

# PUBLIC RELATIONS CAMPAIGNS (PUR4800) | SPRING 2021

## INSTRUCTOR

Alexis Fitzsimmons, M.A.  
[lexiebajalia@ufl.edu](mailto:lexiebajalia@ufl.edu)  
Office hours via Zoom by appointment

## CLASS TIME

Fridays  
Periods 4-6  
10:40 a.m. to 1:40 p.m.

## IN-PERSON STUDENTS

Weimer 1078  
Section: 35HG  
Class #: 19113

## ONLINE STUDENTS

<https://ufl.zoom.us/j/94516447809>  
Zoom PW provided in Canvas  
Section: 35HH |Class #: 29931

This class will take place synchronously (live). Students will join class either in Weimer (in-person students) or via Zoom (online students) every Friday of scheduled class promptly at 10:40 a.m. Per UF guidelines regarding COVID-19, in-person students will practice social distancing in the classroom and must wear a mask at all times. Prior to each class, I will review ONE UF to ensure in-person students are cleared for attendance.

For all students, I completely understand that learning during a pandemic is challenging. If you are having trouble, please reach out to me. I will work with you and do my best to ensure that you have a positive experience in this course.

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## COURSE DESCRIPTION

PUR4800 is the capstone course for the undergraduate program in public relations. As such, it draws heavily on students' previous training in principles, techniques, writing and research methods to develop a public relations campaign for an actual organizational client. Students will use the principles and techniques of public relations to analyze case studies, track current public relations issues, create various communication campaigns and solve real-world problems. The additional advanced learning will come not so much from the instructor or the materials but in the application—the creation of comprehensive communication campaigns that truly communicate.

## COURSE FORMAT

Class time will be dedicated to lectures, discussions and/or time reserved for team meetings and work sessions. In addition to attending all classes, students should plan to dedicate ample time outside of classroom hours to complete their campaign projects. For the campaign-planning portion, this course will employ the counseling-firm format in which class members form account teams representing the same client. The requirements and expectations of the campaign project will be as rigorous and demanding as students' first jobs in public relations. Students are expected to be professional in all dealings associated with this class, including treating our client with the utmost respect.

## REQUIRED TEXT

Bobbit, R., & Sullivan, R. (2013). *Developing the public relations campaign: A team-based approach* (3rd ed.). Pearson.

## CONTINUED READING

Students are expected to read news periodicals (local, national and international) and communication-related professional and academic journals regularly. Higher levels of professional competence and authority demand not only awareness of current news events but also an applied understanding of how economic, political and social trends affect the communication profession. Suggested resources include, but are not limited to, Journal of Public Relations Research, Public Relations Review, Public Relations Journal ([prjournal.instituteforpr.org](http://prjournal.instituteforpr.org)) and PRism ([prismjournal.org](http://prismjournal.org)). Other helpful practitioner-based resources include the Institute for Public Relations ([instituteforpr.com](http://instituteforpr.com)), Public Relations Society of America ([prsa.org](http://prsa.org)), PRWeek ([prweek.com/us](http://prweek.com/us)) and PRNEWS ([prnewsonline.com](http://prnewsonline.com)).

## LEARNING OUTCOMES

By the end of this course, you should be able to:

- Discuss the basic principles of public relations campaign management, including applied research, planning, communication, evaluation and stakeholder relationship management.
- Develop a standard of excellence by analyzing “real life,” award-winning campaigns.
- Apply strategic, creative thinking in the development of a public relations campaign and collateral materials.
- Determine, analyze and develop communication programs to solve real-world problems.
- Consult and advise an actual client on strategic public relations campaign development.

## LATE WORK POLICY

Deadlines are imperative in the public relations profession. Therefore, all assignments must be submitted on time. You will have 24 hours after the due date to turn in your assignment for a 10% grade reduction. A grade of ZERO will be assigned after those 24 hours.

## OTHER CLASS POLICIES

- The University of Florida Honor Code applies to all activities associated with this class.
- Class members are expected to read assigned readings and watch recorded lectures before class plus participate actively during live class discussion.
- Although you may use computers in class, internet messaging and surfing are disruptive and, if caught, you may forfeit computer use in the class.

- All work will be judged by professional standards. I will grade written assignments with care and expect that you will write with the same responsibility and precision you applied to your previous writing classes. Work must be typed and visually appealing with no spelling, grammatical or AP style errors. Points will be deducted for such errors as these are unacceptable of public relations students or professionals, and my goal is to help prepare you for a job in public relations.

