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MSU SUBJECT FILE

Performing Arts Center

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**FEASIBILITY/DEVELOPMENTAL ANALYSIS**

**MICHIGAN STATE UNIVERSITY  
EAST LANSING, MICHIGAN**



500 NORTH MICHIGAN AVENUE  
CHICAGO, ILLINOIS 60611  
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Dr. Clifton R. Wharton, Jr.  
President  
Michigan State University  
East Lansing, Michigan 48824

Dear President Wharton:

The firm of Jerold Panas & Partners Inc. was retained to conduct a Feasibility/Developmental Analysis for Michigan State University to determine the potential for raising contributed funds for a \$16 million Performing Arts Center.

The objective of the study was to ascertain a) the esteem and regard in which Michigan State University is held, b) the case and appeal for a new Performing Arts Center at the University, c) the effectiveness of the University's volunteer leadership and staff, d) influential leaders who might be available for such a major capital funds campaign, e) the amount of money that can be raised, and f) the proper strategy and timing for the proposed campaign.

To determine the answers to these questions, our firm conducted ninety interviews. Most of the interviews were suggested by University staff members. In all cases these were men and women of influence; people of leadership, status and regard; people who, for

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the most part, could make or affect major contributions to the project. On the basis of the interviews, we feel the conclusions are valid and can be substantiated. Our firm stands behind the recommendations in this report.

Conducting interviews were the three Managing Partners of our firm: Jerold Panas, Marcus T. Young and Daniel P. Butler; and Senior Associate Thomas Laffin.

As appropriate, with each of the persons interviewed the Study Director reviewed the purpose of the interview and the plans for a Performing Arts Center at the University. Each interview was documented and the answers carefully weighed and recorded. The results of these interviews were tabulated and the findings analyzed, evaluated, and reviewed.

The majority of the interviews took place in the Lansing area. At least half a dozen other communities throughout Michigan, including Metropolitan Detroit, were also represented. Additionally, interviews were conducted in Chicago, New York, Los Angeles and San Diego.

The second section of this report includes tabulation of some key responses made by persons interviewed, together with a broad sampling of representative comments from interviewees. The following represents our observations and recommendations regarding the proposed capital funds campaign.

- i. The interview group includes an excellent sampling of local, state and national leaders as well as an adequate sampling of Alumni opinion.

While more individuals could have been seen, they would simply have served to confirm the findings reported upon in this study.



ii. There is positive agreement that MSU is a fine University. Most respondents, in fact, chose to use more complimentary superlatives in articulating their opinion of the University. Many felt the University was steadily gaining in academic strengths, and a few felt it was at the "threshold of greatness."

iii. Among Alumni, there is genuine respect and affection for their Alma Mater and a feeling of indebtedness for the privilege of having attended.

The loyalty expressed by Alumni is intense, and while enthusiasm for the University's athletic teams is high, loyalty and regard is focussed far more thoughtfully on other aspects of the University's programs and activities. Their attitudes and opinions are not intended to be representative of the more than 150,000 graduates and former students. The sampling was simply too small. Yet, one comes away with the feeling that the common assumption that Alumni are only interested in their Alma Mater's athletic teams is overdrawn, and prompts the recommendation that the emphasis given athletics in University communications should be reviewed and reevaluated to be certain there is a proper balance.

iv. When asked what was the first thing that came to mind when MSU was mentioned, respondents mentioned "high academic standards" more



frequently than anything else. Other reactions, in o mentioned, were "innovative programs," "improving," and three schools; Agriculture, Business, and Medicine in that order. The University's great size and its varsity athletics programs followed.

- v. Respondents were asked to rank MSU among universities in the nation. Eighteen rated it in the top ten; an additional fifteen rated it in the top twenty. Many felt they lacked the familiarity and knowledge to give a valid response to this question. It is interesting to note that faculty and staff members interviewed ranked it slightly lower than those off campus.

It is significant to note that those who claimed to know the President well consistently rated the University higher. *"I can't tell you how impressed I am with President Wharton"* and similar comments were heard over and over.

- vi. A common thread which ran through the comments was that the University is much better than its broad, public image; that the quality of its ac Some expressed chagrin that "State" operated in the shadow of the University of Michigan which seemed consistently to get better press, especially for its scholarly achievements.

In large measure the respondents faulted the University for its failure to communicate with and educate the public to its growing stature and achievements - *"The people just don't know or realize how good the University is."* The concerns were common in each locale where interviews took place, from coast to coast. There was a sufficient measure of unhappiness about the scope, frequency and nature of University public relations and communications to cause concern. Our Study Directors, in fact, felt it necessary to deal with this issue in greater detail than is typical of a report of this nature, and a supplement is attached to this report outlining some specific recommendations in this regard.

- vii. The interview groups were made up of people who, for the most part, are close to the University and acquainted with senior officers at the school. When asked what impressed them most about MSU, twenty-three mentioned the "integrated Medical Schools," while fourteen spoke of growing excellence, and seven about the honors programs. Yet, even in response to this question, twenty-seven commented on the fact that the general public was uninformed about the University; and eleven, some of them for the second time in the interview discussion, responded that the University is better than the public realizes.

- viii. Among respondents in the Lansing community itself, the athletic program was felt by most to be the greatest contribution of the University. Close behind was "cultural resources" including lecture-concert series. Continuing education programs and economic impact were also frequently mentioned.
- ix. The State of Michigan benefitted most from agricultural improvements, quantity and quality of graduates, and cooperative extension services in that closely-ranked order, according to respondents. Continuing education programs were also ranked higher, considerably above athletics in importance to the entire State.
- x. From a national prospective, both the quality and quantity of graduates was identified as the University's most significant contribution. The College of Agriculture, the University as a resource for professional and scholarly talents, and its international programs came in for high ratings as well. The question prompted thoughtful reflections, and quite possibly, a keener appreciation of the real importance of Michigan State University.
- xi. Again, when asked to identify the most outstanding colleges, the College of Agriculture was mentioned more frequently than any other. But, also ranked high was the College of Veterinary





Medicine, "Hotel-Restaurant Management," Business, and Medicine, in that order. It is clear that top professional schools -- and professional skills -- were regarded as the ultimate measure of true academic excellence.

