

# ***The Certificate Program in Corporate Community Relations***

***Management training for the professional  
development of the community relations  
manager.***

## 1991

***Winter Institute***  
***January 22-25, 1991***  
Scottsdale, Arizona

***Spring Institutes***  
***March 12-15, 1991***  
***May 7-10, 1991***  
Boston

***Fall Institutes***  
***September 10-13, 1991***  
***November 12-15, 1991***  
Boston

***Strategic Planning***  
***December 4-7, 1990***  
San Francisco

***April 23-26, 1991***  
***October 22-25, 1991***  
Boston

***Operational Planning***  
***June 11-14, 1991***  
Boston

***Program Evaluation***  
***March 20-22, 1991***  
***October 9-11, 1991***  
Boston



The Center for  
Corporate Community  
Relations  
at BOSTON COLLEGE

# The Institutes

**Y**our Institute gives community relations managers the "hands-on" skills necessary for needs assessment, issue analysis and planning, and designing an effective community relations program. I and many of Digital's CR representatives have attended your Institute to develop and enhance these skills."

— *Lewis T. Karabatsos*  
Corporate Community Relations  
Communications Manager  
Digital Equipment Corp.

**A** comprehensive program of training for community relations professionals offering excellent "how to" advice in all critical aspects of the function, both from very capable instructors and from sharing experiences with participants. Our ability to work with others in our community to improve the quality of inner city education programs has been greatly enhanced as a result of lessons learned at this Institute."

— *Robert B. Rogers*  
Vice President of Community Affairs  
Marion Merrell Dow, Inc.

... a three-day comprehensive "how to" training seminar designed exclusively for the corporate community relations professional.

Corporate community involvement has been expanding rapidly since the 1970s, due in part to government initiatives and urgings as well as in response to the growing awareness that corporations are not isolated from their external environments. Companies now recognize that a community's health and quality of life have a profound effect on a company's goals and objectives. Consequently, the identification of community issues and their impact on the corporation has become a function of modern management.

The Institutes on Corporate Community Relations were developed by The Center to help corporations improve their community relations programs. Introduced in 1983, the Institutes are now offered five times annually. The Institutes emphasize needs assessment, issue analysis, strategic planning, operational planning and program evaluation. They are ideally suited for the manager who is new to the community relations field and for those interested in improving their strategic management skills.

Community relations professionals will learn strategies and techniques for:

- ◆ analyzing community structures and decision behavior;
- ◆ identifying emerging community issues;
- ◆ developing targeted program responses to community issues.

Limited to a maximum of 24 participants, each three-day Institute is intensive and highly interactive. Participants will leave the program with information and resources that will enable them to strategically manage the community relations function. And in addition, participants will have established an invaluable network of professional colleagues.

**January 22-25, 1991**  
Scottsdale, Arizona

**March 12-15, 1991**  
Boston

**May 7-10, 1991**  
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Boston

## Program

### Tuesday evening

- ◆ Introduction and Institute overview

### Wednesday

- ◆ Identifying and analyzing community structures and leadership; needs assessment techniques.
- ◆ A formula for designing a comprehensive corporate community relations program.
- ◆ Setting measurable objectives for program planning and evaluation.
- ◆ Working in teams, participants will develop an action plan for responding to three case problems: establishing an employee volunteer program, setting a contributions policy, and developing a business-school partnership.
- ◆ A CEO's view of community relations: an informal discussion with a CEO committed to community relations.

### Thursday

- ◆ Problems in managing the community relations function.
- ◆ Identifying emerging social issues and setting priorities for planning.
- ◆ Conducting a stakeholder analysis; framing an issue.
- ◆ Preparing a strategic management response to an emerging community issue.
- ◆ Developing and implementing a media plan.

### Friday

- ◆ Presentation of case assignments, followed by analysis and critiques.
- ◆ Developing internal program support and recognition.
- ◆ Guidelines for action planning and program evaluation.

# Strategic Planning

**T**he Strategic Planning Seminar helped me to develop strategies for an international community relations project. Through the active dialogue and team participation of our workshop, I carried back to my company a framework for our future direction."

