

Raising Awareness for Utah's First Osteopathic Medical School

A project submitted to Southern Utah University  
in partial fulfillment of the requirements for the degree of  
Master of Arts Professional Communication

April 2017

By

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**Approval Page**

I certify that I have read this thesis and that, in my opinion, it is satisfactory in scope and quality as a project for the degree of Master of Arts Professional Communication.

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### **Executive Summary**

The professional project was to create a public relations campaign for Rocky Vista University College of Osteopathic Medicine's (RVUCOM) southern Utah campus, scheduled to open July 2017 in Ivins, Utah. The campaign was written to raise awareness about the medical school, specifically in the southern Utah region to the local community members. Throughout Q1 2017, research was conducted through interviews with community members and public relations professionals and recorded media values for Q1, which resulted in the creation of the plan. The plan includes objectives, strategies, and tactics, which cover the press materials, story pitches, and media and community relations.

### **Acknowledgements**

There are several people I need to thank who have made a world of difference during my time in the Professional Communication graduate program. First, I would like to thank my amazing parents, Jeanne and Tom Gugino, and my siblings, Kristen and Anthony, who have been incredibly support of me throughout my pursuit of this graduate degree. I'm so thankful for your endless encouragement through this process. Second, I would like to thank Ellen Treanor, my chair, for all of her support and guiding me toward a career in marketing and public relations. I wouldn't be here today if it wasn't for her. Next, I need to thank my amazing friends, but especially Emily Ronquillo, who has been a constant resource and my go to person with questions and thoughts during this writing process. Finally, thank you to my other friends, family, and the faculty and staff of the SUU Communication Department, especially Jonathan Holiman, Erin Hulse, Kaitlin Patterson, Victoria Schofield, among others who have supported me throughout my academic career. I dedicate this capstone paper to you all.

**Table of Contents**

Title Page.....Page 1

Approval Page.....Page 2

Abstract.....Page 3

Acknowledgements.....Page 4

Table of Contents.....Page 5

Introduction.....Page 6

Literature Review.....Page 7

Methods.....Page 15

Results.....Page 17

Conclusion.....Page 19

References.....Page 21

Appendix A .....Page 25

Appendix B .....Page 29

## Introduction

Almost daily, a college or university appears in the national headlines both in good and bad ways. Whether it is a University of Missouri administrator being put on leave for blocking a journalist from entering a free speech space, a fraternity at the University of Virginia for filing a \$25 million defamation suit against *Rolling Stone*, or even smaller schools like Southern Utah University who made national headlines for becoming the national outdoor champions. No matter the situation, universities and colleges will continue to make the headlines in media across the world.

Public relations professionals are often the ones behind the stories who are building, maintaining, and protecting the reputations of these universities and colleges during their company's good and bad coverage in the media. Often to further their brand, public relations professionals will create and maintain relationships with reporters and editors in the media. How strong these relationships are created and maintained has yet to be made unseen by researchers because current research within public relations focusing on higher education has not been conducted. The professional project performed was to create a public relations campaign.

Rocky Vista University College of Osteopathic Medicine (RVUCOM) was established in 2006 in Parker, Colorado as a private, for-profit health sciences university to offer an osteopathic medical degree (DO). In early 2016, RVUCOM broke ground on its new campus in Utah (also know as RVUCOM-SU), which is scheduled to open in July 2017 in Ivins, Utah. Because of the University's new location, the medical school has a

unique opportunity to highlight themselves as a resource and economic impact to the local community.

The research for the public relations plan ran through the first quarter of 2017. The project covered the creation of the plan through research from members of community groups, Q1 2017 media values, and interviews with other public relations professionals. Data collected at the end of the timeframe measured the media values and resulted in the creation of the plan.

### **Literature Review**

The following subsections show previous literature on relationship management theory and public relations. The articles used in this paper come from peer-reviewed and scholarly sources of various types, as well as industry sources.

#### **Relationship Management Theory**

Relationship management theory explores the strategy of a continuous engagement level between an organization and its public. Bruning (2001) stated that organizations determine the success of their public relations efforts through its relationships with the public. In response to Broom, Casey, and Ritchey's (1997) call for a definition of organization-public relationships (OPRs), Ledingham and Bruning (1998) offered the first OPR definition as "the state which exists between an organization and its key publics, in which the actions of either can impact the economic, social, cultural or political well being of the other (p. 62)." OPRs "arise when organizations and their strategic publics are interdependent and this interdependence results in consequences to each other that organizations need to manage constantly (Hung, 2005, p. 396)." For

example, news about any organization or business cannot appear in the media, without someone there to tell them about it.

