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AUTHOR Baumann, Carol Edler
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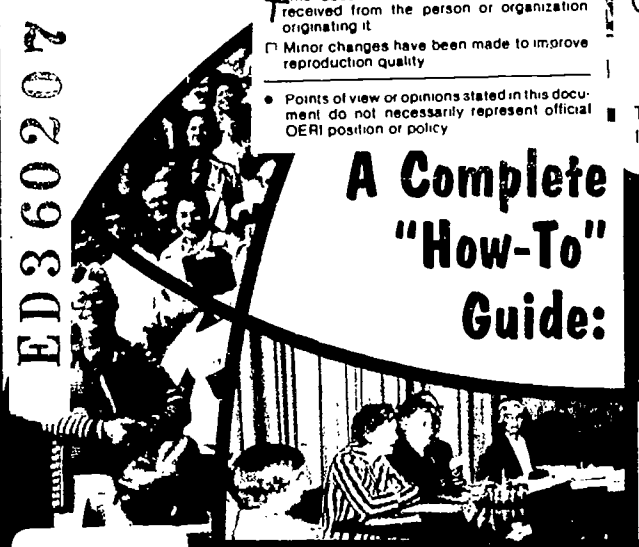
ABSTRACT

This guide is designed for persons who need to plan education programs in world affairs for presentation to an organization. Such a person might be a program chair of a local League of Women Voters or a community Rotary Club. The guide is organized in five sections, each of which presents information on one of five steps to program planning. The five sections are: (1) Focus: What Should You Program About?; (2) Structure: How Should You Format Your Program?; (3) Speakers: Which Speakers and How To Find Them?; (4) Logistics: Where, When, and How To Program?; and (5) Publicity: How Do You Reach Your Audience? Three appendices also are included: (1) List of Selected Resources; (2) Program Planning Checklist; and (3) Press Releases. (DB)

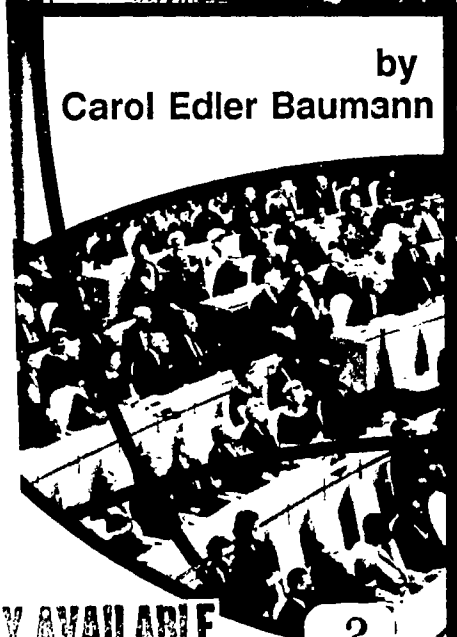
Program Planning About World Affairs



A Complete "How-To" Guide:

From Program Planning to Audience Applause

by
Carol Edler Baumann



The American Forum for Global Education

PROGRAM PLANNING

ABOUT

WORLD AFFAIRS

A Complete "How To" Guide:

From Program Ideas to Audience Applause

By Dr. Carol Edler Baumann
Director of the Institute of World Affairs
at The University of Wisconsin-Milwaukee

The American Forum for Global Education

About The American Forum for Global Education

The American Forum for Global Education is a not-for-profit, non-partisan organization dedicated to promoting national citizenship in a global age. The American Forum was created in 1987 through a merger of Global Perspectives in Education (GPE) and the National Council on Foreign Language and International Studies (NCFLIS).

The American Forum for Global Education, 45 John Street, Suite 1200, New York, NY 10038 (212)732-8606.

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TABLE OF CONTENTS

Overview: How This Guide Can Help You

Five Easy Steps to Program Planning

So you're the new Program Chair for World Affairs. Congratulations! Or? For now you face the traumatic reality of putting on programs. Whether you have just been elected Program Chair for International Relations of your local League of Women Voters, your neighborhood American Association of University Women, or your community Kiwanis or Rotary Club, or have been appointed as ad hoc chairman of your city or state annual U.N. Day observance, you all face a similar problem: how to plan, organize, and put on a world affairs program. You may be a well-informed student of world events in general, or even a specialist on some particular region or global problem, but putting on an educational (and interesting!) program for your fellow club members and colleagues is an entirely different matter. But it need not be as frightening and overwhelming as at first it may appear.

This guide has been written especially for you; and it is a guide, not a thesis. It will not extol the virtues of "civic education in world affairs," nor exhort you to become better informed so that you can be a better citizen. It assumes that you have taken the job of program chair for world affairs either a) because you wanted it, or b) because no one else did. At any rate, the effect is the same: you have to develop some kind of international program for your club, organization, or civic event. Where do you begin and what steps should you take along the way?

Step Number One: What Should You Program About?

The first thing you have to decide is the subject or focus for your program event. Of course, if you are the U.N. Day chair, this decision has been made for you, at least in part. The focus might have to be sharpened (i.e., the U.S. role in the U.N., peace-keeping activities, or U.N. reform proposals, for example), but this can often be done when you contact prospective speakers or plan the program with your committee, if you have one. (Committees are a great way to get ideas, by the way, both for the program focus itself and for potential speakers, but more on that later.)

The problem becomes a bit more dicey, if you have to develop the focus yourself. "World Affairs" is a vast mandate, and the novice programmer can easily become over-awed just by the multitude of possible topics. One way to narrow down the options is first to decide whether you want to focus a) on a "current crisis" (Vietnam in the late '60s or early '70s, the energy crisis in 1973, Iran in 1979, Central America in the early 1980's, or Iraq and the Gulf today) or b) on one of the on-going "lasting issues" of world affairs (East-West or West-West relations, the trans-Atlantic relationship, "the German problem," "peace" in the Middle East, or third world development). Sometimes you can combine the two with the insertion of a handy colon; like, "Crisis in the Atlantic Partnership: NATO Faces Detente" or "Middle East Cauldron: Israel versus the Palestinians."

Another way to divide the program pie is to consider a "regional" focus versus what might be called a "functional" focus. Of the examples given above, most are regional in their focus; only the energy crisis and third world development are of a functional nature. Other functional issues which are global in scope include such topics as world population, the global environment, third world debt, an interdependent world economy, food and famine, and international terrorism, to list just a few. One of the main determinants in your final decision, of course, should always be the nature and characteristics of the audience for which you are programming.

Section One of this guide will examine the pros and cons of these different kinds of program contents in terms of their current crisis or lasting issue nature, their regional or functional focus, and their audience appeal.

Step Number Two: How Should You Format Your Program?

Now that you have decided on a topic and have honed and sharpened its focus to suit your own audience, you will have to consider what format or structure your program should take. And although there are not as many variations in format as there are topics for program content, there are enough to create planning problems for the uninitiated. For many clubs and organizations which meet on a regular basis, the program format may be dictated by custom and/or time available. For service club luncheon meetings, for example, there is usually a single speaker who is given twenty to thirty minutes for the presentation, with ten to fifteen minutes for questions and answers. That's relatively simple.

But what if your organization decides to put on a substantive program separate from its regular business meeting, and you have the job of organizing it? What are the options available in terms of format? For purposes of summary (more details in Section Two), there are at least four basic formats you might want to consider:

1) a lecture or speech forum (single speaker, usually followed by audience questions and answers);
2) a panel discussion (a group of speakers who give short presentations on the same or related topics and then discuss it among themselves, followed by audience questions and answers);
3) a conference, institute, or symposium (one- or two-day or partial-day programs with several speakers on different aspects of a subject, sometimes utilizing panels); and
4) a discussion or dialogue group (a small group of participants, fifteen to twenty, who usually meet on a regular basis to discuss topic(s) of common interest and concern).

One of the distinct advantages of "live" programs over media presentations or discussions is the opportunity they provide for "dialogue" between the audience and the guest specialist. You can't talk back to a radio monologue or ask questions of a TV panelist. People who come to lectures or conferences want the "hands on" experience of meeting and mixing with the famous and/or knowledgeable! They want to ask their question and (often) give a short, or not so short, speech by way of setting the right context for their inquiry. Woe to the moderator who doesn't balance that natural tendency for a questioner to pontificate with the limited patience of others in the audience who "came to hear the expert" (or) who wanted to make a speech of their own! Section Two will set forth some useful suggestions for "podium protocol" which often lies at the very heart of a successful program.

Step Number Three: Which Speakers Should You Invite for How Much?

Now you're really getting down to the nitty-gritty! Depending on your budget, you can run the gamut from such well-known luminaries as Henry Kissinger (at $20,000 per speech) or Oliver North (at $25,000 per speech) to such home-town experts as your local clergyman, school teacher, or newspaper editor, who might be willing to help you out on a pro bono basis ("pro bono" or "for the good of" is a great term to use when you want to avoid the embarrassment of asking someone to do something for nothing!)

But if you're arranging a program for your club or organization, you probably have some kind of budget within which you have to work. If not, set one up. As a rule of thumb, anything under $100 for a single speech can be referred to as a "token" honorarium, while $100 to $200 could be called "modest." A $300 to $500 honorarium for a recognized scholar, research specialist, journalist, or other "expert" would be "respectable;" expenses would be an add-on.

Assuming you have adequate funding on hand, whom should you invite and how do you go about it? The answers to these questions are largely dependent on the subject-area or issue you have already selected as your program focus. Actually, you can put the cart before the horse: get your speaker first, and then tailor your topic to the speaker's expertise. This procedure works well if you just happen to hit on a target of opportunity. For example, you learn from your local newspaper that Sir Percival Wright, a famous British Member of the House of Lords, happens to be in town for an Anglo-American get-together, you find out who is handling the event, call them up, and ask if "Sir Percival" might be available for a speech to your club. Topic? Why, whatever he'd like to talk about! Chances are he'll welcome the opportunity to address another group while in the area.

But the target of opportunity approach doesn't work for programs with a pre-determined content or for program dates that can't be modified to suit the speaker's convenience. For those programs you have to find someone who is knowledgeable on a particular topic and available to speak about it on the date chosen. Frequently, your local or nearby college or university can help you out; many of them have speaker services guides listing faculty by areas of expertise and some will even include mention of the required fee, if any. Universities and colleges of the old "land-grant" variety or with strong extension or outreach traditions encourage their faculty members to participate in community events of this kind and sometimes even weigh such "service" activities for merit pay and/or tenure considerations. In addition, there are virtually scores of professional, academic, and other non-governmental organizations which can provide helpful suggestions and information on possible world affairs speakers. A select list of these is provided in Appendix A.

Step Number Four: Where and When Should you Program?

If your club or association has its own regular meeting place and time, you can skip step four and move on to five. In many cases, however, either

the where or the when is a matter of choice. The "where" depends partly on the kind of event you have in mind: a lecture aimed at an audience larger than your own membership may require a large hall or auditorium, whereas a discussion group can be held in someone's living room. Don't panic if you find that you need the former. Lecture halls can be found in schools, church basements, community colleges, service club facilities, libraries, museums, and town or city halls, to mention just a few locations. Many of these can be had for little or nothing, particularly if you agree to list the facility owner as a "co-sponsor or "cooperating organization." Hotels are a different matter, but more on that in Section IV.

Within a larger metropolitan area, you may have to think about "location" not only in terms of the appropriate facility, but also in terms of which part of the city would be best as the locale for your event. If all your club members reside in the suburb of Clovernook, it doesn't make much sense to hold your monthly club program downtown. Conversely, if you are sponsoring a large popular event featuring a nationally-known speaker, a downtown hotel site may just be the ticket. For an intensive day-long seminar, analyzing a particular issue in some depth, a university/college campus setting may add the serious "academic aura" that you want to achieve. A business-oriented program, on the other hand, may attract a higher attendance if held in a corporate headquarters meeting room or at a downtown bank location.

The "when", if not pre-determined by regular meeting dates, is a question that deserves more attention than it usually gets. We will explore the pros and cons of various alternatives a bit later, but here are a few of the options you will have to consider: for all-day programs, weekday versus weekend (this makes a particular difference for the employed versus the retired); for two- or three-hour programs, the relative merits of mornings, afternoons, or evenings; for evening lectures, which day of the week; and for large-scale, public events, which season of the year (Wisconsin programs in January and Florida programs in August both court the same disaster!). Above all, avoid holidays or Holy Days of all religions, if at all possible. The Friday after Thanksgiving is also a no-no. Just look at a good calendar to spot the dates of important holidays.

Step Number Five: How Do You Reach Your Audience?

Well, you're almost there, but not quite. You have decided on a focus and a format for your program, you have searched for and found your

speaker(s), and you have wrestled successfully with the logistics of where and when your program will be held. Now you just have to attract an audience. If your program is tied to a club or association meeting, you're already well on the way. Even then, unless you're the program chair for Rotary (which expects its members to attend at least 65% of all of its meetings), you still have to work to secure a good turnout of the members. Advance publicity both on the topic and on the speaker is an obvious must. But the nature of that publicity, its packaging, and the vehicle for its delivery are equally important.

When you're really interested in international affairs yourself and committed to spreading the word about an issue or topic of intrinsic importance (at least it seems so to you), it's hard to understand why others don't leap at the chance to attend the program you've worked so hard to develop. Why even bother with more than the most rudimentary announcement? "The program should sell itself!" Well, maybe it should, but don't be the naive victim of your own enthusiasm. Just remember that there are a hundred and one other things for people to do which compete with your program for their attention and their time. How do you get that attention? Through publicity. And free publicity is always best. The nature of that publicity must be designed to sell the significance of the topic, the format of the program, and the competence and excellence of the speakers. Program packaging can help. Consider the following alternative blurbs: "These lectures are designed to analyze in depth recent events in several key countries of the world." Versus "Hear the inside story of what's happening in Deng's China, Khomeini's Iran, and Gorbachev's USSR. Join us for an up-to-date survey of global trouble spots from Kabul to Kiev and from Teheran to Tiananmen Square." Too jazzy? Maybe, but it packs them in. Sell your program like Kellogg sells breakfast food. Don't be shy, merchandise!

Finally, how you deliver your publicity matters as well. A standard notice in your association newsletter may suffice, but how much better is the personal announcement delivered at a meeting, with some extra insights into the credentials of your key speaker (like, "just returned from the PRC, Professor Thomson will recount his personal experiences and observation on..."). The same for the media when you're putting on a public program: send a press release by all means, but follow-up with a personal call to the city or education editor with a concise reason of why they should publish it. The squeaky wheel does get the oil!

