FEDERAL UNIVERSITY OF TECHNOLOGY, Owerri
1985 LECTURE SERIES ON THE UNIVERSITY STRUCTURE
AND ADMINISTRATION
PUBLIC RELATIONS IN THE UNIVERSITY SYSTEM
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LECTURE NO. 14 - JULY 17, 1985

1.0 PREAMBLE

As may be expected for a field that has so many aspects
and which reaches every facet of human society there are so
many definitions of Public Relations. Two questions that
keep recurring are, "what is Public Relations?" and "what
does it do?". A source of definition is any dictionary
around. One dictionary offers this definition:
"Public Relations: relations with the general
public through publicity; those functions of
an organisation ... concerned with informing
the public of its activities, policies, etc,
and attempting to create favourable public
opinions."

This definition emphasises a one-way issuance of
information. The motive being to create favourable opinion.
The stress is entirely on getting publicity.

Another dictionary adds that the motivation of an orga-
nisation is to "adapt itself to its environment and interprete
itself to society". The definition also introduces the fact
that public groupings can be distinguished from each other
and selected as targets.

The Collins English Dictionary adds something else:
Public relations: the practice of creating,
promoting and/or maintaining goodwill and a
favourable image among the public towards an
institution, public, body etc.

This third definition says that actions are taken to
promote goodwill. One can infer from this suggestion that
understanding, empathy and even harmony or compromise may be
involved even if only occasionally. One could conclude from
this that there is a nobility of purpose beyond self-interest
inherent in the Public Relations function.

There is no doubt that dictionary definitions do not
necessarily describe the way most people actually perceive
the term, the function and its practitioners. As a matter
fact most people arrive at their impressions almost by accident: A relation or friend is a Public Relations practitioner and talks about the work; a neighbour, relation or friend is in the News Media and expresses a liking or distaste for Public Relations practitioners; or a person finds himself or herself deployed to a Public Relations department and becomes aware of its specific duties (from the Schedule of Duties).

Given such happenstance circumstances, one can really understand and appreciate that people's individual conceptions of the term and the functions vary widely allowing for many misconceptions and some confusion.

1.1 WHAT IS PUBLIC RELATIONS

To all intents and purposes, Phillip Lesley's definition of Public Relations appears the simplest and yet most complete - "helping an organisation and its publics accommodate each other". The vital fact conveyed in this definition is that the essence of Public Relations is mutual accommodation rather than one-sided imposition of a viewpoint. It recognizes that a key factor facing every organisation is the insistence of each individual in modern free societies on having a say about every organisation and institution that affects his or her life.

Again the Council of the Institute of Public Relations in the United Kingdom in 1948 agreed on a suitable definition for the profession as practised in the UK - "the deliberate planned and sustained effort to establish and maintain mutual understanding between an organisation and its publics".

Considering the fact that every activity in modern life has as its most essential ingredient, People - that proper handling of people is the most essential of any organisation's activities - we begin to appreciate the scope and influence of Public Relations.

1.3 PUBLIC RELATIONS, PROPAGANDA, ADVERTISING AND PUBLICITY

Perhaps it is necessary at this point to draw a clear distinction between Public Relations and Propaganda; as well as its relationship with advertising and publicity.
Propaganda is a type of persuasion based solely on self-interest and in which it may be necessary to distort the facts or even falsify them in order to achieve the purpose. Public Relations on the other hand recognizes a long term responsibility and seeks to persuade with facts and achieve mutual understanding.

Advertising is only one of the means of communication with the public. It is paid publicity. A strong case has been made for its inclusion as a part of Public Relations.

Public Relations is both an advisory and an executive function. Sometimes Public Relations used to describe the advisory aspect and publicity the actual execution of Public Relations functions. Publicity aims directly at achieving sales.

Sam Black, a very experienced Public Relations' man and one of the pioneers of the profession in Great Britain often draws an interesting analogy between medicine and Public Relations. Says he "A medical practitioner and a Public Relations practitioner must both first diagnose and then treat." It is common for both to be called in after the damage is done. Preventive Public Relations is just as important as preventive medicine and like the latter is equally rarely employed.

2.0 PUBLIC RELATIONS FOR UNIVERSITIES

Many major events have made significant impact on the functions of the Public Relations Office in the university both within and outside Nigeria. The scope of its responsibilities in the management area has broadened considerably both internally and externally. In the U.S.A. universities were among the first to establish organised Public Relations. The University of Michigan led the way when it established a Publicity Office in 1897. Harvard, Yale, Columbia, Chicago, Michigan and Wisconsin quickly followed suit. In Britain, the importance of Public Relations became more pronounced after the 1963 protests by the London School of Economics and other institutions.

