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## Public Relations Culminating Project

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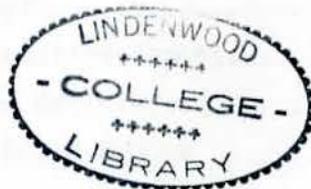
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CULMINATING PROJECT

Lindenwood IV

IRVING H. BRESLAUER



CULMINATING PROJECT

Irving H. Breslauer

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## CULMINATING PROJECT FIELD SUPERVISOR EVALUATION

Student, Irv Breslauer

Supervisor, Dr. John E. McClusky

Executive Director, Coro Foundation

Degree: M.A. in V.A.A.P.

### SUMMARY

Over-all, Irv did an excellent practicum project for the Coro Foundation, culminating in a fine master's project involving the development and implementation of a comprehensive public relations plan for Coro, a non-profit, voluntary organization devoted to leadership education in public affairs.

### PROCESS

Irv worked on his practicum at Coro, the field site, over 350 hours from August, 1980 to the present, averaging 12 hours per week. During the practicum, Irv went through many stages in developing and executing a public relations plan for the organization: 1, entry -- Irv most effectively negotiated a clear set of expectations regarding his role at Coro and the organization's assignment of responsibilities to him: as described in his final project, this process took considerable time; 2, identifying needs and goals in the public relations function at Coro--Irv was very deliberate, thorough, and thoughtful in gathering information about Coro's past and current public relations activities, ascertaining it's goals in this area, and deciding on a set of goals through a participatory process working with various staff and Board members; 3, formulating and gaining approval for a public relations plan--Irv worked most effectively with his field site supervisor, the Executive Director, and his Board p.r. committee to develop a plan which would be credible and practical, gaining the respect and approval of necessary staff and Board members and their acceptance of the plan as the organization's operating guidelines in p.r. As his project narrative reflects, this was a very time consuming and difficult process at times, but in the end reaped great benefits in terms of his ability to execute the plan and produce an extensive set of high quality p.r. products; 4, implementing the plan and producing numerous p.r. activities and products--Irv displayed superior management skills in moving from general goals to specific targets with timelines for pr activities. The result in terms of the number and quality of p.r. pieces and events was outstanding.

RESULTS--The visibility and positive image of Coro have greatly expanded during the period Irv has been on site. The plan he executed resulted in a timely, well-balanced series of high quality p.r. publications and events, many of which are presented as appendices to the project. The amount of newspaper and radio coverage as well as general and programmatic publications greatly increased, as did the internal communication among the diverse elements of Coro's community (trainees, alumni, staff, Board, field supervisors of trainees, etc.) The feedback about Coro's presence in the community from those elements has been very positive. Equally importantly, Irv has demonstrated what a volunteer professional can do to become an integral, fully trusted and respected member of a staff, serving as its Director of Public Relations, participating in Staff decision-making processes, serving on appropriate Board Committees, etc.

His project is a superior success story regarding a volunteer's contribution to an organization. The lessons about volunteering he enumerates in his project write-up are important ones, showing sophistication about the dynamics of voluntary organizations which he fully exhibited in his involvement at Coro.

John McCusky, PhD

## CULMINATING PROJECT METHODOLOGY

The design of my culminating project resulted from the objectives I set out for myself at the beginning of my studies in the Volunteer Association Administration Program. The first of these was to obtain expertise in areas in which I was deficient; psychology and sociology of organizations, the relationship of the volunteer to the administrator, the care and feeding of volunteers and the role of the volunteer association in the community.

The second objective was to learn new skills and new approaches in areas in which I had some skills; communications, public relations, administration and marketing.

The third objective was to develop stature in the community as a result of finishing the course so that I could play a role in the beneficial use of volunteers in the community.

During the earlier trimesters of study I obtained considerable theoretical knowledge that enabled me to better understand the theory of the relationship of the individual volunteer to the paid staffer, to the administrator, to the board, to the community served and to the community as a whole. I learned the history of management processes and about various management models. I learned about advocacy, power structure, process, budgeting, grantsmanship, communications and was able to organize and codify ideas into useful patterns or packages.

But I had to put them to work. As I state in my culminating project I had intended to follow one organization during my educational process applying each and all of the various aspects of my learning to an examination of that organization. My early papers do attend to most of those aspects. However, I needed a real-world practicum to test the various theories. I had to see if things really worked the way they were supposed to, if the academic theory could be fitted into the reality that exists outside the classroom.

CORO offered me that possibility. I felt comfortable at CORO because the trade I was plying as a volunteer was similar to one I had as a paid employee in previous work situations, so I did not have to learn the work skills. I did need to learn a new language; that of the volunteer in a paid society.

During the course of the practicum I examined the outline of the course of study to see if in fact I was either applying or seeing others apply the various aspects of volunteer management. I was fortunate to work with an acknowledged expert in the field and was able to consult with him from time to time. As I state in the narrative, the execution of the various tasks I completed and the planning of those I have programmed for the future fulfill all of the requirements which I set out for myself at the beginning of the program. I learned, I applied what I learned and I made a position for myself with CORO as well as opened doors to other employment opportunities.

In order to understand the rationale and procedures of my culminating project some background might be useful. First about my own input. My original reasons for entering the Lindenwood Four program in VAAP were;

(1) I had an interest in the community and had served as a volunteer in many organizations and for many causes. These included the Older Adults Community Action Program, Congressman Robert Young's Committee on the Aging, The Creve Coeur Democratic Club, The Equal Rights Amendment Coalition, the Jewish Community Centers Association and several political campaigns. My work consisted of everything from stuffing envelopes, to providing transportation and running errands, to producing newsletters, serving on executive committees and designing programs.

(2) My various activities indicated to me that instinct and good intentions were not sufficient for the volunteer to become effective; and that the organizations that utilize volunteers often did not have good management principles in their volunteer programs. I believed that honing my skills could help me focus my activities to make me more effective and in some measure improve the volunteer programs with which I was associated.