Well, that's just the appetizer, won't you join me for the full course? The following sections will elaborate in greater detail on each of these five steps to successful program planning. We will provide a summary list of regional and functional subject topics, and will then examine the pros and cons of alternative program formats. Section Three will develop a profile of what constitutes "good" speakers and how to find out about them, in advance. We will explore the logistics of location, timing, and those other details of room set-ups, all of which can make or break a private program or a public event. In our final section on publicity we will discuss ways to secure publicity for your program and also list the do's and don'ts of good public relations. This program planning guide concludes with three appendices: Appendix A lists selected resources where you can go for help; Appendix B provides a program planning checklist to use both before and at your program; and Appendix C includes selected samples of press releases.

DELEGATES TO FPA'S "1975 NATIONAL CONFERENCE ON GREAT DECISIONS IN UNITED STATES FOREIGN POLICY."
HOUSE COMMITTEE ON INTERNATIONAL RELATIONS, APRIL 10, 1975

Section I

Focus: What Should You Program About?

Current Crises versus Lasting Issues
Regional versus Functional Focus

It was pointed out in the **Overview** that there are at least two ways to think about how to focus your program. One is to consider whether your particular audience would prefer hearing about a "current crisis" or would be more intrigued by some new angle or update on one of the so-called "lasting issues." The current crisis approach has a lot of immediate appeal for those programmers who aren't already committed to their program focus by a year's schedule done in advance or by their own personal subject preference. The crisis of the day is hot-off-the-griddle and therefore too fresh to be stale, it's in the center of media attention and public interest, and it's probably too new to have acquired the patina of nuanced terminology requiring one to avoid using certain inflammatory adjectives.

Current Crises

Let's take China, the People's Republic of China, as a current crisis example, right after the Chinese government's massacre of students and workers in Tiananmen Square. Almost anything on China would have played to a full house during that crisis period of June and July, 1989. Newspaper headlines seemed riveted on China, particularly on Beijing, TV commentators reported "live" on the drama of the confrontation between the Communist Party and the "pro-democracy" forces, and China-watchers were back in vogue on all the talk shows, just as they had been at the time of ping-pong diplomacy and the historic visit of Richard Nixon to the PRC. The Institute of World Affairs[1] at The University of Wisconsin-Milwaukee joined the bandwagon with a one-night public lecture program on "Beijing: What Now?", and attracted a grand total of 283 people in attendance, at the

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[1]Dr. Baumann is Director of the Institute of World Affairs at The University of Wisconsin-Milwaukee; the Institute serves as the University's outreach arm for public education in world affairs.

modest (but more than token) fee of $5.00 per head. This contrasts markedly from other recent (but non-crisis) one-night lectures sponsored by the Institute which only managed an attendance of 50 or 60 at best!

So what lesson can you learn from that example? One: keep the topic fresh, not stale. The events in Beijing took place in June and our program was held in early July. Two: media attention can work for you, particularly if you program on topics which the media themselves are already publicizing; this in turn reinforces a public interest on which you can capitalize, rather than having to create it. Finally, unlike the situation with the on-going traditional issues, which already have their own histories of programming successes and failures, the crisis issues can be depicted pretty much as you choose. For our Institute program on Beijing we used the sub-heading, "After the Beijing Massacre: What Next for Sino-American Relations?" Since a crisis is a crisis, you need not avoid emotion-laden labels or titles.

There is also a negative side to this ledger, however. Since one can seldom predict exactly when or where a crisis will occur in world affairs, or what its nature will be, it's almost impossible to plan ahead and program in advance. Hence, if you have to develop a topic for January 15th of next year, and your annual schedule of events goes to press in August of this year, you're up the proverbial creek as far as crisis issues are concerned. It is also difficult to find speakers at the last moment. Specialists/experts on the crisis of the week are going to be in high demand and perhaps not available when you want them. You may have to tailor your timing to their schedules, rather than the other way around. Finally, people are fickle, today's hot topic may easily become yesterday's forgotten fad.

Lasting Issues

But maybe you've decided not to be swayed by the passing preferences and prejudices of popular demand. As international relations chair for your local League of Women Voters group, you know that East-West relations are likely to dominate the world stage for the next forty-five years, just as they have done for the past forty-five. They may fluctuate from an atmosphere of cold war to competitive coexistence to detente and back again, but the significance of the relationship between the Soviet Union and the United States is not likely to wither away in the very near future. So, you reason, why not settle on a sure-fire, tried and true topic, a "lasting issue" of contemporary world affairs?

First of all, you wouldn't be alone if you decided to follow that formula for program planning. Almost every World Affairs Council around the country devotes at least one event annually to some topic arising out of or connected to the East-West relationship. The Foreign Policy Association (New York) which sponsors the annual Great Decisions program has included at least one topic related to East-West or U.S.-Soviet issues in their series over the past five years as follows: 'Star Wars' and the Geneva Talks - 1986, Defense and the Federal Deficit: U.S. Needs, Soviet Challenges - 1987, Gorbachev's Soviet Union - 1988, Arms Talks - Next Round? - 1989, and U.S.S.R. and Eastern Europe - 1990. One would be challenged to pick up any major national newspaper or news magazine that did not contain one news item or article with similar focus.

Some of the advantages of programming about the lasting issues include audience familiarity with the topic (or some variation on the theme), availability of resources (books, films, videos, and speakers), and great flexibility in developing the focus of your topic (a quick review of the FPA's five different "slants" on Soviet-related topics will illustrate the point.) Some of these "pros" have their negative sides as well, however. The "con" of audience familiarity with the topic is boredom. Nothing can kill a potential program idea more effectively than the comment: "Oh, not another program on the Soviet Union!" The wide variety of different ways to focus in on a general all-encompassing topic also has its down side. True, it allows flexibility, but it also demands creativity and forces you to think: "Which angle accurately reflects the real problem, and which title will most appeal?"

Finally, you probably should know a bit more about the history and substance of an on-going, great issue in order to put on an attractive and appealing program, than need be the case with a current crisis. Taking the China case study, for example, it didn't take a great deal of thought to come up with the title, "Beijing: What Now?." But to explore the current phase of closer and more friendly Soviet-American relations under a rubric like "U.S.-Soviet Diplomacy: A New Detente?," you would have to know that there had been an "old" detente, that something happened to it, and that now some new kind of engagement was under way. Equally important for the 1990s, will be to understand the major implications of economic reform and democratization in the Soviet Union and in Eastern Europe, not only for Europe as a whole, but for the global scene as well. Or, to accurately entitle a well-rounded conference on Middle East peace prospects, you should learn enough about the subject to avoid a simple "Arab-Israeli" dual approach, and expand the formulation to include the Palestinians.

Regional Issues

Another way to zero in on program ideas is to survey the major world regions and principal global functional problems as they might be viewed from the perspective of a policy-maker, perhaps someone in the U.S. State Department or National Security Council. Believe it or not, to provide that kind of organizational overview, nothing is really better than an ordinary phone book! The 1989 U.S. Department of State "Telephone Directory" lists five "geographic" bureaus and nine "functional" bureaus to deal with the major substantive issues of statecraft. In addition, of course, there are other bureaus, offices, and staffs to manage such matters as administration, comptroller (budget), consular affairs, diplomatic security, equal employment opportunity and civil rights, foreign missions, the Foreign Service Institute, legal affairs, legislative affairs, personnel, policy planning (staff), public affairs (more about that one later!), management operations, and medical services. Some matters which don't exactly "fit" in one bureau or another or which require special coordination between bureaus are placed under "Ambassadors at Large", like Cultural Affairs, Refugee Affairs, Non-Proliferation Policy and Nuclear Energy Affairs, Counter-Terrorism, and Arms Control.

Let's take a look at the five regional bureaus and some of their sub-divisions as they might relate to your program needs. These are: African Affairs, East Asian and Pacific Affairs, European and Canadian Affairs, Inter-American Affairs, and Near Eastern and South Asian Affairs. Keep in mind that these bureaus are excellent sources not only for purposes of program focus, but also for experienced and well-informed speakers. Bureaus are divided into offices. The Bureau of African Affairs, for example, has four regional offices (Central African Affairs, East African Affairs, Southern African Affairs, and West African Affairs) and an Office of Regional Affairs to deal with African issues which are of continental scope. Because of the importance of economic assistance in U.S.-African relations, there is also a separate Economic Policy Staff. (Note that there is no Office of North African Affairs; these are handled in the Bureau of Near Eastern and South Asian Affairs.)

The Bureau of European and Canadian Affairs, traditionally, one of the more important bureaus in the Department, is divided both on a geographic and on a functional basis. The regional sub-divisions or offices include Canadian Affairs, Central European Affairs, Eastern European and Yugoslav Affairs, Northern European Affairs, Southern European Affairs, Soviet

Union Affairs, and Western European Affairs. There are three functional offices: the Office of Regional Political-Economic Affairs, the Office of European Security and Political Affairs, and the Office of the Special Negotiator.

What insights do these organizational structures provide in terms of programming about world affairs? First, they indicate that in order to attempt to solve the problems of world affairs, the policy-makers themselves have to sort out at least some of them on a regional basis. Therefore, in order to present them to an audience for analysis and discussion, it also makes sense to think about them in regional terms. Second, the regional and functional sub-divisions provide an easy way to focus programs within the larger geographic areas. Thus, even though you may know nothing about Africa (but your group has asked for a program on it), you can start with the assumption that a focus on Southern Africa or on East Africa would make some programmatic sense. Or, just looking at the functional offices in European Affairs, you can zero in on the political-military complexities of NATO, or the political-economic challenges of the European Community.

Functional Issues

The functional bureaus of the State Department are equally helpful in providing ideas for program content. The 1989 DOS Telephone Directory lists nine such bureaus: Economic and Business Affairs, Human Rights and Humanitarian Affairs, Intelligence and Research, International Communications and Information Policy, International Narcotics Matters, International Organizations Affairs, Oceans and International Environmental and Scientific Affairs, Politico-Military Affairs, and Refugee Programs. Each of these bureaus deals with problems which are truly global in scope, or at least beyond the realm of any one particular region. With greater public awareness of and attention to "global interdependence," these functional issues are increasingly attractive as subjects for the focus of world affairs programs.

For example, the Bureau of Oceans and International Environmental and Scientific Affairs is a veritable global gold mine of program wealth. Among its various mandates are such issues as global population; environmental protection; ecology and natural resources; nuclear non-proliferation and export policy; energy export and import control; nuclear technology and safeguards; oceans and marine science; fisheries; ocean law

and policy; advanced technology; cooperative science and technology programs; and science and technology support. As environmental problems like the greenhouse effect or the pollution of the world's oceans capture the imagination and concern of American youth, programs of this kind are uniquely suited to attract the younger members or prospective members of your organization or group.

Summary

By way of quick review, then, the "audience appeal" of a program may depend on whether it is crisis-focused or related to one of the lasting issues of our era, or it may be generated by either a regional or a functional focus on the major foreign policy issues of the day. As we will discuss in subsequent sections, the appeal of a particular program may also be created as much by its format or by the popularity or name-recognition of the speaker, as by the subject matter itself. Audience appeal is also influenced by the kind of publicity it is given. As was mentioned, a simple announcement may suffice for a program held in connection with a regularly-scheduled club meeting, but something more attractive (brochure or special invitation) may be necessary for a program designed to bring in the general public.

Some programs also appeal to "special interest" groups which should always be included in mailings if you are seeking a larger, public audience. Let's return to our previous example of the functional issue of global environment by way of further illustration. Say that you've decided to focus your annual AAUW program on the deforestation of the Brazilian Amazon region and its contribution to the global greenhouse effect. Your local AAUW group has identified this as an important issue to study, but it also wants to use it to inform others in the community and perhaps to attract them to become new members. Obviously, local environmental groups, or local branches of national groups, should be identified as logical target audiences; the Sierra Club, the Environmental Action Coalition, the regional or local Audubon Society, and your state's Department of Natural Resources come readily to mind. Other "naturals" include such organizations as your local World Affairs Council, if you have one, and the city or state division of the United Nations Association. But more on this when we get to the section on publicity.

As a final topic in this section on program focus, you shouldn't overlook the possibility of using "canned" or pre-planned programs. They're

not everyone's cup of tea, but some of them are excellent and might just satisfy your particular need. Some, like the Foreign Policy Association's annual "Great Decisions" program, can be fitted into your own organization's meeting schedule, while others may have to be taken when offered as special targets of opportunity. But since most of them already come with a program focus, if not an exact title, they offer a respectable way around the sometimes excruciating question of "What Should You Program About?"

The Foreign Policy Association is a national, non-governmental, non-partisan organization dedicated to educating Americans about the field of world affairs. Founded in 1918, the FPA publishes the *Headline Series*, brief popular booklets on important foreign policy issues; *A Citizen's Guide to U.S. Foreign Policy* (every four years before the Presidential election); and the *Great Decisions booklet,* an annual publication on eight current issues of concern to U.S. foreign policy. In addition to the Great Decisions booklet, the "Great Decisions" program, as sponsored each February and March with cooperating organizations all around the country, usually consists of a variety of multi-media programming, including lecture series, TV and radio presentations, newspaper articles, and discussion groups in homes, churches, libraries, and elsewhere. Your club or organization can easily adapt one or more of these offerings to its own program needs. (The FPA, along with several other national resource organizations, is listed with its address in Appendix A.)

Secondary school students using Great Decisions in the Classroom.

A couple of other national organizations which sponsor educational programs on world affairs in local communities around the country are the China Council of the Asia Society, the Japan Society or its local affiliates, and the American-Arab Affairs Council in cooperation with its state voluntary committees. Although these organizations would probably not be interested in providing a local program solely for the members of an individual club, they do welcome the local co-sponsorship of several cooperating groups, one of which could easily be yours. All three of these organizations also provide assistance in identifying knowledgeable speakers on the country, area, or issues of their major concern.

So what should you program about? The choices are many, and they're all up to you. Think through the various options discussed in this section: current crisis, lasting issue, regional focus, functional problem. Decide what will most appeal to your audience for your particular function. And don't be afraid to ask for help. There are a lot of groups out there whose sole purpose is to educate Americans at the grass-roots level, and they are dependent upon people like you to provide the local audience. A common interest is the surest base for cooperation among organizations just as it is between countries. So take advantage of the expertise of others, and take the first step to make your program the success it deserves to be.

Section II

Structure: How Should You Format Your Program?

Lectures, Dialogues, and Podium Control

The Single Speaker Forum

Once the subject of a potential program has been decided, the natural tendency of a program planner is "to find a speaker." But, as the Overview pointed out, there are at least three other patterns your program could follow; a panel discussion, a conference, or a discussion group (or, in fact, combinations thereof). There's nothing wrong with the single lecture format, however, and in fact it is probably the one with which we're all most familiar. Our educational system, from primary school through college, is largely based on a combination of lectures, readings, and private study. In churches and synagogues alike we're conditioned to listen to a single minister, priest, or rabbi present the sermon for the day, and at most luncheon and dinner meetings the post-dessert and coffee event is, you've got it, the after-dinner speaker!

