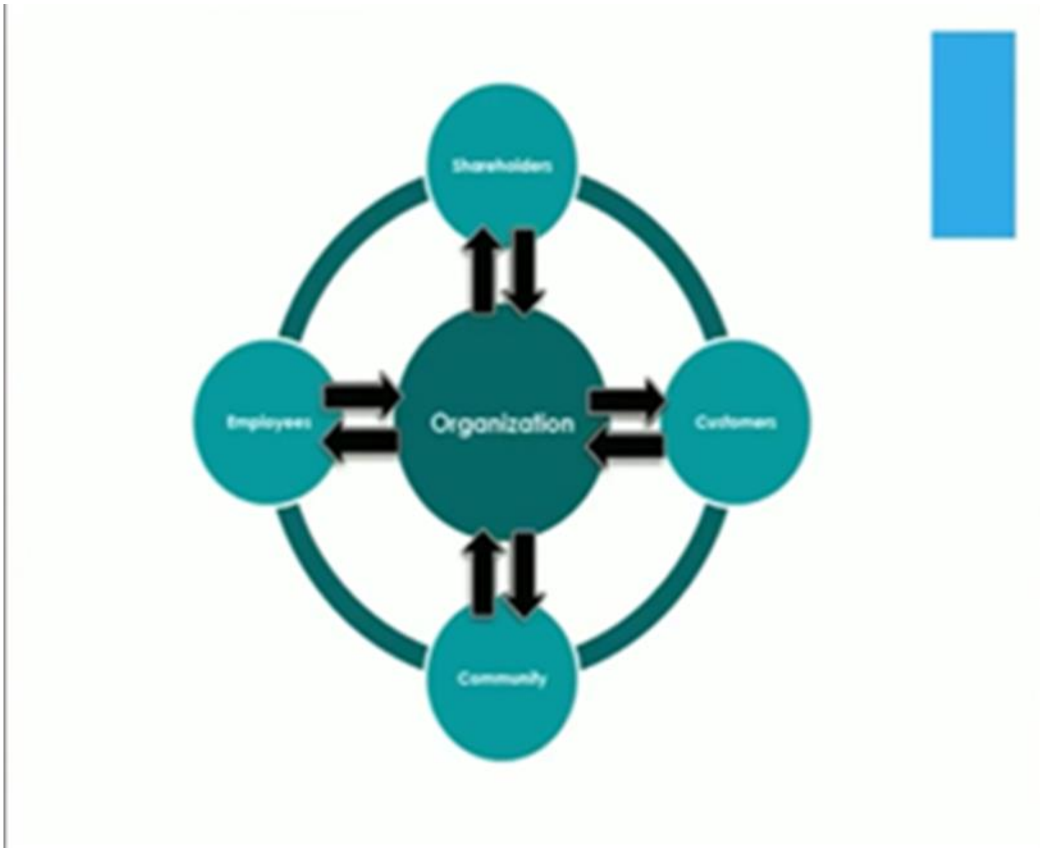
The systems theory of organization is a theory that organizations are composed of many subsystems that aren't necessarily related to one another and yet work together to form the whole.

According to Systems Theory, every organization is part of a system with 3 components: The organization, its publics, and its goals. So the ultimate goal of an organization is survival. These 3
components are connected and always changing. In order to remain successful, an organization must adjust to the changes. If not, it's going to fail.

Systems theory views organizations like a social environment.

ONE-WAY COMMUNICATION VS.TWO-WAY COMMUNICATION





PR AND EVERYDAY LIFE

- PR is omnipresent.
- PR should be a mutual relationship.
- PR activities are not a series of activity, instead they are interdependent with each other.

PR AND RELATIONSHIPS

PR should strategically manage relationship with stakeholders.

PR relationship is a web of relationship. A web of relationships creates social capital.

A web of relationships is constructed from strong and weak ties.

The pitfalls of current PR practice:

- Corporate centric approach to Public Relations

- Emphasizes how corporations use PR for economic gain.
- The reputation of PR as spin doctors.

THE FUTURE OF PR

- Technology and globalization
- Is technology advancement always positive?
- With globalization comes consumerism.
- Ethics and transparency
- Ethics, transparency, and technology?
- Is there a future for unethical PR practitioners?

CLASS DISCUSSION

PR is defined as “the management of mutually influential relationships within a web of stakeholder and organizational relationships”. Explain the key concepts in this definition.

Describe the meaning of stakeholders, public and constituency. List and explain PR stakeholders.

What does it mean when it says that PR relationship is a web of relationship?

How does a corporate-centric view of PR limit our understanding of the practice of PR?

What is PR literacy? Why is this concept important in today’s society?

TOPIC 2
PUBLIC RELATIONS AS STRATEGIC COMMUNICATION

STRATEGIC COMMUNICATION ELEMENT OF PR

PR uses a variety of channels when communicating with stakeholders.

Publicity is only a means to achieve PR goals and objectives

Key terms:

- Strategy: a plan to guide action
- Tactics: tools that are used to enact strategy
- Goal: general statement of what is hoped to achieve with public relations efforts
- Objectives: detail exactly what is expected from the PR efforts (SMART)

PR PROCESS

1. Environmental scanning
2. Formative research
3. Planning
4. Message design and execution
5. Evaluation

1. Environmental Scanning

PR practitioners actively look for pieces of information in the environment, such as events or trends, that indicate a change may be occurring in the environment in which their organization is embedded.

Can be done through media clippings, interview with stakeholders, etc.

This information is then transformed into knowledge about the PR problem(s).

2. Formative Research

Systematic collection and analysis of information about an issue identified through environmental scanning.

Can be done either formally/quantitative (objective) or informally/qualitative (subjective) and primary (first-hand) or secondary (second-hand).

Four things to consider before applying a research:

a. Time: Is it necessary to make sure that all information is gathered within the deadline

b. Budget: How much money and staff time can be devoted to research?

c. Levels of expertise available: Who will collect the data and how knowledgeable they are with data collection and analysis procedures

d. Needs for precision and depth: Define how research will be used

3. Planning

Efforts to aid strategy by mapping what needs to be done.

Planning centres around an objective, details on how to reach the objective, and identifies how much that effort will cost.

4. Message Design And Execution

Strategically formulate messages to achieve specific objectives and send them to target audiences.

Depend on the motivation of the audiences, message can take peripheral or central route in its execution.

5. Evaluation

Tells us whether or not our strategy succeeded and provides important feedbacks.

Effective evaluation is made possible by a clear objective.

Evaluation should be done continuously, rather than as a final act.

HOW TO MAKE A CAMPAIGN

By using a variety of communication strategies, influences the relationship between an organization and its publics through generating response desired in the public by the organization.

Response = what targets are supposed to do or how they are to react.

Which Grunig's PR model to use?

Campaign fronts:

Campaigns are waged on three basic fronts:

- Reinforcing positive publics

- Diffusing negative publics
- Influencing uncommitted or neutral publics

Consider the audience type against attitudes, opinions, beliefs, passive/ active and demographics.

CAMPAIGN SUCCESS

Campaigns have the highest chance of success when specific measurable goals are developed for specific publics who are targeted with specific media and messages based on understanding of their information needs and processing.

CAMPAIGN FAILURE

- The Knowledge Problem: Understanding of the issues/ challenges
- The Interest Problem: Understanding the audience type
- The Exposure Problem: Matching implementation to audience

4-STEP PROCESS OF PR CAMPAIGN

1. Identifying Problem(s): What you know
2. Planning and Programming: What you need to know
3. Taking Action and Communicating: What you hope to accomplish; What you hope to accomplish with whom
4. Evaluating: How will you know you have accomplished it

IDENTIFICATION OF PUBLICS

Who are affected by the campaign objectives and who have a stake in the outcome?

- Internally: within the company
- Externally: outside parties
- Primary: directly affected and have stake
- Secondary: Indirectly affected and have stake

THE RPIE MODEL

Research	Situation Analysis (Background and Benchmarking)	**Client Research** – An in-depth look into the organization you are representing. Familiarity with products and services; competitive environment ▪ Precise mission of organization; goals, objectives and challenges (SWOT) ▪ Structure; management model, how is PR viewed? PR successes and failures ▪ Financial status
	Research	**Opportunity or Problem Research** – Determining why a company should conduct a particular PR program at a particular time ▪ Unique opportunity to favorably influence public opinion or behavior ▪ Response to the development of unfavorable opinion or behavior of the problem ▪ Maintain a favorable public opinion **Qualitative Research** ▪ Organization or client records (business plans, past PR programs etc.) ▪ Published materials (news articles, surveys or polls, government data) ▪ Interviews with key members of targeted publics ▪ Customer feedback ▪ Trade group, association or advisory panel research ▪ Focus group research **Quantitative Research** ▪ Content analysis: analyzing themes or trends in the message content of selected media ▪ Sample surveys: determining audience information levels, attitudes, behaviors and media habits via mail, telephone or in person. ▪ Experiments: determining which forms of communication or messages may be most effective with select audiences
	Target Audience	**Audience Research** – Investigating the target audiences or "publics"; segmenting into different categories **Targeting** – Targeting the most important publics on a priority basis ▪ Who is this public (demographics, psychographics etc.)? ▪ Why is it important to us? ▪ How active or involved is this public, relative to our interests? ▪ Which public are most important to us, in priority rank order ▪ How do we reach them? What media do they use most frequently?
Planning	Objectives *Determined by the 3-step process of PR *always need date associated with each one	**Output objectives** – Effort/Action: the distribution or execution of program materials **Outcome objectives** – Impact: specific intended effects of public relations programs on their audiences ▪ **ATTRACT: Informational objectives**: message exposure to, message comprehension by and/or message retention ▪ **FEEL: Attitudinal objectives**: forming attitudes where none exist, reinforcing existing attitudes or changing existing attitudes ▪ **ACT: Behavioral objectives**: consists of the creation or stimulation of new behavior or the reversal of negative behavior on the part of an audience toward the practitioner's client or organization
	Strategies	A strategy statement describes, in concept, how an objective is to be met; they are broad statements and don't refer to specific activities ▪ Are intangible; they are ideas, choices or decisions ▪ Strategies reveal the situation; tactics do not ▪ Buzz words: leverage, showcase, employ, highlight, underscore, focus, avoid, initiate

plementation	Key Messages/ Theme	**Key messages**: ▪ What needs to be communicated in order to change behavior ▪ Must be compelling and resonate with the target audience **Theme**: ▪ Catchy, memorable and concise; ties the campaign together
	Tactics	This is the "nuts and bolts" part of the plan that describes, in sequence, the specific activities that put the strategies into operation and help to achieve the stated objectives **Buzz words**: Develop/create, send, pitch, contact, book, broadcast
aluation	Evaluation	**Evaluation**: ongoing monitoring and final assessment of **Output objectives:** Measured quantitatively by simply counting the actual output/action **Outcome (Impact) objectives**: **Measure CHANGE** ▪ Informational objectives: measured by surveys ▪ Attitudinal objectives: measured by attitude surveys ▪ Behavioral objectives: measured by interviews/surveys/focus groups, etc. and observation of behaviors

Source: Hayes, D. and Kumar, P. Public Relations Cases 9th ed. Washington, DC: American University. Adapted by Devon Gifis and Kristen Koehler

CONCLUSION

A PR action does not occur in isolation. Each of these actions is connected to the relationship and larger organizational objective. Failure to do so can cause to show an organization as an inconsistent organism.

CLASS DISCUSSION

Your Student Government Association is holding a competition to determine which major and batch has the best campus spirit. Using the RPIE model, prepare a brief PR plan to campaign for your major and batch.

TOPIC 3
PUBLIC RELATIONS CONTESTED AND ETHICALLY CHALLENGED

FUNDAMENTALS OF ETHICS

"Ethics are like pornography, I know it when I see it"

PR concerns with ethics since the profession is seen as a form of strategic communication that involves persuasion.

However, PR should approach ethics proactively, rather than reactively.

FIVE PILLARS OF ETHICAL DECISION MAKING IN PR (PARSONS, 2004)

1. Veracity: Tell the truth.
2. Non-maleficence: don't harm, show respect.
3. Beneficence: do good, choose the best alternative for the public.
4. Confidentiality: respect privacy.
5. Fairness: be fair and socially responsible.

WHAT IS ETHICS?

Ethics concerns value judgments of good and bad, right or wrong.

Law is about what people must do, ethics is about what people should do.

Values are the fundamental of ethical decisions

FOUR LEVELS OF VALUES

1. Personal level
2. Organizational level
3. Societal level
4. Historical context and shifting values

ETHICAL PERSPECTIVES

- Egoist perspective focuses on the consequences or outcomes of action to oneself.

- Teleological perspective focuses to bring the most good to the most number of people.
- Deontological perspective emphasizes the importance to follow rules, moral principles, obligations, and duties.
- Ethic of care maintains connections and nurture the web of relationships in which they are embedded.

ETHICAL DECISION MAKING

1. Identify the ethical dilemma,
2. Examine potential actions by applying ethical perspectives,
3. Assess possible consequences of pursuing actions,
4. Enact the actions,
5. Assess the extent to which desired goals were achieved.

FUNDAMENTALS OF TRANSPARENCY

As PR involves the flow and exchange information between different stakeholders, then it should be linked to transparency.

Transparency is about how much and how information is available to stakeholders.

Being transparent does not mean to reveal everything to stake holders, instead it respects the integrity of stakeholders and does not seek ways to manipulate them.

TRANSPARENCY IN PR

Authenticity of voice: who is the owner of the true voice?

Defensive competitive intelligence: cloak information so makes it difficult for competitors to find information about your institution

STAKEHOLDERS INVOLVEMENT IN ANY ISSUES:

Three variables used to assess how likely publics are to be actively involved with a problem:

1. Problem recognition: People realize a situation is problematic and feel something should be done about it.

2. Constraint recognition: People perceive obstacles that prevent solving the problem.

3. Level of involvement (Grunig, 1989c, 2005): The extent to which people feel connected to the problem / situation.

- Apathetic : inactive in any issues.
- Hot issue: active on issues that involve almost everyone/ are widely discussed in the media.
- Single issue: active on one issue.
- All issue: active on all issue.

CLASS DISCUSSION

Solve these ethical dilemmas using the ethical decision-making steps:

1. Gene’s supervisor instructs him to leak information about a possible merger to the media to boost stock prices. Gene is aware that a merger had been discussed. However, he had heard through the office grapevine that it probably was not going to occur. He is unsure about what to do.

2. Rosa knows that a philanthropic campaign that her organization sponsors donate 5 percent of the profits from purchases of a particular product to a charitable cause. However, she learned that one third of the donation actually goes for administrative and advertising costs related to the campaign and not to the cause itself. Rosa feels uncomfortable about writing press releases touting the success of the campaign.

3. Jason works in the new media division of a PR agency. His supervisor announces a plan to build a word-of-mouth for a client’s new soft drink. The plan is to pay people who blog about beverages to write favourable blog entries for clients. Jason has been given a list of potential bloggers to contact. He thinks the bloggers should have to disclose the payment, but his manager does not. Jason is less than enthusiastic about contacting the bloggers.

TOPIC 4
PUBLIC RELATIONS AND TRANSPARENCY

TRANSPARENCY

Transparency centers on the availability of information to constituents.

It involves the flow of exchange of information between constituencies.

The term “transparency” explode in the international lexicon after the financial meltdown in Asian markets and the US corporate scandal (Enron) at the beginning of the 21st century.

In finance, transparency means: full, accurate, and timely disclosure of information. E.g. the Sarbanes-Oxley Act of 2002

In international politics, transparency means: a way of combating corruption. E.g.: Transparency International.

In public relations, one use of transparency is full disclosure of sources – VNRs, blog postings, spokesperson identification – who is the owner of the true voice; authenticity of the voice.

THE PUBLIC SPHERE

Habermas (1974): “A realm of influence that is created when individuals engage others in communication – through conversation, argument, debate, or questioning – about subjects of shared concern or topics that affect a wider community”.

Develops when constituents talk about issues in a public forum.

An issue moves from private to public when people openly discuss the issue.

Influence occurs within the public sphere. AND, spheres themselves can influence policy decisions.

THE MARKETPLACE OF IDEAS

Refers to how multiple ideas and voices should be available to listeners.

People are influenced to believe it is the best or simply influenced to accept the idea as the most viable alternative. People rarely thoroughly consider all of the available options when making decisions.

Bounded rationality: the idea that there are limits on our human abilities to systematically process all the information available to us, and we often must make decisions in a limited amount of time.

Satisficing: “satisfy” and “suffice”. Hebert Simon (1959): People are unlikely to sort through all the ideas in the marketplace and may be subject to the influence efforts of those presenting the ideas.

ASSUMPTIONS OF TRANSPARENCY

Transparency can mean…

- Organizations will practice full disclosure because we believe it is required by law to disclose all financial information.
- There is more information than just financial information.
- Businesses do not reveal everything, even financial information – proprietary information; defensive
- competitive intelligence.
- The quality of being transparent. Organizations can vary in how sheer (transparent) they are.
- Greenwashing or bluewashing

The implied value of transparency is that it can be a deterrent to illegal and unethical behavior. People are less likely to engage in questionable behavior if they are caught and hopefully punished in some way for that behavior.

Transparency as a quality is problematic because control and power still rest largely with corporations.

TRANSPARENCY AS A PROCESS

Transparency as process moves us from a passive to active view of the subject.

