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INAUGURAL LECTURE SERIES NO. 2

## **PUBLIC RELATIONS: MAKING YOUR FRIENDS BEFORE YOU NEED THEM**

By

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**BOWEN UNIVERSITY, IWO**

**INAUGURAL LECTURE**



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## **PUBLIC RELATIONS: MAKING YOUR FRIENDS BEFORE YOU NEED THEM**



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Distinguished Guests  
Ladies and Gentlemen

I feel honoured and delighted to present this Inaugural lecture, the second, after Professor John Akande's 2012 lecture, in this great University. To God be the glory for making this possible.

## **1.0 INTRODUCTION**

Victoria Ajala's story, before accession to the professorial rank, is a rather long one, as long as the experiences of the often-narrated Biblical stories of Sarah and Elizabeth, who, by faith and through God's mercy, became mothers even after they had passed child-bearing age.

When I received the Registrar's memo dated June 26, 2015 instructing that, as one of the conditions of my elevation, I would be expected to give an inaugural lecture within the first two years of the appointment, I touched myself and wondered: "Can this be true? An inaugural lecture by me?" His memo has read in part:

“This is to inform you that upon your appointment as a Professor in Bowen University, part of your responsibilities is to give inaugural lecture. Inaugural lecture is a summary of your research work, highlighting contributions to knowledge in your chosen field of endeavour.”

So, Mr. Vice Chancellor Sir, it is only right that I begin this lecture by thanking the Governing Council and Management of Bowen University for moving me up to the professorial rank which now avails me the opportunity to shed light on a globally accepted philosophy that PR is a management function, concerned essentially with communication efforts aimed at harmonizing the interests of an organization with the interests of those on whom its growth depends--its publics.

Today, during the short time allocated, I want us to give a thought to how we can use PR strategies to make friends before we need them. Don't we all need friends? We certainly do: all of us, without exception, do need friends--from cradle to the grave, in sickness and in health, in business and in governance.

Scholars and students know that, in academic circles, the first hurdle is selecting a topic for a research project. Once that hurdle is crossed, the rest is to keep busy. Let me now reveal that it took me some time to arrive at the title of this lecture, "Public Relations: Making Your Friends before You Need them."

An undisputable way by which we make friends is by communicating with people: sometimes with spoken words, some other times with actions (or, in fact inaction), and still some other times with gestures, body language and even silence. This is why, Mr. Vice-Chancellor Sir, it is often said - and with validity-that a person cannot NOT communicate! But then, what is communication?

## **2.0 What is Communication?**

Communication can make us happy; it can make us not-so-happy! Communication can make us sob or cry; it can make us giggle or smile! Communication can make us sing; it can make us dance! Communication can make us spend money, or it can make us save or hoard it!

Some breaking news can make us feel proud. For example, this story: "Olutoye hugs the limelight with surgical feat":

"A Nigerian pediatric surgeon, Prof. Oluyinka Olutoye, is making the headlines in the United States and around the world for his success after performing

a rare surgical operation. He, alongside his surgeon partner, carried out the delicate surgery on a 23 weeks old foetus who was removed from the mother's womb, operated upon and returned to the womb to heal and continue to grow until the baby girl was born at 36 weeks..." (Newsbite, *The Guardian*, 2016: 2).

(Prof. Olutoye received his medical degree from Obafemi Awolowo University, Ile-Ife, Osun State and his Ph.D in Anatomy from Virginia Commonwealth University in Richmond, Virginia, USA). We read the story, we are proud to be Nigerians, we are humbled.

Television now makes it possible for viewers who tune in all over the world to watch, for example, a baby being delivered onboard a plane, or to watch delicate medical surgeries being performed. Recently, we watched a set of co-joined twin boys in the head being successfully separated in a USA hospital. Truly, therefore, has communication shrunk the world into a "global village"!

We must recall that God created all things by COMMUNICATING. Earth, water, sky, land, animals, birds, reptiles, moon and stars, light and darkness, rain and snow, trees and shrubs, flowers and leaves, fruits, vegetables and grass and all other things in creation. Reminds one of the words in the refrain of the beautiful hymn:

*"All things bright and beautiful  
All creatures great and small  
All things wise and wonderful  
The Lord God made them all!  
When God looked at everything He had made,  
He was very pleased."*

After examining communication from the Divine angle, let us turn to a human perspective of the word 'communication'. Experts have given well over 200 different definitions of communication. It is something we engage in every minute of our waking hours, and it is something we often take for granted. Communication, in its most fundamental sense, is simply a means of connecting people or places; it is the process of using words, sounds, signs or behaviours, to express thoughts, feelings to someone else. Its Latin origin "*communicare*" simply means "to share".

For the purpose of this lecture, the meanings attached to communication by Bovee and Thill (1989) and that expressed by

Pope Francis at the 2016 World's Communication Day have been adopted. Bovee and Thill argue that communication occurs when an exchange of messages results in shared meanings. According to these scholars:

Communication is the glue that holds the society together and enables it to function. Through the process of communication, the members of an organization exchange messages using a common system of symbols that result, as least to some degree, in shared meanings.

---**Bovee and Thill (1989:5)**

In his papal message to mark the 2016 World's Communication Day, Pope Francis made the following illuminating remarks, inter alia:

Communication has the power to build bridges, to enable encounter and inclusion, and thus to enrich society. How beautiful it is when people select their words and actions with care in the effort to avoid misunderstandings, to heal wounded memories and to build peace and harmony.

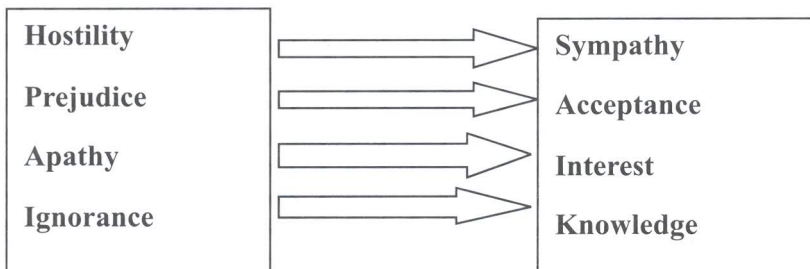
---**Pope Francis I (2016)**

“For public relations purposes, practitioners engage in communication to convert negative situation into positive achievement, as reflected in Jefkins” (1988)

Public Relations Transfer Process in the Figure below:

***Fig. 1. Public Relations Transfer Process***

**NEGATIVE SITUATION                      POSITIVE ACHIEVEMENT**





Source: Jefkins, Frank, *Public Relations Techniques*, Oxford: Heinemann Professional Publishing, Ltd., (1988:9).

This, according to Jefkins, is one of the major objects of public relations. Jefkins expects practitioners to use public relations tools to achieve sympathy where there is hostility, acceptance where there is prejudice, develop interest where there is apathy and to communicate in order to achieve knowledge where there is ignorance.

Our next focus in this lecture is the place of public relations in Mass Communication in general, followed by a more detailed assessment of the impact of public relations practice on organizational progress, survival, and continuity.

### **3.0 --MASS COMMUNICATION**

Mr. Vice-Chancellor Sir, I like to adopt the definition of Mass Communication as provided by Moemeka (2016:4). According to that definition, "Mass Communication is a special type of social communication, with distinctive characteristics of the *audience; the communication experience (or situation); and the communicator*". Any communication process which does not involve the three elements is not mass communication.

What exists in mass communication, Moemeka further explains, is not a single communicator. The task of mass communicating is not a solo effort, media personnel work through organizational complex in which there is extensive division of labour, and elaborate co-ordination and cooperation. This implies that the final details (communication) reaching the audience must go through experts (reporters) trained in the arts of interviewing (speaking), listening, reading and writing. The reporter is one employed by a print or broadcast media organization to gather information and write news stories for the Editor or the organization to approve before publication or broadcast.

At the last count, the number of Mass Communication Professors and Associate Professors in Nigeria has increased to 40

and 12 respectively, teaching and conducting research in all Mass Communication Departments of our universities. The good news is that the 'young shall grow' with the availability of these senior academics to serve as mentors for the upcoming scholars. (See Appendix II for the list of these senior academics in our universities).

#### **4.0 Mass Communication's Major Areas**

Mass Communication is a broad academic field. Some universities run Mass Communication programme at undergraduate level in two major areas: (Public Relations and Advertising, (PRAD) and Broadcasting, while some others have three or four major areas which sometimes include Print and Publishing. At Bowen University, students choose one area of specialization out the four available areas:

1. Applied Communication
2. Broadcasting Journalism (Television & Radio)
3. Print and Publishing (Newspapers, magazines, & Books)
4. Integrated Marketing Communication (Public Relations & Advertising) (PRAD)

##### **4.0 (1) Applied Communication**

As the name suggests, Applied Communication is an area where communication is applied to all areas that affect human life. Applied communication is the use of communication to improve the quality of life of a society ([www.kpu.ca/business/applied-communications](http://www.kpu.ca/business/applied-communications)). It is used to integrate communication with innovations and problem solving in all domains of life such as -- sciences, environment, health, technology and agriculture.

##### **(4.0 (2) Broadcast Journalism (Radio & Television)**

Broadcasting is simply the transmission of announcements, news and programmes on radio or television. Ogunduyile (2016) extends that simple definition with "broadcasting is the transmission of electromagnetic signals in the form of graphics, images, audio, and visuals to a perceived, selected and established audience". The basic role of broadcasting (as in other Mass Communication options) is to inform, educate, entertain, engage and connect the audience with the world around them.

Television and radio stations connect people to the global events by covering news about politics, entertainment, sport, travel, style, (fashion design), architecture, arts, autos, technology, money, weather, profiles, heroes, and much more. Broadcasters pride themselves on the variety of news and programmes they run, and the adverts/commercials they project to consumers usually paid for by sponsors of such advertisements.

In Nigeria today, there are over 258 radio stations, Lagos and Abuja topping the list with 26 and 16 stations respectively, while there are 109 TV stations across the country, with the NTA in all the states of the Federation and the FCT. The number of TV and radio stations keeps growing by the day.

Nigeria has produced many veteran television/radio broadcasters --Anike Agbaje Williams; Julie Coker; Sade Haastrup; Ronke Ayuba; Ronke Okusanya; Virginia Abu; Sienne All-Well Brown; Aisha Bello; Feyi Ogunduyile; Kunle Olasope; John Momoh; Sola Atere; Sola Omole; Femi Mapaderun--to mention just a few.

#### **4.0 (3) Print and Publishing Studies**

Print and publishing activities involve the 'manufacturing' of newspapers, magazines, books, newsletter, journals, reports and many other printed materials. Indeed, all paper-based media through which information is disseminated are published through similar and related processes. Way back in 1967, Grannis cited in Okwilagwe (2001:2) defined publishing as: "...to make public-to send forth among the people - the words and pictures the creative minds have produced, that editors have worked over, that printers have reproduced".

From the definition, the series of activities that end in publishing starts from writing, continues with editing, followed by printing and, then, finally publishing.

