

UF | College of Journalism and Communications UNIVERSITY of FLORIDA

SYLLABUS – PUR4932.2F70 Client/Agency Relations (☼)

Fall 2018 – M 8-10 (3:00 – 6:00 p.m.); Room: Weimer 2050

Instructor: Patrick Ford, Professional in Residence, Department of Public Relations

Office hours (Weimer 2091): Tuesday, 2:00 - 4:00 p.m.; Wednesday, 4:15 – 5:30 p.m.; Thursday, 11:00 a.m. – 1:00 p.m. Appointments recommended and may also be possible outside office hours.

Email (preferred): ford@ufl.edu; Telephone: 352-294-0493; Text: 703-966-8138

(☼) *This syllabus is subject to change as the professor deems appropriate and necessary.*

Course Description

This course will provide students with an understanding of public relations business functions, and the important role played by symbiotic relationships between agencies and clients. Extensive real-life examples of successful agency-client partnerships will provide insights into key success factors for PR practitioners. In some cases, these examples will be brought to life by in-house executives and agency leaders.

Over the course of the semester, we will explore:

- How and why clients make the decision to retain agencies, and how they measure the return on that investment
- How the agency-selection process works
- How agencies identify prospects, pitch and win the business, deploy staff and other resources in service of the clients' goals, and how they measure success
- The fundamentals of the agency-client business relationship – i.e., how the clients and agencies manage their agency budgets; how agencies handle the billing for various kinds of relationships and services.

Prerequisite: PUR 3000 Principles of Public Relations or ADV 3008 Principles of Advertising with a minimum grade of C.

Method of Instruction

This will be a highly interactive course, making use of case studies from the field, experiential learning projects, presentations, and hands-on instruction to engage in the learning process. You will be expected to monitor and assess news about agency-client relationships through PR trade media and other public sources (several suggested sources will be detailed in the first class). You will also be encouraged to gather information and insights directly from PR professionals on the agency and client sides, either through existing relationships or new contacts with which the instructor will assist.

Course Objectives & Learning Outcomes

- Become familiar with top agencies of various sizes and ownership models
- Develop an understanding of the history and evolution of agency-client relationships
- Develop a keen understanding of the key factor contributing to successful agency-client relationships, and how some of those relationships fail
- Demonstrate knowledge of how clients select agencies to support them
- Demonstrate knowledge of how agencies identify, win and build mutually beneficial relationships with clients
- Apply the lessons learned in this course and through other experience to demonstrate how to write an RFP, how to respond to an RFP, how to pitch the business, and how to measure success

The course specifically supports seven of the 11 professional values and competencies required of graduates by the Accrediting Council on Education in Journalism and Mass Communications (ACEJMC):

- Demonstrate an understanding of the diversity of groups in a global society in relationship to mass communications.
- Understand concepts and apply theories in the use and presentation of images and information.
- Demonstrate an understanding of professional ethical principles, and work ethically.
- Think critically, creatively and independently.
- Conduct research and evaluate information by appropriate methods.
- Write correctly and clearly in forms and styles appropriate for the communications professions, audiences and purposes they serve.

College of Journalism and Mass Communications Objectives

The Accrediting Council on Education in Journalism and Mass Communications requires that by graduation all students should be able to:

- Understand and apply the principles and laws of freedom of speech and press for the US
- Demonstrate an understanding of the history and role of professionals and institutions in shaping communications;
- Demonstrate an understanding of gender, race, ethnicity, sexual orientation and, as appropriate, other forms of diversity in domestic society in relation to mass communications;

- Demonstrate an understanding of the diversity of peoples and cultures and of the significance and impact of mass communications in a global society;
- Understand concepts and apply theories in the use and presentation of images and information;
- Demonstrate an understanding of professional ethical principles and work ethically in pursuit of truth, accuracy, fairness and diversity;
- Think critically, creatively and independently;
- Conduct research and evaluate information by methods appropriate to the communications professions in which they work;
- Write correctly and clearly in forms and styles appropriate for the communications professions, audiences and purposes they serve;
- Critically evaluate their own work and that of others for accuracy and fairness, clarity, appropriate style and grammatical correctness;
- Apply basic numerical and statistical concepts;
- Apply current tools and technologies appropriate for the communications professions in which they work, and to understand the digital world.