Emphasizes multiple channels for transparency information – The corporation is not the only channel for the release of information. Other constituents are sources for revealing information as well.

Constituents do not wait to see what a corporation might show.

Constituents seek information and demand important information that is not released.

Transparency as process is consistent with our view of public relations as mutually influential relationships.

Transparency is a process involving the disclosure of information, accountability for actions, and consequences for those actions.

GRUNIG'S SITUATIONAL THEORY OF PUBLICS

Based on people's involvement with a problem and willingness to communicate about it with others. Three variables are used to assess how likely publics are to be actively involved with a problem:

1. Problem recognition: People realize a situation is problematic and feel something should be done about it.

2. Constraint recognition: People perceive obstacles that prevent solving the problem.

3. Level of involvement: The extent to which people feel connected to the problem / situation.

The situational theory research has consistently identified four types of publics:

1. Apathetic: Inattentive on most issues.

2. Hot-issue: Active on issues that involve almost everyone / are widely discussed in the mainstream media.

3. Single-issue: Active on one or a small set of issues.

4. All-issue: Active on all issues.

The activist constituents are likely to be single-issue and all-issue publics: Motivated to find the information, demand missing information, interpret the information, and share it with other constituents.

The hot-issue publics can then relay their results to others who are interested but less involved.

THE ROLE OF PUBLIC RELATIONS

It is unrealistic to assume full disclosure of all information in an organization is possible or even desirable.

In reality, the key is relevant information:

- Is the information constituents desire in the document?
- Do they know how to access that document?
- Is the information circulated among constituents?

Enlightened corporations are those that anticipate potential constituent concerns and take action before efforts to force that action occur.

Research shows that voluntary changes in corporate behaviors are viewed more positively by constituents than involuntary changes.

Public relations is one of the means for hearing these distant constituents. Public relations personnel ideally should be in contact with their constituents. In turn, PR can use that information to shape organization decisions.

CLASS DISCUSION

Students analyze the stakeholder involvement in a recent issue (within the last 5 years) by discussing the three variables used to assess how likely publics are to be actively involved with a problem: Problem recognition; Constraint recognition; and, Level of involvement.

TOPIC 5
PUBLIC RELATIONS AS ACTIVISM

ACTIVISTS IN THE PR DRAMA

In a drama, protagonists are the main character that can be hero or villain. Antagonists stand in opposition to the protagonist and are an obstacle to be overcome.

PR history tends to cast activists as antagonists and corporations as protagonists.

Recurring theme is activists as threats—obstacles for public relations.

This view is unfair, because as activists are important to the practice and development of public relations.

DEFINITION OF ACTIVISTS

"An attempt to change the behavior oF another party through the application of concerted power" (Thomas, 2003, p. 129).

"A group of two or more individuals who organize in order to influence another public or publics through action" (Grunig, 1992, p. 504).

WHO ARE ACTIVISTS?

Composed of other constituencies such as community members, customers/potential customers, investors/potential investors, and even employees/potential employees.

Stand up for a cause.

Seek to create pressure for change.

Activists engage in strategic influence if they are trying to shape society or change behaviors—fits with public relations.

VIEWS OF ACTIVISM

PR generally treats activists as obstacles for corporations.

Activists see selves as positive influences on corporations.

Activists can be warnings that societal changes are occurring and will affect corporations.

Biochemistry: Antagonist acts against and reduces the reaction of a chemical substance in the body. Agonist (instead of protagonist) seeks to stimulate a physiological reaction—create an action.

ACTIVISTS AND PUBLIC RELATIONS

- PR used to spread activist messages to others.
- Need to attract and to mobilize followers.
- Numbers build power.
- PR also used to build pressure by threatening reputations with negative publicity.
- Historically, activists in PR oppose corporations. Muckrakers are an example.
- Corporate-centric history of public relations.
- PR advanced in response to activist obstacles.

ANTAGONIST AS POSITIVE

Helpful in preventing negative agonist.

Helpful when opposing a protagonist who is a villain.

Activists have created positive social change by opposing negative forces in society.

In a social movement, protagonist is the primary advocate for a cause.

Activists can be viewed as protagonists in this context.

Note: Wrong to always cast activists as antagonists. Wrong to always consider antagonists as negative or obstacles.

MORE ENLIGHTENED VIEW

Activists and corporations can collaborate to improve society and corporate operations.

Can modify the Hegelian Dialectic through Excellence Theory.

EXCELLENCE THEORY

- James Grunig is key researcher.
- Two-way symmetrical is the preferred PR model to follow in all situations.
- Based on eight variables.

EXCELLENCE DIALECTIC

- Corporation is thesis.
- Activist is antithesis.
- Synthesis is realization corporation must consider the interests of a wide array of constituents.

COUNTER-PRESSURES TO COLLABORATION

Both corporations and activists have pressure to not cooperate.

Corporate pressures:

- Sign of weakness, give in to demands.
- Opens corporation to new demands.

Activist pressures:

- Can be co-opted by corporations.
- Corporations control the collaboration
- Loss of critical voice
- Loss of identity
- Distraction from real problems with surface changes.
- Greenwashing
- Bluewashing

Activist-corporate partnerships can work. Some examples:

- McDonald’s and the Environmental Defense Fund (EDF).
- Rainforest Alliance with Chiquita and Kraft.
- World Wildlife Fund (WWF) with HSBC, Unilever, Lafarge, and Canon.

But to work …

- Collaboration must be viewed as long-term project.
- Activists must be allowed to retain critical voice.

- Corporations must be able to seek business benefits from the partnership.

ACTIVISTS AS ISSUES MANAGERS

Activists seek to influence:

- Organizational actions
- Public policy
- Social norms and values

Activist PR is largely issues management. It pursues objectives through combination of pressure and negotiation.

Targets of influence are interrelated.

RELATED INFLUENCE TARGETS

- Discuss changes with organizations.
- Can attempt policy changes to force organizations to alter practices if talks fail.
- Can attempt to change social norms and values if talks fail.

Constituent expectations change with social norms and values. Organization must then abide by these new expectations.

ACTIVISM AND ISSUES MANAGEMENT

Activists often must create and push an issue, the catalytic model of issues management.

Activists seek to systematically expand the number of people aware of and interested in the issue.

Use any possible communication channel to spread the message about the issue.

ACTIVISM AND ISSUES MANAGEMENT

Pressure builds for change as more constituents learn about and support the activist’s issue.

Activists use issues management to increase their salience for an organization:

- Build power
- Build legitimacy

- Express urgency

COMPARING CORPORATE AND ACTIVIST PR

It is dangerous to assume corporate and activist PR is exactly the same:

- Activists make less use of online newsrooms.
- Activist and corporate web sites similar in use of dialogic principles
- Activists focus on members
- Corporations focus on media, consumers, and investors

CONTINGENCY THEORY

Glen Cameron is key researcher.

PR responses vary from advocacy to accommodation.

Most appropriate response depends on the situation.

86 variables can be considered to determine what PR response might be used and which is most appropriate.

ACTIVIST PR: MEDIA RELATIONS

Like corporations, activists seek media attention with (1) routine publicity and (2) staged events.

Seeks to influence frames, how the information is organized and tells people how to interpret the information.

Need to build legitimacy.

ACTIVIST PR: ONLINE ACTIVITIES

Use the online communication tools: web pages, blogs, e-mail lists, discussion groups, etc.

Activists are ahead of corporate PR in adopting and utilizing new online communication tools.

Virtual activists engage in e-activism.

Online activities can draw traditional media coverage.

ACTIVIST PR: DIRECT ACTION

Not used by corporate PR.

Direct action seeks immediate resolution to the issue and has a long connection to activists.

Intended to force the decision makers to act immediately including strikes, the occupation of space, nonviolent resistance/civil disobedience, destruction of property, graffiti, and vandalism.

ACTIVIST PR: DIRECT ACTION

- Risks offending other constituents.
- Tactics of last resort.
- More likely to use indirect tactics such as traditional and nontraditional PR tactics.

ACTIVIST PR: ADVOCACY ADVERTISING

- Only for activists with strong funding.
- Generally focus on pending legislation.

ACTIVIST PR: RECRUITMENT AND MOBILIZATION

- PR used to recruit supporters and donations.
- Internet is perfect for recruiting and fundraising
- Use PayPal for donations
- Build power with online communication networks.
- Mobilize with listserv messages, have online petitions, and provide quick access to e-mails for sending messages to public or corporate officials.

CLASS DISCUSION

Students are divided into groups to present and carry out discussions about:

- Contingency Theory in PR
- Grunig’s Excellece Theory

TOPIC 6
TECHNOLOGICAL DEVELOPMENT AND ONLINE PUBLIC RELATIONS

DISCURSIVE RESISTANCE

What is discursive?

The act to leave or ignoring the main subject in an extend of written and verbal.

It comes from the Latin word: To run about.

Wood and Smith (2001) wrote about discursive resistance on the internet =. Marginalized groups go unheard because of the very loud voices of the status quo that dominate traditional communication channels such as the news media.

Discursive resistance is a process through which text, oral, non-verbal communication, and other forms of meaning-making are employed to imagine alternatives to dominant power structure.

HOW DOES IT AFFECT THE INTERNET?

Marginalized groups have other communicative avenues for resistance, including advertisements, flyers, books, and meetings. However, the cost-to-reach ratio is not very attractive. Traditional communication tactics have limited reach and can be costly for marginalized groups.

The internet has a relatively low cost given the amount of information that can be stored and the various form of media that can be used. Moreover, there is the potential to reach all those people who log on and navigate the internet.

INTERNET AND SOCIETY

The internet provides an opportunity for voice – people can take a position and speak on an issue. People seek place where their voices can be concretized. Voice in the real world is too often dependant on possessing in traditional trappings of power such as status and money.

The internet provides a location where traditional power holds less sway and the normally powerless can create discursive space where their voices can be heard.

DISCURSIVE RESISTANCE ISSUE

Discursive resistance raises the issue of constituency churn – the rate at which constituents stop doing business with an entity.

Constituency churn is when a member of a constituency actively opposes an organization and seek to attract others to support their cause. Researchers in reputation and stakeholder management recognize constituency churn as a cost for organization and how and organization behaves.

DISADVATAGE OF ONLINE PUBLIC RELATIONS

The issue of discursive resistance for PR is that failure to magnify the main goal can lead to public opinion.

Building relationship from business to audience is the main key in public relations, but discursive resistance it makes it harder for there are a group of people that discourse. The internet has not only become a social network and information platform, but also a platform for advertisement for companies. There are groups of people that do not want this. Creating and environment of free voices far from public relations.

INTERNET CONTAGION THEORY

"Individuals are influenced and their behavior turns into absurd, violent and sadistic due to the nature of crowd behavior" – Gustave le Bon.

"ICT is one framework for understanding how the internet can be a source of power" –Coombs & Holladay, 2012.

CONSTITUENTS AND INTERNET CONTAGION

Constituents can use the spread of information on the internet to build a power in their relationship with organizations.

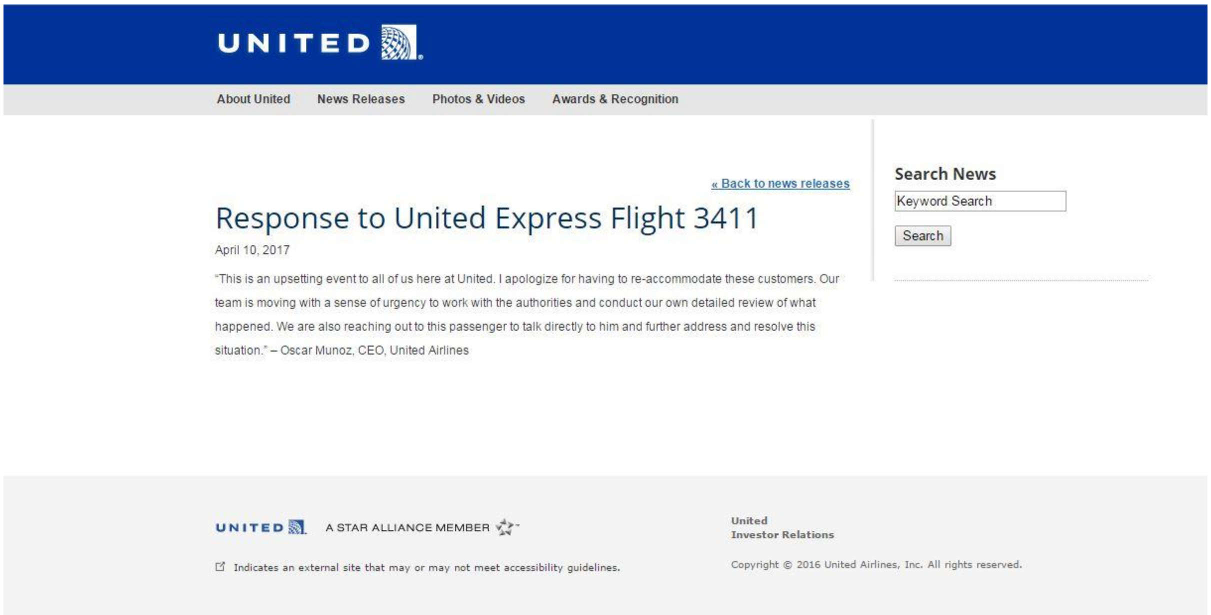
Constituents build power by constructing active and expanding webs of relationship predicated on the use of internet-based communication channels.

CONCLUSION

Like a contagion, ICT is where the activist and/or constituent influence people to enhance their power using the internet-based communication channels.

CASE STUDY

The United Express Flight 3411 case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Response to United Express Flight 3411

April 10, 2017

"This is an upsetting event to all of us here at United. I apologize for having to re-accommodate these customers. Our team is moving with a sense of urgency to work with the authorities and conduct our own detailed review of what happened. We are also reaching out to this passenger to talk directly to him and further address and resolve this situation." – Oscar Munoz, CEO, United Airlines

Search News

Keyword Search

Search

A STAR ALLIANCE MEMBER

Indicates an external site that may or may not meet accessibility guidelines.

United
Investor Relations

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Home Moments Notifications Messages Search Twitter Tweet

Evan Coan @EPCoan · 10 Apr 2017
@united it's Evan from CBS News. Can you DM me a statement regarding the removal of a passenger from United 3411 on 3/9?

5 29 132

United Airlines @united Follow

Replying to @EPCoan

We apologize for the overbook situation. Further details on the removed customer should be directed to authorities. ^RD

6:22 AM - 10 Apr 2017

178 Retweets 210 Likes

781 178 210

Dear Team,

Like you, I was upset to see and hear about what happened last night aboard United Express Flight 3411 headed from Chicago to Louisville.

While the facts and circumstances are still evolving, especially with respect to why this customer defied Chicago Aviation Security Officers the way he did, to give you a clearer picture of what transpired, I've included below a recap from the preliminary reports filed by our employees.

As you will read, this situation was unfortunately compounded when one of the passengers we politely asked to deplane refused and it became necessary to contact Chicago Aviation Security Officers to help.

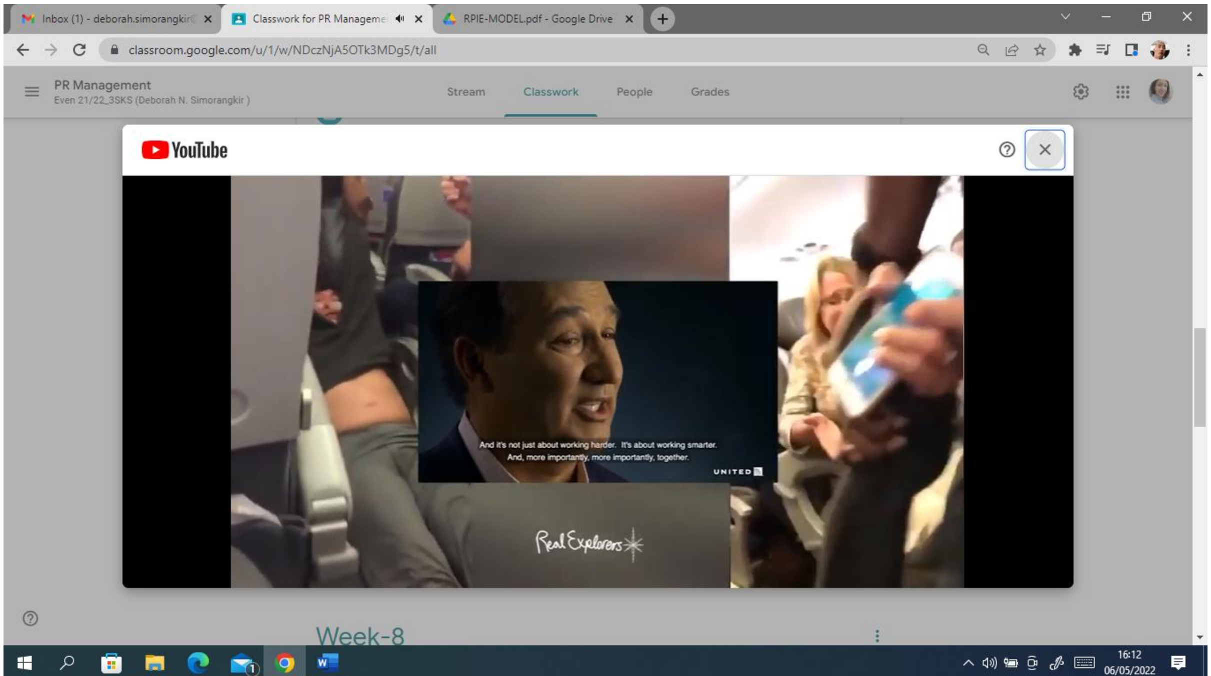
Our employees followed established procedures for dealing with situations like this. While I deeply regret this situation arose, I also emphatically stand behind all of you, and I want to commend you for continuing to go above and beyond to ensure we fly right.