WRITING  $\rightleftarrows$  EDITING  $\rightleftarrows$  PRINTING  $\rightleftarrows$  PUBLISHING

## **Writing**

Writing is an acquired skill, which turns writers into specialists in Creative or Non-creative writing. They can then devote their talents into writing novels, prose, poetry and drama. Other writers specialize in writing Children's books, textbooks on various subjects, such as Professional, Scholarly, Reference, and general books like those that teach gardening, photography, knitting, cookery, poultry keeping, etc.

## **Editing**

Editing is the tough task of preparing a text for publication by checking and improving its accuracy and clarity. An editor metaphorically becomes the mind of the writer, sometimes even rewriting the text of a manuscript. In publishing, it is often said that a book is never written but re-written by (the editor) period.

## **Printing**

Printing is the business or act of producing printed matter. The printer produces text, pictures, manuscripts and data in large numbers by applying ink to paper, surfaces or other materials. In some cases, printing and publishing are carried out by the same person or an organization.

## **Publishing**

In book publishing, the publisher is responsible for the publishing functions which include:

selecting manuscripts, commissioning authors to write manuscripts, negotiating and acquiring publishing rights, substantive editing and copy editing of manuscripts, buying paper and other materials, printing and binding books, promoting books, distributing copies to booksellers and suppliers and negotiating the sale of rights on behalf of authors (Okwilagwe 2001:3).

It must be mentioned here that very few Mass Communication students, these days, choose Print and Publishing Studies, they prefer the glamour practitioners enjoy in the Broadcast, Public Relations and Advertising aspects of Mass Communication.

#### **4.0 (4) Integrated Marketing Communications (IMC)**

The American Marketing Association defines Integrated Marketing Communications (IMC) as "a planning process designed to ensure that all brand contacts received by a customer or prospect for a product, service, or organization are relevant to that person and consistent over time." ([www.imc.wvu.edu/about/what\\_is\\_imc](http://www.imc.wvu.edu/about/what_is_imc).)

Belch and Belch (2012: 9 - 10) advance our understanding of IMC tools to include the following: Advertising; Direct Marketing; Interactive/Internet Marketing; Sales Promotion; Publicity/Public Relations; and Personal Selling. The IMC tools allow marketers to reach a wide range of target audiences via the broadcast media (TV/radio), print media (newspapers, magazines, etc.) as well as internet/interactive (digital media such as blogs, websites, search engine optimization), point-of-purchase displays and packaging, word of mouth, events and sponsorships, product placements on TV and movies.

The IMC planning process can be compared to composing a musical score. In a piece of music, while every instrument has a specific task, the goal is to have them come together in a way that produces beautiful music, harmony. It is the same in IMC, where advertising might be your violin, social media your piano, and public relations your trumpet.

Integrated Marketing Communication leads to development and maintenance of a good company-customer relationship. The strategies employed promote the company's brands to potential clients, convincing them to try out the new brands. The overall effect is that the company enjoys an increased profit margin--which is the sole reason for engaging in any entrepreneurial activity in the first place. ([www.boundless.com/marketing/textbooks/integrated-marketing-communications-12/introduction-to-integrated-marketing-communications](http://www.boundless.com/marketing/textbooks/integrated-marketing-communications-12/introduction-to-integrated-marketing-communications)).

#### **4.0 (4) 1. PUBLIC RELATIONS**

One important area of Integrated Marketing Communication is Public Relations. Perhaps it is not fanciful to claim that the concept of public relations is affirmed in that part of the Scriptures which reads thus:

“Do not use harmful words, but only helpful words, the kind that build up and provide what is needed, so that what you say will do good to those who hear you....Get rid of all bitterness, passion, and anger. No more shouting or insults, no more hateful feelings of any sort. (Ephesians 4: 29-32).”



As long as the sun rises, there will be need for public relations practice. Public relations is people-oriented; it is about management of relationships. Figure 2 graphically shows how the practitioner relates with his immediate/distant audiences, employing advertising strategies, providing organizational news through the media to inform, educate and, oftentimes, persuade members of the society in order to enhance the reputation of his organization. Public relations practitioners apply their skills across a richly varied spectrum. Practitioners work to further the goals and objectives of profit-earning and non-profit making organizations, membership organizations, trade associations, professional and cultural societies, cause organizations, social and religious agencies, entertainment and sports, public affairs, the military, politics, and education.

#### **4.0. (4) 2. PUBLIC RELATIONS JOB TITLES**

The field of Public Relations has a variety of job titles depending on the two basic types of organization—commercial or non-commercial. Job titles also often depend on status of the employment: whether at entry, middle management or at top

**Fig. 3– Public Relations Job Titles**

**Media Director  
Media Coordinator  
Media Relations Manager  
Media and Communications  
Manager**

**Communications Director  
Communications Editor  
Communications Specialist  
Corporate Communications  
Specialist  
External Communications  
Manager**

**Senior Account Executive  
Social Media Specialist  
Director of Development  
Director of Public Relations**

**Public Affairs Manager  
Public Relations Assistant  
Public Relations Director  
Public Relations Specialist  
Public Information Specialist  
Public Information Officer  
University Public Relations  
Practitioner**

**Financial Public  
Relations Associate  
Relationship Manager  
Publicist  
Lobbyist  
Fundraising Manager**

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Broadly, the PR practitioner needs to have the following attributes: ability to communicate, to organize, to get on with people. He/she must have a clean character, a creative ability and a willingness to learn.

The primary preoccupations of corporate public relations work are the following:

1. Reputation Management – protection and enhancement, corporate identity programming
2. Information service—Media relations
3. Marketing communications—Product publicity
4. Investor/Financial relations – stockholder communications
5. Community Relations and Corporate Social Responsibility (CSR)

6. Employee Relations
  7. Special events management
  8. Public Affairs – government relations
  9. Issues, and Crisis management
- Wilcox, Ault & Agee (1992:21)

Wilson and his fellow scholars have thoroughly enlightened practitioners on their role in each of the nine areas named above. We discuss these in turn, beginning with the first item on the list, Reputation Management.

### 1. Reputation Management – protection and enhancement, corporate identity programming

The practitioner's role is to tend to company reputation which involves preserving and building goodwill for a company by demonstrating to the public that the firm is an efficient producer of well-made products, an honest seller of goods and services, a fair and equitable employer, and a responsible corporate citizen. The management of corporate image and identity is under the practitioner's portfolio.

Let me at this point, quickly differentiate between “*identity*” and “*image*”. While corporate identity is *physical*, image is *mental*. “Identity”, a graphic representation, reflects corporate mission and vision, is a short-hand for how the organization is known. Corporate image, on the other hand, is a fragile commodity, being the way the organization is perceived by outsiders. While corporate identity can be “seen and admired”, corporate image can only be felt, appreciated or condemned. (To save space, a number of corporate identities are labelled as Appendix IV).

The public relations practitioner, along with management, makes choice of colours (some of which are shown below) in designing corporate identities. It is a well known fact that colours speak volumes, invoking deep-rooted emotions.



*Fig. 4. Psychology of Colours*



## 2. Information service-Media relations

Part of building a company's reputation is the need to supply information to a variety of publics. One important aspect of this is media relations. Companies send news releases to the media in order to inform the public about new products, and achievements. Practitioners hold news conferences, arrange interviews for reporters with company executives, and respond to inquiries from customers, distributors, government officials and community residents. Wilcox and colleagues argue that these prompt response, build friends and often reduce known and unknown enemies.

## 3. Marketing Communications

Two important corporate marketing functions are the introduction of new products and the creation of campaigns to put fresh life into the sale of established products, often called product publicity. Closely linked with product publicity is product recall. When the quality and safety of a company's product are under severe criticism, public relations practitioners must use a wide range of techniques to either recall the product or convince the public that the product is safe and does not need a recall.

#### **4. Investor/Financial Relations**

Investor/Financial relations involve providing information to individuals who own stock or have a special interest in the corporation. In performing this function, practitioners must produce annual/quarterly reports for stockholders, and ensure mailing of dividend cheques and other printed materials to stockholders on a regular basis. Public relations practitioners who work for financial institutions must regularly provide information to media houses who daily report the stock market performance. A thorough knowledge of finance as well as Securities and Exchange Commission (SEC) rules is essential for a practitioner specializing in financial relations.

#### **5. Community Relations and Corporate Social Responsibility (CSR)**

Ajala, (2005) argues that a company is a corporate citizen in a local community, and such citizenship implies certain obligations. Community relations philosophy has led to the emergence of corporate social responsibility (CSR). CSR is an integral part of doing business by "giving back to the communities" (Ajala 2008). Most socially responsible companies in Nigeria view CSR as their contribution in being sensitive to the needs of all stakeholders in their business operations and the people within their immediate territories.

Public Relations authors (Seitel 1987; Black 1989; Friedman 1990; L'Etang 1991 and Ajala 2001) classified corporate social responsibility into various categories: product lines, marketing practices, employee services, corporate philanthropy, environmental activities, employee safety and health, employment of minorities and women, and external relations. In a study conducted and published in 2008, Ajala found that Nigerian banks devoted considerably large sums of money towards CSR initiatives in education. The banks believed in "partnership with educational institutions to improve the quality of education because it is only the educational system that can make sustained impact on the national economy." Since then, the most socially responsible companies as

well as a number of higher education institutions in Nigeria (Babcock, Bowen, Covenant, Afe Babalola Universities, to cite some notable examples) have taken it upon themselves to regard it as a duty to rally round both stakeholders and, where possible, government in order to make life meaningful for people in their immediate and even distant communities.

Public relations experts in the UK, USA, Canada, Australia, Norway and Nigeria have recently turned attention to "corporate social irresponsibility" (CSiR). In the book titled *Corporate Social Irresponsibility: A Challenging Concept*, (edited by Tench, Sun and Jones) several authors, including Amujo, Laninhun, Otubanjo and Ajala (2012) contributed to the discourse by examining some core issues of corporate irresponsibility, and how this can hurt-and indeed-- hurts corporate image and reputation.

## **6. Employee Relations**

In recognition of the critical role of an open flow of information from management to employees and vice versa, most corporations allow the PR Department to work closely with the personnel or human resources department of their organizations. The essentials in this role include: publication of an employees' magazine, newspaper, brochures explaining company policies and benefits, scheduling of staff meetings and seminars, coordination of employee productivity, and annual awards to deserving workers who struggle to give their best to the company.

## **7. Special Events Management**

Events management is increasingly gaining attention and patronage both within and outside the organization. Corporate bodies in Nigeria now sponsor quite a number of events. For example, they sponsor Maltina Malt Dance competition, Celebrity Awards, Christmas Lights, National Sports, Agricultural shows (fishing competition, flower exhibitions), Publicity stunts (for fund raising purposes), Masquerades Shows, Horse Racing competitions etc. In university settings, Convocations, Matriculations, Inaugural

lectures, Faculty lectures, even Faculty and Students' Trade Fairs, to name a few 'gown and town' celebrations, are planned to showcase the gains of the University to their various publics. Corporate sponsorship of such events requires public relations staff members who have an eye for details, logistics and publicity opportunities.