Here in Nigeria University-organised Public Relations according to Dr. S. O. Idemili of the Department of Mass
Communications, University of Nigeria, started at the University of Nigeria Nsukka in 1970 after the Nigerian Civil War. Born out of necessity, an information office was carved out in the Registrar's department to collect data on the damages sustained by the university during the civil war. The University (which played significant roles during that war) emerged from it badly battered and needed to bring its image once again on the upward trend. Funds were needed to rehabilitate the university. There was need to establish and maintain good internal, external, and press relations. The Public Relations unit then produced a brochure entitled "Reconstructing the University" which was sent to donors in and outside Nigeria. The Public Relations technique thus born at the University of Nigeria Nsukka, has since spread to other universities in the country.

2.0 THE NEED

In this era of unsettling change, Nigeria's universities are caught up in a web of difficult relationships. News of the universities (good and bad) have moved from the inside 'News Brief Corner' to the front page with conspicuous headlines.

The growth in news coverage of universities reflects, even if in part, the public's increased awareness of the universities and their impact on society. Universities no once sheltered in the tranquility of tradition have been thrust into the vortex of society's turbulence. Education as it were, is a major enterprise that touches the life of virtually every citizen. The relations between the universities and the people are many, direct, indirect and diverse. Opportunities abound for frictions, misunderstandings and communications breakdown. The need for understanding and support of the universities is therefore much and urgent. There is growing public dissatisfaction with the performance and costs of universities have led to widespread demands for more accountability on the part of the universities. Accountability requires keeping good records and making actions public.
3.0 THE ROLE OF PUBLIC RELATIONS

In some of the past lectures in this series suggestions were made either subtly or blatantly on the important role of public relations in this university.

- The Academic Registrar in his lecture touched upon the declining enrolments in the face of increased emphasis on technological education.

- The University Bursar harped upon the continuing financial crises which have raised the question of survival for the universities, especially the young Federal Universities of Technology.

- From the Ag. Director of Administration and the Vice-Chancellor we heard of the increasing involvement of the Federal Government in the universities through government-mandated programmes.

- The Vice-Chancellor has told us and we have felt how the impact of inflation has severely limited universities' freedom to operate. Tensions have developed as a result of internal competition for scarce funds.

- From the news media we have read and listened to other problems which have arisen in the inability of many university graduates to find employment at all talkless of "appropriate employment".

- We have in recent times witnessed the changing attitudes of the public towards the universities.

Barely five to ten years ago a university such as ours was surrounded by an aura of confidence, esteem and optimism. Today that aura has changed to one of foreboding and worry. What with some unpleasant and threatening facts that emanate from the universities such as financial deficits, Ph.D. and even professorial gluts, cutbacks for basic research etc., the question now is - Are the universities worth saving? Do they have a future?

3.1 EXPLAIN CHANGE

The fundamental assignment of the University Public Relations Office is to explain change occurring in and coming from the University. Gone is 'Joe College', gone is the
good old absent-minded professor, gone are the unquestioning
staff and alumni, gone are the indifferent and apathetic
students, gone is the "Ivy Tower", gone is in loco parentis,
gone are the sharp distinctions between Federal and State
universities, between universities of technology and tradi-
tional universities etc. Universities can no longer afford
to operate in seclusion or remoteness of attitude regarding
real problems of everyday life.

3.2 IDENTITY CRISIS

Some of the older conventional universities have no
doubt survived a growth period and found their identity.
This is not true for the younger newly-established uni-
versities including the state universities and the
universities of technology which are now suffering an
acute identity crises seeking to find their proper niche
in the educational spectrum of the country. The growth
in number of universities accompanied by a trend towards
greater co-ordination and centralised control by the NUC
as well as greater emphasis on planning functions have
tended to worsen the identity problems for individual
universities. The Public Relations department has to
strive to achieve some form of identity for its particu-
lar university.