(3) I had completed a successful career but because of the combination of my age, my experience and probably my own approach to work, (personality?), I found interesting, suitable, rewarding employment difficult to find. I intended to use the experience, knowledge and relationships I obtained during the course of instruction as building blocks for future employment, either paid or volunteer.

After examining several alternatives, including those I described in my original program overview, I chose to apply the skills obtained in each of the trimesters to one specific volunteer activity and then do my culminating project researching that activity or working out a practicum with it. I chose the Equal Rights Coalition in Missouri.

In each of the first three trimesters my written work and my oral presentations were devoted to the ERA. Additionally I discontinued much of my other volunteer activity and devoted most of my time as a volunteer to that organization. I became a member of the ERA Coalition Executive Committee and edited the ERA newsletter for more than a year.

I selected the ERA because it was an advocacy organization and I believed that cause and effect could more easily be distinguished there than in a social service organization. Additionally, I had a deep regard for the movement. I had always been a supporter of equal rights and became closely associated with the local movement when its advocates supported me during my unsuccessful campaign for the Missouri Legislature.

I did papers concerning the history of the movement and the role of volunteerism in that history. I examined the organization of the movement, its place in the community, its leadership, the manner in which it interfaced with the power structure of the community, and even evaluated its chances for success in Missouri.

The several papers I prepared for the classroom were made available to the leadership of the ERA in Missouri and several of the key leaders expressed their appreciation for the efforts.

I learned during the year that the agendas of the ERA leadership were not necessarily those of the organization and that passage of the ERA was not necessarily the primary or sole objective of the individuals who managed the movement. I came to the conclusion that there was a high level of chauvinism manifested by the foes of chauvinism. Power was suspicious of elements that were apparent threats to that power even when the threat was not real. The ERA Coalition was doomed to follow its unsuccessful pattern of the previous seven years because the leadership was more comfortable with the established methodology (even though it was unproductive) than it would be with innovation.

Although I continued publishing the newsletter and attended executive sessions and participated in them, I began to search for another outlet for my talents. I began a dialogue with Professor John McClusky about a program he was about to head up: CORO.

CORO is a non-profit, non-partisan organization that was initiated to train motivated people for positions of leadership in community activities. It originated in California following World War II. Its first class consisted of veterans who attended under the aegis of the GI Bill of Rights. It grew in California and now there are two centers there; one in San Fransisco and one in Los Angeles.

CORO came to St. Louis in 1972, funded by a Danforth Foundation grant. Its history in St. Louis is not exceptional. It followed the leadership of the California centers and trained only twelve Fellows (trainees) each year.

Because it was richly endowed at its inception, the St. Louis center neglected its early fund raising. Additionally it made little effort, at first, to inaugurate new programs, depending on the reputation of its Fellows program to make its impact on the community. It also had no employment-after-graduation procedures and very little effort was made to maintain a close relationship with the graduates. CORO was in a state of low repute and poor financial standing.

Dr. McClusky accepted the challenge of heading up CORO. Because I had been associated with him at Lindenwood I volunteered to assume the position of Director of Public Relations with no salary, with the understanding that I would be paid expenses only until the cash flow of the organization could permit some remuneration.

I began working with CORO during the summer of 1980. I agreed to work 12 hours a week, (three mornings) and at other times when necessary for special events, programs and meetings.

When I joined CORO, the public relations activity was handled by a committee, consisting of board members and staff. There was no public relations plan and activities were handled on an ad-hoc basis. Decisions were made by the committee and activities were doled out to the members or assumed by them based upon their resources and capabilities. Staff representatives on the committee were CORO's Executive Director and an administrative person who did most of the mechanical chores associated with public relations. Board members included an executive director of a college association, a director of University relations, a vice-president of a public relations company and the wife of a board member who had done some writing and PR for another organization.

The Executive Director was new to his job and was still establishing his position relative to the board. I recognized that there needed to be a clear cut line of responsibility between the director and the PR office so I designed a public relations job description. It defined the chain of command and delineated the responsibilities of the public relations person. Its coordination resulted in an early confrontation between board and staff.

Certain members of the board, who themselves were volunteers, preferred to have multiple links to the person doing the PR legwork and also wanted to keep for themselves the creative activity, as well as the liaison with the media and the community at large, leaving only the mechanics to the PR volunteer (me). Their desires were understandable. They all had the kinds of employment or interests that would benefit from the exposure they would receive in interfacing with the community and they all had a high level of experience in the PR arena.

However, since their combined efforts, which often were compromises reached because of each one's schedule or parochial interest, the public relations program of the organization more often than not was not as effective as it might have been had it been directed in a more timely and efficient manner. I discussed the situation with the Executive Director and in the best tradition of loyalty and unity of management he set up a meeting with the Chairman of the CORO Board and the Chairman of the PR Committee. At that meeting we worked out the details of my volunteer employment. I assumed responsibility for the activities described in the job description and for the information plan which I had prepared for the meeting.

The job description and information plan were approved. My reporting official was established as the Executive Director with the implied understanding that there would be regular input from the Board and that items of significance would be thoroughly coordinated; the level of coordination determined by the importance of the activity.

Immediately after coordinating on my public relations plan, the chairman of the PR committee offered a "plan" of his own which was a combination of some of the items in the plan I had submitted and some extraneous ideas. Because the PR committee chairman had handled some of the media relations and because of the fact that relationships between board and staff had not been established, we incorporated some of the material offered by the board member into the plan and re-coordinated it.

Shortly thereafter, the PR chairman called a meeting of his committee during which certain tasks were assigned. In spite of the earlier agreement that the creative requirements would be transferred to me, along with other tasks, most of them were assigned to the people who had them prior to my arrival. At that point I discussed the matter with the Executive Director and he again interceded with the PR committee chairman.

