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## **Petals of Remembrance: An Applied PR Campaign for the Syracuse Abroad Centers in Relation to the 30th Anniversary of the Lockerbie Air Disaster**

Hannah Butler

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Petals of Remembrance:  
An Applied PR Campaign for the Syracuse Abroad Centers in Relation to the 30th Anniversary  
of the Lockerbie Air Disaster

A Thesis Project Submitted in Partial Fulfillment of the  
Requirements of the Renée Crown University Honors Program at  
Syracuse University

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and Renée Crown University Honors  
May 2019

Honors Thesis Project in Public Relations

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## **Abstract**

This thesis uses applied public relations research and tactics to develop, coordinate, and implement a global campaign in partnership with Syracuse University Abroad and the 30<sup>th</sup> Anniversary Committee to remember the lives of the 270 victims lost in the Lockerbie Air Disaster during the 30<sup>th</sup> anniversary year. In addition to outreach, promotion, and evaluation, this campaign primarily took the form of a global rose-laying ceremony that occurred across the world during the week of October 27-November 3, 2018 at various Syracuse University Abroad Centers. Using global public relations tactics, strategic planning, and event management, this project explored the strengths, weaknesses, opportunities, and threats of unifying the Syracuse University community in order to properly and empathetically remember disaster. This campaign has been effective in achieving its goals, as demonstrated by the participation of over 100 abroad students, the global laying of over 270 roses, and the completion of a global rose-laying ceremony event script and template to be utilized by the University for years to come. Finally, recommendations are provided for ensuring the continued success of this global effort and for universities or corporations in need of connecting with global stakeholders in light of acts of terrorism or other disasters.

## **Executive Summary**

At 7:03pm on December 21, 1988, the quiet town of Lockerbie, Scotland stood still as Pan Am Flight 103 fell to the earth in a fiery haze. On board were 259 men, women, and children who lost their lives along with 11 residents of Lockerbie on the ground – all victims of a terrorist bombing. 35 students studying abroad with Syracuse University perished that night and the community vowed to remember the students it had lost for as long as the university shall stand – a promise that has remained true to this day through an annual Remembrance Week that encourages past, current and future students to look back and act forward in memory of all 270 victims.

Now 30 years later, the Remembrance program at Syracuse University is a powerful force for change that educates the campus community on the lives of the 35 Syracuse students lost in addition to the traumas of terrorism. When I began my honors thesis project in the fall of 2017, I wanted to ensure that the global Syracuse community, most notably the abroad students, could be a part of this celebration of life as well. In conjunction with Syracuse Abroad and the 30<sup>th</sup> Anniversary Committee, I proposed, planned, and executed a global public relations campaign that strived to connect the home campus with its abroad community via a global rose-laying ceremony that spanned the Syracuse Abroad centers.

This campaign included a myriad of public relations tactics designed around two goals: (1) Connect the Syracuse Abroad centers with the home campus during 2018 Remembrance Week and (2) Enable Syracuse Abroad to continue to provide opportunities for students to look back and act forward while abroad, even after the 30th anniversary year. After dividing the campaign into three phases including outreach, promotion, and the ceremonies, the campaign went into effect in June 2018 and concluded with an evaluation in February 2019.



Although the campaign was for the entirety of the Syracuse community, it included strategies specifically targeted at two key publics: Syracuse Abroad center directors, who would spearhead the execution of and promote their specific center's ceremony; and the fall 2018 Syracuse abroad students, who would act as participants and student leaders for each center's event. Upon conclusion of the campaign at the end of Remembrance Week 2018, I evaluated the campaign efforts via individualized surveys for each target audience in addition to a focus group at Syracuse London comprised of event organizers and participants. Though this campaign did not achieve 100% participation in its inaugural year from every Syracuse Abroad center, the two primary goals were exceeded with the laying of over 270 roses worldwide and the creation of a global rose-laying script and template to be used by Syracuse Abroad long after the conclusion of the 30<sup>th</sup> anniversary year.

My campaign was effective in fostering a relationship between Syracuse Abroad and the Remembrance program, and it is my sincerest hope that this campaign will set a precedent for how Remembrance Week can and should be celebrated abroad in future years. The primary campaign finding was the overwhelming desire the Syracuse abroad students have to take part in Remembrance Week events, and this collaborative campaign made this possible. Finally, I believe that my campaign can serve as a model public relations and strategic planning process for other universities and corporations looking to unite with their global communities – whether during good times or bad.

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## **Advice to Future Honors Students**

When the going gets tough, keep on going! However, this is much easier to do when you have chosen a project that constantly excites you and you are deeply passionate about. Your topic selection is everything, so do not rush that critical stage of the process. Even after you have chosen a topic you love, I know the first year of this process will seem like an impossible uphill climb. But, as someone who is in the final days of this two-year thesis, the pride and satisfaction you will feel on submission day makes all of the meetings, late nights, and database searches worth it. Surround yourself with people who support you throughout the process because my roommate, and fellow honors senior, made it that I never had to do late nights in the library alone. Finally, set achievable goals when creating a capstone work calendar and celebrate your hard work always and often. In saying that, this thesis is brought to you by the chocolate truffles I awarded myself with after the completion of every five pages.

## **Chapter 1**

### **Introduction**

The day? December 21, 2013. The place? Trinity Church in Lockerbie, Scotland. The reason? The 25th anniversary of the Lockerbie Air Disaster. As Lockerbie citizens mourning friends and family gathered at this church 25 years after the deaths of their loved ones, friends and neighbors, the presiding minister, Father Reagan, included a powerful message in his homily: “Lockerbie: a name synonymous with murder? Yes; but even more so... Lockerbie: a name synonymous with love.”

Despite the global tragedy that occurred in this quiet Scottish town 30 years ago, the residents of Lockerbie and people from all over the world used this act of terror as an opportunity to fill the world with love, hope and kindness in memory of the 270 victims of Pan Am Flight 103. Syracuse University is no exception. Every fall, the University honors the memory of the Lockerbie Air Disaster with a Week of Remembrance that encourages students to look back and act forward in the memory of the 35 SU students and all 270 victims lost. This week culminates with the Syracuse University community looking back through a rose-laying ceremony that allows all members of the Syracuse family to remember together. However, Syracuse University community members away from the home campus during Remembrance Week have not had the opportunity to engage in the planned commemorations and activities.

In order to honor this part of Syracuse history, and upon Chancellor Kent Syverud’s request, a 30th anniversary commemoration committee was created, comprised of SU faculty, staff, and alumni in order to best celebrate this important day. In conjunction with this committee, namely Kelly Rodoski, senior communications manager/Lockerbie-Syracuse Scholars liaison in the Division of Marketing and Communications, Maria Russell, professor of

public relations and director of executive education programs at the S.I. Newhouse School of Public Communications, and Lou Berends, director of strategic & international partnerships at Syracuse Abroad, I implemented an applied public relations campaign to increase global remembrance of the Lockerbie Air Disaster in hopes of strengthening the connection between Syracuse and its seven abroad centers (in addition to the Central Europe program) during the 2018 Remembrance Week. It is crucial for students, faculty and staff both in Syracuse and at all seven abroad centers to have a deeper understanding of this global tragedy because it is an integral part of the fabric of Syracuse University. By remembering as a global community, and not just as a single campus, during this 30<sup>th</sup> anniversary year, the global impact of both our Syracuse footprint and the Lockerbie Air Disaster is further understood. Through planning and executing a global rose-laying ceremony that involved all seven abroad centers, the central Europe program, and the Syracuse campus, the SU family was able “look back and act forward” from all over the world.

Although the global rose-laying ceremony executed by this thesis was in honor of the 30th anniversary year, the hope is for this global act of remembrance to not be exclusive to 2018. It is the hope of the 30th Anniversary Committee and myself that the template and event started by this capstone continue on and flourish into an annual act of remembrance that links the Syracuse family, wherever they are in the world.

## **Chapter 2**

### **Organizational Research**

#### **Research Question**

How can we best strengthen the connection between Syracuse and its global communities while looking back and acting forward in remembrance of the Lockerbie Air Disaster and the bombing of Pan Am 103? Public relations is the common process that creates and maintains favorable relationships with a client's publics. However, there is a strong lack of general awareness and global connectivity between Syracuse and its global family (i.e., the Syracuse Abroad centers) when it comes to observing and taking part in Syracuse Remembrance Week. This thesis uses public relations strategies and tactics to facilitate the most effective way for the Syracuse Abroad centers to look back and act forward hand-in-hand with the Syracuse home campus during this 30th anniversary year.

#### **About Pan Am Flight 103**

On December 21, 1988, Pan Am Flight 103 exploded over Lockerbie, Scotland while carrying 35 Syracuse University students returning home from a study abroad semester in London and Florence. The explosion of the Boeing 747 traveling from London Heathrow Airport to New York Kennedy Airport killed all 243 passengers and 16 crew members onboard as well as 11 residents of Lockerbie on the ground. The explosion was soon proven to be a terrorist attack, brought about by a bomb planted in a radio-cassette recorder tucked inside a suitcase in the forward cargo hold.

The Lockerbie Air Disaster is considered the largest act of terrorism against the United States prior to the destruction of the World Trade Center on September 11, 2001. Two suspects were tried over the course of eight months in the Netherlands under Scottish law and, in 2001,

Abdelbaset Ali Mohmet al-Megrahi was found guilty for the bombing of Pan Am 103 and was charged with 270 accounts of murder. In 2003, the country of Libya took responsibility for the bombing of the flight and, according to U.S. officials, paid billions of dollars to the families of the victims as compensation. However, the case is still open and being actively investigated by the United States Federal Bureau of Investigation.

The Garden of Remembrance, the primary memorial for all 270 victims lost in the bombing of Pan Am 103, is located at the Dryfesdale Cemetery in Lockerbie, Scotland. Other major memorials are located at the Arlington National Cemetery and at Syracuse University. Syracuse University remembers the victims each year during Remembrance Week while educating the campus community on terrorism and encouraging them to look back and act forward on behalf of the victims.