## **8. Public Affairs**

Government actions have major effects on how corporations and non-profit organizations' conduct their affairs. A number of public relations people are assigned to work in this area, often referred to as government relations. These practitioners seek to influence legislation through contact with legislators and government regulatory agencies.

Public relations experts who work in these areas are charged with the management function covering the relationship between the organization and its external environment. This may sometimes involve the critical task of intelligence gathering that could help in managing an issue before it turns into a crisis.

## **9. Issues, and Crisis Management**

According to Wilcox, Ault and Agee (1992:24) "issues management is the management process of monitoring and determining how various public relations issues will affect an organization". Earlier than this, Keen and Greenall (1987:122) had asserted that "issues management is the art of monitoring social trends, external events and shifts of opinion which might have a future impact on the organization". Unemployment, consumerism and political changes are issues of concern which provide opportunities that can be exploited in some way to the benefit of the organization. On the other hand, the issues are likely to generate important consequences for the very survival of the organization if not carefully and systematically studied before they become crises.

Crisis management used to be viewed as the essentially reactive act of dealing with a disaster after it had struck; but now, it should be perceived more proactively as the act of preparing the

organization in advance to deal with things that might suddenly go wrong.

Crises are either violent or non-violent. A crisis is an unexpected development which very often embarrasses an organization. Ajala (2005) classifies crises into "known unknown" and "unknown unknown" and presents further a categorization of public sector and private sector crises. She further puts crisis management into three stages-pre-crisis, crisis time and post-crisis-arguing that contingency planning can ensure that organizations behave responsibly in times of crisis to minimize the damage to their public relations.

Let us turn to the issue of PLANNING, an extremely important aspect of the public relations process.

#### **4.0 (4) 3. PLANNING IN PUBLIC RELATIONS PROCESS**

In its mature form, public relations is a scientific management function seen by practitioners and others as part of an organization's problem-solving process. Planning is an essential part of problem-solving. Problem-solving is a continuous process and, as emphasized by Center and Walsh (1981), the process of responding to a public relations problem is like any other decision making process by professionally trained managers.

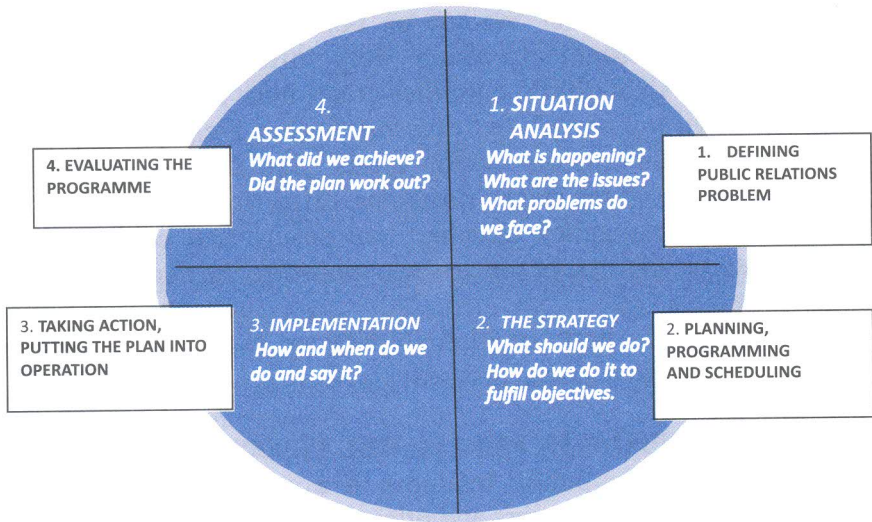
Black (1989:3) explains that a typical public relations activity involves what is popularly referred to as "RACE":

Research	Action	Communication	Evaluation
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The author breaks RACE down to (1) Analysis, research and defining problems, (2) Drawing up a programme of action and budget, (3) Communicating and implementing the programme and (4) Monitoring the results, evaluation and possible modification.

Cutlip, Center and Broom (1985:200) describe the PR planning process as a "Four-Step Process" as shown in Figure 5 below. The steps are (1) Defining public relations problems (Situation Analysis) (2) Planning, programming and scheduling (Strategy), (3) Taking action and communicating (Implementation) and (4) Evaluating the programme (Assessment).

**Fig. 5 The Public Relations Planning Cycle**



**Source:** Adapted from Danny Moss (1990) Lecture Notes at University of Stirling, Scotland.

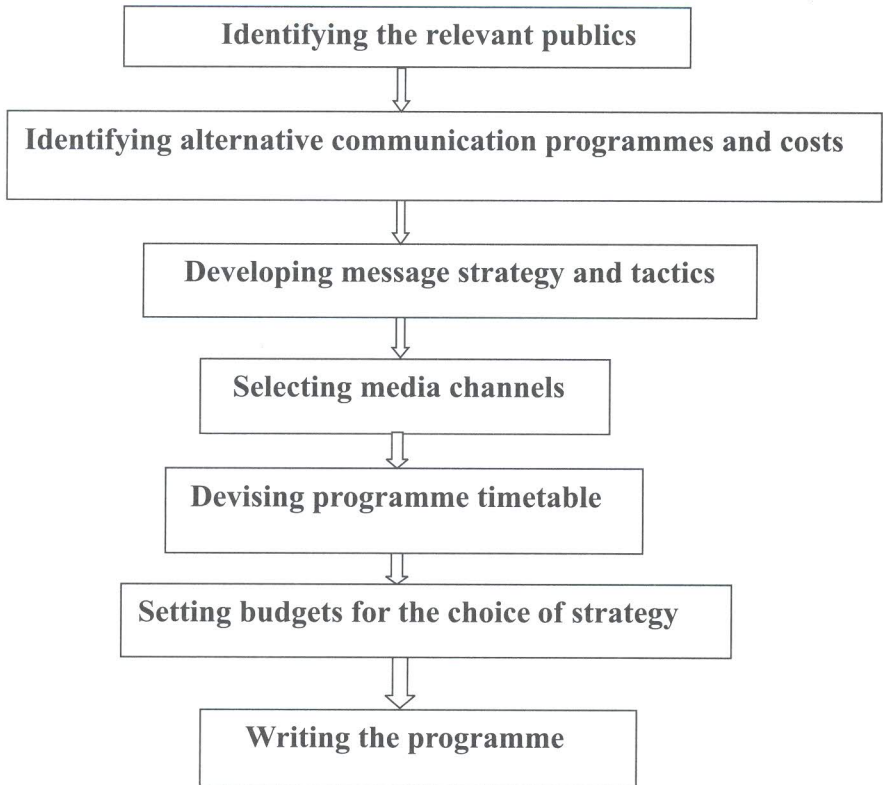
### **1. Defining the public relations problem**

Problem definition involves fact finding, monitoring opinions and attitudes of those concerned with, and affected by the acts and policies of the organization. To find out what is happening now, practitioners may need to embark on a SWOT analysis, to determine strengths and opportunities to be exploited in order to deal with organizational weaknesses and threats.

### **2. Planning, programming and scheduling**

The second step involves finding ways of coping with the problem or exploiting the opportunities at the organization's disposal to solve the problem. It involves strategic decision making and setting down the plans of action. Figure 6 below shows all it takes for this second step. It is very useful at this stage to delegate responsibilities.

**Fig. 6 – Planning, Programming and Scheduling**



Planning, scheduling and programming may take much time, especially if the programme is of a big scope and is one involving a wide variety of publics.

### **3. Taking Action, putting the plan into operation**

Once a problem has been defined, and a plan for solution worked out, the next step is action. Action requires supportive communication and assignment of responsibilities. The main task of the public relations practitioner here is to combine words and actions that will result in success of the programme. If planning had been properly handled, taking action is usually less burdensome.

The following PR tools and activities are available to the practitioner at this stage in order to build and enhance corporate reputation:

**Fig. 7: Public Relations Tools and Activities**

- ❖ Audio visual materials
- ❖ Awards Ceremonies, Luncheons, Dinners
- ❖ Brochures and catalogues
- ❖ Bulletin Boards
- ❖ Business events
- ❖ Combating rumours
- ❖ Corporate Maps/Direction
- ❖ Corporate Advertising
- ❖ Exhibitions
- ❖ Facility Tours
- ❖ Fact sheets
- ❖ Feature Articles
- ❖ Fundraising outings
- ❖ House Organs, Company history, Newsletters
- ❖ Information Booths
- ❖ News Release
- ❖ Photos
- ❖ Posters, Banners, Roll up banners
- ❖ Press Conferences
- ❖ Speeches and Speaking Engagements
- ❖ Staged or special Events
- ❖ Sponsorships/partnerships
- ❖ And many more--as far as the practitioner's creative ability can take him/her.



#### 4. Evaluating the programme

The purpose of evaluation is to examine how well a plan has been executed. Did the programme reach the target audience? Was the programme effective in achieving its intended goals? Did the programme have some unintended effects? Were resources efficiently used? Evaluation efforts carried out to boost personal ego are self-defeating.

Mr. Vice- Chancellor Sir, it is time to stress that for all major areas of Mass Communication, the professionals/practitioners involved must possess the following communication skills together with a readiness to give and receive feedback, if they want to excel on the job.

<b><u>Mass Communication Professional Activities</u></b>	<b><u>Relevant Communication Skills needed on the Job</u></b>
<b>Sports /News Reporting</b>	<b>Reading, Speaking , Listening and Writing</b>
<b>Newspaper Review</b>	<b>Reading and Speaking</b>
<b>Journalistic Interview, Investigative Journalism</b>	<b>Reading, Listening, Speaking and Writing</b>
<b>Press Releases, Interviews, Conferences</b>	<b>Reading, Listening, Speaking and Writing</b>
<b>Advertising (A few job titles)</b> (a) Copy Writer (b) Art Director (c) Graphic Designer (d) Studio Artist (e) Media Buyer (f) Brand Manager	<b>Reading, Listening, Speaking and Writing (Including ability to deal with clients)</b>
<b>Public Relations Practice (A few job titles)</b> a. Public Relations/Corporate Affairs b. Spokesperson c. Personal Assistant d. Fundraising specialists	<b>Reading, Listening, Speaking and Writing (Including ability to deal with various publics)</b>
<b>Print Journalism (Reporters) (Newspapers, Magazines, Journals, books, etc.)</b>	<b>Reading, Listening, Speaking and Writing.</b>

Broadcast Journalism(TV and Radio) Gathering info; reporting; and broadcasting (A few job titles): a. Manager programmes; b. Newscasters; c. Current Affairs programme Presenters; d. Announcers; etc.	Listening, Reading, Speaking and Writing
Special events, e.g. Exhibitions, Events Management	Reading, Listening and Speaking
Book Publishing, Editing and Proofreading	Reading, Writing
Radio & TV drama, including Music, dance and comedy	Reading, Writing, Listening and Speaking
Graphics of Communication, essentially for TV programmes/drama, musicals. etc.	Reading and Writing

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## 5.0 MY CONTRIBUTIONS TO KNOWLEDGE

At this juncture, Mr. Vice-Chancellor, it will be my pleasure to present a selection from the list of my publications showing the major contributions I have made to knowledge in the three major areas of my specialty: (a) Public Relations, (b) Advertising and (c) Communication in general.