- xii. Respondents appeared to be especially thoughtful when asked what would be the priority programs they would choose to enhance the University's image and reputation. In what was clearly underscoring previous expressions that the University was better than its public image, and that what was needed was to effectively communicate that quality to the public, the respondents placed "better public relations" and "improved communications" at the top of the list. Attitudes about the importance of professional schools were reflected in placement of "establishment importance. And expanding the arts and constructing a new Performing Arts Center were also ranked, separately, at virtually that same level.
- In summary, the respondents placed almost identical importance on "improved public relations/communications;" "establishment of a law school," "expanding the arts," and "constructing a new Performing Arts Center."



- xiii. The administrative staff was ranked by more than three-fourths of the respondents as either good or excellent. There was little doubt that most had President Wharton in mind in this evaluation, and there was considerable praise for the quality of leadership he has provided the University. Beyond that respect for his ability, there were also expressions of personal regard and affection for the University's chief executive. While other administrative officers were known and generally felt to be competent, Vice President Scott was singled out for special praise by many.
- xiv. Evaluating the Trustees was quite another matter, however. Most respondents were MSU "partisans," but all felt that the University of Michigan Trustees were consistently superior in every respect to those of Michigan State, a situation that caused considerable frustration, and some outright anger. They were faulted for their lack of objectivity, lack of understanding of academia, and lack of influence. Interestingly, the most frequently used term in describing them was "embarrassing."
- xv. All but a few of the interview subjects had some previous knowledge of plans to build a Performing Arts Center on campus, and most rated it "important" to "very important" in terms of the University's



present and future imperatives. Some equated such facilities -- and the programs and talents which were implicit in the broad term "Performing Arts Center" -- as the sine quo non of true excellence for a University. Though no one used the specific term reference, this was the "missing link," the one achievement MSU had still to make before it reached its academic pinnacle.

xvi. While almost all respondents felt the construction of a Performing Arts Center to be important, and many put a very high priority on it, there were concerns expressed that the economic climate in Michigan would have potential bearing on the ability to raise funds from the various sources for the program. The Performing Arts Center might be construed as a "luxury" facility, and since most budgets were deemed to be bare bones, some wondered how generous the response might be to an appeal for such a project and how high the level of gifts might be.

While this line of reasoning may be understandable in the minds of many, the fact remains that a project like a Performing Arts Center is not typically one that has an extremely wide and broad appeal in any event. Those prospective donors who consider the Performing Arts Center a high priority item will not change their



minds about the project nor will they be more than moderately influenced by the economic climate unless serious financial problems strike them personally. Further, any impact the economic climate might have on philanthropy for this specific program is diminished further with the recent upward trend in the auto industry, Michigan's prime economic indicator. A strong, defensible case can be made for the Performing Arts Center.

- xvii. Timing of another sort is, however, key to the success of the entire program. The Performing Arts project will represent the first major capital fund raising campaign in Michigan State University's history. For that reason alone, it must be successful, and its success will depend upon a combination of public support combined with private philanthropic support. This fact should not be concealed when a case is made for the project and, in fact, should be an asset to the saleability of the entire program. Early indications of private support will greatly enhance the case when presented to the legislature and that, in essence, is the key point of your legislative strategy. Leadership gift support from the private sector is thus a vital first prerequisite to the ultimate success of the total program.



xviii. Another critical factor in the success of any such project is the willingness of top leadership people to be identified with and involved in the program. Strong and influential leadership is available and present for your program. Three-fourths of the respondents indicated that they would be willing to participate actively in the program. Even among those few who declined to commit active participation as volunteer leaders were some whose involvement would be inappropriate such as foundation executives and other paid staff people. Yet, they expressed their great personal interest in the project, and expressed their willingness to serve "behind the scenes."

Many prospective leaders were identified to fill key roles in different areas and divisions of a structured campaign. Additional respondents were identified who agreed to lend their names, host meetings or help recruit other volunteer leaders.

There are a number of prominent, national figures who could fill top volunteer leadership roles and who are not on the interview list. One or more of these people must be recruited for top leadership roles, and we are satisfied that with the personal involvement of the President of the University such leadership can also be recruited.



The majority of other leadership people, in the University community, in the Lansing area, and in the State of Michigan can be identified and recruited from the list of people interviewed.

Some of these, too, are known beyond the confines of the State of Michigan

supplement the efforts of a campaign on a national basis.

- xix. The indications of gift support from the respondents was also good, on the basis of personal as well as corporate and foundation contributions. Although slightly more than ten percent indicated that they would probably not contribute to a Performing Arts Center -- and a couple were quite adamant in their refusal -- there is a willingness to contribute financially to the program in adequate numbers and amounts to assure a successful first stage of a formal campaign.

All who were interviewed were candid and open in their comments. While we heard many expressions of concern, and some open criticisms of the University, these same people were nonetheless willing to contribute to the program. Such criticisms as were heard were made out of honest, affectionate concern, much like a loyal sports fan who desperately wants his team to win and will support it in many ways, but will not restrain from criticizing the players.



In short, the expressions of willingness to give were more than adequate to convince us that gift levels can be moved upward with the presentation of a strong and compelling case, and that additional donors are available who will follow the lead of those contributors already tentatively committed through the interviews. There are simply too many people who want Michigan State University to be the "finest in the land" for this effort to fail.

xx. Your fund raising campaign for the Performing Arts Center will be conducted with "selected prospects." That is, the funds will not be raised with wholesale mail appeals or other shotgun approaches to vast numbers of prospective donors. Rather, a selected group of perhaps five hundred top prospects -- personal, corporate, and foundation -- will provide the majority of dollars necessary to successfully complete the project.