3.3 THE NATURE OF UNIVERSITY

Another major role of the Public Relations Office is
to convey to the public, the nature of the University. In
order to meet its responsibilities for teaching, research
and service, a university must have resources and freedom.
Unless the publics understand and appreciate its nature,
the University, would be undermined by ignorance. The
Public Relations Office helps to educate the public to
understand, appreciate, tolerate and defend the vital
necessity of freedom for the students to learn and for the
academics to search for truth without restriction. If the
public is adequately informed of the true function of a
university, it will learn to cherish free inquiry and reckon
with pressures especially in times of hysteria and tension
such as now.
3.4 IN THE PUBLIC SPOTLIGHT

There may have been a time when good works spoke for themselves, but that day is far gone. It is now the business of the Public Relations Office to be aware of the vulnerability and the opportunity of the University in the circumstances of time. For instance at this time in Nigeria more public attention is being focused on education for a number of reasons— if WAI is ever going to succeed, it has to start in the schools with the youths. If the country is ever hoping to become self-reliant then research reports have to be spotlighted for implementation. Another reason is the demands of education on the nation/people’s financial resources. People now want to know what is happening in, and about, and because of, or due to lack of education whether the issue is activism, admission standards, efficiency, financial needs, inter-university/institutional co-operation, teaching and/or research and many other tangential responsibilities of higher education.

3.5 AT THE POLICY LEVEL

The basic function of Public Relations as a part of university administration is to help the school’s people do their job and to make sure that the climate is as conducive as possible for them. Under normal circumstances, the Public Relations Office plays or should play a role in policy-making. The extent of the role of course depends not so much on his or her clearly defined responsibilities as on his/her colleague’s appreciation of Public Relations and their willingness to seek and consider professional counsel/advice.

4.0 SCOPE AND EMPHASIS

The Education Committee of the Public Relations Society of America developed eight major job classification of Public Relations work viz:

1. WRITING: Reports, News releases, booklet texts, radio & TV copy, speeches, film sequences, trade paper & magazine articles, product information & technology materials.

2. EDITING: Employee publications, Newsletters, Brochures etc.
3. PLACEMENT: Press & electronic media contacts as well as with editors of magazines and journals to enlist their interest in publishing an organisation's news and features.

4. PROMOTION: Special Events: Press parties, open house, new facility, special showings, convocations, special assemblies, contest and award programmes, guest relations, institution novelty, visual aids etc.

5. SPEAKING: Appearances before groups, planning requisite to find appropriate platforms, preparation of speeches for others.

6. PRODUCTION: Knowledge of art and layout for the development of brochures, booklets, special reports, photographic communications and house periodicals as required.

7. PROGRAMMING: The determination of need, definition of goals and recommended steps in carrying out the project. This is the highest level job in Public Relations, one requiring maturity in Counselling Management.

8. INSTITUTIONAL ADVERTISING: Advertising the institution's name and reputation through purchase of space or time.

Other functions to be added include: gathering of intelligence which enables the organisation to be responsive to its natural constituency.

Representation of an organisation at occasions and projects related to civic, social, educational and cultural advancements; interpretation to government bodies and voters of an organisation's interests in matters of public policy; and the training of effective spokesmen for an organisation (see also figure 1. The Schedule of Duties for the Information, Publication and Public Relations Office in the FUTO is attached as appendix 1).

5.00 BASIC ORGANISATIONAL STRUCTURE, STATUS AND NOMENCLATURE

It would be naive of anyone to try to describe a typical Public Relations Department. Many factors (some of
which were mentioned in ...) are common to all irrespective of the wide disparity in size and in the nature of the activities carried out. The most important factor is good organisation, so that the best use is made of available staff and facilities.

No single organizational structure or pattern applies equally well at all universities. It all depends on the size and nature of the institution. Two basic patterns of organizational structure are suggested: The first and most common is one in which there is a central co-ordinating officer reporting directly to the Vice-Chancellor (fig. II). In some institutions the chief co-ordinating officer is a director or assistant to the Vice-Chancellor/President. For smaller institutions, a common pattern is to have three major functions reporting directly to the Vice-Chancellor (Fig. III). Another variation is to have two major officers, one for Public Relations and one for fund-raising, both reporting directly to the Head of the Institution. The structure for FUTOW is appendix 2 attached.

5.1 Status

Public Relations is an instrument of management and this should be taken into account when formulating policy. In the USA and even in some universities in the UK, the Public Relations Chief enjoys a very top position in management. This is not the universal practice. The deciding factor ought to be whether the qualities of the person concerned qualify him or her for participation in top management decisions in addition to the responsibility of his or her other Public Relations duties. In fact the level at which the Public Relations Head works should be settled according to the merits of each case. It is however most desirable that he or she should have direct and easy access to top management.