### (A) PUBLIC RELATIONS

#### 1. “The Role and Scope of University Public Relations” (1991)

The study, my Master's dissertation at the University of Stirling, Scotland, was designed to evaluate the roles Public Relations practitioners played in administering higher institutions in Scotland. The study has advanced PR knowledge to achieve, among other goals the following: helping an institution become better known; enhancing and protecting the institution's reputation; influencing decision-makers to possess a favourable impression of an institution;

maintaining good relations with the community, and productive alumni relations.

**2. *Public Relations: In Search of Professional Excellence* (a book)**

This text, already in its third edition, was written to fill the gap that then existed in the literature on public relations in Nigeria. The book covers topics such as: Communication in general; Crisis Management, Corporate Social Responsibility, Employee Relations, Image-making and Corporate Identity, Law and Ethics as well as Community Relations. The target users of the book are Communication students at all university levels, PR lecturers and practitioners for in-depth understanding of the theory and practice of public relations.

**3. Chapter in a Book, “Corporate Social Irresponsibility: A Challenging Concept”(2012).**

My chapter, entitled “Impact of Corporate Social Irresponsibility on the Corporate Image and Reputation of Multinational Oil Corporations in Nigeria”, examines how irresponsible corporate activities such as environmental pollution, human rights abuses, tax evasion, corruption and contract scandals of some multinational oil companies in the Niger Delta have influenced stakeholders' perception of their image/reputation in Nigeria. My co-authors tried to demonstrate in that study that the absence of a strong corporate governance system in Nigeria, among other factors, makes it possible for the officials of oil corporations to tactically circumvent the law by engaging in a number of sophisticated corrupt acts. (Amujo, Laninhun, Otubanjo and Ajala (2012))

**4. “The Image of Corporate Symbol”**

The article, published in a well-known international journal, *African Media Review* (1991) adopted a survey research method to investigate which of the 20 corporate identities randomly selected would be rated as the best, based on the four criteria of an effective

logo—memorability; recognition (attractiveness); appropriateness; and uniqueness. Results indicated that the Seven-Up Bottling Company logo was rated the best.

**5. “Reported Cases of Social Responsibility (CSR) Programmes by Nigerian Corporate Bodies”**

Adopting the content analysis method, the study, (published in 2008) was designed to find out the extent to which Nigerian corporate bodies reported their CSR practices from May-October 2007. The study found that the Nigerian banking industry led the other industries in this regard by reporting corporate philanthropic gestures in the areas of Education, Economic Development and Environment of various communities and institutions.

**6. “Building on Effective Corporate Communications to meet the Challenges of Offshore Banking”**

The recent revolution in the banking industry moved the sector to a higher level. Developments experienced by the 24 mega banks created the opportunity for ten of them to establish operations outside Nigeria. Faced with the challenges of offshore banking, these banks needed effective corporate communication that would harness their corporate strengths and opportunities. The findings of the study suggested that the banking industry required a thorough inward look at corporate weaknesses and threats in order to achieve profitability outside Nigeria. Furthermore, it was suggested that CSR initiatives by banks operating in foreign countries should not be paternalistic. The article was published in *Babcock Journal of Mass Communication* Vol. 2 No. 1, (2009).

**7. “African Natural/Cultural Communication Media: A Survey of Meanings and Usage at Traditional Ceremonies”**

The study attempted to showcase the native African natural communication media items, their meanings and relevance at cultural ceremonies/festivals and functions. Cultural items studied were:

beads, cockcrow, female hairstyles, kolanuts, masquerades, the moon—full, half and quarter, talking drum/trumpet, tribal marks. Respondents were adult academic and non-academic staff members of Babcock University, Ilishan. Even though gradual loss of the use of mother tongues, coupled with technological advancement, seems to erode reliance on these natural media, majority of the respondents still understood the meanings and usage of the natural cultural communication media in their various tribal settings. However, the study could not find out whether or not these respondents have made efforts at explaining the meanings and usage of the items to their own children. The article was published in a well-respected international journal -- *Journal of Communication* 2(1) (2011)

#### **8. “Female Directors and Corporate Reputation Management”**

The paper was designed to prove how the three elements of Competence, Character and Commitment (the three Cs) are essential ingredients in achieving corporate reputation. It suggested how CEOs can work in the context of the three Cs so that corporate shadows can be seen clearly far beyond even the corporate shores. Adopting the case study approach, the article demonstrates how character building can be achieved through honesty. It was published in *Management Skills and Techniques*, Vol. 3 No. 1 (2012).

#### **(B) ADVERTISING**

The four research efforts that follow are in the area of Advertising.

#### **9. The first in our review here is the result of my Master's dissertation at Boston University, USA (1982).**

Newspapers and Magazines in Boston in the 1980s widely distributed coupons for food, beverages and other family products. This marketing strategy was sponsored by manufacturers to encourage consumers to make coupon-related purchases. The study established that distribution of coupons via newspapers and magazines added values to marketing in three ways: it improved manufacturers' bottom lines, there was better patronage of newspaper/magazine, not

only for news, but it also allowed consumers have access to coupons, and thirdly, food, beverages and other family product consumers (male and female) were able to save some money. Americans believe that “there is no brand loyalty that one dollar off cannot beat”. In general coupon distribution was found to be an effective marketing strategy.

**10. Ph.D. Thesis, Communication Arts, University of Ibadan (1992)**

My doctoral thesis titled “Perception of Social Influence of Television Commercials on Children by selected Nigerian Parents” was in the area of TV Advertising. It was specifically designed to improve Ad Agencies' messages planned and scripted to influence pro-social behaviours (friendly and caring attitudes) among young children as endorsed by their parents, who know that children are constantly exposed to TV commercials. It was completed and the degree awarded in 1992 by University of Ibadan, Department of Communication and Language Arts.

**11. 'The Psychological Implications of Advertising’**

The article focuses attention on the needs that are aroused in a consumer which subsequently motivate him to want to buy a product. The study found that the basic human appeals (love, safety, empathy, etc.) employed by copywriters while preparing advertising messages are meant to have the greatest appeal to the greatest number of prospects. The study further recommends a more extensive use of negative, unpleasant basic human appeals (fear, poverty, deprivation that may be adopted to push a product) in preparing advertisement messages. The study resulting in the article was completed and the essay published in the *Nigerian Journal of Applied Psychology*, Vol. 1 (1986).

**12. “Socio-Economic forces Against Advertised Children's Basic Health Practice of Hand Washing”**

When October 15, 2011 was declared as Global Hand-washing Day by UNICEF, Unilever and marketers of *Dettol* and *Lifebuoy* soaps created robust awareness for the healthy practice of hand washing among children. “The survey-designed study sampled 100 seven to eleven-year-old Primary school children in Ibadan and Osogbo to

investigate their knowledge of, and practice of hand washing.” It was discovered that in spite of the children's knowledge created by TV, Radio, and the print media, dirty toilets and non-availability of running water from taps were some of the reasons reported by the children for not washing their hands. It was recommended that UNICEF and marketers of health products should reach out to rural areas in addition to their focus on Abuja and Lagos. The article was published in the *Nigerian School Health Journal*, Vol. 24, No. 1. (2012).

### **(C) COMMUNICATION**

For Communication in general, I should be citing only three of my major efforts in this area. The first is a book, **Communicating With Kids**, which was published in 2011.

**13.** A scholarly, yet interesting and enlightening approach to child communication designed to develop the reading skill in children, the book is targeted at the 'soul' of Nigerian children and adults, adopting the style of the experienced writers of such well-known text as *Chicken Soup for the African American Soul* (Canfield, Hansen, Nichols, and Joyner (2004)). Employing a conversational format, the book highlights the various structures of child communication and presents current issues in politics, society, family life behaviour, travel, humour to excite readers. It has a 'Quiz Time' chapter to engage a child's mind.

#### **14. “Exploring the Indifference of Women and Minorities in Nigeria's Politics”**

This chapter in a book, *Women's Political Visibility and Media Access: the Case of Nigeria*, traced women's political participation in Nigeria since 2003, and I was able to demonstrate that the dismal outings of women in elective positions during previous elections resulted from lack of financial resources, stigmatization, discrimination and absence of social support scheme for women, widows and minorities, including the physically challenged persons. The study, which surveyed female NYSC members, found for

example, that 79 percent of respondents would not think of contesting for an election any time in Nigeria for the reasons stated above. The study recommends education and enlightenment programmes, increased media socialization, persuasive communication and elimination of violence at campaign rallies as possible ways of encouraging more women/minorities' political participation. The study is published as a chapter in the book, *Women's Political Visibility and Media Access: The Case of Nigeria*, published by Cambridge Scholars Publishing, UK. (2014)

15. Finally, this study titled *Corruption in Nigeria: A critical Analysis of Selected Cartoons in the Nigerian Guardian Newspaper* assessed the role of the print media in combating corruption. Results showed that in its subtle way, the cartoons condemned Federal and State governments, agencies, politicians, the Police and public officials for the reported graft cases. The study concluded however, that the use of cartoons was not strong enough to combat corruption in the country. The paper was published in *Journal of Communication and Media Research* Vol. 4 No.2 (2012).

## **6.0. PUBLIC RELATIONS AND NATIONAL DEVELOPMENT**

Mr. Vice-Chancellor Sir, as I begin to wind up this presentation, I like to make the following observations regarding the way public relations could be put to the service of national development. For this to happen, I believe that our leaders and we the followers in this country need to pay more attention to the following crucial issues of our polity:

1. Stimulating good governance by fighting corruption
2. Improved Agricultural communication
3. Projecting and Developing Nigerian's creative sector
4. Communicating with Children and Youths
5. Spotlighting Nigerian Women Celebrities and Achievers as Role Models

(1) **Stimulating good governance by fighting corruption**



The media in playing its watchdog role has the responsibility of being the intermediary between the government and the governed, which is a critical link between the function of the media and good governance. Without transparency and accountability, trust would be lacking between the government and the governed and this could result in social instability and an environment not conducive for economic growth.

Mwantok, (2016:48) quotes the Deputy Public Affairs Officer, US Consulate General as asserting at one time that: “governments become unstable when they muzzle the media; they become blind to the problems of the people and because governments have the tendency to hide things, (news is what somebody wants to hide), we need to be vigilant”. The market reacts negatively to untrue stories, and this affects the credibility of government.