About the same time I designed the first of the CORO UPDATE newsletters. The choice of subjects had to be cleared, the writing had to be approved, the copy had to be coordinated, then each stage of the printing process from layout to final production was coordinated. The process delayed the publication for over a month as various coordinating people were unavailable, couldn't agree, or just had other priorities. As a result of the experience we reduced the coordination requirement process to approval of copy before it went to the typesetter. The layout responsibility was given to me and type set copy was edited only by me and the Executive Director.

By the time the third newsletter was published, some nine months after my arrival, the confidence in my skills had increased and the monitoring role of the committee had decreased. The new chairman of the committee was satisfied that the Executive Director and I could be depended upon to provide a newsletter with style and content appropriate for the agency.

Simultaneous with the issuance of the first newsletter I was asked to re-do the brochure which is used for recruitment, fund raising and general informational purposes. I began the process with a letter to each of the committee members proposing changes and the reasons for them. I received answers from three of them, but found the answers were contradictory. I was advised: we need more innovation, less innovation, and maintain the status quo. I called for a meeting and at that time received approval from the committee to go ahead with my plan but to coordinate with the Executive Director. The procedure was started in October, 1980. The meeting was held in December and the brochure was published in March 1981.

During this period I attended regular staff meetings and board meetings. I worked with various programs; the Women in Leadership program, the St. Louis Leadership program and the reactivated alumni program. I prepared plans for two programs which were later incorporated into those programs' activities and through regular participation and real contribution to the effort, I obtained the respect and acceptance of my fellow staffers. Working with the Fellows program I designed the news release which resulted in more than 100 requests for fellows' participation in community projects.

During the month of December, on very short notice, I was asked to prepare an article for Commerce magazine. I interviewed three CORO graduates and took their pictures for the article and produced the copy in sufficient time for the committee to review it. I was told the article would go out on the PR chairman's company letterhead and that he would be the contact for future information. At that point, I insisted on a by-line for the article. As a result of that, I was told that the requirements originally given to me for the article were incorrect, that major surgery would have to be performed and that I would be asked to share the by-line with the board member.

I began to see serious board-staff conflict and because I did not want to jeopardize the position of the Executive Director, I offered to resign. He refused my resignation. I was then contacted by the Chairman of the Board who advised me that I had raised the level of PR activity and they did not want to lose the momentum. He offered me the by-line of the article which I refused, telling him that I could not take credit for an article I did not feel responsible for, any more than I wanted someone else to share a by-line for an article I had written. The article appeared without my by-line but appreciation for my input was expressed by the Executive Director and the Chairman of the Board.

Shortly after the article appeared, the PR committee chairman resigned from his position; remaining on the board. He sent me a letter stating that since he felt the PR activity was in my "capable hands" he could afford to put his attention to some other projects. The new chairman of the PR committee, as I stated before, has said that he wished to be consulted only when there is some question as to the appropriateness of the material or its timing.

CORO PR activity has been integrated fully into the program. Although there was some concern at first because of my volunteer status, that has been overcome and I am included in all major staff activities just as if I were a paid member. I participate in the planning, decision making and operational aspects of CORO. I have been assigned a specific work area and as resources become available, I am getting the appropriate tools to apply the skills of PR to the system.

I believe that several lessons can be learned from these experiences. The first lesson I learned was that volunteers must have a specific job assigned and must have regular work hours. When I first arrived at CORO there was no job description for me and I was not listed on the roster of employees. Staff meetings were held without me. There was a board meeting held during one of my early work periods and I was not even invited to be introduced. That led to the second lesson. I learned that even in an organization that considered itself a human resources model, the individual concerned must speak up and make his feelings known if any changes affecting him are to be accomplished. I spoke up and am now included in staff meetings which apply to me and I am always asked whether I have any input for the board meetings. I also share in the social events.

As soon as I drew up my own job description and had it circulated to the staff and as soon as my work hours were regularized, the staff came to depend upon me just as if I were a paid employee.

I also found that if the quality of work is at a professional level the volunteer can obtain as much respect as the paid worker. The staff acceptance of my editorship of the newsletter, their response to my requests for input and coordination are proof that peers can exist side by side even with different pay status. Their requests for my input into their programs and support for their activities, with the assurance that I would meet their deadlines, is reinforcement of that premise.

The fourth lesson I learned is that there must be considerable give and take in the development of a staff-board relationship. Board members, who are volunteers, too, wield a considerable amount of power; partly because of their positions in the community, partly because of the hiring-firing authority they have, and partly because of the sacrifices they might make to serve on the board and for which they think they should be rewarded. Also, because they are not involved in the day-to-day activities, but meet only periodically, they are suspicious of activities they are not fully apprised of and tend to be more conservative than the staff, which is familiar with the program on a day-to-day basis and which can see changes as they occur or need to be made.

The fifth lesson is that the volunteer must have the same loyalty and dedication to the projects as the paid worker. The organization, when it comes to depend on a person for a task, does not ask whether it was performed by a volunteer or a paid worker. When the volunteer assumes responsibility, the volunteer must have the same loyalty to his superiors and subordinates as he would if he were a paid worker. His own agenda must either coincide with the agenda of his superiors or he should leave. He should provide advice and counsel to the leadership, but once the decision is made he must go along with the decision, even if it is contrary to his own evaluation.

Finally, a volunteer can achieve the same measure of success as a paid worker and where volunteers are usefully and honestly employed, they are considered an integral part of the organization. I cite the decision of my Executive Director to support me in my desire for responsibility, in the Chairman of the Board's letter to me expressing his appreciation for my efforts, and in the departing PR committee chair's letter expressing his confidence that I inspired his confidence in my PR activities.

Because my culminating project is essentially a practicum, much of my effort is made evident by the completed materials that are offered as evidence. Each of the documents represents considerable effort and coordination and the practical application of the theories and models that I have become familiar with during my course of study.

All of the documents which are included in the appendix are indicated in the text by letters in parentheses. The first of these is my culminating project proposal. (A) Note the list of accomplishments I intended to achieve during the culminating project period.

