A CASE STUDY OF THE PUBLIC RELATIONS PROGRAMS
OF THE SIX SOUTHERN BAPTIST SEMINARIES

THESIS

Presented to the Graduate Council of
North Texas State University
In Partial Fulfillment of the Requirements
For the Degree

MASTER OF ARTS

By

Philip Poole, B.A.
Denton, Texas
December, 1984
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The study examined the similarities and differences in the public relations programs of the six Southern Baptist Convention-owned seminaries. Using data collected from surveys and interviews, the study found the general perception of public relations at each seminary good, although some constituencies did not understand the public relations program's purpose.

Cooperation among the six seminaries was limited, and most respondents said individual needs kept the seminaries from working more cooperatively. The diversity of primary job responsibilities makes cooperation limited since all programs do not share the same assignments. Limited historical documentation is available on the growth of the public relations programs.

The study includes four chapters: a general introduction; an historical overview; analysis of data; and conclusions and recommendation for further study.
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CHAPTER ONE
INTRODUCTION

The Southern Baptist Convention, the largest Protestant denomination in the United States with fourteen million members, always has made theological education an important part of its structure. Since the founding of the Southern Baptist Theological Seminary in Greenville, South Carolina (later moved to Louisville, Kentucky), in 1859, the denomination has expanded the role of theological training to include five other seminaries: the Southwestern Baptist Theological Seminary, Fort Worth, Texas (1908); New Orleans Baptist Theological Seminary, New Orleans, Louisiana (1917); Golden Gate Baptist Theological Seminary, San Francisco/Mill Valley, California (1944); Southeastern Baptist Theological Seminary, Wake Forest, North Carolina (1951); and Midwestern Baptist Theological Seminary, Kansas City, Missouri (1957) (4).

The seminaries are an integral part of Southern Baptist life through the training of ministers who lead the more than 36,000 churches affiliated with the convention. The seminaries provide training for the men and women who represent the convention as missionaries around the world.
The majority of executive and administrative leadership in the various denominational agencies and commissions have been trained at one of the six seminaries, and these men and women are responsible for the daily operation of convention activities.

The Southern Baptist Convention provides major funding for each seminary through a denominational unified giving plan called the Cooperative Program. Approximately 20 per cent of the program's annual budget is allocated among the six seminaries. In addition to the seminaries, the Cooperative Program is allocated to foreign missions (50 per cent), home missions (25 per cent), and other denominational programs (5 per cent) (4).

Each seminary is governed by a board of trustees elected by the Southern Baptist Convention. These men and women represent each of the cooperating state or regional Southern Baptist-affiliated conventions and primarily are responsible for policy decisions (2, p. 5).

Today the six seminaries enroll more than 14,500 students training for various Christian ministries. These students are from throughout the United States and around the world (4).

These students are accepted for graduate study on completion of a bachelor's degree from an accredited institution. They must indicate their vocational plans to
enter a field of ministry commonly acknowledged by Southern Baptists (18, p. 9).

Southern Baptists have four of the five largest seminaries in the United States today, including the largest, Southwestern in Fort Worth, Texas. The six range in size from Southwestern's 5,120 students to the 748 enrolled at Midwestern (4).

In addition to Southern Baptists at large, students, and faculty, the seminaries draw support from non-Southern Baptists. These men and women primarily are donors to one or more of the institutions and are a vital part of each seminary's existence.

A definition of public relations as it would relate to theological education could be drawn from the basic public relations principles established through the years.

Fraser P. Seitel offers as his definition:

"Public relations is the management function that evaluates public attitudes, identifies the policies and procedures of an individual or organization with the public interest, and plans and executes a program of action to earn public understanding and acceptance (17, p. 8)."

Public relations specialist John Marston defines public relations as "planned, persuasive communication designed to influence significant publics" (9, p. 3). Or, more functionally, Marston views public relations as "finding out what people like about you and doing more of it" (9, p. 6).
Edward L. Bernays, a pioneer public relations practitioner, developed a threefold definition as:

1. information given to the public; 2. persuasion directed at the public to modify attitudes and actions; and, 3. efforts to integrate attitudes and actions of an institution with its publics and of the publics with that institution (1, p. 3).

The Council for Advancement and Support of Education, a professional organization, includes public relations in its broader definition of institutional advancement. Other areas included in institutional advancement in higher education, as defined by CASE, are alumni administration, educational fund-raising, communications, student recruitment, and executive management (14, p. v). Each of the six Southern Baptist seminaries encompasses this broad scope of institutional advancement in its program.

Public relations programs for the six seminaries have grown in recent years as the role of each seminary has expanded. This follows a trend in higher education to battle the increasing information flow to the public in building positive images for institutions. Public relations specialist John Marston says, "standard approaches won't cut it" any longer (9, p. 118).

Higher education public relations specialists must develop programs in that "the aim at publics must be more sure, the means employed to reach them must be more refined and intelligently used, and greater effort must be expended more commensurate with the greater task" (9, p. 118).
The different enrollments and operating budgets create problems with the six schools working together equally since the larger schools have more money for more elaborate projects, and the smaller schools have little money for the bare essentials. Moreover, the diversity of duties faced by each institution's public relations programs can affect the work of the six together, especially since no central coordinating office exists. Despite these variances, however, priority must continue to be given to building a positive public image of each institution.

Another public relations specialist says:

"Organizations must back up what they say with action. Slick brochures, thoughtful speeches, intelligent articles, and good press may capture the public's attention; but, in the final analysis, the only way to obtain continued ... support is through proper performance (16, p. 71)."

Statement of the Problem

This study examined similarities and differences in the public relations programs of the six seminaries owned and operated by the Southern Baptist Convention.

Purpose of the Study

The purposes of this study were (a) to study the approach to public relations used by the six Southern Baptist seminaries individually and collectively; (b) to study the organization of the public relations areas of each seminary; (c) to review the standard rules and practices of
the six programs individually and collectively; and, (d) to study new approaches that could solve problems and could be used by the seminaries individually and collectively.

Questions To Be Answered

This study attempted to answer the following questions.

1. What is the perception of their public relations program by the public relations staff at each of the six Southern Baptist seminaries?

2. Are the perceptions of public relations different at each of the six Southern Baptist seminaries?

3. Do the six Southern Baptist seminaries cooperate in public relations programming?

4. How have public relations programs evolved at the six Southern Baptist seminaries?

5. What is the professional and educational training of public relations staff members at each Southern Baptist seminary?

6. What is the diversity of functions in the public relations programs of the six Southern Baptist seminaries?

7. Do the six Southern Baptist seminaries have written public relations guidelines, either individually or collectively, that they follow?
Methodology

The study examined these major areas: (a) organization and functions; (b) common rules and inter-relationships; (c) budget; and, (d) program planning and implementation.

The study included an information survey of the primary public relations officials from each of the six Southern Baptist seminaries that solicited data related to the four major areas of study and the evaluation of the data from this survey. The survey was a questionnaire (Appendix A) mailed to each person with an appropriate letter of introduction and explanation (Appendices D, E). Interviews were conducted via telephone with the primary public relations officials from each seminary. The information from these informal interviews (Appendix C) supplemented the more extensive information gathered in the survey. Questionnaires were mailed to persons at each seminary who had responsibilities in public relations (Appendix B). These included persons in news and information, publications, fund-raising, alumni activities, and student recruitment, but the survey was limited to persons under the direct supervision of the primary public relations officer at each seminary.

Follow-up telephone calls were made as necessary to persons who received a questionnaire to ensure the highest response rate possible. A 100 per cent response rate was achieved from the general information survey mailed to the
six primary public relations officials. An 80 per cent response rate was achieved on the personal profile.

Data from the questionnaires and interviews was analyzed to provide appropriate material for use in the case study based on the stated purpose.

Recent and Related Studies

A review of *Journalism Abstracts* revealed that during the period 1963-1981, 445 theses and dissertations were written in the field of public relations. Of that total, seventy-four were studies related to higher education. These covered a broad spectrum of topics, including sports information, fund-raising, enrollment declines, readership surveys, government relations, historical studies, special programs, medical research, and personnel profiles.

None of the studies involved theological education. The only study related to Southern Baptist higher education was a 1967 thesis, "The Public Relations Program of William Jewell College: 1940-1965," by C. Barrett Morris. William Jewell College is a four-year liberal arts institution owned and operated by the Missouri Baptist Convention. Barrett's historical study included the evolution of the public relations function at the college (12).

The only other study during the 1963-1981 period related to the Southern Baptist Convention was a 1966 thesis
by Mary R. Saunders on "The Public Relations Programs of the Southern Baptist Convention." In her study, Saunders cited several convention agencies but dealt with educational institutions and hospitals as a general group without naming specific institutions (15).

Although there were no studies directly related to this subject, there were several recent theses and dissertations that provided useful insights regarding the role of public relations in higher education.

In a 1979 study of "The Status of Public Relations at Michigan's Colleges and Universities," Laurey Sobona used surveys of public relations directors at selected colleges and high school guidance counselors across the state to determine the effectiveness of the public relations programs. Through her research, Sobona reached four conclusions for improving the public relations directors of the colleges and universities in the study to

(a) increase the availability of information concerning special academic programs and financial aid; (b) optimize dealings with all internal publics for more efficient use of resources; (c) encourage the oncampus review of public relations materials; and, (d) strive to set their own specific public relations objectives, create their own goals, and thereby improve their own status (17).

John R. Mecklenburg, in a 1979 study of the "Publications Policies and Procedures at Four-Year, State-Supported Member Institutions of CASE District V, in the United States," used a series of questionnaires to compile
data on the organization, function and profile of selected college and university public relations programs in a seven-state region of the midwest.

Mecklenburg found that most publications offices were moving into full-time public relations decision-making roles. And, although use of editorial standards was becoming commonplace at most institutions, very few had established graphics standards or a program of institutional identity (10).

"Marketing in Non-Profit Higher Education," a 1982 dissertation by Mohammed Nadeem Firoz, concluded that most institutions lack a campuswide, comprehensive marketing system. Firoz discovered a lack of educational background in marketing/public relations of the professionals responsible for these programs. He concluded that the professionals' perceptions of their roles in the institution depended on their educational training (5).