But no one will be denied an opportunity to contribute to the project. Every single member of the Alumni Association should, in some manner, be given an easy opportunity to contribute directly to the program -- probably by mail and probably after most of the necessary funds are already in. The same applies to the thousands of non-Alumni friends of the University who may not be among that select, top list of prospects. But the project will still be one which focuses



on a comparatively small and carefully selected group of top prospective donors with appropriate communication and involvement to take place prior to actual solicitation.

- xxi. That there is ample financial support for the Performing Arts Center is demonstrated in the fact that the top ten gifts identified among those interviewed amounted to more than \$2 million.

Our experience is that indications of ranges of gift support given to our Study Directors are conservative. With proper cultivation and solicitation, most will give more than they indicated. And there are numerous other sources of gifts, identified by these respondents, by staff, by previous evidence of support to MSU, or by the evidence of special interest in the performing arts.

- xxii. There is a positive and enthusiastic feeling of pride, affection and loyalty for the University, and that feeling achieves almost religious fervor among Alumni. At a time when these "old fashioned" characteristics are generally considered out of date, it was refreshing to find such a generous measure of exuberance, excitement and pride. And while those characteristics do not by themselves necessarily account for substantial gift dollars for any university program, they





are critically important in making the case -- and presenting it -- to those from whom gift dollars would otherwise be more difficult to secure.

xxiii. We spoke earlier of the need for the University to heighten its entire communications and public relations program in order to expedite the image change that will otherwise be painfully slow to come about. There may have been a time in its past when the University was properly known for its outstanding athletic teams and its distinguished College of Agriculture. But it is neither a "jock school" nor a "cow college" today and neither term, however used or applied, has much relevance to the main thrust and accomplishments of the institution of recent date. That image must be overcome, displaced with an updated concept which accurately reflects the standing and achievements of the University today! More specific recommendations in reference to this matter will appear later in this report.

xxiv. Thoughtful consideration must be given to taking full advantage of the University's greatest asset, its President. Michigan State University is a major university in every respect, and has one of the largest enrollments of any institution in the world. It has a President who is youthful, highly talented, attractive, extremely well educated,



widely experienced and personable. Beyond the fact that this combination of characteristics is unmatched anywhere, the President also has a unique ability to persuade. Among all of the respondents, it was clear that the better they knew the President and the closer they felt they were to him, the higher the regard they had for him and for the University. But the tremendous responsibilities which go along with the position of President must tear at his daily schedule of appointments and tasks. It is not a simple matter of determining priorities; it is a matter of selecting priorities from among already urgent priorities. The task we suggest is set upon a relatively uncharted course. But somehow those staff and volunteers closest to the President must be sensitive to the importance of multiplying his talents and making his personal presence among staff and volunteers alike as simple, brief and effective as possible.

At the risk of appearing to recommend exploitation, we wish to strongly recommend the involvement of Mrs. Wharton in the program. She is an exceedingly able, attractive and influential lady. She is nationally known for her involvement in the performing arts. She is able to make a most significant leadership contribution to the program. While her involvement in any area is important, we see her most valuable contribution on the national level of the campaign organization.



xxv. Key university staff people, importantly the President of the University, must make a personal commitment of time to the Performing Arts Center program if it is to be successfully conducted. Other priorities may have to be set aside or delegated from time to time during the course of the months in which the Performing Arts Center must be at the top of the priority list. Top among the priority tasks for the Performing Arts Center in which the President, for example, must be personally involved is the recruitment of the several top leadership people who will be responsible for the effort. Beyond that, of course, a sizeable number of cultivation actions and formal presentations to individuals as well as to corporations and foundations must involve the President personally. There will be trips away from the campus to meet such commitments just as there will be a need to allocate blocks of time on a regular basis in Lansing and at the University.

We pointed out earlier that the Performing Arts Center campaign is especially critical because it is the first major fund raising program the University will have undertaken. With that commitment, it will surely succeed!

xxvi. An endorsement for the effort must be formally gained from the Trustees, importantly to include the release of funds from the two



existing funds, including the Jones estate, which together will amount to more than \$4 mi.

xxvii. There must be developed a creative, comprehensive, effective public relations/communications plan with specific responsibility designated for its creation and implementation. Such a plan should incorporate detailed program objectives and should be directed toward the existing University constituency, the local community, the State and the larger public. A qualified staff officer and/or consultant should be assigned the primary responsibility for developing and supervising the implementation of the plan. There should be active involvement in the effort from a maximum number of constituents including Trustees, staff, faculty, students, employees, Alumni, local citizens, residents of the State of Michigan, and media people nationally. The plan must be sold to all components of the constituency as the first step in its implementation a

xxviii. A list of perhaps five hundred prospects for major gifts must be identified at the earliest moment. These prospects should include such individuals, foundations and corporations as are represented on the interview list -- and many more -- who have potential for support for the University and/or specifically for a Performing Arts Center program. This major prospect list, upon completion of



research of all possible prospects, might be considerably larger.

Each must be dealt with on an individual, personalized basis, and specific attention must be given to each in order to develop an appropriate plan for cultivation in advance of actual solicitation. Work on such a list should begin immediately, and staff time should be assigned to undertake this task.

xxix. The University should establish a national "committee of 100" for the Performing Arts Center. Although this committee should include a number of prominent, national figures, up to fifty percent of this group should be graduates or former students of the University. While such a committee will obviously not have regular meetings (and may indeed be called together only on one or two occasions), it is important that these people be identified and recruited, for from among them will be gained an avenue of approach to any prospective donor for the program in the country, and possibly beyond.

xxx. A smaller local committee for the Performing Arts Center should be identified and recruited. This committee should include students, staff, faculty and leadership people from the community who have no such direct staff or student relationship to the University. The selection of members of this committee is crucial, for it will represent a significant measure of cooperation and rapport between the



University and local citizens. Its very existence will visibly demonstrate that here is a program in which the University and the community have joined hands. It is likely that this committee, in concept at least, will continue as an important joint community action group long after the Performing Arts Center has been completed.

xxxi. A Steering Committee should be identified and recruited. This Steering Committee is, in effect, the Board of Trustees for the Performing Arts Center campaign and should include a minimum of twenty to twenty-five people, possibly more. Among those to be included on such a committee will be the General Chairman or Co-Chairmen of the entire campaign, and Chairmen or key leadership people from the following committees: Committee of One Hundred, Public Relations Committee identified earlier, special Foundations Committee, Major Gifts Committee, University-Community Committee, and the like.