— Jan Tratnik  
Manager, Public Affairs  
Morton International, Inc.

**F**abulous seminar! Both innovative and practical tools to take directly back to the workplace. Structured so as to maximize individual benefits in small interactive group exercises."

— Carol Hoffman  
Vice President, Community Relations  
The Irvine Company

*... a three-day skill-building seminar on strategic planning for the community relations professional.*

Over the past twenty years the practice of strategic planning has gained wide acceptance in most major corporations as a remarkably successful means for determining courses of action in increasingly uncertain environments. Its success has had a profound influence on almost every aspect of management, from marketing to production to human resources and, more recently, to corporate community relations.

Designed exclusively for the community relations professional, the purpose of the seminar is to help participants gain a deeper understanding of the development of corporate and divisional strategy, and to provide a method which enables them to begin the process of strategic planning for the community relations function. By exchanging ideas on the strategic direction of the community relations function, participants will examine the philosophy, mission and purpose of community relations.

After attending the program participants will:

- ◆ have a thorough understanding of the strategic planning process;
- ◆ be able to evaluate the strengths and weaknesses of strategic plans and the planning process;
- ◆ develop a set of skills in designing and implementing strategic plans;
- ◆ begin to produce a strategic plan in community relations for their own company.

Limited to 24 participants to facilitate interaction with colleagues and individualized faculty coaching, the format includes lecture-discussion, case analysis, individual and group assignments. Prior to the seminar, participants will receive instructional materials and worksheets which will assist them in developing their strategic plan.

**December 4-7, 1990**

San Francisco Bay area

**April 23-26, 1991**

Boston

**October 22-25, 1991**

Boston

## Program

### Tuesday evening

- ◆ Introduction and program overview

### Wednesday

- ◆ Overview of strategic planning: objectives, conceptual framework, resource requirements, success factors.
- ◆ Organizational Assessment: analysis of your company's strategic direction and planning process.
- ◆ Environmental analysis: development of a framework for analyzing your company's internal and external working environment; assessment of micro and macro environment.

### Thursday

- ◆ Strategy Selection: ways to select, develop, implement and evaluate a community relations strategic plan, using issues as a framework (identifying, analyzing and prioritizing issues).
- ◆ Strategy implementation: the politics of implementation; methods for overcoming resistance to change.

### Friday

- ◆ Writing the Strategic Plan: individual faculty consultation on strategy selection.
- ◆ Plan presentations, followed by critique and evaluation.

# Operational Planning

**O**perational Planning is yet another example of the excellence and professionalism embodied in the programs offered by The Center."

— *C. Carl Dangel*  
Director of Government Affairs  
GenCorp

**T**he Operational Planning Seminar combines theory with solid, practical techniques for implementation. I left the seminar with a neighborhood plan that I put into action the next week. If you go to just one seminar during the year, you can't miss on this one. I was challenged by the instructors, stimulated by the other participants, rewarded with new ideas — and I had fun!

— *Dan La Grande*  
Director of Marketing & Community Relations  
Providence Medical Center

*... a three-day skill-building seminar on operational planning for the community relations professional.*

In order to meet today's business challenges on both an individual and organizational level, it is imperative that operational planning be effectively practiced by the community relations professional.

Operational planning is the implementation arm of strategic planning. While strategic planning helps to create the vision and direction for the future, it is only through operational planning that this vision and direction can be implemented. An effective operational plan allows the manager to reach optimum performance with clear direction toward the desired result. It clearly defines what will be accomplished, how and when this will take place and who will be held accountable.

Designed specifically for the community relations professional, participants will learn a set of skills and techniques used in planning, implementing and evaluating which can be applied to any problem they face in carrying out their function. They will learn:

- to translate problem statements into objectives and identify criteria for success;
- to determine the most feasible strategies for reaching these objectives;
- to develop action steps for accomplishing selected strategies;
- to use evaluative criteria for measuring program success.