The second of the documents is the public relations plan which has become the basis for all the other public relations activities that I undertook while at CORO. (B) It was my intention to make the public relations plan simple and short. It was deliberately couched in general terms so that whenever the objectives of CORO were altered, enlarged or reduced, the PR plan would fit the circumstances. It includes all of the necessary elements of a working plan and without unnecessary padding meets the requirements of the organization. It went through a rather lengthy process before it was accepted.

The process included interaction with staff members, the Executive Director, the board public relations committee and the Board itself.

Coincidental to the public relations plan, I designed a public relations job description. (C) This was done first to establish the position itself, then to insure that an appropriate chain of command was developed. It also set out the basic obligations for the incumbent so that a work schedule could be programmed, priorities established and relationships crystallized. The public relations job description also went through the coordination process. Not listed in the job description was the role of photographer, which I assumed because of the limited budget and because it was a hobby of mine which I turned to good use at CORO.

The budget and work schedules are listed as item (D). There had been no budget for PR since it had been done on a catch as catch can basis by various persons in the past. Since August 1980 I have worked an average of 12 hours a week at CORO for a total of some 350 hours. My work schedule has been altered to fit special requirements: staff meetings, board meetings, interviews of personalities, presentations, meetings with other community groups, special events and retreats. But essentially I have regular hours on Monday, Wednesday and Thursday and most of my routine work is accomplished at that time.

The first budget was developed to cover expenses from October to June 30, 1981 and it was mostly fall-out money from other programs to help get the PR program off the ground. The second budget is a little more comprehensive and represents some attempt to predict costs based upon events as they might be expected to occur. Note: even the new budget is limited in size and scope as some PR activities related to special programs are funded within

those programs. Also, the PR program itself is a new one and it was decided to build the budget slowly so there would be less resistance from the board of directors who must pass on expenditures.

The CORO Fellow Recruitment plan is attached as item (E). This plan was developed to answer the need which resulted from concern over a diminishing source group for the program. Several news releases were developed for release to the general press, the collegiate press and to special press groups, (the Black community, the rural weeklies) in an attempt to attract additional qualified candidates.

Additionally, I designed and had printed the attached poster (F) which was placed on campus, business and labor oriented offices where large numbers of people congregate. The posters will be used to a greater extent in the upcoming recruiting year as we have established a distribution route and a more timely distribution method. In addition to the recruiting activities I prepared news releases and public service announcements for the fellows' activities. When special service activities were needed for the fellows, the public service release resulted in more than 100 requests for fellows to participate in specific programs.

The CORO alumni program is attached as item (G). It resulted from meetings with the CORO alumni committee, the staff and various groups of CORO alumni. The alumni plan was incorporated into the newly created associates program and alumni are being featured in various CORO publications and have a revitalized interest in CORO. Fellows is the term given to CORO trainees in the 10 month program. Associates are those who have graduated from that program.

The fellows poster is listed as item (H). Previous classes of fellows had come into the community and performed their activities without anyone having an overall picture of who they were and what their backgrounds were. I designed this poster to make it easier for the fellows to introduce themselves to the communities in which they worked and also as a PR tool so the Board, contributors, and people interested in CORO would have the information readily available. Board and staff members have stated that seeing the peoples' pictures in advance of meeting them has made introductions easier and made for better staff/board/fellow relationships.

The NOT SO OLD SHOESTORE brochure is attached as item (I). I prepared this at the request of a board member who is in charge of the activity. Although it represents a minor activity, the board member is recognized as having great influence and plays a significant role in board decisions. The prompt and efficient handling of the request to have this brochure printed played some part in her positive attitude toward staff and other activities.

The newsletters are attached as items (J),(K),and (L). Each represents a considerable amount of activity. Each involved me in many kinds of areas; staff coordination, board/staff relationships, community impact, recruiting, alumni relations, fund raising, new program development, community service organization liaison, press relations and dealing with the business and labor communities. I was involved in all aspects of the newsletter including the addressing and mailing.

The Point of Sale brochure is attached as item (M). It was a major effort and will be used as the basis for the next annual report. It is the single printed piece that is used for many purposes; recruiting, fund-raising, general information and background. I have dealt with the brochure earlier in this paper. It required a considerable amount of time from inception to completion and involved all of the activities I described in discussing the newsletters, plus an inordinate amount of tact and compromise.

A sample release is attached as item (N). I chose this release because it resulted from my participation in the Women in Leadership program. I was asked to act as the PR advisor to the program which was a combined CORO/Junior League effort. It is described in several of the attached newsletters. I met with the PR committee of the Junior League. The report of that meeting is attached as item (O). Note that I provided all the assigned material in a timely manner, but for the material released in the newsletters, there has been little public information about the program. This is the result of poor management of Junior League volunteer resources and a rather convoluted committee process which makes it difficult to assign responsibility for specific tasks. As a result, in coordination with the CORO staff person responsible for the activity, I released a story to the Black papers independent of the Junior League. It has been published and has begun to attract attention from the Black community. I conducted several meetings with the Junior League and learned as much from the way they did not utilize their volunteers, as I did from CORO's efficient use of its volunteers.

I also learned a great deal about the real and apparent agendas of public-oriented groups and how they fit and operate in the community. The attached Commerce magazine article (P) is included even though it does not have my by-line. I have discussed this piece in depth and the reason my by-line is missing has been explained. I believe that in removing my name myself from the article, even though the interviews and photos were mine, did much to open the door to permit a better relationship between the board's PR committee and the staff and it also resulted in more autonomy for the staff as it is concerned with PR activities.

My final exhibit is the report by the Chairman of the Board (Q). I call your attention to the section concerning PR and to the handwritten comments on the first page.

In the future are additional articles, a handbook for volunteers and PR practitioners at CORO, and a speakers bureau. The new activities will be in addition to those which I have established. I am comfortable with the progress made to date and believe that my practicum has been successful both for me and for CORO.

A.