In a 1977 study, "College Public Relations in Transition: A Study of Major Southern Universities," John M. Clark, Jr., researched how colleges were handling public relations programs in the midst of financial crises. He found that, with most of the universities studied, a lack of public knowledge about the role of the institution was the major public relations problem (3).

Clark concluded that public relations programs would continue to place heavy emphasis in the use of mass media,
and that the community and internal public relations programs would have to increase in importance to be a successful part of the total university program (3).

"A Study of the Public Relations Specialist in Selected Private Four-Year Colleges of the Southeastern United States" by Rodney Douglas Irvin revealed the "need in private higher education for public relations programs that can affect meaningful two-way communication between an institution and its publics." Irvin's study also revealed a difference in the public relations perspectives of the college president and the public relations specialist that must be resolved for public relations to become a major program in the institutional framework (6).

Several studies not related to higher education provided insights that were helpful in this study.

In "Case Studies of Organizational Management and Public Relations Practices," Elizabeth C. Nanni studied why public relations practitioners' behavior might deviate from the established public relations definitions and prescriptions. The 1977 study of fourteen organizations in the Baltimore/Washington, D. C. area included organizational structure, internal/external communications, relationship of the public relations practitioner to the chief executive officer, management's perception of public relations, and the public relations training backgrounds of the practitioner and the chief executive officer (13).
Nanni concluded that the public relations practitioner with the highest training was the most professional and usually used two-way communication. The practitioners with little training usually used one-way communication. The most professional public relations practitioner most often worked with a highly trained executive, thus stressing the importance of public relations training for both the public relations practitioner and top management in every organization (13).

A 1963 dissertation by Ralph M. Kerr studied twenty public relations programs in selected public school systems in Texas. Through a series of interviews and questionnaires, Kerr studied the purposes, organizational structure, personnel, and use of public relations principles in selected systems of varying sizes (7).

In his conclusions, Kerr found that attitudes and "gut feelings" rather than objectivity and sound public relations logic usually dictated the development of a public relations program. He found an uncertainty about the amount of information being absorbed by the general public as a result of public relations efforts. Kerr recommended including all system personnel in the public relations plan and having training sessions to acquaint them with the plan and their role in its implementation (7).

revealed that despite a lack of established public relations goals, the bank had a very high and positive image within the community (8).

McCorstin studied the organizational scope and goals of the bank's public relations activities and found them to be part of the broader scope of marketing at the bank. The bank did not set public relations goals, and McCorstin concluded that, as often happens because of intense involvement in day-to-day problem solving, management did not see a need for long-range public relations planning (8).

A 1981 thesis by Barbara J. Milacek, "A Study of Public Relations Structures and Activities at Selected Dallas Hotels," revealed a lack of understanding by management of the public relations function. Of the nine hotels studied, Milacek found that six hotels had public relations practitioners who had no public relations background and without establishing a written job description for the practitioner (11).

At hotels where public relations was combined with another management function, Milacek found that public relations programs and goals usually reflected that combination of functions. The public relations practitioner's functions covered a broad range from image building to sales and marketing (11).

Milacek concluded that a lack of written guidelines was detrimental to the practitioner and the total program of the
hotel. She also concluded that management usually held public relations in low esteem because management did not understand the function of the public relations practitioner (11).

A review of CASE Currents and other public relations and higher education professional journals revealed no study of the role of public relations in theological education. Materials from these journals and from conferences sponsored by the Council for Advancement and Support of Education (publishers of CASE Currents), the Baptist Public Relations Association, and the Public Relations Society of America, were helpful in defining the scope of this study and developing a broader understanding of the role of public relations in higher education.

Justification of this Study

The expanding scope of the six Southern Baptist seminaries makes effective public relations a more important program element than ever. No previous study had been done of the role of public relations at each seminary. As new public relations personnel are retained by various seminaries, they must learn about these programs on a "hit and miss" basis because of the lack of written material to aid them in the learning process.

The case study provided guidelines, however informal, for each seminary to consider in planning and implementing
its public relations program, especially as the program might relate directly to the other seminaries.

The study helps to eliminate some ambiguities about rules that are in public relations to be followed by the six seminaries. A complete study of the organization, functions and activities of the public relations programs of the six Southern Baptist seminaries can be a valuable planning tool for Southern Baptist seminaries and other educational institutions, as well as seminaries of other denominations. Because of the size of these programs, this study can be a resource for planning and implementing by new or struggling seminary public relations programs.

Organization of the Study

The thesis compiled from this case study includes four major chapters. Chapter I is an introduction; Chapter II provides historical background information on the public relations program of each seminary; Chapter III is an evaluation of the information gathered for the study; and, Chapter IV presents conclusions and suggestions for further study.
CHAPTER I BIBLIOGRAPHY


CHAPTER II
AN HISTORICAL OVERVIEW OF PUBLIC RELATIONS
IN HIGHER AND SOUTHERN BAPTIST THEOLOGICAL EDUCATION

Public relations in higher education has developed as the profession and practice themselves have developed, although the use of public relations by colleges and universities did not become extensive until the twentieth century.

In 1643 Harvard College became the first institution in America to use public relations for the purpose of fundraising. Through a brochure, New England’s First Fruits, the college solicited gifts from persons in the new colonies and in England. King’s College, that later became Columbia University, was the first to use a publicity release to publicize an event by sending an announcement to newspapers about the 1758 commencement. It was printed as news by most publications (11, p. 26).

In the first 150 years of the nation’s existence, public support for higher education was not as important as today, because only the upper class attended college and supported institutions of higher learning. But as the need for college training grew, the realization that support from the masses was needed grew. Colleges began to see that
tuition alone would not cover expenses, and the public wanted to see the results of their tax dollars (7, p. 103). Increased competition for funds and students forced the institutions to act (3, p. 586).

By the late nineteenth century, major colleges in the United States had recognized the need for effective publicity and had entered the world of public relations. Both Harvard and Yale universities in the east and the universities of Michigan and Wisconsin in the midwest had established effective publicity and alumni offices by the turn of the twentieth century; and, Harvard was a client of the first publicity firm in the United States (3, p. 83).

In April 1917 the American Association of College News Bureaus (AACNB) was founded with twenty-four charter members as the first official organization dedicated to publicizing American colleges. Early members were concerned that many colleges left their publicity needs to people with no experience. The first membership drive of the organization involved two letters--one to those with newspaper experience (two pages) and one to those who had been English teachers or who had no experience (four pages). The membership drive chairman, Grant Hyde of the University of Wisconsin, took a dim view of the latter group, saying, "If you have had no newspaper experience, you really shouldn't have accepted the job" (13, p. 8).
The AACNB's 1925 convention adopted a three-fold approach to publicity for the college publicist: 1. study newspapers in the college's territory and write the releases for those audiences; 2. use the styles of newspapers to whom releases are being sent; and 3. relate stories to the general news of the day (13, p. 17). The principles have been refined through the years but still provide a solid foundation for today's college news bureaus.

In 1930 the association became the American College Publicity Association to better reflect through its name the work of its members, but the financial depression of the 1930s hit the association hard. Membership declined as colleges cut operating budgets, with publicity often the first budget item to be eliminated. The organization continued to move ahead, although more slowly, and in 1933 adopted its first standards of practice, that included definitions, personnel qualifications, inter-relationships with other administrative functions, and professional ethics (13, p. 43).

World War II hampered the growth and work of the fledgling organization, although by 1943 the idea had been solidly planted with the public that "America's colleges and universities were not only serving the war effort but also preparing to help build after the war a democracy stronger than any nation had seen" (13, p. 114).
Publicity practitioners began to organize programs to meet the needs that anticipated burgeoning postwar enrollments would create, including veterans programs, financial assistance, job availability, and adequate programs and faculties to meet these sudden increases. There was a movement toward the use of the broader term "public relations" in describing the work of the professionals. In 1945 ACPA listed eleven steps in the process of establishing a public relations program, including funding, personnel, personnel qualifications, policy-making, long range planning, job functions, and evaluation (13, p. 129). The effect of the new terminology was so great that ACPA became the American College Public Relations Association in 1947, and the organization established a national coordinating office in 1950 in Washington, D. C. (13, p. 174).

The bulging enrollments of the postwar era created the need for additional funding for colleges and universities. By 1946 institutions had begun to emphasize the relationship of fund-raising to the total public relations program. In an address to ACPRA members that year, Arnaud C. Marts, a pioneer public relations and fund-raising counselor, said,

...a comprehensive program of public relations is essential to successful fund-raising and must precede fund-raising and must surround in point of time and space in every direction. Fund raising for a college is one of the two or three supreme measures and tests of its successful public relations (13, p.143).
As the need for broader program definitions grew, the scope of ACPRA grew. By the mid-1960s college and university public relations programs included a variety of functions, including publications, news/information, fund-raising, alumni relations, government relations, public relations management, and student recruitment. An effort began to merge ACPRA with the American Alumni Council, another more specialized public relations professional organization. The official merger was completed in 1973, and the name Council for Advancement and Support of Education was adopted. The committee that recommended the name said the acronym (CASE) of the organization's new name had a two-fold meaning: 1. organization members made the "case" education; and 2. it described the basic functional goals of members: Communicate, Administer, Solicit Support, and Educate (13, p. 431).

The committee that organized the merger and selected the organization's new name included one Southern Baptist higher education public relations official, John Earl Seelig, who was serving as assistant to the president at Southwestern Baptist Theological Seminary, Fort Worth, Texas (13, p. 420).

Although there is still an emphasis on publicity in higher education, a more professional approach to the public relations function is now an established part of the administrative structure. And, though some institutions
still have only "remote" public relations, the function at most institutions is an integral part of the administration.

At the six Southern Baptist theological seminaries, public relations is a relative newcomer to the administrative structure. Although the three older seminaries included fund-raising as apart of their program from the beginning, a full scale public relations program is a post World War II accomplishment at all six institutions.

A study of historical documents reveals very little data about the public relations programs of any of the seminaries.