The seminar is limited to a maximum of 20 participants to ensure focused, individualized faculty coaching and interaction with colleagues. In addition to group activities, participants will have opportunities to work on their individual operational plan for implementing an event, project, policy or program.

June 11-14, 1991  
Boston

## Program

### Tuesday

- Introduction and program overview

### Wednesday

- Relationship between strategic and operational planning.
- Planning as procedure and process.
- Basic steps in the planning process.
- Setting goals and objectives: steps leading to the development of a goal statement and preliminary objectives.
- Group and individual work.

### Thursday

- Preparing for implementation: task organization, allocation of resources, scheduling, accountability.
- Generating internal and external support for the plan: overcoming resistance to planning.
- Steps in final plan preparation: refining and rewriting preliminary objectives, constructing the action plan.
- The evaluative phase of planning.

### Friday

- Plan Presentations, followed by critique and evaluation.

# Program Evaluation

**E**xcellent overview of evaluation methods and issues.

It was a good reinforcement of the value of community relations to corporate objectives."

— Gregory L. Anderegg  
Manager, Quality of Life and  
Community Relations  
S.C. Johnson Wax

**I**t strengthened the flow from soft concepts in community relations to tangible, measurable results."

— Dominick Attanasio  
Community Relations Liaison  
Pfizer, Inc.

. . . a two-day skill-building seminar on program evaluation for the community relations professional.

The challenge for community relations professionals during the next decade will be to find more effective ways to justify community relations activities, solicit real and committed management support, and provide measurable evidence that corporate community relations produces valuable results which contribute to an organization's competitive edge and strategic goals.

How successful are your programs? Do they achieve the results originally intended? Is there any "measurable" impact or change in the quality of life in the community as a direct result of the programs implemented? Has the program had any impact on corporate image or employee productivity? How do you measure, interpret and report these results? These are critical questions which are being asked more and more frequently by senior management today.

Designed exclusively for the community relations professional, participants will learn how to develop an evaluative process for comparing a program's actual performance with its planned performance.

After attending the seminar, participants will:

- ◆ have a thorough understanding of the process of program evaluation and the relationship between the purpose of the evaluation and the methodology selected;
- ◆ have acquired skills in data collection and measurement;
- ◆ be able to design program-specific evaluation instruments;
- ◆ begin to produce an evaluation model for a company-specific program.

The highly interactive format includes lecture, discussions, presentations, analysis of case studies, and individual and group assignments with focused faculty coaching. Registration is limited to 20 participants.

**March 20-22, 1991**

Boston

**October 9-11, 1991**

Boston

## Program

### Wednesday evening

- Introduction and program overview

### Thursday

- The role of program evaluation in the planning process.
- Basic considerations in evaluation design: setting objectives; determining the purposes and uses; identifying stakeholders.
- Selecting an evaluation model.
- Steps in building the evaluation design.
- Data collection: identification techniques and use of measurement criteria, procedures and tools.
- Individual work on company-specific evaluation design.

### Friday

- Developing and conducting surveys.
- Establishing accuracy in the evaluation: reliability and validity; sampling.
- Tips in writing and presenting the evaluation report.
- Group presentation of the evaluation design.
- Individual consultation on company specific designs (optional).

# General Information

## The Certificate Program in Corporate Community Relations

The Center for Corporate Community Relations offers a Certificate in Corporate Community Relations from Boston College. The Certificate Program is organized on the basis of a credit system, with a specific number of credits awarded for each Center program attended. A certificate will be awarded upon completion of 10 credits.

<b>Institutes</b>	<b>4 credits</b>
<b>Operational Planning</b>	<b>3 credits</b>
<b>Strategic Planning</b>	<b>3 credits</b>
<b>Program Evaluation</b>	<b>3 credits</b>
<b>Center conferences</b>	<b>1 credit</b>

Each program begins with dinner and ends on Friday following lunch. Programs are taught by The Center staff. Corporate guest lecturers, community leaders, and policy experts are invited to present case examples.