## SPECIAL NOTES

- **Course Recording by Instructor:** Our class sessions may be audio and visually recorded for students in the class to refer back or for enrolled students who are unable to attend live. Students who participate with their camera engaged or utilize a profile image are agreeing to have their video or image recorded. If you are unwilling to consent to have your profile or video image recorded, be sure to keep your camera off and do not use a profile image. Likewise, students who un-mute during class and participate orally are agreeing to have their voices recorded. If you are not willing to consent to have your voice recorded during class, you will need to keep your mute button activated and communicate exclusively using the "chat" feature, which allows students to type questions and comments live. As in all courses, unauthorized recording and unauthorized sharing of recorded materials is prohibited.
- **Client Confidentiality:** Because we are working for a real client that may provide proprietary information to you, our class discussions and materials may be related to client issues and challenges. As such, all client-related discussions or materials for this class must be kept confidential.
- **Academic Honesty:** You are required to abide by the Student Honor Code. Any violation of the academic integrity expected of you will result in a minimum academic sanction of a failing grade on the assignment or assessment. Any alleged violations of the Student Honor Code will result in a referral to Student Conduct and Conflict Resolution. Please review the Student Honor Code and Student Conduct Code at [sccr.dso.ufl.edu/policies/student-honor-code-student-conduct-code/](https://sccr.dso.ufl.edu/policies/student-honor-code-student-conduct-code/)
- **Disability Accommodations:** Students with disabilities who experience learning barriers and would like to request academic accommodations should connect with the Disability Resource Center. [Click here to get started with the Disability Resource Center.](#) It is important for students to share their accommodation letter with the instructor and discuss their access needs as early as possible in the semester.
- **Counseling Services:** University counseling and mental health services are available to you at <https://counseling.ufl.edu/> or (352) 392-1575.

- **Religious Observance:** Religiously observant students wishing to be absent on holidays that require missing class should notify the professor in writing at the beginning of the semester and should discuss with them in advance acceptable ways of making up any work missed because of the absence.
- **Excused Absences for University Extracurricular Activities:** Students participating in an officially sanctioned, scheduled university extracurricular activity will be given the opportunity to make up any graded assignments missed as a result of their participation. It is the responsibility of the student to make arrangements with the instructor prior to any missed scheduled examination or other missed assignment for making up the work.
- **Course Evaluation:** Students are expected to provide professional and respectful feedback on the quality of instruction in this course by completing course evaluations online via GatorEvals. Guidance on how to give feedback in a professional and respectful manner is available at <https://gatorevals.aa.ufl.edu/students/>. Students will be notified when the evaluation period opens and can complete evaluations through the email they receive from GatorEvals in their Canvas course menu under GatorEvals or via <https://ufl.bluera.com/ufl/>.

## GRADING

Grades are *earned* via five modes: (1) Assignments, (2) Class Participation, (3) Exam, (4) Case Presentation, and (5) Final Campaign Project and Presentation.

Mode	Percentage of Grade
Assignments	10%
Class Participation	15%
Exam	25%
Case Presentation	10%
Final Campaign Project and Presentation	40%

Grading scale: 100-93 A; 92-90 A-; 89-87 B+; 86-84 B; 83-80 B-; 79-77 C+; 76-74 C; 73-70 C-; 69-67 D+; 66-64 D; 63-60 D-; 59 and below E

- **Assignments:** You will be required to turn in a resume and cover letter to apply for the position you would like on your team. You are expected to follow the directions provided and ensure that your resume and cover letter are in AP style without spelling or grammatical errors. Additionally, throughout the course, teams will be required to submit drafts of work on their campaigns so I can check for consistent progress on campaign books. Students will also be required to submit peer evaluations throughout

the semester to ensure group members are equally contributing to the campaign project.