## THE CULMINATING PROJECT

LINDENWOOD 4 VAAP

IRVING H. BRESLAUER

OBJECTIVES: The primary objective of my culminating project is to use the information obtained in the three previous trimesters in the successful completion of a practical assignment. I have obtained a part-time position, (volunteer) with the CORO Foundation in the capacity of Director of Public Relations. In that role, I intend to apply my academic experience in a real world situation.

A secondary objective is one I enunciated in my original objective statement. ie: The culminating project could lead to paid employment, either at CORO or with one of the organizations or people with whom I come in contact during my CORO activities.

The third objective is to test the theories advanced during the three previous trimesters. Various models have been proposed by authors and teachers. Various theories have been propounded and various conclusions drawn. I would like to test them during my stint as a CORO volunteer.

METHODOLOGY: In order to differentiate the culminating project from simple employment, I intend to record the experience. I propose to keep a journal which will be source material for additional writings and I propose to write papers or articles based upon the journal and my day-to-day experiences on the job. The papers might be purely expository. They might compare theory with practice as I see it or they may describe an event, a situation or an experience. They might be academic, translating an experience or series of experiences into a new theory or into the reinforcement of an old one.

Some ideas for papers or articles are: 1. Board-staff relationships. 2. The paid versus the non-paid professional in voluntary organizations. 3. The voluntary organization in the community - its position, its role, its clout, its future. 4. Personal versus organizational agendas. 5. Various organizational models in voluntary organizations. 6. Public relations and the voluntary organization. 7. Fund raising and budgeting in voluntary organizations.

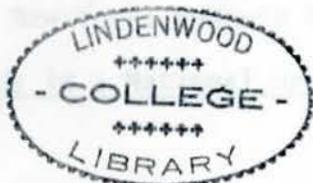
In addition to the papers which will record my activities, I propose to meet with the faculty sponsor/administrator and discuss the process and the progress on a regular and timely basis to insure that the project remains within the parameters I have outlined and is at the graduate level.

Finally I intend to achieve the practical objectives that would be assigned to or designed by any public relations person. These tasks include: 1. Public relations plan. The plan would be the source document for all PR activities. It would identify objectives, resources and method. 2. The creation of a newsletter, including writing, editing, layout and distribution. 3. Budget development which would be based upon organizational goals and objectives and the limitations imposed by resources available. 4. Special events which would be used to enhance the position of the organization in the community. The events might be fund raisers or special projects undertaken alone or with the cooperation of other sectors of the community. 5. Obtain better visibility for the organization in the communities the organization serves. 6. Establish credible relationships with the media so that the organization obtains appropriate and positive coverage.

EVALUATION CRITERIA: I expect to be evaluated by my superiors and peers on the job, by the number of successful activities I engage in, by the quality of my writings, by the improved public relations standing of CORO in the community, by the offer of a paid position and by the critique of my faculty sponsor/administrator.

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## CORO PUBLIC RELATIONS PLAN

### GOALS AND OBJECTIVES

The goal of public relations is to advance the goals and objectives of the CORO Foundation.

The objectives are: A public relations program which would assure appropriate, timely, orderly, and beneficial visibility of CORO activities.

Optimum use of Public relations strategies, techniques and resources in the execution of the program.

Be a source of PR expertise for board and staff - including staff assistance to the board PR committee.

Provide continuous PR skills for routine matters and to respond to unprogrammed conditions, situations and events.

### STRATEGIES

Identify and utilize all resources available to efficiently advance the public relations program.

Identify target audiences and design messages to best reach those audiences.

Develop and maintain a high degree of confidence in the media and the community so that CORO public relations will have credibility.

## TECHNIQUES

News releases	Audio visual presentations	Electronic media
Photographs	Speaking programs	Media liaison
Feature stories	Conventions	Letters
Newsletters	Seminars	Poster & flyers
Brochures	Special events	Direct mail
Press kits	Tours	

## RESOURCES

Board	Staff	Contributors	Fellows	Alumni
Intern Supervisors	Clients/Sponsors/Contractors/Organizations			

## CORO PR TARGET AUDIENCES

Board	Community Leaders	Media
Staff	Contributors	Governmental & Political
Alumni	Businesses	Recruits <sup>Institutions</sup>
Labor	Fellows	Community Organizations

## PUBLIC RELATIONS JOB DESCRIPTION

Reporting to the Executive Director of CORO, the public relations person will design and carry out public relations plans and programs to help CORO achieve its goals and objectives.

Public relations activities will be coordinated with other CORO activities and will represent the official position of the organization. The public relations person will be responsible for media relations, public information and community relations activities.

In order to fulfill the public relations mission, the public relations person will publish the CORO newsletter, make news releases as appropriate, prepare features for the print media, arrange for electronic media coverage, design an audio-visual presentation, organize a speakers bureau, schedule presentations to community groups, write speeches and reports as required and perform other PR duties as necessary to help CORO achieve its goals.

The public relations person will serve as a staff resource to the Public Relations Committee of the Board.

## CORO FELLOW RECRUITMENT PUBLIC RELATIONS PLAN

### GOAL

The goal of the CORO Fellows Recruitment Public Relations Plan is to assist in obtaining the maximum number of highly qualified candidates for the fellows program.

### OBJECTIVES

Create a high level of visibility for all CORO activities in the community at large.

Develop a high level of interest in CORO in the communities from which fellows are drawn.

Increase the number of communities from which fellows are drawn.

Insure that sufficient factual information is made available to target communities.

### STRATEGIES

Provide information about CORO to the communities it serves on a regular and continuing basis.

Tailor PR activities to the audience to insure maximum understanding of how CORO activities relate to that audience.

Design a fellows recruitment package, including a calendar of events and enumerating the materials and resources to be used.

Design and execute a follow up program so that fellow inquiries can be developed into applications.