Required Reading

The Public Relations Firm, Bob Pritchard and Stacey Smith, Business Expert Press, 2015

Additional Readings as assigned. The professor will provide articles and book chapters for additional readings. Students will be expected to be regular readers of one or more of the following: PRWeek, the Holmes Report, O'Dwyer's Daily, PR News, IPR Research Report and other selected trade and business publications and sites that cover aspects of the PR business.

Online Course Administration — e-Learning in Canvas

<http://lss.at.ufl.edu/> will be used to administer the course communication, materials (e.g., PowerPoint files, additional readings, handouts, assignment guidelines, evaluation forms), and grades. For instance, an electronic file of this document is posted on Canvas. You can access the site by using your GatorLink username and password. Please check the site for announcements and/or threads of comments from classmates, and the professor.

Course Evaluation

The evaluation of coursework will be based on the student's performance in four major areas, each of which constitutes a proportion of the final grade. These include weekly attendance and active participation; three quizzes; individual projects and presentation; and one group experiential learning project (i.e., development and management of a client RFP; development and presentation of an agency pitch). The area and allocations for each are as follows:

- **Attendance Active participation: 30%**
- **Individual projects/presentations: 25%**
- **Experiential group project: 20%**

- **Quizzes: 25%**

Grading for the course follows current UF grading policies for assigning grade points (see <https://catalog.ufl.edu/ugrad/current/regulations/info/grades.aspx>).

The grading scale for the course is as follows: A

92-100%
A- 90-91%
B+ 88-89%
B 82-87%
B- 80-81%
C+ 78-79%
C 72-77%
C- 70-71%
D+ 68-69%
D 62-67%
D- 60-61%
E below 60%

Letter grades for this course will be based on the total points earned over the term. For further information about grades and grading policy, please consult: <https://catalog.ufl.edu/ugrad/current/regulations/info/grades.aspx>

(*) The quizzes of the term will be held during the regularly scheduled class periods. Quizzes are designed to test the student's knowledge of the main ideas covered in each of the readings, handouts, guest speakers, and class discussions as specified in the syllabus.

No Make-Up Quizzes

If you miss a quiz you will receive a grade of zero for that test. Documented exceptions for extreme circumstances will be considered and should be discussed with the instructor prior to any missed test. Requirements for class attendance and make-up exams, assignments, and other work in this course are consistent with university policies that can be found at: <https://catalog.ufl.edu/ugrad/current/regulations/info/attendance.aspx>

End of Course Evaluations

Students are expected to provide feedback on the quality of instruction in this course based on 10 criteria. These evaluations are conducted online at <https://evaluations.ufl.edu>. Evaluations are typically open during the last two or three weeks of the semester, but students will be given specific times when they are open. Summary results of these assessments are available to students at <https://evaluations.ufl.edu/results>.

Course Professionalism

The College of Journalism and Communications is a professional school and professional decorum

is expected at all times. Therefore, the students, and the professor, adhere to workplace norms for collegial and respectful interaction. Students are expected to arrive on time, not leave early unless prior permission is granted, and wait for the class to end before packing to leave.

Further, students are expected to conduct themselves in an honest, ethical, and courteous manner — with classmates and the professor. Eating, drinking and privately chatting in class do not demonstrate professional behavior. Chatting while the instructor, guest lecturer or another student are talking is unacceptable behavior; such actions can result in being asked to leave the classroom and will result in a lowering of your class participation grade.

Cell phones and other electronic devices must be turned off completely during class; manner mode or vibrate is not considered off. In the event of an emergency situation, notify the professor at the start of class. Laptops may be used only as a note-taking device. Surfing the Internet, checking or creating email, playing games, and other online activities not related to class are strictly prohibited.

The Honor Pledge

The University of Florida Honor Code applies to all work related to this class. All students are expected to be honorable and to observe standards of conduct appropriate to a community of scholars. Students are expected to attend every class, arrive on time, and participate in class discussions. Assigned readings should be completed prior to class, and students should be prepared to discuss the assigned material. Any material discussed in class and/or covered in the assigned readings may be included on examinations. Students will not be allowed to make up exams. Exceptions to this policy will be limited to documented exceptional (as defined by the professor) circumstances and at the discretion of the professor. Students arriving more than 10 minutes late to an exam will not be allowed to take the exam.