### ■ Registration

Register early! Registration is accepted on a space available basis. Since enrollment is limited, the programs often fill in a matter of weeks. To ensure representation from a diverse group of companies and to promote networking, only two registrants per company will be accepted for each program.

*The full program fee is payable in advance. Make checks payable to The Center for Corporate Community Relations at Boston College.*

Complete and return the attached registration card, or call The Center for Corporate Community Relations at (617) 552-4545. A confirmation letter, lodging information, schedule details and seminar assignments will be sent to you upon receipt of your registration.

Cancellations will be accepted until two weeks prior to each program. Cancellations received after that time will be subject to a service charge of 20% of the course fee. No refunds will be made four days or less prior to each program. Substitutions may be made at any time.

### ■ Cost

The registration fee for the 1991 Institutes as well as the seminars on Operational Planning and Strategic Planning is \$990 for Center members and \$1200 for non-members.

The registration fee for the 1991 seminars on Program Evaluation is \$690 for Center members and \$890 for non-members.

The registration fee for the Institutes includes tuition, program materials and all meals, with the exception of dinner on Thursday evening. The registration fee for Strategic Planning, Operational Planning and Program Evaluation includes tuition, program materials, continental breakfasts and lunches, with dinner on the first evening. These fees do not include the cost of lodging.

### ■ Hotel Accommodations

The Winter Institute will be held at The Registry Hotel in Scottsdale, Arizona. Hotel reservations will be made by The Center staff. The rates are \$155/single and \$165/double per night.

The December Strategic Planning Seminar will be held at The Claremont Resort and Spa in Oakland, California. Reservations will be made by The Center staff. Rates are \$115/per night for both singles and doubles.

All other programs will be held at Alumni House, located on the Newton campus of Boston College. Hotel accommodations will be arranged by The Center staff at the nearby Sheraton Tara in Newton, MA. The rates are \$79 per night for either singles or doubles.

*The Center has made arrangements with Delta Airlines for discounted travel to all our training programs. To take advantage of these special fares from anywhere in the*

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### Strategic Planning

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*United States, simply call Delta Airlines at 1-800-221-1212 and refer to Special Meetings File Number B26078.*

For additional information, please contact: Michele Smith, Training Programs Assistant, The Center for Corporate Community Relations at Boston College, 36 College Road, Chestnut Hill, MA 02167, Phone: (617) 552-4545, Fax: (617) 552-8499.

# Registration



## Center Membership

Although you don't need to be a member to attend a seminar, you can receive the program discounts by signing up now for membership. Mail this application with registration information and full membership payment to: The Center for Corporate Community Relations at Boston College, 36 College Road, Chestnut Hill, MA 02167, or call (617) 552-4545.

**Yes, I would like to become a Center member**

- Multinational (\$2,000)
- Regional (\$1,000)
- Local (\$500)
- Payment enclosed
- Please bill my company

**Yes, I am interested in learning more about The Center for Corporate Community Relations, and would like to know more about the following services:**

- Membership
- Customized training programs
- Consultation
  - Program development
  - Community Leader Surveys
- Library and Information Services
- Community Relations Newsletter

## 1991 Professional Development/ Training Programs

Name

Title

Company

Address

City/State/Zip

Phone #

Fax #

Please check corresponding code from your mailing label:

- I       W       MD       N/A

### Total Amount Due:

\$

- Payment enclosed       Center Member  
 Bill my company       Non-member

### Please complete and return this form to:

Michele Smith, Training Programs Assistant, The Center for Corporate Community Relations at Boston College, 36 College Road, Chestnut Hill, MA 02167, or call (617) 552-4545.

For multiple registrations, please photocopy this registration form.

### Cancellation Policy:

Cancellations will be accepted up until two weeks prior to each program. Cancellations received after that time will be subject to a service charge of 20% of the course fee. No refunds will be made four days or less prior to each program. Substitutions may be made at any time.