### TECHNIQUES

Hometowners  
News releases  
Speaking engagements  
Special events

Public service announcements on radio/TV  
Letters  
Brochures and other written material

### RESOURCES

CORO staff  
Recruitment Committee  
CORO Board

Targeted community leaders  
CORO alumni  
Friends of CORO

PROPOSED PUBLIC RELATIONS BUDGET AND WORK SCHEDULE

October 1 - June 30, 1981

NEWSLETTER

Printing	\$ 1,200.00	
Photography	100.00	
Mailing	100.00	\$ 1,460.00

HANDOUT

Typesetting	150.00	
Miscellaneous expenses	100.00	250.00

FLIP CHART PRESENTATION

200.00	200.00
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PHOTOGRAPHY

200.00	200.00
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REIMBURSABLE TRAVEL @\$100.00 per mo.

900.00	900.00
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TOTAL	\$ 3,010.00
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WORK SCHEDULE

3 mornings per week - 4 hours a morning plus special events and activities as agreed upon by the PR office and the Executive Director.

BUDGET JULY 1,1981-JUNE 30,1982

NEWSLETTER	525 per issue - 2500 copies @\$525	\$ 2,200.00
PHOTOGRAPHY SERVICES		300.00
HANDOUT & ANNUAL REPORT REPRINTING		500.00
PUBLIC RELATIONS SALARY (Part time @\$200.00 per month)		2,400.00
CONTINGENCIES (mailings)		100.00
		<hr/>
		\$ 5,500.00

## ALUMNI PR PROGRAM

The CORO alumni PR program is designed to:

1. Maximize utilization of CORO alumni as PR resources
2. Provide a communications link between the alumni and the organization
3. Maximize the alumnus' identification with CORO
4. Improve the fiscal relationship between the alumnus and CORO

The initial activity will be a letter from the Executive Director to each alumnus in which he will bring the alumnus up to date on staff changes, board changes, new programs, advise them of the re-establishment of the newsletter and of the desire to keep the communications link open.

The second activity will be an examination of the CORO alumni association with an eye to revitalizing it and making it useful. (Advisory capacity in program development, serve as judges and recruiters in the fellows program, contribute to the newsletter and other CORO publications, become members of the speakers bureau.)

Appoint a staff member as CORO liaison for alumni, to keep addresses up to date, make sure alumni get invited to CORO events, make sure alumni get acknowledged at events and by mail if special achievers. Eventually the staffer will be able to serve as the fiscal person to obtain reimbursement for cash advances or loans.

Newsletters will be sent to all alumni and a quarterly check will be made concerning communications for alumni (Birthday cards will be sent to all alumni.)

"Women in Leadership", a program designed to prepare volunteer or employed middle management women for career advancement and community affairs involvement held its first session on Saturday, January 17th. The Program is sponsored by the Junior League of St. Louis with funding cooperation of the St. Louis Community Foundation and the Monticello College Foundation. All of the training sessions will be conducted by the Coro Foundation.

The first Session, which took place at Junior League headquarters at 8250 Clayton Road, included a panel consisting of Missouri State Senator Harriett Woods, KMOX TV news reporter Betsey Bruce and Forest Park Community College Director of Human Services Kathryn Nelson. Each of the panelists shared their success strategies and personal history of career and community involvement.

The entire first week, following the opening session included daily field assignments during which the women met leaders of various business, media, labor, government, and community organizations.

The monthly follow-up sessions run from February until June and will focus on decision making, risk taking, increasing understanding of community issues, developing contact with community leaders, setting career goals and discovering, cultivating, and enjoying the supportive network of colleagues. The format of each session will vary from presentations to seminars to panels and in some cases will involve additional field work.

The twenty women chosen to participate in the first program represent a cross section of the community. They are: Christy Beckmann, Public Relations Specialist, Monsanto Company; Helen Davis, Executive Director, Washington University YMCA/YWCA; Elynor Flegel, Professional Volunteer; Nicki Gillis, Professional Volunteer; Lynn Hagee, Professional Volunteer; Helen Haskins, Manager of Labor Agreement Administration, Peabody Coal Company; Melayne Heape, Senior Health Care Specialist, Price Waterhouse and Company; Robyn Hershenhorn, Owner, Hershenhorn

Public Relations Company; Barbara Holt, Assistant to the Deputy Superintendent for Instruction, St. Louis Public Schools; Arlene Horner, Coordinator & Developer, Law-Related Education Programs, Washington University and Special Programs, Mary Institute; Judy Lipsitz, Professional Volunteer; Christine McEachern, Equal Employment Opportunities Specialist, Anheuser-Busch Company; Carolyn Mercurio, Reference Librarian & Associate Professor, St. Louis Community College at Florissant Valley; Laverne Morrow, Program Director, Midtown Medical Redevelopment Corporation; Judi Moyer, Director of Communications, Clayton School District; Anne Odell, Chief of Comprehensive Planning Division, St. Louis County Department of Planning; Amy Rome, Director, Agency Programs, United Way of Greater St. Louis; Bonnie Taylor, Professional Volunteer; Susan Wedemeyer, Professional Volunteer; Donna Young, Sales Secretary, KMOX Radio.

A second program is scheduled to begin in September, 1981 and additional programs are earmarked for 1982 and 1983. By the end of the five programs one hundred women will have been trained for more effective and influential leadership within the work arena as well as throughout the community.

Coro, which conducts the programs, is a private, non-profit, non-partisan, educational institution. It provides instruction and training for people with leadership skills and qualities to enable them to better serve the community.

The Junior League is an organization dedicated to training young women (18-42) capable of leadership and committed to helping others.