Southern Baptist Theological Seminary, oldest of the six seminaries, used fund solicitation as an early part of its program. The Civil War caused the seminary to close for a time just a few years after its founding in 1859, and postwar financial difficulties in South Carolina forced the seminary to seek another location after it reopened.

The young seminary's board of trustees asked Basil Manley, Jr., a faculty member, to solicit funds for student aid because the war had depleted the seminary's endowment (8, p. 38). James P. Boyce, founder of Southern Seminary, moved to Louisville, Kentucky, in 1872 and began a campaign to raise $500,000 for buildings and endowment so the seminary might move to that city (14, p. 2). The board asked Boyce to serve as the seminary's financial officer,
to solicit permanent endowment, and to cultivate donors in both the Southern and Northern Baptist conventions (8, p. 49).

From 1902 to 1909 the seminary staged the first official fund-raising campaign in the history of Southern Baptist theological education. The "Twentieth Century Endowment Jubilee," led by President E. Y. Mullins and volunteers from the faculty, netted more than $600,000 for the seminary (8, p. 236).

In the mid-1930s Southern seminary was the first seminary to operate a radio station, broadcasting musical and preaching programs from a campus studio led by students and faculty. It had a positive effect for the seminary, particularly in the rural and mountain regions of Kentucky and West Virginia. No appeals for money were made on these programs, and the seminary received "thousands of letters in appreciation of [our] program" (5, pp. 87-88).

During the 1940s faculty member Inman Johnson was elected alumni secretary to direct the programs of alumni activities, graduate placement, and endowment, in addition to his teaching responsibilities (5, p. 95).

It was not until 1967, when Wesley M. Pattillo was named vice president for development, that the seminary had its first full-time administrator to direct the public relations, news, student recruitment, and fund-raising programs (12).
B. H. Carroll, the founder and first president of Southwestern Baptist Theological Seminary, was an experienced fund raiser when the seminary was established in 1908 at Waco, Texas. He had resigned as pastor of the First Baptist Church, Waco, Texas, in 1899 to lead a fund solicitation campaign for Baptist schools in Texas (2, p. 105). Later he traveled across Texas cultivating donors and soliciting funds for the new seminary.

Efforts to find a new location for the seminary included major fund-raising. When the decision had been made in 1909 to relocate the institution from Waco to Fort Worth, Texas, Carroll commissioned Lee R. Scarborough, later president of the seminary, to raise $100,000 from Fort Worth citizens for construction of a building on the new campus (16, p. 64).

Public relations and fund-raising efforts for Southwestern's first forty years largely were led by the president and divided among willing faculty members. In 1944 Ralph D. Churchill was retained to head the seminary's promotion department, as well as serving as professor of religious journalism (2, p. 303). It was not until 1955, when Texas pastor L. B. Reavis joined the staff, that Southwestern had a full-time director of promotion and development. For the next several years Reavis concentrated on fund-raising activities and effectively utilized the
services of part-time students to coordinate the public relations, news and information services. Among the students who assisted Reavis was Bill D. Moyers, who became press secretary for President Lyndon B. Johnson and now is a news correspondent for the Columbia Broadcasting System (2, p. 389).

In 1960 John Earl Seelig was named assistant to the president at Southwestern with administrative responsibilities for public relations, publications, student recruitment, alumni relations, graduate placement, news, and information. An organizational restructuring in 1973 created the division of public affairs, with Seelig as vice president, and included fund-raising as an additional responsibility (2, p. 389).

Fund-raising was an integral program function when New Orleans Baptist Theological Seminary was established in 1917 as Baptist Bible Institute. B. P. Robertson, an influential Louisiana pastor who had served as chairman of the new institution's board of trustees, was elected field representative in 1918 and given the assignment of "telling the story of the Institute and raising funds for its operation" (1, p. 15).

Although the institute had a regular news publication as early as 1923, it was not until 1944 that a person was given responsibility for the public relations and
fund-raising programs. Fred Schatz, as assistant to the president, was asked to lead the fund-raising efforts, in addition to other duties (9, p. 104).

The seminary had several public relations associates during the post World War II period, but it was not until 1983 that a full-time director of public relations was retained with direct responsibility to the president of the institution. For several years the executive vice president had provided administrative leadership to the public relations and development functions. A separate vice president for development was appointed for the seminary in 1982. A history of New Orleans seminary by William A. Mueller lists the names of four public relations and development associates prior to 1983 but provides no information about dates of services or responsibilities (9, p. 135).

Southeastern Baptist Theological Seminary utilized the services of faculty and administrative staff members to coordinate public relations efforts during the seminary's early years after its founding in 1951. In 1975 Rodney V. Byard was retained as assistant to the president for communications, with full-time responsibilities in public relations, publications, alumni activities, news, and information. At the same time, development was established
as a separate department with a director reporting to the seminary president (15, p. 3).

Golden Gate Theological Seminary had a vice president for development from 1959 to 1981 who was responsible for public relations, student recruitment, fund-raising, and alumni activities. After the retirement of the vice president in 1981, a full-time vice president for communications was retained with responsibilities for the public relations functions. The vice president for communications resigned in 1984, and the executive vice president and the news director coordinated the public relations. (10).

Historical data on the development of the public relations program at Midwestern Baptist Theological Seminary, the youngest of the six institutions, is almost nonexistent. In 1975 Robert Desbien was retained as assistant to the president with responsibilities for institutional development, including public relations, student recruitment, denominational relations, alumni activities and some related administrative services. Since Desbien's resignation in 1982, the program has been coordinated by the associate director.
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CHAPTER III

AN EVALUATION OF THE PUBLIC RELATIONS PROGRAMS

The evaluation of the public relations programs of the six Southern Baptist seminaries involved three major areas: (a) the approach to public relations used by the seminaries individually and collectively; (b) the organization and functions of the public relations areas of the six seminaries; and, (c) the standard rules and practices of the six seminaries individually and collectively.

To obtain data for conducting the evaluation about the total public relations program of each of the six seminaries, a general information survey (Appendix A) was mailed to the primary public relations officer at each seminary. A 100 per cent response was attained with this survey. Background information on the full-time management personnel in the public relations programs at the seminaries was obtained through a personal profile questionnaire (Appendix B) that was mailed to nineteen of the twenty management-level persons. Fifteen completed questionnaires were received for an 80 per cent response rate. The author, the twentieth management level person, was not included in the personal profile questionnaire.
Additional information was gathered through telephone interviews (Appendix C) with five of the six primary public relations officers. The director of communications at Southern seminary assisted with this interview in the absence of the vice president, who was out of the country on an extended leave.

Several variables were considered in analyzing the data. It was necessary to consider that some respondents might weight their answers ideally rather than realistically because the author was employed by one of the seminaries being studied, although every effort was made by the author to ensure objectivity in the analysis. In two interviews the respondents expressed some reservations about their ability to answer the questions adequately because they had less than one year of experience with the seminary.

Two of the six seminaries are without a full-time director or division head in the public relations area. At Golden Gate seminary the executive vice president, who has been employed by the seminary less than one year, responded to the general information survey and the telephone survey. At Midwestern seminary, the associate director responded to the general information survey.

The director of public relations at New Orleans seminary also had been in his position less than one year and noted on the general information survey and in the
telephone interview that answers given were based on his experiences rather than from an historical perspective.

Approach to Public Relations

Public relations at the six Southern Baptist seminaries is a function that has evolved from a part-time responsibility to a full-scale management function. In the science of management this practice of matching organization design and structure to the needs and requirements of strategy also is a recent development (7, p. 317).

Each of the six seminaries could fall into one of the distinct stages of the "structure follows strategy" management theory (7, p. 318). As the needs of each seminary have expanded the public relations function has been designed or refined to meet these changing needs. Southern and Southwestern seminaries essentially are stage three organizations because of the large operating scope of their institutions and the diversified functions that they perform. Although each public relations office is part of the institution's total program, it is somewhat autonomous in its operation. The other four seminaries--Golden Gate, Midwestern, New Orleans, and Southeastern--are stage two organizations. Although each public relations office is a specialized management function, it remains part of the central management structure of the institution (7, pp. 319-320).
The approach to public relations by the six seminaries involves four major areas: (a) public relations planning; (b) primary responsibilities; (c) constituencies; and, (d) budget.

Public Relations Planning

Public relations planning involves executive management at each of the six seminaries, although in varying degrees. At four of the institutions—Midwestern, New Orleans, Southeastern, and Southwestern—the primary public relations officer said the chief executive officer always was the final authority in public relations decision-making. At each of these four institutions, the chief executive officer often merely approves recommendations of the public relations officials. Officials at New Orleans and Southwestern seminaries said executive management teams often were involved in the decision-making process (4, 6).

The public relations officer at Golden Gate seminary reports to the executive vice president, who is the final authority in public relations decision-making. The president of the seminary is involved in the decision-making process only as needed with major projects (3).

At Southern seminary, the vice president for development, who is the chief public relations officer, makes the majority of decisions regarding the public
relations program. The chief executive officer is involved in the process only nominally (5).

Public relations officers at each seminary said they involve other persons on their staffs or within the institutional organization in the process of formulating plans for specific programs and in making final recommendations. However, the public relations staff is responsible for implementing recommendations.

Five of the six seminaries said that the public relations programs continually were involved in long-range (four years or more) and short-range planning. The exception was Midwestern seminary, which is involved in short-range planning that is not usually based on institutional plans. Midwestern seminary is not involved in formal long-range planning (1).

Southeastern, Southern, and Southwestern seminaries said both long-range and short-range plans always were based on institutional planning. At Golden Gate and New Orleans seminaries the long-range and short-range planning almost always are related to institutional planning.

**Primary Job Responsibilities**

The two largest seminaries—Southern and Southwestern—follow the same approach in their public relations divisions. In addition to the basic public relations functions—news and information, publications, printing,
photography, public relations counseling, and special events -- the public relations divisions at these two seminaries have responsibility for alumni activities, development/fund-raising, and student recruitment.