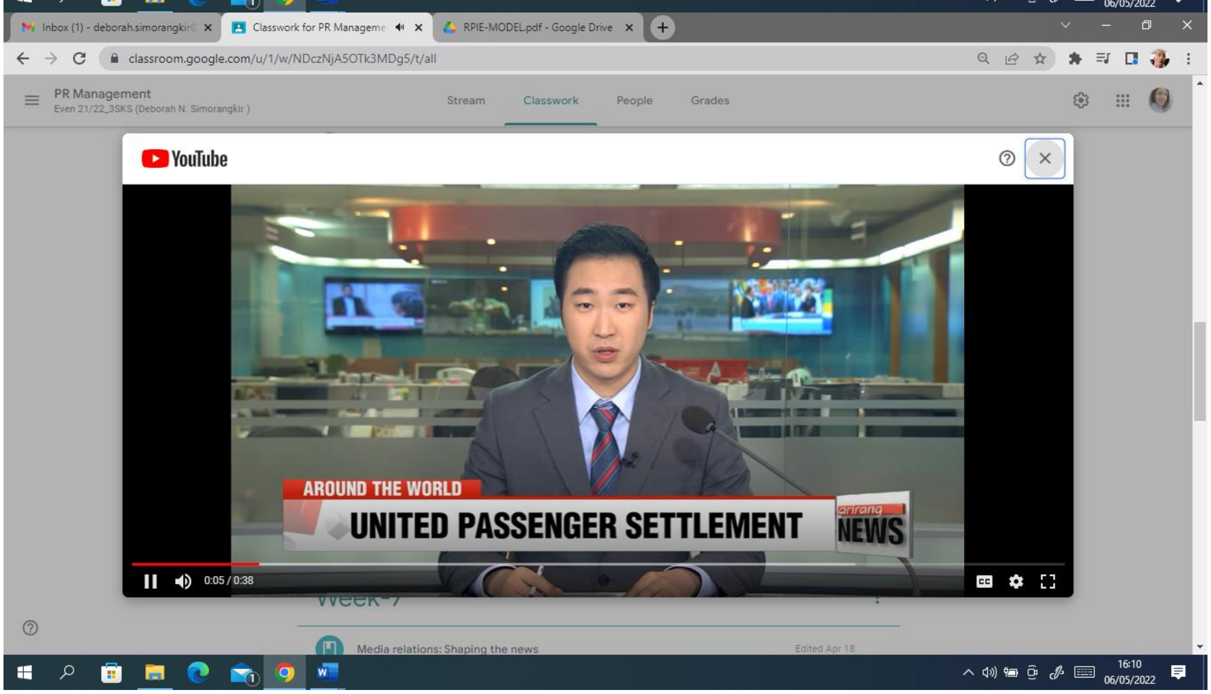
I do, however, believe there are lessons we can learn from this experience, and we are taking a close look at the circumstances surrounding this incident. Treating our customers and each other with respect and dignity is at the core of who we are, and we must always remember this no matter how challenging the situation.

Oscar

Summary of Flight 3411

- *On Sunday April 9, after United Express Flight 3411 was fully boarded, United's gate agents were approached by crew members that were told they needed to board the flight.*
- *We sought volunteers and then followed our involuntary denial of boarding process (including offering up to $1,000 in compensation) and when we approached one of these passengers to explain apologetically that he was being denied boarding, he raised his voice and refused to comply with crew member instructions.*
- *He was approached a few more times after that in order to gain his compliance to come off the aircraft, and each time he refused and became more and more disruptive and belligerent.*
- *Our agents were left with no choice but to call Chicago Aviation Security Officers to assist in removing the customer from the flight. He repeatedly declined to leave.*
- *Chicago Aviation Security Officers were unable to gain his co-operation and physically removed him from the flight as he continued to resist - running back onto the aircraft in defiance of both our crew and security officials.*


classroom.google.com/u/1/w/NDczNjA5OTk3MDg5/t/all
PR Management
Even 21/22_3SKS (Deborah N. Simorangkir)
Stream
Classwork
People
Grades
YouTube
And it's not just about working harder. It's about working smarter.
And, more importantly, more importantly, together.
UNITED
Real Explorers
Week-8
16:12
06/05/2022


classroom.google.com/u/1/w/NDczNjA5OTk3MDg5/t/all
PR Management
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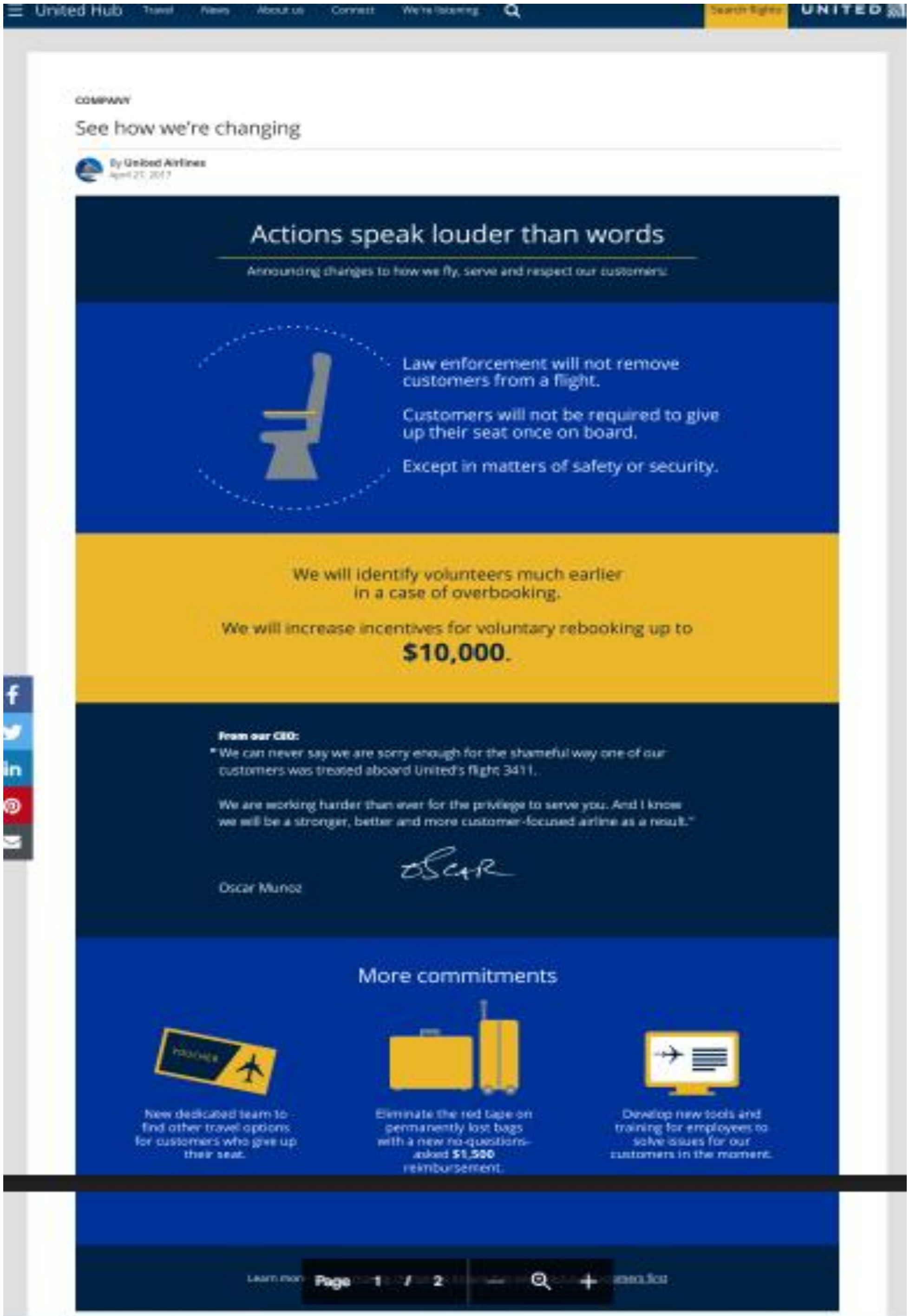
Stream
Classwork
People
Grades
YouTube
AROUND THE WORLD
UNITED PASSENGER SETTLEMENT
arirang
NEWS
0:05 / 0:38
Media relations: Shaping the news
Edited Apr 18
16:10
06/05/2022


United Airlines
@united
Follow
We let policies get ahead of our values. We're taking steps to change. uafly.co/changes
Visit uafly.co
Once on board, you will not be asked to give up your seat -
127K views
0:06 / 0:15
We are making changes to ensure that we always put customers first.
9:00 AM - 27 Apr 2017
233 Retweets 757 Likes
509
233
757



CLASS DISCUSION

Having analyzed the United Airlines case and observed the role of ICT in it, imagine you are the CEO of United Airlines. Write your official statement on the United Express Flight 3411 case.

TOPIC 7
MEDIA RELATIONS: SHAPING THE NEWS

PR: A FORMAL DEFINITION

A management function to establish mutually beneficial relationships between an organization and its publics.

PR: A SIMPLE DEFINITION

The practice of doing the right thing—of performing—and communicating the substance of that performance.

- How media relations “fits”
- Media comprise a “public”
- Media key in communicating “substance of our performance”
- Every organization can benefit from good publicity.

MEDIA POLICY

- Written policy
- Who receives media calls?
- Who is spokesperson?
- Interview procedures
- Written material for media
- Media kit
- Establishing the relationship
- Research
- ID media, contact people, current information
- ID preferred methods of receiving information
- Target key media
- Geography

- Specialized departments & “beat” reporters
- Your message: “We are the expert resource!”

WHAT DO MEDIA WANT?

- Newspaper – Dailies
- Local angles
- Interview arrangements
- Newspapers – Weeklies
- Make their job easy
- Television
- Concise information
- No pictures, no coverage
- Topics that fit with programming
- Radio
- Concise information
- Topics that fit format
- Entertainment medium

MEDIA RELATIONS TACTICS

- Media visits
- Establishes rapport
- Learn their priorities
- Pitch specific topics
- Power of the news release
- Regular distribution (“News Release of the Month”)

- Employee announcements
- Letters to the editor
- Visits to editorial board

SPECIAL TACTICS

- Special programs, sponsorships, personalities
- Unique twist on an on-going program
- Be prepared with information
- News conferences
- “Exclusives”

MEDIA MEASUREMENT

Why measure?

- Quantify PR efforts in meaningful ways
- Gauge message frequency, location
- Use as benchmark
- Measurement tools
- Advertising equivalency
- Impressions
- Content analysis

MEASUREMENT EXAMPLE

“Quilt memorializes tissue donor” – Rockford Register Star

33 inches

$91.83/inch advertising cost

$3,030 advertising equivalency

71,562 impressions

Positive!

Media Monitoring

PT Indonesia AirAsia

Report | March 16, 2013

Corporate News	
Date : March 16, 2013 Source : Indonesia Finance Today Author : Akmal Hidayat Circulation : 40,000 copies/day Tone: : Positive	**AirAsia targets passenger growth** Low cost carriers PT Indonesia AirAsia targets to obtained increased passengers this year in order to support the companies' revenue growth targets. Indonesia AirAsia expects to generate Rp 7 trillion (US$ 721 million) in revenues this year, up 75 percent from actual revenue of Rp 4 trillion in 2012. Dharmadi, President Director of Indonesia AirAsia, said the company targets to experience 42 percent passenger growth to 8.5 million passengers, from six million passengers in 2012.
Date : March 16, 2013 Source : Kompas Author : Robert Adhi Circulation : 500,000 copies/day Tone: : Positive	**AirAsia launches sales office in Makasar** AirAsia launched a sales office in Makassar, its first sales office covering eastern Indonesia. "The inauguration of AirAsia Indonesia's sales office in the South Sulawesi capital is a follow-up of the company's decision to make Makassar a hub for eastern regions of Indonesia," Dharmadi said. The Makassar office is AirAsia's ninth sales office in Indonesia after its Jakarta-based sites (three offices), and operations in Medan, Bandung, Yogyakarta, Surabaya and Bali.
Date : March 16, 2013 Source : www.tempo.co Author : Maria Yuniar Hits : 80,000 per day Tone: : Negative	**Court: AirAsia has to pay Rp50 million to its passenger** The Supreme Court sentences PT Indonesia AirAsia to pay Rp50 million as immaterial compensation to its passenger Hastrarjo Boedi Wibowo due to cancelling the flight schedule a day before. After the cancellation, Air Asia yet to refund the ticket and prompted Boedi to take a legal action against the company. AirAsia, in the defense argument, claimed that the cancellation was taken for the passengers' safety due to technical problem. The court judges, however, considered the company cannot prove the supporting evidence to show that Boedi's plane was the one that got technical problem.
Date : March 16, 2013 Source : Bisnis Indonesia Author : Berliana Elisabeth Circulation : 150,000 copies/day Tone: : Neutral	**Mandala to target 7% share of low-cost market in 2015** Mandala Airlines, a low cost airline, is targeting to reap the domestic aviation market share of 7% in 2015 or 7 million passengers. The target is in line with the company's plan to increase its fleet. Mandala's target is not much different from other low-cost airlines in Indonesia, which are also using Airbus 320. AirAsia Indonesia earned 8.3% market share in 2012 or 6 million passengers while Citilink Indonesia targets 11% market share in 2013. President Director of Mandala Paul Rombeek said the company plans to buy 18 new units of Airbus 320 by 2015, so that it will make a total of 25 aircrafts, which is expected to reap the company's market in the country by 7%.

Competitor News	
Date : March 16, 2013 Source : Bisnis Indonesia Author : Berliana Elisabeth Circulation : 150,000 copies Tone: : Positive	**Garuda reach 28.2% domestic market share** PT Garuda Indonesia Tbk gained domestic market share at 28.2% and international at 24% in last year. Garuda President Director Emirsyah Satar said the airline's international market share last year increased to 24.1% from 23.5% in 2011. Meanwhile, domestic market share at 28.2% or the same as previous year.
Date : March 16, 2013 Source : The Jakarta Post Author : Novan Iman Santosa Circulation : 50,000 copies Tone: : Positive	**Lion buys 234 Airbus A320s for US$ 24 billion** European aerospace giant Airbus has landed a massive deal from local budget carrier Lion Air to buy 234 of its popular Airbus A320 narrow-body aircraft worth up to US$ 24 billion. Lion president director Rusdi Kirana said that the order might comprise 174 Airbus NEOs (new engine option) and 60 Airbus CEOs (current engine option), although the airline had until next year to determine final configurations. "These aircraft will be used for two new airlines in the Asia Pacific region that we plan to have by 2014," Rusdi said in Paris. "The first six airplanes will be delivered in 2014."
Date : March 16, 2013 Source : www.detik.com Author : Salmah Muslimah Hits : 100,000 per day Tone: : Negative	**Batavia Air to stop operating due to unable to pay US$4.6 million** PT Metro Batavia (Batavia Air) will fully halt operations following a Central Jakarta Commercial Court ruling that declared the carrier bankrupt for failing to pay for aircraft it had leased. "The management [of Batavia Air] accepts the court's decision and will stop operations starting on Jan. 31," Batavia Air lawyer Raden Catur Wibowo said. The International Lease Finance Corporation (ILFC) filed a bankruptcy petition against the carrier after it had failed to pay US$4.68 million for two leased Airbus A330s for three years.
Date : March 16, 2013 Source : Kontan Author : Ragil Nugroho Circulation : 150,000 copies Tone: : Positive	**Expanding logistics business, Pos Indonesia engages Merpati** PT Pos Indonesia is trying to improve its logistics business performance by cooperating with PT Merpati Nusantara Airlines. President Director of Merpati Nusantara Airlines Rudy Setyapurnomo explained that the company has ordered 20 units of Cessna Caravan that is designed to transport cargo. The company spend around US$ 50 million to bring the aircrafts. "The price of one unit Cessna Caravan approximately valued US$ 2.5 million," he said. The fleet will arrive in stages from April this year.