1/22/81

PR - Women in Leadership

1/20 meeting: Judi Bettendorf, Herb Breslauer, Karen Doty, Jane Mitchell

PR to date:

CORO Newsletter  
one radio PSA

Plan:

1. 1/26 - feature Globe Democrat - Sue Fadem; angle: the need for WIL
2. Article in February Topics
3. General Release at end of first week of program - written by Herb Breslauer, sent to League for approval, mailed with cover letter from League  
angle: an interesting program for women and the community
4. Jr. League to explore:
  - Talk Show on channel 2
  - Dick Ford Newsbeat
  - PSAs (KSD)
5. Photographs to County Papers
6. National Publicity - Cover Letter and fact sheet (?) to National publications tailored to fit their reader population  
Herb Breslauer has list of national publications and will write this (?); JL will send it along with J1 brochure and CORO brochure
7. PSAs in the future for recruitment - who's responsibility? JL?
8. Feature in June at end of program - different angle from Fadem's recruitment for next program (Sept. 81)

ST. LOUIS

# ARGUS

ST. LOUIS, MISSOURI, THURSDAY, MARCH 26, 1981

## *Opportunities For Black Women*

An unusual career-training opportunity is available to Black women in the St. Louis area. The Junior League of St. Louis and the CORO Foundation have teamed up to provide programs designed to prepare volunteer and employed middle-career women for career advancement and community involvement.

The first session is already under way and two women represent the Black community in the class of twenty. They are

Barbara Holt, Assistant to the Deputy Superintendent for Instruction, St. Louis Public Schools and Laverne Morrow, Program Director Mid-town Medical Redevelopment Corporation.

The first session of the program included a panel discussion involving State Senator Harriett Woods, newscaster Betsey Bruce and Forest Park College Director of Human Services Kathryn Nelson. Later sessions included

panel discussions, visits to the offices of various leadership elements in the community and presentations by women who have reached top leadership positions.

Jacqui Love Thornell, CORO special programs staffer and administrator of the program, encourages women in the Black community to apply before May 10th for the next session scheduled for September 1981 to January 1982. Mrs.

Thornell says, "This program gives us Black women additional opportunity to improve our status in the community and understand the system better, so that we can play a more significant role in determining our own future and the future of our community."

CORO, which conducts the programs is a private non-profit, non-partisan educational institution. It provides instruction and training for people with leadership skills and qualities to enable them to better serve the community.

The Junior League is an organization dedicated to training young women, (18-42) capable of leadership and committed to helping others, so they might be more responsible citizens.

Women interested in the Leadership program should contact CORO at 531-1500

# training ground for business, too

*Coro Fellows gain and give benefits*

*reprint from*

*Saint Louis*

 **Commerce**

OFFICIAL PUBLICATION OF THE ST. LOUIS REGIONAL COMMERCE & GROWTH ASSOCIATION

TO MANY COMMUNITY LEADERS, the name Coro Foundation means "training ground" for college graduates planning careers in government, politics, and community organizations.

But Coro—a private, nonprofit organization—has also evolved over the past decade into a training ground for business. Demand has grown, in the private sector, for well-rounded generalists with knowledge of the community. As a result, St. Louis area businesses including Monsanto Company, First Union Bancorporation, Mercantile Bancorporation, and Pet, Incorporated, have become benefactors of the Coro program.

Coro's St. Louis operation was established in 1973, with the help of a Danforth Foundation grant. Scores of

graduates have since gone on to work at local, state and federal levels, in a variety of public and private organizations. These include the offices of the Mayor of St. Louis, the Community Development Agency of St. Louis, the St. Louis County Council staff, the St. Louis County Housing Authority, the Missouri Association of Counties, and the Missouri state legislature staff.

The rigorous nine-month Coro training process provides trainees (Fellows) with practical internship experiences in business, labor, government, media, community organizations, and political campaigns. Coro Fellows also gain personal skills through group seminars and other projects with their peers. Twelve Fellows are in the Coro program at any one time.

# training ground for business, too

*Coro Fellows gain  
and give benefits*

*by Donald R. Kornblet*





CORO grads all—at far left, below, Alfred H. Kerth (standing), community affairs officer for First National Bank in St. Louis, confers with First Union Bancorporation CEO Clarence C. Barksdale. At left: M. Rose Jonas at Monsanto Co. Below: Janice M. Huebler, at Mercantile Trust Co.



Clarence C. Barksdale, chairman and CEO of First Union Bancorporation, says, "For business to grow and prosper, the community must be healthy. Business must do its share in making this happen. The time is long gone when business can operate in a vacuum. Coro Fellows have first-hand understanding of community needs, and knowledge of how to get things done within the community. Those are valuable assets for any company."

Coro—a coined name, not an acronym—was first established in 1942 in San Francisco. It expanded to Los Angeles in 1957. The founder, California attorney Dan Fletcher, recognized a need for persons dealing with or from government offices to see situations from the other side's point of view as well as from their own.

"A business associate in San Francisco first introduced Coro to me in 1972, and I became interested in the program's development for St. Louis," says Donald E. Lasater, chairman and CEO of Mercantile Bancorporation, Inc. "I saw the value of Coro in getting good people into public service, but it was also clear that the private sector could benefit by the

presence of Coro graduates."

Graduate Janice Montgomery Huebler (1975) is a personnel officer at Mercantile. "My Coro experience," she says, "taught me to be thorough and it gave me confidence. I gained communication skills and interviewing techniques. I developed, through my experience, the reputation for taking charge—entering a situation, orienting myself as to what needed to be done and how to do it, and then doing it."

Rose Jonas (1976) is manager of personnel planning and results management in the Agricultural Products company of Monsanto. She says, "My serial internships took me to the UAW in Kansas City, the St. Louis County Government Center, the Labor Tribune newspaper, and to Western Electric. I was part of a group that made a presentation to Monsanto as part of our training and as a result of my participation I was offered a job.

"Coro taught me that there are no easy answers, no ready decisions. You have to gather as much data as you can and then make the best choice you can. One aspect about Coro that I found exciting is that it forces you to see different sides of an issue,

before you make your decision. Then it forces you to accept your decision once you've made it. It makes you look long and hard at your weaknesses and strengths. I learned very quickly what might have taken me years to learn outside the Coro environment."