The other four seminaries--Golden Gate, Midwestern, New Orleans, and Southeastern--have public relations offices that are responsible for only the basic public relations functions. One exception is the program at Midwestern seminary, which recently was given responsibility for the seminary's development program now being established. The development function eventually will be in a separate department reporting directly to the chief executive officer (1). At Golden Gate seminary, the public relations office shares the alumni and student recruitment functions with other divisions in the seminary's organizational structure.

Table I shows the diversity of the primary job responsibilities of the public relations programs of the six Southern Baptist seminaries.

Constituencies

The relationship of the public relations programs to the various constituencies of the six seminaries is reflected in the functions for which each program primarily is responsible. Table II shows the priority ranking of constituencies by each seminary.
TABLE I
PRIMARY JOB RESPONSIBILITIES OF THE
PUBLIC RELATIONS PROGRAMS OF THE
SIX SOUTHERN BAPTIST SEMINARIES

<table>
<thead>
<tr>
<th>Activity</th>
<th>GG</th>
<th>MW</th>
<th>NO</th>
<th>SE</th>
<th>SO</th>
<th>SW</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alumni activities</td>
<td>X*</td>
<td></td>
<td>X</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Development/fund raising</td>
<td></td>
<td>X</td>
<td></td>
<td>X</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>News/information</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Photography</td>
<td></td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Printing</td>
<td>X</td>
<td>X</td>
<td></td>
<td>X</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Public relations</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Public relations counseling</td>
<td></td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Publications</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Special events</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Student recruitment</td>
<td>X*</td>
<td></td>
<td>X</td>
<td></td>
<td></td>
<td>X</td>
</tr>
</tbody>
</table>

* function shared with another division

Southeastern seminary ranked seven of the constituencies as equally important, noting that it was impossible to distinguish among these groups in the institution's public relations program.
### Table II
RANKING OF THE GENERAL CONSTITUENCIES OF THE PUBLIC RELATIONS PROGRAMS OF THE SIX SOUTHERN BAPTIST SEMINARIES

<table>
<thead>
<tr>
<th>Constituency</th>
<th>GG</th>
<th>MW</th>
<th>NO</th>
<th>SE</th>
<th>SO</th>
<th>SW</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administration</td>
<td>14</td>
<td>1</td>
<td>8</td>
<td>1*</td>
<td>8</td>
<td>11</td>
</tr>
<tr>
<td>Alumni/former students</td>
<td>9</td>
<td>4</td>
<td>5</td>
<td>1*</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>Current students</td>
<td>1</td>
<td>7</td>
<td>2</td>
<td>9</td>
<td>5</td>
<td>9</td>
</tr>
<tr>
<td>Current students' parents</td>
<td>7</td>
<td>13</td>
<td>11</td>
<td>13</td>
<td>13</td>
<td>13</td>
</tr>
<tr>
<td>Donors</td>
<td>6</td>
<td>6</td>
<td>4</td>
<td>8</td>
<td>6</td>
<td>4</td>
</tr>
<tr>
<td>Faculty</td>
<td>3</td>
<td>3</td>
<td>6</td>
<td>1*</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>Foundations/philanthropic organizations</td>
<td>13</td>
<td>12</td>
<td>10</td>
<td>12</td>
<td>11</td>
<td>7</td>
</tr>
<tr>
<td>Local community</td>
<td>12</td>
<td>9</td>
<td>14</td>
<td>1*</td>
<td>9</td>
<td>8</td>
</tr>
<tr>
<td>Pastors</td>
<td>11</td>
<td>8</td>
<td>13</td>
<td>1*</td>
<td>12</td>
<td>6</td>
</tr>
<tr>
<td>Prospective students</td>
<td>2</td>
<td>11</td>
<td>3</td>
<td>11</td>
<td>7</td>
<td>10</td>
</tr>
<tr>
<td>Prospective students' parents</td>
<td>8</td>
<td>14</td>
<td>12</td>
<td>14</td>
<td>14</td>
<td>14</td>
</tr>
<tr>
<td>Southern Baptist churches</td>
<td>5</td>
<td>10</td>
<td>1</td>
<td>1*</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Support staff</td>
<td>10</td>
<td>2</td>
<td>7</td>
<td>10</td>
<td>10</td>
<td>12</td>
</tr>
<tr>
<td>Trustees</td>
<td>4</td>
<td>5</td>
<td>9</td>
<td>1*</td>
<td>2</td>
<td>2</td>
</tr>
</tbody>
</table>

* rated each equally
The only constituency that ranked in the top half of the spectrum with all six seminaries was faculty, which ranked from a high of one to a low of six. Trustees ranked in the top half of the spectrum for five of the six seminaries, ranging from a high of one to a low of nine. Two of the five institutions ranked trustees as their number two constituency after Southern Baptist churches. Each seminary is governed by a board of trustees elected by the Southern Baptist Convention.

Four of the six seminaries ranked the 36,000 Southern Baptist churches as their number one constituencies. The other two seminaries ranked the churches fifth and tenth.

Surprisingly, both alumni and donor constituencies ranked fairly high with all six seminaries, although only two have these constituencies related to their primary job responsibilities. Southwestern was the only seminary to rank foundations and philanthropic organizations in the top of the spectrum, reflecting the fact that development/fundraising is not a public relations function at most seminaries.

The two seminaries that have student recruitment as part of their primary job function ranked this constituency in the lower half of the spectrum. Southern seminary ranked prospective students seventh, and Southwestern seminary ranked it tenth. Golden Gate seminary, where student recruitment responsibilities are shared by the public
relations office and other divisions, ranked prospective students second in its priority list. This pattern reflects the larger size of the first two seminaries where increasing student population is not as critical as at the smaller Golden Gate seminary.

Constituencies with the lowest overall rankings were parents of current and prospective students.

Consistent, or regular, support from constituencies varied, as noted in Table III.

TABLE III

CONSTITUENCY SUPPORT OF PUBLIC RELATIONS PROGRAMS AS PERCEIVED BY THE SIX SOUTHERN BAPTIST SEMINARIES

<table>
<thead>
<tr>
<th>Constituency</th>
<th>GG</th>
<th>MW</th>
<th>NO</th>
<th>SE</th>
<th>SO</th>
<th>SW</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administrative staff</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Alumni</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Chief executive officer</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Donors</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Faculty</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Local community</td>
<td></td>
<td></td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Pastors</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Students</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Trustees</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
</tbody>
</table>
The two largest seminaries—Southern and Southwestern—were the only institutions that indicated consistent support from the constituencies listed. Lack of support as noted by a seminary did not always reflect the priority of that constituency in the institution's public relations program, as exemplified by Midwestern seminary. Although the administrative staff was listed as the program's number one constituency in priority, the respondent noted a lack of consistent support for the program from that constituency.

Another pattern emerged in the analysis in that seminaries noted a consistent lack of support from constituencies that they ranked low in the priority spectrum. Southeastern seminary noted a lack of consistent support from donors and current students and had ranked these two constituencies in the lower half of the priority spectrum. Golden Gate, Midwestern, and New Orleans seminaries ranked the local community low in their priority list and then noted a lack of support from this constituency for their program. The same analysis is true for the pastors, as ranked by Golden Gate and New Orleans seminaries.

**Budget**

The budget planning process at each seminary follows the same basic procedure, with the public relations officer making recommendations to the president for his annual
budget. The president is the final authority in budgetary decisions and presents the annual budget to the seminary's board of trustees for approval.

Each seminary receives a large percentage of its annual budget from the Southern Baptist Convention Cooperative Program, ranging from Southwestern seminary's 50 per cent to Midwestern and Golden Gate seminaries' 85 per cent. The remainder of each seminary's budget comes from endowment earnings, gifts, student fees, and other sources.

Although the budgets of the six seminaries are divided about the same among instructional, administrative services, and other needs, such as auxiliary enterprises, the percentage of the public relations budgets to the total seminary budget fluctuates from the less than 1 per cent at New Orleans seminary to the almost 5 per cent of Golden Gate, as illustrated in Table IV. The public relations budget at each seminary is considered part of the administrative services budget.

The public relations budgets of each seminary do not always reflect the size of the institution. One of the smallest seminaries, Golden Gate, has the largest percentage public relations budget at 4.6 per cent of the institution's total budget.

Table IV provides a comparison of the public relations budgets to the total budgets of the six seminaries.
TABLE IV
COMPARISON OF THE PUBLIC RELATIONS BUDGETS
OF THE SIX SOUTHERN BAPTIST SEMINARIES

<table>
<thead>
<tr>
<th></th>
<th>% Total Budget</th>
<th>% Public Relations</th>
<th>% Instructional</th>
<th>% Administration</th>
<th>% Other</th>
</tr>
</thead>
<tbody>
<tr>
<td>GG</td>
<td>$3.5M</td>
<td>4.6%</td>
<td>59%</td>
<td>25%</td>
<td>12%</td>
</tr>
<tr>
<td>MW</td>
<td>$3.1M</td>
<td>2.0%</td>
<td>52%</td>
<td>21%</td>
<td>27%</td>
</tr>
<tr>
<td>NO</td>
<td>$6.7M</td>
<td>0.5%</td>
<td>40%</td>
<td>11%</td>
<td>48%</td>
</tr>
<tr>
<td>SE</td>
<td>$5.1M</td>
<td>1.0%</td>
<td>55%</td>
<td>19%</td>
<td>25%</td>
</tr>
<tr>
<td>SO</td>
<td>$9.2M</td>
<td>2.2%</td>
<td>54%</td>
<td>20%</td>
<td>25%</td>
</tr>
<tr>
<td>SW</td>
<td>$16.2M</td>
<td>3.1%</td>
<td>55%</td>
<td>22%</td>
<td>23%</td>
</tr>
</tbody>
</table>

An understanding of how each of these factors--planning, primary job responsibilities, constituencies, and budgeting--affects each seminary provides the foundation for understanding the organization and functions of each public relations program.

Program Organizations and Functions

As with the diversity of primary job responsibilities, the organizational structure and functions of the public relations programs of the six Southern Baptist seminaries are varied. In addition to an historical overview of the public relations function at each seminary, it is important
to review essential demographic data related to the present organizational structure at each seminary.

