

In addition, the number of low-recall interior positions in commercial "pods" is growing because the use of :15s increases the number of commercials in each pod. "If we assign the average first commercial in a pod an index value of 100, the last commercial in the pod gets a recall level of 85, while the recall level of the middle commercials is 28."

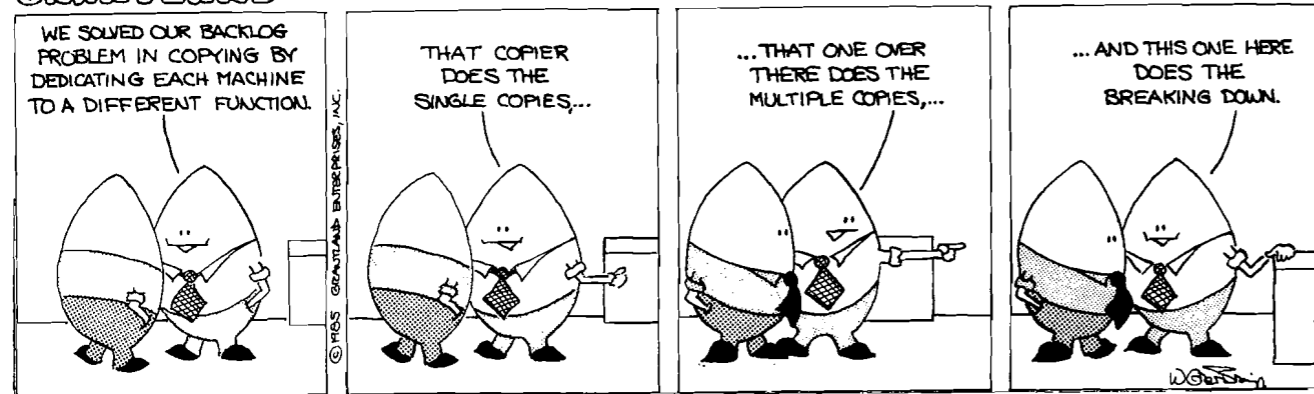
#### USEFUL INFORMATION FOR PRACTITIONERS

Practitioners adept at helping organizations manage change -- which is basically a relationship function -- have an unparalleled opportunity in healthcare. Faced with 1) declining patient census, 2) increasing competition & 3) regulatory cost containment pressures, hospitals are diversifying. 3/4th of 50 independent hospitals surveyed are engaged in some form of diversification, finds study by Temple, Barker & Sloane's Decision Research (Lexington, Mass). Examples include ventures in medical-related areas such as HMOs, home care, urgent care, medical products. Some, however, are entering into nonmedical businesses such as bill collection, catering, laundering.

4 of 5 report they have undergone restructuring or are planning to do so. They have transformed their institutions into holding companies in order to separate nonprofit from profit-making business units. Hospital decisionmakers are largely "externally oriented," fighting to keep up with the changing environment and following a "me-too" strategy relative to their competitors, says David Miron, a TBS principal. "The key to success will rest largely in a hospital's ability to effect change in the way it operates internally, from a style characterized by committee decisionmaking & functional independence to one that stresses flexibility, streamlined decisionmaking & bottom-line accountability."

Looking for ways to pep up a publication? Grantland comic strip is one. Now appears in over 80 newsletters & mags. Current users include Avon, Nestle, financial institutions, utilities. More info on this copyrighted strip from artist W. Grant Brownrigg, 305 N. Mountain Ave, Upper Montclair, NJ 07043.

#### GRANTLAND™



"We're very receptive to getting material from pr people," Eric Yaverbaum, exec editor, Jericho News Service, told prr. Service produces 40 columns weekly and sends them to 1,100 radio shows across the country. "We write about all kinds of things -- products, individuals, entrepreneurs, businesses...the gamut. And we're always looking for off-beat stories." Add them to your media list. (152 11th Street SE, Wash DC 20003)

# pr reporter

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#### HIGHER EDUCATION, WHERE PUBLIC RELATIONS ONCE WAS A STEPCHILD, NOW PROVING ESSENTIALITY OF THE FUNCTION FOR ALL ORGANIZATIONS

"Public relations in higher education has come of age," believes Jim Fisher. His view comes from 8 years as president of CASE (Council for the Advancement & Support of Education). Now leaving that post, he reflects on the pressures, the growth & the demands that are shaping public relations in colleges & universities. What he finds is applicable to all types of organizations:

QUALITY OF WORK. "Professionalism & performance have improved dramatically over the past decade. We're more research oriented. Long-range & strategic planning, marketing, targeting, attitude & opinion research are taking an important place on campuses," Fisher told prr.

DEMANDS. He points to need as the reason for this sophistication. The past 5 yrs have been higher education's "most difficult period -- the advent of systematic public relations. We've never known such need for effective practitioners. As a result, sophistication has grown enormously."

RESPONSE. Appreciation for public relations has grown, too. He sees it in the attitudes of trustees, presidents, faculty & other staff. And points to the growing number of senior level pr positions -- those who report directly to the president or chancellor. "That indicates the area is becoming more important and it's doing one heck of a job."

BOTTOM-LINE ORIENTATION. Because public relations is linked closely

with development (fundraising) and student recruitment, it is bottom-line oriented. "Either you raise money or you don't. Either you recruit students or you don't. And over the next 10 years we're expecting a 25%+ short-fall in the 18-22 yr olds. Admissions people are turning to public relations people who are in turn helping to obviate the problem. It's all measurable."