As with most things, there are both pluses and minuses connected with the single speaker forum. One of the big advantages of having only one speaker is that he or she will usually have the time needed to develop the topic fully or at least to outline its major aspects. A good lecturer will also frequently mention specific problems or ideas which the audience may wish to follow up on in greater depth during the question and answer period. Since the speech or lecture forum implies audience participation through questions and/or statements, this format also provides the opportunity for alternate opinions or contrary points of view to be expressed. An informed audience may even add new or different factual data to the information given by the speaker.

The greatest potential minus of relying on only one speaker is that if the lecture is really poor or boring, your entire program is shot. Hopefully, you can avoid such a calamity by careful selection based on advance information about past performances (see Section Three), but the potential

is always there. Another disadvantage may arise if the topic you selected is particularly contentious or emotional, with many divisive and opposing points of view. Unless your speaker genuinely attempts to present an objective spectrum of different opinions on the issue or, even if he states his own opinion, is willing to set forth or listen to other points of view, your program is likely to irritate or even alienate at least some group within the audience. A good moderator can save the day by presenting his own counter-balance to a speaker's slant or by seeking out divergent views from the audience. But really good moderators are few and far between! (See section on "Podium Protocol" below.)

The single speaker program format must also be considered in terms of its initial audience appeal. It tends to work well for luncheon or dinner programs, for club meetings with limited time for a "speaker," and for weekly lecture series (in which one loser can be balanced against the full roster of other speakers, hopefully better ones!). The national celebrity/big name speakers also fit well into the single lecture format since they can attract an audience with their own name appeal and are not as dependent on the drawing power of a specific topic or a general program theme, as in the case of a panel or conference. Finally, the casual observer of world affairs (or, less kindly, the dilettante) may be more easily lured to attend an hour-long lecture than a two- or three-hour panel or a day-long conference.

The Panel Discussion

But the panel approach is not without its own appeal, particularly when coupled with the opportunity for audience participation. The panel discussion format, as mentioned in the **Overview**, consists of a group of usually three or four speakers who give short presentations on the same subject or on related aspects thereof, discuss it among themselves, and then open the forum to audience questions and further discussion. This procedure is probably the most informal and flexible of the four formats we'll be looking at, and it also allows the greatest opportunity for free-wheeling give-and-take with the audience. It can provide: a) diverse points of view on the same topic, b) different aspects of the topic, and/or c) an analysis of the topic within the context of a more general subject umbrella. For example, a panel could discuss "EC-92" in terms of: a) problems and progress, b) historic, economic, and political aspects, and/or c) the EC as it relates to the overall subject of the global economy or U.S. international economic policies.

Avoiding the sometimes sterile stiffness of formal, written speeches, panel members frequently speak informally from notes, and may even modify their prepared texts with ad hoc rejoinders to the remarks of other panel members. If the panelists have been well-briefed in advance on exactly what you, as the program planner, want them to do, a great deal of information and analysis can actually be covered in a short time by a panel discussion. Flexibility is another plus for the panel format which allows the moderator to take audience questions and input at almost any point during the program (after each panelist has spoken and/or after all have spoken and/or after they have had the chance to discuss the topic among themselves) and thus promote the substantive give-and-take of true dialogue. Once again, the success of this approach depends very largely on the skill of the moderator.

An otherwise dated booklet on *Civic Education: Programs for Adults* (1956)[2] has a rather good section on some of the advantages and limitations of what it calls the "panel-forum" as follows:

1) "Panel members often wander from the topic when they talk informally." Note: Try to avoid this by clear and specific instructions when you contact your panelists in the first place and also instruct your moderator to keep them on the topic.

2) "Time limitations often preclude full audience participation." Note: This can be a real problem, but it can be mitigated, if not completely avoided, by carefully planning what amount of time is needed by the panel itself, adding to it for Q and A, and having your moderator adhere strictly to the schedule.

3) "A poor moderator often ruins the entire program by attempting to answer audience questions instead of referring them to the panel." Note: Get a good moderator, and make it clear that the job is to moderate, not participate.

4) "Panel members who are subject-matter experts will often talk 'over the heads' of the audience." Note: Again, clear initial instructions can help, along with the selection of good panelists

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[2] Crabtree, Arthur P., Civic Education: Programs for Adults. National Association of Public School Adult Educators, Washington, D.C. - 1956. Page 33.

who are informed about the nature of the audience. More on this in the next section on speakers.

5) "Panel members are often chosen who are not well qualified to speak on the topic and give poor performances." Note: You should be able to avoid this by careful selection, but it can happen. At least with a panel, the chances are that not all of the panelists will be that poor!

The Conference or Symposium

The half-day or day-long conference or symposium is of more relevance as a format for the program planner who is charged with putting on a community-wide event, than for one who is simply planning a weekly club meeting. The typical day-long conference would include between four to eight different speakers, usually but not necessarily addressing related topics within an overall conference focus. It thus benefits from some of the same advantages as the panel format, permitting the discussion of diverse viewpoints or various aspects of the same topic, but with more time to do so. One can think of a conference as simply a collection of individual speakers who address their assigned topics in sequential order. Unlike panelists, however, conference speakers usually make more formal presentations with less commentary on each other's remarks.

The opportunity for speaker dialogue with the audience exists with all three formats, but a larger conference may have to be a bit more carefully organized to encourage it. Some people may be inhibited from asking questions in a large group, whereas the extroverts within it are less likely to be deterred. Unfortunately, there is no correlation whatever between the length or number of remarks someone may make and their quality! One technique which may be used to handle a large number of questions without audience monologues is to request your attendees to write their questions down (always provide blank cards and paper as they come in) and to hand them to the moderator who groups them according to their focus around major themes. Another method is to arrange a panel of pre-selected questioners or responders who address the speakers' remarks and presumably represent the audience as a whole. This can still be frustrating for some and works best if other opportunities are provided for more direct audience participation.

The limitations or minuses of conference programs are similar to some

of those mentioned above in connection with panels, except that there is greater time available either for more speakers and/or more dialogue. The free give-and-take of panel discussions among panelists themselves does not occur in a formal conference unless it is so structured to include a panel. (Some of the Institute's best day-long conferences have ended with panel discussions among the major speakers after all have given their formal addresses.) Another minus of the day-long symposium forum is its length. Not only can individual speeches drag on, but an 8:30 a.m. to 4:30 p.m. day of pure verbiage may not provide the "listening pleasure" one might hope for. Break up the time! Limit your speakers to 45 minutes at the most (a half-hour is preferable) and use audience questions or panel discussions to give variety. Have a coffee/tea/soda/smoke and potty break at least once in the morning and again in the afternoon; even a few five minute "stretch-in-place" breaks can help to keep your audience awake and to prevent (or at least limit) fidgetitis.

The Discussion Group

The small informal discussion group (fifteen to twenty people, usually meeting on a regular basis) offers another format for world affairs programming which is often overlooked or sometimes avoided by program planners. Why? Because: 1) finding and getting a good discussion leader may initially appear to be more difficult than securing a speaker; 2) developing an informed discussion requires some common base of knowledge among group members; 3) the informal give-and-take of true group dialogue may depend on prior group cohesiveness or social familiarity; and 4) most "discussion groups" imply an on-going series of regular meetings, not ad hoc programs. But this need not deter you, particularly if you are contemplating a discussion program for a regularly scheduled meeting of your own club or organization. In such a case, the potential limitations of points two, three, and four are simply non-existent. You still may have to find a discussion leader, if you don't want to take it on yourself, but more on that later.

A discussion group or dialogue approach to education is attractive in several ways. Its informal nature promotes the maximum free expression of different opinions and points of view. The opinions and viewpoints presented by one's friends and colleagues (rather than by "an expert") are likely to produce positive and negative reactions, alternative opinions, and contrary outlooks which might not otherwise be expressed. It's one thing to argue with your neighbor or fellow Rotarian, and quite another to attempt

to contradict a professional pundit or Foreign Service Officer. The small size of the group makes conversation easy and gives greater flexibility in terms of where to hold the meeting. Finally, on-going discussion groups provide continuity of contact and the opportunity to develop more depth of knowledge and analysis of a topic over time.

The limitations of education by discussion should also be noted, however. "Learning" by discussing an issue within a group or club setting assumes that the members of the group actually have some knowledge (or informed opinions) to share and that the discussion will not deteriorate to the lowest common denominator of shared ignorance or, even worse, shared prejudices. Though discussion groups value active verbal participation by all, such participation will not automatically contribute to group education. Moreover, if you are proposing a discussion format for your weekly or monthly club meeting, you may face the common attitude of many that real educational benefits may be derived from lectures or reading, but not from simple discussions with one's peers. Finally, the success or failure of any discussion group as a format for education, but particularly if it is used on an ad hoc basis, may largely depend on the role and ability of the discussion leader.

This was specifically addressed by the Foreign Policy Association in its 1989 *Leadership Handbook*[3] which devotes part of a chapter to discussion leaders and their role. The handbook suggests that the discussion leader should focus on three basic elements: 1) generating a short list of objectives; 2) determining the format and duration of the meeting in cooperation with the group convener; and 3) keeping the discussion fruitful and on track. The handbook's proposed "objectives" for each discussion are clearly relevant for our purposes: 1) spreading information; 2) understanding opposing viewpoints; 3) making connections between various issues; and 4) gaining insight into the process of foreign affairs. Obviously, these are goals which you, as a world affairs program planner, would also like to achieve with your discussion program.

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[3]Yanofsky, Nancy M., Leadership Handbook: A Guide to the Great Decisions Program. Foreign Policy Association, New York - 1989.

Even more useful, perhaps, is the FPA's list of ways to guide the discussion in order to make it productive and to keep it on the track:

1) "Get the Issues Out on the Table. It is important to state the issues that are open for discussion at the earliest possible opportunity." This can be done by oral summary or by a handout list.
2) "Diversify Sources of Information. Encourage group members to seek information from as wide a variety of sources as possible, and to share this information with the discussion group as a whole." Such sources may include people (like foreign visitors), as well as reading materials, films, videotapes, and copies of TV or radio broadcasts.
3) "Define Terms. Many of the terms in international affairs are unique to the field or have different meanings according to the topic being discussed." Some issues have their own subject-specific terminology, almost incomprehensible to the uninitiated.
4) "Disentangle the Issue. Don't be afraid to discuss complex or controversial topics in a piecemeal manner. Breaking down a complex problem into components is a tried-and-true method of dealing with a tough job."
5) "Encourage Policy-Oriented Thinking. Participants should be encouraged to consider an issue...from the perspective of policymaker(s)...(who) typically try to think in concrete terms; they look at the pluses and minuses of alternative policies and the benefits of the likeliest outcomes."

Podium Protocol

Whether you decide on inviting a single speaker, putting on a day-long conference or symposium, setting up an informal panel, or even initiating a discussion group, you will need a moderator or discussion leader. We've already seen what it takes to be a good discussion leader, so let's take a look at the role of moderator and "podium protocol." One of the gravest mistakes a program planner can make is to ignore or downgrade the importance of selecting a competent moderator. Moderators run the show; whether it is handled well or poorly may depend upon their knowledge of what to do and their skill in doing it. Frequently, moderators are also used to introduce the speaker(s), but this may be done by others (committee members, co-sponsors, local dignitaries, etc.), and in any case introductions are a less onerous task than that of moderating.

So what is so difficult about being a moderator? Nothing, if you're satisfied with the mediocre. But if you want to produce a quality program, the ability of your moderator is crucial. The moderator is responsible for ensuring that the program runs smoothly, on time, and without major mishaps, from beginning to end. Above all, this entails control; control of the speaker(s), control of the physical environment, and control of the audience. It also involves advance planning for those events that can be anticipated, on-the-spot reactions to those occurrences which are unanticipated, and good judgement throughout.

Control over the speaker(s) may include (but not be limited to) such things as:

1) Tell them how long they should speak and hold them to it (use a clock or watch, clearly displayed, and give a five minute advance warning, by note or signal, before their time is up).
2) Give them a clear idea of the specific topics you want them to address; if they wander significantly, use the Q and A period to ask leading questions about the real topic.
3) If there is a panel discussion and they wander, you can personally interrupt, and tell the panelists to return to the topic at hand; this can be done diplomatically, but firmly. After all, they are being paid to participate in *your* program for your audience, not to expound on their pet themes or previously canned speeches.
4) Be sure they are speaking directly into the mike,if not, remind them to do so as often as necessary or adjust the mike to ensure correct volume. Nothing is worse than going to a lecture and not being able to hear the speaker!
5) If you have a Q&A period, repeat the question into the mike so all can hear; this also gives your speaker some time to frame his answer.
6) Begin and end as close to your printed program times as possible; this means getting your speakers to the podium five minutes ahead of time, keeping their speeches and Q&A sessions on time.

Control over physical environment requires attention to a myriad of details and may include: heat and air conditioning, size of room, comfortable seating, stage arrangement, lighting, registration set-up, name cards, hand outs, cards for questions (if to be used), projector and screen, microphone(s) and loud- speaker equipment, filled water pitcher and glasses for speakers, parking, directions, rest room and restaurant facilities, location

of meeting, greeting and transportation of speakers, coffee/snacks/meals (when included),-to name just a few. Some of these details will be discussed in Section Four on the location and scheduling of world affairs programs, but many of them arise in connection with any program, no matter where or when it's held. Details do matter, and they contribute significantly to audience enjoyment and positive feedback.

Finally, you must also establish and maintain control of your audience. This develops with experience, but a few hints may be helpful:

1) Keep control over the microphone, except when it's in the hands of your speaker, panelist, or recognized questioner. Many a would-be upstart, krank, or potential program disrupter has been foiled by the deft use of a loud-speaker by a firm and alert moderator.
2) Keep your audience on schedule. This is best done if you keep your speakers on schedule; once participants learn that they'll miss more than the introduction if they arrive fifteen minutes late, they'll be on time for the rest of the show.
3) Make it clear right at the outset that the question and answer period is an opportunity for real questions, not for speeches. This doesn't mean that you have to squelch every introductory comment, but that you won't tolerate either preaching or obstructionism from the audience. A simple interjection, like "Could I summarize your question as follows?" or "In order to allow time for everyone to participate, do you think you could shorten your question?" The majority will support you!

Very simply, podium protocol is designed to enhance the delivery of your program to your audience. It is developed by learning and experience, practiced regularly by the very best of program moderators, and ignored only to the detriment of speakers, audience, and program alike.

His Excellency Eduard A. Shevardnadze, Foreign Minister of the Soviet Union, addressed a meeting of the Foreign Policy Association on October 2, 1989.

Section III

Speakers: Which Speakers and How to Find Them?