Industry News	
Date : March 18, 2013 Source : www.republika.co.id Author : Dwi Murdaningsih Hits : 100,000 per day Tone: : Positive	**Airline passenger hits 54.4 million** Indonesia airline passenger numbers throughout 2012 according to The Central Statistics Agency (BPS) totaled 54.5 million passengers, up 5.87 percent compared to the previous year. The highest number of passengers recorded in Soekarno Hatta Jakarta which reached 19.7 million people or 36.21 percent followed passengers from Surabaya (Juanda) as much as 6.7 million people.
Date : March 18, 2013 Source : Bisnis Indonesia Author : Dewi Circulation : 150,000 copies Tone: : Positive	**Indonesia's tourism to explore Southeast Asia market** Ministry of Tourism and Creative Economy is exploring three markets of foreign tourists in Southeast Asia in the event of Asean Tourism Forum 2013 in Laos. Director of Market Development and Tourism Information Nina Soemitra said the three countries including Singapore, Malaysia, and Philippines. Based on data of the ministry, total number of foreign tourists from Singapore is the highest which reaches 1.6 million people while Malaysia and Philippines respectively 1.3 million people and 280,000 people.
Date : March 18, 2013 Source : www.tribunnews.com Author : Edibpost Hits : 80,000 per day Tone: : Positive	**Ministry of Transportation to operate 12 new airports in this year** Ministry of Transportation will build 12 new airports as well as operate them this year. The 12 airports are Kuala Namu Airport, North Sumatra (scheduled to operate in September 2013), Muara (Bungo, Jambi), Pekon Serai (Lampung Barat), Bone (Sulawesi Selatan), Bawean (Jawa Timur), Sumarorong (Mamasa), Kufar (Seram Timur), Tual Baru (Maluku), Saumlaki Baru (Maluku), Waisai (Raja Ampat), Kamanap Baru (Serui), dan Bandara Waghete Baru (Papua). "The construction and development at several national airports aims to support The Masterplan for the Acceleration and Expansion of Economic Development of Indonesia (MP3EI). Also, for this year the government is working on a feasibility study for the construction of Karachi Airport and construction of Jakarta Automated Air Traffic System (JAATS)," Ministry of Transportation E.E Mangindaan explained.
Date : March 18, 2013 Source : www.vivanews.com Author : Dewi Hits : 100,000 per day Tone: : Positive	**Indonesia requires 500 pilots per year** Director General of Transportation Ministry, Herry Bakti, said Indonesia requires 500 pilots per year. However, the ability of local pilot academy in Indonesia could only provide 200 pilots per year. "We still have a shortage of pilots and this is our mutual responsibility that needs of pilot can be met," Herry said. He explained that the department of Human Resources Development (BPSDMP) of Transportation Ministry which oversees education of pilot training still continues to develop. Currently, BPSDMP has developed a pilot training institute in Banyuwangi, which will then be conducted in several regions in Indonesia.

CONCLUSION

Media relations:

- Part of ongoing relationship building.
- Communicates the substance of your performance.
- Quantifies your efforts to your company's management.

TOPIC 8
SOCIAL MARKETING

The basic goal of marketing is to influence behavior.

Social Marketing aims to bring in socially desirable behaviors.

Since it covers a wide range of issues not necessarily connected to commercial considerations it has a wider, if not commercially, desirable perspectives.

Any social program attempts to market a social product.

WHAT IS A SOCIAL PRODUCT?

- Idea
- Practice
- Tangible object

Social Change Campaigns often fail because:

- People are uninformed and this makes them harder to reach through conventional media.

- Response to new information increases with audience involvement or interest; if few people are interested, few will respond.

- Response to new information increases with information’s compatibility with audience attitudes. People tend to avoid disagreeable information.

- People read different things in information, depending on their beliefs and attitudes.

Why does this happen?

Researchers have cited several factors that dilute mass media effect.

- Audience factors - apathy, defensiveness, cognitive disability

- Message factors – attention, comprehension, perception

- Media factors – appropriateness of media

- Response- mechanism factors – making it easy for the audience to respond

In order to bring about change in customer/prospect behavior, the marketer has to first understand the barriers against change by positioning himself/herself in the shoes of the prospect/customer.

CONDITIONS FOR EFFECTIVE SOCIAL CHANGE CAMPAIGNS

- Monopolization - Could you be the only message or only use that medium exclusively?
- Canalization - Favorable public attitude base helps to channel existing attitudes and behavior.
- Supplementation – mass media communication supplemented by face-to-face communication.

So, for any Social Change program, the marketing challenge is to identify:

- Cause – social objective to provide a desirable answer to a social problem
- Change agent – whoever attempts to bring about the social change
- Target adopters – individuals/groups/entire population
- Channels - communication and distribution pathways which help exchange influence and response between change agents and target adopters
- Change strategy – program adopted to effect change in target adopters' attitudes and behaviours
- Social marketing requires knowledge of each target –adopter group
- Socio-demographic characteristics
- Psychological profile
- Behavioral characteristics

These help make accurate predictions. Predictions are prerequisites to the ability to influence outcomes

INFLUENTIALS

The aim is to neutralize, the opposition and gain support of 'influentials'.

- Influentials could be:
- Permission granting groups
- Support groups
- Opposition groups
- Evaluation groups

"Understanding, creating, communication and delivering customer value and satisfaction are at the very heart of modern marketing" – Kotler and Armstrong.

CASE STUDY

Containing the Deadly Marburg Virus: Taking a culturally-based communication approach.

Major Organization in the Case

International Health Agencies: Agencies that work with developing nations to prevent and control outbreaks of disease.

In this case, the international agencies working with Angola's ministry of health included the World Health Organization (WHO), Centers for Disease Control and Prevention (CDC), and Medecins Sans Frontieres (MSF), a medical charity

Concepts

- The importance of culture in communication
- The importance of demographics in communication
- Societal factors affecting public relations

Culture in Communication

Culture refers to how people live their lives or simply the way things are done.

It includes shared experiences and activities, such as language, religion, dress, food, and the environment, as well as the common history and government that bind a country or region together into a distinct social system.

To be successful, practitioners need to be aware of different value systems (what people value or place importance on) and a nation's cultural identity.

In this case, the World Health Organization (WHO) workers needed to understand the importance of establishing trusting relationships with community leaders and residents as well as understand the importance of burial rituals.

WHO modified its entry into communities by meeting with its leaders first and establishing personal communication with families before entering houses in protective suits.

WHO also modified its body removal procedures to better accommodate burial practices.

Demographics in Communication

Beyond language and meaning, practitioners should understand the demographics and technological infrastructure of the country.

Some populations, for example, are highly educated with accompanying high literacy rates while others are not. Some countries are industrialized with access to sophisticated
communication technology. South Korea, for example, is considered one of the most "wired" populations on earth.

All of these factors and population characteristics will affect communication strategies.

In this case, Angola is a developing country with low literacy rates and multiple languages.

The communication strategy reflected this through the use of radio spots in multiple local languages, and by partnering with local community leaders to spread the message.

Societal factors affecting public relations.

Researcher Maureen Taylor described eight societal factors that influence the practice of international public relations:

- the level of media development and professionalism
- level of economic development
- political ideology
- societal tolerance for activism
- the strength of labor unions
- the level of development of the legal system
- state-to-state relations
- the relationship between government and business

In this case, radio stations became an effective channel to reach Angolans, particularly rural residents who did not get newspapers (also affected by low literacy rates).

The radio stations aired commercials in different regional languages and even a song educated people on steps to take during the health emergency.

Another factor was the societal structure of the community's leadership. WHO needed to establish trusting relationships with village leaders, including traditional healers and midwives, to gain the cooperation of residents.

Additionally, minimal infrastructure and medical services within Angola following a lengthy civil war was an issue.

These barriers meant that communication plans would have to rely on simple strategies and would have to be accomplished within the confines of its existing, but limited, infrastructure.

Situational Theory of Publics

Building strategic relationships for an organization involves understanding publics.

Situational theory describes the factors that contribute to creating active publics based on their situation.

First comes awareness (problem recognition), followed by how the issue affects people's lives (constraint recognition), and, finally, the ability to do something about the problem (level of involvement).

This case demonstrates the need for understanding a public's culture to build strategic relationships.

The international health agencies needed to work within the established culture to build awareness of the Marburg disease and convey messages of what the public could do to help prevent and contain it.

Systems Theory

Organizations cannot survive alone. They are interdependent on others and must interact to some degree with various constituencies in the political, economic, and social realms to survive and thrive.

Every organization has stakeholders, such as employees, customers, and government regulators, who must be dealt with.

Public relations helps to identify, build, and monitor these crucial relationships.

The international health agencies were able to partner with community political leaders, midwives, healers, school systems, radio stations, and even a local band to spread their message.

By identifying and including these partners in the communication effort, WHO and other agencies were able to more effectively contain the virus.

Initially, without these partners, WHO's containment efforts were not as successful.

Cognitive Dissonance Theory

Leon Festinger found people usually seek out and pay attention to media messages that do not threaten their established values and beliefs.

Messages challenging a person's deeply held values and beliefs make a person uncomfortable (dissonance) and are often avoided.

This theory provides an explanation for why people tend to avoid messages that conflict with their cultural values.

In this case, the local residents of Uige felt their traditional culture threatened by the medical workers' lack of attention to their traditional burial customs.

Two-step and Multi-step Flow Theories

Some individuals actively take the time to seek and understand information on certain topics, making them, in effect, subject experts.

These individuals are called opinion leaders and can have an effect on their followers.

Later research has indicated that the most effective opinion leaders are those who share the same social status as their adherents.

The idea of opinion leaders is relevant to this case study.

The international health agencies established relationships with traditional healers and village leaders, who in turn, influenced their community members.

Public Information model of Public Relations

This model has information flowing one way from organization to its stakeholders. It is not characterized by persuasive tactics of promotion or publicity.

The effort to control the Marburg virus required an informational campaign which would alert people to the signs of the virus and safety precautions that needed to be taken to contain the virus.

CLASS DISCUSSION

Having learned from the Marburg virus outbreak case, what can you apply from this case study to the recent Covid-19 pandemic in Indonesia?

TOPIC 9
REPUTATION MANAGEMENT

REPUTATION'S VISIBILITY

Fortune's "Most Admired Companies."

From the periphery to the center of business and public relations thinking.

Corporate-centric.

ROOTS IN "IMAGE"

Boulding and Martineau in 1950s.

Three important observations:

- different stakeholder groups would view organizations differently
- an image (reputation) has dimensions
- an image (reputation) is a result of information stakeholders receive about an organization

Some in 1980s "re-discovered" these points.

2001 PR awakens to reputation.

Thirty years of little contribution from PR.

PR had distaste for image:

- Bernays
- Grunig

"Image" viewed as a false front projected to manipulate constituents. Dominated by marketing research.

TRANSITION TO REPUTATION

- Image is tainted.
- Indicates style over substance.
- Reputation is actually more complex.
- Focus on actions as basis for reputation.

DEFINITION

How constituents perceive an organization.

The aggregate evaluation constituents make about how well an organization is meeting constituent expectations based on its past behaviors (Rindova & Fombrun, 1998; Wartick, 1992).

Reputation is an evaluation constituents make about an organization's performance.

Different standards of evaluation create different reputations.

PR is a natural fit to address constituent perceptions and evaluations.

VALUE OF REPUTATION

Reputation has proven value to corporations. Benefits of positive reputation include:

- Attracting customers
- Motivating employees
- Generating investment interest
- Increasing job satisfaction
- Garnering positive comments from financial analysts
- Generating positive news media coverage
- Attracting top employee talent
- Improving financial performance

TWO-EDGED SWORD

Management must protect the reputation investment. Constituents gain power by threatening the reputation asset. Constituents are the final arbiters of reputation, not management.

REPUTATION AND SOCIAL CAPITAL

Social capital is a function of social networks and the benefits derived from those relations.

A positive reputation attracts constituents and makes it easier to form relationships with them.

REPUTATION MANAGEMENT PROCESS

Reputations are formed through the various ways constituents experience a corporation.

Divide experiences into four categories:

1. Interactions with the organization: Includes buying a product or using a service. Individuals have a first-hand experience with the organization.

2. Controlled messages from an organization: Includes advertising, web sites, brochures, newsletters, and packaging. Constituents realize controlled messages will serve the self-interests of the organization.

3. Uncontrolled media reports about an organization: Most of the information constituencies receive about organizations is derived through the news media. Research found that the news media influence reputations through agenda setting.

4. Second-hand information from other people: Word-of-mouth (WOM). WOM can be powerful force when source is trusted.

MEDIA AGENDA SETTING AND REPUTATION

News media coverage influences:

- Which organizations people think about (the first-level agenda setting effect)
- What attributes they use to evaluate an organization's reputation (the second-level agenda setting effect) (Carroll, 2004).
- Priming in reputation management involves the news media telling people what points are important for forming an organization's reputation (Meijer, 2004).

MEDIA AND REPUTATION

Issue-ownership theory is premised on using issues that favor an organization.

If an organization rates favorably on an issue, it owns that issue.

An organization's reputation will be more positive if the news media cover issues an organization owns (Meijer, 2004).

REPUTATION MANAGEMENT PROCESS

Once information is collected by experience, it is evaluated.

Constituents take the information they collect and compare it to some standard for organizational performance.

The skilled reputation managers have tried to influence not only the information the constituents receive but also their standards for evaluation.

HOW A REPUTATION BECOMES POSITIVE

- Most of the experiences/information are favorable.
- Evaluative criteria reflect strengths of the organization.
- Organization is meeting or exceeding constituent expectations (standards).

EXPECTATION GAPS

When constituents perceive an organization is not meeting their expectations (standards).

Can create negative reputations.

Expectation gap dangers:

- Constituents end relationship with organization.
- Constituents are outraged and publicly oppose an organization.

REPUTATION AND ALIGNMENT

Alignment occurs when the expectations of the constituencies and the behaviors of the organization are in sync.

Reputation managers must vigilantly monitor the reputation for any expectation gaps, work to identify emerging gaps, and seek to facilitate alignment.

EFFECTIVE REPUTATION MANAGEMENT

Effective reputation management is a matter of identity-reputation alignment.

Organizational identity is conceptualized as how people in an organization define that organization—who the organization thinks it is.

When constituents “see” the organization the way the organization “sees” itself, there is identity-reputation alignment.

REPUTATIONS AS CO-CREATION

Organizations must select and communicate identities that will resonate with constituencies.

Organizations work with constituencies to discover the elements that should be in their identities.

Communication with constituencies helps shape how that identity becomes translated into a reputation.

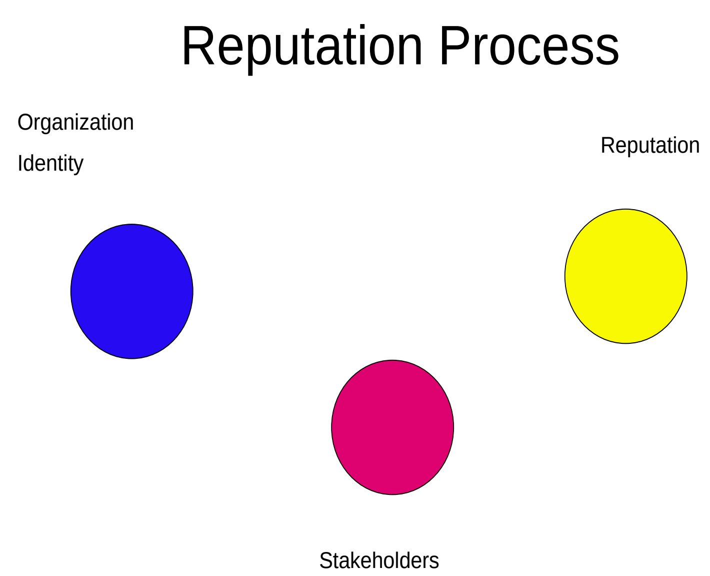
REPUTATION MANAGEMENT AND VALUES

Identities and reputations are reflections of values.

An organizational identity should embody values that are consistent with constituents.

Through communication, constituents learn the organization's values and form reputations for the organization.

REPUTATION ALIGNMENT PROBLEMS

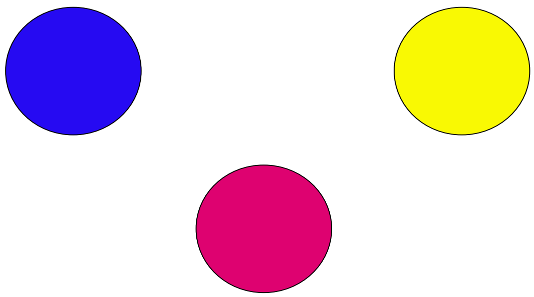


TYPES OF MISALIGNMENT AND EFFECTS

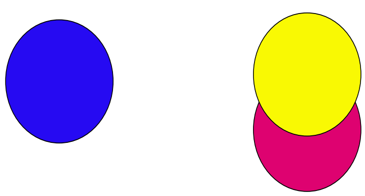
Fundamental misalignment is when the organization's actions do not reflect the expectations of the constituency—the organization is not living the desired values.

The organization must change to meet expectations and/or work to alter constituency expectations.

Nothing Shared or Seen as Desired



See Shared Values, Not Ones You Wanted

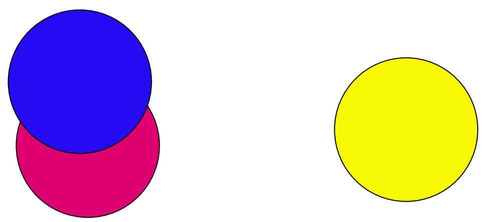


Perceptual misalignment is when the constituents do not realize the organization is living the desired values.

The organization's behaviors actually match constituent values and expectations – only the constituents are not aware of this.

The organization must try to locate the barriers preventing their desired messages reaching constituencies and improve on how it communicates its behaviors to constituencies.

Shared Values but do NOT See Them



REPUTATION IS AN AGGREGATE

Constituencies can employ different criteria for evaluating an organization, this can produce a diversity of reputations.

The same constituency group can receive differing information, have different experiences, or perceive similar information or experiences differently.

An aggregate means that a number of evaluations are combined and averaged.

With any aggregate data there are variations among the individual respondents but the average is used to inform decision making.