CASE IN POINT. Action Committee for Higher Education, put together by CASE and joined by all the higher education ass'ns, saved nearly \$2 billion in student financial aid. "They literally turned around the US Congress. It's part of this new sophistication. We knew that members of Congress would not listen closely to the protestations, meritorious or not, of college presidents. But they would listen to the concerns of their constituents. So we turned to pr practitioners in campuses and asked them to enlist their friends & alumni -- phone calls, letters, etc." Action effectively overruled the recommendation of newly-elected President Reagan. "It was the most effective, concerted effort on behalf of higher education in history."



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PR Practitioners Must Be "One Of Us"

They must perceive themselves as educators -- understand and be completely devoted to the goals of education, advises Fisher. They must be "part of the fabric, committed to the cause. The extent to which you are viewed as one of us is the extent to which you can be more effective." He suggests reading academic publications, attending campus events -- theater, athletics, faculty seminars -- to become part of the community. "The pr person should be a walking review of the literature, know the primary issues of higher education, and know at least the proposed solutions. And that should be the base from which he or she approaches every assignment."

PR people must sit at the "academic substance table" and comment. At the same time "others should sit at the public relations table and have input. In order to become more influential in policy making, it has to be a 2-way street, more than it is. Tho it's increasingly becoming that way. More pr people are becoming college presidents. That's a sign of the respect. And I expect a lot more of that in future years."

ALL ATTEMPTS TO INFLUENCE EMPLOY A COMBINATION OF 5 POWER FORMS

Says Fisher in his 1984 book, Power of the Presidency, now in its 3rd edition (American Council on Education/MacMillan, NYC):

1. Coercive Power: Employs threats & punishments to gain compliance. Least effective. If a leader is generally admired, followers more readily accept the implied use of penalties, but once punishment is actually used, the leader becomes less effective.
2. Reward Power: Favors, recognition, rewards are not likely to change attitudes permanently. Reward those who support the goals of the organization, regardless of personal feeling. They are a way to bring personality opposites into the fold. Most effective use of reward power is thru selective words, notes of praise, appointments to administrative & key committee posts. There is no substitute for thoughtful, deliberate, emotional acknowledgment & support.
3. Legitimate Power: Based on a group's acceptance of common beliefs & practices. The group adheres to leaders who appear to fit these norms. Leadership is exercised by persons who hold titles that imply authority. Once power is transformed thru legitimization, it is not resisted unless it is abused or ineffectively used.
4. Expert Power: Being perceived as an expert both inspires support and reduces unproductive conflict. Groups with more than one expert are apparently less certain of their judgment, and the experts are less effective.
5. Charismatic Power: The single most effective form of influence. Based on admiration, liking, trust, respect. Distance, style & perceived self-confidence enable the leader to symbolize hope and advance the interests of his or her people.

The person "who uses charismatic power in conjunction with expert & legitimate power, along with a carefully measured portion of reward power, and little or no coercive power, will be most effective."

THE FAMILY: VARIETY OF TYPES TODAY PROVIDES OPPORTUNITY FOR MAJOR PROGRAM; PROMOTING FAMILY REUNIONS IS ONE RESULT

Better Homes & Gardens' Family Network is a public service program dedicated to "examine, strengthen & celebrate American families. That's 'families,'

not 'the American family,' to indicate we're being careful to include the gamut of configurations families take today," mag's pr counsel Sandy Block, Ketchum Public Relations (NYC), told prr. BH&G has made an initial 2-yr, \$1 million commitment to the program. It includes:

1. Advisory board. 10-member group of experts in academics, social research, law, psychology, theology, etc. Serves as driving force.
2. Issues conferences. The first, slated for late fall, will be on the "Impact of Work on American Families." "There has been a lot of study in this area but largely from the business point of view. We will look at it from the family's point of view. We'll survey separately single-parent families, 2-income families and 'traditional' families. Results from the survey will fuel the conference."

Like all good promotions, this one extends & dramatizes an organizational objective. "This is a long term project. We're reinforcing BH&G's position as a family service publication. A tag line was recently added to its cover -- 'the idea magazine for American families.' This program extends it beyond the pages of the magazine," explains Block.

3. Education kit. "We brought teachers in for a focus group. They told us they want to talk about families & their strengths. But there are so many variables & so few universals, they lack common terms with which to talk about families. So we put together a curriculum package called 'I Love My Family.'" Crux of it is teaching kids to define & understand what's unique about family. 6,000 elementary teachers have written in for the free kit. It includes a poster picturing different kinds of family units, copymasters of class activities, teaching guide, questionnaire to measure teachers' reactions.

4. Family reunion promotion. Presidential proclamation, signed last Tuesday afternoon, declares Aug 1-3 Family Reunion Weekend. Thru promotions -- a VNR to 200 markets, spokesperson media tour, radio promos, press package to the top 100 newspaper markets -- Family Network is encouraging families to hold reunions and is providing info & a free 26-pg "how-to" guide. "We sent Eric More Marshall, our spokesperson, on a 10-city media tour. He's president of the largest organized family in the country. They've tracked over 10,000 descendants of this one settler couple and know of 6,200 living descendants. Since 1890, they've staged reunions every 5 years. What better spokesperson?"

MORE EVIDENCE OVERCOMMUNICATION IS COUNTERPRODUCTIVE COMES FROM 15-SEC TV SPOT STUDY

15-second tv ads increase clutter, decrease recall. And it's going to get worse," says Leo Bogart, exec vp, Newspaper Adv'g Bureau. Latest research in a 21-yr study of tv commercial recall shows it has declined from 18% in '65 (when most commercials lasted 60 seconds) to 12% in '74 (when :30s were the norm) to 7% today.

Why the difficulty remembering commercials? "It's clutter. And with the advent of the 15-second commercial, clutter is going to become worse." With recall of :60s indexed at 100, the average :30 has an index of 43, the average :15 an index of 30, the average :10 an index of 11.