Relationship management theory focuses on managing OPRs that produce benefits for both organizations and their key publics (Ledingham, 2006). Ledingham and Bruning (1998) identified five dimensions of OPRs (trust, openness, involvement, commitment, and investment in the relationship) that influence publics' perceptions of their relationship with an organization. Trust is the feeling that members can rely on one another, while openness produces clear, direct dialogue between the public and the organization (Bruning, 1998). Involvement showcases that the public and the organization can further each other's interest, while commitment showcases both parties willingness to maintain the relationship (Bruning, 1998). The investment includes giving in order to build the relationship whether with money, resources, or time (Bruning, 1998). These five dimensions are important to build from the start of an organization-media relationship, in order to be better partners to one another.

Organizations should focus on building mutually beneficial relationships (Bruning, 2001). Relations that are mutually beneficial can give organizations a competitive edge (Bruning, DeMiglio, & Embry, 2006) and can "generate economic, societal, and political gain both for organizations and publics (Ledingham, 2006, p. 475)." After linking mutually beneficial relationships with public outcome behaviors, Bruning (2002) argued that public relations activities give strategic advantage to organizations and help their financial bottom lines. Bruning (2002) also noted that organizations and publics have assumptions about how they expect to be communicated with, and technology can influence these expectations. For example, some journalists like

to casually text while others like more formal emails when being approached with a story pitch.

Much of technology and relationship management research focuses on the Internet's potential to increase dialogic communication between organizations and their publics (Taylor & Kent, 1998). Taylor and Kent (1998) defined dialogic communication as "any negotiated exchange of ideas and opinions (p. 325)." The authors view dialogue as less about the agreement and more about open discussion and critical to using the Internet effectively and ethically within public relations and to creating dynamic, enduring relationships with the publics.

Park and Reber (2008) noted that organizations' websites play a role in fostering dialogue, one aspect of relationship-building, and considered their use as such to be the key to developing mutually beneficial relationships. Vorvoreanu (2006) looked at a Web site's relationship-building potential through the dynamic experience of interacting with a Web site. Today, the role of public relations has expanded into managing technology and beginning those conversations online.

### **Public Relations**

The Public Relations Society of America defines public relations as the "strategic communication process that builds mutually beneficial relationships between organizations and their publics ("What is...", 2011)." According to some scholars, the role of public relations has included being the organization's conscience. In Neill & Drumwright's 2012 study, they found organizations that have participative cultures, support the public relations manager as the organization conscience. In Latchaw, Allen,

and Ogden's (2009) study, they say in order for public relations professionals to be successful, they need to know how communication theory plays a role in their job.

Although these roles are still necessary for public relations, many practitioners including David Meerman Scott (2015) state that people need to stop following the old outdated rules of marketing and public relations including that marketing is advertising that needs to appeal to the public and exclusively is selling something to them. The old rules from Scott (2015) also state that the only way to get airtime and pages in newspapers was through the media, meaning the public would never see press releases.

According to Scott's (2015) book, the new rules of marketing and public relations need to include expanding reach through using the Internet. One of the rules Scott (2015) gives to marketing and public relations professionals is to communicate directly with their buyers through news releases, blogs, videos, and other forms of consumable content. He also says that delivering content people need before they realize they need it is important to understand in order to stay ahead of the market.

Mainstream Internet acceptance has ushered in virtual communities and, with that, a vision of a global village with unprecedented expectations of PR practitioners to service a new, global audience (Rheingold, 2002).

In Papasolomou and Melanthiou's 2012 research, the Internet is no longer just for finding information, but for companies, universities, and colleges, in this case, it is also a way to create relationships with customers (community members, prospective students, parents, etc.). In 2008, Gummesson found relationship building is the interaction in networks of connections and the Internet is used to create those bonds. Carter (2009) said that one of the best ways to create influencer value and relationships is to be more social

because of where the market is heading. He also says “Marketing 2.0” allows people to better participate and create relationships.