UF students are bound by The Honor Pledge which states, “We, the members of the University of Florida community, pledge to hold ourselves and our peers to the highest standards of honor and integrity by abiding by the Honor Code. On all work submitted for credit by students at the University of Florida, the following pledge is either required or implied: “On my honor, I have neither given nor received unauthorized aid in doing this assignment.” The Honor Code (<http://www.dso.ufl.edu/sccr/process/student-conduct-honor-code/>) specifies a number of behaviors that are in violation of this code and the possible sanctions. Furthermore, you are obliged to report any condition that facilitates academic misconduct to appropriate personnel. If you have any questions or concerns, please consult with the instructor in this class.

Students with Challenges

We are committed to helping students with special challenges overcome difficulties with comprehending the subject matter, while abiding by the standard code of confidentiality. In order to address academic needs, we must be informed of the student’s circumstance at the beginning of the semester *before* performance becomes a factor. This is not to imply that standards of fairness will not be generally applied when evaluating student work; only that reasonable and appropriate measures will be taken to ensure that officially recognized challenges do not become a hindrance to a student’s ability to succeed in this course.

Students requesting classroom accommodation must first register with the Dean of Students Office (Disability Research Center – 352-392-8565, www.dso.ufl.edu/drc/) by providing appropriate documentation. Once registered, students will receive an accommodation letter that must be presented to the instructor or teaching assistant when requesting accommodation. Students with challenges should follow this procedure as early as possible in the semester.

Campus Resources: Health and Wellness

U Matter, We Care:

If you or a friend is in distress, please contact umatter@ufl.edu or (352)392- 1575 so that a team member can reach out to the student.

Counseling and Wellness Center: <http://www.counseling.ufl.edu/cwc/Default.aspx>, 392-1575; and the University Police Department: 392-1111 or 9-1-1 for emergencies.

Sexual Assault Recovery Services (SARS) Student Health Care Center, 392-1161.

University Police Department, 392-1111 (or **9-1-1** for emergencies).
<http://www.police.ufl.edu/>

Academic Resources

E-learning technical support, 352-392-4357 (select option 2) or e-mail to Learning-support@ufl.edu. <https://lss.at.ufl.edu/help.shtml>.

Career Resource Center, Reitz Union, 392-1601. Career assistance and counseling.
<http://www.crc.ufl.edu/>

Library Support, <http://cms.uflib.ufl.edu/ask>. Various ways to receive assistance with respect to using the libraries or finding resources.

Other Important Notes

- The professor reserves the right to make changes, if necessary, to the grading system, schedule, or other matters pertaining to the class.
- The professor may be reached via e-mail, text or telephone, but please be aware that the professor may not be able to respond immediately to your communication. As a rule, allow up to 48 hours for a response. Therefore, barring an emergency situation, it is advisable to contact the instructor well in advance of an exam or a deadline in order to give the professor adequate time to respond to you.
- Students are not to consume food in the classroom or to use laptop computers for anything other than to take class notes or follow PowerPoint presentations. Use of mobile telephones or other electronic devices is prohibited during class.
- Students are not permitted to bring guests to class unless special arrangements have been made with the professor prior to class.
- If you notice yourself having trouble in the course, it is crucial that you see the instructor immediately. Please feel free to approach the instructor about any concerns or comments

you might have about this class. I will be happy to meet with you by appointment (during office hours or other times when possible).