Good Speakers for Less Money

Whether you have opted for the single speaker forum, a panel discussion, or a full-blown, day-long symposium as the format for your world affairs program, you will still have to identify and secure one or more speakers to address the topic(s) you have decided upon. Where can you find the kind of speaker you need for the budget you have available? This seemingly straight-forward question requires at least three subsets of inquiries for its answer: 1) what are the characteristics and background experiences you are seeking in your speakers; 2) where can you look to find qualified speakers and what resources are available; and 3) how much can or should you pay and how can you creatively balance the fee required with the budget available?

Speaker Characteristics and Background Experiences

One of the wiser "grand-daddies" of adult education in world affairs is my good friend, Bill Rogers, a former Professor at the University of Minnesota who wrote a pamphlet in 1956 entitled Community Education in World Affairs[4] Some of his advice on choosing a speaker for a world affairs program is as good today as it was then. Here are some of the points Bill suggests you should keep in mind when choosing a speaker:

> "1. Choose someone who will appeal to your audience in his manner of delivery and topic. You know the group much better than the speaker does. ...
> 2. Be sure your speaker is qualified to talk on the pro-posed subject. This doesn't mean that you must agree with him, but it does mean that he must be sufficiently familiar with the subject

[4]Rogers, William C., Community Education in World Affairs University of Minnesota Press, Minneapolis - 1956.

to justify having people spend time listening to him.
3. Select a speaker with a good platform personality. A man with good ideas and poor delivery can ruin the meeting he addresses and prospects for the next ten meetings as well. Whenever possible choose a speaker whom someone you respect has heard and recommended. ..."[5]

These characteristics of appeal, qualifications, and platform personality, however, are not always easy to spot in advance, may not be of equal importance in every situation, and must always be related to your particular audience, program format, and subject. If you are putting together a program for your League of Women Voters study group, for example, the appeal and platform personality of your speaker(s) are probably less important to the group than his/their qualifications. If, in contrast, you are organizing an after-dinner event for a social group or service club, it may be crucial to secure someone who can amuse as well as analyze, and excite as well as educate!

A classic example may illustrate the point about speaker "appeal." Henry Kissinger, then Secretary of State under Richard Nixon, came to Milwaukee in 1975 to present an after-dinner address under the auspices of the Institute of World Affairs. For those of you who don't remember, Kissinger emerged onto the glittery stage of global diplomacy from the less-than-glamorous halls of academe; in person he is rather short and chubby, and he speaks in a monotonous monotone with a deep, gutteral German accent. Our overflow audience of over 1,000 dinner guests sat enthralled! During his entire speech of over thirty minutes one truly could have heard the proverbial drop of a pin. And before he began, as we chatted over coffee at the raised speakers table, he said to me: "Do you see that attractive young lady down there?" I nodded. He continued, "She's going to come up here and ask for my autograph." She did, and he gave it to her with a twinkle in his eye. Charisma? Appeal? Kissinger had it!

But you don't need a Henry Kissinger for most of the world affairs programs you'll be asked to organize. You will need someone who is qualified, who will appeal to your group, and who can deliver a message effectively (platform personality). Putting aside "qualification" for the moment, what are the kinds of people you might want to consider as

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[5] Ibid., pp. 10-11.

speakers in terms of their backgrounds, careers, and experiences, as these relate to the field of world affairs? University or college professors and "think-tank" specialists are naturals, to start with. Most professors are accustomed to public speaking, after all, those who teach do lecture for a living. And research specialists are frequently (though not always) willing to share their knowledge and findings with a larger audience than those who read monographs or articles in esoteric academic journals.

Another category you should consider includes those who work in government departments and agencies dealing with foreign affairs. In addition to such obvious but sometimes overused departments as the Department of State and Department of Defense, the Department of Agriculture employs specialists who can speak on regional droughts or global food production; Department of Commerce officers are knowledgeable in the areas of international trade, finance, and balance of payments; and among Department of Energy employees are several who can deal effectively with the global energy equation and U.S. policies (or lack thereof) toward that problem. When considering government speakers, don't overlook or ignore the Central Intelligence Agency whose Directorate of Intelligence analysts are steeped in the histories, politics, economies, and policies of every country on earth. (A list of relevant government departments and agencies is included in the resource guide in Appendix A.)

Other careers or experiences which provide relevant backgrounds for potential speakers on international issues are: secondary school teachers (good speakers are not limited to Ph.D.s!), the clergy (particularly since religion has become a more potent force in world affairs), newspaper reporters and editors, TV and radio commentators, business and banking executives (especially those involved in international commerce), labor leaders (on tariff and trade matters, among others), foreign visitors (check with your local center for International Visitors for names and dates), foreign students (about their home countries and their relations with the U.S.), fellow club members, friends, or acquaintances who have travelled or lived abroad (such as returned Peace Corps volunteers or American students who studied overseas, the Fulbright Alumni Association may be helpful in this regard), agricultural or farm leaders, city or state officials who have participated in sister-city programs or foreign trade missions, and your local Congressional representative, to name just a few!

Qualified Speakers and Where to Find Them

However, just as audience appeal and platform personality cannot carry your speakers very far without some substance to sustain them, so also relevant background experiences or international careers do not in themselves guarantee good speakers. *"Qualified" speakers thus combine* substantive knowledge, training, or experience with effective communication techniques and delivery. They have something to say and they know how to say it. But where and how can you find such speakers and how can you be sure they're really qualified in both substance and delivery? And once you've identified someone whom you think will fill the bill, how do you go about getting them to come? (That last question we'll deal with in the next section.)

Assuming that you have settled on a topic or focus for your program event, that would be the logical approach to follow in narrowing down your search for a speaker. By way of example, say that you're thinking about an academic speaker on what's happening in the Soviet Union today. The logical places to call would be the Political Science or Government Department of your local college or university, the History or Geography Department, and/or perhaps the Russian or Slavic Languages Department, if there is one. Or, as mentioned in the "Overview," the college may have a speakers' bureau or speakers' directory to which you can refer. Another possibility is the Social Studies, Government, or History Department of your local High School. Remember that although the person you contact may not be able to participate in your program personally, he or she should be able to give you some suggestions as to other speaker resources in the area. Persistence may be necessary, but it does pay.

If you are not committed to getting someone from the halls of academe, try the media people mentioned above. Reporters and editors from the larger metropolitan newspapers frequently travel overseas to add their own perspectives or angles to an international story, and you might be able to tap in to their experience. Or, if not, they are at least at the nub of the "who's doing what to whom" network, and should be in a position to give you some good leads. The international business and banking community also provides a rich array of potential speakers, but again you may have to make a number of phone calls to find the right person for your particular program. If there is a World Trade Association in your community, it probably has a directory of members who are by definition "international" in outlook. The U.S. Department of Commerce also has offices in several U.S.

cities and can be very helpful in identifying those firms and corporations which are engaged in international business, in this example, with the Soviet Union.

Another local resource you should contact, if there is one, is your community "World Affairs Council," "Committee on Foreign Relations," or "International Relations Club." Whatever the name, these community membership groups are non-governmental, non-partisan organizations which sponsor world affairs programs primarily for their own members, but often for the community as well. Although some are managed on an ad hoc basis by volunteers, most of them have full-time and/or part-time professional staffs who are knowledgeable both about substantive international issues and about qualified local, regional, and national speakers on those issues. Our Institute serves as a kind of world affairs council for the metropolitan Milwaukee area -- and beyond. Just as I was writing this, in fact, I was called by a luncheon group programmer in Madison who wanted some advice about "a speaker on China." Council staffs are usually pleased to serve as a community resource for ideas, materials, and speakers. Be sure to use them, if available in your town.

Congressional representatives are sometimes overlooked or avoided by the neophyte program planner as probably being "too busy" to be bothered for a local speech. Don't be intimidated, these people were elected by your district (or state) to serve as your representatives and are paid by your taxes. Obviously, they can't respond positively to any and all requests, especially if the proposed speech is for a small, "in-house" group. But if you are opening it up to the public at large and the topic fits, your Congressman/woman may jump at the chance to speak before a non-partisan audience on a news-worthy issue. Contact the local office and work with the staff, they'll help to ensure a good attendance and maybe even some advance publicity.

If you've exhausted these suggestions and you have the budget to bring in someone from out of town, you may want to contact one or more of the government departments or agencies mentioned above or listed in Appendix A. The U.S. Department of State's Bureau of Public Affairs has a separate Office of Public Programs which (in addition to sponsoring Washington, D.C., and regional foreign policy briefings and conferences) has the responsibility to respond to speaker requests from around the country. We at the Institute of World Affairs here in Milwaukee have worked with the State Department's Office of Public Programs and its predecessors for over twenty-five years, and although the name of the office has occasionally

changed and there is a constant turnover of personnel, the office has consistently been attentive to our needs and helpful and prompt in responding to our requests. No honorarium is required, but the Department may request that you cover expenses. Most sizable U.S. government agencies have similar public affairs or public services offices which perform similar functions.

In addition to these U.S. executive branch departments and agencies, there are other governmental sources for speakers which are frequently overlooked. Many of the standing congressional committees have long-time staff members who are experienced, knowledgeable, and very articulate; they can frequently add a congressional point of view or at least a non-official viewpoint or perspective which can sometimes provide a refreshing contrast to the State Department/policy "line." Of particular competence are the senior staffs of the House Foreign Affairs Committee and the Senate Foreign Relations Committee. The Library of Congress also has a virtual treasury of foreign affairs experts in its Congressional Research Service which may be contacted for possible speakers. Equally rich as human resource material are the foreign officials assigned to their nations' embassies in Washington, D.C., and to various consulates around the country. These spokesmen can provide official presentations on their government's foreign and economic policies, the relationship between the U.S. and their homelands, and their countries' positions on a wide range of functional and global issues. All Ambassadors, other senior embassy officials, and consular representatives will speak with no charges for honoraria, and frequently without expenses as well.

Among the myriad of national non-governmental organizations which are either directly or indirectly involved in public education in world affairs, there are a few which stand out. Although the Foreign Policy Association has already been mentioned (Section One, Summary), the FPA should also be kept in mind specifically as a source for ferreting out potential speakers. The list of "suggested readings" at the end of each article in the Great Decisions booklet can be used to identify experts on the topics included and the FPA editorial staff is also knowledgeable and approachable for further suggestions. A relative newcomer to the international education scene is ACCESS, a national speaker service located in Washington, D.C., which will provide suggestions and refer speakers by phone. For global topics, particularly those related to the U.N., the United Nations Association of the U.S.A. can be helpful either directly through its national office or by putting you in touch with a local or nearby UNA-USA chapter.

To find speakers on regional issues, you may wish to contact one of the more specialized NGOs which focuses its educational efforts on a specific country or geographic region. By way of example only (there are several for each region), here are some suggestions for the major geographic areas:

1) Africa:	Trans Africa, Oxfam America
2) Asia:	The Asia Foundation, The Asia Society, East-West Center (Hawaii)
3) Europe:	Atlantic Council, Center for Strategic and International Studies
4) Latin America:	Partners of the Americas, Washington Office on Latin America
5) Middle East:	American-Arab Affairs Council

All of these, plus several others, are listed in Appendix A. A similar list could be done for functional issues, but it will be just as easy for you to page through Appendix A with your own particular program focus in mind.

What If Your Speaker Cancels?

Perhaps the very worst thing that can happen to you as a program planner is for your speaker to cancel out on you. This is particularly devastating in the case of "the single speaker forum" when there are no other panelists to turn to or no other speakers on the program who can fill in the time. In such a case, there are really only two options open to you: 1) find as good a substitute as you can in the time available, or 2) cancel the program. If the program has been planned for your own club or organization as part of its weekly or monthly meeting, you may wish to try to find a substitute (based on the assumption that your fellow club members are more likely to be "understanding" of your predicament than the public at large). You probably developed a list of several possible speakers when you began planning your program, and those alternatives should be explored first. Hopefully, you kept your list of suggested names and phone numbers in a handy program file! The speaker himself may be able and willing to find a replacement for you, and depending on the time available, you may not have the luxury of being choosy.

Other imaginative alternatives do exist, however. Although this guide has focussed on "live" speakers on world affairs, other program formats can be turned to in a pinch. One alternative is to show a film or videotape on the same (or similar) topic the speaker was going to address and to follow

it with a brief discussion. You can lead the discussion yourself or put together a small panel of fellow club members to comment on the film. Films and videotapes are available from most college or university libraries, from many public libraries, from educational and commercial film/videotape distributors, and from foreign governments' embassies or consulates. You will probably have to pay a rental fee and will need a projector and screen for a film or a VCR viewer for a tape, but these are not difficult to find. If all else fails, you could consider a slide presentation on a recent overseas study trip (or vacation) taken by one of your club members. Foreign travel slide shows are hardly adequate substitutes for knowledgeable speakers on substantive international issues, but they can be informative and entertaining,and perhaps better than nothing.

If your program was designed as a public event, however, or your speaker was advertised as the key attraction for a special international program, then the cancellation of the speaker may dictate the cancellation of the program. Coincidentally, our Institute of World Affairs faced this exact predicament in the fall of 1989 when the then Deputy Secretary of State (U.S. Department of State) found it necessary to cancel his speech at a Milwaukee breakfast meeting we had organized for his appearance. The Under Secretary of State for Political Affairs (the only acceptable substitute in this case) was in Japan, and we had no alternative but to cancel the breakfast meeting -- with approximately twenty-two hours notice! Perhaps our own frantic, but successful, efforts in handling our crisis may provide a helpful guide, if you should someday face the same situation. Not all of these procedures are applicable to every program cancellation, but they may give you some ideas you might otherwise overlook.

These were the actions we immediately took when we heard the news:

1. We called the public service representatives of all major radio stations, plus our UWM campus station, to announce the cancellation of the program.
2. We notified both major newspapers.
3. We divided the names and phone numbers of all those who preregistered (approximately one hundred) among three staff members -- and began calling. (Your program committee could be used for this.)
4. We cancelled the room reservations and food order.
5. We notified the city and campus police/security forces.

6. We hand-lettered a large announcement flyer, xeroxed about twenty-five copies, and distributed them around campus in public areas and at the site of the meeting.
7. We assigned one of our staff members to be personally present in the room where the event had been scheduled on the morning of the program to explain the cancellation to any walk-ins or registrants who had not been reached by our efforts. There were only six.
8. We prayed a lot.

How Much Should You Pay?