## Training Programs I am interested in attending:

### Institutes

- January 22-25, Scottsdale, Arizona
  - March 12-15, Boston
  - May 7-10, Boston
  - September 10-13, Boston
  - November 12-15, Boston
- Member – \$990;  
Non-member – \$1200

### Strategic Planning

- December 4-7, 1990  
San Francisco
  - April 23-26, Boston
  - October 22-25, Boston
- Member – \$990;  
Non-member – \$1200

### Operational Planning

- June 11-14, Boston
- Member – \$990;  
Non-member – \$1200

### Program Evaluation

- March 20-22, Boston
  - October 9-11, Boston
- Member – \$690;  
Non-member – \$890

The full fee is payable in advance. Make checks payable to The Center for Corporate Community Relations at Boston College.

# Professional Development in Community Relations

**A**fter years of an outstanding relationship with The Center, attending their Institutes, hiring them as consultants to conduct training programs for our members, and using their Decision Manager Services, we have decided to enter into a closer, more formal partnership by taking out an association membership and offering the benefits to our entire membership of over 400 companies.”

— *Lisa Williams*  
*American Gas Association*

**T**he Center is the leader in professional development and networking for the CR practitioner. The rapid changes in the regulatory and legislative arena have made The Center’s Telecommunications Task Group an invaluable asset. The resources of this task group have provided timely insight and creative approaches to the new challenges facing the telecommunications industry.

— *Tim Tippit*  
*Southwestern Bell Telephone Company*

**T**he cost of our Center membership has more than paid for itself. The training programs have been extremely helpful for our professional staff, and the consultation has helped us decide on our community relations priorities and determine how to act on them. As a result, we’ve been able to invest our efforts and resources more wisely in the community.”

— *Theresa Apodaca*  
*U S WEST Communications*

**T**he critical factor in COMSAT’s acceptance of such a broad and comprehensive project was The Center’s guidance. Through the consultation process, we were guided to a leadership role and did not aim at the first easy project that came into view, and there were many presented. We avoided funding a quick, ‘Band-Aid’ approach or fad projects.”

— *Robert Hunter*  
*Communications Satellite Corporation*  
*Washington, D.C. (COMSAT)*



# The Center for Corporate Community Relations at Boston College Advisory Committee

## Partial List of Program Alumni

Adolph Coors Company  
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America West Airlines  
AmeriTrust  
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ARCO Chemical Co.  
Bank of Boston  
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Blue Cross & Blue Shield  
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Polaroid Corporation

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Southwestern Bell Telephone

Richard Trabert  
Merck & Company

Jean-Pierre Trudel  
Bell Canada

Kathleen Tullberg  
Shawmut National Corp.

Jose Villareal  
Metro. Transit Authority

Lisa Hill Williams  
American Gas Association

# About The Center

The Center for Corporate Community Relations at Boston College is the only organization in the nation committed exclusively to helping corporations maintain a positive presence in the community while improving the quality of community life. As a national educational and research organization working directly with corporate community relations professionals across the country, The Center offers a variety of professional services to assist corporations with the planning, design, implementation and evaluation of their community relations activities—services that are available nowhere else. These include:

- training programs that contribute to the professional development of corporate community relations professionals;
- preparing operating managers for their expanding community relations responsibilities;
- research activities that promote the positive interaction of corporations and communities;
- a library and database of community relations information to assist corporate community relations executives developing community relations programs;
- a monthly newsletter covering the latest news and trends affecting corporate community relations and the programs through which corporations are responding;
- consultation to aid corporations in developing and improving their programs;
- worldwide networking opportunities;
- assistance for corporations who wish to engage in activities that improve the quality of community life.

Corporate memberships in The Center for Corporate Community Relations are available for a range of \$500 to \$2,000 per year. Benefits of membership include a discount for training programs and priority notification of all seminars and institutes; a fee waiver on up to the first four consultation hours and a discounted rate on subsequent hours; multiple newsletter subscriptions; the Membership Directory, an important networking resource; advance notice and invitation to The Center's National Leaders Conference; and use of The Center's library, research materials and database on community relations activities.



**The Center for  
Corporate Community  
Relations**  
at BOSTON COLLEGE

36 College Road  
Chestnut Hill, MA 02167

Non-Profit Org.  
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