Through the members of the Steering Committee, we wish to attain direct liaison and representation with all elements and divisions of the entire campaign organization. This Committee will meet occasionally, perhaps once each month, throughout the period of the campaign, and will provide general direction and supervision for the entire program.



- xxxii. At the same time the Steering Commi  
recruited, other top, divisional leadership for the campaign will  
be identified and, in some cases, recruited. (A PAC/E chart and  
campaign organizational structure had been prepared for University  
officials several months ago, and this can now be updated and modi-  
fied as soon as formal action to move forward with the campaign is  
taken.) Because a campaign of this nature will involve prospective  
donors with the capacity to make major gifts -- importantly gifts that  
will be classified as "deferred," such as wills and bequests -- it is  
important that the communications plan be especially alert to commu-  
nicating gift opportunities to all of the University's constituencies  
with a specific focus on those who have developed the habit of annual  
giving.
- xxxiii. While the Performing Arts Center campaign can succeed in its own  
right, and can stand alone as an urgent and compelling need for the  
University, some consideration should be given to other capital needs  
or gift support in the \$1 million to \$3 million range. Such a program,  
to merit consideration for inclusion in the effort, should be quite  
different in concept and nature from the Performing Arts. If (and we  
wish to underscore the fact that we do not recommend any specific  
program at this time) such a need can be identified and combined with



the Performing Arts Center campaign, it offers an opportunity to attract broader interest, involvement and support from prospects who might not have the Performing Arts at the top of their priority list, and thus might not support such a program standing alone. Again, this should be explored fully and seriously with the understanding that it is not a necessary prerequisite to success of the Performing Arts program but could provide an additional motive for a larger number of prospective donors.

xxxiv. Now the University must take action -- aggressively, positively, confidently, and enthusiastically. A tremendous base of loyalty and pride already exists. It must be nurtured, enhanced, encouraged, and directed toward the task of completing the Performing Arts Center project. This attitude of confidence should never be diminished; it will pervade every activity of the campaign and it will carry the leadership through any difficult times which occur in every major effort of this type.

xxxv. As many respondents indicated in their expressions to Study Directors, the University is truly on the "threshold of greatness" in many respects. The University's friends and supporters, including its graduates and former students, are legion. It is known across the





country, and recognized internationally. It has grown in many ways, particularly in recent years. Its stature has increased. Its academic capabilities have been considerably heightened. It is an outstanding University!

But both in reputation and in reality, perhaps its greatest void is in the area of the Performing Arts.

A new Performing Arts Center on the campus will not, by itself, accomplish the measure of greatness that the University needs and deserves, and that is within its grasp. But it will clearly make it possible for the talented people already on the campus to develop their skills to the fullest, to instill those talents in others, and to attract positive and favorable attention from an increasingly wide circle of the public at large.

xxxvi. This report was an exceedingly difficult one for us. Our standards are high, and the amount of review, analysis and strategy planning among our senior people is considerable. Our experience is that the ultimate success of our fund raising campaigns relates directly to the accuracy of the study and the recommendations in the study reports. We were especially anxious that this one be superior, and in our honest attempt to accomplish that quality, we unwittingly, through one of our



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senior staff people, took actions which caused serious concern, even justifiable anger. We have dealt with that issue in previous discussions and communications. And while acknowledging it here, more formally, we wish also to reaffirm the confidence the three managing partners of our firm have in the findings and recommendations of this report and in our conclusions that a successful campaign for the Performing Arts Center can be conducted.

We are pleased that we were chosen to work with you in this initial phase of your program and we would be proud to continue to be identified with the successful campaign program which you are about to undertake.

Sincerely,



Jerold Panas  
Managing Partner



Marcus T. Young  
Managing Partner

January 19, 1976



## ANALYSIS OF INTERVIEWS

At the outset of each interview, the interview subject was informed that he or she was one of a group of approximately one hundred selected by President Wharton, Mr. Scott, Vice President for Development, and Mr. Loub, Director of Development. The implication is, of course, that a consensus of this group will provide a reliable indication of the feasibility of a capital funds campaign for the Performing Arts Center.

The interviewer also indicated his special interest. As a seasoned director of fund raising campaigns, he was seeking all the information available in four areas:

- i. the intrinsic merit of the proposed project;
- ii. candidates for campaign leadership;
- iii. sources of potentially large gifts;
- iv. the "climate" in which fund raising would occur.

A list of the interview subjects is included in this report. Suggested candidates for campaign leadership and suggested sources of large gifts supplement this report.

Subjects were encouraged to communicate freely in anticipation that gratuitous comments would, in the aggregate, be more informative than the categorical responses to the interview questions. This proved to be true in most cases.

The interview questions fell into two quite well defined categories: questions I through IX related to opinions about the University; questions X through XVII related to opinions about the Performing Arts Center.

The questions about the University generated more discussion and quickly revealed a feeling of a lack of information on the part of many of those from whom information and opinions were being sought.

I. *What is the first thought that comes to your mind when you hear Michigan State University?*

There was broad agreement that MSU is a "good" school. The degree of goodness ranged from merely "good" to a broad spectrum of superlatives -- *"on the threshold of greatness"* or *"MSU is arriving."* There were frequent references to high academic standards and innovative programs, and the fact that the University is still improving was mentioned repeatedly.

