

TIMELINE:

- March 14, 1997: Preliminary communication plan submitted to the Alumni and Development Office by PRIS.
- April 15, 1997: Final communication plan submitted to the Executive of the Board of Governors.
- May 1, 1997: Public relations briefing held for in-house stakeholders and their spokespersons to present communication plan and explain stakeholders' roles. Draft news release to be ready.
- June 2, 1997: News release distributed to local media and student media. Monitor closely all regional media outlets as well as student media.
- June 3, 1997: Strategy meeting of ADO and PRIS to assess reaction of student and local media to the release and to plan next steps depending on the kind of reaction received (i.e. positive reaction, we let it be -- plan A. Negative reaction, we put in place the worse-case scenario-- plan B.)

PLAN A — POSITIVE MEDIA REACTION TO THE AGREEMENT

On May 1, 10:00 am, issue news release to local media and student media announcing agreement and describing its positive aspects, with quotations from various U of O stakeholders.

If the reaction of the local media as well as the student media is relatively positive or neutral to the announcement of this agreement, we just "ride the wave" and keep reiterating the positive aspects of this agreement (see below).

PLAN B — NEGATIVE REACTION TO THE AGREEMENT

- ▶ Prepare a list of in-house supporters (professors, students) whom we can ask to write "letters to the editor," or call-in radio phone shows.
- ▶ Prepare a sample letter ready for in-house supporters to use.
- ▶ Identify University spokespersons (i.e. assistant vice-rector, vice-rector, or even student representatives) to do follow-up calls to reporters/columnists who wrote negative pieces or did negative reports of the agreement.
- ▶ Ensure that all follow-up calls and letters reiterate positive aspects of the agreement, and don't get caught "reacting" to negative aspects.
- ▶ Get U of O spokespersons to reiterate the positive aspects of the agreement as often as they can in their own terms.
- ▶ Assess media coverage on a daily basis and adjust plan accordingly.

SUGGESTED SPOKESPERSONS FOR MEDIA PURPOSES:

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1. Student media (on campus)
 - ▶ Alain Gauthier, SFUO president
2. External media
 - ▶ Bonnie Morris, assistant vice-rector, Alumni & Development
 - ▶ Alain Gauthier, SFUO president

POSITIVE ASPECTS OF AGREEMENT TO REINFORCE:

- ▶ All stakeholders, early on in the process, — SFUO, Café administratif, Café alternatif, Sports Services, Graduate Students' Association, Food Services — agreed to proceed with the Board of Governors' approval.
- ▶ It's a win-win situation: all constituents win.
- ▶ This agreement is an exclusive partnership with company X which will secure substantial long-term, guaranteed revenues and/or in-kind support. This is fiscally responsible.
- ▶ It's a long term agreement, enforceable by rule of law, which can assure that costs of products remain independent of private funding.
- ▶ Long-term revenues for the University (guaranteed for 10 years) ensure continued quality services on campus.
- ▶ Prepare statement to explain how these revenues will be spent.
- ▶ The preferred pricing for the University and all of its stakeholders will bring considerable savings for some of the stakeholders on campus. It provides for fixed wholesale and retail pricing over the next 2-3 years.
- ▶ It's a good way to keep government cuts off the backs of students.

- ▶ Increased marketing activity will bring more public interest in university sports.
- ▶ By being more entrepreneurial, the University can attract other non-traditional sources of income.
- ▶ Value-added marketing, promotion and advertising constitutes support for the University in form of "in-kind" product.
- ▶ There will be no commercial signage that conflicts with University's Master Plan or Sports Services direction.
- ▶ Canadian universities and colleges are pioneers in this type of partnerships (University of British Columbia, British Columbia Institute of Technology, University of Manitoba). Overall, the experiences have been positive and the institutions are enjoying tremendous long-term revenues while keeping the cornerstones of purchasing (price, quality and delivery) in place.

POTENTIAL AREAS OF DISSENT AND SUGGESTED ANSWERS:

Areas of dissent	Answers
Confidentiality: multimillion dollar deal negotiated behind closed doors	For competitive reasons, details of this agreement cannot be released. However, it does not compromise the integrity of the University nor does it hinder the fulfilment of its mission as an institution of higher learning. All the stakeholders agreed to go ahead with this deal--SFUO, Café administratif, Café alternatif, Sports Services, Graduate Students' Association and Food Services. (<u>Reiterate positive aspects of agreement.</u>)
Suppression of information: control of knowledge goes against freedom of speech at the University.	For competitive reasons, details of the financial agreement cannot be released. The financial returns are significant and will be spent on non-recurrent projects. TO CONF.

Areas of dissent	Answers
"Corporatisation" of daily life on campus.	The University will not look more commercialized. Marie-Curie Street won't be plastered with neon signs. It won't look like Yonge Street. All advertising must be approved. We might see more signage in the sports facilities.
Loss of consumer choice	There will remain a wide selection of cold beverages but only one supplier. It's not the University's mission to ensure availability of cold beverages from different manufacturers.
Monopoly situation brings on increased prices.	We will continue to offer a wide variety of beverages to our student clientele at competitive, affordable prices, which are controlled by us and not the supplier.
Fear of corporate influence on research: the University will become a corporate appendage.	This agreement is about buying cold beverages. It's not about teaching or research. We are not compromising our goals, objectives nor our overall mission. The independence of university research is far more threatened from earmarked contributions from private firms or from research projects relying on industrial research contracts than from exclusive commercial agreements of this kind.
Exclusive market place for the company's messages and products	Universities provide an opportunity for the private sector to tap fresh audiences, who are well-educated, and future "higher-income" earners who will become product-loyal on and off site.

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