There have been suggestions that Public Relations advisers should be present at every important committee meeting. I personally do not agree with this school of thought. I would rather opt for the Senior Public Relations executive to receive all agenda and minutes thus having the opportunity of raising any relevant matters well in advance.
Figure II: Organisation Structure of a Large Institution

Figure III: Organisation Structure for a Smaller Institution
FIGURE 11:

Depicting graphically the many functional hats worn by the public relations practitioners in a University.

Courtesy of American Management Association (25).
In addition, he or she should be called in to such meetings only when questions directly concerning public relations are being discussed. The important thing to my mind is to be called in for consultation on all appropriate matters before decisions are reached instead of merely receiving instructions to carry out a decision. The Public Relations staff need to understand both the agreed policy and the reasons behind decisions in order to interpret policy intelligently. It is recognized that he/she cannot fulfill his/her duties without access to full information.

5.2 SEMANTIC PROBLEMS

The problem of status links up-to a certain extent with problems of nomenclature. Establishments use varying titles such as Director of Public Relations, Chief Information Officer, Public Relations Officer or Public Relations Manager, Director of Public Affairs, Publicity Manager etc. A title sometimes bears relationship to the responsibilities involved or reflects organisational arrangements without necessarily indicating the exact nature of the job carried out.

6.0 OPERATING PROBLEMS

In spite of all that has been said, the academic community harbours a deep suspicion of Public Relations and relates it to press agentry or propaganda. Many pointed questions and statements from some Chief executives, principal functionaries and even administrators reflect upon this rather incomplete acceptance of the Public Relations professional as an integral member of the educational management team in many universities.

The economy-minded administrator asks, "why should we spend up to £800.00 (total expenses) just to send fraternal greetings to another university?".

A lecturer-questions "Does Public Relations activity belong to an educational institution, couldn't the Naira spent on it be used more effectively for staff salaries and laboratory and other instructional needs.

Even the external publics have their own conception of the role of the Public Relations Office. writes Mr. Theanyi
Agada in the National Concord of March 23, 1984:

"... The public sector employ Information Officers as wedges, keeping at bay nosey reporters who otherwise would have brought their bosses to ridicule arising from their (the boss') little knowledge of some vital aspects of ministerial function."

Because of this climate of distrust and suspicion in the academic environment and because the results of Public Relations expenditures most often are intangible, the university Public Relations Office is a target for investigation, audit, and criticism.

In summary, the following are some of the pertinent problems facing the Public Relations Department of most universities:

(a) Identifying in advance those social problems that are relevant to the particular establishment;

(b) It is the most inexact of any management function, results of its activities are therefore the most difficult to measure;

(c) When budgets are tight, the Public Relations Department may be an early victim;

(d) Some (if not most) Chief executives and academics as well as some key members of staff do not really believe in the Public Relations function;

(e) Most executives often live in a Public Relations vacuum leading personal lives that isolate them from any real perception of many public relations problems;

Expanding on (b) above there is always the danger in the tendency to send to the Public Relations department all queries and matters which do not fit easily into the programme of other departments or which appear to present little prospect of tangible results - thus making the department a repository of lost causes.

7.00 QUALIFICATION FOR THE UNIVERSITY PUBLIC RELATIONS FUNCTION

Who is capable of wearing all the hats (Figures 1) and fit into relevant place on the charts in figures II and III? Professor or professional? The colleague relationship with the Schools as well as the talent and skills for the Public
Relations function are desirable of course. Practitioners who know their way around or have the versatility to learn their way are in demand.

Apart from academic qualifications and experience, common sense, objectivity, logic and clear thinking are perhaps the most important assets of a successful Public Relations practitioner and these cannot be taught in any classroom. Reliability and flexibility are also very essential. Inefficient staff should not be tolerated, since their failings can hamper the work of the office. The tempo of work in a Public Relations office is usually very fast and there is hardly time to check whether instructions have been carried out so absolute reliability is very important. Moreover unlike many other occupations, in Public Relations, it is seldom possible to do one thing at a time so a flexible "unflappable" temperament is necessary.

Another most visible trend in the collision is the increased prominence that women have attained. Studies of studies in the USA and UK have shown that historically, the field has had its own share of female as well as male pioneers. The "Lowell Offering" as far back as 1840 was published by female factory workers with one Harriet Robinson as its editor. Here in Nigeria, the story is not totally different. The oldest serving university Public Relations Officer is a woman, Mrs. Adaogun - Deputy Registrar - University of Lagos. Many women occupy executive officer's position in many public affairs, counselling and public relations departments of many large private and public establishments.