Equally positive were repeated references to the service programs of the University, and several departments were singled out for special mention; notably, the Colleges of Agriculture and Business and the integrated Medical Schools program.

The question of size produced a mixed reaction. Two-thirds of the respondents referred to size positively; one-third negatively.

Athletics, especially football, was mentioned most often, but such aspects as the "beautiful campus," "dignity," "international stature," and "good ecology program" were also mentioned frequently.

The loyalty of the Alumni on the list came through loud and clear. Even those Alumni on the list who did not mention it specifically, or were occasionally critical, revealed a great respect and affection for the University in everything they said and in the manner in which they responded. Several respondents expressed a feeling of great indebtedness to the University.

But these initial impressions were not all positive. Some were negative and a significant number were mixed. A number of the respondents indicated that the quality of the University is largely unrecognized, and either stated or implied a lack of effective communication, not only with the public at large, but with this select list of constituents.

Several characterized MSU as subordinate to the University of Michigan, but only two respondents described MSU as "second rate."

A very small but vehement group expressed displeasure with the degree of "liberalism" that is tolerated. *"The liberalism is offensive. I am concerned for the lack of self discipline of students and faculty."*

While the overall response was extremely positive, the one negative point on which there was virtual unanimity was a criticism of the Trustees. There is a widespread feeling that the present Trustees are not equal to the task of providing direction to a major university. Even the most dignified and soft spoken of the respondents seemed to drop all restraints when describing the inadequacies of the Trustees.



*II. On overall strength, how do you rate MSU among the nation's top universities?*

There was an almost invariable attempt to express a reply to this question in terms of segments of the University with which respondents were familiar. When the interviewer tried to force an opinion in terms of the question "overall academic strength," many claimed insufficient knowledge to make an overall judgement but most were willing to offer a "general impression" of their own not based on any comprehensive data or background information.

A couple of interesting reactions emerged. Those respondents who claimed a personal relationship with the President tended to rate the University higher than those whose communication was less substantial. Off campus respondents tended to rate the University higher than did Faculty and Staff.

The actual responses were as follows:

<i>Top 10</i>	<i>18</i>
<i>10 to 20</i>	<i>15</i>
<i>20 to 30</i>	<i>10</i>
<i>30 to 50</i>	<i>11</i>
<i>10% - 15%</i>	<i>5</i>
<i>"Second Rate"</i>	<i>3</i>
<i>Unable to rate</i>	<i>13</i>
<i>No response</i>	<i><u>9</u></i>
<i>Total</i>	<i>84</i>

*III. In the past ten years, what developments at MSU have impressed you most?*

Some subjects responded to this question in terms of specific programs or physical facilities, others expressed opinions bearing on philosophic or programmatic changes.

Two items were mentioned more than ten times: the Medical School program which was cited by twenty-three respondents, and the growth of the University which was mentioned fourteen times. Following these were "increasing excellence" and the Honors program, each of which were mentioned seven times. The College of Agriculture with six references, and "new programs" and "well designed buildings" each listed four times.

Several respondents expressed enthusiasm for the "progress with Performing Arts planning" and pleasure at the "increased emphasis on the Arts."

The following lists identify those items mentioned once to three times each. While the programs identified above were obviously more visibly impressive to the volunteers, it is interesting and useful to note the large number and broad scope of the University's "impressive achievements," including the comparatively very small number which have left a negative impression.

Positive

*International impact of the College of Agriculture*

*East Campus project*

*Ability to upgrade Faculty*

*Change of Administration*

*Medical School as beginning of development of professional schools*

*Maintenance of physical plant*

*Improvement in student attitudes*

*Growth of health education*

*Pharmaceutical research*

*Accommodation to changing times*

*Aggressive management*

*Advanced Management Center*

*John Hazard's work in transportation*

*College of Urban Affairs*

*Upgrading lecture-concert series*

*Maturation of Development effort (fund raising)*

*National recognition in football*

*Stature in international activities*

*Upgrading entrance requirements*

*Life long learning*

*Kresge Art Center*

*Manner in which President has handled difficult problems*

*Maintenance of traditional fundamental educational values*

*Cyclotron*

*The fact that the President has been able to hold institution together*

*Quality and quantity of graduates in College of Education*

*Cancer research*

*Abundance of research grant money*

*Expansion of athletic facilities*

*Concern with environmental issues*

*Water purification program*

*Maturation as an institution*

*Cooperative extension*

*College of Business*

*Packaging School*

*Curriculum in communications*

*Assistance to handicapped; rehabilitation programs*

*University status*

Negative

*Loss of several distinguished faculty members*

*Lack of personal contact with President*

*Recent deterioration of academic standards*

*Too much permissiveness*

*Creation of impression of growth while merely maintaining what existed*

*College of Urban Affairs*



IV. *Comment on your view of what the "Public Image" of MSU is, and your personal reaction to that image.*

There was general agreement that the University was better than its public image indicated, and many bemoaned that fact. *"they really don't know how good we are now -- how far we've come"* seemed to be the consensus, as is indicated in the tabulations below.

<i>Public uninformed</i>	27	<i>Communications failure</i>	8
<i>Fine university</i>	26	<i>Greatly improved</i>	6
<i>A football power</i>	16	<i>Fine agricultural school</i>	5
<i>Declining "cow college" image still exists</i>	11	<i>Inadequate restraints on students and faculty</i>	5
<i>Better than public realizes</i>	9	<i>Too big!</i>	4
<i>Does not measure up to University of Michigan</i>	8	<i>Less "elite" than University of Michigan</i>	4
<i>Good reputation</i>	8		

We tabulated eighteen different categories of responses (above) and the top two "the public is uninformed" and "it is a fine university" dominated the responses.