For example, the Nigerian media should go beyond the mere reporting of the EFCC's dramatic arrests and the government's almost daily pronouncement that it would not relent in the war against corruption. The media should go further to examine the inadequacies in our institutional and legislative frameworks that make it so easy for politicians to have unrestrained access to the public treasure and help themselves. It would be in the greater public interest if the media help to build a governance system that prevents corruption.

## **(2) Improved Agricultural Communication**

The decline in oil prices in the recent past has forced a rethinking of Nigeria's economy, and our leaders seem to agree that agricultural commercialization is the best strategy to beat the resultant recession. It must be stressed here, however, that an agricultural revolution without a matching “industrial revolution” is bound to be futile. Female farmers, for instance, are disadvantaged by lack of access to land, funding and technological expertise. Male farmers are not better off either; they lack the facilities for large scale farming, even as only the old remain on the job now.

Media reports of recent fund disbursements to farmers by the

government do not seem to “change” things. According to Fagbemi, Essen and Wantu (2016: 3) “a sum of N366.39 billion has been disbursed by the Central Bank of Nigeria (CBN) to 465 projects under the Commercial Agriculture Credit Scheme from 2009 to date”. Now, the question arises: Do these billions reach the right targets? Falaju (2016: 3) has similarly observed that the International Institute of Tropical Agriculture (IITA) has promised self sufficiency in food production by year 2030. How trustworthy is this prediction? Isn't it being over optimistic? There exist in this country many Universities, Agricultural Agencies, Federal and States' Ministries of Agriculture, and private sector agricultural initiatives whose main focus is agricultural development. The question nevertheless remains: how many of our real farmers are exposed to, or have benefited from, such useful information as they need to enable them to produce, process and market their products to make a difference to the teeming population of hungry Nigerians?

The recent call by the Minister of Agriculture and Rural Development to the Federal government to plan buy-back from farmers to boost food security is quite welcome (Akpan and Falaju 2016:3). One of the problems in the agricultural sector of Nigeria's economy is the amount of waste resulting from inability to sell or export perishable food items like tomatoes, mangoes, onions, oranges, vegetables, etc. when they are freshly harvested and are in surplus. Nigeria needs more agricultural communicators/extension workers to reach the right target audience in order to make agriculture a foreign exchange earner.

Let me say that the Nigerian government should begin to seek public opinion to know what exactly the target audiences need and how to get it to them. Sometimes government and audiences are never on the same page probably because of politics.

### **(3) Projecting and Developing Nigerian's creative sector**

The Arts and Culture industry has tremendous potentials to contribute significantly to the economic growth of the nation. Art and culture are promoted by individuals and small enterprises owned by people who are talented, creative and artistic. Most creative industry

businesses in Nigeria are small, privately funded and largely unorganized. The likes of *Basket Mouth*, *I go die*, *Seyi Law*, *AY*, *Teju Baby Face*, *Funke Akindele*, to mention just a few talented Nigerians, are more than enough to take Nigeria to the world, thereby improving the country's economy. In addition, the job-creation potentials of the creative sector are enormous. If well developed, the sector would mop up most of the unemployed youth roaming the streets, tempted into anti-social behaviours. A government-sponsored Artists Village at the National Theatre and in other locations is recommended to support the creativity of artists and artistes.

#### **(4) Communicating with Children and Youths**

Although many Nigerian TV stations air entertainment, musical, educative and informative programmes and cartoons shows like *Binta and Friend*, *Talent haunt shows*; *Young scholars*, *Public School Debate competition*, it has recently been observed that 66 million Nigerian kids don't have access to Premium Television Content (Olaegbe 2016:30). Similarly, also according to the same source:

“Crossroot Entertainment Network (CREN) has commenced operations of its children television, *Kiddies World* with the primary goal of reaching the unconnected population of 34.2million Nigerian households that don't have access to cable television content.”

....Olaegbe 2016, *The Guardian* 8/10/16, p. 30)

This development should be regarded as one way of filling the communication gap created by the dearth of children's television in Nigeria. With the introduction of *Kiddies World*, more than 21 stations nationwide allow children to view, and experience opportunities to excel in various areas of human endeavour from academics to sports and creative work.

We consider it necessary at this point to make a few observations regarding the reading culture among our youths in this country. With all the unintended effects the social media have on the youths, they are still hooked to the platforms to the detriment of the culture of reading. Nigerian authors lament the negative effects lack

of reading has on everyone, but more especially on our children and youths. The likes of Mabel Segun (2016) and several other writers of children's books are gradually becoming extinct. This is because most would-be writers are discouraged from writing as they argue along the following line: “*you write, they do not read, what's the point of writing?*” Ajala's book *Communicating with Kids* was written to attract children and youths.

It is recommended that communication experts find a solution to this threat, because, undoubtedly, the more one reads, the better one becomes in writing, speaking and listening, which are skills Nigerian youths need to master in order to become both good citizens and truly educated people.

### **(5) Spotlighting Nigerian Women Celebrities and Achievers as Role Models**

Communication should be intensified to let women, especially, become more and more aware that they have not been created just to fit in; rather, they have been created to stand out! As a woman, the hardest battle she will ever have to fight is the battle to be herself without anyone's permission.

The struggles by Women in Management, Business and Public Services (WIMBIZ) remain noteworthy. At the recently concluded 15<sup>th</sup> WIMBIZ Conference, women were advised to keep the conversation going, to validate the point that women are a positive force for every company (Thomas-Odia, 2016:29). In fact the conference has recommended that there should be a data base for women in these categories as many companies complain they don't know where to find them. Women like Prof. Alile Williams, Prof. Joy Ogwu, Lady Maiden Alex-Ibru, Dr. Ibukun Awosika, Dr. Ezekwesile have shown the world that they can inspire the next generation of female leaders. If programmes designed to empower the girl-child for the Digital Age, are put in place, a host of Nigerian women can serve as role models by focusing on technology and its vast opportunities (in blogging, web designing, to cite just two of such opportunities) to help our girls develop careers in IT where they are able to change the world.

## 7. CONCLUSION

Mr. Vice-Chancellor Sir, for this lecture to meet its objective, I like to submit this conclusion. While I am not advocating that everyone becomes a public relations student or expert, I wish to humbly proclaim that everyone, EVERYONE (as we earlier agreed, everyone needs friends, just as everyone has publics) adopt the essence of public relations: namely: helping our complex, pluralistic society to reach decisions and function more effectively by contributing to mutual understanding among groups/institutions. That way, public relations will serve to bring public and public policies into harmony. That, to me, is the way we make our friends at home, in the classroom, at work and even at play, before we need them.

Here is my submission Sir! You make friends by communicating with them in words and action! Public relations is what you say and do! Therefore,

(1)

If you are a:

- ❖ Child, make friends with your parents
- ❖ Parent, make friends with your children

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- ❖ Teacher, make friends with your pupils
- ❖ School Principal, make friends with the teachers

Because you may run into today's pupils/teachers tomorrow and may need them!

(2)

If you are a:

- ❖ Lecturer, make friends with your students
- ❖ An HOD, make friends with your colleagues
- ❖ Professor, make friends with senior, middle and junior level staff members
  
- ❖ Dean of a Faculty, make friends with the HODs
- ❖ Provost, make friends with Doctors, medical students and College of Medicine staff
- ❖ Registrar, make friends with admin staff members
  
- ❖ Vice-Chancellor, make friends with students, parents and staff members

Because they are your 'publics', you may need them some day!

(3)

If you are a

- ❖ **President, make friends with the Governors**
- ❖ **Governor, make friends with your commissioners**
- ❖ **Senator, make friends with people in your senatorial district**
- ❖ **Representative, make friends with people in your LGA**
- ❖ **Politician, make friends with the electorates**

**Because you may need them for another term!**

(4)

If you are a

- ❖ **CEO, make friends with the workers**
- ❖ **Manager, make friends with the staff**
- ❖ **Business person, make friends with your customers**
- ❖ **Pastor, make friends with members of your congregation**
- ❖ **Journalist, make friends with your interviewees**
- ❖ **Broadcaster, make friends with your viewers/listening audiences**
- ❖ **Sportsman, make friends with your fans**
- ❖ **Public Relations Specialist, make friends essentially with media people**

**Because they are your 'publics' you may need them another day!**

And finally, Mr. Vice-Chancellor Sir, before I proceed to make my recommendations, there is one area of public relations practice that is grossly inadequate (or even completely ignored) in this country. I refer to the practice of public relations in higher educational institutions.

I like to join Keen and Greenall (1987) in lamenting the lack of practice of public relations in higher education in the UK in the early 1980s. Keen and Greenall had observed as follows:

Public relations are affected in at least some way by everything the college does. Every letter that goes out (or remains unanswered); each public speech; the appearance of buildings; the attitudes of porters; drivers and receptionists; the actions of principals; academics and administrators; they all add to or detract from the goodwill that exists between a college and one or more of its audiences.

.... Keen and Greenall (1987:15)

Keen and Greenall had proceeded to list the specific PR Goals of Colleges, Polytechnics and Universities to include the following:

- Increasing the level of suitably-qualified, suitably-motivated applicants.
- Helping the University become better known.
- Helping the University gain an enhanced reputation.
- Influencing decision-makers to smile upon the University.
- Improving internal relations
- Maintaining good relations with the community.
- Maintaining productive relations with alumni.

--Keen and Greenall, (1987:26-38)

According to these authors, “university staff members have a genuine stake in the University; their employment is not simply a matter of exchanging money for their services. They spend more than a third of their waking hours in the University for many years of

their lives". They also argued that a vital element of internal relations is good communications. People like to know where they fit into an organization as they read newsletters, notice boards, electronic notice boards, internal exhibitions, house journals, etc. As regards to alumni relations, they submitted that "no university can have too many friends, and alumni can be very good friends indeed". Public relations activity should be seen, especially in higher institutions, as a two-way function, involving listening as well as informing.

A visit to some universities' Public Relations Units' environment presents a picture of a situation of neglect or insensitivity to the role of public relations in university system. This is well below the standard of the offices of practitioners in multinationals and some other Nigerian corporate organizations, and even in some not-for-profit organizations in Lagos, Abuja and some state capitals across the country. There should be a change in the status of Higher Education Public Relations Practitioners as they serve as the eyes and ears of the institutions' various publics—parents, alumni, professional bodies and government visitors to their campuses. The Public Relations profession has moved from the age of PROs to the digital age of Public Relations Executives. A PR Department projects a mirror image of the University.

A higher institution that employs a trained and experienced Public Relations Practitioner—whether on the staff or as a consultant—has the benefit of someone who, through the principal, can guide the adoption of a sound public relations policy, constantly assess or measure the state of the institution's public relations, prepare a long-term public relations strategy, carry out specialist tasks, and encourage colleagues (academic and non-academic) to inculcate public relations outlook in the execution of their normal jobs.

Mass Communication Departments that offer Public Relations and Advertising (PRAD) courses prepare/nurture students for employment in organizations of the future—those that meet international standards.