REPUTATION MEASUREMENT OPTIONS

- Reputation Quotient (RQ) now RepTrak Pulse.
- Fortune magazine's "Most Admired" and "Best Places to Work."
- Sunday Times "Best Small Companies to Work for."
- Corporate Responsibility Officer's "Best Corporate Citizens."
- One common factor is trust.

RQ/REPTRAK PULSE

The RQ evaluated twenty attributes grouped into six dimensions: emotional appeal, products and services, financial performance, visions and leadership, workplace environment, and social responsibility.

The RepTrak Pulse with 23 “performance indicators” clustered into seven core dimensions: products and services, innovation, workplace, governance, leadership, citizenship, and performance.

“AMERICA’S MOST ADMIRED COMPANIES”

The “Most Admired” list is based on eight key attributes: innovation, financial soundness, employee talent, use of corporate assets, long-term investment value, social responsibility, quality of management, and quality of products/services.

Executives, directors, and security analysts are surveyed to create the “Most Admired” list.

“BEST COMPANIES TO WORK FOR”

Five dimensions are used to create the list:

1. Credibility: management listens to employees and provides regular information about the organization’s direction and plans.
2. Respect: the employees receive the training and equipment necessary to do their jobs.
3. Fairness: equitability in compensation, benefits, and promotions.
4. Pride in the organization.
5. Camaraderie between employees.

“BEST COMPANIES TO WORK FOR”

The Great Place To Work Institute compiles the “Best Companies to Work For” list.

List based on reviewing entries and surveying employees.

Companies must apply to be eligible for the list.

“THE SUNDAY TIMES BEST SMALL COMPANIES TO WORK FOR”

Employees evaluate their organizations in five areas:

1. Leadership: how employees feel about top management.

2. Well being: level of stress and work-life balance
3. Belonging: feelings about the organization they work for, not the people they work with.
4. Giving back: how much the organization and employees give back to the community and society in general.
5. Personal growth: employees feel challenged and stretched on their jobs.

"100 BEST CORPORATE CITIZENS"

Based on an evaluation of company materials, media coverage, government and NGO (non-governmental organization) information, public documents, and ten global social responsibility research databases.

The ratings cover the three dimensions:

1. environment
2. social
3. governance

THE POINT OF THE MEASURES

Reputation measures differ on evaluative criteria.

Same company could have different rankings (reputations). For instance "100 Best Corporate Citizens" is mostly social while "Most Admired" and RepTrak Pulse are mostly financial evaluative criteria (dimensions).

Different constituents can evaluate same criteria (dimension) differently.

Various constituents can use different evaluative criteria (dimensions).

So, reputations are complex and challenging to manage.

BEYOND CORPORATE-CENTRIC

Charity Watch rates charities based on the percent of spending on charitable programs and how much money is spent to raise $100.

Edelman publishes an annual Trust Barometer that assesses the level of trust people around the world place in various institutions.

CLASS DISCUSION

Students read the reading material Penn State Fumbles – Child Abuser Operates in Happy Valley (Appendices) and watch the movie Paterno (2018). Class discusses the questions at the end of the reading material.

TOPIC 9
ISSUES MANAGEMENT AND CRISIS COMMUNICATION

LEARNING PERSPECTIVES

In the 21st century, thanks to the Internet and social media, organizations and individuals are always one step away from crisis.

Crisis, or "unplanned visibility" can strike at any time.

Expert crisis managers are among the most highly respected and paid professionals in public relations.

In a world of instantaneous Internet communications round-the-clock news commentary talk radio and tabloid news, communications challenges have increased rapidly for the public relations professional.

The number and depth of crises affecting organizations and individuals has expanded exponentially.

ISSUES MANAGEMENT

> "…is the capacity to understand, mobilize, coordinate, and direct all strategic and policy planning functions, and all public affairs/public relations skills, toward achievement of one objective: meaningful participation in creation of public policy that affects personal and institutional destiny."
>
> — W. Howard Chase, 1976

This is a five-step process that:

1. Identifies issues with which the organization must be concerned.
2. Analyzes and delimits each issue with respect to its impact on constituent publics.
3. Displays the various strategic options available to the organization.
4. Implements an action program to communicate the organization's views and to influence perception on the issue.
5. Evaluates programs in terms of reaching organizational goals.

Issues management enables organizations to:

- Anticipate emerging issues.
- Identify issues selectively.

- Deal with opportunities and vulnerabilities.
- Plan from the outside in.
- Maintain a bottom-line orientation.
- Implement an action timetable.
- Deal with issues from the top.

RISK COMMUNICATION AND MESSAGE MAPPING

Risk communication is based on research, which shows how people behave during high-stress situations.

It is modeled on the concept that perception is reality. Research indicates that in times of high stress, people can miss up to 80% of message content.

Of the 20% they do receive, most is negative.

Risk communicators have developed a seven-step process:

1. Identify stakeholders.
2. Determine specific concerns for each stakeholder group.
3. Analyze specific concerns to fit underlying general concerns.
4. Conduct structured brainstorming with input from key message-mapping teams.
5. Assemble supporting facts and proof for each key message.
6. Ask outside experts to systematically test messages.
7. Plan delivery of resulting messages and supporting materials.

Message maps generally adhere to the following requirements:

- Three key messages
- Seven to 12 words per message
- Three supporting facts for each key message

Ultimately, risk communication depends on an organization's actions.

In the long run, deeds, not words, are what counts in communicating risk.

PERSPECTIVES

1. Systems approach: Minimize surprises and employ a systematic response to public affairs.

2. Strategic approach: Based primarily on research from management under the heading of strategic issues management.

3. Rhetorical approach: Conceiving ("creating") issues and communication whenever people attach significance to a situation or a problem.
4. Engagement approach: Through dialog, organizations and publics resolve issues by seeking a convergence between their interests:

Organization attempts to maximize outcomes. Public are a resource vital to the success of an organization. A favorable relationship between an organization and its publics is highly valued.

CLASS DISCUSSION

Students analyze and discuss the I'm Watching You…School Issued Laptop "Spycam" Invades Privacy Rights case (Appendix).

TOPIC 10
PUBLIC RELATIONS AND PROPAGANDA

Whether you like it or not, public relations techniques and propaganda play a very important role in a war. One very important example is the way the US entered the first Gulf War (1990 with President Bush Sr.) by having Kuwait invade Iraq. Watch the attached videos and read the articles, and take note on how big the role of PR was to get the congressional support to invade Iraq, not to mention public support, and how the use of certain narratives (baby massacres, etc.) was used (deceivingly). Note also, that only a decade later, the U.S entered the second Gulf War, and this time with President Bush Jr. (the main narrative used this time was "weapons of mass destruction").

https://citizentruth.org/fake-news-1990-that-ignited-gulf-war-sympathy/

https://www.prwatch.org/books/tsigfy10.html

https://www.youtube.com/watch?v=e_JfqkEXdAg

https://www.youtube.com/watch?v=UPztkrK-z58

CLASS DISCUSSION

Even though the US government claimed that it would've gone to war regardless of Nayirah's testimony, it is without a doubt that Nayirah's ad misericordiam (appeal to pity) fallacy played a big role in persuading the publics.
Think and share another case (anywhere in the world) which a similar technique was used, which lead to a major societal movement or government decision. Explain thoroughly what the case was and who the actors were; as well as the resulting impact.

TOPIC 11
ENTERTAINMENT AND LEISURE

LEISURE AND ENTERTAINMENT

While leisure time and entertainment public relations have a strong connection to consumer relations, these industries deserve a separate look because of their size, cultural impact on our society, and attention they get from the mass media.

Simply put, sports, entertainment, travel, and tourism are major players in determining how Americans spend their spare time and money. These industries span the performing arts (dance, drama, and music), sports, books, movies, art, video games, and travel to various destinations for leisure-time pursuits.

TRAVEL AND TOURISM INDUSTRY

The travel and tourism industry generated $1.62 trillion and supported 7.8 million jobs in the U.S. in 2017, according to the U.S. Department of Commerce's Bureau of Economic Analysis. The U.S. was one of the top destination countries in the world, with 72.9 million visiting for pleasure in 2017; France had the highest number of visitors, followed by Spain, according to the United Nations World Tourism Organization.

Worldwide, tourism is a major economic engine. According to the World Tourism Organization, in 2016 tourism represented:

- 7 percent of the world's exports.
- 10 percent of the world's gross domestic product.
- 1 in 10 jobs.
- Future growth to 1.8 billion international tourist arrivals by 2030.

Since tourism is big money, competition for both domestic and international visitors is intense. Individual destinations, regions, states, and entire nations are aggressively marketing their natural, historic, and cultural offerings. Marketing and public relations are needed to keep visitors interested in visiting and returning.

Two traditional travel and tourism categories are business travel for meetings, conventions and exhibitions, and training and incentive programs and leisure travel for personal trips to visit family and friends and destination trips, such as the time-honored beach vacation or trip to Disney.

NICHE TOURISM

Niche tourism has grown over time and can include virtually any destination as long as enough people are interested to make the promotion worthwhile. Destinations are creating suggested travel itineraries to cater to the special interests of these groups but also can add related ideas that might have an appeal. Here are a few trends in targeted tourism:

- Food tourism—As the Food Network and other forms of food entertainment grew, so did food tourism, which

WorldFoodTravel.org described as “the pursuit and enjoyment of unique and memorable food and drink experiences, both far and near.” One of the oldest forms of food tourism is the wine tour, which connects wine lovers with wineries for tasting sessions.

- Ecotourism—This type of tourism has been described as “responsible travel to natural areas that conserves the environment and improves the well-being of local people” by the International Ecotourism Society. TravelGreen.org, an organization developed by the U.S. Travel Association, expects eco-friendly opportunities to grow significantly in the future.

- Shopping tourism—Good deals, unique or better-quality goods, and/or better shopping experiences encourage some to travel abroad or within their own countries to satisfy their consuming needs.

- Medical tourism—Healthcare costs and quality have inspired people to travel to other countries to receive medical, dental, or surgical care at a more affordable price or better quality. Some people also travel to other cities within their own country for access to better facilities and physicians.

- Historical and literary tourism—These are more often found in older cities with rich histories. They can include tours based around literary or historical people, places, and events.

KPI’S OF THE TOURISM INDUSTRY

Some of the key performance indicators used to track and evaluate the tourism industry include:

- Economic indicators related to travel spending, such as overnight visits through the hotel occupancy, average daily rates (ADR), and receipts from attractions; foreign visitors can be tracked through visas and other travel trends;

- attraction receipts, attendance numbers;

- airport, train traffic to destination; and

- customer satisfaction measured through customer satisfaction surveys and other feedback.

One consulting firm, KWE Group, which specializes in luxury travel, recommended the following key ideas for marketing content for high-end tourists looking for a unique experience:

- Insider insights can help grow audiences; interviews, behind-the-scenes photos, and “a day in the life” stories can provide that sense of insider privilege that clients are looking for.

- Create rewards for Facebook likes and followers, which allows fans to become part of an inner circle; some hotels reward fans with periodic passwords that earn guests a surprising reward, such as room upgrade at check-in.

- Hold online events with limited attendance. This can be anything from a sneak preview video to early access to new stuff.

- Be invitation-only to increase your following for that sense of being “part of the club” feeling.
- Seek feedback through comments, contests and quizzes. The more you seek their opinions, the more they’ll come back.

SPORTS AND ENTERTAINMENT INDUSTRY

Our society loves its leisure time; there are many business opportunities to market these commodities to their fullest. High-profile opportunities need creative and sophisticated marketing communication campaigns to generate buzz and compete for attention from the news and entertainment media.

Sports are a growing part of what Americans do with their spare time. We spend, on average, 5.24 hours a day pursuing some type of leisure or sports activity, according to the U.S. government’s Bureau of Labor Statistics in 2017.

Americans spend more than $100 billion in 2017 on sporting events ($56 billion), sports equipment and apparel ($34 billion), and gym memberships ($19.2 billion), according to MarketWatch and CreditCards.com.

In addition to the organized sporting industry, the National Sporting Goods Association reports that exercise walking is the most popular sports activity in America, with 106 million people participating. Exercising with equipment follows as a distant second at 56.3 million, then swimming at 43.6 million, aerobic exercising (45.1 million), running/jogging (44.5 million), hiking (42 million), overnight camping (40.1 million), fitness gyms/studios/clubs (36.6 million), bicycle riding (36 million), and bowling (35.2 million).

ENTERTAINMENT SOFTWARE INDUSTRY

Another sector of the entertainment industry worth mentioning is the entertainment software industry (computer and video games). According to the Entertainment Software Association, sales for computer and video games were $25 billion in 2011. Like Hollywood, often elaborate games provide a true multimedia experience and require promotional activities much like a Hollywood movie blockbuster.

Beyond the sheer size of these industries and their economic impact on the economy, the entertainment and leisure industries must engage in marketing and public relations activities to maintain the business’s or entity’s reputation. The entertainment world’s exciting dimension of star power, however, adds a certain amount of volatility. People can be all too human, and their foibles and eccentricities get top billing in the media. After all, inquiring minds want to know what is happening with red-carpet icons and sports stars. Entertainment companies hire public relations professionals to polish their reputations; celebrities have publicists who can also function as spokespeople, publicity agents, and special events coordinators.

Entertainment-related organizations are eager to attract consumer attention to spur sales of event tickets or merchandise. A marketing communication approach is used to create awareness and interest in the product. In addition to advertising, media relations and special event planning are major components of this coordinated communication effort.

CELEBRITIES

Celebrities are, in reality, products that project their image, which changes depending on what the celebrity does or doesn't do. In the textbook Public Relations Strategies and Tactics, the authors suggest the following for conducting a personality campaign:

1. Interview the client. This first step helps the publicist find "interesting and possibly newsworthy facts about the person's life, activities, and beliefs" that often are unrecognized by the individual for their publicity value.

2. Prepare a biography of the client. Based on the interview and other sources, assemble a short biography, with the most interesting or newsworthy information mentioned prominently so editors and producers can locate the information easily. Photos of the client and other material can be included in a media kit.

3. Plan a marketing strategy. Similar to any strategic marketing communication plan, identify the public relations goals and what audiences to reach.

4. Conduct the campaign. Based on the public relations goals and defined publics, the next step is to determine which
tactics will meet the campaign's objectives. This includes news releases with hooks about the client's activities, interesting photographs of the client, public appearances, awards, and nicknames or labels.

The last three tactics are unique to celebrity promotion. Celebrities are often asked and paid to attend organizational events (i.e., public appearances) to generate interest in an event. The client may be asked to talk at a meeting or sign autographs and pose for photographs with fans.

Awards given to the client also generate publicity. It is acceptable to put forward the name of a client for awards or even suggest that an award be created for the client. Some additional tactics include fan clubs and a celebrity website with a blog, or
Twitter, with musings directly from the celebrity, and other informational items.

Another growing tactic is book writing, such as Shonda Rhimes's Year of Yes, Amy Poehler's Yes Please, D.L. Hughley's How Not to Get Shot: And Other Advice From White People, and Aziz Ansari's Modern Romance.

DAMAGE CONTROL

Under the relentless glare of the media spotlight, mistakes, misstatements, and other gaffes that could potentially hurt or even ruin a celebrity's reputation are increasingly common.

Fortunately, history shows time and again that fans usually forgive their celebrity heroes. Most realize that celebrities are human and make mistakes. The celebrity apology is a frequent media phenomenon: Lance Armstrong's apology for doping, actress Kristen Stewart's apology to Robert Pattinson for cheating, and Apple CEO's apology to iPhone users for a dysfunctional Apple maps app.

According to Public Relations Tactics and Strategies, for celebrities in trouble:

Experts suggest immediate response so that the momentum of subsequent stories is minimized. A brief, honest statement of regret for bad behavior or denial of rumors works well … Then the celebrity needs to disappear from sight and take care of personal matters.

Most celebrity communication in these situations occurs through publicists who provide oral statements to reporters individually. There is usually no written record available.

However, sometimes the celebrity will do the communicating himself/herself through a social media platform, such as Twitter.

CRISIS COMMUNICATION

Organizations connected to celebrities can be embroiled in controversy that requires more than damage control's quick-fix tactics. Consider these examples: Rush Limbaugh's on-air remarks about college co-ed Sandra Fluke, Tiger Woods's infidelities, and Olympian swimmer Michael Phelps's pot-smoking photo had immediate implications for their advertisers and sponsors. The tourism industry, as well, can be severely damaged by human-made and natural disasters such as massive oil leaks or monster hurricanes.

These major problems can cause considerable apprehension and sometimes even direct anger toward the organization involved. Customers and investors may shy away from once desirable destinations. Such incidents require a well-thought-out plan of action based on crisis communication and image repair principles.

Special concerns of the travel and tourism industry, according to Public Relations Strategies and Tactics, include addressing terrorism fears, the growing dominance of the internet and social media for information and travel arrangements, and appeals to target audiences, such as families and seniors.

Despite the problems with celebrities and the fickle nature of consumers whose attention does not seem to last that long, organizations will continue to seek out opportunities to partner with the next big thing—celebrity, destination, or sport. It's up to public relations practitioners to manage the entity's communication and reputations proactively, ethically, and responsibly.

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Swann, P. (2020). Cases in public relations management: The rise of social media and activism (3rd Ed.). Routledge.