### **The 30<sup>th</sup> Anniversary Committee**

The 30<sup>th</sup> Anniversary Committee was formed in late 2017 with the goal of planning Syracuse University's commemorative activities for the 30<sup>th</sup> anniversary of Pan Am 103. The committee was appointed by Chancellor Syverud and consisted of faculty and staff members from across the University. In addition, there was also an alumni representative from the group who studied abroad in London during the fall 1988 semester. The major goals of the committee including planning educational and commemorative events to mark the 30<sup>th</sup> anniversary and offering support to other commemorative events such as the international Cycle to Syracuse initiative. The committee met monthly throughout 2018 and officially disbanded at the close of the 2018 year. I created a campaign plan with the committee after researching four primary areas I identified as the cornerstones of this thesis. The research is found below.

### **Review of Related Literature**



Today, international, global and cross-cultural companies have become the core of the businesses world. As corporations, both large and small, continue to grow across oceans, the way in which employees build and maintain mutually beneficial relationships must adapt with that global awareness in mind. This growing globalism has constructed the need to practice public relations within a cultural environment. It has also proven that the practice of cross-cultural public relations is imperative for the success of a company because one size does not fit all when forming message strategies for stakeholders oceans away. The importance of maintaining strong, though geographically distant, relationships between a company and its abroad stakeholders is only heightened when acts of terrorism and the resulting acts of remembrance come into play. In this way, public relations professionals are tasked with being culturally sensitive while generating meaningful and unique outcomes, events, and messages that achieve their overarching goal in a culturally distinct way – while keeping the relationship as the core focus, always.

### *Global Public Relations*

Global public relations, or “communication efforts to establish and/or cultivate mutually beneficial relationships with publics around the globe” (Ki and Ye, 2015) is growing to be ever more imperative in communications because business, like human life, is venturing beyond the confines of home turf. This is not a new phenomenon as strategic communications has already gone global as is evident by one-third of the public relations firms in the United States having at least one office in a foreign country. A myriad of communication models exists within the field of public relations and Ledingham’s “Cross-Cultural Public Relations: A Review of Existing Models With Suggestions for a Post-Industrial Public Relations Pyramid” contrasts early public relations models with the construction of current organization-public relationship models grounded in non-American cultures. A clear transition from the general idea of communication

as a message strategy to communication as a strategic tool to build relationships is evident throughout the varied models. This turn towards relationship building is supported and also “impacted at the theoretical level by scholars who are rejecting the manipulation of media as the primary function of public relations in favor of a relationship-driven perspective that calls upon a body of knowledge of relationship building in the practice of all aspects of public relations” (Ledingham, 2009).

The traditional four-step management model prompts a public relations practitioner to analyze, plan, implement, and evaluate as a way to build these relationships. However, this was challenged in 2001 by Kelly who argued that models that ended in evaluation, including Marston’s popular RACE (research, action, communication, evaluation) model, ignored the importance of previously established and ongoing relationships – the type of relationship that is critical when evaluating the relationship between Syracuse University and its abroad centers. Kelly’s five-step process of ROPES (research, objectives, programming, evaluation, stewardship) “better explains what practitioners do—or should do—to make public relations effective and efficient” (Kelly, 2001) when managing preexisting relationships with abroad stakeholders.

The use of stewardship to maintain these relationships, rather than just to evaluate them, makes the public relations process a cyclical one and one that can be used to ensure that company/client relationships thrive overseas. In addition to the symmetrical and asymmetrical model of public relations that are well-known and practiced throughout the United States, “Models of Public Relations in an International Setting” illuminate two models that become necessary when dealing with global clients—the personal influence model and the cultural

interpreter model. Both of these models account for the global messaging twist while being based in communication but grounded in action (Grunig, 1995).

The idea of international public relations is not new as human migrations have been occurring since the beginning of time, but it reaches “new levels today with globalization, corporations, organizations and governments increasingly seeking to create consistencies and shared values across divergent cultural groups” (Macnamara, 2003). When striving to find equal benefit for both the organization and the public, “The Crucial Role of Research in Multicultural and Cross-Cultural Communication” suggests that multicultural communication must occur in two steps: “First, the 'home' culture of the organization wishing to communicate shapes policies, plans and products that are produced. Secondly, the cultures of audiences inform and substantially shape their interpretation and use of information” (Macnamara, 2003). In this way, the communication is two-way because although the message is constructed and shaped by the primary party, the meaning is contrived and interpreted by the audience. Because of this, it is crucial that the public relations practitioners developing the message strategy have conducted sufficient research and are globally aware and culturally sensitive. This two-way communication model based on both crafting a message and receiving it is the basis of global public relations.

### Strategic Planning

In order to achieve a successful public relations campaign, strategic planning is crucial to transform a concept into a fully executed idea. In a 2018 article, Bryson, Edwards and Slyke define strategic planning as “a deliberative, disciplined effort to produce fundamental decisions and actions that shape and guide what an organization (or other entity) is, what it does, and why.” Simply, strategic planning fosters more effective action and lies at the heart of all public relations. Though strategic planning is used to achieve all aspects of the research, action,

communication and evaluation process, its primary goal is to establish and maintain relationships with key organizational publics (Plowman and Wilson, 2018).

Through strategic planning, the strategic and the tactical in public relations becomes linked through various elements that make planning an efficient and effective campaign possible. According to Plowman and Wilson's 2018 research study that searched for the intersection between strategic planning and social media management in public relations, there are four basic elements that are crucial to strategic planning. These elements include environmental scanning, goal-setting, message design to key publics or stakeholders in long-term relationships in a two-way manner, and evaluation of results (Plowman and Wilson, 2018). All four of these elements were utilized throughout my two-year capstone process in hopes of achieving a capstone that was as strategically planned as it was globally effective.

As is the cornerstone of public relations, "it is imperative for any strategic planning of organizational activities to create and maintain trusting relationships with its audience" (Bouffard and Zajmovic, 2016) and research shows that this point should remain at the heart of campaigns, always. From setting objectives to selecting target audiences, strategic planning enables PR professionals to create content and monitor success in the most truthful and transparent way. In a 2010 article where Breakenridge evaluated the most important elements of a PR toolkit, she concluded that "regardless of the many changes I've seen, being in PR for 25 years has taught me that strategic planning is the key to creating value" (Breakenridge, 2010) and all PR professionals should strive to do just that.

### *Special Events Management*

Once the outline of a campaign has been strategically researched and planned, special event management skills are crucial to ensure the campaign is executed without a hitch. "Events and

festivals have increased significantly in scale in recent decades” (Park, 2016) and have become a favored tactic of public relations professionals when it comes to engaging a large target audience in a manner that is personable and impactful. There are many indicators to look for to indicate the most efficient and effective way to plan a recurring or one-time special event, but research shows that evaluating the overall success of an event is the best benchmark to be used for event planning in the future (Wahab, Ali, and Baker, 2014). As it is the hope that the global rose-laying ceremony at the heart of this capstone will become an annual event, evaluating the fallbacks and successes of the 2018 global rose-laying ceremonies is the key to ensuring success for future years.

Another key component of special event management success is the type of leader that manages the event. In a study detailing the influence of leaders orientation on event management success, the analysis shows that people oriented and decision-making oriented leaders have significant relationship towards event success (Wahab, Ali, and Baker, 2014). This shows the importance of engaging all avenues of people in the management process – from human resources to PR.

Significant research has been conducted to determine how to evaluate if an event is “successful” and the primary categories that are often repeated are the value of the event, event attendance, motivation of the attendees, and the issue of local involvement in event creation (Mykletun, 2014). This final point emphasizes cultural importance in global public relations and is why each Syracuse Abroad center director was encouraged to put his/her own cultural twist on the center’s ceremony. In addition, “success of the event should include both long and short-term measures, such as the number of people in the audience and profit after the event; measuring the

level of excitement in the room, before and after comments by “key” people at the event; and determining if people are looking forward to the next” (Wilson, 2004).

### *Remembering Disaster*

Global public relations, strategic planning, and special events management become even more imperative to the relationship management of a business, university, or country when acts of terrorism, either directly or indirectly, strike the world. While investigating the effectiveness of cross-cultural relationships during the 2015 Paris terrorist attacks, researchers studied how political, media, and community agendas all align through the merging of traditional and digital media. This study states that a successful communications campaign in times of crisis depends “consistently on the capability of creating stories based on the organizational values, the ability to engage opinion leaders, and the effectiveness in choosing the right channels and techniques to launch stories” (Ginesta, Ordeix & Rom, 2017). By engaging journalists and bloggers and utilizing new media to establish the agenda, the French government was able to remember the 120 victims through multiple tributes that unified global and common values, a necessary aspect when planning large scale acts of remembrance.

Similarly, Terry conducted research about public relations and the American Red Cross in relation to the September 11<sup>th</sup> attacks on America. Through a series of open-ended question surveys, she concluded that the primary need in global public relations in times of crisis is improved internal communication (Terry, 2003). Strong internal communication for a company or client has grown increasingly more important with the rise of the role of the media in documenting and remembering disaster. The magnitude of global disasters, inflicted by terrorism or otherwise, has significant influence in deciding the historical and cultural significance of that

event and research and lived experience have proven that media coverage is directly related to the magnitude and impact of a global disaster.

The media, public relations agencies, corporate communicators and other storytellers utilize the seven steps of the rhetoric of disaster when communicating about crisis including consolation, theological, prescriptive, didactic, heuristic, preservative and adjudicative (Hilkins, 1996). These steps are utilized to construct questions that can be used when faced with media contacts such as deciding what degree of loss should be addressed when communicating about the disaster and choosing whether that loss should be mitigated or emphasized to increase audience commitment (Courtright, 2007). By combining these different steps of rhetoric with general communication principles, effective and impactful public relations messages and outcomes can be achieved at the time of the disaster as well as each time the affected choose to remember it (Smudde, 2004). “The application of these seven characteristics of disaster rhetoric is readily apparent in news coverage of organizational crises at the time of a disaster, on anniversaries of the disaster, and in similar situations that invite newsworthy comparison” (Courtright, 2007) and allow the media to positively help, rather than hinder, the widespread remembrance of global disasters.

Public relations, globalism and the media are not mutually exclusive as a change in one results in an adaption to the others. In an era of growing global interaction, successful public relations is not measured by the number of messages or campaigns, but in the quality of the outcomes and the long-term status of the client/company relationship. This is particularly true when acts of terrorism whose affect covers the globe come into play. “Public relations is impacted by globalism, prompting new models of public relations adapted to specific cultures” (Ledingham, 2009) and it is in understanding the specific cultures of the countries and publics

that the client is serving that mutually beneficial and long-lasting relationships are formed and nurtured – even in the wake of unspeakable tragedy.