Journalists and public relations practitioners are sometimes on opposing sides of issues. Shin and Cameron (2005) sent out a survey to 641 public relations practitioners and journalists who showed their relationships are conflicting on both sides. Both professions disagree with one another and could not predict the responses of each other. The survey found PR practitioners to be accommodating and cooperative, where it found journalists use conflict as part of their strategy in order to deal with outside sources.

### **Media Relations**

One traditional aspect of public relations that is still important to professionals in the field is media relations or the relationships a business or organization make with the media (Michael Smart PR, 2016). Even in the digital age, creating and building relationships with journalists is key to succeeding in the field.

According to Smith (2014), media relations is the process through which an organization gains support from the media, such as newspapers, magazines, television, radio, online websites, and blogs. Media relations essentially create a “mutually beneficial” relationship between the media and an organization.

Effective media relations by organizations are often achieved through a successful agenda-building process that focuses on the origin of news (Zoch & Molleda, 2006). Weaver and Elliott (1985) noted, “Agenda-building approach is more concerned with how issues originate, or how subjects of news coverage become issues (p. 88).” To answer the question of who affects news content, scholars have analyzed news sources and compared raw materials of news (i.e., press releases) with news content. In his

seminal study, Sigal (1973) observed that half the news stories in the *New York Times* and *Washington Post* came from press releases, press conferences, or background briefings. Numerous studies confirmed journalists' routine and heavy reliance on PR for news stories (Cameron, Sallot, & Curtin, 1997). For PR professionals, this gives them an opportunity to build a relationship with the media and use the relationship in order to better promote their business.

Similar studies found that the number of Internet users in newsrooms has shown a continuous rise (Hermans et al., 2009). Online users use the Internet for getting story ideas, doing research, finding and interviewing sources, obtaining up-to-the-minute information, and interacting with their readers (Hermans et al., 2009). In the area of business news, about 70% of business journalists reported they have obtained news story ideas from companies' websites. Also, those sites were the journalists' first option when organizations' other sources were unavailable (Arketi Group, 2009). Although the topic of information subsidies has been rarely discussed in the context of new media, a survey of computer industry journalists confirmed that the perception of cost and time savings was a key predictor of journalists' use of companies' public relations websites (Hachigian & Hallahan, 2003).

PR practitioners also regard the Internet as a critical tool for connecting to various corporate constituents, such as stockholders, journalists, and the general public (Van der Merwe et al., 2005). Practitioners of Fortune 500 companies view the Internet as creating new public relations opportunities to enhance media relations, and they consider journalists to be their second-most important users, after stockholders, of their companies' websites (Esrock & Leichty, 1999).

Smith (2014) said there are 12 principles of effective media relations, which include looking to reporters as allies instead of enemies, the organization cannot always control what the media finds newsworthy, and news stories are often more reliable than advertising, among other principles.

### **Public Relations Campaigns**

According to Ron Smith (2014), public relations campaigns focus on four phases: research, strategy, tactics, and evaluation. Within each of these phases, steps must occur in order for the plan to be effective.

In the research phase, public relations strategists must first analyze the situation and find the opportunity or obstacle that the campaign can address. The organization must also be analyzed to determine what the strengths, weaknesses, opportunities, and threats to the organization are, and then identify the people, or group of people who are most affected by the organization's topic of the campaign.

In the strategy phase of the campaign, objectives must be set that are clear, specific and measurable. Message strategy is also developed in this portion of the campaign in order to better develop the content and decide its tone and style, among other issues.

The tactics phase allow strategists to select communication tactics in face-to-face communication, organization media, new media, and promotional media/ads according to Smith (2014). This phase also prepares to put the strategic plan into effect while developing schedules and other helpful tools to implement the plan.

The final phase of public relations campaigns is evaluating the plan, which includes measuring the effectiveness of each tactic in meeting the stated objectives.

In Katie Delahaye Paine's *Measure What Matters* (2011) she gives steps on how to better measure the success of a strategic plan. First, Paine (2011) says to identify and prioritize the audience for the plan and know who to "listen to, talk with, and manage relationships with (pg. 211)." The second step is to get everyone on the same page by thinking what the audience is seeing in the media and what actions they take because of it. The third step, according to Paine (2011) is to establish a benchmark. "Since benchmark is a comparative tool, you need to figure out what you are benchmarking your results against (Paine, 2011, pg. 213)." This step is often the most important in order for the campaign to have a clear, concise audience.