Four names are used to describe the division that encompasses the public relations function: communications at Golden Gate and Southeastern; public relations at Midwestern and New Orleans; development at Southern; and public affairs at Southwestern.

All adequately describe the scope of the division's work with the exception of the term "development" at Southern seminary, which does not provide immediate identification of the alumni, news/information, publications, photography, and student recruitment functions.

The titles given to division heads vary, with three of the seminaries—Golden Gate, Southern, and Southwestern—using the conventional term vice president. This title is consistent with other executive management level personnel at these three seminaries. At both Southern and Southwestern the vice president reports directly to the chief executive officer, and at Golden Gate seminary the vice president for communications reports directly to the executive vice president.

At Midwestern and New Orleans seminaries the primary public relations official is called the director, and at Southeastern seminary, assistant to the president. Other titles are used on the executive management level at these
three seminaries, although the primary public relations official reports directly to the chief executive officer.

The present organizational structures at the two oldest seminaries—Southern and Southwestern—have been in existence for more than twenty years with only minor changes. At New Orleans seminary an organizational restructuring in 1983 created the position of director of public relations reporting directly to the chief executive officer. Previously the primary public relations officer had been the executive vice president.

At Midwestern and Southeastern seminaries, the present organizational structure was instituted during the current administration. Both organizational structures have been in existence ten years, although Midwestern seminary is in the process of making some changes in the structure of the public relations function.

Until 1983 the primary public relations officer at Golden Gate seminary reported directly to the chief executive officer. With the coming of a new president, an organizational restructuring created the position of executive vice president, and all administrative officers report to the CEO through the executive vice president. The only exception is the chief academic officer (3).

The size of the public relations staffs at each seminary reflects the diversity of functions that each division performs. Table V shows the number of current
full-time employees, and Table VI reflects the number of current part-time employees at each seminary. At each seminary, the executive management position is the chief public relations officer. Midmanagement positions usually reflect directors or associate directors with specific responsibilities in only one of the division's primary job responsibilities (see Table I). With very few exceptions, most part-time positions reflect student interns or assistants.

### TABLE V

<table>
<thead>
<tr>
<th></th>
<th>GG</th>
<th>MW</th>
<th>NO</th>
<th>SE</th>
<th>SO</th>
<th>SW</th>
</tr>
</thead>
<tbody>
<tr>
<td>Executive management</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Midmanagement</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>6</td>
<td>7</td>
<td></td>
</tr>
<tr>
<td>Clerical</td>
<td>1</td>
<td>2</td>
<td>1</td>
<td>2</td>
<td>8</td>
<td>10</td>
</tr>
<tr>
<td>Technical support</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>1</td>
</tr>
<tr>
<td><strong>TOTALS</strong></td>
<td>3</td>
<td>3</td>
<td>2</td>
<td>3</td>
<td>15</td>
<td>19</td>
</tr>
</tbody>
</table>

One seminary, Midwestern, said part-time technical support and clerical employees often were retained on a temporary basis as project demands dictated.
TABLE VI

PART-TIME PUBLIC RELATIONS EMPLOYEES
OF THE SIX SOUTHERN BAPTIST SEMINARIES

<table>
<thead>
<tr>
<th></th>
<th>GG</th>
<th>MW</th>
<th>NO</th>
<th>SE</th>
<th>SO</th>
<th>SW</th>
</tr>
</thead>
<tbody>
<tr>
<td>Technical support</td>
<td>1</td>
<td>2</td>
<td>1</td>
<td>10</td>
<td>10</td>
<td></td>
</tr>
<tr>
<td>General assignment</td>
<td></td>
<td></td>
<td></td>
<td>1</td>
<td>6</td>
<td>4</td>
</tr>
<tr>
<td>Clerical</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td><strong>TOTALS</strong></td>
<td>1</td>
<td>2</td>
<td>1</td>
<td>1</td>
<td>17</td>
<td>16</td>
</tr>
</tbody>
</table>

The Public Relations Planning Process

Involvement in the public relations planning process by the executive and midmanagement level employees varied. Only one respondent, in midmanagement development, said he was not involved in regular public relations planning sessions. Eight of the respondents, or 54 per cent, said sessions are held monthly; two persons said semi-annually; one said weekly; and, three respondents said as needed.

Eleven, or 75 per cent, of the respondents said their aspect of the total public relations program was involved continually in long-range planning of four or more years. Of these, eight, or 73 per cent, said the long-range planning always was based on institutional long-range planning. Two respondents said the public relations long-range planning almost always was based on the institutional
planning, and one said his aspect of the public relations planning related to the institutional long-range plan only sometimes.

All of the respondents said they were involved in short-range public relations planning, and eleven, or 75 percent, said this planning always related to institutional planning. Two respondents said the short range plans almost always related, and two said the plans were related only sometimes.

Advertising and Publications

Two of the primary public relations functions that were considered common to all six seminaries prior to this study were advertising and publications. However, only the two larger seminaries--Southern and Southwestern--said they advertised on a regular basis. Southern seminary advertises regularly at the local level and denominationally on both regional and national levels. Most of their national advertising relates to their special off campus programs, known as Boyce Bible Schools, that are located across the United States.

Southwestern seminary's advertising is primarily on the local and regional denomination levels. The denominational advertising covers a five-state region adjacent to the seminary's location and relates primarily to the seminary's continuing education program.
Regular internal and external publications are part of each seminary's public relations program, although frequency of publication varies. Table VII shows the external publication frequency.

**TABLE VII**

| PUBLISHING FREQUENCY OF EXTERNAL PUBLICATIONS OF THE SIX SOUTHERN BAPTIST SEMINARIES |
|---------------------------------|----------|----------|----------|----------|----------|----------|
|                                  | GG       | MW       | NO       | SE       | SO       | SW       |
| Monthly                         |          |          |          |          |          | X        |
| Every two months                |          |          |          | X        | X        |          |
| Quarterly                       | X        | X        | X        |          |          |          |
| Semiannually                    |          |          |          |          |          |          |

Mailing lists for all six external publications include former students, donors, special interest groups, parents of current students, denominational executives, and friends of the institution.

Table VIII shows the frequency of the internal publications.

Each internal publication is distributed to all full-time employees, although Southwestern Seminary's
publication is mailed to trustees and retired faculty and administrators (6).

### TABLE VIII

**PUBLISHING FREQUENCY OF THE INTERNAL PUBLICATIONS OF THE SIX SOUTHERN BAPTIST SEMINARIES**

<table>
<thead>
<tr>
<th></th>
<th>GG</th>
<th>MW</th>
<th>NO</th>
<th>SE</th>
<th>SO</th>
<th>SW</th>
</tr>
</thead>
<tbody>
<tr>
<td>Weekly</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Every two weeks</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Monthly</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Every two months</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Quarterly</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Program Evaluation**

A variety of methods is used in the program evaluation process at each of the six seminaries. In responses to the general information survey, all six said regular evaluations were conducted of their public relations programs.

Four of the six seminaries said semiannual evaluations are conducted with their boards of trustees in regular board meetings. All six said they had regular evaluations with the chief executive officer. This process occurs annually at Golden Gate and Southwestern seminaries, semiannually at
New Orleans and Southeastern seminaries, and quarterly at Southern seminary. Program evaluation with the chief executive officer at Midwestern Seminary occurs at the conclusion of specific projects.

### TABLE IX

**PUBLIC RELATIONS PROGRAM EVALUATION METHODS USED BY THE SIX SOUTHERN BAPTIST SEMINARIES**

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Public relations staffs at Golden Gate, Midwestern, New Orleans, and Southwestern seminaries are involved in the evaluation process on a regular basis, ranging from the annual evaluations at Golden Gate to monthly evaluations at Southwestern. Southeastern seminary has a public relations advisory council that meets semiannually and includes an evaluation of the total public relations process in its
agenda. Table IX indicates the various methods of evaluation used by each seminary.

Personnel Profiles

A study of the educational and professional backgrounds of the executive and midmanagement level public relations employees at the six Southern Baptist seminaries provides interesting insights into the organization and function of each program.

Of the nineteen management level personnel surveyed, only one, the associate director at Midwestern Seminary, is female. The ages range from a low of twenty-seven years old to a high of seventy years old. All of the respondents are Southern Baptist.

Executive Management Profile

The four executive level primary public relations officers all responded to the personal profile questionnaire. Golden Gate and Midwestern seminaries do not have a chief public relations officer.

The professional experience of the four varied from one respondent with ten years to two respondents with more than twenty years each in a public relations professional capacity. Of the four respondents, two had no public relations experience in the secular marketplace; one had
sixteen to twenty years of experience; and one had more than twenty years of experience.

The range of public relations professional experience in the Southern Baptist Convention was less than one year by one respondent to more than twenty years each by two respondents. The current position is the only convention-related public relations experience for all four of the respondents.

Three of the four respondents received master's degrees. Two respondents received master of religious education degrees from a Southern Baptist seminary. The other respondent had a master's degree in communications, although he had done post-baccalaureate study at one of the Southern Baptist seminaries.

The fourth respondent had only an undergraduate degree in journalism. The other three respondents listed psychology, journalism, and English/mathematics as their undergraduate majors. Although none of the primary public relations officers had earned doctorates, two had received honorary degrees.

Involvement in professional organizations is part of the professional background of each of the four chief public relations officials, although the Baptist Public Relations Association is the only organization in which all are members. Two of the respondents are accredited by the Public Relations Society of America, and one is accredited
by the National Society of Fund Raising Executives. Two respondents are members of the Council for Advancement and Support of Education.

Other organizations in which one of the primary public relations officers is involved are the Religious Public Relations Council, the International Association of Business Communicators, and the Association of Multi-Image, International.

**Midmanagement Profile**

Eighty per cent, or eleven, of the fourteen midmanagement level employees responded to the personal profile questionnaire. Of these respondents, five, or 37 per cent, had primary responsibilities in development/fund raising, including one who was responsible for the alumni activities aspect of the total public relations program; five had primary responsibilities in one of the basic public relations functions such as news/information, publications, special events, community relations, and campus tours; and one respondent was responsible for the student recruitment program.