- **Class Participation:** Attendance is *required* for each scheduled class meeting. Each student is allowed **one** unexcused absence for the semester. Your final grade may be lowered by one letter grade (e.g., B- to C-) for each unexcused absence beyond one. An excused absence is one supported by documentation (e.g., from UF or a doctor's office) or specially approved by the professor prior to the absence. Regardless of the reason for your absence, you are responsible for all class work missed, and a missed class is not an excuse for missing a deadline. Late arrivals and/or early departures from class (without prior approval from the professor) or multitasking during class (including turning off your camera for an extended period of time) will count as unexcused absences.
- **Exam:** There will be one closed-book, comprehensive semester exam that will consist of content from class readings, lectures and discussions. Honorlock will proctor this exam.
- **Case Presentation:** Each assigned group of students will present on a case study from the PRSA Silver Anvil website (available at <https://www.prsa.org/conferences-and-awards/awards/silver-anvil-awards>). I will provide you with my PRSA login information for access. Detailed guidelines on case presentation expectations will be provided on Canvas.
- **Final Campaign Project and Presentation:** As the main project for this class, students will work in teams to conduct research and propose a public relations campaign for an actual client selected by the instructor. Students are required to provide a written campaign book and an accompanying recorded PowerPoint presentation. Please review the appendix attached to this syllabus carefully for instructions and expectations regarding your campaign book and presentation.

## COURSE SCHEDULE

*As the semester progresses, this schedule may change to reflect the progress and needs of the class. Students are responsible for checking Canvas announcements and email notifications. In addition to the assigned readings, students must watch the recorded lectures in Canvas each week before class.*

Week	Date of Class	Topic	Required Before Class	Campaign Progress and Course Deadlines
1 beginning Jan. 11	Friday, Jan. 15	<p style="text-align: center;"><b>Course Overview/Persuasive Campaigns</b></p> <p>An introduction to the course and an overview of persuasive campaigns.</p>	B&S Chapter 1	<ul style="list-style-type: none"> <li>Students sign up for case presentations.</li> </ul>
2 beginning Jan. 18	Friday, Jan. 22	<p style="text-align: center;"><b>Overview of the Public Relations Campaign Management Process</b></p> <p>The public relations campaign process. Focus is on the ROPES model.</p>	B&S Chapter 2	<ul style="list-style-type: none"> <li>Brand platform discussed.</li> <li>Client introduced.</li> <li><b>Resumes and cover letters due via Canvas by Friday, Jan. 22 at 11:59 p.m.</b></li> </ul>
3 beginning Jan. 25	Friday, Jan. 29	<p style="text-align: center;"><b>Research</b></p> <p>How to identify communication problems based on research findings. The primary methods (surveys, in-depth interviews and focus groups) are examined. Related issues such as measurement development and data analysis techniques are discussed.</p>	B&S Chapters 3 and 4	<ul style="list-style-type: none"> <li>Case presentation #1.</li> <li>Campaign teams formed.</li> <li>Individual teams begin working on brand platforms.</li> </ul>

<p>4 beginning Feb. 1</p>	<p>Friday, Feb. 5</p>	<p><b>Strategic Planning: Goals and Objectives</b></p> <p>How to develop goals and objectives based on environmental analysis. Planning and management techniques are introduced.</p>	<p>B&amp;S Chapter 5</p>	<ul style="list-style-type: none"> <li>• Client meeting.</li> <li>• Individual teams continue working on brand platforms.</li> <li>• Research directors begin working on research plans/survey instruments.</li> </ul>
<p>5 beginning Feb. 8</p>	<p>Friday, Feb. 12</p>	<p><b>Strategic Planning: Target Audiences</b></p> <p>The concepts of target population, publics and audiences are discussed. Theoretical approaches to segmenting publics are introduced.</p>		<ul style="list-style-type: none"> <li>• Case presentation #2.</li> <li>• Each team uploads their brand platform contribution via Canvas by Friday, Feb. 12 at 11:59 p.m.</li> <li>• All AEs meet to finalize singular brand platform for the class.</li> <li>• Research directors work on finalizing research plans/survey instruments.</li> </ul>

<p>6 beginning Feb. 15</p>	<p>Friday, Feb. 19</p>	<p><b>Implementation: Messages and Strategies</b></p> <p>Different types of messaging strategies are discussed. The creative thinking process and techniques are examined.</p>		<ul style="list-style-type: none"> <li>• Case presentation #3.</li> <li>• Agreed upon brand platform and research plans/survey instruments due via email to Alexis by Friday, Feb. 19 at 11:59 p.m.</li> <li>• Peer Review #1 due via Canvas Friday, Feb. 19 at 11:59 p.m.</li> </ul>
<p>7 beginning Feb. 22</p>	<p>Friday, Feb. 26</p>	<p><b>Implementation: Media Channels</b></p>	<p>B&amp;S Chapters 6 and 8</p>	<ul style="list-style-type: none"> <li>• Case presentation #4.</li> <li>• Final feedback on brand platform, research plans/survey instruments provided by instructor.</li> </ul>
<p>8 beginning March 1</p>		<p><b>NO CLASS – FIELD RESEARCH WEEK</b></p>		<ul style="list-style-type: none"> <li>• Data collection and analysis begin.</li> </ul>