Step four tells the strategist to pick a measuring tool and collect data. Paine (2011) states in order to better measure media, institutions should compare media mentions to peer institutions and look through the subject, type of article, visibility of the institution within the article, visibility of specific initiatives or people, who was quotes, tonality of the article, what messages were communicated and how the institution positioned on key issues (i.e. good value for the money, quality of education, responsiveness). The fifth and final step instructs strategists to analyze the data and gain insight before making changes and then measuring their results again. Paine (2011) states that this step should be a regular part of a communication plan and strategists should use the mistakes they made and change them in order to see results in the next processing.

### **Event Management**

Event planning and management is a part of creating a public relations campaign plan. In Bang and Chelladurai (2003) found six volunteer motivational factors in the 2002 FIFA World Cup, which was later named the Volunteer Motivations Scale for

International Sporting Events (VMS-ISE) and was used as the theoretical foundation for Wang and Wu's (2014) study. Bang and Chelladurai's (2003) six volunteer motivational factors were: "(1) Expression of Values (concern for others, the success of the event, and society), (2) Patriotism (pride in and love of the country, and allegiance to the country), (3) Interpersonal Contacts (meeting and interacting with people and forming friendships), (4) Personal Growth (gaining new perspectives, feeling important and needed), (5) Career Orientation (gaining experience and career contacts), and (6) Extrinsic Rewards (getting free uniforms, food, accommodation, and admission)."

Wang and Wu (2014) said that in their study they hoped to find how event organizers could better manage their volunteers and to see if a relationship existed between volunteers' motivation, experience, and satisfaction.

The researchers gave out over 900 questionnaires at the World Expo to the university student volunteers, who represented 54 universities and colleges in or nearby Shanghai. After analyzing all of the data using the Characteristic Root Test and Scree Test Criterion, the researchers were able to put 32 main volunteer motivations into six different groups: career orientation, community involvement, extrinsic rewards, expression of values, personal growth, and love of the expo. From the results, it was determined that expression of values, career orientation and the love of the expo were named the motivational factors which best predicted the level of volunteer satisfaction. The results also found that the World Expo volunteers' motivation was to do something good for the World Expo organization and their society, and they tended to feel better when they made positive contributions to their community and when they helped others.

## **Method**

The professional project was to create a public relations campaign for RVUCOM's Utah campus to create awareness about the medical school within the local community, especially to parents and future students. The advisee developed research for the plan by discussing the school with local members of the community during events and presentations, as well as consulting others in the public relations field and finding past articles from the media about the university.

Throughout Q1 2017, the advisee and other faculty and staff from the school went out into the community and presented and spoke with various members of the southern Utah community. Presentations from Q1 included St. George Economic Summit in January, Community Speaker Series at the Southern Utah Veteran's Home in February, Hurricane Middle School Career Hour in March, Five County Association of Governments in March, Meet the Dean Reception at Entrada at Snow Canyon Country Club, and regular office visits at the University from business owners and local community members. During these conversations, the advisee found that most community members had no understanding of what an osteopathic medical school is and had no idea the school was being built until construction started. Further research could be conducted, but speaking with the groups was found to be suitable for the needs of the public relations plan.

During his research, the advisee also consulted a top public relations and marketing firm in Las Vegas, Kirvin Doak Communications. He conducted an interview to see how they promote their clients and companies and the services and goods they offer. The advisee used the research and implemented it into his final plan.

Throughout Q1 media values were recorded every month for each media hit the University received by the advisee. Media values were kept in order for companies and their public relations teams to keep track of how many media impressions they receive each month or quarter. Media values can be found in both print and online publications. In order to find the raw value for a print publication professionals find the size, or the numbers of pages and multiply it by the ad value, which most people can find in the publication's media kits or a media online assistance resources such as Cision or Meltwater. To find the PR value, multiply the size by the ad value and then multiply by 3. For online mentions, PR value is the Unique Visitors Monthly (UVM) of the publication. To calculate UVM, go online to SimilarWeb, or another online resource that tracks website visitors, type in the website of the publication, and at the bottom of the page people can access the full number of Estimated Views for that month. The media values were kept to start a media baseline for comparison for future campaigns the university will execute, including the one found in Appendix A.