Prior to developing this campaign, I identified the strengths, weaknesses, opportunities, and threats of this project based on the needs of the 30<sup>th</sup> Anniversary Committee and research in four major categories including global public relations, strategic planning, special event management, and remembering disaster. This was done in hopes of finding the most effective tactic to unite Syracuse and its global stakeholders during Remembrance Week 2018.

## **SWOT Analysis**

### **Strengths**

- The 30<sup>th</sup> Anniversary Committee is an already formed group of passionate faculty and staff members who will serve as a helpful resource while planning the campaign. In addition to the committee, the Remembrance program has been in place since 1989.
- General knowledge of Pan Am 103 is provided to every Syracuse University student through emails, on-campus events, and classroom presentations. This outreach enables every student to have baseline knowledge of the Lockerbie Air Disaster and heightened cause connection.
- Syracuse University Abroad has a strong communications department making contact with the abroad centers and abroad students possible.
- Syracuse University has seven Abroad Centers across six different countries in addition to a program in Central Europe. The primary seven centers include
  - Beijing, China
  - Florence, Italy
  - Hong Kong, China



- London, England
- Madrid, Spain
- Santiago, Chile
- Strasbourg, France

### **Weaknesses**

- The Remembrance Program and the 30<sup>th</sup> Anniversary Committee have several other events dividing time, resources, and attention including Remembrance Week on home campus and the Cycle to Syracuse Memorial Tour.
- In order to achieve a global event in tandem with the 30<sup>th</sup> Anniversary Committee and Syracuse Abroad, many offices will need to be involved in the planning and execution of the event. All event correspondence and content will need to go through several layers of approval. This will prevent campaign activities from being executed quickly.
- Various time zones across America, Europe, South America and China will make scheduling a global event difficult.
- Every Syracuse Abroad center has different weekly schedules and resources. From open time to free event space at every center, there is little to no uniformity across the different Syracuse Abroad centers in relation to holding an event.

### **Opportunities**

- 2018 is the 30<sup>th</sup> Anniversary of the Lockerbie Air Disaster, making this year, more than others, the perfect time to launch a global event.
- Currently, there is no way for students who are studying abroad to participate in Remembrance Week on home campus.

- Each Syracuse Abroad center has the chance to add value to its ceremony with a global twist that is special to its country.

### **Threats**

- Quality control for each of the abroad ceremonies will be out of the hands of the 30<sup>th</sup> Anniversary Committee as we are not there to directly oversee each one.
- As with all sensitive subject matters, there is always the threat of the material being delivered the wrong way, offense being taken by the public, and in this case, the families, and insensitivity in general being present throughout the campaign.

### **Target Audience**

This global campaign, though targeted at the whole Syracuse University community, is particularly aimed at two primary publics – Syracuse University Abroad Center directors and Syracuse University students abroad during the Fall 2018 semester. As the latter is a critical population who has not had the opportunity to participate in Remembrance Week commemorations, this campaign aims to utilize the former to put the global event at the heart of this campaign into effect.

#### *The Fall 2018 Abroad Students*

The primary target audience of this campaign are the students studying at one of the seven primary Syracuse Abroad campuses during the Fall 2018 semester because, typically, the Syracuse Abroad centers have provided little to no opportunities for students to celebrate Remembrance Week while abroad. These students are both fully matriculated SU students who have basic knowledge of the Lockerbie Air Disaster as well as students from other universities who are studying with Syracuse Abroad for a semester. This subsection of the target audience

ranges from event leaders to event participants and event success relies mostly on their eagerness and participation.

### *The Syracuse Abroad Center Directors*

This subsection of the target audience are the primary liaisons between the campaign organizers and the abroad students. As leaders of Syracuse University campuses all over the world, these center directors are extensions of Syracuse values and its mission and have a responsibility to uphold central Remembrance Week experiences that the abroad students are missing while away from home. Rather than mere participants in this global event, the abroad center directors are leaders, organizers, and promoters of the campaign objectives for their unique centers.

### **Demographics**

#### *The Fall 2018 Abroad Students*

During the fall 2018 semester, 811 students studied abroad through Syracuse University. 89% of these students studied at one of the seven primary Syracuse Abroad centers where 11% studied at a different location or with a world partner program. Syracuse Florence and Syracuse London are the two centers that received the highest percentage of students with 31% and 26%, respectively. 70% of all fall 2018 abroad students were matriculated Syracuse University students where 30% attended other universities. 95% of the total abroad student cohort was abroad during their sophomore, junior, or senior year where the percentage of first-year and graduate students studying abroad remained in the single digits at 3% and 2%, respectively.

#### *The Syracuse Abroad Center Directors*

The Syracuse Abroad center directors share the same central goals for their centers despite their different locations worldwide. According to Syracuse Abroad, the center directors

“further students’ global knowledge, critical thinking, intercultural skills, professional capacities, and curiosity about and openness to the world in all its complexity.” The directors, in addition to all Syracuse Abroad center staff, strive to “make the world a better, safer, fairer, greener place for all” throughout their extended time on home campus and limited time abroad. The Syracuse Abroad center directors vary in age and ethnicity, but all share the same academic experience as they all have earned doctorate degrees.

## Chapter 3

### Campaign Plan

The 30<sup>th</sup> Anniversary Committee has made progress toward its goal of remembering the lives of the 270 victims lost in the Lockerbie Air Disaster 30 years later. However, more global awareness and participation from students who are abroad is needed for the Syracuse community to remember together. The following goals and objectives are critical to ensuring that this campaign is successful in achieving this hope for the organization.

#### Goals and Objectives

Goal 1: Connect the Syracuse Abroad centers with home campus during 2018 Remembrance Week

Objective 1A: Hold seven global rose-laying ceremonies during the week of October 27<sup>th</sup>-November 3<sup>rd</sup>, 2018

Objective 1B: Lay 270 roses world-wide to commemorate the lives lost in the Lockerbie Air Disaster from all over the world during Remembrance Week 2018

Objective 1C: Identify one student from each center who will assist in the planning and execution of the rose-laying ceremony at his/her abroad center by October 1, 2018.

Objective 1D: Receive 100% participation from the Syracuse Abroad Centers.

Goal 2: Enable Syracuse Abroad to continue to provide opportunities for students to look back and act forward while abroad, even after the 30<sup>th</sup> Anniversary year

Objective 2A: Create a detailed event template and script by October 15<sup>th</sup> for every abroad center to have for future years

Objective 2B: Create a detailed evaluation survey that gathers responses by January 31<sup>st</sup>, 2019 to better the template for years to come

Objective 2C: Evaluate the successes and failures of the London ceremony in person on October 31<sup>st</sup>, 2018 via a focus group in order to encourage the continuation of the event in the future

## **Message Strategies**

### *Key Public #1: The 2018 Fall Abroad Students*

Message Strategy: The message this campaign is targeting to the Fall 2018 Abroad Students is “look back and act forward with your Syracuse community – wherever you are in the world.” This campaign spreads the message that partaking in the annual Remembrance Week is an important part of being an SU student and that the obligation and privilege to do so does not go away when they leave the Syracuse home campus on the hill. This message also stirs up feelings of duty – both to Syracuse University and the 35 students who lost their lives on December 21, 1988. By targeting the sense of duty and Orange pride in the hearts of every abroad student, this messaging strategy will encourage them to not only participate in their abroad center’s rose-laying ceremony, but perhaps even take on a bigger role in it.

*Strategies and Tactics:* The sole strategy for the entire campaign is the planning and execution of a multi-part global rose-laying ceremony at every Syracuse Abroad center. The campaign will deliver the above message via tactics including multiple email letters and individualized promotion on bulletin boards and via listservs at each abroad center.

### *Key Public #2: The Syracuse Abroad Center Directors*

Message Strategy: The message this campaign is targeting to the Syracuse Abroad center directors and senior staff is “help us help YOU make abroad feel like home.” Moving to a

new country for a whole semester is a daunting challenge to most Syracuse University students, and the above message strategy enables this campaign to bring a little piece of Syracuse home campus to the all the Syracuse centers abroad. Remembrance Week is a long honored and respected tradition at Syracuse University that thousands of students partake in each year. This campaign will bring a little piece of this week-long event to each abroad center and, in doing so, enable those abroad centers to feel a little more like home for each of the students studying there. According to the Syracuse London Center, making each student feel like he/she has a little piece of home campus still with them is an important goal of each Syracuse Abroad center staff member, and this message strategy will play into that goal while giving them a way to achieve it.

*Strategies and Tactics:* The sole strategy for the entire campaign is the planning and execution of a multi-part global rose-laying ceremony at every Syracuse Abroad center. The campaign will deliver the above message via tactics including individualized correspondence to each center director with the help of Lou Berends in the Syracuse Abroad office. Another tactic being utilized is open and constant communication. This campaign strategy makes a large request of every Syracuse Abroad center director, and a central tactic is to ensure each that they do not have to plan an entire ceremony alone. By ensuring each director through email correspondence that I am available for questions, concerns, help, guidance, etc. throughout the entire process, the campaign will allow them to bring a bit of home campus to their abroad students, but without having to do it alone.

## Campaign Calendar

The campaign calendar for the planning and execution of the global rose-laying ceremonies runs from June 2018 to February 2019.

	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb
Contact Syracuse Abroad Centers; explain goal of capstone and event									
Work with 30 <sup>th</sup> Anniversary Committee to finalize plans for global rose ceremony									
Compile all research on PR strategies and tactics for better communication during global tragedies									
Draft communication letter to Syracuse Abroad students explaining capstone and asking them to save the date and participate									
Create a template for the global rose laying ceremonies to be distributed to all Syracuse Abroad Centers									
Identify and select a student from each Abroad Center to assist his/her director in leading the ceremony; distribute ceremony template to center directors									
<b>Execute Global Rose-Laying Ceremonies</b>									
Evaluate the success of the global rose laying ceremonies at the Syracuse Abroad centers through a comprehensive survey sent out to the center directors and students									
Create capstone deliverable – a comprehensive template for all global rose laying ceremonies moving forward									



Edit the capstone deliverable post evaluation of surveys										
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### Campaign Budget

The overall budget for the global-rose ceremonies is very minimal, making it an ideal tactic to accomplish the campaign’s overall goal. Because each global rose-laying ceremony will occur at the Syracuse abroad home center in each respective location, the venue fee for each ceremony is free. Other miscellaneous necessities like chairs, podiums, tables, etc. will be provided by the Syracuse Abroad centers as well. The other remaining necessity, and only item to be included in a budget, are the roses to be laid at each location. The reasoning for the number of each roses laid at each Syracuse Abroad center location can be found in the next chapter, but the budget breakdown for the roses is below. As the general campaign was not provided with a budget, the cost of each center’s roses was absorbed by that respective Syracuse Abroad center.

