Grading Rubric
Campaign Research Report Draft

From the research you conduct on the organization, the situation, and publics, you will do a detailed Formative Research Report of no more than 10 pages in length. This must include a client overview, SWOT, Organization Research, Situation Research, Publics Research, Primary Research and Media Research. Your appendix must include your primary research instrument, full results of your primary research (tables, charts, graphs) and references in APA format. The appendix will not count toward your 10-page limit.

Objective/Criteria	Exceptional **All required items are present and exceptionally completed.**	Satisfactory **The work has a few errors and may be missing some of the subtleties of the assignment.**	Adequate **A number of the components are superficially completed.**	Needs Improvement **Failed to comprehend and apply materials or follow directions.**	Deficient **Did not complete at least 50% of the assignment competently.**
Introduction • Overview of client with the following sections: mission, history, culture of organization, finances, economic and political influences, public opinion. *Do NOT include what you plan to do in the Introduction section.	5.0	4.6	4.4	3.9	3.6-0
Secondary Research I ▪ Organization Research *Do NOT include what you plan to do in the Research section. Make sure to include sections on the following: ▪ Performance ▪ What service/product do you provide related to the issue? ▪ What are the criteria for determining its quality? ▪ What is it quality? ▪ Within the last three years, has the quality improved, remained unchanged or deteriorated? ▪ How satisfied is org leadership with this quality? ▪ What benefit or advantage does the service/product offer? ▪ What problems or disadvantages are associated with this service/product? ▪ Niche ▪ What is the niche or specialty that sets you apart from competitors? ▪ How has the service/product changed within the last three years? ▪ How is the service/product likely to change within the next two years? ▪ Should changes be introduced to improve	5.0	4.6	4.4	3.9	3.6-0

the service/product?
- Are org leaders willing to make such changes?
- Structure
  - What is the purpose/mission of your org related to this issue?
  - How does this issue fit into the org vision?
  - Is this expressed in a strategic business plan for your org?
  - What communication resources are available for potential public relations/marketing communication activity: personnel, equipment, time, money and/or something else?
  - Within the next three years, are these resources likely to increase, remain unchanged or decrease?
  - How strong is the public relations/communication staff's role in the orgs decision-making process?
- Internal Impediments
  - How supportive is the internal environment for public relations activities?
  - Are there any impediments or obstacles to success that come from within the org?
    - Top management
      - Are these impediments caused by policy/procedure?
      - Are these impediments deliberate?
    - Public relations/marketing staff
      - Are these impediments caused by policy/procedure?
      - Are these impediments deliberate?
    - Other internal publics
      - Are these impediments caused by policy/procedure?
      - Are these impediments deliberate?
  - If you have identified impediments, how can you overcome them?
- Competition
  - How competitive is the external environment of your org?
  - What other orgs compete on this issue?
  - What are their performance levels?
  - What are their reputations?
  - What are their resources?
  - What does the competition offer that you don't?
  - How has the competition changed within the last three years?
  - Within the next three years, is the competition likely to increase, remain

unchanged or decrease?
- Opposition
    - What groups exist with a mission to resist or hinder your org?
    - How effective have these groups been in the past?
    - What is their reputation?
    - What are their resources?
    - How have these groups changed within the last three years?
    - How have their tactics changed?
    - Within the next three years, is the opposition likely to increase, remain unchanged or decrease?
- External Impediments
    - Is the environment in which you are operating currently growing, stable, declining or unpredictable?
    - What changes, if any, are projected for this environment?
    - What impediments deal with customers?
    - What impediments deal with regulators?
    - What impediments have political origins?
    - What impediments have economic/financial origins?
    - What impediments have technological origins?
    - What impediments have social origins?
    - What impediments have legal origins?
    - What impediments have environmental origins?

Secondary Research II	5.0	4.6	4.4	3.9	3.6-0

Secondary Research II
- Situation Research

*Do NOT include what you plan to do in the Research section.
Make sure to include sections on the following:

Background
- Is this the first time your organization has dealt with this situation, or are you setting our to modify an existing communication program?
- What is the cause of this situation?
- Is there any dispute that this is the cause?
- What is the history of this situation?
- What are the important facts related to this situation?
- Does this situation involve the organization's relationship with another group?
    - If yes, what group(s)?

Consequences
- How important is this situation to the organization's mission?
- How consistent is this situation with the mission statement or vision?
- How serious a response is warranted to this situation?
- What is the likely duration of this situation: one time, limited/short term or ongoing/long term?
- Who or what is affected by this situation?

- What predictions or trends are associated with this situation?
- What potential impact can this situation make on the organization's mission or bottom line?
- Do you consider this situation to be an opportunity (positive) or an obstacle (negative) for your organization?
    - Why?
    - If you consider this an obstacle, how might you turn it into an opportunity?

Resolution
- Might information (quality or quantity) affect how this situation is resolved?
- How can this situation be resolved to the mutual benefit of everyone involved?
- What priority does the situation hold for the public relations/communications staff and for the organization's top management?
- How strong is the organization's commitment to resolving this situation?