While we would have expected a wide range of responses to this question, it was surprising to find the most frequent response to be not an answer at all. It was more a protest: *"The public is wrong -- it's much better and different now;"* simply "The public is uninformed" and "It is a fine university" dominated the responses.

The second most frequent response also seemed to be something of a protest: *"Don't believe what you hear, MSU is a fine university."* But it seemed more than that! Each respondent had surely made this statement to other individuals on many occasions in what could be described as a single, isolated, informal PR/communications effort to spread the good word about Michigan State to as many people as possible. Each was making his or her own effort, firmly and vigorously, to overcome an information gap and to "set the record straight" on MSU's image. We are convinced that many of these people would be willing and valuable contributors to a more formal communications effort organized by the University, and would feel their strongly partisan efforts could be much more effective within such an organized program.

V. *What programs or activities at MSU do you feel make the greatest contribution to:*

The Lansing Community

<i>Athletics</i>	<i>34</i>
<i>Cultural resources</i>	<i>21</i>
<i>Continuing education</i>	<i>19</i>
<i>Economic impact</i>	<i>16</i>
<i>Lecture-concert series</i>	<i>12</i>
<i>Medical school</i>	<i>7</i>
<i>Extension service</i>	<i>6</i>
<i>President of the University</i>	<i>5</i>
<i>Recreational activities</i>	<i>4</i>
<i>University members' participation in Lansing Symphony</i>	<i>3</i>
<i>College of Urban Affairs</i>	<i>3</i>
<i>Service to local schools</i>	<i>3</i>

The State of Michigan

<i>Agricultural improvements</i>	<i>27</i>
<i>Quantity and quality of graduates</i>	<i>24</i>
<i>Cooperative Extension Service</i>	<i>23</i>
<i>Continuing education</i>	<i>17</i>

<i>Athletics</i>	<i>11</i>
<i>Size</i>	<i>3</i>
<i>Production of teachers</i>	<i>3</i>

#### The Nation

<i>Quantity and quality of graduates</i>	<i>23</i>
<i>College of Agriculture</i>	<i>17</i>
<i>Source of expertise</i>	<i>15</i>
<i>International programs</i>	<i>9</i>
<i>Affiliation with Big Ten</i>	<i>6</i>
<i>Football</i>	<i>5</i>
<i>No national contribution</i>	<i>5</i>
<i>Research</i>	<i>4</i>
<i>John Hannah</i>	<i>3</i>
<i>Hotel-Restaurant School</i>	<i>3</i>

Respondents, those in Lansing as well as those from other parts of Michigan and the country, felt that "athletics" and "cultural resources" represented the greatest contribution of the University to the Lansing community. But both diminished sharply when viewed on a statewide and national level.

This gives direction to the manner in which the "case" must be made. Motivation on a national basis will come from a commitment to the performing arts as an important part of life and as a vital ingredient of a truly great educational institution. On a local or area level, there is the additional motivation that comes from the future opportunity to directly benefit from and enjoy the facility and the increased and improved programs which it will generate.



VI. *What Departments and/or Colleges at MSU do you feel are the most outstanding?*

Five segments of the University were overwhelmingly selected as outstanding:

<i>College of Agriculture</i>	<i>57</i>
<i>College of Veterinary Medicine</i>	<i>32</i>
<i>Hotel-Restaurant Management</i>	<i>31</i>
<i>College of Business</i>	<i>23</i>
<i>College of Medicine</i>	<i>18</i>

Beyond this, the choice of "outstanding" aspects ranged widely. Hardly an element of the University failed to receive at least one vote.

<i>Engineering</i>	<i>8</i>
<i>Marketing</i>	<i>6</i>
<i>Honors Colleges</i>	<i>6</i>
<i>Athletic Department</i>	<i>6</i>
<i>College of Education</i>	<i>6</i>
<i>Science</i>	<i>5</i>
<i>Home Economics</i>	<i>4</i>
<i>History</i>	<i>4</i>
<i>English</i>	<i>4</i>
<i>Chemistry</i>	<i>4</i>
<i>Criminal Justice</i>	<i>4</i>
<i>Mathematics</i>	<i>4</i>
<i>Biochemistry</i>	<i>3</i>

<i>International programs</i>	3
<i>Packaging</i>	3
<i>Communications</i>	3
<i>Music</i>	2
<i>Natural Sciences</i>	2
<i>Psychology</i>	2
<i>Urban Affairs</i>	2
<i>Physics</i>	2

**VII.**                    *In order to further enhance the image and reputation of MSU, what do you feel should be among the University's highest priorities?*

Despite the variety of responses, the most common reaction was some expression of inadequacy to make a good judgement. This is borne out in the responses, only four of which convey any substantial agreement.

<i>Establish a Law School</i>	<i>11</i>
<i>Better Public Relations</i>	<i>11</i>
<i>Expand the Arts</i>	<i>10</i>
<i>Better Communications</i>	<i>10</i>

The remainder of the opinions showed great disparity. They included physical facilities and curriculum as well as political and philosophic objectives.

<i>Performing Arts Center</i>	<i>8</i>
<i>Upgrade academic standards</i>	<i>7</i>
<i>Pursue the Medical School program</i>	<i>4</i>
<i>Expand and improve humanities</i>	<i>4</i>
<i>Establish a Dental School</i>	<i>4</i>
<i>Construct Communications Arts Building</i>	<i>3</i>
<i>Establish teaching hospital</i>	<i>3</i>
<i>More graduate, professional schools</i>	<i>3</i>

*VIII. How would you rate MSU in volunteer leadership?*

This question generated more emotional reaction than any other query of the questionnaire.

Most respondents expressed opinions regarding how the University employed volunteers, some referred to the manner in which University leadership filled volunteer roles in the community and two or three referred to a student program for providing volunteers for local social welfare institutions.