APPENDICES

1. Public Relations Management final project rubric: The RPIE Model Outline

2. Penn State Fumbles - Child Abuser Operates Undetected in Happy Valley

3. Cases in Public Relations Management: I’m Watching You…School Issued Laptop “Spycam” Invades Privacy Rights

RPIE MODEL OUTLINE
PR Management Final Project Rubric

		Definition
Research Score: ____/35	Situation Analysis (Background and Benchmarking)	**Client Research** – An in-depth look into the organization you are representing. Familiarity with products and services; competitive environment ▪ Precise mission of organization; goals, objectives and challenges (SWOT) ▪ Structure; management model, how is PR viewed? PR successes and failures ▪ Financial status
	Research	**Opportunity or Problem Research** – Determining why a company should conduct a particular PR program at a particular time ▪ Unique opportunity to favorably influence public opinion or behavior ▪ Response to the development of unfavorable opinion or behavior of the problem ▪ Maintain a favorable public opinion **Qualitative Research** ▪ Organization or client records (business plans, past PR programs etc.) ▪ Published materials (news articles, surveys or polls, government data) ▪ Interviews with key members of targeted publics ▪ Customer feedback ▪ Trade group, association or advisory panel research ▪ Focus group research **Quantitative Research** ▪ Content analysis: analyzing themes or trends in the message content of selected media ▪ Sample surveys: determining audience information levels, attitudes, behaviors and media habits via mail, telephone or in person. ▪ Experiments: determining which forms of communication or messages may be most effective with select audiences
	Target Audience	**Audience Research** – Investigating the target audiences or "publics"; segmenting into different categories **Targeting** – Targeting the most important publics on a priority basis ▪ Who is this public (demographics, psychographics etc.)? ▪ Why is it important to us? ▪ How active or involved is this public, relative to our interests? ▪ Which public are most important to us, in priority rank order ▪ How do we reach them? What media do they use most frequently?
Planning ____/35	Objectives *Determined by the 3-step process of PR *always need date associated with each one	**Output objectives** – Effort/Action: the distribution or execution of program materials **Outcome objectives** – Impact: specific intended effects of public relations programs on their audiences ▪ **ATTRACT: Informational objectives**: message exposure to, message comprehension by and/or message retention ▪ **FEEL: Attitudinal objectives**: forming attitudes where none exist, reinforcing existing attitudes or changing existing attitudes ▪ **ACT: Behavioral objectives**: consists of the creation or stimulation of new behavior or the reversal of negative behavior on the part of an audience toward the practitioner's client or organization

	Strategies	A strategy statement describes, in concept, how an objective is to be met; they are broad statements and don't refer to specific activities ▪ Are intangible; they are ideas, choices or decisions ▪ Strategies reveal the situation; tactics do not ▪ Buzz words: leverage, showcase, employ, highlight, underscore, focus, avoid, initiate

Implementation Score: ____/20	Key Messages/ Theme	**Key messages**: ▪ What needs to be communicated in order to change behavior ▪ Must be compelling and resonate with the target audience **Theme**: ▪ Catchy, memorable and concise; ties the campaign together
	Tactics	This is the "nuts and bolts" part of the plan that describes, in sequence, the specific activities that put the strategies into operation and help to achieve the stated objectives **Buzz words**: Develop/create, send, pitch, contact, book, broadcast
Evaluation Score: ____/10	Evaluation	**Evaluation**: ongoing monitoring and final assessment of **Output objectives:** Measured quantitatively by simply counting the actual output/action **Outcome (Impact) objectives**: **Measure CHANGE** ▪ Informational objectives: measured by surveys ▪ Attitudinal objectives: measured by attitude surveys ▪ Behavioral objectives: measured by interviews/surveys/focus groups, etc. andobservation of behaviors

Total Score: __________/100

Source: Hayes, D. and Kumar, P. *Public Relations Cases* 9th ed. Washington,

DC: American University.Adapted by Devon Gifis and Kristen Koehler

Penn State Fumbles

Child Abuser Operates Undetected in Happy Valley

The Pennsylvania State University, a statewide network of 20 campuses, comprises about 95,000 students, 41,000 full- and part-time faculty and staff, and more than half a million living alumni. It has more Fulbright scholars than any other college; it conducts about $800 million in research annually. The Wall Street Journal has ranked Penn State grads among the most sought-after by top corporate recruiters. Penn State's annual dance marathon ("THON") by 2012 had raised more than $89 million since 1977 for the Four Diamonds Fund at Penn State Hershey Children's Hospital, making it the largest student-run philanthropy in the world.

Its largest campus, University Park, located in the center of Pennsylvania, has about 45,000 students. Known for its small-town atmosphere, the campus and town are located at the base of Mount Nittany in what locals call "Happy Valley." It is a relatively secluded, tight-knit community.

The Nittany Lions Primer

The Nittany Lion, the official mascot of the PSU athletic teams, is a legendary Pennsylvania mountain lion that once roamed Mount Nittany and the valleys of central Pennsylvania that eventually became the birthplace of the Pennsylvania State University, according to Penn State's website. Shortly after the turn of the 20th century, the Nittany Lion began to represent the athletic spirit of the university.

Each home game offers a full-day experience that is touted as one of the best of its kind in the country. It starts with the huge tailgating party, which often includes a trip to the Berkey Creamery for ice cream. The blue buses carrying the team slowly roll through the tailgating cookouts where fans honk horns and cheer their team. The game's creative show begins with the Blue Band's pre-game show that includes the "Floating Lions," playing of the alma mater, drum major flip, and the drumline's cadence to lead the band onto the field. There's also the dance team and many other entertaining activities.

Some of the game traditions include the home game "white-outs," in which more than 107,000 screaming fans dressed in white (and some with white-painted faces) cheer on the Nittany Lions. At big game moments, fans join in singing "Zombie Nation," and a favorite chant is the defiant "We Are Penn State." Another tradition is to protect the Lion Shrine, the massive limestone lion statue, from any hijinks from visiting teams, such as painting it the color of the opposing team.

Figure 8.7

Figure 8.7Penn State fans are among the most loyal and enthusiastic. One favorite tradition is the Penn State white-out, where fans dress in white.

Source: © David Bergman/Getty Images

Figure 8.8

Figure 8.8Penn State coach Joe Paterno leads his team onto the field before an NCAA college football game in 2004. Paterno, the longtime Penn State coach who won more games than anyone else in major college football, was fired amid a child sex abuse scandal.

Source: Carolyn Kaster/AP Photo

The team's uniforms are not flashy, and there are no names on the backs because it's all about team effort on the field.

For decades, the top ritual for Penn State football fans was seeing its legendary coach Joe Paterno leading the team onto the field, wearing his traditional khaki pants, sneakers, and iconic thick spectacles.

"JoePa"

In 1950, Paterno began his Penn State career as a 23-year-old assistant football coach for the Nittany Lions. At the time, the University Park campus was known as a small agricultural college, a reputation that changed over time as the campus became a football powerhouse under Paterno's long reign as head football coach. Paterno led the Nittany Lions to two national championships and five undefeated seasons. He also held the title for most bowl victories—24—and was the "winningest" coach in the history of Division 1 college football with 409 victories in 46 seasons, although the NCAA removed 111 of those wins after his death.

In Happy Valley, Paterno was truly beloved. His small frame, nerdy Coke-bottle glasses, white socks, black sneakers, and high-tide trousers endeared him to generations of loyal players and fans. He lived in a modest four-bedroom home near campus, and he walked to work. His folksy ways, his generous nature (his family donated more than $4 million to the university), and his devotion to his players were evident. He also took academics seriously and called the dual emphasis on athletic and educational excellence his "Grand Experiment." The experiment worked; his players achieved an 89 percent graduation rate, remarkable for Division 1 schools. Under "JoePa's" fatherly supervision, Penn State never had a serious NCAA sanction.

Figure 8.9

Figure 8.9The seven-foot bronze statue in front of Beaver Stadium of Joe Paterno running onto the field with his players was an iconic site for football fans young and old.

Source: Gene J. Puskar/AP Photo

Penn State football was a major source of revenue, bringing in $53.2 million in profit in 2010, according to Forbes.com. Its stadium is the second largest in the Western hemisphere with a capacity of 107,000 seats. Its separate football facilities added to its elite status on campus. A seven-foot bronze statue depicting Paterno running onto a field was erected in 2001 outside the stadium.

Football insiders noted that Paterno kept his job for 61 years by being tenacious and strong-willed. In fact, Penn State's president and athletic director were rebuffed in 2004 when they suggested thatit might be time for Paterno to retire at age 77.

But all was not perfect. According to an ESPN report, 46 players had been charged with 163 crimes from 2002 to 2008. An event in 2007, known as "the apartment incident," involved up to two dozen football players who forced their way into an off-campus apartment party at which several students were severely beaten. The players who were arrested saw the charges dropped and just two players pleaded guilty to misdemeanor offenses.

The university's internal investigation into the apartment brawl did not result in any meaningful repercussions for players either. There had been a running power struggle between Paterno and Penn State's vice president of student affairs, Vicky Triponey, over disciplinary actions for football players, according to news media accounts. A Wall Street Journal article quoted a 2005 e-mail by Triponey, who summed up Paterno's views this way:

> [he] believed she should have "no interest" (or business) holding our football players accountable to our community standards. The Coach is insistent he knows best how to discipline his players … and their status as a student when they commit violations of our standards should NOT be our concern … and I think he was saying we should treat football players different from our students in this regard.
>
> At one point, Paterno told administrators to fire Triponey or he would stop fundraising for the university, according to the Wall Street Journal. Paterno decided the punishment for the apartment incident involving his players would be team members picking up trash at the stadium after each home game. Triponey resigned; some news reports said she was forced out. She later described the conduct of administrators (including the president) to the Daily Beast as "A blind sense of loyalty—not just at the top, but at all levels."

ESPN's Outside the Lines program ran a segment in 2008 that examined the large numbers of PSU football players charged with criminal offenses and Paterno's alleged interference with the internal investigations. Most media outlets did not challenge the deity status of Paterno.

Jerry Sandusky

Jerry Sandusky was a Nittany Lions' defensive coach for 32 years, including 23 years as coordinator. Often, Penn State was known as "Linebacker U" because of the number of National Football League linebackers it produced. Sandusky was thought to be Paterno's heir apparent until Paterno told him otherwise. Sandusky retired in 1999 at age 55 and said he would devote more time to his foundation. Called The Second Mile, it was a charity that worked with at-risk children. As part of his retirement package, Sandusky was given an office and full access to PSU's football facilities.

Sandusky also began volunteering at Central Mountain High School, working with its football playersin 2002. But his celebrity status with the Nittany Lions and his charitable and volunteer work maskeda terrible secret. Sandusky was a serial sexual predator. As investigators later discovered, his victims were young vulnerable boys; Sandusky befriended them and gave them gifts, including access to Penn State football players and games. Over the years, he was frequently seen with young boys in public, behavior that was explained, at the time, by his charity work. Boys were also allowed to stay in Sandusky's home basement so he could spend more time helping the boys, who, people thought, were benefiting from a famous father figure.

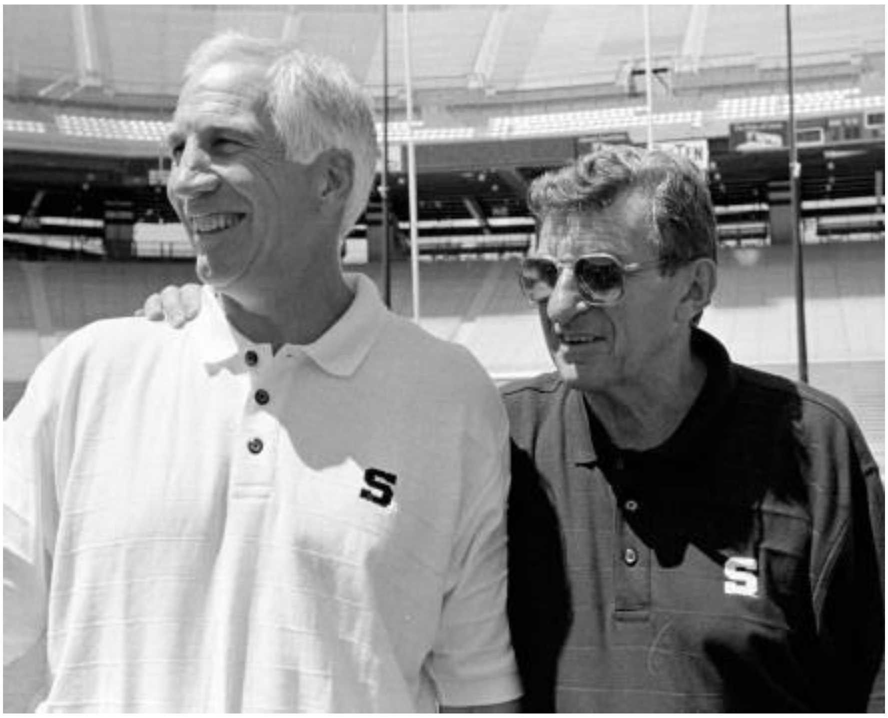

Figure 8.10

Figure 8.10Penn State head football coach Joe Paterno, right, poses with his defensive coordinator Jerry Sandusky during Penn State Media Day at State College, Pennsylvania, in 1999.

Source: Paul Vathis/AP Photo, file

The Grand Jury Report

On November 4, 2011, a Harrisburg, Pennsylvania, grand jury issued an explosive report based on a two-year investigation. It provided graphic detail of Sandusky's alleged criminal sexual behavior with eight boys over a 15-year period from 1994 to 2009. At least three incidents occurred at PSU football facilities; two of the PSU incidents were witnessed by employees. However, it was a boy's mother, not PSU, who started the investigation that stopped Sandusky. Sandusky was arrested on 21 felony counts for abusing eight boys.

The following information is derived from the grand jury report and focuses only on the initial victim and the PSU assaults.

A Mother's Call

The investigation began when a boy's mother called the high school in 2009 to report her son had been sexually assaulted by Sandusky. The school's football and wrestling coaches both attested to observing suspicious, but not abusive, behavior involving Sandusky and the boy. He had access to young boys at the school as a volunteer football coach and Second Mile mentor. Victim 1 was a participant in the Second Mile program. The report said that Sandusky had performed oral sex on the boy a number of times and had Victim 1 perform oral sex on Sandusky at least once.

In 1998 another mother, whose son was also in the Second Mile program, called the university police to report Sandusky had bear-hugged her 11-year-old boy in the PSU football shower. Investigators were allowed to eavesdrop on a conversation between the mother and Sandusky in which he admitted he had showered naked with her son: "I was wrong … I wish I were dead." The district attorney did not file charges and the investigation was closed.

Two other PSU Sandusky incidents, both witnessed by employees, were reported but no further investigation occurred. In 2000, a janitor saw Sandusky with "a young boy pinned up against the wall, performing oral sex on the boy." The janitor reported what he saw to his supervisor and other coworkers, but no report was filed. They were afraid they would lose their jobs.

In 2002, Victim 2, a child of about 10 years whose identity is still unknown, was seen by Mike McQueary, a graduate assistant coach, "with his hands up against the wall, being subjected to anal intercourse by Sandusky" in the shower.

Who Knew What and When

The grand jury's report explained in detail what Penn State officials said they knew and did with the information provided by McQueary.

McQueary immediately left the locker room and contacted his father. He was advised to visit Paterno, which McQueary did the next morning. After the meeting, Paterno called Tim Curley, Penn State's athletic director and Paterno's immediate superior. They met the next day. Paterno told Curley that Sandusky had been seen "fondling or doing something of a sexual nature to a young boy." About ten days later, McQueary met with Curley and Gary Schultz, Penn State senior vice president, whose duties included overseeing the university police. McQueary told them he had "witnessed what he believed to be Sandusky having anal sex with a boy in the Lasch Building showers."

As a result of McQueary's report, Sandusky's keys to the locker room were confiscated, and he was prohibited from bringing children to campus. Curley also reported the incident to the director of the Second Mile program. Both Curley and Schultz confirmed that Penn State president Graham Spanier knew of the incident and approved of the steps taken. No one reported the incident to the university police or any other police agency or child protective service. There were no additional interviews with McQueary.

Both Curley and Schultz denied that McQueary told them that a child was raped. Instead, they recalled that McQueary had seen "inappropriate conduct" or activity that made him "uncomfortable."

Schultz also testified that he was aware of the 1998 incident and the investigation conducted by a child protection agency.

Spanier testified he was told Sandusky was in the shower with a younger child and "they were horsing around." He denied that he was told the incident "was sexual in nature." He also denied knowing about the 1998 university police investigation.

Curley and Schultz were formally arraigned November 7, 2011, in Harrisburg on charges of perjury in testimony to the grand jury and failing to report the alleged abuse to the police or other authorities.

PSU's Response

While the sports world was rocked by news of Penn State and Sandusky on November 5, 2011, the indictment and arrest came as no surprise to Penn State administrators. Paterno, Curley, Schultz, and Spanier had all testified, and even though grand jury proceedings are secret, people involved tend to talk. A reporter for Harrisburg's Patriot-News reported in detail the nature of the grand jury investigation as early as March 31, 2011, eight months before the grand jury's report was made public.

Still, Penn State's response was chaotic and insensitive to the victims as events quickly unfolded. President Spanier gave a statement that defended Curley and Schultz's actions:

The allegations about a former coach are troubling, and it is appropriate that they be investigated thoroughly. Protecting children requires the utmost vigilance.

