

blocked to tailor its use for particular audiences throughout the year. "We'll be using the folders for proposals, sending literature & answering inquiries." Response, according to Cocco, has been positive.

BURSON-MARSTELLER REPORT ON RELIGIOUS INFLUENCE FINDS TWO VERY DIFFERENT FRONTS & TECHNIQUES; BIGGER, AFFLUENT OLD-LINE CHURCHES QUESTION BUSINESSES

Public issues are increasingly feeling the impact of religious coalitions. And their methods are becoming more & more sophisticated (see prr 1/25 & 1/18). Evidence is Burson-Marsteller's 80-pg report entitled "Church, State and Corporation."

According to report, churches' interest in the private sector has sizeable economic force: 1) total wealth of all churches in US is estimated at \$160 billion; 2) total monies received & distributed annually is exceeded only by the federal gov't; 3) religious org'ns hold approximately \$20 billion in corp stock.

Report details how 2 principal religious entities influence public policy:

1) Mainline (Protestant, Catholic & Jewish) methods include stock ownership & proxy resolutions. 2) Christian Right (Moral Majority, fundamentalists) methods include political influence & boycotts.

"As the present administration moves to deregulate many sectors of the US economy, to reduce governmental contributions to social welfare programs, and to rely on private initiatives for resolving major social & economic problems, the church investor is faced with an even greater responsibility for monitoring the social impact of corporations."  
-- Audrey Smock, World Issues Sec'y United Church Board for World Ministries

Mainline religious org'ns (Interfaith Ctr on Corp Responsibility, Nat'l Council of Churches & others) promote the ethical analysis of economic issues. Rev. Theodore Purcell, Georgetown Univ prof, explains "ethical": "A practical science based on reason concerned with the rightness & wrongness of human actions. People differ in their philosophical & theological reasons underlying ethics, but I think there is a fair consensus about applied ethics, a kind of garden-variety definition meaning integrity, virtue and consideration for others." Routes to achieve this include shareholder resolutions, public hearings, letters to & private meetings with company mgmts, boycotts, divestment.

The Christian Right is primarily fundamentalist & evangelistic in its outlook. Despite diversity in beliefs, political unity is evident. Leading org'ns include Moral Majority, Religious Roundtable, Christian Voice & Nat'l Christian Action Coalition. Movement calls on secular conservative lobbies for its strategists. Also gains considerable influence from radio & tv preachers.

Final section of report itemizes church proxy resolutions filed or proposed in 1981. Each resolution indicates sponsors & number of shares held by each, company affected, summary of resolution content, result. (Copy from B-M, 866 3rd Ave, NYC 10022; \$25)

WHO'S WHO IN PUBLIC RELATIONS

RETIREES. Emanuel Raices, sr vp, Ruder & Finn (NYC) after 22 yrs. Appointed

vp-pa, National Executive Service Corps (NYC), a nonprofit service facility.

"TV IS TV" -- EXCITING, INFORMATIVE, BELIEVABLE  
DEFINES MEDICAL CENTER'S 7-YR SHOW;  
RECOGNIZES EMPLOYEE ACCOMPLISHMENTS, BOOSTS MORALE

"And that's the way it is at Tucson Medical Center," signs off this month's anchorperson -- a TMC nurse -- from another monthly segment of "TMC Television News." Video taped employee news program began 7 yrs ago under guidance of Lew Riggs, dir comty afrs. "We began in a primitive way using rudimentary b&w videotape equipment. Our production was very amateurish. Then we got elaborate -- 2 anchor people, back lighting, gorgeous set," Riggs told prr. Response from employees was "too slick." Now one camera is used -- but in color -- one anchorperson, simpler approach. "It looks just like a local tv program."

Original concept -- to boost employee morale -- has not changed. "We scan the hospital to find areas of low morale or some kind of employee problem. Then focus in and do a feature story on that area," Riggs explains. Its effectiveness lies in recognizing employee accomplishments. Particularly effective with line employees who don't get much chance for recognition. "If you're a nurse, you get lots of opportunity for recognition -- more than the person running the dishwasher in the dietary dep't. No one ever sees that person." Tho not as effective for recognizing high level staff, it's a good informational device.

GUIDELINES FOR IN-HOUSE TV  
"It's harder than it looks," Riggs warns. "Once commitment is made, you have to stick with it." Potential pitfalls: 1) Be sure time is available. It takes a lot more time than is apparent. 2) Mgmt support is necessary for its survival. "If show is to be credible, you must run things management may not like. You mustn't slip away from basic news format & become a mouthpiece for management. It's detected much faster on tv than in print." 3) Avoid anything that is amateurish or unprofessional. Employees are sophisticated tv viewers.

Strong appeal is tv's impact. "In their minds when they look at the screen, it's a tv set. They tend to forget there's a video tape recorder below. They see themselves on tv, and tv is tv. They really respond to that."

Monthly prgm is the joint effort of comty afrs & ed dep'ts. "Education dep't is very interested in cooperating with us because they're experimenting with & learning innovative & creative techniques. The quality of tv has gone up all over the hospital." 15-min prgm includes 5 stories & 2 commercials. Commercials, a favorite among employees, are done by a professional actor from ed dep't and promote hospital affairs for the month -- bazaar, blood drive, etc.

Reporters are staff people. Subtitles on screen give their names & dep'ts. No one from the pr staff or mgmt is used on camera -- only line employees. If information is from mgmt level, an employee is briefed to be interviewed.