The five development managers indicated a wide range of public relations professional experience: one had less than three years of experience, and two had more than twenty years of experience. All but one of the respondents had less than three years of professional experience in the
secular marketplace. Although four of the five respondents had been in Southern Baptist-related public relations professional capacities for more than six years, all five respondents said they had been in their present positions six years or less.

The educational backgrounds of the five development midmanagement-level employees was diverse, with all five listing different undergraduate majors: business, history, religion, English, and biology. All five respondents had studied at one of the Southern Baptist seminaries. Three received master's degrees, and one earned a doctorate in church history.

Three of the respondents are members of the National Society of Fund Raising Executives, and two are accredited by NSFRE. Three respondents are members of the Council for Advancement and Support of Education, and three are members of the Baptist Public Relations Association. One of the development respondents is a member of the American Society of Training Directors.

The public relations midmanagement-level employees had less experience overall than the respondents with development responsibilities. Two of the five respondents had more than three years of professional experience, and of these one had more than three years of public relations experience in the Southern Baptist Convention. Four of the five respondents said they had been in their current
positions less than three years. None had more than three years of public relations professional experience in the secular marketplace.

Educationally, the five respondents indicated study in fields more closely related to their job responsibilities. Two of the respondents had earned master's degrees, one in psychology/counseling and one in religious education from a Southern Baptist seminary. Two respondents are involved in postbaccalaureate study in communications at a Southern Baptist seminary. At the undergraduate level, two of the respondents earned degrees in journalism; and one each in history, speech and philosophy.

Involvement in professional organizations was not as extensive among the public relations managers, although all five respondents indicated membership in the Baptist Public Relations Association. Three are members of the Texas Baptist Public Relations Association. Other organizations represented by one respondent were Religious Public Relations Council; the Council for Advancement and Support of Education; Society of Professional Journalists, Sigma Delta Chi; and the American Society of Magazine Photographers.

The respondent involved in student recruitment had less than three years of professional experience at all levels, including the current position. He had earned a doctorate in theology in addition to his other graduate
study at a Southern Baptist seminary. The undergraduate major was Bible. His involvement in professional organizations was limited to the Council for Advancement and Support of Education.

Guidelines and Practices

An analysis of responses to the general information survey and the telephone interview indicate a variety of approaches to the public relations programs of the six seminaries in the guidelines and practices.

Three of the six seminaries—New Orleans, Southeastern, and Southern—said written public relations guidelines or policy manuals related to their programs were available. Of these, only Southern seminary distributes the guidelines regularly to faculty, administrators, and trustees.

Golden Gate and Midwestern seminaries said informal written guidelines existed, but these are not distributed to any groups. Only Southwestern seminary said no written guidelines of any type existed.

All six of the primary public relations officials said educating campus constituencies in public relations was a difficult task. Five of the six respondents said although some faculty members understand what public relations involves, most see it as simply a publicity function.

John Earl Seelig, vice president for public affairs at Southwestern seminary, said most faculty members view the
role of the public relations office as "what can you do for me?" (6). Robin Oldham, director of communications at Southern seminary, said most faculty members there did not "understand what public relations is and it usually depended on 'whom you ask'" (5).

Four of the respondents said their chief executive officers had a good understanding of the public relations function within the seminary's program. Donald Ellis, who has been director of public relations at New Orleans seminary for less than one year, said, "[President] Leavell has a growing and positive perception of the public relations role and has opened this perception of what the role can be to the faculty and staff. It was a significant sign when he established the new public relations administrative function reporting directly to the president" (4).

At Golden Gate seminary the understanding of the public relations role is being studied by the new president. Charles Carter, executive vice president, said a thorough study of all seminary programs was being conducted by the president to understand the total scope and inter-relationships of the seminary's purpose (3).

Seelig said public relations was least understood at Southwestern seminary by the chief executive officer. He said the CEO's background as a pastor limited his understanding of what the public relations function was
intended to be, and projects that should relate directly to public relations often were misdirected because of this lack of understanding (6).

The most affirmative support of the public relations function by the CEO came from Midwestern and Southern seminaries. The presidents of these two institutions are professional educators, whereas the presidents of the other four seminaries came to their positions from pastorates of large and successful Southern Baptist churches.

The process of educating constituencies about the role of the public relations office is limited at five of the six seminaries. Four of the six responded that regular public relations training sessions are held, but only Southern seminary provides sessions for personnel outside the public relations staff.

Of the fifteen respondents to the personal profile questionnaire, one-third said they did not know if the public relations program at their institution followed traditional public relations guidelines in meeting its objectives. However, another one-third responded that their seminary's public relations program always followed traditional public relations guidelines, and four other respondents said their seminary almost always did so.

Cooperation among the six seminaries in public relations efforts is limited. Three of the primary public relations officials said written guidelines had been
established for the six institutions to follow in advertising and student recruitment. However, none of the three had copies of the guidelines available. Each of the other three respondents said they had been told about the guidelines, but each said no written documents or clear interpretations had been provided for them.

In the personal profile questionnaire, six of the eleven midmanagement-level respondents were aware of written guidelines that the six seminaries were to follow, and all six respondents said each of the seminaries was following the guidelines on a consistent basis.

Several of the primary public relations officers said that the areas most logical for conflict among the six seminaries were in student recruitment and donor cultivation, because each institution was involved with the same constituency in both instances. Rodney Byard, assistant to the president for communications at Southeastern seminary, said such conflicts are not so bad "that they won't resolve themselves without major problems" (2). However, Seelig said conflicts, particularly with donor cultivation, "can't be resolved because each seminary is going to be protective of its turf, regardless of where that turf may be" (6).

Seelig said the conflicts more often were created by the chief executive officers in their efforts to "upstage" the other seminaries. Facts often are distorted or
misrepresented, Seelig said, and it can be several months before accurate information is available (6).

Marty Blankenship, associate director of public relations at Midwestern seminary, said use of denominational broadcasting outlets such as the American Christian Television System (ACTS) and Baptist TelNet were potential areas of conflict. "Shared expenses for these joint ventures (on an equal basis) may make them cost-prohibitive for the smaller seminaries. To resolve the problem, we must work together to determine how the programs will benefit everyone equally, and I am not sure that will happen"(1).

Although the chief public relations officers from each seminary meet semiannually to discuss mutual concerns, all six respondents said cooperation was limited by time and resources. Ellis said, "Commitment to our individual institutions limits what we can do collectively," a common expression by each of the other respondents (4).

Confidence in the public relations practices at each seminary is solid, however, with all fifteen respondents indicating that the total public relations program at their institution always or almost always was successful in achieving its objectives.
CHAPTER III BIBLIOGRAPHY

1. Interview with Marty Blankenship, Associate Director of Public Relations, Midwestern Baptist Theological Seminary, Kansas City, Missouri, August 6, 1984.

2. Interview with Rodney Byard, Assistant to the President for Communications, Southeastern Baptist Theological Seminary, Wake Forest, North Carolina, August 6, 1984.

3. Interview with Charles Carter, Executive Vice President, Golden Gate Baptist Theological Seminary, Mill Valley, California, August 7, 1984.


5. Interview with Robin Oldham, Director of Communications, Southern Baptist Theological Seminary, Louisville, Kentucky, August 1, 1984.

6. Interview with John Earl Seelig, Vice President for Public Affairs Southwestern Baptist Theological Seminary, Fort Worth, Texas, August 2, 1984.

CHAPTER IV
CONCLUSION

Summary

The six Southern Baptist seminaries share the same basic program orientation of providing graduate theological training to men and women preparing for Christian ministry. The public relations programs of the six institutions share the same basic program orientation in their approach to fulfilling this overall program statement of Southern Baptist theological education, although there are differences in this approach. The perception of the public relations role is basically the same at each institution, and respondents to the surveys expressed confidence in the quality of the public relations program at their seminary. Only one respondent said the chief executive officer did not understand clearly the public relations function of the institution.

The six seminaries cooperate on a limited basis in public relations programming, primarily in advertising and student recruitment. There have been guidelines established in past years for the institutions to follow in joint programming. However, not all respondents were aware of
these guidelines and could not determine if their institution followed the guidelines on a consistent basis. Three of the seminaries have written guidelines that are used on their individual campuses, although only one regularly distributes these guidelines to constituents. Two seminaries have informal written guidelines, and one seminary has no written guidelines.

The professional and educational training of public relations staff members at the six seminaries varied. Of the four executive management personnel who responded to surveys, the professional experience ranged from less than one year by one respondent to more than twenty years by two respondents. Three of the four respondents had earned master's degrees. Only two of the four executive management personnel had degrees in communications.

Five of the midmanagement public relations staff members were responsible for development/fund raising functions. The professional experience in this group ranged from less than three years by one respondent to more than twenty years by two of the respondents. Three respondents had earned master's degrees, and one respondent had earned a doctorate. All of these graduate degrees were from a Southern Baptist seminary. Only one respondent had an undergraduate degree in business.

Four of the midmanagement-level respondents had primary responsibilities in public relations. Of these, only two
respondents had more than three years professional experience in their field. Two of the public relations midmanagement personnel were involved in postbaccalaureate study in communications. Three of the respondents had undergraduate degrees in communications.

The six seminaries were divided into two groups according to the primary job responsibilities of the public relations offices. Two of the seminaries--Southern and Southwestern--are assigned the same responsibilities, including alumni activities, fund-raising, news and information, photography, printing, public relations, public relations counseling, publications, special events, and student recruitment. The other four seminaries--Golden Gate, Midwestern, New Orleans, and Southeastern--are responsible only for the traditional public relations functions as noted in Table I.

The growth of public relations programming at the six Southern Baptist seminaries has been a recent accomplishment. Although several institutions had fund-raising and public relations programs that were coordinated on a part-time basis by faculty or administrators, only two of the seminaries have had full-time personnel in these areas since the mid-1950s. The other four institutions have established full-time public relations programs in the last ten years. Very little historical documentation is made of the history of the public relations function at any of the seminaries.
Conclusions

A number of additional observations and conclusions about the public relations programs of the six seminaries can be made from a review of the data. The observations are made about the seminaries individually and collectively, and from these observations are drawn conclusions that could provide new approaches to problems at the six institutions individually and collectively.