With regard to the other presentments, I wish to say that Tim Curley and Gary Schultz have my unconditional support. I have known and worked daily with Tim and Gary for more than 16 years. I have complete confidence in how they have handled the allegations about a former University employee.

Tim Curley and Gary Schultz operate at the highest levels of honesty, integrity and compassion. I am confident the record will show that these charges are groundless and that they conducted themselves professionally and appropriately.

Steve Garban, chairman of the board of trustees, did not read the grand jury report until 24 hours after it was released, according to the New York Times.

On November 6, 2011, Paterno issued his own statement:

> If true, the nature and amount of charges made are very shocking to me and all Penn Staters. While I did what I was supposed to with the one charge brought to my attention, like anyone else involved I can't help but be deeply saddened these matters are alleged to have occurred.
>
> Sue and I have devoted our lives to helping young people reach their potential. The fact that someone we thought we knew might have harmed young people to this extent is deeply troubling. If this is true we were all fooled, along with scores of professionals trained in such

things, and we grieve for the victims and their families. They are in our prayers.

As my grand jury testimony stated, I was informed in 2002 by an assistant coach that he had witnessed an incident in the shower of our locker room facility. It was obvious that the witness was distraught over what he saw, but he at no time related to me the very specific actions contained in the grand jury report. Regardless, it was clear that the witness saw something inappropriate involving Mr. Sandusky. As Coach Sandusky was retired from our coaching staff at that time, I referred the matter to university administrators.

I understand that people are upset and angry, but let's be fair and let the legal process unfold. In the meantime I would ask all Penn Staters to continue to trust in what that name represents, continue to pursue their lives every day with high ideals and not let these events shake their beliefs nor who they are.

On November 7, 2011, the board of trustees issued the following statement titled "Trustees Announce 2 Officials to Step Down While Case Is Investigated":

Following an executive session held Sunday night (Nov. 6), members of Penn State's Board of Trustees and President Graham Spanier received a request from athletic director Tim Curley to be placed on administrative leave so he can devote the time needed to defend himself against recent allegations by the Pennsylvania Attorney General. Gary Schultz, interim senior vice president for finance and business, will step down so that he also can defend himself and return to retirement.

Both men have been charged with failure to report and perjury. Both deny any wrongdoing.

"The board, along with the entire Penn State family, is shocked and saddened by the allegations involving former assistant coach Jerry Sandusky," said Steve Garban, chairman. "Under no circumstances does the University tolerate behavior that would put children at risk, and we are deeply troubled."

Sandusky retired from the University in 1999.

Schultz, who served as senior vice president of finance and business and University treasurer from 1993 until his retirement in 2009, recently returned to Penn State in an interim capacity to help the University transition as it fills the position. The University has been interviewing candidates for the post and expects to fill the position in the coming weeks.

Spanier said that Senior Associate Athletic Director Mark Sherburne will serve as interim athletic director until Curley's legal situation is resolved.

"The protection of children is of paramount importance," said Spanier. "The University will take a number of actions moving forward to increase the safety and security within our facilities and make everyone aware of the protocols in place for handling these issues."

Garban announced the following steps:

The chair of the board will appoint a task force to engage external legal counsel to conduct an independent review of the University's policies and procedures related to the protection of children. This action is not intended to interfere with the ongoing judicial process;

Publicize the findings of the independent review;

> Review with administrators police reporting protocols; and
>
> Enhance educational programming around such topics.
>
> “Members of the Board of Trustees reinforced that Penn State is committed to honesty, integrity, and upholding the highest ideals,” said Garban.

It wasn’t until the third day of the crisis, November 9, 2011, that Penn State took action; Curley and Schultz were removed from their positions and the board issued its own statement:

The Board of Trustees of The Pennsylvania State University is outraged by the horrifying details contained in the Grand Jury Report. As parents, alumni and members of the Penn State Community, our hearts go out to all of those impacted by these terrible events, especially the tragedies involving children and their families. We cannot begin to express the combination of sorrow and anger that we feel about the allegations surrounding Jerry Sandusky. We hear those of you who feel betrayed and we want to assure all of you that the Board will take swift, decisive action.

At its regular meeting on Friday, November 11, 2011, the Board will appoint a Special Committee, members of which are currently being identified, to undertake a full and complete investigation of the circumstances that gave rise to the Grand Jury Report. This Special Committee will be commissioned to determine what failures occurred, who is responsible and what measures are necessary to insure that this never happens at our University again and that those responsible are held fully accountable. The Special Committee will have whatever resources are necessary to thoroughly fulfill its charge, including independent counsel and investigative teams, and there will be no restrictions placed on its scope or activities. Upon the completion of this investigation, a complete report will be presented at a future public session of the Board of Trustees.

Penn State has always strived for honesty, integrity and the highest moral standards in all of its programs. We will not tolerate any violation of these principles. We educate over 95,000 students every year and we take this responsibility very seriously. We are dedicated to protecting those who are placed in our care. We promise you that we are committed to restoring public trust in the University.

On Tuesday, November 8, 2011, the administration canceled Paterno’s regular pre-game news conference one hour before its scheduled time. The action was seen by many as an indication that Paterno was on his way out.

The next day, Wednesday, November 9, 2011, Paterno announced his retirement without consulting the board:

> I am absolutely devastated by the developments in this case. I grieve for the children and their families, and I pray for their comfort and relief.
>
> I have come to work every day for the last 61 years with one clear goal in mind: To serve the best interests of this university and the young men who have been entrusted to my care. I have the same goal today.
>
> That’s why I have decided to announce my retirement effective at the end of this season. At this moment the Board of Trustees should not spend a single minute discussing my status. They have far more important matters to address. I want to make this as easy for them as I possibly can. This is a tragedy. It is one of the great sorrows of my life. With the benefit of hindsight, I wish I had done more.
>
> My goals now are to keep my commitments to my players and staff and finish the season

> with dignity and determination. And then I will spend the rest of my life doing everything I can to help this University.

However, the board had decided on a different path. It fired Paterno and Penn State President Spanier for failing to do more for the victims when they had the opportunity. It had already decided to fire Spanier, and by 10 p.m. it had made the same decision about Paterno. According to the New York Times, the board thought delivering the news by phone was the best and safest option. The Times said that Paterno hung up after the news was delivered.

What followed was an outpouring of emotions from supporters of Paterno and Penn State who didn't understand the board's actions. Students filled the streets protesting that Paterno was not allowed to finish the season and some gathered at Paterno's home shouting their support.

Paterno came out on his porch with his wife and said a few words to students:

> I wanted to say hello to all these great students … hey, look, get a good night's sleep. Study … all right? We still got things to do, all right? I'm out of it maybe now. The phone call put me ahead of it but we'll go from there, okay? Goodnight everybody. Good luck everybody. And thanks a lot.

Also that night, Spanier issued a statement:

> It has been my great privilege and honor to serve Penn State for more than 25 years, including the past 16 as president. I have said before that the position I occupy is the dream job in American higher education, and I am proud of what we have all done together to advance our programs, support our students, and enhance pride in our institution.
>
> Our great university has been rocked by serious charges against a former coach. The presentment by the Attorney General describes acts that should never be tolerated or ignored. I was stunned and outraged to learn that any predatory act might have occurred in a University facility or by someone associated with the University.
>
> I am heartbroken to think that any child may have been hurt and have deep convictions about the need to protect children and youth. My heartfelt sympathies go out to all those who may have been victimized. I would never hesitate to report a crime if I had any suspicion that one had been committed.
>
> The acts of no one person should define this university. Penn State is defined by the traditions, loyalty and integrity of hundreds of thousands of students, alumni and employees.
>
> Penn State and its Board of Trustees are in the throes of dealing with and recovering from this crisis, and there is wisdom in a transition in leadership so that there are no distractions in allowing the University to move forward.
>
> This University is a large and complex institution, and although I have always acted honorably and in the best interests of the University, the buck stops here. In this situation, I believe it is in the best interests of the University to give my successor a clear path for resolving the issues before us.
>
> I will always value the wonderful relationships that I have developed with the many thousands of Penn Staters, community leaders and members of the higher education community throughout the country. I will continue to serve the University in every way

possible and celebrate the greatness of Penn State.

The Push for Transparency

The new PSU board of trustees chairman, Karen Peetz, provided remarks at the January 20, 2012, board meeting that described the board's three new core values: justice for abuse victims, increased transparency, and balance between athletics and academics. Regarding transparency, she said:

> the board will increase our own transparency with the public as well as work with President Erickson to improve the entire University's openness. President Erickson has already begun this process through town hall meetings with alumni. I and other members of the board will begin holding similar town hall meetings with students, faculty, and alumni later in the year. The more we learn, the more we can communicate our thoughts, the better.
>
> In addition, the board is going to form our own task force to examine our governance and determine whether we can make changes that would improve our oversight of the University as well as our accessibility to it. We will certainly take into account what we hear from the University community.

Three weeks later, on February 13, 2012, Penn State President Rodney Erickson and the university's board of trustees announced the creation of a new Openness website at http://openness.psu.edu. "This is a reminder of the commitment to open communication to the fullest extent possible," said Erickson.

The site provided its stakeholders answers to questions regarding ongoing investigations and related matters. "This new website represents reform and change and our commitment to improve the University's openness with the public," said Karen Peetz, chairwoman of the board.

The website has information under various categories: Frequently Asked Questions, Documents, Updates, and Messages from the President of the University and Board of Trustees. The site also includes links to the university budget office, right-to-know information, hotlines, and several other sources.

Four months after the November 9, 2011, decision to fire Paterno and Spanier, and in the wake of Paterno's death on January 22, 2012, the PSU board of trustees explained its decision regarding Paterno's and Spanier's firing in a report:

> # The removal of Graham Spanier as Penn State President and Joe Paterno as Football Coach
>
> The Pennsylvania State University Board of Trustees has been asked by members of the Penn State community, including students, faculty, staff and alumni, to state clearly its reasons for the difficult decisions that were made unanimously on the evening of Nov. 9, 2011—to remove Graham Spanier as president of the University and Joe Paterno as head football coach for the remaining three games of the 2011 season. Our decisions were guided

by our obligation as Trustees, always, to put the interests of the University first.

We share the grief of the entire Penn State family at the passing of Coach Paterno. We also continue to respect and appreciate Dr. Spanier's and Coach Paterno's lasting contributions to Penn State. We especially honor the great legacy of Coach Paterno in making his football program a model for his emphasis on academic as well as athletic performance and for his generous support of Penn State through the years.

We offer this report guided by one overriding commitment going forward—to remember the children who may have been victims of sexual abuse on or near the University Park campus over the last 10 or more years and to support their healing process as best we can.

President Graham Spanier

We determined on Nov. 9 that Dr. Spanier should be removed because he failed to meet his leadership responsibilities to the Board and took insufficient action after learning of a 2002 incident involving former assistant coach Jerry Sandusky and a young boy in a Penn State facility. This failure of leadership included insufficiently informing the Board about his knowledge of the 2002 incident. He also made or was involved in press announcements between Nov. 5–9 that were without authorization of the Board or contrary to its instructions.

On Nov. 9, Dr. Spanier asked the Board for a vote of confidence. Since for the reasons cited above we were unable to provide it, we voted that evening unanimously to remove him as president and informed him of that decision. Dr. Spanier remains a tenured professor at Penn State.

Coach Joe Paterno

Also on Nov. 9, the Board unanimously made the decision to remove Coach Paterno for the last three games of the season. He had announced earlier that day that he would be retiring at the end of the season. Our most important reason—by far—for this difficult decision flowed from what we learned on Nov. 5, for the first time, from a "presentment" (report) by a Pennsylvania Grand Jury about Coach Paterno's early 2011 sworn testimony.

The report stated that a Penn State graduate assistant had gone to Coach Paterno's home on Saturday morning, March 2, 2002. The report quoted Coach Paterno as testifying to the Grand Jury that the graduate assistant told him that he had seen Jerry Sandusky, the coach's former assistant coach up to 1999, "in the Lasch Building showers fondling or doing something of a sexual nature to a young boy."

While Coach Paterno did his legal duty by reporting that information the next day, Sunday, March 3, to his immediate superior, the then Penn State Athletic Director Tim Curley, the Board reasonably inferred that he did not call police. We determined that his decision to do

> his minimum legal duty and not to do more to follow up constituted a failure of leadership by Coach Paterno.
>
> The Board spent hours on conference calls between Saturday, Nov. 5, and Tuesday, Nov. 8, discussing appropriate action and our fiduciary responsibility as the Trustees. On Wednesday evening, Nov. 9, we met in person in State College. At about 9 pm, we unanimously made the difficult decision that Coach Paterno's failure of leadership required his removal as football coach.
>
> We are sorry for the unfortunate way we had to deliver the news on the telephone about an hour later to Coach Paterno. However, we saw no better alternative. Because Coach Paterno's home was surrounded by media representatives, photographers and others, we did not believe there was a dignified, private and secure way to send Board representatives to meet with him there. Nor did we believe it would be wise to wait until the next morning, since we believed it was probable that Coach Paterno would hear the news beforehand from other sources, which would be inappropriate.
>
> Thus, we sent a representative of the Athletic Department to ask Coach Paterno to call us. When the coach called, the Board member who received the call planned to tell him that (1) the Board had decided unanimously to remove him as coach; (2) the Board regretted having to deliver the message over the telephone; and (3) his employment contract would continue, including all financial benefits and his continued status as a tenured faculty member. However, after this Board member communicated the first message, Coach Paterno ended the call, so the second and third messages could not be delivered.

Penn State announced April 25, 2012, that it had hired two firms, Edelman, the world's largest public relations firm, and La Torre Communications, a public relations and public affairs firm based in Harrisburg, Pennsylvania, to assist with its corporate communications, media relations, and stakeholder engagement. In a statement, PSU said:

> The primary objective of this work is to ensure broader and more transparent communications with key Penn State stakeholders, including current and prospective students, alumni, faculty and staff, parents, local communities, and state and national media. The firms also will support the University throughout upcoming litigation, ensuring rapid and accurate dissemination of information to the extent possible given the ongoing investigations.
>
> "Earlier this year, I announced five promises to guide Penn State in recovery from our recent crisis and rebuild trust with the Penn State community," said Penn State President Rodney Erickson. "Retaining these communications firms puts us more firmly on the path toward accountability, openness and preserving our reputation as one of the world's leading research universities."
>
> This move ensures Penn State will have a comprehensive communications infrastructure with significant expertise within Pennsylvania and across the country.

The board of trustees announced May 16, 2012, that it had launched a new website. Karen Peetz, chair of the board of trustees, said in a statement, "This is, of course, a continuation of the board's pledge for openness and for providing more and better information to the Penn State community and beyond. It's an ongoing process."

On June 4, 2012, PSU President Erickson announced the relaunch of the Openness website, renamed "Progress" (http://progress.psu.edu). Here's what part of the statement said:

The new version of the website is the next step in the University's work to ensure broader communications with key Penn State stakeholders, including current and prospective students and their families, alumni, faculty and staff, local communities, and state and national media. The Progress website includes new functionality and features that make it easier to find, receive and share information.

"This is the next iteration of our information resource that is designed to anchor communications discussing difficult issues from the last year, including ongoing legal matters, in addition to providing updates on the initiatives we've put in place to address the serious issue of child abuse," said Penn State President Rodney Erickson. "This step is a natural progression of our original website and will help keep the Penn State community informed on the important work and progress taking place."

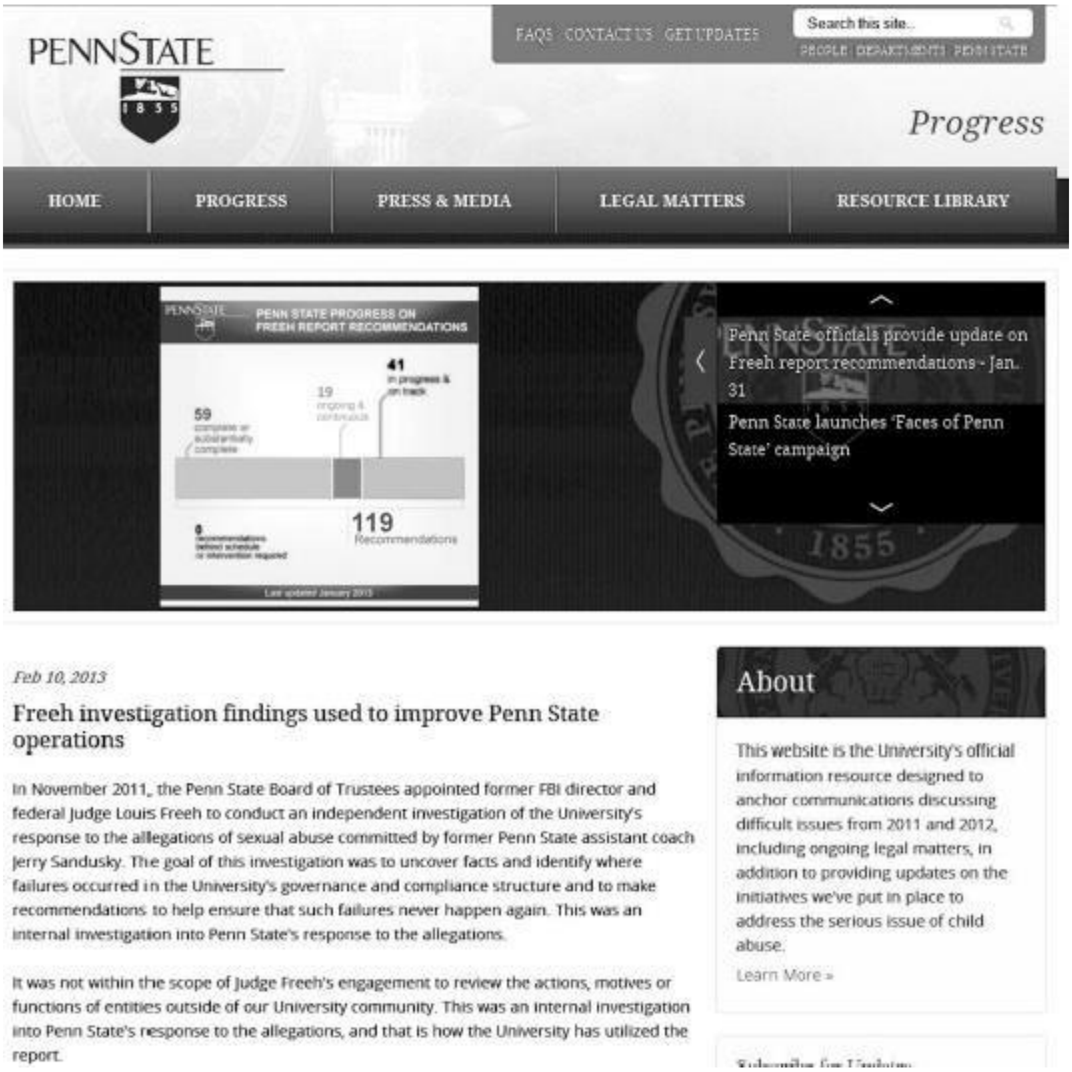

Figure 8.11

Figure 8.11A new website was launched June 4, 2012, called Progress, which shared information about the ongoing investigations and corrective actions.

