

File: ETR 109
Campaign K
First Meeting with Crossroads
February 11, 1960

Date: February 16, 1960

To: Abbas, Effendie, Oluoch, Shadare, Santoso, Reynolds, Cobun, Mason, Yoho, Calli, Patton

cc: Armstrong, Black, Callahan, Curl, Cunningham, Griswold, Guss, Faris, Frye, Kesler, Knowlton, Koontz, Larson, Moldstad, Marfleet, Patron, Porter, Ritchie, Rowe

From: Le Ba Do, Recorder

Today, February 11, the weather was cold, with snowflurries. The group met at Rogers C at 12 noon, sharp, to start for Indianapolis. Mr. Reynolds drove an IU station wagon and after an hour and twenty minute drive, we arrived at Crossroads.

We were greeted by Mr. Al Calli who introduced us to Mr. Patton, Director of the Center. After shaking hands with all of the group, he invited us to step in into the Conference Room for our meeting. Mr. Reynolds introduced the group, after giving a copy of the group's photograph to Mr. Calli and Mr. Patton. Each of us presented a brief introduction as to home country, background, and job.

Mr. Reynolds then stated the different functions of the group, e.g., chairman, recorder, etc., which are rotated in order that each will receive different experiences.

Mr. Calli and Mr. Patton expressed their pleasure in having the group with its various past experiences to work with on this common project.

An introduction by Mr. Patton pointed out that the Crossroads Rehabilitation Center was founded in 1943 and that Rehabilitation is quite new. There are still many people who don't know what Crossroads is doing.

In the past, Crossroads has had programs on TV with the exception of last year. They have produced two films. These will be shown to us in order to give us a general idea of Crossroads activities. It was pointed out that there are members of their own staff who don't fully understand what the main activities are or the good of the Center. They have also produced brochures, photographs and other visual materials in order to promote their activities during the past years and their films have been shown at least 300 times to different audiences. Mr. Patton expressed that public relations is very important in order to inform people about rehabilitation.

The following are the main areas to consider for a campaign:

1. The Vocational Training Services
2. The Nursery School (for taking care of children)
3. The Recreation Program

Mr. Patton mentioned that Crossroads is the largest center for complete rehabilitation and the current need is to publicize their program in vocational rehabilitation.

Mr. Calli pointed out that most available jobs for handicapped persons who have been rehabilitated at the Center fall into three categories: unskilled jobs, semi-skilled jobs, and skilled jobs. Patients are placed in a job on the basis of a number of factors. The Center thoroughly tests and trains the patient before job placement.

Following are questions which were raised by the campaign group and answered by Mr. Patton and Mr. Calli.

Q - What is your immediate public relations problem?
A - To publicize our vocational rehabilitation program.
- To obtain sub-contracts and encourage employers to hire the handicapped.

Q - What kind of audience do you want to reach?
A - The general public, handicapped persons, social and service clubs.

Q - What have you done previously?
A - We have produced two films, made brochures, photographs, and other visual aids and have had TV programs.

Q - What kind of AV materials do you want to use?
A - A combination of all - motion picture for general public, clubs, etc.; filmstrip or color slide for businesswomen.

Q - To what extent or limitation of the area do you expect to launch this campaign?
A - Marion County which includes about 600,000 people.

Q - What change do you want to bring about in your audience?
A - To inform the public that the handicapped can be trained to become a good worker and be self-sufficient and to correct the misunderstanding of businessmen who thinks that handicapped people couldn't do a good job.

Q - What are the present attitudes of your audience?
A - There are no surveys on this, but we need direct contact with handicapped people and persuade businessmen to give us more sub-contracts.

Q - What are the political affiliations in the county?
A - Most of the people are Democrats; however, the Governor is a Republican. The people often cross party lines during our elections.

Q - How will the materials be used and when?
A - It depends on the kind of AV material you should like to produce. It might be possible sometime in May to sponsor an open house. However, it needs to be pointed out that during May, it is difficult to obtain free advertising or to capture the people's interest because of the overwhelming interest in the 500 mile automobile race. Our objective is:

1. To increase subcontracts
2. To train more handicapped workers
3. To educate the public and the handicapped;

To create in the general public's mind a favorable attitude with regards to the handicapped person's ability to produce high quality work.

There are 175 firms who have subcontracts with Crossroads.

Open houses have been given by Crossroads.