Also throughout Q1, the advisee attended meetings about the Ribbon Cutting Ceremony and Open House for the campus' opening. In these meetings, media and marketing the events were often topics of discussion. Through these meetings, the advisee talked through his ideas of how to better promote the events to the general public, which he included in his final public relations plans.

### **Results**

At the end of Q1, the advisee finished his research and completed his PR plan for RVUCOM-SU. The plan includes a description of the medical school, timeline, objectives, strategies, and tactics. The objectives state the main goals of the campaign,

while the strategies are the plan of action of how those goals will be achieved. Within the tactics section of the plan, each tactic was divided into four sections: press materials, story pitching, media and community relations, and sample media targets. The complete plan can be found in Appendix A.

Through his research of media values, the advisee found several media hits from Q1 about RVUCOM-SU. In *The Spectrum*, the advisee found one print mention from the St. George Economic Summit presentation and one article about the school, all of which were put online. The University was also given a cover and three-page spread in *Utah Physician Magazine*, two mentions in *The Salt Lake Tribune* and *St. George News*, as well as article mentions in *KCSG*, *Brown Daily Herald*, and *Science Daily*.

In Table 1, print publication PR values for Q1 can be found. Although there were not many print hits, the article in *Utah Physician* included a cover and three-page spread, which was sent to over 3,200 physicians across the state of Utah most of whom are allopathic (MD) physicians. The second article from *The Spectrum* ran on the front page of the Sunday paper, which is typically the most read paper of the week and often is higher in price and value than any other day of the week.

*Table 1*  
*Print Publication PR Values for Q1*

<u>Publication Name</u>	<u>Size</u>	<u>Ad Value</u>	<u>PR Value</u>
<i>The Spectrum</i>	2 pages	\$1,119	\$6,714
<i>Utah Physician Magazine</i>	4 pages	\$2,000	\$8,000
<i>The Salt Lake Tribune</i>	¾ page	\$2,000	\$4,500
Totals	2 ¾ pages	\$3,119	\$19,214

In Table 2, for online publications PR values for Q1 there were a total of 10 articles found online about RVUCOM-SU totaling over 14 million views online. While this is a significant number of views, future campaigns should surpass this number.

Table 2  
*Online Publication PR Values for Q1*

<u>Publication Name</u>	<u>Number of Articles</u>	<u>PR Value</u>
<i>The Spectrum</i>	2 articles	\$210,000
<i>St. George News</i>	2 articles	\$400,000
<i>The Salt Lake Tribune</i>	2 articles	\$3,550,000
<i>KCSG</i>	1 article	\$20,000
<i>Brown Daily Herald</i>	1 article	\$270,000
<i>Science Daily</i>	1 article	\$10,400,000
Totals	10 articles	\$14,850,000

These numbers will be used to establish a baseline for future quarters and PR campaigns to compare and contrast of one quarter and/or campaign to another. The media values also helped establish which media outlets are aware of the medical school and which need to be spent more time on in order to cultivate those relationships.

### **Conclusion**

In conclusion, a public relations plan was written for RVUCOM's southern Utah campus, opening in Ivins in July 2017. The plan was written to garner attention by both the media and community members of southern Utah.

The research was conducted in order to better target the plan. Interviews were conducted out in the community through several community groups and event including the St. George Economic Summit in January, Community Speaker Series at the Southern

Utah Veteran's Home in February, Hurricane Middle School Career Hour in March, Five County Association of Governments in March, Meet the Dean Reception at Entrada at Snow Canyon Country Club, and regular office visits at the University from business owners and local community members.

The advisee conducted interviews with public relations professionals to see how to compare to industry standards. The culmination of research resulted in the creation of the public relations plan. After the campaign has been implemented, the advisee will evaluate the success of the campaign through media values and number of attendance for the ribbon cutting and open house events. At that point, the advisee can use what he learned from the campaign and begin to build a new plan.

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## Appendix A

### RVUCOM-SU Public Relations Campaign Plan

#### Description

Rocky Vista University College of Osteopathic Medicine was established in 2006 in Parker, Colorado as a private, for-profit health sciences university. In early 2016, RVUCOM-SU broke ground on its new campus in Ivins. The medical school is scheduled to open in July 2017 and many community members in the surrounding area are unaware of the new medical school being built in their backyard.

The University will be promoted through a series of traditional media, all in the support of Rocky Vista University's Southern Utah campus.