## **8.0 RECOMMENDATIONS**

And this is the point, Mr. Vice-Chancellor, where I begin to make my concluding remarks which will also serve as my recommendations.

1. The first of such recommendations is the establishment of an Association of Public Relations Practitioners of Educational Institutions in this country. The Association may be sectional, e.g. Practitioners in Private Universities; Practitioners in Faith-based Universities; Practitioners in Federal Universities; Practitioners in State-owned Universities and so on. This is because different universities have different needs and consequently face different issues that need different public relations tactics. They can run training and retraining sessions for practitioners. Bowen University, Iwo should host the inaugural meeting of the Association of Public Relations Practitioners in Higher Education in Nigeria.

2. Every university must, from time to time, conduct a SWOT analysis of itself. Evidently the strengths and opportunities must be managed to overcome the weaknesses and threats that a university unavoidably would face day in day out. Universities should realize that as long as a day breaks, there must be one piece of “Breaking News” or another. Topical issues affecting lives come up every moment.

### **(a) Strengths**

First and foremost, among this University's strengths is the fact that it is faith-based, and can boast of a unique chapel where staff and students worship God, in the Baptist faith style. The University chose the motto—Excellence and Godliness; and is blessed with a Chaplaincy and choir that are greatly appreciated.

In addition, the strengths of Bowen University include its human resources (people): well-behaved students; staff; parents and alumni. Each of these is an ambassador of Bowen University wherever they are.

Bowen University prides itself in the physical structures (assets), like the Chapel, the University Library, a new Faculty of Law, the new Social & Management Sciences building, and the Faculty of Agriculture.

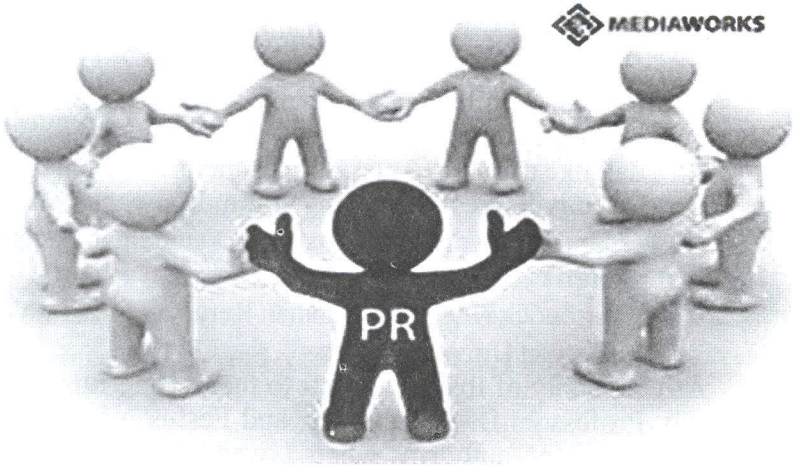
Yet another known strength of Bowen University is its Community relations activities with its neighbours and the wider immediate community.

## (b) Opportunities

Perhaps we should look at Bowen's opportunities that must be abundantly understood and exploited. As Nigeria's university campuses increase, the competition is keener than it was over a decade ago when Bowen was just starting. So the following are opportunities that must be constantly analyzed, proactively confronted and productively exploited.

- Admission strategies to attract quality students. Quality students boost the image of the University.
- Better and timely flow of information to and from students and staff to management.
- Development of new programmes that meet the technological needs of our teeming population of young Nigerians.
- Enviable Alumni Relations strategies that will encourage alumni to look back and give to the Institution that nurtured them.
- A teacher-to-student (one-on-one) counselling service to understand the socio/economic issues faced by the students who have problems with meeting the academic demands of their programmes.
- A greater involvement of parents in the lives of their wards on campus.
- Appreciation of academic and non-academic staff, just as students are appreciated at the yearly convocation ceremonies. Among members of staff of the University are some that should be celebrated and rewarded for excellent performance. For example, among the academic staff members are many diligent examination invigilators; while quite a number of lecturers go out of their ways to be available to students. There are non-academic staff members who are always available to attend to students and alumni with friendly attitude. These members of staff should be treated as 'Friends of the University'.
- When a member of staff retires from the University, he/she should be celebrated so that he/she will continue to regard himself or herself a Bowen University ambassador for life.

Thank you for listening to me.



## 9.0 ACKNOWLEDGMENT

Mr. Vice-chancellor, since they say ‘charity begins at home’, permit me to start my from the beginning: I want to thank my parents - Pa Vincent and Ma Rosalia Olaleye (both of blessed memories) and both from Otan Ayegbaju in Boluwaduro LGA, Osun State, who laboured even as a farmer and an “Alagbafo” (today’s laundryman) respectively to send us to school - a place they never attended.

I am proud to add that my parents’ six children never lacked food, even though meat and chicken were never provided. For protein supply, (now that I know), we had snails picked from the farm; eyin awo found in the farm; ‘olu’ (mushroom) and esunsun harvested or hunted during their season; ‘Iru’ in efo riro, and plenty of fruits and vegetables freshly harvested. To God be the glory!

I remember very well that we wore shoes only for big church celebrations. I, Victoria O. Ajala (Nee Olaleye), the “lastie” of my parents and today’s inaugural lecturer, dressed for school - on my first day at a Secondary Modern School in Ibadan - without shoes, brother Gabriel ordered that I went back to the house to wear “my only pairs of shoes for school”. Look at me today! To God be the glory,

Mr. Vice Chancellor Sir, I will thank the other significant person in my life; the person I describe as (using PRAD language) my

promoter/brand manager - late Prof. James A. Ajala (My own JAA) later on.

I owe a debt of gratitude to managements of three universities as well as the people with whom I served in these universities. These are essentially those I call friends and 'my promoters' as they have really stood for me and my cause.

On a day like this, the Governing Councils and Managements of the following universities deserve my gratitude always:

- University of Ibadan (as a Ph.D student and academic staff)
- Babcock University, Ilishan Remo, Ogun State
- Bowen University, Iwo

At University of Ibadan, I want to thank Emeritus Professor Ayo Banjo, Professors D. S. Izevbaye, and Festus Adesanoye who were in positions of authority when I was hired as an AL and promoted to SL level before I voluntarily retired.

At Babcock University, I was hired as SL and promoted to Associate Professor before I left Ilishan. At Babcock, I must appreciate Professor Makinde, former VC, and Prof. Diji Aina. Both names are on my mind as 'promoters' of my cause.

At Bowen University, Iwo, on February 26, 2015 the Governing Council approved my promotion to the rank of professor. I thank the Vice Chancellor, Professor Matthews Ojo, during whose term I was promoted. Both Professors D. S. Izevbaye and (Kabiyesi) A. A. Owosekun, former Deans of Social & Management Sciences are regarded as "God sent"; they played their roles in the process that culminated in my promotion at Bowen. Thank you, Sirs.

I remember those who supervised my dissertations and thesis at Boston University, USA, (Professor Bob Simmons); at University of Stirling, Scotland (Dr. Peter Meech) and at University of Ibadan (Late Dr. Babatunde Folarin). These are great teachers from whom I learned how to be a good teacher, a researcher and a research study supervisor.

At Springfield College, Springfield Massachusetts, I was privileged to work at the Springfield College Outreach Partnership Center (SCOPC) ) as Research Co-ordinator of Asset Mapping of Springfield Community the year my husband was a Fullbright Scholar at Springfield College. I thank Professor Richard Flynn, who

was then the President of Springfield College, for the research experience I got at SCOPC.

Now, the task gets tougher as I find it extremely difficult to be able to list all the names of the many friends I acquired during my service at UI, Babcock and Bowen Universities. However, I can name my HODs: Professor F. A. Adesanoye (UI, (1983-85) Professor George Anaeto (Babcock, 2006-2011) and currently Dr. Miss Adenike Akinwumi (Bowen, 2016-date). They remain my point of contacts as I appreciate my colleagues too numerous to list here. I like to thank my colleagues at Bowen for their cooperation with me when I served as the HOD of Mass Communication Department. During my tenure as HOD, (between 2013 and 2016) I can proudly say: we all “killed the elephant” as a sign of collective success we achieved at Bowen in those years are beyond.

I belong to a number of professional associations. I like to thank the many friends I have made at the African Council of Communication Education (ACCE); Nigerian Institute of Public Relations (NIPR); Advertising Practitioners Council of Nigeria (APCON) and Horticultural Society of Nigeria (HORTSON).

I must thank Professors Lai Oso, Idowu Sobowale, S. A. Adebola, Bayo Oloyede for their roles as senior fellows in the field of Communication. I remember the many colleagues and friends, working at Departments of Mass Communication in these Universities: Lagos, Ibadan, Babcock, Adeleke, Redeemer's, Covenant, Afe Babalola, Delta State, Abraka, Kwara State, Malete Lagos State, Ojo, Bayero, Benin, and Ajayi Crowther. All I had to do to obtain the needed data was to put a call to them, and I got immediate responses. Thank you.

I want to thank Prof. J.A.A. Ayoade, Dean of the Faculty of Social and Management Sciences for being a very supportive Dean. The Mass Communication Department benefits from his wealth of experience, even as he effectively manages the other six departments in the Faculty.

My gratitude goes to Prof. Festus Adesanoye, my HOD in CLA, UI in 1983. He surfaced again in my life as the Editor of my inaugural lecture. To tell you the truth, he is a tougher editor than my home-based one--Prof. James Ajala. After reading and editing the first copy titled *COMMUNICATION—THIS MANSION MUST NOT FALL*, he gave me a honest editor's advice (without blinking) -- “You are trying to cover an area too wide for an inaugural, so choose

another topic in PR”. This was painful as it meant I had to start all over again, but I could 'cut and paste' some parts of the earlier copy. I would not have listened to such a “harsh sentence” if it came from Prof. Ajala.

After some sleepless nights, I came up with the title: *PUBLIC RELATIONS: MAKING YOUR FRIENDS BEFORE YOU NEED THEM*. Prof. Adesanoye approved it. And because PRAD is my main academic areas of specialization, writing the lecture was not too hectic for me (maybe because I was under pressure). Thereafter he edited the new paper three times, at the end of which he said I should clean up and I was ready to go. Even though Prof. Adesanoye's red pen scared me so much, I can now say “Thank you for the selfless service you rendered within a short deadline”.

Now, I thank my brothers and sisters who supported me in my search for education before I became the “property” of my husband, Prof. James Ajala. As a young girl, I remember that it was my most senior brother, Mr. S. B. Olaleye (SBO), who took over my education at the time our father (who was then still alive) passed the responsibility of educating the last two of his 6 children (I am the last born) to the senior boys and girls. Maybe I should add that it probably got easier for them after our father passed on in 1963 while I was still a student at St. Agnes Teacher Training College, Maryland, Lagos.