It is desirable to reach to the firms which already have subcontracts with Crossroads to persuade them to provide new subcontracts.

There are four main newspaper sources in Marion County: the Indianapolis Star, Indianapolis News, Indianapolis Times, plus local community newspapers. The latter is not to be overlooked as a potential factor.

Dr. Roger Caulson, a psychologist at the Rehabilitation Center, gives a case report on each of the patients, once a week every Tuesday, from 8 to 9 A.M. We have been invited to attend next Tuesday's staff meeting at Crossroads at 8 A.M., CST.

After the meeting, a general staff meeting will be held at the same place. By attending these meetings next week, we hope to get a better insight into how the Crossroads Rehabilitation Center functions.

Our discussion ended at 3 p.m. CST. Before going back to I.U., we were treated to some refreshments. We left CR at 3:30 p.m., CST, and arrived at the I.U. campus at 5 p.m.

Effendie, the current photographer, took a number of photographs to document our first meeting with Crossroads.

File: ETR 109
Campaign L
February 17, 1960

Date: February 17, 1960

To: Dr. Joseph Taylor

cc: Armstrong, Assedri, David, Ortiz, Saeed, Saleem, Suk, Cobun, Black, Callahan, Curl, Cunningham, Griswold, Guss, Faris, Frye, Kesler, Knowlton, Koontz, Larson, Moldstad, Marfleet, Patron, Porter, Reynolds, Ritchie, Rowe, Fox, Bynum

From: Zacarias Ortiz, Chairman for Campaign L

We have decided to work in the area "To motivate people to keep their houses clean with particular emphasis on backyards." We would therefore be grateful if you would answer the following questions regarding the campaign.

1. What are some of the organizations from which we can get help regarding the campaign? What kind of help can they give respectively and how can they best be approached? Which of them would you think would be most helpful to contact directly?

For example: State organizations, e.g. Board of Health
Redevelopment
Commission, etc.

Nationwide organizations, e.g., "Action" or
A.C.I.N.
Radio and television
Newspapers - daily or weekly
Local organizations in the area, e.g.,
Churches
PTA and schools
Political
Civic and fraternal

Any others that may help?

2. Will it be possible to connect this campaign with the "clean up, paint up and fix up" programs in the spring?
3. What is the structure of the audience? Educational background, political, religion, economic, vocational activities and recreation, influential persons, etc.
4. What is the population in this area (Census Tract 20) and what types of houses do they live in? Are there any detailed maps of the area available?

5. Have there been any former attempts at same problem; if so, when, by whom, and with what result?
6. How would the people benefit from the campaign of this nature?
7. What have been some of the consequential diseases in this area?

File: ETR 109
Campaign L
Report of Visit to Flanner House
February 11, 1960

Date: February 22, 1960

To: David, Ortiz, Saeed, Saleem, Yang, Armstrong, Friedberg, Taylor, Fox, Bynum

cc: Black, Callahan, Curl, Cunningham, Griswold, Guss, Faris, Frye, Kesler, Knowlton, Koontz, Larson, Moldstad, Marfleet, Patron, Pett, Porter, Reynolds, Ritchie, Rowe, Stevens

From: John Assedri (Recorder)

Dr. Taylor extended a hearty welcome to the members of Campaign L and invited them to feel free and at home while in Flanner House. He paid compliments to the former groups and hoped and felt that the present group will do the same type of work.

He outlined the problems and experience he had had with the other groups for the past three years in these areas:

1. Better Breakfasts
2. Free medical examination
3. Hearing test

He mentioned that the achievements were remarkable.

He further elaborated on such campaign ventures and said that concentration focus should occur where help is required most. Though it is always good to be able to measure the results in a reasonable time for this gives hope to the members of the group for their future work in their back-home situations, he maintained that a change looked for should be lasting. He also held that working together as a group with a common purpose on a particular problem will in itself bring growth to each member of the group.

Possible Problem Areas

1. Publicity of the work of the Agency.

Dr. Taylor felt that there was a need to educate the public of the work of the Agency in order to capture the varied aspirations of the community.

2. Population distribution.

There existed a gap between the old aged who were functionally illiterate and the youth. There is room for motivating existing facilities in Adult Education and felt that a campaign in this area would be invaluable.

3. Communicable diseases.

Dr. Taylor maintained that this was another area where a campaign could be launched in a particular area. E.g.: spread of tuberculosis, etc.