Secondary Research III	5.0	4.6	4.4	3.9	3.6-0

- Publics Research

*Do NOT include what you plan to do in the Research section.
Make sure to include sections on the following:
- Basic Questions for Publics
    - Who are the major publics for your org?
    - Who are the key publics for this org?
    - Who are the major opinion leaders?
- Customers
    - Who are your primary customers?
    - Who are your secondary customers (use the products/services of your primary customers)?
    - How have your customers changed within the last three years?
    - How are your customers likely to change within the next three years?
- Producers
    - Who produces your products/services?
    - Who provides your org with services and materials?
    - Who provides money?
    - How have your producers changed within the last three years?
    - How are your producers likely to change within the next three years?
- Enablers
    - Who are opinion leaders among your customers?
    - Who are your colleagues?
    - Who are your regulators?
    - How have regulators helped you within the last three years?
    - With whom do you have contracts or agreements?
    - What media are available to you?
    - How have the media helped you in the last three years?

- How have your enablers changed within the last three years?
- How are your enablers likely to change within the next three years?
- Limiters
    - Who are your competitors?
    - Who are your opponents?
    - Who can stop or slow you down?
    - How have your limiters changed within the last three years?
    - How are your limiters likely to change within the next three years?
    - Who are opinion leaders on this issue?
        - How likely are they to speak for your orgs position?
    - Who are vocal activists on this issue?
        - How likely are they to speak for your orgs position?

Narrow Down to Key Publics	5.0	4.6	4.4	3.9	3.6-0

- Basic Questions for Key Publics
    - What is the nature and type of each key public?
    - What stage of development is each key public in (latent, apathetic, aware, active)?
    - What are the major wants, interests, needs and expectations of each public?
    - What benefits can you offer each key public?
- Issues
    - What does this key public know about this issue?
    - What does this key public think about this issue?
    - What does this key public want on this issue?
    - What does this key public NOT want on this issue?
    - What does this key public need on this issue?
    - What problems does this key public have related to this issue?
    - What does this key public expect from the org regarding this issue?
    - How free does this key public see itself to act on this issue?
- Organization (including product/service)
    - How does or how might the key public affect your org?
    - How does or how might your org affect this key public?
    - What does this key public know about your org?
    - How accurate is this information?
    - What does this public think about your org? (see inventory on next slide)
    - How satisfied are you with this attitude?
    - What does this key public expect from your org?
    - How much loyalty does this key public have

- for your org?
        - How organized or ready for action on this issue is this key public?
        - How influential does this key public see itself as being with your org?
        - How influential does your org see this key public as being?
    - Perception (complete Image Index)
    - Opinion Research
        - Awareness - Do people know your org/product/service?
        - Preference - Do people pick your org/product/service over the alternatives?
        - Relationships - Control mutuality, trust, satisfaction, commitment, exchange relationship, communal relationship: Use Grunig Relationship Survey in Paine: Appendix 1
        - Engagement- Lurking, casual, active, committed, loyalist
    - Communication
        - Is this key public actively seeking information on this issue?
        - How likely is this key public to act on the information it receives?
        - Who are credible sources and opinion leaders for this key public?
        - What media do this key public use among each of the following:
            - Personal communication channels
            - Organizational media
            - News media
            - Advertising/promotional media
    - Demographics/Psychographics
        - What is the average age of the members of this key public?
        - Where is your key public located geographically?
        - What is the socioeconomic status of your key public?
        - What products/services does your key public commonly use?
        - What are the cultural/ethnic/religious traits of your key public?
        - What is the education level of your key public?
        - What lifestyle traits does your key public have?
        - Is this key public likely to be persuaded by facts, emotion or a combination?
        - Is this key public likely to be motivated by appeals to the past (experience, success, track record) or the future (motivation, inspiration, vision)?
        - Are their other relevant characteristics of this key public?
    - Benefits
        - What benefit or advantage does your org

	5.0	4.6	4.4	3.9	3.6-0
offer each key public? ▪ How does this benefit differ from the benefits available from other orgs?					
Primary Research Regarding your secondary research findings: • How accurate is the existing information? • How appropriate is it to conduct additional research? • What information remains to be obtained? • What research methods will help obtain necessary information? • Provide method, rationale, overall questions asked and results (tables/charts/graphs with summaries) of the primary research you undertook.	5.0	4.6	4.4	3.9	3.6-0
Situation Analysis (Overview of Findings) • Overview of findings relevant to your campaign. • SWOT Table (include items from Organization, Situation, Publics)	5.0	4.6	4.4	3.9	3.6-0
Campaign Book Format/Professionalism • Overall design; • Single spaced with double spaces between paragraphs; • Page numbers (except on cover); • Begin each section on a new page; • When possible use bulleted lists (parallel form and punctuated); • Consistent headings and pagination; • Cover; • Table of Contents;	5.0	4.6	4.4	3.9	3.6-0
Appendix • Sources (APA format) • Primary Research Instrument • Primary Research Results	5.0	4.6	4.4	3.9	3.6-0
Manship Essentials and AP Style ▪ Style and content are appropriate for the target public(s). ▪ Sentence structure. ▪ Spelling and punctuation. ▪ Accuracy. ▪ Writing is interesting and informative. ▪ Completeness: Reader is not left with any unanswered questions. ▪ Style and format are appropriate for the medium you are using. ▪ Content meets objectives. ▪ Structure is appropriate: introduction, organization, transitions. ▪ Grammar and syntax. ***Use past tense and cite sources!**	5.0	4.6	4.4	3.9	3.6-0
Total (out of 50 points possible)					