It is important to note that a separate, highly detailed, budget was submitted and utilized for research travel to the Syracuse London Abroad Center as a part of the Crown Award Grant and has no relation to the budget for roses included below.

The price per dozen roses is in U.S. dollars and is listed as the average price of a dozen roses sold throughout a variety of major U.S. and foreign grocery stores.

	Price per dozen roses	# of roses to be laid	Total cost of roses
Beijing, China	\$15	12	\$15
Florence, Italy	\$15	12	\$15
Hong Kong, China	\$15	12	\$15
London, England	\$15	149	\$195
Madrid, Spain	\$15	12	\$15

Santiago, Chile	\$15	12	\$15
Strasbourg, France	\$15	12	\$15
Central Europe	\$15	12	\$15
<b>Grand Total</b>			<b>\$300</b>

**Evaluation Method**

The success of this global rose-laying campaign will be evaluated in two ways. The two evaluation methods will also gather whether the remembrance ceremonies abroad achieved the goals of connecting the Syracuse Abroad centers with home campus during this 30<sup>th</sup> Anniversary year and creating a strong foundation of an event that can be carried out for years to come. The two evaluation methods include target audience specific surveys and an in-person evaluation at the Syracuse London Center.

Target Audience Specific Surveys

Utilizing Syracuse University Qualtrics, two evaluation surveys were created to evaluate the success and engagement of each global rose-laying ceremony. The first was created for the Fall 2018 abroad student and was distributed by the Syracuse Abroad communications department at the beginning of January and a follow-up reminder email was sent in the middle of February. Two \$20 Amazon gift cards to be distributed in a raffle were offered as incentive to those students who filled out the survey.

The short survey was comprised of 12 questions and included a variety of multiple choice, short answer, and rank order questions. The questions asked included:

- Name
- What Syracuse Abroad center are you studying at?

- How much did you know about Remembrance Week and Pan Am 103 prior to this event? How much do you know now?
- Is participating in Remembrance Week related events something that is important to you? Why or why not?
- Please rank the following elements of the rose-laying ceremony as poor, good, or excellent.
  - The script/template
  - Overall participation of the people who attended
  - A way in which to inform/educate abroad students about the 30th anniversary of the Lockerbie Air Disaster
- What was the most successful aspect of your event?
- What was the least successful aspect of your event?
- How were you informed about the Global Rose-Laying Ceremony at your center? Was this the best method of publicizing the event?
- Did this event make you feel more connected to home campus and the other Syracuse Abroad centers?
- What was your role in your center's Global Rose-Laying Ceremony?
- On a scale of 1 to 10, how would you rank the success of your center's event as a whole?
- Are you considering applying to be a Remembrance Scholar?

In addition to gauging the overall success of the event and its promotion, the specific questions were created in hopes of discovering how each global-rose laying ceremony expanded the student's knowledge of the Lockerbie Air Disaster, enabled them to feel closer to home

campus, and piqued their interest in remaining a part of the Remembrance program for the upcoming year.

The second of the two surveys was created for the various Syracuse Abroad center directors (or the staff member who oversaw the execution of the rose-laying ceremony at that specific Syracuse location). The survey was distributed by the Syracuse Abroad communications department at the beginning of January and no incentive was offered for its completion.

This second short survey was comprised of 13 questions and included a variety of multiple choice, short answer, and rank order questions. The questions asked included:

- Name
- Job position
- What Syracuse Abroad center do you work at?
- What was the date and time of your global rose-laying ceremony?
- Roughly, how many people (including students, faculty, and staff) attended the event?
- Please rank the following elements of the rose-laying ceremony as poor, good, or excellent.
  - The script/template
  - Overall participation of the people who attended
  - A way in which to inform/educate abroad students about the 30th anniversary of the Lockerbie Air Disaster
- What more could we have done on home campus to better support your event?
- How did you publicize the Global Rose-Laying Ceremony to the students at your center?

- Was this the only Remembrance Week related event that occurred at your center? If not, please list the other event(s).
- Did this event make your center feel more connected to home campus and the other Syracuse Abroad centers?
- On a scale of 1 to 10, how would you rank the success of your center's event as a whole?

In addition to gauging the overall success of the event and its promotion, the specific questions were created in hopes of discovering how Syracuse University can better support the Syracuse Abroad centers during Remembrance Week.

The results of these two surveys are discussed in chapter 5 of this thesis. Copies of the surveys can be found in **appendix 1**.

### In-Person Evaluation

In addition to the surveys, in-person evaluation was also conducted at Syracuse London. By hosting, participating in and being physically present for the London event, I have the lived experience of seeing how the inaugural event occurred. In addition, I conducted a small focus group on October 31, 2018 with the internship & community relations manager of the London Center, a few Syracuse London fall abroad students, a previous Lockerbie scholar, and four current Lockerbie Academy students who visited Syracuse London for this Remembrance Week event. During this focus group, I recorded their responses and general opinions to the following questions:

- What was your overall impression of the global rose-laying ceremony at Syracuse London? Do you think it was a success?
- What would you have changed about the ceremony?

- The ceremony was very specific to Syracuse London – what was your opinion of personalizing the ceremony to its location?
- How did attending the ceremony make you feel?
- Do you have a deeper understanding of the Syracuse-Lockerbie connection because of this event?

The results of this focus group and in-person evaluation are discussed in chapter 5 of this thesis.

## Chapter 4

### Campaign Activities

#### Outreach and Promotion

##### Outreach

In conjunction with Syracuse Abroad and the 30<sup>th</sup> Anniversary Committee, the initial seeds of this capstone were planted in May when initial outreach to the Syracuse Abroad centers began. It was decided at the start of the planning process that all correspondence to the Syracuse Abroad centers and the fall abroad students would be drafted and created by me, but sent on my behalf by Lou Berends, director of strategic & international partnerships at Syracuse Abroad. This was done in order to build on the strong relationships Mr. Berends already has with the various center directors.

The initial letter to all Syracuse Abroad center directors was distributed on June 1, 2018 and detailed the plan for the global rose-laying ceremony. The letter asked for their involvement and explained the reasoning for and overall goal of the campaign. A week after this letter was distributed, Mr. Berends received confirmation from all seven Syracuse Abroad centers that they were on board. A copy of this initial letter to the center directors can be found in **appendix 2**.

On October 9<sup>th</sup>, 2018, a follow up email was sent to the center directors that included the official ceremony template and more detailed plans for the ceremony. In addition, the email included a letter to all fall abroad students that explained the ceremonies taking place and the reason for the campaign. The letter to the students also asked for their participation and indicated that any student who would like to have a larger role in their center's ceremony would have the opportunity to do so. The center directors were asked to distribute this letter to all students, both matriculated and not, studying at their center that semester. This decision was made with

knowledge that receiving the email from their own center director would be more personal than a mass email sent to all abroad students together. A crucial element of the global rose-laying ceremonies is each center having the freedom to put its own mark on the general template provided, and making the process a personal one, from the outreach to the event itself, was crucial to achieving this goal. The template is found below and the letter to the abroad students can be found in **appendix 3**.



30th Anniversary • Syracuse Abroad Center Template

## *Global Rose Laying Ceremony*

**Day:** Anytime between October 28th and November 3rd

Choose a day and time that is best for your center within the dates above

**Welcome:** Open with a welcome & thank the students and guests for coming

**Brief History:** Speak about the Lockerbie Air Disaster, the 35 SU students lost and the global impact of this tragedy

**Reading:** A suggested reading will be sent to you

**Reflection:** Select one or more speakers (can be a student, faculty member, etc.) to share the history and importance of

Pan Am 103 and how he/she looks back and acts forward

Reflection speakers should be chosen ahead of time

**Rose Laying:** Selected students in attendance will lay roses one at a time

**Musical Selection:** Period of reflection accompanied by a student musical performance or pre-selected song

**Time to Share:** Anyone who feels so inclined is encouraged to reflect and share how he/she acts forward in memory of the victims of Pan Am 103.

• **The Global Twist** •

Though this template is intended to guide your center's ceremony, you should not feel constricted by it. The goal of this Global Rose Laying effort is for your center to join together with the rest of the Syracuse community in remembering the 270 lives lost, but in a way that is special to you. You are encouraged to incorporate different languages and special commemorations of remembrance that are unique to your culture. In this way, we can look back and act forward as a global family.



The final form of mass outreach was the distribution of the detailed script for the ceremony. This final script was distributed to all center directors on October 24, 2018 and included everything from opening remarks to a brief reading. The final script for the 2018 global rose-laying ceremonies can be found in **appendix 4**.

Between these mass correspondences with the Syracuse Abroad center directors, individualized correspondence occurred as well. Between the months of June and October, both Mr. Berends and I were available by email to address the questions and concerns of any center director, or eager student taking the reins. Whether it was the Syracuse Florence center director reaching out about the script or an eager student at the Central Europe program asking for more information on how to get involved, individualized outreach was an ongoing process throughout the months leading up to Remembrance Week.

### Promotion

Promotion for this event occurred in two parts: promotion for the individual center ceremonies in order to increase student attendance and promotion for the greater Syracuse community in order to inform them that these global rose-layings were occurring abroad. Promotion at each individual center differed, but primarily took the form of email blasts and bulletin board postings by the center director about the event. Back at home campus, the global rose-laying ceremonies were promoted through word of mouth and a news article by Kelly Rodoski that outlined all 2018 Remembrance Week events. This article was distributed to the student body via the October 17<sup>th</sup> edition of the SU Today digital newsletter. A link to this article can be found in **appendix 5**.