If your club treasury's ledger balance shows zero or if your "budget" is non-existent, this question is easy to answer. You try to find a speaker who will speak for nothing ("pro bono"), or you try to find a sponsor who will pay for or partially subsidize your program. Many local experts, like newspaper editors and reporters, members of the clergy, school teachers and (some) college professors, returned Peace Corps volunteers, foreign students, and international visitors will be happy to participate in a world affairs educational program free of charge, if they feel comfortable with the topic and have no conflict with the date (you may have to adjust either or both, if necessary). Sweeten your invitation, if you can, by including them in a reception, luncheon, or dinner, by making it easy for them to come (offer transportation or at least clear directions), and by emphasizing the importance of what they will contribute to your group or organization. Make your speaker feel needed and wanted and, when it's all over -- be sure to send that special "thank-you" letter.

Finding a sponsor to subsidize a world affairs program is not easy. But you can make the task less difficult, if you think through in advance the reasons why a certain individual, agency, or corporation should want to financially support your particular program. Some obvious examples jump to mind: A peace activist committed to unilateral disarmament will be more receptive to an arms control lecture, than an anti-Soviet ideologue who believes in the "evil empire" view of Soviet behavior. The CEO of a corporation engaged in selling to Japan (or of a Japanese-owned firm in your own community) may be motivated not only to attend but to support a program which will educate an influential group (Kiwanis, Rotary) or the public at large about Japan or U.S.-Japanese relations. Programs related to Germany readily receive the support of Goethe Haus, just as lectures on Poland attract the Polish Alliance and those on France interest members of

the Alliance-Francaise. Almost anything dealing with Israel will find interest and support from the Jewish community or local Jewish Council.

But most service or social clubs and membership organizations, as well as ad hoc committees set up for special events, do have program budgets which permit the payment of honoraria to speakers, or at least cover their expenses if they come from out of town. The "Overview" set forth some suggested payment scales ($100 to $200 as a modest honorarium and $300 to $500 or more as respectable) which may serve as a helpful guide. Just because your Woman's Club has $1,000 set aside for possible speaker fees, however, doesn't mean that you have to spend it all. (I tend to be conservative in this regard, but I really don't believe that even "the big names" deserve $10,000 for a single speech!)

In developing your program budget, keep in mind that the speaker's fee may not be the only expense related to the program that you'll have to pay. If the speaker comes from out of town or out of state, the expenses involved can easily add up to more than the honorarium. These may include mileage or air fare, over-night hotel costs, and meals while the speaker is in town. If you don't provide transportation to and from the airport, the taxi fares are legitimate add-ons, as they are at the other end (ie., from home or place of employment to and from the airport). If your program involves more than just an announcement in an in-house newsletter, you may have to pay the costs of printing or duplicating letters, invitations, or brochures, as well as mailing them to potential attendees. Phone calls can become a sizable additional expense which most volunteers are not willing simply to absorb.

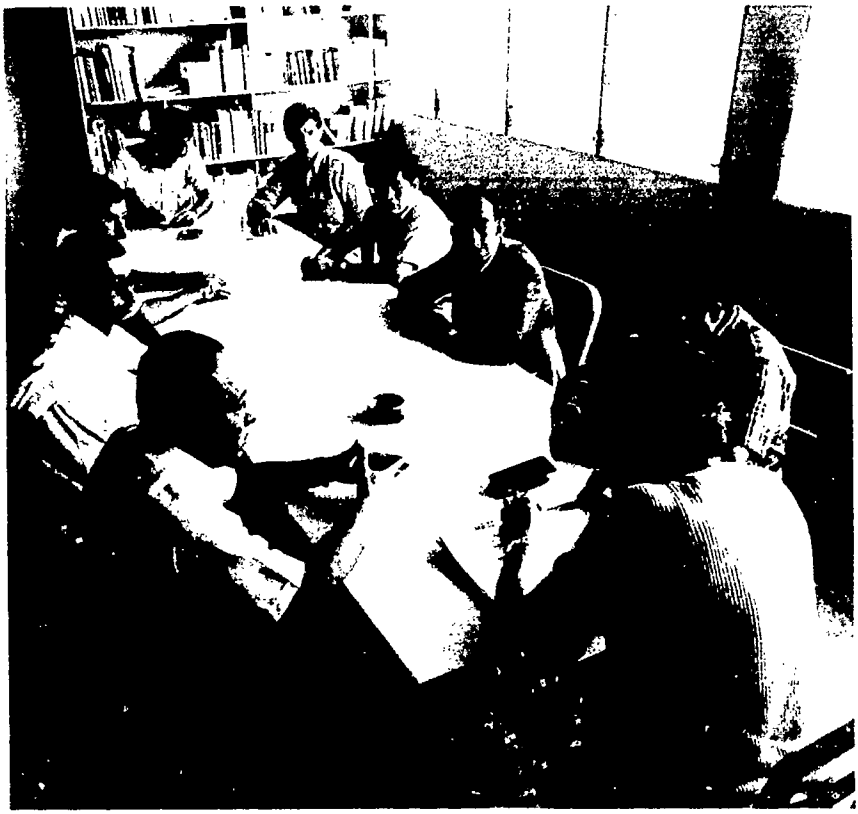
In the case of a day-long symposium, one way to get the most program out of a limited budget is to strike some kind of balance between a more-costly name speaker (perhaps as your "keynote" address or luncheon "feature") and other less-costly or free panelists. Alternatively, you can use a hot topic as the attractive come-on to your prospective audience, rather than the recognized name of a well-known personality. Finally, an impressive title or position can often substitute for name recognition. Most people would be more impressed by the title of Under Secretary of State or Chief Executive Officer of IBM, than by the actual name of the person holding either position. But be careful not to be caught by your own cleverness. A good position does not guarantee a good speaker, nor does it necessarily guarantee expertise. You still have to do your homework.

What does that homework entail? Well, what you really want to find out is whether the person you have finally identified as a prospective speaker meets the two basic criteria we have already mentioned several times.

The two basic criteria:

1) Does the speaker have something to say (ie., expertise in the subject matter)? and
2) Does the speaker know how to say it (ie., communication skills)?

After all, the answers to those two questions will largely determine whether your audience will attend, listen, and learn from your world affairs program -- or avoid it, be distracted, or ignore it. It is therefore definitely worth your time to make sure that the self-proclaimed "expert" really possesses that expertise, or that the person who holds a prestigious title or position deserves it. Here again, personal inquiries (to other academics who know a professor in question, to the staffs of the national NGO groups mentioned above, or to others who have actually heard your speaker "speak") are the best way to get those answers and to assure that the fee you pay is one that is well deserved.



Staff meeting at The National Forestry School of Honduras, chaired by the Food and Agricultural Organization (FAO) project Manager W.L. Mittak. Siguetapeque, Honduras, April 1971. United Nations credit.

Section IV

Logistics: Where, When, and How to Program?

The Nuts and Bolts of Good Programs

Details, details, details! By this time, you may well be thinking that enough is enough. After all, you've researched the topic best suited to your audience, you've decided on an appropriate format, and you've found the ideal speaker or speakers for your particular world affairs program. What's all this now about "the nuts and bolts" of good programs? Well, like it or not, details are important, and they can sometimes make or break the very program you've labored so hard to put together and present. So when making your plans, take the extra time necessary to think through the options of place and time as they relate to each event you have in mind. More frequently than one might guess, it is the comfort of an air-conditioned room in the sweltering heat of summer, the open parking spaces handily located right next to the lecture hall, or the well-modulated loudspeaker system that clearly reaches everyone in a large auditorium which all add up to an audience rating of "excellence," rather than "just okay."

Where To Hold Your Programs

The **Overview** mentioned that those of you who are planning a world affairs program as part of your monthly club meeting need not worry about place or time, since both are probably pre-determined by custom or schedule. But for others who have been asked to put together a special program event or a public meeting sponsored by your organization, the questions of where and when remain to be answered. Even if you have decided on a small discussion group approach to your programming task (which might require no more than a member's living or family room), there are still several other options open as to potential locale. A number of these alternatives are listed in Chart I, with their relevant pros and cons to consider, as follows.

Chart I

Potential Facilities for World Affairs Programs
(By Size of Group and Type of Program)

I. Five to Fifteen People Discussion Group or Informal Lecture

Facility Needed: Conference Room - Conference Tables or Lecture Style

Place	Pros	Cons
Primary/Secondary School	No Room Charge	Time Availability Limited
	Free Parking	Possible Noise "Spill-Over"
Church/Library/ Museum	Minimal or No Room Charge	Time Availability Limited
	Central Location	Room Availability Limited
	Church: Free Parking	Library/Museum: Possible Pay Parking

II. Thirty to One Hundred People Lecture or Panel Discussion

Facility Needed: Lecture Hall - Lecture Style with Adequate Seating
(note: The pros and cons for School/Church Library/Museum Halls are as above.)

Place	Pros	Cons
Service Club	Minimal Room Charge	Availability Limited (Members)
	Good Setting/Ambience	Possible Pay Parking

College/University	Minimal/No Room Charge Variety of Room Choices	Possible Noise "Spill-Over" Parking: Pay/ Limited Space
Town/City Hall	No Room Charge Free Parking	Time Availability Limited Possible Problems re "Controversial Programs"
Fine Arts Hall	Central Location Good Setting/Ambience	Probable Room Charge Pay Parking

III. One Hundred to Five Hundred People/Major Lecture or Day-Long Conference

Facility Needed: Large Auditorium and Possibly Additional Rooms
(Note: The pros and cons for School/Church Library/Museum auditoriums are as above.)

Place	Pros	Cons
College/University	Minimal (Set Up) Charge Variety of Room Choices	Possible Noise "Spill-Over" Parking: Pay/ Limited Space
Fine Arts Hall	Central Location Good Setting/ Ambience	Probable Room Charge Pay Parking
Civic/Conference Center	Central Location Parking Availability	Sizable Room Charge Pay Parking

What generalizations might be made from Chart I?

First, although there is a wide variety of facilities which will accommodate audiences ranging from a very small group to a very large conference, their availability for a particular date, day of the week, or time of day may be limited. School buildings may not be open on weekends, for example, whereas some church buildings may not open during the week, except for their own membership organizations.

Second, public facilities (or those devoted to serving the public, like libraries and museums) may be reserved, if available when you want them, at little or no cost, but they may be less than elegant, and even less than comfortable, for your more prestigious or lengthy programs.

Third, fine arts or conference center halls or auditoriums which are usually used for other purposes (concerts, ballets, operas, or business/trade shows or conventions) are often overlooked as potential sites for world affairs programs. But why not? They are usually centrally located, offer rather comfortable seating and other appointments, and have handy parking available; on the other hand, the facility will probably cost you a sizable amount and parking won't be free.

Finally, schools and colleges are great in terms of the variety of classrooms, conference rooms, and lecture halls they offer, but you do run the risk of a noisy campus political rally next door, unexpected (and loud) announcements over the built-in public address system and, at many urban colleges, a parking problem which may be frustrating, if not overwhelming. Take your pick: each choice has its own pros and cons.

Hotels as possible venues for meetings and programs are in a class all by themselves. If you are thinking about sponsoring a half-day or day-long symposium which includes a breakfast, lunch, or dinner, or if you are simply arranging a luncheon or dinner meeting with a speaker or speakers, you may wish to consider holding your event at a hotel. If a meal is part of the package, the hotel management will provide the room (and sometimes additional rooms) free of charge. Thus, for a day-long conference you could reasonably expect the hotel to provide one conference room, plus a separate dining room for lunch or dinner, both suited to the size of your anticipated audience. Hotels will also provide registration tables, speaker chairs and tables, if needed, a podium and mike, and, of course, the inevitable pitcher of water and glasses. Frequently, they will have slide or overhead projectors on hand and screens which may be rented at a minimal charge. Parking will be available, but at a cost to your participants unless special arrangements are made.

In dealing with hotel catering representatives, be sure to ask all of the relevant questions up front and get your final confirmation well in advance of your meeting with all details in writing. Clarify what comes with the meal and what is extra, what percent gratuity is added on, and how much you should include for tax. When do you have to let them know the approximate count, when do you have to "guarantee" a certain number (pay for them whether they come or not), and how many "extras" or "overage" (last minute registrations) can they accommodate? Is there a charge for cancellation after a certain date? What kind of "set-up" do you want them to arrange for the head table and for the speaker if you have one at the meal, and how many do you want them to seat at the other tables?

Make sure that you know the name and phone number or extension of the person who is in charge of your event and that he or she knows what you want concerning all of the above. You should also clarify your wishes concerning such things as timing (when the reception or social hour should end and the meal begin), collection of meal tickets and clearing the tables (depending on your schedule, you may wish to leave dessert plates and coffee on the tables during the after-dinner speech), and arrangements for moving from one room to another. Above all, be sure there is someone present who is responsible for and can fix the mike, projector, lights and anything else electric or mechanical that can go wrong. Remember Murphy's law: if anything can go wrong, it will!

I'll never forget the very exclusive, by-invitation only, annual awards luncheon that I attended in one of the most expensive Washington, D.C., hotels: after an elegant and delicious meal, the awards ceremony began, only to be almost drowned out by the over-powering decibels of the loud-speaker system in the next room. The moderator was rooted to the podium and the program staff went scurrying about to find someone who could turn the loud-speaker down or turn it off, all to no avail. Moral? Know who is responsible for all the details, in advance. Motto? Be prepared.

When to Hold Your Program

In trying to decide when to schedule your world affairs program, if it is not already pre-scheduled according to regular club meeting dates or days, keep in mind the old Lincoln adage that you just can't please all of the people all of the time. If you opt for a weekday (under the assumption that many people don't like to give up their family and home weekends for anything but baseball or football), someone will be sure to remind you that

"working folks just can't take off from their jobs any day of the week" to attend an educational program, no matter how good it might be! On the other hand, if you decide to try a weekend meeting to avoid conflict with workday schedules, you can be sure that others will point out that although they don't mind taking off an hour or so or even a half-day during the week, they "really have too much to do at home on weekends to attend another meeting or conference!"

Well, it's not entirely a no win situation, 'though at first that might seem to be the case. One thing you can do is try to satisfy the largest number of your prospective attendees or of those groups you're hoping to attract, recognizing that you can't satisfy everyone. If most of your target audience consists of non-working, retired people, a weekday program may be as desirable (or even more desirable) as a weekend. If, however, you want to attract a broader audience, including employed and non-employed, young professionals as well as retirees, to any program that lasts longer than an hour or two, you may have to plan it for a weekend.

Certain categories of people (or people in certain careers) present special problems and opportunities. Teachers, for example, can normally attend programs only on weekends or in the evening; yet they are often and understandably reluctant to give up their free time. With special advance arrangements for "in-service credit," however, they may be attracted to a weekend seminar; or with joint planning far enough in advance, they may be able to secure "released time" from regular school hours to attend a weekday program particularly relevant to their classroom teaching. Business executives are frequently too busy to take a whole day out of their weekday schedule for any program that doesn't directly relate to their work or business goals; and they are equally jealous of their free weekends at home. But a late afternoon hour-and-a-half or two-hour reception and briefing (4:30 to 6:00 or 6:30 p.m.) at some downtown location might just be convenient enough to fit into their hectic schedule.