Employee response is excellent. Survey shows 86% feel they know more about TMC because of the prgm and 98% want to see the show continued. Prgms are viewed in an enclosed area of the cafeteria or circulated on mobile tv carts to dep'ts requesting it. Tho tv is a good comms source, print is also used. TMC publishes a monthly & a weekly employee newsletter and external pub'ns.

CED WARNS: CORPS THAT DON'T ACCEPT NEW SOCIAL OBLIGATIONS WILL LOSE POSITION; RESENTMENT IS RISING, REPORTS CB

Pressure is rising for corporations to commit more money & effort to help non-profits & local communities. A just-published report by Committee for Economic Development (CED) says changing conditions -- declining federal aid & flagging local resources -- increase the importance of corporate involvement. Corporations that fail will lose their position in the community to those that "respond more energetically," CED warns.

But a Conference Board survey of 400 large companies confirms scattered reports that business has no intention meeting these expectations: 1) Only 6% are lifting their corporate contributions budgets. Neither are they planning to redirect spending to such previously federally financed programs as job training & urban economic development. 2) 60% plan no changes in spending plans this year. 3) 90% plan no new budget priorities.

A separate CB survey of firms' urban agendas reveals no plans by business to enter "people support" programs such as welfare assistance or public health. Instead, emphasis will be placed on lending personnel to help charitable & community org'ns. Companies planning to do this are not likely to lend their "first teams"; instead, employees will be encouraged to perform community service work on their own time.

Widespread corporate resentment toward political strategists is voiced, according to the CB. These planners seem unaware of the extent to which the business community is already supporting philanthropic endeavors. Corporate giving amounted to \$2.7 billion in 1980; foundations provided an additional \$2.4 billion. Some businesspersons fear they will become targets for criticism as false expectations are created.

Will the corporate public involvement structure be revamped? CED report advises corporations to 1) integrate "public involvement" functions in the overall mgmt structure; 2) establish performance standards & procedures akin to traditional business functions. CB survey shows four-fifths of companies are not reorganizing or expanding their staffs. Some are planning to reassign personnel to new areas -- assisting in civic mgmt, particularly as financial advisers, and providing help in job training & hiring. (For copies: Business Voluntarism: Prospects for 1982, Research Bulletin No. 111, The Conference Board, 845 3rd Ave, NYC 10022. Public-Private Partnership: An Opportunity for Urban Communities, Committee for Economic Development, 477 Madison Ave, NYC 10022)

If CED recommendations are followed, greater nonfinancial contributions can be expected involving employees, facilities & services, operation & investment decisions, reputation, leadership. The report urges formation of joint ventures among business, nonprofits, foundations & neighborhood ass'ns. Gov't is reminded that it should distinguish between its roles as policy maker and as service provider. The latter can often be done by the private sector.

WHO NEEDS HELP MOST AS RESULT OF CHANGED PRIORITIES?

Who will feel the impact of the economic recovery program? A study by Brookings Institution & Center for Responsive Governance provides this list:

1. The org'ns comprising the civic & social action sub-sector are most endangered. They are highly dependent upon gov't funds; their prgms have been the most severely cut in the current round of gov't cutbacks; and their potential sources for filling the gap are the most limited. Community development org'ns are experiencing the most immediate distress.
2. Serious retrenchment also confronts org'ns engaged in public education & advocacy.
3. Voluntary org'ns in the human services sub-sector are experiencing the most severe dislocations from gov't retrenchment.
4. Some specific healthcare institutions face serious problems. Community mental health centers, for instance, tend to be almost totally dependent upon gov't support & face severe dislocations as public funds are reduced.
5. Educational org'ns most at risk in the current retrenchment are independent research institutes.
6. Cultural institutions are in a stronger position to adapt to gov't cutbacks than most of the other sub-sectors.
7. Nonprofit hospitals & other voluntary health org'ns are least endangered by current & prospective gov't cutbacks of all voluntary sector institutions.
8. Religion is least directly affected since religious institutions receive almost no funding from gov't. In fact, churches are expected to join with businesses in picking up the tab for some cancelled or curtailed services.

3-PART ANNUAL REPORT HELPS EXPLAIN COMPANY'S SEPARATE BUSINESSES, PROVIDES YEAR ROUND MARKETING TOOL

Are you struggling with a dual identity problem for your company/client? Here's an example to evaluate.

"Our corporate objective," explains Phil Cocco, vp corp comms, Research-Cottrell (NJ), "was to show the financial community our 2 distinct businesses. Since 1907, we've been an environmental control company. In 1976, we began an active acquisition program in the energy field. Feedback was continually 'I didn't know you were in that business.' So we decided we had to break it out cleanly."

Result is an annual report in 3 parts held within 3-pocketed folder. In left pocket is solid brown covered, 8½ x 11 booklet with company name & "1981 Annual Report" printed in black on top right corner. Inside are facts, figures, report to shareholders, etc. Only 4 pictures appear. Middle pocket carries energy supplement; right pocket, environment. 3/4 of each cover carries color picture relating to its business. Top right corner holds same black print identifying company name, annual report. Following is red print identifying energy companies, green print identifying environmental companies. Insides of both supplements read like picture books. No numbers appear.

Packet doubles as corporate capabilities brochure. "It gives us the opportunity to use them as marketing tools." After annual report needs were printed, copy was