## **The Ceremonies**

During the week of October 27-November 3, 2018, five events were held across various Syracuse Abroad centers in fulfillment of the goals and objectives of this thesis. The Syracuse Abroad programs in Madrid, Central Europe, Florence and London all held successful ceremonies that allowed the students studying at the centers to look back and act forward with their friends and Syracuse community back home. The above global-rose laying ceremonies followed the script and template drafted for this thesis in addition to adding meaningful twists that honored the history and heritage of their specific country. These global twists included speaking aspects of the ceremony in a different language and honoring victims of the Lockerbie Air Disaster that were residents of the center's home city. Across these four global rose-laying ceremonies roughly 100 students were in attendance and a total of over 270 roses were laid worldwide. In addition to student leaders at some of the centers, these global-rose laying ceremonies were executed by Syracuse Abroad center directors Dr. Dieter Kuehl, Hana Cervinkova, Dr. Sasha Perugini, and Dr. Troy Gordon and their staff. Photos from these global rose-laying ceremonies can be found in **appendix 6**.

The fifth event occurred at Syracuse Beijing under the direction of center director Dr. Caroline Tong and took the form of a guided reflection rather than a rose-laying ceremony. This meaningful discussion was centered around the topic of studying abroad and how to act forward in memory of the victims of Pan Am Flight 103. Although no rose-laying occurred, all of the themes included in the script were addressed and students shared passionately about their experiences abroad and their goals for the future in light of the Lockerbie Air Disaster.

The other three Syracuse Abroad centers -- Santiago, Hong Kong and Strasbourg -- were not able to hold any Remembrance events in conjunction with the combined efforts of this

honors thesis, Syracuse Abroad, and the 30<sup>th</sup> Anniversary Committee. Though the students and staff at the Strasbourg campus were very excited about the project, Remembrance Week 2018 aligned with the fall break at Syracuse Strasbourg, so no students or staff were present on campus to participate. Similarly, despite attempted promotion at the Santiago campus, Remembrance Week 2018 coincided with an extended weekend in Chile so a majority of the students were travelling independently during that time. Although the goals and concept of the global rose-laying ceremony were distributed to the students, the Hong Kong campus lacked the demonstrated interest necessary to plan and prepare for the event.

A closer look at the successes and setbacks of the global-rose laying ceremonies, in addition to the campaign's results, recommendations and conclusions, are discussed in the final chapter of this thesis.

## Chapter 5

### Results, Evaluation and Recommendations

#### Results

The following results were collected via a survey to the Syracuse Abroad center directors and staff, a survey to the Fall 2018 Abroad students, and a focus group held on October 31, 2018 at the Faraday House in London.

#### Center Director Survey Results

The following results were gathered from the four Syracuse Abroad centers that held global rose-laying ceremonies including Florence, London, Madrid and Central Europe.

The average number of attendees at each of the global rose-laying ceremonies was 25 people including students, staff and faculty. However, when asked to rank the quality of the overall participation of the people who attended, survey results varied with 20% of respondents stating “poor”, 20% stating “good”, and 60% stating “excellent”. There was a much smaller variation in responses when the survey respondents were asked to rank the quality of the script/template and the overall event as a way in which to inform/educate abroad students about the 30th Anniversary of the Lockerbie Air Disaster with 80% of respondents voting “excellent” in both categories and the other 20% of respondents voting “good.”

100% of respondents agreed that the ceremony’s tie to an important part of Syracuse University’s history, coupled with the student involvement, were the most successful aspects of the event. Aside from one event respondent who stated that she was not aware of anything unsuccessful, the rest of the respondents stated that the small number of students who showed up for the event was the least successful aspect of the ceremony. These small numbers were despite several promotion tactics utilized by the Syracuse Abroad center directors and staff. Aside from

the Central Europe program where the ceremony was entirely student run and promoted, the other center directors and staff promoted the event through tactics including flyers, weekly student emails, TV screens with ads, posts in center specific Facebook groups, word of mouth, announcements by professors in class, webpage updates, and flyers on bulletin boards. In addition, Syracuse Florence set up a week-long poster display of the victims to encourage student involvement and interest.

When asked how our team on home campus could have better supported each center and event, half of the respondents noted that they felt sufficiently supported and were not aware of any other aid we could have supplied. The other half of respondents stated that they would have loved to see a special 'Remembrance' edition of the SU News with highlights from Syracuse Abroad centers around the world in addition to having a Remembrance Scholar or other deeply invested student on site to help garner genuine student interest and participation. The possible success of this final suggestion is supported by my own involvement with the Syracuse London ceremony and the higher levels of participation received there.

For half of the Syracuse Abroad centers that were represented in this survey, this global rose-laying ceremony was the only Remembrance Week event that occurred on their campus, further emphasizing the need for a global event of this nature and how integral it is to connecting Syracuse University with its center's abroad. This clear need is also supported by 100% of event respondents voting that this event made their center feel more connected to home campus and the other Syracuse Abroad centers and that this is important to their center. Finally, the overall success of the global rose-laying effort is highlighted by 40% of respondents ranking their ceremony success a 7 out of 10, 20% ranking it a 9 out of 10, and the last 40% ranking it a 10 out of 10.

### Abroad Student Survey Results

43 students that spanned all seven Syracuse Abroad centers in addition to the Central Europe program participated in the survey. However, the below results were calculated after omitting five responses from students who studied at centers that did not hold ceremonies (Santiago, Strasbourg, and Hong Kong). Of the remaining 38 student responses, the general takeaways and results are below.

Roughly 70% of the student respondents noted having little knowledge about the events of the Lockerbie Air Disaster, but stated that the events at their center allowed them to learn much more and feel a stronger connection to the victims affected. In addition, an overwhelming 94% responded that participating in Remembrance Week is something that is important to them while individually adding a different reason why. These reasons spanned from having a parent on campus during the semester the disaster struck to wanting to mourn collectively with their Syracuse community – something that many of these students would not have had the chance to do without this global rose-laying initiative.

When asked to rate several different aspects of the event, 64% of the student respondents ranked the event as a way in which to inform/educate abroad students about the 30th Anniversary of the Lockerbie Air Disaster as “excellent” where only 7% ranked it as “poor.” In a similar sense, 56% noted that the script/template used was “excellent” while 34% and 10% noted that it was “good” and “poor” respectively. This highlights that the first draft of the script and template was on the right track but has room for improvement in terms of connecting with students studying all over the world.

Of the elements cited as “the most successful aspects of the event,” the most popular responses included educating students and increasing knowledge about the disaster, a heightened

sense of empathy and respect, the rose-laying itself, and the inclusion of music. The most popular responses cited as “the least successful aspect of the event” included the lack of attendance, the lack of time to reflect in small groups (as opposed to speaking in front of the large group) and the lack of time to prepare. These concerns from the students perfectly paralleled those of their center directors and staff, particularly the one regarding lack of attendance despite heavy promotion. Of the student respondents, 100% attended the events held at their specific Syracuse Abroad center and 72% were simply participants where 28% took on a larger role in their center’s ceremony including acting as a reader, writing a reflection, or serving on the planning committee.

Looking at the impact of the global rose-laying ceremonies overall, 66% of the student respondents noted that this event made them feel more connected to home campus and the other Syracuse Abroad centers and that this is important to them. 17% responded that they felt connected, but this is not important to them and the last 17% noted that they did not feel connected at all. The overwhelming majority response to this question highlights that even if the global rose-laying ceremony served to inform and inspire a single person, then the primary goal of this campaign was achieved.

When asked to rank the overall success of the global rose-laying ceremony that occurred on their abroad campus, 25% of the respondents ranked the event a ten out of ten with 7 out of 10 and 8 out of 10 coming in second place having both received 15% of the vote. Finally, as this thesis occurred in conjunction with the 30<sup>th</sup> Anniversary Remembrance Committee, the students were asked whether or not they are considering applying to be a 2019-2020 Remembrance Scholar. 33% responded “yes, but I have wanted to do so long before this event,” 10% responded

“yes, this event made me want to apply,” 38% noted that they were not sure, and 19% responded “no.”

### London Center In-Person Focus Group

Thanks to the René Crown University Honors program’s generous grant of the Crown Award, I had the opportunity to hold a focus group post Syracuse London’s global rose-laying ceremony in order to gather feedback from participants in this inaugural event. Focus group participants included the internship & community relations manager of the London Center, two Syracuse London fall abroad students, a previous Lockerbie scholar, and four current Lockerbie Academy students who visited Syracuse London for this Remembrance Week event.

The focus group discussion yielded the following big six results:

1. 100% of the participants agreed that the strongest element of the event was the ability for each abroad center to put their own global twist on their individual rose-laying ceremony. In London, this freedom allowed the event participants to lay roses at a tree in a nearby park dedicated to a Lockerbie Air Disaster victim during the ceremony.
2. The time allotted for reflection, though necessary, should be made more casual. Because standing and sharing your story or thoughts with a room of somber people is very intimidating, pass around a book for all in attendance to write a short reflection in instead.
  - a. If a center would like to continue with verbal reflections, include more “plants” in the audience so that the reflection period has a guaranteed number of participants.
3. The smaller size of the Syracuse London ceremony enabled the rose-laying ceremony to feel intimate. If a center boasts a large number of attendees, allow time for small group sharing so that the intimacy is not lost.



4. In the scripted dialogue, explain the number of roses being laid and why that number is important. The mass laying of over a hundred roses caused the importance and meaning of each rose to be lost.
  - a. Allow each attendee to hold a rose throughout the event and decide who that rose is for (i.e. a family member, friend, loved one, etc.).
5. Include Lockerbie Academy in the global rose-laying ceremony in future years.
  - a. This will lighten the load of roses being laid at Syracuse London while also furthering the relationship between Lockerbie Academy and Syracuse University in this special way.
6. Because the rose-laying ceremony on home campus is so centered on the 35 Syracuse University victims, allow the global-rose laying ceremony to be more focused on the 270 victims as a whole.

The results from the two surveys above in addition to the focus group feedback were used to amend the global-rose laying script and template. The updated event resources consider the successes and setbacks of this inaugural global event and can be used in the future by Syracuse University Remembrance and Syracuse Abroad to continue connecting home campus with the abroad community for years to come. The updated template is found below and the updated script can be found in **appendix 7**.