4. Housing.

This presented another opportune area where intensive physical changes in existing living conditions could be achieved through motivation, ramification and campaign as a whole. He felt too that this area presented problems which would involve the group most in respect to their respective back-home situations and mentioned that public health offices and educators would probably give a hand.

The group was invited to air their reactions to the classifications offered. Mr. Saleem extended his appreciation of the problems and suggested sanitation (health) as a possibility. Mr. Saeed wondered whether Dr. Taylor had any specific area in mind that the group might tackle since he did not wish the group to duplicate any of the campaigns. To this, Dr. Taylor felt that stress should be laid on the experiences the group should have in the light of working with the Agency. The campaign should be alive and meaningful and be enunciated in a total development for all members and should have tangible and far-reaching results which bring a sense of pride. He expressed that the final choice depended on all members of the group.

Mr. Saeed agreed to this but mentioned that a specific area would focus attention and solve the difficulty of choice while still giving the group the needed experience. Dr. Taylor warned that this might make the group feel a routine job which would narrow down the experiences considerably.

Mr. Assedri suggested a possible area could be housing which offered a chance to improve sanitation and general uplifting of the standard of living. Miss David supported this view and went further to ask Dr. Taylor's guidance in the group's choice. While the chairman, Mr. Ortiz, suggested sanitation, Mr. Yang implied that any choice the group might come to would suit him while regretting that he required more information about the Agency as a whole. Since this required further explanation, Dr. Taylor demonstrated the need for the work in the area.

Mr. Armstrong was asked to give his opinion. He felt that there was certainly a need in that area, which offers a very good opportunity for leadership training while feeling that it is a real problem and is likely to find counter part in other situations, he, however, mentioned that the campaign in this area would be a rather difficult one in the initiation of a workable approach.

Dr. Taylor responded that he realized the difficulty of approach but held that there is a room to choose from such a complexity.

Mr. Assedri wondered whether Dr. Taylor would care to mention some of the drawbacks the former groups met. He was informed that apart from lack of early planning, proper time schedule and the fact that there was little allowance for individual group growth, there was nothing serious.

It was suggested that the group visit some of the areas under consideration for more intimate acquaintance with the area, and after introduction to Dr. Blackburn, director of Flanner House.

The group left for Bloomington in the late afternoon.

File: ETR 109
Campaign L
Report of Meeting-
February 9, 1960

Date: February 22, 1960

To: David, Ortiz, Saeed, Saleem, Yang, Armstrong, Friedberg, Taylor, Fox, Bynum

cc: Black, Callahan, Curl, Cunningham, Griswold, Guss, Faris, Frye, Kesler, Knowlton, Koontz, Larson, Moldstad, Marfleet, Patron, Pett, Porter, Reynolds, Ritchie, Rowe, Stevens

From: John Assedri (Recorder)

The first business of the meeting was the assignment of group roles and the following were elected to hold the respective roles for two weeks when new assignments will be initiated.

Chairman -	Zac Ortiz
Recorder -	John Assedri
Administrative	
Executive -	Marlene David
Photographer -	El Tayib Saeed
Equipment	
Manager -	Yang Han Suk
Coordinator -	Muhammad Saleem

The aim of the visit to Flanner House on Thursday, February 11th, was reviewed and met with the approval of the group.

At 10:00 A.M., the group listened to a talk given by Mr. Friedberg who had managed a similar campaign two years before. He gave a rough picture of the former campaign which was in Health Service area and mentioned some methods used to communicate. After touching on the results of the campaign he recommended to the group that they should set themselves dates for their activities and make as many trips as necessary to make contacts and consultations.

As part of previous research the group saw a film "The Campaign Report" by the 1957 group. In addition, Mr. Friedberg showed some slides on the activities of his group.

Before adjourning the group suggested the type of questions that might be put to Dr. Taylor.

1. Classification of the objectives
2. Urgency of the problems
3. Duplicating former campaigns
4. The publicity of Flanner House, etc.