The time of day, then, can be even more important in deciding when to hold a program than the question of weekday versus weekend programming. Many continuing education, university extension, and world affairs council programs are held in the evening after dinner, from 7:00 or 7:30 until 9:00 or 9:30 p.m. We at the Institute of World Affairs have so regularly held our fall and spring lecture series from 7:30 to 9:00 p.m., that one season when we introduced a summer series at 7:00 p.m. (in order to give attendees a relatively early free evening), we were deluged by phone

inquiries as to whether the brochure had a typo in it; others simply arrived late at 7:30 out of custom! Mornings or afternoons have become more popular in recent years as attractive program times for senior citizens, many of whom find it difficult, or have an aversion, to attend meetings in the evening. Late afternoon lectures as mentioned above or early morning breakfast briefings are also attractive for professional employees who are interested in world affairs topics but can't take off the time during their working hours.

Occasionally, you may wish to experiment with your customary time schedules and try something different. Flexible or partial registrations for a day-long conference may be offered to allow prospective participants to attend certain parts of the conference and skip others, as may be more convenient for their own particular circumstances. Thus, you may offer separate registrations for the morning, afternoon, and evening sessions, as well as separate luncheon and/or dinner reservations. An executive with a tight afternoon filled with business appointments, might nonetheless be able to attend a morning or evening session; a teacher with a full class load might still want to attend a luncheon or dinner speech or an evening session; while a non-working, at-home parent with school-age children may opt for the day only. A friend of mine who runs a small world affairs council in California has a unique approach to her dinner speaker programs: the guest specialist or dignitary speaks after the reception but before the dinner; the question and answer period follows the dinner. This allows some to attend the reception and speech only and others to remain after the meal for lengthier discussion and debate.

The best day of the week to put on a world affairs program may vary somewhat from one community to another, but a few truisms remain valid everywhere. Avoid public and religious holidays and, generally, the days before and after such holidays if they fall on a Monday or Friday. People like to enjoy long weekends, whenever possible. Try to check out which days of the week are regular meeting or program days for those organizations or clubs whose members might be interested in your world affairs program. Our experience in Milwaukee may not be relevant for your city, but for what it's worth: Monday, Tuesday, or Wednesday nights have worked best for our lecture series; Friday nights are deadly for a lecture only, but okay for a dinner meeting; our intensive day-long seminars are customarily held on Saturdays; but we alternate between weekdays and weekends for large conferences or symposia. Sundays we avoid.

Some Extra Nuts and Bolts

There are a few additional logistical guidelines which don't relate exactly to time or place, but should be kept in mind when planning your program. In order to keep it relatively short and simple, I've grouped them under appropriate headings, as follows.

How to Treat Your Speakers:

1. Advance Phone Call(s)
   a) describe your organization and program focus
   b) determine speaker expertise, availability, and interest
   c) discuss substance of presentation and possible title
   d) agree on fee and other expenses, if any
   e) indicate confirmation and details to follow in letter

2. Confirmation Letter
   a) confirm date, place, time schedule, and fee
   b) confirm program focus, speech substance, and title
   c) explain or send brochure on entire program (schedule, Q and A, other speakers, etc.)
   d) describe nature and anticipated size of audience
   e) specify all arrangements (travel, hotel, meals, etc.)
   f) ask for resume, biographic data, or Vita and glossy photograph, if appropriate

3. At the Program
   a) allow speaker(s) time to collect thoughts and prepare for speech
   b) arrange and check physical arrangements (heating or cooling, adequate seating, lighting, mike and loud-speaker, water, etc.)
   c) open and close program on time
   d) secure competent moderator (brief introduction(s), keep on schedule, repeat questions, maintain podium control)
   e) have audience "primed" with some good questions

4. Follow Up
   a) send thank you letter(s)
   b) make payment as promptly as possible
   c) send copies of any relevant publicity

How to Treat Your Audience

1. Before the Program
   a) advance publicity - clear, complete, and accurate
   b) parking availability and instructions
   c) print or duplicate program agenda to hand out
   d) send tickets, if appropriate

2. At the Program
   a) appropriate facilities and arrangements for registration and tickets
   b) friendly atmosphere (meet and greet, "get-acquaint-ed" techniques, personal recognition of question-ers, and respect for knowledge and points of view of audience)
   c) arrange and check physical arrangements (heating or cooling, adequate seating, lighting, mike and loud- speaker, etc.)
   d) open and close program on time
   e) secure competent moderator (brief introduction(s), keep on schedule, repeat questions, maintain podium control)

3. Audience Participation - Methods of "Active Learning"
   a) question and answer - oral or written
   b) group work - divide in small groups to discuss and develop group questions, consensus on issues, or contrary viewpoints
   c) role playing or case methods
   d) use of handouts and displays: reading lists, reading materials (much is available free of charge), outline of lecture(s), relevant book and magazine displays

4. Audience Satisfaction and Feedback
   a) through questions and comments at the program
   b) one-on-one discussions with speaker(s) after program
   c) program committee evaluation
   d) participant evaluations - informal/personal feedback
   e) participant evaluations - formal questionnaires

How to Involve Your Group Members

1. Program Committee
   a) assist in determination of program focus and topic(s)
   b) help decide on program format
   c) provide suggestions re potential speakers
   d) provide input on when and where to hold program
   e) draft agenda, when appropriate, for distribution at program

2. Publicity Committee
   a) announcement for group/club newsletter
   b) press releases for media (press, radio, TV)
   c) draft letters or brochures for direct mailing
   d) assist in mailing letters or brochures
   e) develop and distribute posters, fliers, etc.

3. Hospitality Committee
   a) meet and drive speaker(s), as necessary
   b) home hospitality, when appropriate
   c) refreshments, when appropriate
   d) meet and greet participants
   e) name tags, when appropriate

Section V

Publicity: How Do You Reach Your Audience?

Bringing Them In and Back for More

Regularly Scheduled Events

Whether you are aiming your world affairs program primarily at your own club members, have opened your meeting to attract potential new members, or are seeking a larger audience for a public event, you still have to design a publicity strategy to reach them, interest them, and bring them in. If you are simply planning the program for the monthly meeting of your club or other organization, you may wish to handle the publicity on your own. This eliminates confusion over who is doing what, and you can more easily control the information that you want to release and focus the message or slant that you want to emphasize. We have seen that committees can be useful for providing ideas on topics, formats, and speakers, but they may be a bit unwieldy (and perhaps constitute an overkill) for writing an announcement for a club newsletter.

So what is the minimum that must be done to publicize the program you have arranged for a regularly scheduled organizational meeting? First, if your club has an annual calendar of events, be sure that your program is appropriately listed in it with all the relevant information (who, what, when, where). This means getting your program speaker(s) lined up in plenty of time to meet the publication deadline for the calendar. Second, if there is a monthly club newsletter, by all means include all information about your upcoming program in any list of future events, or even better, try to persuade the editor to publish a separate article on your program, emphasizing any special features such as a hot topic, unique format, or well-known speaker. Finally, never underestimate the importance of the personal touch! If you can personally (and enthusiastically) promote your program at one, or even two, prior meetings, it could have more impact than any newsletter.

Reaching the Public

But as has already been pointed out, the real challenge is to secure advance publicity on world affairs programs that are not for "in-house" meetings only, but have been developed and designed to attract the public at large. In these cases, you may wish to use an advisory committee, not only to develop an over-all strategy to reach and deal with the media, but actually to implement that strategy by drafting press, radio, and TV news releases, delivering them to the right media person at the right time, and following up with personal phone calls or face-to-face meetings. If you choose to work with a committee, however, be careful to give its members some clear guidance as to what they should and shouldn't do (see "Dos and Don'ts" pg 54), develop a time schedule for all drafts, releases, and follow-up contacts, and clarify all assignments with some built-in monitoring procedures (for example, a check list kept by the chair or yourself, or a series of committee or sub-committee "progress" reports).

Probably no advice on how to secure advance publicity is as important as this: Make your program, or something about it, seem like "news" to the editor or reporter or newscaster you are trying to influence. The **Overview** pointed out that the "program packaging" of your program title and its description should be designed to interest and attract your potential audience. Equally important, it should be designed to look or sound like "news" in order to secure the media publicity you want. And desirable as it is to have a reporter at the event, covering the speech or interviewing the speaker, what you really want is advance publicity, some mention in the press or on the air that Mr. X is going to speak on topic Y at a specified time and place; further information can be secured by calling number Z. Naturally, it would be best of all if the advance article or radio promo could also mention the name of the sponsoring organization (your club or group), but that is more difficult to insure, and frequently depends on the space available or on the whims of the reporter or newscaster.

It's always a good idea to draw on the advice of others who have had extensive experience in putting on programs and getting publicity for them. Here's what Bill Rogers, former director of the Minnesota World Affairs Center, suggests:

> "When the program is set you will want to provide full information to the newspapers. First you should send out a

straight news story. This should be typed, if possible, and should list at the top the name of your group and the desired release date of the story. It should be addressed to the city editor, and copies may be sent to the editorial editor and the columnist who has charge of world affairs. The news story should include in the lead sentence the who, what, when, where, how, and sometimes why, of the event. The release should be sent out not less than a week or ten days before the event. Be particularly careful that all names are spelled correctly! By diversifying your approach you can get maximum publicity. The initial news story can be supplemented with a feature article. Features give interesting sidelights to the straight news, and may include such things as an interview with a speaker or a human interest story about his career. While editors want you to write out straight news stories yourselves, they usually prefer to send their own reporters to cover features. So your best bet is to call or write the feature editor with your idea, and, if possible, a suggestion for a picture."[6]

Follow up is extremely important. If nothing appears in the press on the date you specified for release, or shortly thereafter, contact the city editor by phone and find out why. Alternatively, you may wish to use one of your publicity committee members for this purpose, particularly if he or she has had some media experience (or better yet, knows the editor personally!). Your call need not come on like gang busters. Rather than complaining, frame your concern as an inquiry as to whether the editor received the information you sent on such or such a date. Since nothing had appeared in the paper on your upcoming event, you were concerned that perhaps the letter had been misplaced or lost in the mail. Should you send or bring over a copy of the news release so something can be published in an upcoming edition? Never give the impression that you are begging for a favor, rather, you are providing valuable advance information on a clearly newsworthy event that will deserve every bit of the publicity it receives!

A few remarks should also be made about weekly or bi-weekly small town or suburban "neighborhood" newspapers. Such publications are frequently starving for material, and they won't quibble about whether or not your world affairs program is in fact "news." It will be considered as such

[6]Rogers, op.cit., p. 46.

both for purposes of advance publicity and for reporting on the event itself. It might take some extra time to identify such local publications, but it may well be worth the effort. Assign one member of the publicity committee to specific neighborhood papers: regular news releases should be sent, but more attention must be paid to publication deadlines since the papers are published only once or twice a week. Personal contact is also essential.

At the Event

If the media decide to cover the event itself, make it easy for them to get the information they want and what you want them to have. It's always a good idea to have on hand extra copies of the program or agenda; this helps to avoid misspelled names and incorrect titles, though it won't guarantee it. (Nothing is absolutely fool-proof!) Also, have extra copies of the speaker's resume to hand out, if desired, and, if available, a copy of the speech. (Most high-level State Department officers or other government officials will provide copies of their speeches in advance for purposes of publicity. Academics on the other hand frequently speak from notes and won't have fully written remarks.)

From your perspective, you also want the reporter to include some mention of your club or group in any article published. A number of techniques may be used: always include the name of your organization on any publicity you provide, whether in an advance press release or at the event, be certain that the club name is printed on the program itself and on any flier or poster which advertises it, include a descriptive brochure on your club along with the other information you provide, and if possible mention personally to the reporter that you hope some reference can be made to the sponsoring group(s) in his cover story. It can happen that the reporter mentions the sponsor in his draft, but the editor cuts it out at the paste-up stage. This neither you nor the reporter can control, but if you've done all of the above you've at least maximized the chances of getting some publicity for your organization.

The question may arise as to what practices are legitimate in "encouraging" news coverage of public programs, and particularly whether or not you should charge journalists when they attend programs for which there is an admission fee. Our own Institute of World Affairs has varied its practices somewhat (depending, frankly, on budget considerations and/or on how desperate we might be for publicity!), but generally we don't charge reporters or other media representatives any fees for the programs as such,

although we do collect for lunches or dinners which we in turn have to pay. There is no standard rule on this, though more richly-endowed councils and private clubs usually offer free admission, including meals, to the media. Some papers, incidentally, don't allow their reporters to accept such indirect "gratuities," so don't feel too bad if you opt for the more conservative policy. However, always make sure that the media are invited to attend your programs, if they are not closed events and are in fact "open to the public."

The Electronic Media

When you and/or your publicity committee develop your strategy for program publicity, don't forget, ignore, or downplay the potential of the electronic media. Securing any advance mention of your world affairs program on a local TV station may be well-nigh impossible, but a quarter-minute blurb about it on one or more of the local radio stations is just not that difficult to achieve. Use the term "public service announcement" (stations are mandated to broadcast a certain number of these) and keep the information as short as possible and to the point: What, When, Where, and How Do They Sign Up? You may even wish to send in a couple different renditions on the same event, since the station may be willing to broadcast multiple announcements. But don't omit sending advance information on your program to the TV stations, just because they may not be able to give you any advance publicity on it. They may want to interview your main speaker or speakers before or at the program or (if the timing is right and other competing events don't intrude) they may even want to cover part of the program itself. As has been noted, radio and TV offer unique "on-the-spot" coverage and flexibility that cannot be replicated by the press. "The program can be broadcast and televised in full or in part, or a tape recording can be made by the station or the sponsoring group, to be run a few days later."[7]

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[7]Ibid., p. 48.

Dos and Don'ts

Chart II

Strategies for Program Publicity

Do

1. Develop a list of all potential media outlets, including electronic media and weekly/bi-weekly papers.
2. Identify and get to know the key media players in your community. Keep a list of names and phone numbers.
3. Contact them prior to your program either by phone or in person and seek their advice on publicity.
4. Learn what format news releases should follow and what the deadlines are for submitting them.
5. Select what is most "newsworthy" about your program and emphasize those features in the news release.
6. Use all in-house publicity available -- ie., annual calendar of events, newsletter, announcements at meetings, etc.
7. If you use a publicity committee, provide precise guidelines for all activities and a time schedule for their completion.
8. Sell your program like a commodity; try to convince both media and public alike of its value and its merits.