Numerically, the score was as follows:

<i>Excellent</i>	<i>5</i>
<i>Good</i>	<i>14</i>
<i>Fair</i>	<i>8</i>
<i>Poor</i>	<i>43</i>

While nine respondents observed that University people make a great contribution to local communities activities; nineteen expressed criticism of the Trustees. This criticism ranged from lack of academic objectivity to vehement opposition to the manner of their selection. The most frequently used term to describe the Trustees was "embarrassing."

When this Trustee related reaction became apparent, the Michigan interviewer introduced a new question, *"In light of the fact that the University of Michigan obtains its Trustees in the same manner as MSU, how do you explain the fact that consistently the University of Michigan appears to wind up with a more effective group of Trustees?"*

Responses to the additional question ranged widely but what seemed to emerge was a general feeling that the age and stature of U of M Alumni (especially professional school graduates) resulted in a group with considerable political clout. This group, either through political power or the economic capability to control political power, is able to influence the quality of candidates for Trusteeship at U of M, regardless of political party. The result then is that the U of M winds up with good Trustees despite party labels or the manner of selection.



IX.

*How would you rate top administrative staff leadership of MSU?*

A number of respondents declined to answer this question, professing insufficient acquaintance on which to base a fair judgement.

A significant number of all the respondents indicated that their acquaintance with leadership extended only as far as the President, Jack Breslin and Les Scott. Many could not name another top echelon leader. Arthur Loub, Director of Development, appeared to be the next best known beyond the three mentioned above.

While many respondents had high praise for President Wharton, and in general, the reaction to administrative leadership was very positive, there was concern expressed at the inability to have productive input into administrative decision making. There was no desire to "run" the University; only to have what they considered to be "meaningful input." Our experience indicates that this is common to colleges and universities, even to much smaller schools. Yet, it suggests a need to respond more fully to volunteers' suggestions, and importantly, to identify areas of activity in which volunteers can become involved in a productive and satisfying manner.

The foregoing nine questions all dealt with attitudes regarding the University, primarily, with only incidental reference to the Performing Arts Center project. The remainder of the questions relate directly to the project.



X. *Are you familiar with plans to construct a Performing Arts Center on campus?*

<i>Yes</i>	<i>65</i>
<i>Somewhat</i>	<i>4</i>
<i>No</i>	<i>4</i>

In addition to the above, another eleven respondents indicated that they had heard something about it but professed little if any familiarity with the project. Four indicated that their first awareness came with receipt of the President's letter regarding the study.

Although many in the interview group had previously demonstrated their interest in the performing arts, their familiarity with your plans, and their quickness to respond affirmatively, has to be considered a positive factor.

XI. *Do you feel a new Performing Arts Center is important to the future of MSU?*

<i>Very important</i>	<i>27</i>
<i>Important</i>	<i>22</i>
<i>Somewhat important</i>	<i>5</i>
<i>Not important</i>	<i>13</i>

The large number of respondents who consider the construction of a Performing Arts Center to be "important" or "very important" reflects the high priority they place on this project. And while the priority was considered much higher among those in the Lansing area, and a higher percentage of local respondents rated it important, we found respondents in all geographical areas who gave it a similarly important rating.

In addition to these categorical responses tabulated above, eleven respondents challenged the priority of the project, usually on the basis that the economic climate dictated job-oriented undergraduate programs. However, they expressed the feeling that they would not object to the Legislature committing public funds for a "luxury" type project if the economy showed improvement.



Eight others expressed concern about the timing and urgency of the project without any specific explanation; six described the project as desirable but not urgent. Five respondents felt that the project could not be justified unless it was available for joint use by the University and the local community.

*XII. How do you rate the importance of a Performing Arts Center to the Lansing community?*

<i>Very important</i>	<i>27</i>
<i>Important</i>	<i>24</i>
<i>Somewhat important</i>	<i>8</i>
<i>Not important</i>	<i>5</i>

Many out of town respondents declined to answer this question on the basis of insufficient knowledge of the local situation. Five expressed specific qualifications all relating to the economics of the project, either the magnitude or the timing.

*XIII. If a formal campaign for a Performing Arts Center is launched, who do you suggest should fill top leadership roles in the effort?*

A substantial list of volunteer candidates who were mentioned has been compiled and is submitted in a separate report.

A substantial list of potential leaders was suggested, many of whom are, indeed, willing to commit time and effort to the project and who further possess the status and influence to be important members of a volunteer leadership organization.



XIV. *Would you be willing to work on such a program as a volunteer?*

<i>Yes</i>	<i>30</i>
<i>Limited</i>	<i>16</i>
<i>No</i>	<i>18</i>
<i>Other</i>	<i>4</i>

Of the four whose responses are "other," two are foundation executives who would support the project with their "presence." One other would host meetings but would not solicit, and the fourth would support the project in the press.

Many of those who did not respond indicated that they would have to think it over, and others indicated that their active participation would depend on the nature and timing of a campaign. But again, the majority indicated a willingness to become involved without hesitation or restrictions on their involvement, while another sizeable group wished to become involved in a "limited" way, that is, to the extent their time and talents permitted.

XV. *From what sources do you believe the largest gifts might be anticipated?*

Responses were divided quite sharply between specific sources and classes of sources. Some declined to make any suggestions.

The responses relating to classes of sources are recapitulated here. Specific sources are listed separately from this report.

<i>Foundations</i>	<i>11</i>
<i>Industry</i>	<i>8</i>
<i>Alumni</i>	<i>7</i>
<i>Banks</i>	<i>4</i>
<i>Michigan Legislature</i>	<i>3</i>



<i>Selected wealthy friends</i>	<i>3</i>
<i>Physicians</i>	<i>1</i>
<i>Lawyers</i>	<i>1</i>

Interestingly, the respondents identified sources, proportionately, very close to the rank in which funds will ultimately come, in our opinion. There will be variations, but there is surprising accuracy in their general feeling about sources. Thus, when goals by division or area are later developed, they will serve to reinforce the perceptions of your campaign leadership.