<p>9 beginning March 8</p>	<p>Friday, March 12</p>	<p><b>Discussion of Research Findings/Insights</b></p>		<ul style="list-style-type: none"> <li>• Case Presentation #5.</li> <li>• Research directors present findings/insights in class and begin preparing formal research reports. Send informal list of findings to teams.</li> <li>• Teams begin working on goals/objectives.</li> </ul>
<p>10 beginning March 15</p>	<p>Friday, March 19</p>	<p><b>Research, Team Meetings, Progress Reports</b></p>		<ul style="list-style-type: none"> <li>• Case presentation #6.</li> <li>• Each team's goals/objectives due via Canvas Friday, March 19 at 11:59 p.m.</li> <li>• Peer Review #2 due via Canvas Friday, March 19 at 11:59 p.m.</li> <li>• Research directors continue working on formal research reports.</li> </ul>

<p>11 beginning March 22</p>	<p>Friday, March 26</p>	<p><b>Logistics, Evaluation and Measurement</b></p> <p>Staffing, budgeting and timing issues related to public relations programming. Introducing the role of measurement in public relations evaluation and why it is important for program success. Differences between outputs and outcomes are discussed.</p>	<p>B&amp;S Chapter 10</p>	<ul style="list-style-type: none"> <li>• Case presentation #7.</li> <li>• Research directors email formal research reports to Alexis by Friday, March 26 at 11:59 p.m.</li> <li>• Teams begin working on programming and preparing evaluation plans.</li> </ul>
<p>12 beginning March 29</p>	<p>Friday, April 2</p>	<p><b>Exam Prep</b></p>		<ul style="list-style-type: none"> <li>• Case presentation #8.</li> <li>• Teams continue working on programming and preparing evaluation plans.</li> <li>• Bring programming ideas to class for Alexis to review.</li> </ul>
<p>13 beginning April 5</p>		<p><b>NO CLASS – EXAM WEEK</b></p>		<ul style="list-style-type: none"> <li>• Exam via Canvas opens on Friday, April 9 at 12 a.m. Due by April 9 at 11:59 p.m.</li> <li>• Teams continue working on programming and evaluation plans.</li> </ul>

<p>14 beginning April 12</p>	<p>Friday, April 16</p>	<p><b>Campaign Reviews and Revisions</b></p>	<ul style="list-style-type: none"> <li>• Draft of complete books, including programming, evaluation sections and stewardship recommendations due via Canvas Monday, April 12 at 11:59 p.m.</li> <li>• Individual team meetings with Alexis during Friday’s class.</li> <li>• Teams move into producing PowerPoint presentations.</li> </ul>
<p>15 Beginning April 19</p>		<p><b>NO CLASS – BOOKS AND POWERPOINTS DUE</b></p>	<ul style="list-style-type: none"> <li>• Campaign books and recorded PowerPoint presentations due via Canvas Wednesday, April 21 at 11:59 p.m.</li> <li>• Peer Review #3 due via Canvas Wednesday, April 21 at 11:59 p.m.</li> </ul>

**OTHER IMPORTANT DATES**

- Monday, Jan. 18, 2021 – UF closed for Martin Luther King, Jr. Day
- Saturday, April 10 to Friday, April 23, 2021 – UF course evaluation period
- Friday, April 30 to Sunday, May 2, 2021 – UF Commencement

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## APPENDIX

### TEAM CAMPAIGN PROJECT GUIDELINES

For the Spring 2021 semester, class teams will be working with our client. Students will meet with the client during the fourth week of classes to discuss various public relations issues/challenges and design their research and campaigns accordingly. Likewise, class teams will base their work on an agreed upon brand platform for the client, which will be discussed in further detail in the second week of the semester. Each team will create its own agency name.

Teams will be organized as follows: All students will submit a resume and cover letter seeking one of the five positions of Account Executive (AE), Research Director, Creative Director, Copywriting Director or Media Director (See below for job descriptions.) Based on the submitted material, the professor will select the team members. If any team exceeds five members, its AE will determine which position to duplicate for his/her team in order to best meet the particular needs of the team; the same holds true if the AE needs to combine two positions to accommodate fewer than five members.