Don't

1. Don't take publicity for granted. People have to be interested in your program in order to attend, and they have to know about it in order to become interested.
2. Don't rely on others without safeguards. If you are responsible, don't expect others to do the job without direction and support.
3. Don't ask for special favors in terms of format or deadlines. The media operate on tight schedules which you should observe.
4. Don't expect the media to do your work for you. Provide all necessary information, and a little bit more.
5. Don't forget to toot your own horn. Seek publicity not only for your program, but for your club or organization as well.

Brochures and Fliers

Another way of reaching a prospective audience is through direct mail. Letters, brochures, or fliers can often be used most effectively to reach particular, identifiable audiences. In a sense, your club is doing this when it sends out its newsletter to its own members. Brochures (an eight by eleven inch size with two folds fits in a standard size envelope, or you can design it as a self-mailer) are probably most commonly used when the sponsors want to convey a lot of information in a limited space. A brochure can include the what, when, and where in summary form on the cover, the entire program or schedule of topics and speakers inside, biographic data on the speakers, descriptive material on the sponsoring organization(s), and instructions on registration fees and procedures. Fliers on the other hand usually print the message on one side only and are designed for the multiple purposes of posting on bulletin boards or handing out at meetings, as well as for mailings.

As with publicity in general or news releases in particular, brochures and fliers must be designed to sell the significance of the topic, the qualifications of the speaker(s), or both. And the focus of your "sales pitch" in the brochure you send may vary from program to program and from subject to subject, depending on what might be most interesting and/or attractive to the intended recipients. If you look back to Section One, you'll be reminded that we discussed the relative merits of programming about current crises versus lasting issues, as well as the various possibilities offered by focussing on regional versus functional topics in the areas of foreign affairs. Taking an example in that context, if you decided to develop a program on "The Greenhouse Effect: Mankind Faces Its Global Environment," you probably had your own good reasons to select that global/ functional topic of environment as a relatively lasting issue in world affairs. Use those reasons in promoting your program! In other words, explain to those who read your brochure just why the degradation of the global environment is important to them, now and in the future, and why they should learn something about it. The very same rationale that persuaded you to program about world environment in the first place can be used in turn to persuade others to attend that program.

Or, by way of another example, say that you decided to take advantage of the public interest generated by the student massacre in Tiananmen Square to put on a world affairs program on China. In this case, use the

crisis-oriented topic you selected as the attention-getting "come on" in your brochure. And spell it out in detail, don't assume that public "interest" necessarily means public "understanding." If the topic alone does not lend itself to such promotion, maybe your speakers' credentials will. Perhaps you've put together a panel of discussants on current developments in China and two of them were actually present in Tiananmen Square at or near the time of the student unrest. By all means, play that up in your brochure copy. Or if you were lucky enough to nail down a genuine (and well-known) China watcher, be sure to publicize your speaker's credentials and qualifications as a major part of your brochure packaging.

Mailing Lists

A few words about mailing lists: They soon become out-dated; they must be targeted to be useful; and they may be expensive, if you have to buy them. On the other hand, a good up-to-date mailing list which zeros in on the clientele you want to reach can be invaluable for program publicity. Naturally, you will want to reach all of your club members, either by your newsletter or by a special mailing of your announcement or brochure. In addition, you will want to inform others in the community who are interested in world affairs generally or who have a special interest in the topic of your program. For pertinent mailing lists, contact those organizations whose members by definition will have international interests, such as a World Affairs Council or Foreign Relations Committee if there is one or a World Trade Association or Center; for more focussed programs on specific countries, check your phone book for such associations as the English-Speaking Union, the China Council, the Japan Society or any ethnic groups which might be listed.

Usually, if you offer the group some billing or credit as a co-sponsor or cooperating organization and if it approves of the focus of your program, it will provide its mailing list free of charge or for the cost of duplicating only. Some groups have policies which preclude the provision or sale of their mailing lists to any outside group, but they might be willing to mail the brochures themselves, particularly if they are invited to join you as a co-sponsor. This saves your club some mailing expenses and may increase the size of your audience, but it dilutes the sponsorship, that is, it is no longer just your program. There are always trade-offs.

Mailing lists may also be purchased, but they're not cheap. For example, it costs approximately $20-21 per thousand for a no-name, "current

resident" list, using only ZIP codes for targeting purposes. This would include the application of labels to your envelopes or brochures, but it would not include the actual cost of postage. The return on a mailing of this sort would be approximately .001% or one out of every thousand. (It doesn't take a mathematical genius to figure out that this means that you are paying $20 per attendee!) If you do decide to purchase a list, however, make certain that it is both current and accurate (a quick spot check against a current phone directory prior to purchase is worth the time). To find firms who provide mailing lists or will do your direct mailing for you, just look under "mail" in the classified section of your phone directory.

Mailing lists may be aimed at particular socio-economic groups, certain income levels, occupational groups, age cohorts, specific residential areas (zip codes), or combinations thereof. Of perhaps greater relevance for identifying people with probable interests in world affairs programs, the subscription lists of such periodicals or magazines as Foreign Affairs, Foreign Policy, The Atlantic Monthly, and The Economist or the names of subscribers to The New York Times or the Christian Science Monitor would be most useful. Probably, you wouldn't want to purchase a mailing list for a one-shot event, but if your organization plans to sponsor a number of world affairs programs aimed at a broader clientele than its own members, you may wish to explore a mailing list investment.

Appendix A: List of Selected Resources
Where Can You Go for Help?

ACCESS
1730 M Street, NW
Suite 605
Washington, DC 20036
(202) 785-6630

AFRICARE
440 R Street, NW
Washington, DC 20001
(202) 462-3614

Agency for International Development (AID)
320 21st Street, NW
Washington, DC 20523
(202) 663-1449

America-Mideast Educational and Training Services, Inc. (AMIDEAST)
1100 17th Street, NW, Suite 300
Washington, DC 20036
(202) 785-0022

American-Arab Affairs Council
1730 M Street, NW, Suite 512
Washington, DC 20036
(202) 296-6767

American Arbitration Association
205 West Wacker Drive
Suite 1100
Chicago, IL 60606
(312) 346-2282

American Bar Association
Special Committee on Dispute Resolution
1800 M Street, NW
Washington, DC 20036
(202) 331-2200

American Committee on US-Soviet Relations
109 11th Street, SE
Washington, DC 20003
(202) 546-1700

American Defense Institute
214 Massachusetts Avenue, NE
Suite 200
Washington, DC 20002
(202) 544-4704

American Enterprise Institute for Public Policy Research (AEI)
1150 17th Street, NW
Washington, DC 20036
(202) 862-5800

American Field Service International (AFS)
313 East 43rd Street
New York, NY 10017
(212) 949-4242

American Foreign Service Association
2101 E Street, NW
Washington, DC 20037
(202) 293-3806

American Friends Service Committee (AFSC)
1501 Cherry Street
Philadelphia, PA 19102
(215) 241-7000

Americans for Energy Independence
1629 K Street, NW, Suite 602
Washington, DC 20006
(202) 466-2105

Amnesty International of the U.S.A, Inc.
322 8th Avenue
New York, NY 10001
(212) 807-8400

Arab American Institute
918 16th Street, NW
Washington, DC 20006
(202) 429-9210

Arms Control Association
11 Dupont Circle
NW, Suite 250
Washington, DC 20036
(202) 797-4626

The Asia Foundation
465 California Street, 14th Floor
San Francisco, CA 94104
(415) 982-4640

The Asia Society
725 Park Avenue
New York, NY 10021
(212) 288-6400

The Brookings Institution
1775 Massachusetts Avenue, NW
Washington, DC 20036
(202) 797-6000

The Chicago Council on Foreign Relations
116 South Michigan Avenue
Chicago, IL 60603
(312) 726-3860

China Institute in America
125 East 65th Street
New York, NY 10021
(212) 744-8181

Church World Service
475 Riverside Drive
New York, NY 10115
(212) 870-2068

The Citizens Network for Foreign Affairs
1616 H Street, NW
Washington, DC 20006
(202) 639-8889

Commission for a Community of Democracies/USA
11725 DeSales Street
NW, Suite 310
Washington, DC 20036
(202) 955-5778

Committee for National Security
1601 Connecticut Avenue
NW, Suite 302
Washington, DC 20009
(202) 745-2450

Committee on Foreign Affairs
U.S. House of Representatives
2170 Rayburn House
Office Building
Washington, DC 20515
(202) 225-5021

Common Cause
2030 M Street, NW
Washington, DC 20036
(202) 833-1200

Congressional Research Service (CRS)
The Library of Congress
1st and Independence, SE
Washington, DC 20540
(202) 707-5700

Consortium on Peace Research, Education and Development (COPRED)
4400 University Drive
Academic 128
Fairfax, VA 22030
(703) 323-2806

Consumers for World Trade
1726 M Street, NW, Suite 900
Washington, DC 20036
(202) 785-4835

Council for Inter-American Security
122 C Street, NW
Washington, DC 20001
(202) 393-6622

Council of the Americas
1625 K Street, NW, Suite 1200
Washington, DC 20006
(202) 659-1547

Council on Foreign Relations
58 East 68th Street
New York, NY 10021
(212) 734-0400

Council on International Educational Exchange (CIEE)
205 East 42nd Street
New York, NY 10017
(212) 661-1414

Council on International and Public Affairs
777 UN Plaza
New York, NY 10017
(212) 972-9877

Department of Agriculture (USDA)
14th & Independence Ave., SW
Washington, DC 20250
(202) 447-8732

Department of Commerce
14th St. and Constitution Avenue
NW, Commerce Building
Washington, DC 20230
(202) 377-4190

U.S. Department of State
Bureau of Public Affairs
2201 C Street, NW
Washington, DC 20520-6810
(202) 647-2482

East-West Center (EWC)
1777 East-West Road
Honolulu, HI 96848
(808) 944-7111

Environmental Protection Agency (EPA)
401 M Street, SW
Washington, DC 20460
(202) 382-3144

Ethics and Public Policy Center
1030 15th Street, NW
Washington, DC 20005
(202) 682-1200

Experiment in International Living
Kipling Road, PO Box 676
Brattleboro, VT 05302
(802) 257-7751

Export-Import Bank (Eximbank)
811 Vermont Avenue, NW
Washington, DC 20571
(202) 566-2117

Federal Bureau of Investigation
Washington Metropolitan
Field Office
10th & Pennsylvania Avenue, NW
Washington, DC 20535
(202) 324-3000

Food and Agriculture Organization of the U.N. (FAO)
1001 22nd Street, NW
Washington, DC 20437
(202) 653-2398

The Ford Foundation
320 East 43rd Street
New York, NY 10017
(212) 573-5000

Foreign Policy Association (FPA)
729 7th Avenue
New York, NY 10019
(212) 764-4050

Freedom from Hunger Foundation
1644 Da Vinci Court
Davis, CA 95617
(916) 758-6200

The Heritage Foundation
214 Massachusetts Avenue, NE
Washington, DC 20002
(202) 546-4400

Hubert H. Humphrey School of Public Affairs
301 19th Avenue South
Minneapolis, MN 55455
(612) 625-9505

Hudson Institute
5395 Emerson Way
PO Box 26919
Indianapolis, IN 46226
(317) 545-1000

Institute for Food and Development Policy (Food First)
145 9th Street
San Francisco, CA 94103
(415) 864-8555

Institute for International Economics
11 Dupont Circle
NW, Suite 620
Washington, DC 20036
(202) 328-9000

Institute for Policy Studies (IPS)
1601 Connecticut Avenue, NW
Washington, DC 20009
(202) 234-9382

Institute for the Study of Diplomacy
1316 36th Street, NW
Washington, DC 20007
(202) 965-5735

Institute of International Education
809 United Nations Plaza
New York, NY 10017
(212) 883-8200

Institute of International Finance
2000 Pa. Avenue, NW, Suite 8500
Washington, DC 20006
(202) 857-3600

Institute of Public Administration (IPA)
55 West 44th Street
New York, NY 10036
(212) 730-5480

Inter-American Foundation (IAF)
1515 Wilson Boulevard, 5th Floor
Rosslyn, VA 22209
(703) 841-3866

International Institute for Environment and Development (IIED)
1709 New York Avenue, NW, Suite 700
Washington, DC 20006
(202) 638-6300

International Labour Organization (ILO)
1828 L Street, NW, Suite 801
Washington, DC 20036
202) 653-7652

International Monetary Fund (IMF)
700 19th Street, NW
Washington, DC 20431
(202) 623-7000

International Security Council
1155 5th Street, NW, Suite 502
Washington, DC 20005
(202) 828-0802

Iowa Peace Institute
P.O. Box 480
Grinnell, IA 50112
(515) 236-4880

Kettering Foundation
200 Commons Road
Dayton, OH 45459
(513) 434-7300

Kiwanis International
3636 Woodview Trace
Indianapolis, IN 46268-3196
(317) 875-8755

National Audubon Society
9501 3rd Avenue
New York, NY 10022
(212) 832-3200

National Council for International Visitors
1420 K Street, NW, Suite 800
Washington, DC 20005-2401
(202) 842-1414

National Council for Returned Peace Corps Volunteers
1319 Frank Street, Suite 900
Washington, DC 20004
(202) 393-5501

National Council of Churches
475 Riverside Drive
New York, NY 10115
(212) 870-2511

National Council of World Affairs Organizations
1726 M Street, NW, Suite 800
Washington, DC 20036
(202) 293-1051

National Defense Council Foundation
228 South Washington
Suite 230
Alexandria, VA 22314
(703) 836-3443

National Issues Forum
200 Commons Road
Dayton, OH 45459
(513) 434-7300

National Peace Institute Foundation
110 Maryland Avenue
NE, Suite 409
Washington, DC 20002
(202) 546-9500

Natural Resources Defense Council, Inc.
1350 New York Avenue
NW, Suite 300
Washington, DC 20005
(202) 783-7800

The Nature Conservancy International Program
1400 16th Street, Suite 502
Washington, DC 20036
(202) 797-5454

Overseas Development Council (ODC)
1717 Massachusetts Avenue
NW, Suite 501
Washington, DC 20036
(202) 234-8701

Overseas Private Investment Corporation (OPIC)
1615 M Street, NW
Washington, DC 20527
(202) 457-7010

Oxfam America
115 Broadway Street
Boston, MA 02116
(617) 482-1211

Partners of the Americas
1424 K Street, NW
Washington, DC 20005
(202) 628-3300

Peace Links
747 Eighth Street, SE
Washington, DC 20003
(202) 544-0805

People to People International
501 East Armour Boulevard
Kansas City, MO 64109
(816) 531-4701

Planned Parenthood Federation of America
810 Seventh Avenue
New York, NY 10019
(212) 541-7800

The Population Council
One Dag Hammarskjold Plaza
44th Floor
New York, NY 10017
(212) 644-1300