John E. McClusky, Coro's executive director, feels that the involvement of the program's graduates in the private sector is a healthy extension of the networking principle so important to Coro's effectiveness. He adds, "Coro graduates deal with each other on behalf of the various interest groups they represent, and such background helps to improve decision-making. It is the decision-making process which Coro seeks to impact through the work of its graduates."

Coro graduate Alfred Kerth (1977) now occupies the first full-time community affairs position for First National Bank in St. Louis. Kerth also serves on the board of directors of Coro's Midwestern Center in St. Louis. He says, "One of my Coro internships was with the Missouri Bankers Association. I am now in a position to use my Coro training and contacts in the implementation of programs which benefit both the bank

and the community. Specifically, during 1980 the community affairs department worked with bank management on two major projects—an economic development forum which focused attention on the Port of Metropolitan St. Louis, and a neighborhood marketing assistance program to benefit neighborhood groups in the City of St. Louis.

The Coro organization has matured and expanded in the eight years it has been operating in St. Louis, according to McClusky. "Ultimately, good public decision-making requires effective participation by citizens, whether in their capacity as voters, as members of organizations, or as members of public boards and commissions. Special programs in these areas are natural adjuncts to our career training efforts through the Fellows program," McClusky says. Coro has provided such programs for three area high schools, and for employees of the First National Bank in St. Louis. In addition, a women's leadership program is starting up during 1981, under auspices of the St. Louis Junior League.

To assist Coro through the transition period of final funding from the Danforth Foundation, a \$110,000 three-year multiple partner matching gift plan was announced in mid-1980. Coro "partners" are Emerson Electric Co., General Dynamics Corporation, Union Electric Company, the Anheuser-Busch Foundation, Monsanto Fund and the St. Louis Community Foundation.

The St. Louis Regional Commerce and Growth Association, which has sponsored many Coro training assignments, also has contributed to the development of Coro. Thomas Q. Callahan, a Coro graduate (1978) and formerly the director of government affairs for RCGA, became Coro's training director in 1980.

*Donald R. Kornblat (Coro 1977, Los Angeles) is with a St. Louis public relations firm.*



5. You hosted a successful and delightful special event - "an evening at Laumeier" - under the able leadership of Pat Barrett (with superb help from many others).
6. You developed several new programs and successfully launched the Women in Leadership program.
7. You (primarily John McClusky) strengthened our staff by adding the following super talents (in order of marriage with Coro):
  - Irv Breslauer - Public Relations (volunteer)
  - Tom Callahan - Training Director
  - Karen Doty - Administrative Assistant for Programs
  - Jacquelyn Thornell - Director of Special Programs
8. You have expanded the Board of Directors over the last twelve months. We have been honored to welcome the following individuals to our Board during that period:
  - Shelia N. Bouie - Alumni Representative
  - Sue P. Clancy
  - Blair K. Farrell - Director of University Relations - University of Missouri St. Louis
  - Charles V. Gallagher - Executive Director Independent Colleges and Universities of Missouri
  - Franklin A. Jacobs - President of Falcon Products Incorporated
  - Donald R. Kornblet - Consultant with Fleishman-Hillard
  - Judy Putzel
  - Ruth Richards
  - Gerald A. Rimmel - Attorney at Law with Susman, Schermer, Rimmel & Parker
  - Nancy St. John - Director of Development of Call for Action, Inc.
  - Margaret A. Stroup - Director, Corporate Social Responsibility of Monsanto Company
  - Gregory B. Vatterott - President of Charles F. Vatterott Co.
  - Frederick S. Wood - Vice President of General Dynamics, Incorporated.

Just recently we have added John Hayward, Vice President of Anheuser-Busch, Inc., to our Board. We welcome John and look forward to an exciting relationship.

9. The exciting and time consuming planning process under the direction of Dee Joyner as Chairman of the Planning Committee is coming to a successful conclusion. The committee has worked closely with a very talented consultant, Rhea Gray, over the last 18 months and will deliver its final report to the Board at our January meeting.
- 10. You have bolstered the Coro public relations effort under the able leadership of Don Kornblet and Irv Breslauer. There exists a very exciting momentum with Coro, and our public relations group is a vital ingredient thereof and can keep the community excitement moving forward.

Now we are embarking on a most exciting new challenge - the taking over of the Danforth Leadership Program from the Danforth Foundation. If our taking over of this program is successfully accomplished, this could prove to be the most exciting event since our founding.

I also want to acknowledge some of our other programs and challenges being handled by Board and Staff, such as our very successful Shoe Store and the management of our building. I also want to acknowledge three very important other members of our staff, Margo Jay, who devotes unlimited time and talent to the financial aspects of Coro, Pat Williams, who serves as a very able receptionist, typist, secretary, as well as a "person of all trades," and Joan Vann, who is our very talented Manager of the Not-So-Old Shoe Store.

I was uncertain when Greg Vatterott and I embarked upon a Board member fund raising solicitation, but it proved to be very successful - over \$7,000 raised with 80 percent participation. The amount of giving does not matter but the percent participation does - I feel less than 100 percent participation was a failure - but we will improve next year.

Some new structuring is in the works. As a result of the planning process and many requests, I am reducing the involvement of Board and Staff in Board Committees. We will have fewer committees and fewer members serving on such committees. Beginning in January, the full Board will meet every other month (January, March, May, etc.) with the Executive Committee meeting in the alternate months (February, April, June, etc.). I have chosen not to begin this process sooner due to the many new Board members and difficult challenges which were facing Coro. The above moves are proof that Board and Staff suggestions are listened to and acted upon. I urge each of you to make your concerns and suggestions known to me.

In conclusion, I hope 1980 has been a personally successful year for each of you and I wish each of you the best in the new year. My relationship with Coro and each of you has been very rewarding, and I look forward with enthusiasm to the second half of my year as chairman of this great organization.

Happy New Year!

Sincerely,

A handwritten signature in cursive script that reads "Bob".

Robert B. Karn  
Chairman

LMT