I have a word of appreciation for my cousins, nephews, nieces and other close family members who have a great respect for me as I was busy pursuing my education to the highest level. I am happy that these younger ones see me as a mentor for them and even for their children

To all our University of Ibadan family members here present I want to thank you for honouring late Prof. James Ajala by turning up at his wife's Inaugural lecture. Over the years, (1977 to 2008) Prof. Ajala won to himself many friends. I have heard people say to me that he touched lives of both students and staff of the University of Ibadan as he served as lecturer, HOD of Human Kinetics and Health Education, Sub-Dean PG, Dean of the Faculty of Education, Chairman and member of several UI Senate Committees, including the University of Ibadan Curriculum and Appointments and Promotion Committees.

Permit me Mr. Vice Chancellor Sir, to appreciate Prof. Olawale and Dr. Mrs. Dorcas Moronkola (our friends here in Bowen University). Prof. Moronkola, just last week, delivered his Inaugural in the historic Trenchard Hall of UI. During the lecture, he paid glowing tributes to his teacher, supervisor and mentor, late Professor James A. Ajala.

I know I cannot name all names today, but my heart goes out to so many people who have, through the years, stood by the Ajala family.

- \* Prince Kunle and Olori Moji Sijuwade
- \* Prof. & Dr. Mrs. Olu Aina
- \* Dr. Segun and Funmi Aina
- \* The Aina Brothers - Kayode, Femi and Bisi
- \* Dr. & Mrs. Bayo Olaosun
- \* Engr. Wole Adepoju and family
- \* Arch & Mrs. Wale Ojo
- \* Mrs. Olufunke Agagu
- \* Prof. & Mrs. Adeniyi Togun
- \* The Olaleye Family
- \* Dr. & Mrs. Kolade Ajilore and his colleagues at Babcock University
- \* Rev. Fr. Peter Adeyemi, Our Parish Priest and parishioners of Sacred Heart of Catholic Church, Oke-Fia, Osogbo

I know that God reaches out to you if I have inadvertently missed naming your name. I thank you.

I thank all those who helped in selecting appropriate graphics, printing those colourful pages, and binding the lecture nicely. I thank all those within and outside the Mass Communication Department of Bowen University who contributed their time and talents by putting excellent finishing touches to the lecture.

Now acknowledgement of my immediate family! It gets toughest here!

On a day like this, how would I not acknowledge my husband, James Ajala, who wanted me educated from undergraduate to Ph.D level? Even as a postgraduate student in Boston, Stirling and Ibadan, my husband paid the tuition fees, and even the External Examiner's fees for my thesis defence at the Department of Communication and Language Arts, University of Ibadan. He was the baby sitter of my children while I was busy studying for one degree or another in and outside the country.

Professor James Ajala chose where I should seek employment as a University Lecturer; after getting the job, he would monitor my performance, he thoroughly edited any paper, letter or memo I wrote until I pleased him, but not without my grumbling that he was too critical. He would say: “I am not a communicator, but I am a teacher”.

James Ajala celebrated whenever I got promoted. When Bowen University Iwo announced my elevation to the rank of professor, he told me and everybody who cared to listen: “I am fulfilled”!

Bowen University, Iwo requested I present inaugural lecture, he was monitoring what I was writing. If I did not show him, he would ask for it. He let me off his hook when I told him Prof. Festus Adesanoye had given me consent to edit the lecture.

Even the morning of March 13, 2017, on his sick bed, my husband was asking if I had received a confirmation from the Bowen University Management on the proposed date of the inaugural lecture which I had planned for March 16, 2017.

Prof. James Ajala passed on peacefully that day – March 13, 2017. His death has removed the “shine” off this inaugural lecture.

Now, my children! Ayodeji, Olumide, Abiola and Olajumoke. Two of my girls got instructions from their senior sister to come home for my inaugural lecture which I planned to present and to coincide with my birthday. The two girls left their spouses and children, got to Osogbo on Sunday March 12; happily re-united with Daddy and me; prayed with him and left for the night. The following morning, Monday March 13, Daddy called us to see him. And after we spent a few hours with him, he told us (twice) he wanted to sleep, and we let him because we knew he needed the rest as we were planning for his discharge from the hospital that day. We came back to find that he had passed on shortly after we left his bedside.

This is a time to publicly thank my children - -Ayodeji, Olumide, Abiola and Olajumoke - - and their families for nursing JAA in the US from September to November 2016. I thank you and our in-laws for the time, talents and treasures you all expended to give your Daddy a befitting burial on Friday March 17 2017.

Thank you all.



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**INAUGURAL LECTURE  
PUBLIC RELATIONS: MAKE YOUR FRIENDS BEFORE  
YOU NEED THEM!  
VICTORIA O. AJALA  
THURSDAY MAY 18, 2017**

**APPENDICES**

1. Profile of Professor Victoria O. Ajala, FNIPR, arpa
2. Professors and Associate Professors of Mass Communication (as at December 30, 2016)
3. Forty-four (44) Quotable Quotes
4. Corporate Identities of some:
  - Universities
  - Corporate Bodies
  - Football Clubs
  - Manufacturing Industries
  - Telecommunication Operators
  - Federal Government of Nigeria
  - State Governments in Nigeria
  - Faith-based Organizations
  - Airlines
  - TV Stations

**APPENDIX I**

**PROFILE OF PROFESSOR VICTORIA O. AJALA**

Bowen University authorities recently announced the appointment of Victoria O. Ajala as Professor of Mass Communication.

Professor Victoria Ajala holds a B.Sc. (1st Class) ABU, Zaria; M.Sc. Advertising, Boston University, Boston, USA; another M.Sc. in Public Relations, Scotland, UK; and Ph.D in Communication Arts, University of Ibadan.

Prof. Victoria Ajala was employed by the University of Ibadan in 1983 as Assistant Lecturer in the Communication and Language Arts Department. She was promoted to the rank of Senior Lecturer in 1993. After about 15 years of service with the University of Ibadan, she voluntarily retired in 1997.

Professor Victoria Ajala veered into PR consultancy in Nigeria and in the USA. In 2001/2002 academic year, when her husband was on Fullbright Fellowship at Springfield College, USA, she was hired by the Springfield Community Outreach Partnership Center (SCOPC) as Research Co-ordinator of Asset Mapping of Springfield Community. The experience garnered during that 9-month employment is unforgettable. On return home, she continued the PR Consultancy in various corporate outfits until 2006 when once again, she became attracted to the teaching profession, she was employed as Associate Tutor at Bowen University, Iwo for a semester in 2005/2006.

Early 2006/2007 session, she was employed as Senior Lecturer at Babcock University, Ilishan-Remo, Ogun State on contract appointment. In 2009/2010 she was promoted Associate Professor which was backdated to 2006, the date she joined Babcock University.

Early in 2010, Professor Ajala's family moved from Ibadan to Osogbo and for the academic year of 2010/2011, she was travelling to and from Babcock; such trips became too demanding. She therefore sought employment as professor at Bowen University, Iwo in 2011.

Again, at Bowen, she was employed as Associate Professor in the Department of Mass Communication in the Faculty of Social & Management Sciences with effect from September 1, 2011.

Professor Victoria Ajala was appointed Ag. Head of Department of Mass Communication at Bowen in 2013, a position she was holding until her recent appointment to full professor in 2015.

Even though it has been an elongated journey, that is, from University of Ibadan to two faith-based private universities -- Babcock University and Bowen University, becoming a Professor of Mass Communication at last is worth the while and the wait.

Professor Ajala is the first Professor of Mass Communication at Bowen University, Iwo.



**Professor Victoria O. Ajala, FNIPR, arpa**  
**Professor of Mass Communication-- Feb. 26, 2015**  
**February 14, 2017**

**APPENDIX II - LIST OF MASS COMMUNICATION  
 PROFESSORS AND ASSOCIATE PROFESSORS**

**1. PROFESSORS**

S/ N.	NAME	UNIVERSITY
1.	ADESANOYE, Festus	University of Ibadan, Ibadan, Oyo State, Nigeria
2.	AGUNGA, Robert	The Ohio State University, Columbus, Ohio, USA
3.	AJALA, Victoria O.	Bowen University, Iwo, Osun State, Nigeria
4.	AKINFELEYE, Ralph	University of Lagos, Lagos, Nigeria
5.	AKINWANDE, Anjuwon Josiah	Babcock University, Ilishan Remo, Ogun State, Nigeria
6.	AKPABIO, Eno	University of Namibia, South Africa
7.	ALAO, Ekundayo Samuel	Formerly of Babcock University, now VC, Adeleke University, Ede, Osun State, Nigeria
9.	BLAKE, Cecil	Covenant University, Ota, Ogun State, Nigeria
10.	DES WILSON	University of Uyo, Uyo, Akwa Ibom State, Nigeria
11.	GAMBO, Danjuma	University of Maiduguri, Borno State, Nigeria
12.	IHIJIRIKA, Rev. Fr. Walter	University of Port Harcourt, Port Harcourt, Rivers State, Nigeria
13.	M'BAYO, Richard	American University of Nigeria, Yola, Adamawa State
14.	MOEMEKA, Andrew A.	Central Connecticut State University, New Britain, USA

15.	MOGEKWU, Matt	Roy H. Park School of Communications, Ithaca College, Ithaca, USA
16.	NDOLO, Ike	Enugu State University of Technology, Enugu .....
17.	NGOA, Stanley Naribo	National Open University, Ahmadu Bello Way, Victoria Island, Lagos
18.	NWOKEAFOR, Cosmas	Bowie State University, Bowie Ma
19.	NWUNELI, Onuora	Covenant University, Ota, Ogun State, Nigeria
20.	OBIJIOFOR, Levi	University of Queensland, St. Lucia, Brisbane, Australia
21.	ODEJIDE, Abiola, (Emeritus Professor)	University of Ibadan, Ibadan, Oyo State, Nigeria
22.	OGBONDAH, Christian	University of Northern Iowa, Cedar Falls, Iowa, USA
23.	OJEBODE, Ayobami	University of Ibadan, Ibadan Oyo State, Nigeria
24.	OKIGBO, Charles	North Dakota State University, USA
25.	OKORO, Nnanyerugu	University of Nigeria, Nsukka
26.	OKOYE, Innocent	Kwara State University, Malete, Kwara State, Nigeria
27.	OKUNNA, Stella	Unizik .....
28.	OLATUNJI, Rotimi Williams	Lagos State University, Ojo, Lagos
29.	OLOYEDE, Bayo I.	Redeemers University, Ede Osun State, Nigeria
30.	OMENUGHA, Kate	Commissioner for Education, Government of Anambra State, Awka, Anambra State, Nigeria .....
31.	ONWUMECHILI, Chuka	School of Communication, Howard University.....
32.	OSO, Lai	Lagos State University, Ojo, Lagos
33.	OWENS-IBIE, Nosa	Caleb University, Imota, Lagos, Nigeria
34.	PATE, Umaru	Bayero University, Kano, Nigeria
35.	SALAWU, Abiodun	North-West University, Mafikeng Campus, South Africa
36.	SAMBE, J. A.	University of Benin, Benin City, Edo State, Nigeria
38.	SOBOWALE, Idowu	Covenant University, Ota, Ogun State, Nigeria
39.	SOOLA, Ebenezer Oludayo	University of Ibadan, Ibadan, Oyo State, Nigeria
40.	UDEZE, Sunny	Enugu State University of Science & Technology, Enugu