File: ETR 109
Campaign K
Second Meeting with Crossroads
February 15, 1960

Date: February 24, 1960

To: Abbas, Effendie, Oluoch, Shadare, Santoso, Reynolds, Cobun, Mason, Yoho, Calli, Patton

cc: Armstrong, Black, Callahan, Curl, Cunningham, Griswold, Guss, Faris, Riedberg, Frye, Kesler, Knowlton, Koontz, Larson, Marfleet, Moldstad, Patron, Pett, Porter, Ritchie, Rowe, Stevens

From: Le Ba Do (Recorder)

At 5 A.M. sharp, Mr. Reynolds, Effendie and Mr. Do were present at Rogers C. The other members came in late, so we could not leave for Indianapolis at the indicated time, specified at the meeting of February 14. We departed for Indianapolis at 5:30 A.M. on a snowy morning. After an hour's drive, we stopped at Martinsville to have breakfast, then continued on to Crossroads. We arrived at CR about 7:30 A.M. (8:30 Indianapolis time), a little late for their meeting was going on. We were introduced to the staff in the Conference room and then sat in on their meeting. Dr. Coulson, the psychologist, was not able to attend the meeting this morning. The conference consisted of the staff of 15 women and 4 men including Mr. Price from the State Department of Rehabilitation. At the meeting, we observed their ways of reporting about the patients, their treatment and the patient's behavior, etc.

During the meeting, Mr. Calli showed a few charts which depicted progress in the following areas:

- Physical therapy
- Occupational therapy
- Nursery
- Recreation
- Volunteers
- Activities of daily living
- Vocational shops
- Speech therapy
- Pre-vocational shops

One chart showed that the month of January, 1960 had the largest income CR has had in four years.

After about 30 minutes, the meeting ended and everyone went back to their jobs and we had a short talk with Mr. Price, knowing that we might have further opportunity to work closely with this gentleman at State Department of Rehabilitation. Mr. Price comes to Crossroad twice a week for meetings. After the departure of Mr. Price, Mr. Calli took us to Mrs. Mahan, head of the vocational testing services. From this lady, we learned general ideas about

her services. The patient, after having been examined by the psychologist, is sent to Mrs. Mahan for vocational testing. A complete testing may take as much as three weeks. Most of the handicapped people sent to CR are recommended by private doctors or by the State Department of Rehabilitation. Mrs. Mahan has an average number of 25 persons during a 3-week testing period. During testing, she evaluates and determines the physical capacity, vocational interests and aptitudes of her patients.

She provided each of us with a sample of the testing forms and explained how she works with these tests. Some of the patients are deaf, dumb, or have arms paralyzed by defects of polio, etc. She has to give to each of these people a suitable test. We observed her workshop with 6 or 8 men and women and young girls who were taking vocational tests. We saw different people being tested for different jobs; one was folding envelops, another taking a pencil-and-paper test, etc.

After this department, we visited the workshop where silkscreening was in operation. These jobs are sub-contracted with outside firms. Here we saw people who were really busy; some were assembling fishing hooks; others were putting glue on a cardboard display by screening; and others were using the handpress to glue objects. Around the big room, we saw many people busy sorting paper envelops, and putting them into boxes. We observed each step of the operation. All were handicapped but the quality and quantity of work which they produced were really good and possibly even normal persons couldn't do any better. We saw some who were handicapped in their legs sitting in their wheelchairs gluing paper to part of a blotting pad. This workshop is headed by Mr. Harris who has had much experience in supervising handicapped people. It is really difficult to communicate to some of the handicapped because some are mentally retarded, others are deaf or dumb. He has to use a special hand sign language in order to communicate with them, but we found these people working under good conditions, and the best of understanding.

Mr. Jones, one of the important men in the Center, works closely with Mr. Calli in getting sub-contracts for CR. Thanks to him we knew that a handicapped person working at CR gets 90% of the sub-contract; the other 10% is paid to the Center for light, water, and building maintenance. All of the handicapped people are paid on a piece rate and are placed into different working groups on basis of ability in order to avoid jealousy which might result from more pay due to the fact that one works faster than another and thus can produce more.

Mr. Jones' main job is contacting directly with a firm. His objective is to meet directly with the boss of the business organization, then the substitute person who is in charge of purchasing for the business.

From time to time, he revisits a business firm or phones just to remind the client about possible sub-contracts. He explains to the client about the benefit to be gained if they sub-contract to CR, that CR can do the job cheaper with the same quality of work.

In order to sell his idea, Mr. Jones may mention to a new client some of the companies around the state for whom CR has done sub-contract work. He tries to persuade the client by all means. Mr. Jones is very sympathetic, has a pleasant personality, and is a smart man.

Afterwards, Mr. Calli summarized our orientation day. He mentioned the need for AV materials such as: slides, brochures, photographs, and motion pictures, and the campaign audience as: employees, handicapped people, and the general public.