The diversity of functions performed by the public relations programs at the six institutions negates the possibility of creating a standard public relations outline for the seminaries. The two older seminaries, Southern and Southwestern, have the largest programs. The chief executive officer at each of these seminaries is using an organizational structure that existed when he began his tenure. The diversity of functions makes it necessary for the CEO to delegate responsibilities for multiple functions to members of the executive management team, as in the case of public relations. This is a natural evolutionary management process that has occurred through the years as these two institutions have grown and matured.

At the four smaller institutions—Golden Gate, Midwestern, New Orleans, and Southeastern—this process still is occurring as the CEO at each seminary attempts to find the most effective management approach.

Coincidentally, the present structure of the public
relations program at each of the four smaller seminaries has been initiated by the present administration. Because the programs of these seminaries are not as complex, it is possible for the chief executive officer to maintain management control of all specialized functions. As these seminaries continue to expand enrollments and programs, it will be necessary to restructure the administrative organization to accommodate these changing needs.

Budgets, program characteristics, and the number of public relations personnel are reflected in the size of each institution. The only exception is Golden Gate seminary, which has one of the largest public relations budgets but is second smallest in size. Future consideration should be given to sharing expenditures for joint projects through a system based on the enrollments and budgets of each seminary rather than the current practice of sharing such expenses equally. Although the merits of such a system can be argued from both ends of the spectrum, it is the most effective method for cooperative public relations among the six seminaries.

Ideally the public relations programs at each of the six seminaries would encompass the same job responsibilities, although enrollments, program objectives, and budget limitations make such a practice prohibitive. Moreover, not all the seminaries have strong programs in some of the public relations job responsibilities as noted
in Table I. However, the four smaller seminaries do have programs in alumni activities, development/fund-raising, and student recruitment that are assigned to other administrative areas. These are considered part of the institutional advancement program as defined by the Council for Advancement and Support of Education and more clearly relate to public relations than to any other function. This procedure of unified program responsibilities would create an opportunity for more cooperation among the six institutions, but each seminary must develop its public relations program to accomplish its individual objectives.

An understanding of the role of public relations in the total institutional program is needed at each seminary and should be made a top priority by public relations management. Although five of the six respondents said the CEO had a good perception of the public relations function, all said other constituencies had difficulty understanding the role of public relations and how it related to the total program. This process of educating the constituencies cannot happen instantly, but must evolve through patient practice.

A possible reason for the lack of understanding of the public relations function by the chief executive officers and some constituencies may be the church ministry orientation that many Southern Baptists have. Within the seminary organizational structures many of the personnel at
all levels have come from church ministries. Although some basic public relations principles and practices are the same in the church and in higher education, the broader constituency base and the differences in program orientation of the seminaries necessitate adjustments in public relations programs to fit these needs. This particularly can be true among the chief executive officers and some faculty members who view public relations as the promotional function that they perceived as public relations in the church.

To educate constituencies, the public relations management team must have a clear understanding of the public relations function within the seminary organization. Unfortunately, a large percentage of respondents said they were not familiar with traditional public relations principles and practices. Because many of the management personnel at the six seminaries do not have academic or professional training in public relations, this learning process must be part of the on-the-job training. It is a process that must begin to happen quickly and thoroughly and, whereas it is a continual learning process, some basic understanding must be learned early for the professional to be most effective in performing the job functions. Although many of the public relations job responsibilities at the six seminaries can be learned best through practical, professional experience, more attention should be given to
the educational preparation of these professionals in the hiring process. Too often emphasis is placed on theological training without emphasis on the practical academic training related to the job responsibility.

This lack of understanding of the public relations function by the management team probably has a direct correlation to the lack of understanding and support by other constituencies. Creating a public relations policy manual or written guidelines that are clear and concise would provide a foundation for the educational process of the constituencies directly related to public relations. The guidelines must be shared on a regular basis, even if only annually, with the constituencies most affected by their use, particularly constituencies that are integral to the daily operation of the institution. This will create a mutual understanding between the public relations office and the constituencies and help to provide more consistent support of the public relations program by the constituencies.

Working with the chief executive officer in the public relations process is vital to the success of each seminary's public relations program. At one seminary the primary public relations official does not provide public relations counsel to the chief executive officer, but rather performs whatever functions the CEO requests, regardless of how it might affect the seminary program from a public relations
standpoint. Although responses did not indicate this to be a normal procedure it can adversely affect all six seminaries if it becomes such. Action and example are the best methods for making public relations counseling a part of the management function in the relationship to the chief executive officer.

A more coordinated approach to public relations by the six seminaries might alleviate some of the problems of understanding. However, as noted in responses by each of the primary public relations officials, individual programs and time commitments make cooperation difficult on a consistent basis. In the surveys those who had assumed public relations positions with the seminaries in recent years were aware only vaguely of written guidelines the six institutions were to follow. And, those who were more aware of the guidelines were unable to find them and to make them available to their staff members. Because of this lack of documentation, most of the guidelines have been shared orally, and this allows each seminary to adjust them to meet individual needs.

By creating written guidelines that allow creativity and individuality while benefiting each seminary equally, the six public relations programs can function harmoniously in a more cooperative effort without the ambiguities that have plagued these efforts in the past. The guidelines should include advertising, student recruitment,
fund-raising, broadcasting, and other areas of potential conflict. The guidelines should be revised periodically to meet the changing needs of the institutions and to incorporate changing trends in public relations. They must be shared with each chief executive officer to avoid conflicts or public relations problems at the executive level, and the guidelines can serve as a basis for creating the individual public relations policies at each institution.

The primary public relations officers from the six seminaries must use their semiannual gatherings to discuss common problems and needs rather than primarily for fellowship purposes. By establishing a definite agenda prior to these meetings, more effective communication and cooperation could be achieved despite the individual commitments of the institutions.

Both long- and short-range planning are areas where the public relations program of each seminary excels. All are continually involved in short-range planning, usually relating the public relations planning to institutional planning. Midwestern seminary is the only institution that is not involved continually in long-range public relations planning. Continual planning and review of objectives is an integral part of a successful public relations program. The seminaries should consider the possible use of more traditional public relations research methods in evaluating
their programs since most said they use only the more informal methods of evaluation. The lack of use of traditional methods may reflect the lack of academic and professional preparation in public relations and management-related disciplines.

Although each of the programs individually and collectively appears to have been successful in their public relations efforts thus far, it will be necessary for each to maintain programs that effectively relate to the changing trends of theological education in the Southern Baptist Convention.

Recommendations for Further Study

One of the foremost problems encountered with this case study was the lack of historical documentation of the development of public relations programs at the six Southern Baptist seminaries. An historical study of the growth of these programs could provide additional insights into the perceptions of public relations at each institution.

A more detailed critical analysis of each individual public relations program could be conducted utilizing such traditional public relations research methods as opinion polls and readership surveys. Such an analysis could more accurately measure constituency response to the public relations programs, providing insights that would be helpful in the planning and evaluation processes.
A study of the educational qualifications required for public relations professionals by all Southern Baptist Convention agencies and institutions, including the six seminaries, could provide insight into the perceptions the professionals at the six seminaries have about their job responsibility.

Additional study of the involvement of the chief executive officers of the six seminaries in the public relations process could more accurately measure their perceptions of the role of public relations in the total seminary program. The study could measure their involvement in the program as it relates to the success of the total public relations program and study the success or failure of the relationships of the chief executive officer to the primary public relations official and other public relations personnel.
APPENDIX A

GENERAL INFORMATION SURVEY

Please answer the following questions as completely as possible.

1. How many years has your seminary had an established public relations/promotion office or division?
   - 0-3
   - 7-10
   - 16-20
   - 4-6
   - 11-15
   - more than 20

2. How many years has your seminary had a person with job responsibilities in public relations/promotion?
   - 0-3
   - 7-10
   - 16-20
   - 4-6
   - 11-15
   - more than 20

3. How many years has your seminary had a person with full-time job responsibilities in public relations/promotion?
   - 0-3
   - 7-10
   - 16-20
   - 4-6
   - 11-15
   - more than 20

4. How many years has the public relations/promotion office or division been in its present structure?
   - 0-3
   - 7-10
   - 16-20
   - 4-6
   - 11-15
   - more than 20

75
5. How many full-time staff members does your office/division have in each of the following areas:
   ____ executive management  ____ midmanagement
   ____ technical support  ____ clerical

6. How many part-time staff members does your office/division have in each of the following areas:
   ____ technical support  ____ clerical
   ____ general assignment

7. Which of the following job functions are part of your division's primary responsibilities:
   ____ public relations  ____ student recruitment
   ____ fund-raising  ____ news/information
   ____ printing  ____ photography
   ____ publications  ____ special events
   ____ alumni activities  ____ public relations
   ____ counseling

8. Does the head of your division report directly to your seminary's chief executive officer?
   ____ Yes  ____ No

9. For how many years has your division head reported directly to the chief executive officer?
   ____ 0-3  ____ 7-10  ____ 16-20
   ____ 4-6  ____ 11-15  ____ more than 20
10. What title does your division head have?
   ____ vice president    ____ assistant to the president
   ____ director          ____ other: ______________________
   ____ manager

11. What is the organizational name given to your division?
   ____ communications    ____ public information
   ____ development       ____ public relations
   ____ public affairs    ____ news/information
   ____ other: ______________________

12. Which of the following constituencies support your public relations program on a consistent (regular) basis?
   ____ students         ____ alumni
   ____ trustees         ____ donors
   ____ faculty         ____ administrative staff
   ____ chief executive officer  ____ local community
   ____ pastors         ____ other: ______________________

13. Does your seminary advertise on a regular basis:
   ____ locally
   ____ regionally (secular)
   ____ denominationally (regionally)
   ____ denominationally (nationally)
   ____ nationally (secular)
   ____ nationally (religious)
14. Does your seminary have a written public relations policy manual?
   ____ Yes   ____ No

15. What is the annual public relations budget of your seminary (not including salaries or related benefits)?
   ____ less than $25,000
   ____ $26,000 - $50,000
   ____ $51,000 - $75,000
   ____ $76,000 - $100,000
   ____ $100,000 - $150,000
   ____ $151,000 - $200,000
   ____ more than $200,000

16. What is the annual budget of your seminary?

17. What percentage of your budget is allocated for the following areas?
   ____ % administrative services
   ____ % instructional (including faculty salaries)
   ____ % public relations (based on question 15)

18. Does your seminary have a regular external news publication?
   ____ Yes   ____ No
   If so, what is the frequency of publication?
   ____ monthly   ____ Every two months
   ____ quarterly   ____ semi-annually
   ____ other: ___________________________
19. Does your seminary have a regular internal news publication?
   ____ Yes  ____ No
   If so, what is the frequency of publication?
   ____ weekly  ____ Every two weeks
   ____ monthly  ____ Every two months
   ____ quarterly  ____ other: ________________________________

20. Does your public relations program have written guidelines?
   ____ Yes  ____ No

21. Are these regularly distributed on campus?
   ____ Yes  ____ No
   If so, to which of the following groups:
   ____ faculty  ____ administration
   ____ students  ____ student organizations
   ____ trustees  ____ donors
   ____ other: ________________________________
22. Do you have regular public relations training sessions for personnel?