30th Anniversary • Syracuse Abroad Center Template

## Global Rose Laying Ceremony

**Day:** Anytime between October 28th and November 3rd

*Choose a day and time that is best for your center within the dates above*

**Welcome:** Open with a welcome & thank the students and guests for coming

**Brief History:** Speak about the Lockerbie Air Disaster, all 270 victims lost and the global impact of this tragedy

**Reading:** A suggested reading will be sent to you

**Reflection:** Select one or more speakers (can be a student, faculty member, etc.) to share the history and importance of Pan Am 103 and how he/she looks back and acts forward

*Reflection speakers should be chosen ahead of time*

**Rose Laying:** Selected students in attendance will lay roses one at a time.

**Musical Selection:** Period of reflection accompanied by a student musical performance or pre-selected song

**Time to Share:** Anyone who feels so inclined is encouraged to reflect and share how he/she acts forward in memory of the victims of Pan Am 103.

*This can occur in front of the group or in smaller reflection teams*

### • The Global Twist •

Though this template is intended to guide your center's ceremony, you should not feel constricted by it. The goal of this Global Rose Laying effort is for your center to join together with the rest of the Syracuse community in remembering the 270 lives lost, but in a way that is special to you. You are encouraged to incorporate different languages and special commemorations of remembrance that are unique to your culture. In this way, we can look back and act forward as a global family.

### Evaluation of Goals and Objectives

Goal 1: Connect the Syracuse Abroad centers with home campus during 2018 Remembrance Week

Objective 1A: Hold seven global rose-laying ceremonies during the week of October 27<sup>th</sup>-November 3<sup>rd</sup>, 2018

*Evaluation:* Although only five (as opposed to eight) ceremonies occurred between the Syracuse Abroad locations in the Fall of 2018, the above results

prove that the abroad student population felt more connected with home campus than they would have without this campaign and global rose-laying effort.

Objective 1B: Lay 270 roses world-wide to commemorate the lives lost in the Lockerbie Air Disaster from all over the world during Remembrance Week 2018

*Evaluation:* Even though not all eight Syracuse Abroad locations laid roses, many went above and beyond their twelve rose minimum ensuring that *over* 270 roses were laid throughout the world during the week of October 27<sup>th</sup>-November 3<sup>rd</sup>, 2018.

Objective 1C: Identify one student from each center who will assist in the planning and execution of the rose-laying ceremony at their abroad center by October 1, 2018.

*Evaluation:* The only center that was entirely organized by a student leader was the Central Europe ceremony under the direction of Syracuse University junior Meredith Conway. The Syracuse London ceremony was also almost entirely spearheaded by a small group of students who were chosen to attend an ambassadorial trip to Lockerbie the week before the rose-laying occurred. The other centers' ceremonies, ones that still incorporated student leaders in the ceremony through readings and reflections, were not led by students who were identified by the above deadline.

Objective 1D: Receive 100% participation from the Syracuse Abroad Centers.

*Evaluation:* Although only five out of the eight centers participated in this inaugural effort, 100% of them expressed interest and, if the timing had been different or greater effort was placed on generating excitement and knowledge about the importance of Remembrance Week, the result may have been 100%

participation. Suggestions on how to achieve this objective in the future are discussed in the recommendations and conclusion section.

Goal 2: Enable Syracuse Abroad to continue to provide opportunities for students to look back and act forward while abroad, even after the 30<sup>th</sup> anniversary year

Objective 2A: Create a detailed event template and script by October 15<sup>th</sup> for every abroad center to have for future years

*Evaluation:* This event template and script was created and distributed by the above and deadline and used as the backbone of every Remembrance Week ceremony that occurred abroad.

Objective 2B: Create a detailed evaluation survey that gathers responses by January 31<sup>st</sup>, 2019 to better the template for years to come

*Evaluation:* Although responses were accepted long after January 31<sup>st</sup>, and as discussed in the results sections, the feedback from both surveys and the focus group was used to create the final thesis deliverable – an updated global rose-laying ceremony template and script to be used by the Syracuse Abroad centers long after this 30<sup>th</sup> anniversary year concludes.

Objective 2C: Evaluate the successes and failures of the London ceremony in-person on October 31<sup>st</sup>, 2018 via a focus group in order to encourage the continuation of the event in the future

*Evaluation:* This objective was met via a one-hour focus group comprised of students and a staff member that contributed various helpful insights as to how to increase the success of the global rose-laying ceremonies in the future. The results are discussed above.

## **Conclusion and Recommendations**

The work completed throughout this campaign was extremely successful in contributing to the main goals of connecting the Syracuse Abroad centers with home campus during 2018 Remembrance Week and enabling Syracuse Abroad to continue to provide opportunities for students to look back and act forward while away from campus, even after the 30<sup>th</sup> anniversary year. During the two-year period of this thesis, the idea for a rose-laying ceremony that spanned the globe was conceived and implemented with the enthusiastic participation of the Beijing, Madrid, Central Europe, Florence, and London campuses. While the inaugural year of this campaign did not receive 100% participation from every Syracuse Abroad center, a tradition was started that has the potential to flourish into an annual event that includes not only all Syracuse Abroad centers and the Central Europe Program, but the Syracuse campuses in New York, Los Angeles, and Washington, D.C. as well. With the help of a larger campaign team in upcoming years, it is my hope that this global ceremony will include the schools of the non-matriculated Syracuse University victims aboard Pan Am 103 in addition to the students of Lockerbie Academy. This thesis highlights that by actively engaging with abroad stakeholders through personalized communication and large-scale event planning, global public relations can be effective in creating empathy and driving impassioned behavior from miles away.

### *Outreach Recommendations*

One of the largest hurdles that this thesis faced was the complex chain of approval that every piece of the campaign had to go through before being distributed to the target audience. Because this thesis was largely supported by Syracuse Abroad and the Remembrance program, every campaign component from the text to the imaging represented more than just my honors thesis. This led to heightened success of the overall campaign, but also the addition of several

levels of approval needed from both organizations before anything could be distributed. This additional factor slowed down the original proposed timeline and created communication barriers between Syracuse Abroad, myself, and the Remembrance program. In the future, I recommend weekly meetings between the head of the campaign and a representative from each participating organization as this was something that did not occur in this first attempt and could have eliminated the “go-between” communication required to achieve success.

In addition, overall outreach could have gone smoother with a different distribution plan for the original emails and all event correspondence. Having all communication be drafted by me and distributed by Syracuse Abroad, though helpful in giving this inaugural campaign the clout it needed to be picked up by the Syracuse Abroad center directors, led to large delays in the communication plan and less contact with each center than desired. Syracuse Abroad and the positions I worked with also experienced some turnover over the course of this thesis, resulting in different people acting as liaison throughout this campaign. By the end of the campaign, Syracuse Abroad made personalized introductions between each center director and myself and this led to quicker, and more direct, communication that elicited far more immediate results. If this campaign continues to have a student leader, I recommend those introductions be made earlier in the process so as to take additional pressure off of Syracuse Abroad’s heavy work load and ensure that the primary communicator is one that is most passionate about the project.

### Promotion Recommendations

Promotion for the various global rose-laying ceremonies spanned multiple mediums at the centers where they took place, but little to no promotion occurred outside of that to include the Syracuse University home campus in what was occurring across the globe. Highlighting the abroad center ceremonies on the Syracuse Remembrance social media accounts leading up to

and including during Remembrance Week will be a future way to promote how Syracuse University students far from Syracuse, NY are looking back and acting forward too. Other media channels such as an abroad student photo contest or ceremony highlight stories in the *Daily Orange* can also be effective ways to promote this global effort in the future. Although these were ideas that were initially talked about at the start of this campaign, the magnitude of this task in its first year, the communication barriers between all involved parties, and my primary role as a full-time student prevented them from occurring – all barriers that will either not exist or be significantly smaller in subsequent years of this campaign.

The survey responses from the staff and students at Syracuse Florence also highlight the importance of promoting the lives and stories of the victims rather than just the event itself. Syracuse Florence, second only to the centers that had a student leader, received the highest level of attendance and participation and, according to the surveys, this was credited to the poster exhibit of the 35 victims that was displayed across the Florence campus for the entirety of Remembrance Week. I encourage more week-long education and awareness components, such as this Florence poster display, to be introduced at other centers in years to come as a way to boost participation and overall engagement.

#### *Ceremony Recommendations*

Five global-rose laying ceremonies occurring in this first year was a success in itself, but the heightened awareness and empathy of the abroad students that participated and the campaign's ability to give them this chance to act forward while away from home campus was the greatest campaign outcome of all. As was evident by the success of the Syracuse London ceremony and the ceremony in Central Europe, I conclude that the key to even greater success in the future is the presence of a passionate student (either sent from home campus or already at the

abroad center) to take point on the execution of each ceremony. Whether it is a Remembrance Scholar that is studying abroad, or an upperclassman simply passionate about the Syracuse-Lockerbie connection, having a primary point person to take the load off of the shoulders of the center directors will lead to larger turnout and more thoughtful ceremonies.

With this in mind, I recommend instituting a global remembrance committee comprised of finalists for the Remembrance Scholarship that were not ultimately chosen or students in general who are looking for a way to look back and act forward. This thesis brought to light how many students want to have a hands-on role in remembering the lives of the students we lost and the current configuration at home campus primarily gives these opportunities to the 35 students selected as Remembrance Scholars. In upcoming years, if the Remembrance Scholars continue to plan and execute Remembrance Week on campus and the global remembrance committee takes the place of this thesis to plan and execute Remembrance Week abroad, more opportunities will be available for students wanting to serve as agents of change. This committee structure will also allow each student (or group of students) to liaise with only one out of the eight locations abroad – a significantly more manageable task than attempting to coordinate with all eight at once.

### **Lessons Learned**

Overall, this campaign was successful in achieving the robust goals outlined during the planning phase through utilizing skills, research and tactics in global public relations, special event management, and strategic planning. While there continue to be further steps to be taken to ensure that every Syracuse Abroad student can take part in Remembrance Week, this global public relations campaign was highly effective as an initial effort. Age old public relations strategies such as individualized communication with stakeholders and special events prove to still be essential for connecting an organization with their communities, wherever they may be,



and it is crucial for universities and other large corporations to continue reaching their audience through these essential public relations tactics.

On a personal note, remembering disaster, especially disaster that had such a large impact on a community so close to your heart, is never easy, but this thesis taught me that passion for a project is the biggest force behind leading a campaign to success. Another crucial takeaway includes the importance of working with a team and there were many aspects of this highly collaborative thesis that I could not have achieved if I ventured to accomplish them alone. However, when everyone is generously giving of their time on a voluntary basis, strict deadlines and certain time-intensive tasks are not always completed, and this highlights the need for flexibility at the core of every public relations professional and campaign.