File: ETR 109
Campaign L
Report of Meeting-February 5, 1960

Date: February 22, 1960

To: David, Ortiz, Saeed, Saleem, Yang, Armstrong, Friedberg, Taylor, Fox, Bynum

cc: Black, Callahan, Curl, Cunningham, Griswold, Guss, Faris, Frye, Kesler, Knowlton, Koontz, Larson, Moldstad, Marfleet, Patron, Pett, Porter, Reynolds, Ritchie, Rowe, Stevens

From: John Assedri (Recorder)

Group "L" working with Flanner House, under the guidance of Mr. Armstrong held its first meeting on Friday, the 5th of February. Mr. Armstrong introduced himself to the group and asked other six members to do the same so that they knew the extent of each member's experience.

After the introductions, Mr. Armstrong informed the group that he had called Dr. Taylor of Flanner House, who outlined possible areas of the campaign as:

1. Publicity of the Agency to combat misunderstanding of its aspirations among the members of the community.
2. Housing
3. Population distribution, in particular: old age problem
4. Diseases

The group demanded a fuller explanation of these areas and decided that a visit be made to Indianapolis on February 11 when Dr. Taylor would be available. It was further stated that the group will find out more about the problems and experiences it wishes to include in the program, and seek closer knowledge of the predominant needs in relation to those of Flanner House.

The group asked for records of the former groups and Mr. Armstrong informed them that he had arranged to bring one of the managers to give a talk to the group. Films and slides were suggested.

File: ETR 109
Campaign K
Group Meeting
February 14, 1960

Date: February 24, 1960

To: Abbas, Effendie, Oluoch, Shadare, Santoso, Reynolds, Cobun, Mason, Yoho, Cailli, Patton

cc: Armstrong, Black, Callahan, Curl, Cunningham, Griswold, Guss, Faris, Friedberg, Frye, Kesler, Knowlton, Koontz, Larson, Moldstad, Marfleet, Patron, Pett, Porter, Ritchie, Rowe, Stevens

From: Le Ba Do (Recorder)

The purpose of this meeting was to discuss tomorrow's meeting (February 15th) with Crossroads, and to determine the time of departure and place where to meet in the morning at 5 A.M.

Following a general orientation tour of Crossroads we plan to bring up some specific questions at a meeting with Crossroads.

Tomorrow, Dr. Coulson, a psychologist at the Center, will hold a weekly meeting of the staff, which we will attend, and reports on patients will be read and new suggestions for treatment were brought up. We hope to meet Dr. Coulson and shall have the opportunity to know about different steps of vocational rehabilitation, performance, tests, psychological tests, ability tests, etc. Also, we want to know:

1. How they operate the Center.
2. How the patient is admitted to the CR.
3. The campaign audience.
 - a. Their purpose and what media CR wants to use.
4. Their social works.
5. To review the films again.

There was no further comment and the meeting adjourned after 45 minutes of discussion.

File: ETR 109
Campaign L
Report of Meeting
February 18, 1960

Date: February 26, 1960

To: David, Ortiz, Saeed, Saleem, Yang, Armstrong, Friedberg, Taylor, Fox, Bynum

cc: Black, Callahan, Curl, Cunningham, Cobun, Griswold, Guss, Faris, Frye, Kesler, Knowlton, Koontz, Larson, Moldstad, Marfleet, Patron, Pett, Porter, Reynolds, Ritchie, Rowe, Stevens

From: John Assedri (Recorder)

The campaign group spent most of the morning in research and met early in the afternoon to discuss the available resources. At 2:00 p.m., the group was given some of the old records and brochures of the former activities with Flanner House and the members had a rough look through them.

Mr. Saleem said that he read some passages from some magazines published by World Health Organization (WHO) which he thought might help the group in the making of communication media. He further suggested films which he thought might help the group:

1. Community Health and You
2. Let's Be Clean and Neat
3. Health Careers
4. The House Fly
5. Indianapolis Attacks Its Slums

He mentioned that these were available in the AV Center film library and the group agreed to preview these and make further research in the library.

Factual passages were read from "Aspirational Fulfilment Among Adults On Lower Socio-Economic Levels with Implications for Adult Education."