All this cannot be brushed aside as response to popular pressure. It is not, as one male executive claimed, a case of "putting some women in highly visible positions where they can't do much harm." The fact is that the sensitivities and empathy built into the female chemistry are useful in handling sticky human relationships.

MAJOR PUBLICS AND COMMUNICATION PROGRAMMES

The publics of a university may fall into two categories - Internal and External. Either by design or by accident a reasonable share of the job of relating to both the internal and external publics of the university fall to
the Public Relations department. One reason for linking organisationally internal and external public relations is that "attitudes inside affect notices outside." High morale and enthusiasm developed within an organisation seep beyond the organisation. In the same way low morale and dissatisfaction seep to the outside.

8.1 INTERNAL PUBLICS

Because the university is not a homogeneous unit, its internal communication is more complex than any outsider (and even some narrow minded insider) would imagine. The internal publics include students, lecturers in different disciplines, a few secretarial and clerical staff, technicians, security staff, catering staff, administrators etc., etc., who spend most of their wakeful time within the university.

In the modern university these persons are of varying academic, social, economic and even cultural status. This complicates communications.

Internal communications programmes should aim at:

(a) Communicating work-related information
(b) Promoting institutional pride or unit loyalty or encouraging a "family spirit"
(c) Enlisting support for and participation in specific institutional objectives
(d) Providing counter-communication - this is the most delicate and difficult because one is in a defensive reactive posture running the risk of appearing like a "weeping baby" or white-washer.

It may be necessary at this point to address ourselves specifically to the two internal publics of the university.

8.1.1 Staff: Most organisations make the mistake of relying solely on the Public Relations staff for their public relations activities, the feeling being that "it's his (or her) job!" Nothing could be further from realistic. Every member of staff must be trained to be a public relations person in his or her own right. Staff members often have as much (if not more) public contact particularly with other internal publics as the professional staff member.
8.1.2 **The Vice-Chancellor** by reason of his position and prestige is the Chief Public Relations Officer and leader of the staff team of public relations persons. The Vice-Chancellor personifies the university and should therefore exude strong personality in order to bring prestige, stature and public confidence in the university.

8.1.3 **The Lecturer** can contribute through inspired teaching; counselling his students, by research accomplishments; and by lending his talents to public service.

8.1.4 Members of the "*housekeeping staff*" - administrators, secretaries, executive officers, messengers etc. must be imbued with the spirit of friendly service.

Regular sharing of all information (both pro and con) related to the university operations should be a guiding operating procedure. The important thing is that all staff must be kept adequately informed of the university's policies, programmes and problems. This requires a continuing internal information programme.

All university staff must be gently but persistently reminded of their public relations responsibilities.

8.1.5 **Students**: These are the major clients of the university - the recipients of their services. They are the foremost Public Relations agents first as students and later as alumni - students' attitudes and conduct are powerful factors in determining public attitudes to such institution. Coming from different social, economic and cultural backgrounds, they are the authoritative interpreters of their university to their hometowns and holiday places. If they have pride and enthusiasm in it - this will be mirrored. If they have unhappy educational experience, this too will be reflected and for a long time to come.

8.2 **EXTERNAL PUBLICS**

A modern university requires the services and support of a great variety of people. Most of such publics are generally above average in intelligence and somewhat provincial in interest, the range is broad and diverse beginning with the median to the Governing Council members, from discipline oriented scholar to the factory worker, from major donor to
some rural local government legislator (opinion leader),
from Army/Policeman boss to local union president, from the
disadvantaged staff family to prospective students etc.

Specifically the following external publics of the
university will be considered

8.2.1 Governing Council:

The public relations programme of any institution
starts with its Board of Directors or Governing Council.
Every university has a Governing Council or Board of Direct-
ors which vary in size and make-up. They are responsible
for administering the work of the university and usually
answer to some larger body or council of wider representa-
tiveness - NUC - Federal Ministry of Education - Supreme
Military Council! Generally, members of a governing council
make up a cross-section of the "general public". They are
appointed because of their ability to influence others and
because of their particular interest in the work of the
university. Their acquaintance, and knowledge of the uni-
versity is absolutely necessary. It is through their person-
to-person contact that many things can be caused to happen
in favour of the university's programmes. Suffice it to say
that their ability to influence others is in direct propor-
tion to the extent of their knowledge. Such knowledge could
come through formal training or during induction, or through
informal conversations conducted during their tenure or
through specific communication tools like "Governing Council
Manual", a publication containing basic information on the
university - lists of council members and their addresses,
key staff, university friends etc. It may even include
current budget, historical information and "official"
replies to questions frequently asked by the public.