## 2. ASSOCIATE PROFESSORS

1.	ADAMU, Sandra	Ahmadu Bello University, Zaria, Kaduna State, Nigeria
2.	ADEYANJU, Sola	Institute for Policy and Strategic Studies, (NIPSS), Kuru
3.	AJILORE, Kolade	Babcock University, Ilishan Remo, Ogun State, Nigeria
4.	BABALEYE, Taye	Afe Babalola University, Ado Ekiti, Ekiti State, Nigeria
5.	EKEANYANWU, Nnamdi T.	University of Uyo, Uyo, Akwa Ibom State, Nigeria
6.	DUNU, Ifeoma Vivian	Nnamdi Asikiwe University, Awka
7.	OGWEZZY-NDISIKA, Abigail	University of Lagos, Lagos, Nigeria
8.	OJOMO, Olusegun	Babcock University, Ilishan-Remo, Ogun State, Nigeria
9.	OMOJOLA, Oladokun	Covenant University, Ota, Ogun State, Nigeria
10.	OYERO, Olusola Samuel	Covenant University, Ota, Ogun State, Nigeria
11.	SALAU, Suleiman	Ahmadu Bello University, Zaria, Kaduna State, Nigeria
12.	TESUNBI, Samuel	American University in the Emirates, United Arab Emirates

Collectively compiled and checked by Prof. Victoria Ajala, Prof. Innocent Okoye, Prof. Bayo Oloyede, Dr. Mojaye and Dr. Adebola Aderibigbe.

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## APPENDIX III - AN INAUGURAL LECTURE - TAKE AWAY

### QUOTABLE QUOTES

1. God so loved the world that He gave His only-begotten Son; that whoever believes in Him should have eternal life. **John 3:16**
2. If the world was free of problems, paradise would lose its value –**Mufti Menk**, PANORAMA page of *The Guardian* Newspaper Mon July 25, 2016, p.2
3. Do you know that? Sloppy handwriting by doctors are responsible for over 7,000 deaths every year on **PANORAMA** page, *The Guardian* Newspaper Mon July 25, 2016, p.2
4. The best gift you can give yourself is that which you give to someone else.  
----**Femi Akintayo, 2011**
5. A life not lived for others is not a life at all – **Mother Theresa**, PANORAMA page *The Guardian* Sept. 8, 2016, p. 2
6. You may be the FIRST to do anything, but make sure you are not the LAST. **CNN** TV programme Discussion: July 18, 2016
7. The worst sin toward our fellow creatures is not to hate them, but to be indifferent to them, that's the essence of inhumanity – **George Bernard Shaw**, PANORAMA page *The Guardian* Tuesday July 26, 2016. P.2.
8. The most wasted day is that in which we have not laughed ---  
**Jane Welsh**, PANORAMA page, *The Guardian* Thursday July 28, 2016, p.2.
9. Public Relations is making friends before you need them!  
**Danny Moss**, October 1990
10. It is Christmas every time you let God love others through you. Yes, it is Christmas every time you smile at your brother and offer him your hand – **Mother Theresa**, PANORAMA page *The Guardian* Sept. 8, 2016, p. 2

11. Believe it or not, being a professional Santa is hard work. It is not just about putting on a red suit and a false beard and doing the best 'ho-ho-ho' you can muster. Some Santas actually take their job very seriously, so much so that they go to a university to sharpen their skills. – **Ruth Rosenquist**, PR Director of Noerr Pole, a University (in Colorado, USA) that trains people to become professional Santa.
12. Life is very short, so forgive quickly, believe slowly, love truly, laugh loudly and never avoid anything that makes you smile. –**Damai Lama**, PANORAMA page *The Guardian* Monday Sept 12, 2016, p.2.
13. Speech is silver, silence is golden. --- **Swiss Proverb**, PANORAMA page *The Guardian* Monday Sept. 12 2016, p.2
14. What I regret most in life are the failures of kindness. Those moments when human beings are suffering and I respond ....mildly....” – **George Saunders**, *The Guardian*, Monday Sept. 12, 2016, p. 48.
15. The pen is the tongue of the hand, the silent utterer of words for the eyes. **Henry Beecher**, PANORAMA page *The Guardian* Tuesday September 13, 2016, p.2.
16. Before hostilities begin, let me warn that this is an unwinnable war. No one will win. The militants will not win and the Federal Government will not win either. Men, women and children will be killed and maimed, property will be destroyed; the environment will be damaged. **Ray Ekpu**, *The Guardian*, Sept 13, 2016, p. 48.
17. No matter how short you are, you can never see yesterday and no matter how tall you are, you can never see tomorrow. –Nigerian proverb PANORAMA page, *The Guardian* Thursday September 15, 2016, p.2

18. Hurt me with the truth, but never comfort me with a lie. **Seneca** PANORAMA page, *The Guardian* Thursday September 15, 2016, p.2
19. Two things define you: your patience when you have nothing and your attitude when you have everything. **Henry Beecher** PANORAMA page, *The Guardian* Tuesday September 20, 2016, p.2
20. Of all freedom, the most important is the freedom to be you. **Jim Morrison**, Youth Magazine, *The Guardian*, Sat. September 24, 2016, p.44.
21. Be a good listener. Your ears will never get you in trouble. **Frank Tyger**, PANORAMA page, *The Guardian* Monday September 26, 2016, p.2
22. Be not simply good; be good for something. **Henry David Thoreau** PANORAMA page, *The Guardian* Thursday September 22, 2016, p.2
23. Don't promise when you're happy, don't reply when you're angry; and don't decide when you're sad. **Henry Beecher** PANORAMA page, *The Guardian* Wednesday September 28, 2016, p.2
24. Don't speak unless you can improve the silence. **Socrates** PANORAMA page, *The Guardian* Thursday September 29, 2016, p.2
25. Never fear (the audience) or despise it. Coax it, charm it, interest it, stimulate it, shock it now and then if you must, make it laugh, make it cry, but above all...never, never, never bore the hell out of it. **Noel Coward** reported by **Eghosa Imasuen**, *The Guardian*, Sept. 30, 2016, p.19
26. If you talk to a man in a language he understands, that does to his head. If you talk to him in his language, that goes to his heart. **Nelson Mandela** PANORAMA page, *The Guardian* Wednesday October 5, 2016, p.2
27. Try to be a rainbow in someone's cloud. **Maya Angelou** PANORAMA page, *The Guardian* Thursday October 6, 2016, p.2

28. Management is doing things right; leadership is doing the right things. **Peter Drucker** PANORAMA page, *The Guardian* Monday October 10, 2016, p.2
29. Happiness is not something ready made. It comes from your own actions. **Dalai Lama** PANORAMA page, *The Guardian* Monday October 10, 2016, p.2
30. We make a living by what we get, but we make a life by what we give. **Winston Churchill** PANORAMA page, *The Guardian* Tuesday, October 18, 2016, p.2
31. We shall never know all the good that a simple smile can do. **Mother Teresa** PANORAMA page, *The Guardian*, Wednesday October 19, 2016, p.2
32. Cherish your human connections—your relationships with friends and family. **Barbara Bush** PANORAMA page, *The Guardian*, Thursday October 20, 2016, p.2
33. The enemy of my enemy is my friend – First Lady Michelle Obama at Campaign rally for Democratic Party's Presidential Candidate, Hillary Clinton.
34. Success is not final, failure is not fatal: it is the courage to continue that counts. **Winston Churchill** PANORAMA page, *The Guardian*, Monday October 31, 2016, p.2
35. Our greatest weakness lies in giving up. The most certain way to succeed is always to try just one more time. **Thomas A. Edison** PANORAMA page, *The Guardian*, Monday October 31, 2016, p.2
36. Your time is limited, so don't waste it living someone else's life. **Steve Jobs**. PANORAMA page, *The Guardian*, Wednesday November 2, 2016, p.2
37. The secret of getting ahead is getting started. **Agatha Christie** PANORAMA page, *The Guardian*, Tuesday November 1, 2016, p.2.
38. Clothes don't make people, but clothes definitely introduce them. You will always be addressed the way you're dressed from your head to your toes. **Iyore Ogbuigwe**. *The Guardian*, Friday Nov. 4, 2016 p. 41

39. To be yourself in a world that is constantly trying to make you something else is the greatest accomplishment. **Ralph Waldo Emerson**, *The Guardian*, Saturday November 5, 2016, 44.
40. A girl who truly knows herself is a girl that everybody else wants to know. **Mandy Hale**, *The Guardian* Saturday November 5, 2016, 44.
41. Wanting to be someone else is a waste of the person you are. **Kurt Cobain**, *The Guardian* Saturday November 5, 2016, 44.
42. Watch what you say, for the way we talk to our children becomes their inner voice. **Peggy O'Mara**, *The Guardian* Saturday Nov. 12, 2016, p.44.
43. If God can't change your word; he can't change your life. **Sam Adeyemi** *The Guardian*, Saturday Nov. 12, 2016, p. 44.
44. The secret of advancement in life lies in the ability to say the right kind of words. **E. W. Kenyon**, *The Guardian* Saturday Nov. 12, 2016, p.44.
45. VOA as at September 10, 2016  
Updated September 24, 2016  
Updated September 28, 2016  
Updated September 29, 2016  
Updated October 30, 2016  
Updated November 5, 2016



# APPENDIX IV - CORPORATE IDENTITIES

## SOME UNIVERSITIES

- \* Bowen University
- \* Covenant University
- \* University of Ibadan
- \* Babcock University
- \* FUTA



## CORPORATE BODIES

- \* First Bank PLC
- \* Guaranty Trust Bank
- \* KFC
- \* United Bank of Africa
- \* NIGERIA INSURANCE PLC
- \* Sheraton Hotel & Resort



## FOOTBALL CLUBS

- \* Arsenal
- \* Chelsea FC
- \* Enyimba FC
- \* Shooting Stars Sport Club



## MANUFACTURING INDUSTRIES

- \* Adidas
- \* Lafarge
- \* Motorola
- \* Nestle
- \* Honeywell
- \* Dangote Group of Companies



## TELECOMMUNICATION OPERATORS

- \* MTN
- \* Glo
- \* Airtel
- \* Visafone



## FEDERAL GOVERNMENT



## STATE GOVERNMENT

- \* Ogun State
- \* Delta State
- \* Oyo State



## FAITH-BASED ORGANIZATIONS

- \* RCCG
- \* MFM
- \* LIVING FAITH
- \* DAYSTAR
- \* COZA



## AIRLINES

- \* British Airways
- \* Etihad
- \* Turkish Airlines
- \* Arik
- \* Virgin



## TELEVISION STATIONS

- \* Channels
- \* Ait
- \* CNN
- \* ONTV
- \* NTA