Before adjourning, the group assigned new roles for another fortnight to the following members:

Marlene David	Equipment Manager
Saeed El Tayib	Recorder
Saleem, Muhammad	Executive Administrator
Yang, Han Suk	Coordinator
Ortiz, Zacarias A.	Photographer
Assedri, John	Chairman

The group decided to visit Flanner House on Tuesday, February 22nd.

File: ETR 109
Campaign K
Group Meeting
February 18, 1960

Date: February 29, 1960

To: Abbas, Effendie, Olucch, Shadare, Santoso, Cobun, Reynolds, Mason, Yoho, Patton, Calli

cc: Armstrong, Black, Callahan, Curl, Cunningham, Griswold, Guss, Faris, Friedberg, Frye, Kesler, Knowlton, Koontz, Larson, Moldstad, Marfleet, Patron, Pett, Porter, Ritchie, Rowe, Stevens

From: Le Ba Do (Recorder)

All of us were present at Bldg. I, except Mr. Shadare who was not able to attend this meeting due to his departure for Washington.

First, we reviewed what occurred at the last meeting and the orientation dat at CR. Then we discussed the need of AV materials to be used by CR and the kind of AV material suitable to the audience of CR. There are 3 kinds of audience we have to reach:

1. Employers
2. Handicapped people
3. General public (housewives, doctors, women, clubs, organizations, etc.)

All the members of the group agreed upon the following materials to be used in reaching the employers:

Brochures, slides, film strips, and photographs (album or flip chart)

We want to bring the following questions to Mr. Calli at our next meeting in Indianapolis. We want to know from Mr. Calli:

- What general public do we want to reach?
- Which employers do we want to reach?
- Is a survey needed?
- - We desire to have a survey for evaluation purposes, one before using the AV materials and another after using the AV materials.

I. Employers

1. What kind of employers does CR want to reach?
2. Where are they living?
3. What is the general age?
4. What per cent of businesses are run by women?
5. What time is most convenient to see these employers?
6. What are the opinions of these employers toward CR?
7. Do employers belong to service organizations, clubs?
8. What kind of organizations?
9. On what do you base your opinion? Facts? Intuition?

(Important facts can be obtained from a survey.)

10. Are women who run business more favorable toward handicapped people?
11. Is the man who operates a large company more favorable to handicapped people than one who operates a small business?
12. What kind of reception do you expect to have from employers?
13. Do you find companies who do not have unions will hire the handicapped more readily than those who have unions?
14. How about privately-owned businesses?

II. Handicapped (Receiver)

1. How many handicapped people are there in this county?
2. What part of the county are the most number of handicapped people located?
3. What age? Adults or children?
4. Are most cases of handicapped individuals born with defects or acquired by accident?
5. Does CR convince these handicapped people to come to be treated at CR or do doctors recommend them?
6. Do the handicapped have their own club or organization?
7. How can they reach CR?
8. Do any other institutions or organizations have information on the handicapped?
9. How is a handicapped person admitted to CR?
10. Do you work with blind people?
11. How are the handicapped transported to and from CR?
12. Is the transportation free?

III. General Public (Receiver)

1. How much of the general public already knows about CR?
2. What constitutes the general public?
High school group? Laboring class? Housewives?
Doctors? Lawyers? Age? What economic class in the society?
3. What public have you already reached?
4. Do you want to return to the same public with new materials?
5. With what group were you most successful last year?
6. What group showed most interest in your program last year?
7. Are there any association or clubs where the various prepared media could be shown?
8. What is the best time and place to meet them?
9. What kind of behavioral change do you want to bring about with the general public? Informational and attitude?
Or do you want them to take some sort of action on behalf of CR?
10. Do you want to encourage groups to take CR in order to introduce them to your program?

11. Do you want to have more people visiting CR and what materials would be shown to these people?
12. What about orthopedists, manufacturers, and retailers? Are they a public which you want to reach?

During our discussion, Mr. Reynolds recorded on large sheets of paper posted around the room the information we currently have regarding our client and audiences. Information was listed under the following headings:

WHO - sender (CR)
WHAT - message
WHEN - Time
HOW - Media
WHERE - Setting
WHOM - Receiver (Audience)
and WHY - Behavior change

We concluded that we need more information from Mr. Calli at our next meeting with CR scheduled for next Thursday. However, we want to save time and requested Mr. Reynolds to call Mr. Calli by phone and arrange to meet them on Tuesday, February 23, instead. We hope to leave IU on February 23 for Indianapolis at 8:00 A.M.