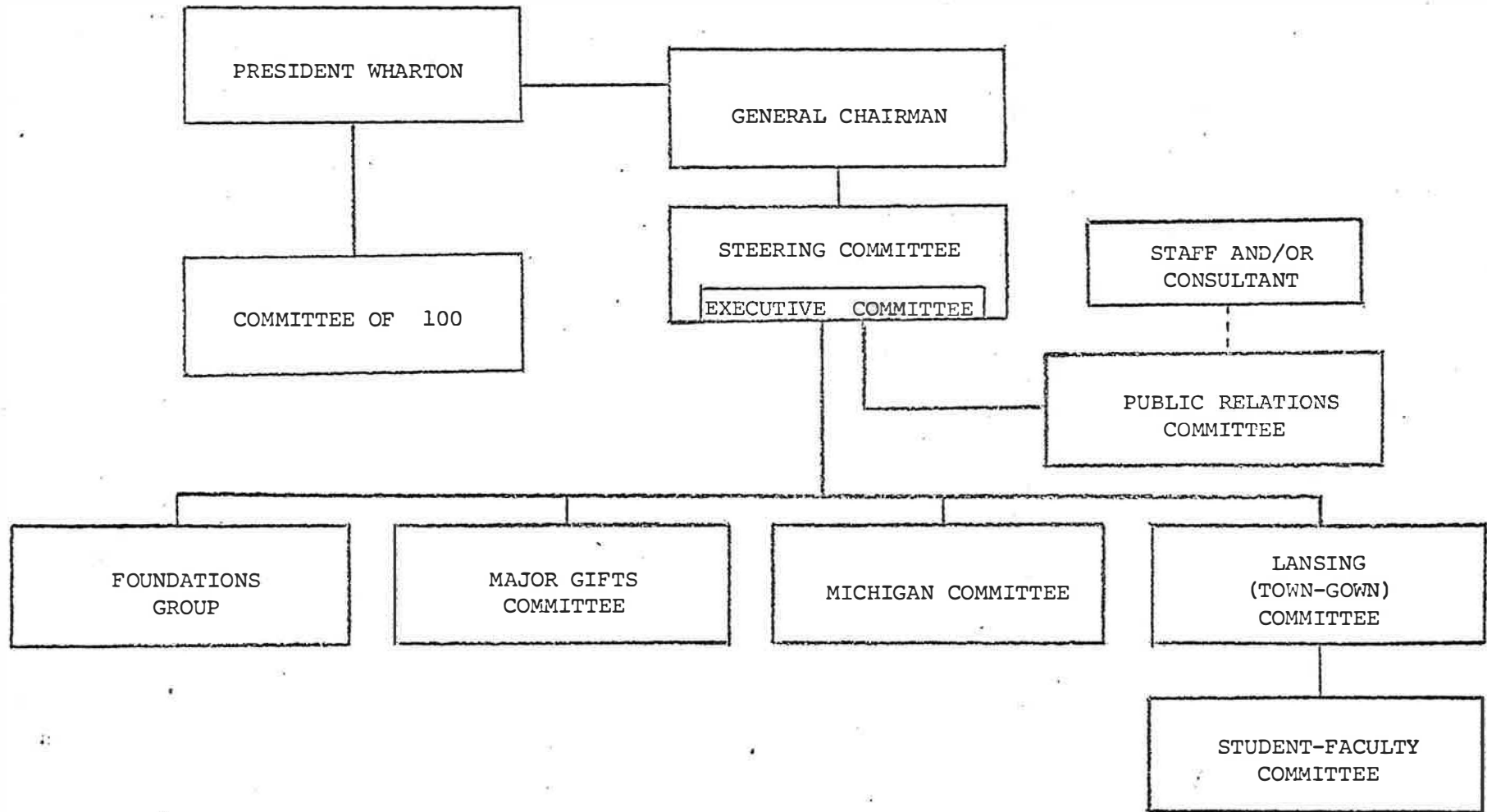
*XVI. Have you contributed to MSU in the past?*

<i>Yes</i>	<i>60</i>
<i>No</i>	<i>8</i>

*XVII. Would you give to a Performing Arts Center campaign?*

<i>Yes</i>	
<i>Personal</i>	<i>44</i>
<i>Company</i>	<i>18</i>
<i>Foundation</i>	<i>2</i>
<i>No</i>	<i>24</i>

PRELIMINARY CAMPAIGN ORGANIZATIONAL CHART



## RECOMMENDATIONS FOR COMMUNICATIONS PROGRAM

We recommend that Michigan State University inaugurate an immediate, aggressive, comprehensive program of communications and public relations designed to articulate the University's achievements and present stature and overcome any negative attitudes. This plan should include:

1. More frequent, readable, attractive, intimate mail contacts with all constituents.
2. Aggressive cultivation of both paper and electronic news media locally and state wide. Particular attention should be devoted to Science, Agriculture and Education editors.
3. Aggressive cultivation of selected national news media, New York Times, Wall Street Journal, Christian Science Monitor, principal papers in major cities, wire services, national radio and television networks.
4. Production of one or series of films conveying the "excellence" of MSU; plan for maximum exposure.
5. Produce a series of radio and television programs extolling the achievements of the University and make them available on a no cost basis wherever a program planner will use them.
6. Organize a "Speakers Bureau" of University people and book them wherever any reasonable opportunities arise or can be created.
7. Arrange for greater visibility of University leadership group, especially the President.
8. Cultivate the Legislature aggressively.
9. Create opportunities to invite constituents, legislators and potential constituents to the campus.
10. Expand opportunities for involving greater numbers of top flight volunteers in the creation of University policy.
11. Create a task force of volunteers with maximum "clout" for the express purpose of upgrading the quality of candidates for the office of University Trustee, regardless of political party.