8.2.2 Prospective Students:

These are the new constituencies and there is need to
establish and improve relationships with them. They are
also the new clientele of university education and include:

(a) Secondary School/High School students who are
    in their final year
(b) High School graduates
(c) Transfer students, stop-outs, drop-outs,
    flunk-outs who can be 'retreaded'
(d) Adults making mid-life career changes
(e) Public and Private sector personnel and persons in need of continuing education
(f) Persons in business and industry requiring special training programmes
(g) Women interested in resuming educational programme
(h) Senior citizens interested in continuing their learning.

Among these and in fact, other publics, the word 'why' is a good catalyst, i.e. why this particular university?

**Government and Lawmakers:**

As an organisation which up till lately gets all its financial support from government, one need not overemphasise the crucial need of building good public relations with Government. You never know when goodwill held on the part of key legislators or Government functionary can be an asset to a university.

**Community Neighbours:**

The make-up of our society is one of interlocking relationships in the opinion-making process and most of these opinion makers are members and officers of community organisations (service clubs, Local Government Unions, religious organisations etc). Universities are lagging behind in recognising the importance of good community relations. A lot can be gained by giving community neighbours a voice and sympathetic hearing especially on university matters affecting them. They should always be informed and consulted on any move that is likely to affect them. The Police, Army, Landowners, state ministries are some of the community neighbours of the university.

**Related Organisations:**

No organisation is a world unto itself. Today's society demands that public relations programmes should account for inter-communication between inter-working agencies - to keep them advised of the aims, purposes and operations of the initiating institution. Here in Imo State there is need to minimize jealousy by playing down the "Federal Might" syndrome which is alienating this university from other institutions of higher learning in the state.
Others:

Other external publics of the university who are often overlooked include present and prospective Donors, Parents of present and prospective students, philanthropic foundations and service clubs. State officials of state supported schools, the Police, the Armed Forces and various agencies of the Federal Government particularly those with related research programmes, industries etc.

COMMITMENT AND COOPERATION

Key administrators should be fundamentally agreed on the purpose of internal and external Public Relations. They ought to be realistic about expectations. They should understand what is involved in terms of allocation of financial and personnel resources and be willing to make the commitment over an extended period. Another ingredient is also necessary: Cooperation. While the Public Relations Office may have the job of carrying out the programme, it cannot do it without the continuing cooperation of key administrators.

Finally, at the risk of repetition but in the interest of clarity I would like to state that in public relations, the end does not always justify the means. It is not possible to use Public Relations techniques to bolster up a weak case; in fact, a successful public relations campaign may only expose the weaknesses. For this reason it is often stressed that good public relations must start at home. The policy should always be positive and constructive. Denials do not convince doubting listeners; a practical and positive demonstration of the facts is more likely to secure belief and constructive cooperation from the external publics.

It is important to mention that Public Relations can never be a substitute for efficiency and good policy. The importence of credibility cannot be over-emphasised. Once credibility is lost, it is an uphill task to regain the public confidence on which good Public Relations relies.

LADIES and GENTLEMEN. Thank you for your patience.
Appendix I

FEDERAL UNIVERSITY OF TECHNOLOGY, OGOKPE

SCHEDULE OF DUTIES

INFORMATION AND PUBLICATIONS OFFICE (Head: Information and Publications Officer).

The Information and Publications Officer is responsible to the Vice-Chancellor for the University's publications, internal and external information services and official University publications, and in particular, under the Vice-Chancellor's direction, either personally or through subordinate staff, for:

(i) Public relations, including contacts with the media, the issue of approved information releases, arrangements for visitors and protocol matters.

(ii) Issuing approved advertisements and press, radio and TV notices.

(iii) Editing material from units for such official University publications as may be decided from time to time, having the draft approved by the Director of Administration, Academic Registrar or others mainly concerned.

(iv) Maintaining a list of external addresses to which to send University publications.

(v) Publishing internal regular University Newsletters and such other information as may be decided from time to time, incorporating and editing material from other units.

(vi) Arranging for the supply of wall calendars and desk diaries for the University.

(vii) Assisting the General Administration in preparing information material for new staff members.

(viii) Publicising degree Convocations and other formal University occasions.

(ix) Advising units on requests about the printing of forms and other documents.

(x) Secretary to the Security Committee and the Staff School Board of Management.