Now at the end of this two-year thesis, this campaign served a two-fold purpose. First, it acted as a highly intensive first look into global public relations and how event management, strategic planning, and global stakeholders combine to turn mutually beneficial relationships into impassioned campaigns that celebrate the legacy of others. When public relations is practiced correctly, a campaign has the power to tell stories that elicit emotion and incite positive change and, as evident by the over 270 roses laid worldwide in October of 2018, it is evident that this thesis accomplished just that. Second, this public relations campaign served as a way for me to leave a lasting mark on my own campus and community while allowing me, and so many others, to look back and act forward in the process.

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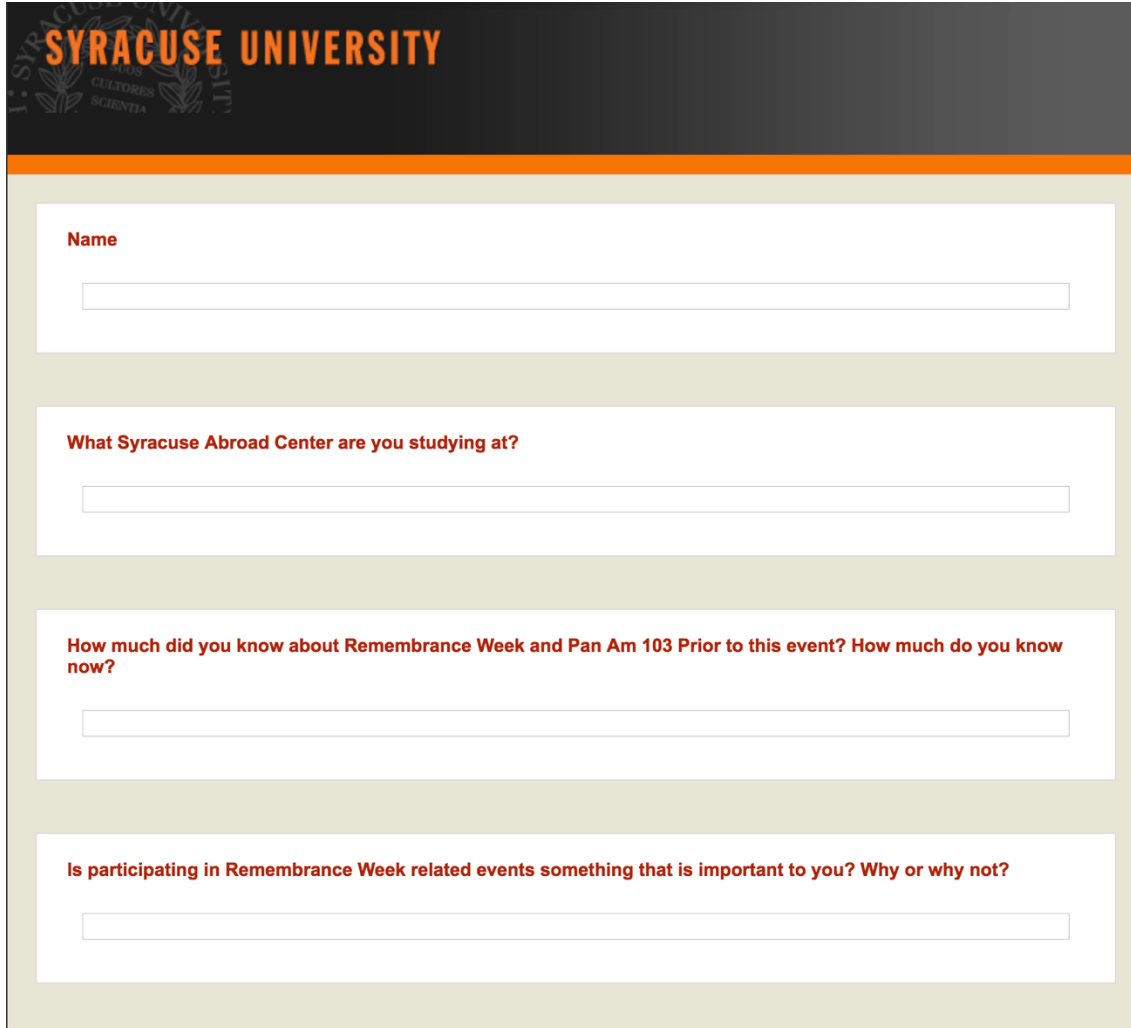
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## Appendix

### Appendix 1: Evaluation Surveys

#### *Student Evaluation Survey*



The image shows a screenshot of a survey form for Syracuse University. The header features the university's name in orange and grey, with a logo on the left. Below the header, there are four distinct sections, each with a question in red text and a corresponding text input field. The background of the form is a light beige color.

**SYRACUSE UNIVERSITY**

**Name**

**What Syracuse Abroad Center are you studying at?**

**How much did you know about Remembrance Week and Pan Am 103 Prior to this event? How much do you know now?**

**Is participating in Remembrance Week related events something that is important to you? Why or why not?**

**Please provide feedback on the following elements of the rose-laying ceremony.**

	poor	good	excellent
The script/template	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Overall participation of the people who attended	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
A way in which to inform/educate abroad students about the 30th Anniversary of the Lockerbie Air Disaster	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**What was the most successful aspect of your event?**

**What was the least successful aspect of your event?**

**How were you informed about the Global Rose-Laying Ceremony at your center? Was this the best method of publicizing the event?**

**Did this event make you feel more connected to home campus and the other Syracuse Abroad centers?**

- Yes, and this is important to me
- Yes, but this is not important to me
- No

**What was your role in your center's Global Rose-Laying Ceremony?**

- Participant
- I had a larger role (please explain)

**How would you rank the success of your center's event as a whole?**




**Are you considering applying to be a Remembrance Scholar?**

- Yes, I have wanted to do so long before this event.
- Yes, this event made me want to apply.
- I am not sure yet.
- No.



*Center Director Survey*



**SYRACUSE UNIVERSITY**

**Name**

**Position**

**What Syracuse Abroad Center do you work at?**

**What was the date and time of your Global Rose-Laying Ceremony?**



**Roughly, how many people (including students, faculty, and staff) attended the event?**

**Please provide feedback on the following elements of the rose-laying ceremony.**

	poor	good	excellent
The script/template	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Overall participation of the people who attended	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
A way in which to inform/educate abroad students about the 30th Anniversary of the Lockerbie Air Disaster	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**What was the most successful aspect of your event?**

**What was the least successful aspect of your event?**

**What more could we have done on home campus to better support your event?**

**How did you publicize the Global Rose-Laying Ceremony to the students at your center?**

**Was this the only Remembrance Week related event that occurred at your center? If not, please list the other event(s).**

- Yes  
 No

**Did this event make your center feel more connected to home campus and the other Syracuse Abroad centers?**

- Yes, and this is important to my center  
 Yes, but this is not important to my center  
 No

**How would you rank the success of your center's event as a whole?**



## Appendix 2: Syracuse Abroad Center Director Letter



*Hannah Butler*

[hbutler@syr.edu](mailto:hbutler@syr.edu) | (562) 912 5542

Dear SU Abroad Centers,

Hello! My name is Hannah Butler and I am a rising Senior public relations major at the S.I. Newhouse School of Public Communications. I am also a student in the Renée Crown University Honors Program and am embarking on my Senior Capstone project- a project I am hoping to get your help with! But first, a little bit of background.

The summer after my freshman year at Syracuse, I had the immense privilege to study, learn and explore in Scotland on a Fulbright Scholarship at the Fulbright Scotland Summer Institute at the Universities of Dundee and Strathclyde. While there, I spent a day in Lockerbie at the Dryfesdale Cemetery remembering the lives of the 35 SU students we lost in the Lockerbie Air Disaster in 1988. As a member of the Syracuse community, I vowed to do all I could ensure that our Syracuse global family, not just the students on campus in Syracuse, New York, could look back and act forward in memory of this day during our annual Week of Remembrance.

Now here is where you come in!

This December will mark the 30<sup>th</sup> anniversary of the Lockerbie Air Disaster and I am working in conjunction with Lou Berends, Kelly Rodoski, Maria Russell and the rest of the 30th Anniversary Committee to plan a global rose laying ceremony that will occur all around the world at the same time as the one on our home campus. The official title of my capstone is “Petals of Remembrance: An Applied PR Campaign for the SU Abroad Centers in Relation to the 30th Anniversary of the Lockerbie Air Disaster” and it hopes to strengthen the relationship between our home university and our many centers and students abroad through this large remembrance event.

The goal is to have a total of 270 roses placed around the world in memory of the victims of Pan Am 103. With the help and participation of each our SU Abroad Centers, I know this can be a huge success! The rose laying ceremony planned for your center can be simple. I can provide you with a small template and each place can apply their own special spin (conduct the ceremony in your own language, have each student lay a rose, etc). The hope is simply that we can all celebrate this integral part of our SU and world history wherever we are in the world – together.

We are hoping to include the NYC and LA campuses, the universities of the 10 students who died who were not fully matriculated at SU, Lockerbie Academy and others, but as the focus of this capstone and project is on the global Syracuse family, the success of this global rose laying ceremony starts with you!

Please feel free to contact me with any questions! I am eager to look back and act forward with your help and am forever grateful for your participation.

Hannah Butler

## Appendix 3: Syracuse Abroad Student Letter

# Syracuse University Abroad

Dear Syracuse Abroad Students,

Hello! My name is Hannah Butler and I am a Senior public relations major at the S.I. Newhouse School of Public Communications. I am also a student in the Renée Crown University Honors Program and am working on my Senior Capstone project- a project I am hoping to get your help with!

This December will mark the 30<sup>th</sup> anniversary of the Lockerbie Air Disaster and I am working in conjunction with Lou Berends, Kelly Rodoski, Maria Russell and the rest of the 30th Anniversary Committee to plan a global rose laying ceremony that will occur all around the world at the same time as the one on our home campus. The official title of my capstone is “Petals of Remembrance: An Applied PR Campaign for the Syracuse Abroad Centers in Relation to the 30th Anniversary of the Lockerbie Air Disaster” and it hopes to strengthen the relationship between our home university and our many centers and students abroad through this large remembrance event.