#### Start Date

The campaign will begin on May 10, 2017 and will last until July 31, 2017.

#### Objectives

- Raise awareness of Rocky Vista University to the entire state of Utah, especially parents and students in the southern Utah region
- Increase media coverage for RVUCOM-SU by 10% by the end of the campaign

#### Strategies

- Promote RVU to the media around Utah including print, online, TV, and radio publications
- Build community awareness of RVU through media coverage and establishing partnerships with local community groups
- Cultivate new media relationships, while fostering existing ones to ensure strong position in the media
- Develop and submit for approval for a city-wide proclamation in Ivins to boost location and brand awareness

#### Promotional Tactics

- **Press Materials**
  - Develop press releases and media alerts for general distribution:
    - Ribbon Cutting date announcement release
    - Open House date announcement release

- Orientation Events announcement release
- New administration hired release
- Construction almost complete release
- Move In Day Release
- Staff Hiring release
- Staff/faculty announcement press releases
- **Story Pitching**
  - Craft and share compelling story angles with media to garner pre-publicity buzz and maintain media interest after opening.
    - **Innovative Campus:** Focus on the Surgical Simulation Center and the Ultrasound Lab. Highlights can also include RVU's academic tracks for students (Global, Military, Rural and Wilderness, Physician-Scientist)
    - **Physician Shortage in Utah:** RVU chose Utah for its second campus because of the shortage of primary care physicians in the state.
    - **Keeping Utah students in-state:** Highlight the percentage of Utah students who are staying in Utah to receive their medical education
    - **Health Trends:** Pitch health trend stories that feature faculty as experts
    - **Osteopathic Medicine:** Highlight what osteopathic medicine is and have faculty explain/demonstrate the benefits
- **Media /Community Relations**
  - Develop special amenities and foster key relationships
    - Media Drops
      - To build a buzz about the campus, deliver personalized invitations to local media members during the middle of May for the Ribbon Cutting Ceremony
    - Media Dinner
      - To become familiar with RVUCOM and encourage in-depth media coverage, host local media for dinner on June 30, 2017. Marketing Office will track RSVPs and coordinate dinner details. (*Separate from the ribbon cutting event*)
  - Ribbon Cutting Event (July 14, 2017)

- The Marketing Coordinator will manage aspects of the Ribbon Cutting event:
    - Develop invite list for media for ribbon cutting
    - Secure RSVP email address/phone numbers for media
    - Manage media RSVP's
    - Check in media day of the event
  - Open House Event (July 15, 2017)
    - The Marketing Coordinator will manage all aspects of the Open House event:
      - Develop community invite list for the Open House
      - Plan the logistics of the event
      - Manage staff and faculty demonstrations
      - Provide updates of event planning to administration
  - Influential Partnerships
    - Form partnership with local businesses around the area to build brand awareness.
      - Reach out to the following community groups and invite them to the Open House:
        - St. George Chamber of Commerce
        - St. George Business Network International (BNI)
        - St. George Rotary Club
        - Dixie State University, College of Science
        - Southern Utah University, College of Science and Engineering
        - Ivins City Council
        - Utah Osteopathic Medical Association (UOMA)
        - Five County Association of Governments
      - Reach out to residents of Ivins through the town's newsletter
      - Deliver personalized letters to businesses and residents directly surrounding the campus
- 
- **SAMPLE MEDIA TARGETS**

<b>Print/Online</b>	The Spectrum, St. George News, The Independent, KCSG, Iron County Today, Deseret News, The Salt Lake Tribune, Construction School News, Chronicle of Higher Education, Inside Higher Education, The DO, Utah Osteopathic Medication Association, American Osteopathic Association, LDS Living, Daily Herald, Standard Examiner, Salt Lake City Weekly, Utah Public Radio, Dixie Sun, The University Journal, St. George Magazine, St. George Health & Wellness
<b>TV/Radio</b>	Good4Utah (ABC 4), KUTV, KSL, Fox 13, Cherry Creek Radio, Canyon Media Group, KDXU (CCR-St. George IV)