Although addressing related client issues based on the same brand platform, the teams will work independently of each other.

Each team will develop and partially implement a public relations campaign and will submit a written campaign plan book (as a PDF document) in addition to making an oral presentation to the client both due by 11:59 p.m. on Wednesday, April 21 (See below for details.) At least three of the public relations programming techniques (tactics) recommended in each plan must be produced as professional-level prototypes and provided to the client in electronic format (e.g., finished brochure).

### TEAM POSITIONS AND GENERAL RESPONSIBILITIES

**Account Executive (AE):** Team leader. Responsible for overall performance of the group and for successful completion, presentation and delivery of the team's campaign plan. Must be aware of all aspects of the campaign and assure all members of the team are fulfilling their responsibilities. Responsible for organizing and writing the executive summary and situation analysis. Additional responsibilities include management of team's work schedule, deadlines, budget and proper alignment of campaign plan with agreed upon brand platform. The Account Executive is the primary contact between team members and the instructor. *NOTE: Account Executives will be required to meet with the instructor outside of class on scheduled times during the semester and/or to maintain ongoing communication with the instructor. Expect to spend extra time managing your team.*

**Research Director:** Responsible for secondary and primary research, using focus groups, interviews, surveys or other techniques necessary to identify problems/issues/opportunities and determine target audiences, attitudes and opinions; integral to proper direction of the campaign. Also responsible for evaluation section of the campaign book. Research Director also elicits assistance from other team members in fielding research. Reports to AE.

**Creative Director:** Lead responsibility for "look and feel" of all campaign materials, including prototype creation of at least three public relations techniques/programs recommended by team and design of the book. Creative Director's function is about guiding creativity, rather than dictating it, and Creative Directors are most effective when everyone in the agency contributes creatively. Reports to AE.

**Copywriting Director:** Responsible for all writing copy including style, content, grammar, spelling, etc. Works with Media Director on written communications; works with team members on formulating creative strategy. Responsible, along with the Media Director, for the review of all written work, specifically the final written campaign book. Reports to AE.

**Media Director:** Directs public relations strategies. Oversees and/or directs written communications. Works with team members on formulating creative strategy; works with the Copywriting Director in the review of all written work, specifically the final written book. Develops the media strategy, including selecting major media for the campaign and determining reach, frequency and continuity. Reports to AE.

*Public relations is a teamwork/collaborative business. In this class, all team members will be highly dependent on each other to complete the project. Under no circumstances will a student be allowed to complete a campaign project on his/her own. AEs are expected to be the "team leads" to resolve any team problems. Should additional assistance be required, the instructor should be consulted in a timely manner. Unresolved team problems are not an excuse for diminished quality work product or failure to meet the requirements of this course.*

*The instructor will have multiple meetings with each team throughout the semester at which time members will formally report on their progress in completing the five steps of the public relations process of ROPES: research, objectives, programming, evaluation and stewardship.*

## **CAMPAIGN BOOK FORMAT REQUIREMENTS**

An electronic copy of the campaign plan book (PDF) is required for successful completion of the team project. Keep in mind that the campaign plan book is a standalone document; that is, it must be self-explanatory and comprehensive. Furthermore, its design and layout should be reflective of professional, not amateur, quality. That is, the campaign book should not look like "student" work.

Be cautious of using acronyms, such as ROPES, without first clearly defining them, and avoid use of public relations jargon potentially unfamiliar to the client (e.g., publics) without an

accompanying explanation. Everything covered in the client presentation must be included in the campaign book, and the campaign book is expected to include details, such as budgets, that are not thoroughly reviewed in the client presentation.

The campaign plan book is to be divided into sections for Executive Summary, Brand Platform, Primary Research, Goals and Objectives, Programming (Key Messages, Strategies, Tactics, Budget, Timeline), Evaluation and Stewardship. The overall look and feel, layout and format of the campaign plan book are at the team's discretion, but books must include, at a minimum, the following elements:

### **1. Title Page, Author Page/Acknowledgements, Table of Contents**

### **2. Executive Summary**

*This section differs for each team.*

This is a one—to two-page, high-level summary of the entire plan describing the issues/challenges identified for the proposed campaign, the process undertaken to conduct the research and brief reference to select recommendations. Anyone should be able to read only this section and have a working understanding of the overall scope of the team's campaign plan. This section is usually the last item to be prepared but the first item in the book.