The goal is to have a total of 270 roses placed around the world in memory of the victims of Pan Am 103. With the help and participation of each our Syracuse Abroad Centers, I know this can be a huge success! Now here is where you come in!

When planning your weekends away and other trips during your semester abroad, keep Remembrance Week in mind and please plan to be in your host city between October 28<sup>th</sup> and November 3<sup>rd</sup>. Each Syracuse Abroad center will host a rose-laying ceremony during this week and I am excited for you to have the chance to participate! The hope is simply that we can all celebrate this integral part of our Syracuse and world history wherever we are in the world – together.

Just by being at your center’s rose laying ceremony, you will be a part of something that will connect our global Syracuse family. If you want a larger role in your center’s ceremony and want to help make it happen, there are opportunities for that as well! Just email me at [hbutler@syr.edu](mailto:hbutler@syr.edu) and I will let you know how you can help.

Please feel free to contact me with any questions! I am eager to look back and act forward with your help and am forever grateful for your participation.

Hannah Butler

## Appendix 4: 2018 Global Rose-Laying Script



Global Rose-Laying Ceremony  
Syracuse Abroad Centers Script

### *Welcome:*

Literature offers a wealth of quotations about loss. There's much to say on the subject, but few words to do it justice. We're left with more questions than answers. Among the most meaningful of those questions is one from the Christmas classic, *It's a Wonderful Life*: "Strange, isn't it? Each man's life touches so many other lives. When he isn't around he leaves an awful hole, doesn't he?" Students, faculty and other members of the Syracuse University community stand before you today to commemorate the 270 individuals we lost in the bombing of Pan Am Flight 103, especially the 35 students returning home from a semester of study abroad through Syracuse University. We feel this loss, these 270 absences, deeply. While this tragedy still lies heavy in the hearts of Syracuse University and the affected families, born from it is the opportunity to look back and act forward. We do so in the name of the individuals we lost, and we carry on their memories each and every day.

### *Brief History:*

A simple phrase - "we remember them" - encapsulates the night that Pan Am 103 exploded in the skies over Lockerbie, Scotland, on Dec. 21, 1988. The bombing claimed the lives of all 259 individuals aboard the plane and 11 residents of Lockerbie. Thirty-five Syracuse University study abroad students returning home from a semester in London, England and Florence, Italy were among those whose lives were lost.

The Syracuse University campus was nearly empty as exam week was ending and most of the nearly 15,000 students had departed for the winter intersession. Upon hearing the news, those students, faculty, and staff who remained on campus made their way to Hendricks Chapel to mourn and find solace. University staff went to work confirming the roster of returning study abroad students whose lives had been lost. They would work countless hours over the coming days and weeks, following news reports and supporting the victims' families.

A University-wide memorial service was held in the Carrier Dome on January 18, 1989, following the return of the campus community for the spring semester. At this service, Chancellor Melvin Eggers assured the families their "sons and daughters will be remembered at Syracuse University so long as any of us shall live and so long as the University shall stand."

Thirty years on from that tragic day, the University has not only held true to that promise, it has opened its doors to the families and communities of all 270 victims.

#### *Reading:*

They were risk takers, dreamers, planners, leaders. They wanted more than a simple education. They were willing to try the new and the different. They were cherished by their families and friends. And with terrifying suddenness, they were gone. As swiftly as a thought of death, it was harsh reality, a reality that became far too common in our time. 35 students studying abroad with Syracuse University died on Pan Am Flight 103 on December 21, 1988, along with 224 other passengers and eleven Lockerbie residents, victims of a terrorist bombing.

Those who knew and loved these people will never forget the moment they discovered the nearly unbearable truth. They will forever carry with them in their mind the picture of where they were, who brought the news, on whose shoulders they cried.

But in the long process of grief, there is the comfort that comes from other memories. Memories of the loved person in the glory of youth, bright-eyed and eager for whatever came next. Ready to be part of things. Ready for hard work. Ready for fun. At Syracuse University, we are lucky. We only have to look out onto the campus, into a classroom, over the crowd at the Dome to see the spirit embodied in the 35 students lost to us that December day. In fact, they live on among us in the spirits of all our students, young men and women ready for the excitement of challenging and growth.

#### *Reflection:*

At this time, a student, faculty or staff member who is pre-selected may come forward to share their thoughts and how they look back and act forward in memory of the victims of the Lockerbie Air Disaster.

#### *Rose Laying:*

At this time, we will lay roses in memory of the lives we lost. If you are laying a rose, please come forward and do so now.

#### *Musical Selection:*

The musical selection, whether being played from a recording or live, may be done so either during the laying of the roses (as background music) or may be done at this time to give all guests in attendance a few minutes to reflect.

#### *Time to Share:*

Anyone who feels so inclined is encouraged to reflect and share how he/she acts forward in memory of the victims of Pan Am 103.

*Closing:*

Thank you for joining us today in remembering and honoring the 270 individuals aboard Pan Am Flight 103 and all others lost to acts of terrorism. May we remember to look back and act forward in their memory -- today and every day.

*A note: Though this suggested script is intended to guide your center's ceremony, you should not feel constricted by it. The goal of this Global Rose Laying effort is for your center to join together with the rest of the Syracuse community in remembering the 270 lives lost, but in a way that is special to you. You are encouraged to incorporate different languages and special commemorations of remembrance that are unique to your culture. In this way, we can look back and act forward as a global family.*

## **Appendix 5: SU Today Remembrance Week Events Article**

<https://news.syr.edu/blog/2018/10/16/remembrance-week-commemorative-activities-will-honor-the-victims-of-pan-am-flight-103/>

## **Appendix 6: Ceremony Photos -- Syracuse Abroad Centers**

**London**











Madrid







Central Europe







**Florence**











## Appendix 7: Updated Global Rose-Laying Ceremony Script



Global Rose-Laying Ceremony  
Syracuse Abroad Centers Script

### *Welcome:*

Literature offers a wealth of quotations about loss. There's much to say on the subject, but few words to do it justice. We're left with more questions than answers. Among the most meaningful of those questions is one from the Christmas classic, *It's a Wonderful Life*: "Strange, isn't it? Each man's life touches so many other lives. When he isn't around he leaves an awful hole, doesn't he?" Students, faculty and other members of the Syracuse University community stand before you today to commemorate the 270 individuals we lost in the bombing of Pan Am Flight 103, especially the 35 students returning home from a semester of study abroad through Syracuse University. We feel this loss, these 270 absences, deeply. While this tragedy still lies heavy in the hearts of Syracuse University, the affected families, and the world, born from it is the opportunity to look back and act forward. We do so in the name of the individuals we lost, and we carry on their memories each and every day.

### *Brief History:*

A simple phrase - "we remember them" - encapsulates the night that Pan Am 103 exploded in the skies over Lockerbie, Scotland, on Dec. 21, 1988. The bombing claimed the lives of all 259 individuals aboard the plane and 11 residents of Lockerbie. Thirty-five Syracuse University study abroad students returning home from a semester in London, England and Florence, Italy were among those whose lives were lost.

The Syracuse University campus was nearly empty as exam week was ending and most of the nearly 15,000 students had departed for the winter intersession. Upon hearing the news, those students, faculty, and staff who remained on campus made their way to Hendricks Chapel to mourn and find solace. University staff went to work confirming the roster of returning study abroad students whose lives had been lost. They would work countless hours over the coming days and weeks, following news reports and supporting the victims' families.

A University-wide memorial service was held in the Carrier Dome on January 18, 1989, following the return of the campus community for the spring semester. At this service, Chancellor Melvin Eggers assured the families their "sons and daughters will be remembered at Syracuse University so long as any of us shall live and so long as the University shall stand."



Thirty years on from that tragic day, the University has not only held true to that promise, it has opened its doors to the families and communities of all 270 victims.

### *Reading:*

They were risk takers, dreamers, planners, leaders. They wanted more than a simple education. They were willing to try the new and the different. They were cherished by their families and friends. And with terrifying suddenness, they were gone. As swiftly as a thought of death, it was harsh reality, a reality that became far too common in our time. 35 students studying abroad with Syracuse University died on Pan Am Flight 103 on December 21, 1988, along with 224 other passengers and eleven Lockerbie residents, victims of a terrorist bombing.

Those who knew and loved these people will never forget the moment they discovered the nearly unbearable truth. They will forever carry with them in their mind the picture of where they were, who brought the news, on whose shoulders they cried.

But in the long process of grief, there is the comfort that comes from other memories. Memories of the loved person in the glory of youth, bright-eyed and eager for whatever came next. Ready to be part of things. Ready for hard work. Ready for fun. At Syracuse University, we are lucky. We only have to look out onto the campus, into a classroom, over the crowd at the Dome to see the spirit embodied in the 35 students lost to us that December day. In fact, they live on among us in the spirits of all our students, young men and women ready for the excitement of challenging and growth.

### *Reflection:*

At this time, a student, faculty or staff member who is pre-selected may come forward to share their thoughts and how they look back and act forward in memory of the victims of the Lockerbie Air Disaster.

### *Rose Laying:*

At this time, we will lay roses in memory of the lives we lost. But first, I encourage you to assign meaning to your rose. Whether you lay it in memory of one of the 270 victims or in memory of a loved one, friend, or family member, I invite you to assign special meaning to your rose that is pertinent to you. If you are laying a rose, please come forward and do so now.

### *Musical Selection:*

The musical selection, whether being played from a recording or live, may be done so either during the laying of the roses (as background music) or may be done at this time to give all guests in attendance a few minutes to reflect.

### *Time to Share:*

Anyone who feels so inclined is encouraged to reflect and share how he/she acts forward in memory of the victims of Pan Am 103. Your center may also choose to do this in a small group setting so as to foster more participation and remove the pressure of speaking in front of a crowd.

### *Closing:*

Thank you for joining us today in remembering and honoring the 270 victims of the Lockerbie Air Disaster and all others lost to acts of terrorism. May we remember to look back and act forward in their memory -- today and every day.

*A note: Though this suggested script is intended to guide your center's ceremony, you should not feel constricted by it. The goal of this Global Rose Laying effort is for your center to join together with the rest of the Syracuse community in remembering the 270 lives lost, but in a way that is special to you. You are encouraged to incorporate different languages and special commemorations of remembrance that are unique to your culture. In this way, we can look back and act forward as a global family.*