## Appendix B

### Media Mentions

The image is a screenshot of the ScienceDaily website. At the top left is the ScienceDaily logo with the tagline "Your source for the latest research news". To the right of the logo are social media icons for Facebook, Twitter, LinkedIn, and YouTube, along with a "Subscribe" button. Below the logo is a "Breaking News" banner that reads "Stem Cells Can Now Regrow Any Tissue Type". A large advertisement for Intel is featured in the middle, with the text "AMAZING WORKS HERE" and a woman's face. To the right of the Intel ad is a box that says "Follow all of ScienceDaily's latest research news and top science headlines!". Below the ad is a navigation menu with categories: Health, Tech, Energy, Society, and Quality. A search bar is located on the right side of the menu. The main content area is titled "Science News" and includes the text "from research organizations". There are icons for Print, Email, and Share. The featured article is titled "Back after a century, for-profit medical schools could make impact". The article's metadata includes: Date: February 23, 2017; Source: Brown University; Summary: Long discouraged, for-profit medical education has established a renewed foothold in the US, leading a trio of Brown University scholars to examine in JAMA what that rise could mean. Below the summary are social media sharing icons for Facebook, Twitter, Google+, LinkedIn, and Email. At the bottom of the article section are links for "RELATED TOPICS" and "REAL STORIES". On the right side of the article is a photograph of two medical professionals, a man and a woman, in white lab coats. The word "define" is written in a large, white, serif font across the bottom of the photo.

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Without any other...  
Pave the way...  
Boats turn back to...  
Health, will...  
Direct to depart...

**SUMMER SESSION @ BROWN** >>>  
CLASSES BEGIN JUNE 28 — BROWSE COURSES NOW

**University researchers analyze revival of for-profit medical schools**  
Comeback of for-profit medical schools brings questions of reputation, quality of education

By JACKSON WELLS  
STAFF WRITER  
Tuesday, March 14, 2011



St George News

Mobile Friendly Pharmacy

Rocky Vista medical school readies for July opening, names advisory council

Written by Julie Appleton



St George News

News | Harbor | SPORT | ADVERTISING

**HURT IN A CRASH?**  
Call if you have been injured or involved - SPEAK WITH AN ATTORNEY

### Construction worker falls from 'very serious' height

Written by Joseph Williams | Updated on 2018



The Spectrum

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### DSU to turn East Elementary into entrepreneurial center

By [Name] | [Date]



As [Name] State University prepares to move into the East Elementary building, plans for how the school building will be put to use are being made.

President and Vice President of Academic Affairs, Michael L. [Name], led a crowd gathered for Thursday's [Name] Up Down South annual address.

During this university official's visit to meet the faculty, a proposal for community entrepreneurship that will eventually provide courses for valuable patient patterns. At least, a [Name] [Name] [Name] [Name].

"We will be converting East Elementary school in the next several months, opening in the fall, using the [Name] [Name] [Name] [Name]. We are going to create an environment on campus that is business in students. Faculty and staff and members of the community to come and engage with each other. Our [Name] [Name] [Name] [Name]."

**New Patient Special**  
\$35  
Evening  
Open  
Closing

**Free Consultation**  
Free Xrays  
The Denture, Crown  
& Dental Implants



The Salt Lake Tribune

## Utah's physician shortage worsens as more retire

By Alex Ebeling/The Salt Lake Tribune  
 Published: January 21, 2017 10:29 AM  
 Updated: January 22, 2017 01:14 AM

**Baby boomers turn to life after work, straining a new workforce already hampered by school debt, lower pay and lack of residency slots.**

William Harrison used to get irritated when people flashed him photos of their grandchildren. Then his daughter gave birth to triplets eight months ago — and now, he's a showoff, too.

"I can see why they do it now," said Harrison, a longtime anesthesiologist at Intermountain Medical Center. "But mine really are cute."

Spending much time with his three grandkids is just one reason Harrison, 64, is looking forward to retiring next year.

Physicians of the baby-boom generation, like Harrison, are preparing for retirement more than ever. In 2015, 18 percent of Utah physicians reported plans of retiring within five years, compared to 9 percent in 2010, according to the 2016 Utah Medical Education Council's report on the state's physician workforce.

"There's more to life than working every day," said Harrison, who's spent the last 32 years with Intermountain. "I still have a bucket list of things I want to do."



David Hoggan/The Salt Lake Tribune: The baby boom generation of doctors is being upped by retirement, said anesthesiologist Dr. William Harrison, who plans to retire from Intermountain Medical Center in 2018 after 32 years of service. Harrison says there's a shortage of doctors in the state and across the nation, largely because of the baby-boom generation's aging workforce.