Source: http://progress.psu.edu/

Penn State

Reorienting the Culture

Debate continued regarding the role of Paterno in the crisis. Many could not believe that "JoePa" could have erred. After all, he had been head coach for nearly 46 seasons without a single major scandal. And, he did report the alleged abuse to the proper administrators. Some thought that thevictims had come forward to cash in from future litigation.

Abuse experts explained that abused children often don't report abuse because they are embarrassed, confused, and are afraid they won't be believed. Serial sexual child predators, experts said, are often well-liked individuals in positions of authority with access to children.

There were parallels to the Catholic Church abuse scandal. Many church supporters found it difficult to believe that priests who were in positions of respect, authority, and responsibility did not protect those in their care.

At the height of the scandal, on November 11, 2011, the board of trustees and Penn State's new president, Erickson, provided some much-needed direction and action. In a statement to the Penn State community, Erickson said that he and others would "begin to rebuild the confidence and trustthat has been shaken this past week" and offered five specific promises:

Figure 8.12

Figure 8.12Dr. Rodney Erickson, president of Penn State, was featured in three 30-second videos during the crisis period, reassuring viewers that Penn State would move forward to solve its problems.

Source: http://progress.psu.edu/

Penn State

1. He would "reinforce to the entire Penn State community the moral imperative of doing the right thing—the first time, every time." This would includeappointing an ethics officer, reporting directly to the president, who would review all standards, policies, and programs to meet "not only the law, but Penn State's standard." He also said he would "reorient" Penn State's culture to ensure no one would "feel scared to do the right thing. My door will always be open."
2. 2He would "lead by example" and would "expect no less of others."

3. There would be more transparency, including updates about the investigations. He would provide frequent updates, dialogue with key stakeholders.
4. Everyone would be "respectful and sensitive to the victims and their families." Penn State would "seek appropriate ways to foster healing and raise broader awareness of the issue of sexual abuse."
5. The administration would completely support a special committee's investigation work and recommendations which would be led by trustees Ken Frazier, president, chief executive officer of Merck & Co. Inc., and Ronald Tomalis, state education secretary.

Erickson also provided a 30-second video message that day:

> This has been one of the saddest weeks in the history of Penn State and my heart goes out to those who have been victimized; I share your anger and sorrow. Although we cannot go back to business as usual our university must move forward. We are a community. Our work is as vital as ever. We remain committed to our core values and we will rebuild the trust, honor and pride that have endured for generations. Please join me in this effort. We are Penn State.

Aftermath

Penn State lost its final 2011 season home game against Nebraska without Paterno in his usual spot. Fans wore blue to show support for victims of child abuse, and there was a pre-game moment of silence for the alleged victims of abuse, which Sports Illustrated noted was "at once poignant and sadly ironic, given the role silence played in aiding the unfathomable."

Later, Erickson met with students and held town hall meetings with alumni groups in Pittsburgh, New York, and Philadelphia to gather input on Penn State's future direction and explain what was happening.

After criticism from the Penn State Faculty Senate that PSU's own investigation needed to be independent, on November 21, 2011, Penn State announced that it had hired Louis Freeh and his firm to conduct an independent, external investigation. Freeh, a former FBI director and federal judge, would report his findings to the board of trustees' special committee led by Frazier. The findings would be made public, and Freeh said no one would be "above scrutiny."

The Pennsylvania Attorney General announced new charges against Sandusky on December 7, 2011.

The next day, Penn State said it would create the Center for the Protection of Children and partner with the Pennsylvania Coalition Against Rape for education and outreach. Both efforts would be funded from football revenues.

A faculty-led, university institute for the study and treatment of child abuse was proposed, according to Erickson's January report to the board of trustees. He also reported that a Sexual Assault and Relationship Violence hotline was established "so abuse or suspected abuse can be reported anonymously."

There were dozens of activities and actions in the intervening months that showed the university's commitment to protecting its vulnerable populations and ensuring that the events that had led to the scandal would not be repeated. For example, by April 17, 2012, the university had revised significantly its policy overseeing the supervision and treatment of minors involved in university-sponsored programs or programs housed or held at any Penn State campus. The school's students launched a drive to fight child sexual abuse called "One Heart," and workshops to discuss kids' sexual health and safety were promoted. And alumni and students raised more than $528,000 for a national anti-sexual violence organization.

A few months after Paterno was fired, Bill O'Brien, offensive coordinator for the New England Patriots, was appointed the new head coach of the Nittany Lions. Paterno died January 22, 2012, of lung cancer, which was diagnosed soon after his firing.

On June 22, 2012, Sandusky was found guilty of 45 out of 48 counts of child sexual abuse against ten boys. He received a 30- to 60-year sentence and was remanded to Greene State Prison. He maintained his innocence throughout the scandal.

Leaked e-mails, first reported by CNN, surfaced months after the grand jury report that indicated Curley and Schultz knew about the negative legal consequences if they did not report what McQueary had seen. The e-mails included Paterno and Spanier. Critics predicted future legal action against Spanier, Paterno's estate, The Second Mile program, and Penn State. By November 1, 2011, Schultz and Curley were charged with perjury, obstruction of justice, endangering the welfare of children, criminal conspiracy, and failure to report suspected child abuse. Spanier was charged a year later on similar charges. The trials of these high-level officials would surely keep the scandal—and Penn State—in the news for months to come.

Figure 8.13

Figure 8.13Jerry Sandusky, former Penn State University assistant football coach, was sentenced to 30 to 60 years in prison for child sexual abuse October 9, 2012.

Source: Matt Rourke/AP Photo

Figure 8.14

Figure 8.14The Paterno statue was hauled away after the crisis had passed and a new Penn State president was appointed.

Source: Centre Daily Times, Christopher Weddle/AP Photo

The most symbolic action was the unceremonious removal of the famed Joe Paterno bronze statue in front of Beaver Stadium a few weeks after the release of Freeh's devastating independent investigative report July 12, 2012. PSU President Erickson provided the following statement explaining the removal of the statue, while keeping Paterno's name attached to the library, to thenews media:

> Since we learned of the Grand Jury presentment and the charges against Jerry Sandusky and University officials last November, members of the Penn State community and the public have been made much more acutely aware of the tragedy of child sexual abuse. Our thoughts and prayers continue to go out to those victims of Mr. Sandusky and all other victims of child abuse. I assure you that Penn State will take a national leadership role in the detection and prevention of child maltreatment in the months and years ahead.
>
> With the release of Judge Freeh's Report of the Special Investigative Counsel, we as a community have had to confront a failure of leadership at many levels. The statue of Joe Paterno outside Beaver Stadium has become a lightning rod of controversy and national debate, including the role of big time sports in university life. The Freeh Report has given us a great deal to reflect upon and to consider, including Coach Paterno's legacy.
>
> Throughout Penn State, the two most visible memorials to Coach Paterno are the statue at Beaver Stadium and the Paterno Library. The future of these two landmarks has been the topic of heated debate and many messages have been received in various University offices, including my own. We have heard from numerous segments of the Penn State community and others, many of whom have differing opinions. These are particularly important decisions when considering things that memorialize such a revered figure.
>
> I now believe that, contrary to its original intention, Coach Paterno's statue has become a source of division and an obstacle to healing in our University and beyond. For that reason, I

> have decided that it is in the best interest of our university and public safety to remove the statue and store it in a secure location. I believe that, were it to remain, the statue will be a recurring wound to the multitude of individuals across the nation and beyond who have been the victims of child abuse.
>
> On the other hand, the Paterno Library symbolizes the substantial and lasting contributions to the academic life and educational excellence that the Paterno family has made to Penn State University. The library remains a tribute to Joe and Sue Paterno's commitment to Penn State's student body and academic success, and it highlights the positive impacts Coach Paterno had on the University. Thus I feel strongly that the library's name should remain unchanged.
>
> Coach Paterno's positive impact over the years and everything he did for this University predate his statue. At the same time it is true that our institution's excellence cannot be attributed to any one person or to athletics. Rather, Penn State is defined by our actions and accomplishments as a learning community. Penn State has long been an outstanding academic institution and we will continue to be.
>
> The world will be watching how Penn State addresses its challenges in the days ahead. While some may take issue with the decisions I have made, I trust that everyone associated with our University will respond in a civil and respectful manner.
>
> I fully realize that my decision will not be popular in some Penn State circles, but I am certain it is the right and principled decision. I believe we have chosen a course that both recognizes the many contributions that Joe Paterno made to the academic life of our University, while taking seriously the conclusions of the Freeh Report and the national issue of child sexual abuse. Today, as every day, our hearts go out to the victims.

An NCAA probe launched soon after the scandal went public concluded with a ruling that faulted Penn State's "hero worship" and warped athletic culture. On July 23, 2012, the NCAA imposed a four-year postseason ban from bowl games, massive scholarship reductions, an annulment of all Penn State's victories from 1998 through 2011, and a $60 million fine spread over five years. This amount was equal to the average annual gross revenue of the football program. Pennsylvania Gov. Tom Corbett filed suit to dismiss the penalties.

By December 2012, the university admitted that it had spent $41 million on costs associated with the scandal, including $8.1 million for the Freeh investigation. This did not include the settlements with the victims of Sandusky's sexual abuse, which could rise to as many as 30, from the original ten identified in the district attorney's investigation. Another lawsuit was filed against the university by McQueary, the former assistant football coach, who witnessed some of the abuse by Sandusky. He claimed that the university had defamed him during the controversy. His lawsuit was later ended with prejudice, permanently closing the case. He was previously awarded nearly $14 million for compensatory damages for his whistle blower status. By 2017, The Associated Press reported that Penn State had spent $237 million on the sex abuse scandal.

Mark Emmert, the president of NCAA, said:

> We hope we would never, ever see anything of this magnitude or egregiousness again in our lives. But we do have to make sure that the cautionary tale of athletics overwhelming core values of the institution and losing sight of why we are really participating in these activities can occur. That's the balance that every university needs to strive for.

Beyond the impact on the team, legal actions by victims would go on for years. Clearly, Penn State would be haunted by the scandal. Some said Happy Valley had lost its innocence, while others said ithad fumbled badly when it came to protecting its own children.

Questions for Discussion

1. What was the football culture like at Penn State?
2. What were some early signs that the football team and its head coach Joe Paterno werenot in alignment with expectations that other programs followed at Penn State?
3. Head coach Joe Paterno was considered a power unto himself at Penn State. What was the responsibility of the board of trustees and the administration for maintaining controlover the athletic program?
4. When did Penn State know about the grand jury proceedings?
5. In what way was Penn State's initial response to the grand jury report insensitive to thealleged victims?
6. Explain how the board of trustees' new chair, Karen Peetz, provided leadership in PSU'srecovery from the scandal. What were the key elements of her statement regarding transparency in the recovery process?
7. Why is transparency important during the recovery process?
8. What other actions did the board of trustees and the new president take to recoverfrom the scandal? What were the most effective steps?

Cases in Public Relations Management

Questions for Discussion

I'm Watching You…

School Issued Laptop "Spycam" Invades Privacy Rights

1. **How did student Blake Robbins find out he had been monitored in his home by his school-issued laptop?**
   On November 11, 2009, Harriton High School student Blake Robbins was confronted by an assistant principal who said that Robbins was engaged in "improper behavior" in his home. A photograph from the school-issued laptop webcam showed Robbins eating something that looked like pills on a bed. The photo was taken without his knowledge, permission or authorization.

2. **How did the controversy over student laptops with visual tracking features become an instant news bombshell?**
   The clash of technology and privacy was of interest to many making this story timely. Harriton High School was also one of the first schools in the country to issue students laptops that could be used at home lending a "newness" news value to the story. After the Robbins family filed a lawsuit against the school (adding in the news value of conflict), the news media was quick to pick up on the story.

3. **What were the main issues for parents and students regarding the TheftTrack software installed on school district-owned laptops for students?**
   Parents and students were shocked to find out about the software and took issue with the fact that they were never informed the software was installed on the students' laptops. Many, however, also opposed the class action lawsuit realizing it could potentially cost taxpayers millions of dollars and drag out for years in the courts.

4. **What was the early warning sign that predicted the issue with TheftTrack?**
   Fifteen months before Blake Robbins was confronted with a webcam photo of himself at home, a student intern in the district's technology department raised questions about privacy and the LANrev software. The student emailed the district's technology coordinator and pointed out that the retrieval software was not itself a problem, but the fact that students and parents had not been notified was. The student correctly predicted that parents would be upset when they realized they had not been informed.

5. **Why did an insufficient technology policy covering student laptops become a focus of the investigation?**
   It appeared that the majority of images captured by the LANrev software were collected after a laptop had been reported missing or stolen, found and returned to the student. Apparently, IS did not have systems in place to insure the tracking software was turned off after the student's laptop had been

returned. Additionally, the school did not have a policy in place regarding Theft Track. There were no restrictions imposed on district technology staff use of LAN rev's tracking features. The technology administrator hired after the purchase of LANrev later described the technology department as the "Wild West" because of the lack of protocols to guide staff about rapidly advancing technology issues. Lastly, students and their parents were required to sign an Acceptable Use Guidelines document, but the document did not include any reference to Theft Track.

6. **What were the first steps the school district took to respond to the controversy?**
   LMSD's District Superintendent Dr. Christopher W. McGinley became aware of the Robbins' lawsuit February 18, 2010, and developed an e-mail statement containing preliminary answers to questions, which was posted at 4:45 p.m. Later that evening a letter from McGinley for parents was also posted on the district Web site at 9:26 p.m. and shared with the news media. The superintendent's letter outlines the immediate steps the district took, which included: disabling the security tracking program, a review of existing policies for student laptop use, a review of security procedures and a review of any other technology areas where privacy and security may be a question.

7. **How well did the school district respond to the controversy?**
   Although the school's lack of transparency regarding the software was the mistake that initiated the problem, once the issues was raised, the school did a good job of maintaining open and timely communication with its publics. The school also showed it was taking the matter seriously by opening its own investigation, and hiring third parties (attorney Henry E. Hockeimer, Jr., L3 Communication and Ballard Spahr) to assist in the comprehensive review of policies and the use of the tracking feature. It also showed that administrators were listening by posting answers to many of the questions being asked. They also offered an apology in McGinley's second letter for not informing parents and students about the tracking software, and continuously showed regret that the situation had occurred.

8. **Why did some parents come to the support of the school district? How did they support the school district specifically?**
   Some parents came to the support of the school district because they believed the news media had sensationalized the story before all of the facts were known. They also were opposed to a class action lawsuit because of the potential ramifications the suit could have on the district—a lawsuit could cost taxpayers millions of dollars and drag on in courts for years. The parents supported the school district by joining online groups such as, "Reasonable LMSD Parents Refusing to Rush to Judgment" and lmsdparents.org. Parents also attended a town hall meeting and signed a petition.

9. **The school district released preliminary findings of the investigation. Why did they do this and was it effective?**
   The school wanted to maintain transparent communication with the public. Although it seemed appropriate at the time to keep the public informed, the preliminary findings did not accurately convey the use of the tracking software. At the time, the school confirmed that there had been fewer that 50 activations during the current school year. The final report, however, gave the public the sense that the software had been used much more often. It was reported that during a two-year period, Theft Track had been activated 177 times and more than 56,000 images had been collected and stored. The number of images was vast and startling to parents, students and residents who had been told repeatedly by the district that only 42 security software activations had occurred on the laptops in 2010. While that was true, it misrepresented the situation since the software had been used for two years and captured

images every 15 minutes. About 10 school officials had the right to request an activation of a student laptop and two employees were authorized to do the activation. Reporting the preliminary findings might have reassured parents at the time, but it led parents to be even more stunned by the final report.