- You are expected to arrive promptly for class, fully prepared to discuss the assigned readings.
- **Attendance policy:** Attendance is mandatory. Absences count from the first class meeting. After due warning, I may prohibit further attendance and subsequently assign a lower or failing grade for excessive absences; more than two unexcused absences during the semester will be considered “excessive absences.” You are responsible for signing the attendance sheet every class period as well as notifying me of the cause of your absence for a class meeting (for further information on attendance policy, please consult: <http://www.registrar.ufl.edu/catalog/policies/regulationattendance.html>).
- Any evidence of plagiarism or cheating will result in an “E” for the course and possible disciplinary action.
- Do not submit the same work to more than one class without prior written permission from both instructors. Do not adapt work from another class for this class without my prior written permission.
- Do not adapt someone else's work and submit it as your own. This course requires original work, created at this time, for this purpose.
- Spelling counts, as do grammar, punctuation and professional presentation.
- An assignment turned in past the deadline without permission will be penalized one letter grade for each weekday it is late. This is a business where deadlines count. You can't make excuses to your boss or a client if your work is late.
- In addition to the required and recommended readings, you are expected to maintain comprehensive class notes because class lectures often contain information that is not contained in the readings. You will be tested on this information in quizzes.

Course Schedule and Readings

Aug 27	<p>Introductions, expectations and course overview</p> <p>Complete personal information sheet</p> <p>Readings before Sept. 10 class:</p> <ul style="list-style-type: none"> • PRWeek Agency Business Report (to be provided in class) • Pritchard and Smith, Parts 1 and 2 • “The New CCO” white paper from Arthur W. Page Society https://docs.google.com/gview?url=http://www.awpagesociety.com/attachments/da10081169c1ed68133e33d5684e0090da75d9cb/store/28f3cce472546ff3b3c079dfaa63e1a5347aa85def06f312539d8c1ebc8f/The_New_CCO_-_Full_Report.pdf • “The Authentic Enterprise” white paper from Page Society https://www.awpagesociety.com/thought-leadership/authentic-enterprise-report • Dr. DiStaso paper for Page Society on corporate character - https://www.awpagesociety.com/blog/ccos-on-building-corporate-character-more-work-to-be-done
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Sep 3	Holiday: Happy Labor Day!
Sept 10	<p>Lecture: Client-Agency Dynamics</p> <ul style="list-style-type: none"> • Why, when and how clients hire agencies • The Working Relationship between Client and Firm: vendor? Trusted adviser? True partner? <p>Interactive exercise: How clients create RFPs – role playing as client team for experiential group assignment</p>
Sept 17	<p>Interactive Lecture: Evolution of agency models</p> <ul style="list-style-type: none"> • Agency types • Influence of holding companies • Agency profiles <p>Discuss: Group and individual assignments (individual assignments due Oct. 15)</p>
Sept 24	<p>Guest Lecture: Reports from the Field</p> <ul style="list-style-type: none"> • Sara Kemp, Senior Director, Burson Cohn & Wolfe • Rebecca Farrell, Director, Burson Cohn & Wolfe
Oct 1	<p>Quiz #1</p> <p>Lecture: Finalizing RFP for group project</p> <ul style="list-style-type: none"> • Discussion with client • Interactive process for final RFP <p>Finalize group assignments for group project</p>
Oct 8	<p>Interactive Lecture: Evolution of in-house communications function</p> <ul style="list-style-type: none"> • Page Society white papers • Corporate comms as “corporate conscience” <p>Read: Pritchard & Smith, Part 3</p>
Oct 15	<p>Guest Lecture: Top Client Perspective</p> <ul style="list-style-type: none"> • Jano Cabrera, Senior Vice President, Corp. Comms., McDonald’s <p>Interactive discussion: Pitching business to prospective clients</p>

Oct 22	Individual assignment presentations – agency profiles
Oct 29	<p>Lecture: The working relationship between client and agency</p> <ul style="list-style-type: none"> • Client leader and principal client roles • Contracts • Billing models • Measurement and evaluation <p>Complete individual presentations</p>
Nov. 5	<p>Quiz #2</p> <p>Interactive discussion: Selling new business</p> <ul style="list-style-type: none"> • Selling to existing clients • Winning RFP pitches • Proactive selling to new prospects
Nov 12	Holiday: Veterans Day
Nov 19	<p>Guest Lecture: Insights from a legendary leader, agency side</p> <ul style="list-style-type: none"> • Andy Polansky, global CEO, Weber Shandwick <p>Interactive discussion: group project breakouts</p>
Nov 26	Rehearsals for group projects
Dec 3	Final: Group presentations (mandatory attendance)