____ Yes  ___ No

If so, for which of the following groups:

____ public relations staff only
____ administrative staff
____ support staff
____ faculty
____ student organizations
____ trustees
____ volunteers
____ other:

___________________________

23. Do you have regular evaluations of your public relations-related programs?

____ Yes  ___ No

If so, how often?

____ annually  ___ semiannually
____ quarterly  ___ monthly
____ other:

___________________________
If so, with whom?

___ chief executive officer
___ public relations staff
___ administrative staff
___ faculty
___ trustees
___ other:

24. What methods of evaluation are used to determine the effective of your public relations program?

___ readership surveys  ___ formal meetings
___ informal discussions  ___ staff discussions
___ correspondence  ___ research methods
___ other:  ___ opinion polls

25. Is your program continually involved in long-range public relations planning (four years or more)?

___ Yes  ___ No

If so, is the planning based on institutional long range planning?

___ always  ___ sometimes
___ almost always  ___ seldom
___ never

26. Is your program continually involved in short-range public relations planning (less than four years)?

___ Yes  ___ No
If so, is the planning based on institutional short-range planning?

____ always  ______ sometimes
____ almost always ______ seldom
____ never

27. Please rate your seminary's constituencies in the order of priority as they relate to your total public relations program (with 1 being the highest priority and 15 being lowest priority):

____ current students  ______ alumni
____ prospective students  ______ trustees
____ current students' parents  ______ donors
____ Southern Baptist churches  ______ faculty
____ local community  ______ pastors
____ support staff  ______ administration
____ prospective students' parents
____ foundations/philanthropic organizations
____ other:

Please attach an organizational chart which illustrates your division and its relationship to the total seminary organization. Also, please attach copies of your written public relations guidelines, if available. Additional comments on any of these questions may be made below or on the backs of these pages.
APPENDIX B

PERSONAL PROFILE

Please answer the following questions as completely as possible.

1. What is your title?
   - vice president
   - director
   - manager
   - assistant to the president
   - associate director
   - other:____________________

2. Do you report directly to your seminary's chief executive officer?
   - Yes
   - No

3. Does your division head report directly to your seminary's chief executive officer?
   - Yes
   - No

4. Do you report directly to the head of your division?
   - Yes
   - No
5. In which of the following areas do you have primary responsibilities:

___ news/information
___ community relations
___ student recruitment
___ fund-raising
___ special events planning
___ other:

6. How long have you been in a public relations professional capacity?

___ 0-3 years
___ 4-6
___ 7-10
___ 11-15
___ 16-20
___ more than 20

7. How many years public relations professional experience do you have in the secular marketplace?

___ 0-3 years
___ 4-6
___ 7-10
___ 11-15
___ 16-20
___ more than 20

8. How many years of public relations professional experience do you have in Southern Baptist Convention-related agencies?

___ 0-3 years
___ 4-6
___ 7-10
___ 11-15
___ 16-20
___ more than 20

9. How long have you been in your present position?

___ 0-3 years
___ 4-6
___ 7-10
___ 11-15
___ 16-20
___ more than 20
10. What is your highest educational level?

____ high school graduate  ____ master's degree
____ some college       ____ doctoral study
____ undergraduate degree  ____ doctoral degree
____ postbaccalaureate study  ____ postdoctoral study
____ honorary degree       ____ other:________

11. What was your undergraduate major?

_________________________________________________________________

12. In what area(s) was your graduate study conducted?

_________________________________________________________________

13. Has any of your education been received at a theological seminary?

____ Yes  ____ No

If so, what part?

____ postbaccalaureate study  ____ master's degree
____ doctoral study       ____ doctoral degree
____ postdoctoral study    ____ other:________
14. Of what professional organizations are you a member?

___ Public Relations Society of America
___ Religious Public Relations Council
___ National Society of Fund Raising Executives
___ Council for Advancement and Support of Education
___ Baptist Public Relations Association
___ International Association of Business Communicators
___ Women in Communication, Inc.
___ Society of Professional Journalists,
   Sigma Delta Chi
___ other: __________________________

15. Are you accredited/certified by any professional organizations?

___ Yes  ___ No

If so, by which organizations?

___ National Society of Fund Raising Executives
___ Public Relations Society of America
___ International Association of Business Communicators
___ Religious Public Relations Council
___ other: __________________________

16. Are you aware of written guidelines which the six seminaries follow in public relations/advertising?

___ Yes  ___ No
17. Does your seminary follow these guidelines on a consistent basis?
   ____ Yes   ____ No

18. In your opinion, do all of the other seminaries follow these guidelines on a consistent basis?
   ____ Yes   ____ No
If not, how many do NOT follow the guidelines consistently?
   ____ One (1)   ____ Four (4)
   ____ Two (2)   ____ Five (5)
   ____ Three (3)

19. Are you involved in regular public relations planning sessions?
   ____ Yes   ____ No
If so, how often?
   ____ annually   ____ semiannually
   ____ quarterly   ____ monthly
   ____ weekly   ____ other:

20. Is your aspect of the total public relations program continually involved in long-range planning (four years or more?)
   ____ Yes   ____ No
If so, is the planning based on institutional long-range planning?
   ____ always   ____ sometimes
   ____ almost always   ____ seldom
   ____ never
21. Is your aspect of the total public relations program continually involved in short-range planning (less than four years)?

___ Yes  ___ No
If so, is the planning based on institutional short-range planning?

___ always  ___ sometimes
___ almost always  ___ seldom
___ never

22. Does your total public relations program follow traditional public relations guidelines in meeting its objectives?

___ always  ___ sometimes
___ almost always  ___ seldom
___ never  ___ other:________________

23. How successful is your total public relations program in achieving its objectives?

___ always  ___ sometimes
___ almost always  ___ seldom
___ never  ___ other:________________
24. Please rate your seminary's constituencies in the order of priority as they relate to your aspect of the total public relations program (with 1 as top priority and 15 as lowest priority):

_____ Southern Baptist churches      _____ administration
_____ current students' parents      _____ alumni
_____ local community               _____ pastors
_____ current students              _____ faculty
_____ support staff                _____ trustees
_____ prospective students         _____ donors
_____ prospective students' parents
_____ foundations/philanthropic organizations
_____ other:________________________
APPENDIX C
INTERVIEW SCHEDULE

Questions that were used in follow-up interviews with public relations personnel from each of the six seminaries:

1. Is there cooperation among the six Southern Baptist seminaries in public relations efforts?

2. Is there resistance to cooperation in public relations efforts among the six seminaries?

3. Is resistance to public relations cooperative efforts on the executive level (i.e. chief executive officer) or among the public relations professionals?

4. What are some of the standardized public relations policies that the six seminaries are to follow?

5. Are you aware of written public relations policies for the six seminaries?

6. If so, do you have in your office a copy that is available to all public relations personnel at your seminary?

7. Are these guidelines followed on a regular basis?
8. What are some potential areas of conflict in the relationships among the six Southern Baptist seminaries?

9. Is "public relations" an understood term at your seminary:
   -- among the executive officers?
   -- among the faculty?
   -- among your professional staff?
   -- among other administrative staff?

10. What is the perception of your chief executive officer to the public relations function of your seminary?

11. What is the decision-making process for the public relations program at your seminary?

12. Who is involved in the process?

13. Who is the final authority in public relations decision-making?
APPENDIX D

COVER LETTER FOR

GENERAL INFORMATION SURVEY

July 9, 1984

Your help is needed!

To complete the master of arts degree in journalism at North Texas State University, I am doing a case study of the public relations programs of the six Southern Baptist seminaries. Background information is needed on each program, and as the chief public relations officer at __________ seminary you can help by completing the enclosed questionnaire and returning it in the enclosed postage-paid envelope by MONDAY, JULY 23. Response from each seminary by this date is critical to this project!

You will note the special request at the end of the questionnaire to each management-level person on your staff that will request individual profile information. The information compiled from this questionnaires will not include individual names, only the names of the participating seminaries. Some follow-up telephone interviews may be conducted to supplement the information in these questionnaires.

Thank you in advance for assisting with this special project! I will look forward to receiving your completed questionnaires by MONDAY, JULY 23.

Cordially,

Philip Poole

Enclosures
APPENDIX E

COVER LETTER FOR
PERSONAL PROFILE

July 12, 1984

Your help is needed!

To complete the master of arts degree in journalism at North Texas State University, I am doing a case study of the public relations programs of the six Southern Baptist seminaries. The study includes a profile of the public relations personnel, and you can help by completing the enclosed questionnaire and returning it by MONDAY, JULY 23 in the enclosed postage-paid envelope.

The information compiled from the questionnaires will not include individual names, only the names of participating seminaries.

Thank you in advance for assisting with this special project. I will look forward to receiving your completed questionnaire by MONDAY, JULY 23.

Sincerely,

Philip Poole

Enclosures
SELECTED BIBLIOGRAPHY