Population Reference Bureau (PRB)
777 14th Street, NW, Suite 800
Washington, DC 20005
(202) 639-8040

Population Resource Center
15 Roszel Road
Princeton, NJ 08540
(609) 452-2822

Roosevelt Center for American Policy Studies
316 Pennsylvania Avenue, SE
Washington, DC 20003
(202) 547-7227

Rotary International
1 Rotary Center
1560 Sherman Avenue
Evanston, IL 60201
(708) 866-3000

Senate Committee on Foreign Relations, U.S. Senate
Washington, DC 20510
(202) 224-4651

Sister Cities International
120 South Payne Street
Alexandria, VA 22314
(703) 836-3535

The Stanley Foundation
216 Sycamor Street, Suite 500
Muscatine, IA 52761
(319) 264-1500

TransAfrica
545 Eighth Street, SE
Washington, DC 20003
(202) 547-2550

Trilateral Commission
345 E. 46th Street
New York, NY 10017
(212) 661-1180

The Trinity Forum for International Security and Conflict Resolution
PO Box 8636
Santa Fe, NM 87504
(505) 986-0709

United Nations Association of the USA (UNA-USA)
485 Fifth Avenue, 2nd Floor
New York, NY 10017
(212) 697-3232

United Nations Development Programme (UNDP)
One United Nations Plaza
New York, NY 10017
(212) 906-5279

United States Information Agency (USIA)
Office of Public Liaison
301 4th Street, SW
Washington, DC 20547
(202) 619-4700

United States Institute of Peace
1550 M Street, NW, Suite 700
Washington, DC 20005
(202) 457-1700

U.S. Committee for UNICEF
331 East 38th Street
New York, NY 10016
(212) 686-5522

U.S.-China Business Council
1818 N Street, NW, Suite 500
Washington, DC 20036
(202) 429-0340

U.S.-Japan Foundation
145 East 32nd Street, 12th Floor
New York, NY 10016
(212) 481-8753

U.S. Nuclear Regulatory Commission (NRC)
Washington, DC 20555
(301) 492-7000

Volunteers in Technical Assistance (VITA)
1815 North Lynn Street
Suite 200
Arlington, VA 22209
(703) 276-1800

Washington Office on Latin America (WOLA)
110 Maryland Avenue, NE
Suite 404
Washington, DC 20002
(202) 544-8045

The World Bank
1818 H Street, NW
Washington, DC 20433
(202) 477-1234

World Development Forum
1815 H Street, NW, 11th Floor
Washington, DC 20006
(202) 296-2863

World Federalist Association
418 7th Street, SE
Washington, DC 20003
(202) 546-3950

World Policy Institute
777 United Nations Plaza
New York, NY 10017
(212) 490-0010

World Without War Council of the U.S., Inc.
1730 Martin Luther King Jr Way
Berkeley, CA 94709
(415) 845-1992

Young Men's Christian Association of the USA (YMCA)
356 West 34th Street, 3rd Floor
New York, NY 10001
(212) 563-4595

Youth for Understanding (YFU)
3501 Newark Street, NW
Washington, DC 20016
(202) 966-6800

Appendix B: Program Planning Checklist Before and At the Program

Before the Program

CHECKLIST AND WORK ASSIGNMENT SHEET

PROGRAM TITLE: _____

_____

LOCATION: _____

DATE: _____ TIME: _____

ACTIVITY	Responsible Person	Due Date	Completion Date
SPEAKERS			
phone contact(s)			
invitation letter(s)			
confirmation letter(s)			
hotel reservation(s)			
biographic information			
photograph, if needed			
draft and send itinerary			
FACILITIES			
reserve meeting space			
reserve reception room (cash bar)			
reserve dining room			
catering arrangements			
order registration table for door			
stage and equipment			
BROCHURE / INVITATION (QUANTITY _____)			
design			
draft text			
proof text			
printing			
mailing			
TICKETS (QUANTITY _____)			
type or print			
reproduce			

ACTIVITY	Responsible Person	Due Date	Completion Date
MEDIA			
draft press release			
send (___ copies)			
draft public service announcement (radio/TV)			
TV appearance			
press conference			
personalized mailing to media			
post brochure/announcement			
PROGRAM (OPTIONAL)			
design			
draft text			
printing			
FOLLOW UP			
thank you letters			
pay bills			
evaluation			

At The Program

CHECKLIST AND WORK ASSIGNMENT SHEET

REGISTRATION	Responsible Person
reservations roster	
tickets	
name tags (optional)	
"welcome" committee (optional)	
receiving line (optional)	
ROOM	
seating (no. of seats, set up)	
temperature/lights	
speaker podium/head table	
microphone	
tape recorder (optional)	
pitcher, glasses, water	

Appendix C: Press Releases
Some Selected Samples

UWM INSTITUTE OF WORLD AFFAIRS ANNOUNCES THREE SUMMER PROGRAMS

MILWAUKEE--The University of Wisconsin-Milwaukee Institute of World Affairs is sponsoring three programs this summer, including a lecture by Francis Maude, a member of the British Parliament and ranking Foreign Office official; a "Dialogue with Diplomats" luncheon with Ambassador Juergen Ruhfus of the Federal Republic of Germany; and a summer slide/lecture series, "Great Cities of the World," from June 19 through July 24.

Francis Maude is Minister of State in the British Foreign Office. He will speak in Enderis 177 at 7:30 p.m. on June 20 on "Britain Faces Europe." Admission to this program will be $5 for the general public, $4 for Institute Associates and $2 for students.

"Great Cities of the World" will feature five UWM faculty speakers and one member of the UW System. Lectures will be held from 7:30 to 9 p.m. in Enderis 177. Admission for the series is $20 for the general public and $18 for Institute Associates. Individual lectures are $5 and $4, respectively, and $2 for students. The topics and speakers for the six lectures are:

June 19 - Florence: Cradle of the Renaissance, Professor Lawrence Baldassaro, UWM Department of French and Italian.

June 26 - Leningrad: Legacy of the Romanovs, Professor Philip Shashko, UWM Department of History.

July 5 - Indonesian Urbanization, Assoc. Professor Harry Van Oudenallen, UWM School of Architecture and Urban Planning.

July 10 - Rio de Janeiro: Brazilian Showcase, Julie Kline, outreach coordinator, UWM Center for Latin America.

July 17 - Khartoum, The Sudan, The Nile, James Sulton, special assistant to the president for minority affairs, UW System.

July 24 - Chicago: An Architectural View, Asst. Professor Nancy Hubbard, UWM School of Architecture and Urban Planning.

UWM LECTURE SERIES EXAMINES CHANGES IN USSR & EASTERN EUROPE

MILWAUKEE--A Soviet scholar from the Moscow Academy of Sciences launches the Institute of World Affairs fall lecture series at the University of Wisconsin-Milwaukee at 7:30 p.m. Tue., Sept. 11, Room 131, Merrill Hall. Single admission tickets are $6 for the general public, $4 for associate members of the Institute of World Affairs, and $3 for students. Series tickets are $25 for the general public and $23 for Institute associates.

Sept. 11, Alexander Darchiyev, an exchange scholar, discusses "Perestroika and Glasnost: the Latest from Moscow," in the opening lecture of the series.

Sept. 25, Prof. Richard Farkas, DePaul University political scientist, discusses nationalism and the Soviet Union.

Oct. 9, two weeks later, Prof. Donald Pienkos, UWM political scientist, shares his perspectives on Poland.

Oct. 23, Tim Cuprisin of the Milwaukee Journal reports on Czechoslovakia and Hungary.

Nov. 7, History Prof. Philip Shashko discusses Rumania and Bulgaria.

Nov. 20, Prof. Meredith Watts, UWM political scientist, wraps up the series when he speaks about Germany.

For further information, call 229-5716, the Institute of World Affairs.

UWM MILWAUKEE GLOBAL FORUM TARGETS INTERNATIONAL TRADE

MILWAUKEE--A high ranking politician and experts in international affairs are the featured speakers for "The Milwaukee Global Forum: International Trade, Investments, and the World Economy," 4:30-6 p.m., every other Wednesday, Sept. 19 - Nov. 14.

The University of Wisconsin-Milwaukee University Outreach Institute of World Affairs, in cooperation with five Milwaukee area banks, sponsors the series, which examines international trade, investments and the world economy. More specifically, speakers discuss economic issues relating to Eastern Europe, the Republic of Korea, Singapore and Southeast Asia, Germany and Latin America.

Sept. 19, at Bank One, Milwaukee, 111 E. Wisconsin Ave., David Mark, retired ambassador and a consultant for Procter & Gamble, Inc., speaks on Eastern Europe.

Oct. 3, at First Wisconsin National Bank, 777 E. Wisconsin Ave., Paul Kreisberg, senior associate, Carnegie Endowment for International Peace, discusses the Republic of Korea.

Oct. 17, at M & I, marshall & Ilsley Bank, 770 N. Water St., Linda Lim, Center for International Business Education, University of Michigan, speaks on Singapore and Southeast Asia.

Oct. 31, at First Bank-Milwaukee, 201 W. Wisconsin AVe., Gunter Pleuger, minister-counsellor, Embassy of the Federal Republic of Germany, discusses Germany.

Nov. 14, at Norwest Bank International, Wisconsin, 6130 W. National Ave., Abraham Lowenthal, executive director, Inter-American Dialogue, speaks on Latin America.

The Milwaukee Global Forum is open to associate members of the Institute of World Affairs. Individual program tickets also may be purchased for $20 each or for a series price of $85. For more information, call the Institute of World Affairs, 229-5716.

UWM INSTITUTE OF WORLD AFFAIRS PLANS GENOCIDE SYMPOSIUM

MILWAUKEE--The University of Wisconsin-Milwaukee Institute of World Affairs brings together international scholars on genocide for a symposium beginning at 1:30 p.m., Wed., Sept. 27, Conference Center, Golda Meir Library, 2311 E. Hartford Ave.

Genocide, the attempted extermination of a race or ethnic group, has occurred with alarming frequency during this century. The UWM symposium examines the causes, effects and efforts to rewrite histories of these tragedies.

The program's keynote speaker is sociologist Helen Fein, director of the Center for the Study of Genocide, New Paltz, N.Y. Fein has made scholarly investigations into most aspects of genocide. Specifically, she has written books about anti-Semitism, Indo-Chinese refugee questions, the Nazi Holocaust and a massacre in India.

Another visiting guest expert is Richard Hovannisian, history professor and associate director of the Center for Near Eastern Studies at UCLA. Hovannisian has written extensively about the Armenian experience with genocide and has travelled worldwide speaking on the subject.

Two Marquette University faculty members who also are participating in the symposium are Michael Phayer, a history professor who specializes in the Nazi Holocaust; and Lawrence LeBlanc, a political science professor who writes about the legal aspects of genocide.

John Smail, a University of Wisconsin-Madison history professor, examines genocide in Southeast Asia.

The Milwaukee Jewish Council and the Armenian Assembly of the United States join the Institute of World Affairs as symposium co-sponsors. Besides a financial contribution from Goethe House of Milwaukee, the Institute also was awarded a mini-grant from the Wisconsin Humanities Committee with support from the National Endowment for the Humanities.

Although conflicting plans prevent his attendance, retired Senator William Proxmire will be honored for his efforts to secure United States ratification of the international treaty outlawing genocide following a dinner at the UWM Union Fireside Lounge, 2200 E. Kenwood Blvd.

Admission for the entire symposium, including dinner, is $25: the evening session only with dinner is $15; afternoon only tickets are $10.

The Institute of World Affairs is part of UWM University Outreach.

GREAT DECISIONS SERIES KICKS OFF WITH LOOK AT EASTERN EUROPE

MILWAUKEE--The 1990 Great Decisions series gets underway Tuesday, Feb. 6, with a timely look at the changing face of Eastern Europe.

Karl Th. Paschke, the second-ranking diplomat at the West German Embassy in Washington, speaks on "U.S.S.R. and Eastern Europe: End of an Era?" at 7:30 p.m. in the fourth floor conference center at the University of Wisconsin-Milwaukee Golda Meir Library, 2311 E. Hartford Ave. Paschke, who also has served as dean of his nation's Foreign Service Academy, is a close observer of eastern European affairs and is expected to offer an insider's look at a year of upheaval.

The Great Decisions series is coordinated by the UWM Institute of World Affairs and cosponsored by The Milwaukee Journal and the Foreign Policy Association of New York. Great Decisions lectures are broadcast in their entirety on WUWM-FM (89.7) at noon on the Friday following each program, beginning Feb. 9.

Speakers also appear weekdays on The Margaret Andreasen Show on Wisconsin Public Radio. Participating stations include WHA-FM, Madison; WERN-FM, Madison; WHAD-FM, Delafield; WHHI-FM, La Crosse; WHSA-FM, Brule; WHWC-FM, Menomonie; WPNE-FM, Green Bay; WHRM-FM, Wausau. Check your local station for exact times. WMVT-TV, Channel 36 in Milwaukee, broadcasts "Milwaukee Great Decisions 1990" on Sundays at 10:30 p.m. beginning Feb. 11.

The rest of the Great Decisions series follows:

Feb. 13 - U.S., Europe, and Japan: Global Economy in Transition? Hobart Rowen, columnist, The Washington Post.

Feb. 20 - Third World Arms Bazaar: Disaster for Sale? Paul Ferrari, Senior analyst, Investor Responsibility Research Center, Washington D.C.

Feb. 27 - Vietnam, Cambodia and the U.S.: Return Engagement? Donald Stader, S.E. Asian Affairs, U.S. Department of State.

March 6 - Nicaragua and El Salvador: War or Peace in Central America? Kenneth Grieb, Director, International Studies, UW-Oshkosh.

March 13 - United Nations: New Life for an Aging Institution? Ronald Spiers, Under-Secretary General, Political and General Assembly Affairs, United Nations.

March 20 - The Palestinian Question: Is There a Solution? Mark Tessler, Professor of Political Science, UWM.

March 27 - Global Warming and the Environment: Forecast Disaster? Anthony Earl, former Governor, State of Wisconsin.

Public Service Announcements
(For Radio and TV)

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DANIEL ELAZAR (ELLE-ah-zar), PRESIDENT OF THE JERUSALEM CENTER FOR PUBLIC AFFAIRS, SPEAKS ON "A WAY OUT: FEDERALIST OPTIONS FOR SOUTH AFRICA" IN A TOWN MEETING SPONSORED BY THE UNIVERSITY OF WISCONSIN-MILWAUKEE INSTITUTE OF WORLD AFFAIRS, SEVEN-THIRTY P.M., WEDNESDAY, MAY TWENTY-SEVENTH, UWM ALUMNI HOUSE, THIRTY-TWO-THIRTY EAST KENWOOD BOULEVARD. GENERAL ADMISSION, FIVE DOLLARS.