### **3. Brand Platform**

*Each team will be firstly required to write the brand platform independently. Then, Account Executives will jointly review and discuss each other's brand platforms in order to come up with an agreed-upon version for the entire class. The agreed-upon brand platform will be used in all final campaign plan books and will be the same for each team except for the inclusion of a paragraph about your assigned product or program (to be discussed in class).*

This section consists of:

- Client's Mission, Vision, Values, Purpose Statements
- Secondary Research on Client
  - Organization background information and history (Who is the client? What do they do? Who do they do it for? Why do they do it?); the organization and the industry/sector/environment; past marketing and communications efforts; first/second-tier stakeholders and audiences/customers; potential competitors and partners
  - Client media analysis (What does news coverage say about them?) + analyze all of their social media platforms
- Description of the Specific Product/Program Your Team is Assigned (Team-Specific\*)

- Situation Analysis (SWOT)
  - Summarizes internal strengths and weaknesses of the organization/company and its products or services plus the external opportunities and threats facing the organization, the industry and/or the environment
- Client's Overall Problem Statement
  - This may not be a "problem" but simply the situation the client is facing and needs to address.

#### 4. Primary Research

*This section is formatted the same for each team. However, some teams will survey different audiences than others and will therefore have different findings to report and different insights based on their assigned product or program (to be discussed in class).*

This section includes a description of and rationale for the methodologies employed, subsequent findings and conclusions drawn from the research. The format should be in keeping with an academic research report, written for an audience that has no knowledge of social science research methods and include blank copies of any research instruments used. Charts and graphs from the research and accompanying descriptions and insights regarding the research findings should be included. Also include a list of key takeaways from the primary research conducted.

#### 5. Goals and Objectives

*This section differs for each team.*

This section describes the team's goals and objectives for the campaign and how each relates to the research findings. (Objectives = what the communication campaign seeks to achieve with each target public/audience to accomplish the campaign goals.)

#### 6. Programming

*This section differs for each team.*

- Recommended **strategies and tactics** to achieve the outcomes stated in the objectives (What specifically must be delivered or achieved and using what means? Include message content that can be directly used if the campaign is implemented and the target public(s)/audience(s) of these messages.)
- **Three prototypes/mockups** of tactics (e.g., completed news releases, social media posts, electronic brochures, media lists, letters, etc.)
- **Budget** (all projected campaign costs to be included here, including sources for estimates provided)

- **Timeline** (implementation schedule that includes a week-by-week or month-by-month schedule for ALL public relations strategies and tactics for the length of the campaign)

## 7. Evaluation

*This section differs for each team.*

- Explain how the client will be able to evaluate the effectiveness/success of the proposed campaign both during (ongoing evaluation) and after (outcome evaluation) the campaign process.
- NOTE: It is helpful to restate each objective and how you plan to measure each objective.

## 8. Stewardship

*This section differs for each team.*

This section explains how the client can steward the relationships established after the campaign process. Refer to the stewardship principles discussed in class lecture.

\*Please note that in addition to the content specified above, your campaign book must be packaged in a **clear, coherent, readable and professional** manner. It should list the names and titles of team members, and it should be sectioned and bound in a manner that makes it easy to find individual parts of your plan. Excessive packaging will lose you points.

## CLIENT PRESENTATION FORMAT REQUIREMENTS

By April 21, each team will have **20 minutes** to present (you will tape this presentation and turn it in via Canvas) a summary of their work, recommendations and at least three (3) prototypes related to their proposed campaign plan. Teams are advised to repeatedly practice their presentations within the 20-minute time limit as it will be strictly enforced. The format of the client presentations is as follows. Business attire required. Also see the presentation score sheet on Canvas.

- AE provides opening remarks.
- Each team presents their own campaign plan. All the team members should take part in the presentation. **Allocation of topics is to be decided by the team, but goals/objectives, programming (with prototypes) and evaluation must be included.** Use of PowerPoint or similar presentation software is required.

Please note: Alexis reserves the right to give an AE a grade of "I" (Incomplete) if the client is not provided with all the campaign book elements described herein. Only when client commitments have been met will the grade of "I" be converted to an actual grade that reflects the AE's overall performance in the class.