

MEJO 730 – Principles of Strategic Communication– Fall 2022 edition

Classroom: 303 Curtis Media Center

Time: Tuesdays & Thursdays, 11 am-12:15 pm

Instructor: Lois Boynton (she/her/hers)

Office: 237 Carroll Hall

Home phone: 919/960-6093

e-mail: lboynton@email.unc.edu

Stop by! Office and Zoom

Mondays 10-11:30 am and 2-5 pm

Tuesdays/Thursdays 3:45-5 pm

Wednesday 3-4 pm **on Zoom only**

And, by appointment

*Zoom link and password on Sakai



About MEJO 730: *Principles of Strategic Communication* provides foundations for strategic communication (public relations and advertising) used by corporations, government agencies, and nonprofits to build and grow relationships with stakeholders. You'll explore communication leadership skills by assessing goals-based research, critiquing strategic effectiveness of campaigns, and developing an original case study that meets the criteria for a national competition. Competency class for MA students; PhD students must have instructor permission.



Whatever communication area you're interested in, I hope this class will provide you with the concepts and tools you need to accomplish your goals.

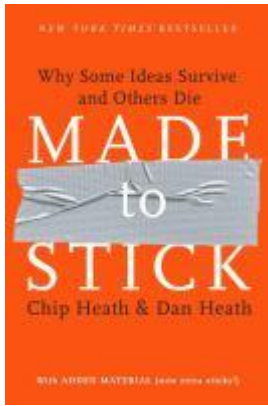
Today, organizations – corporations, government agencies, nonprofits, or something in between – must deal with increasingly challenging relationships with their stakeholders.

Strategic communication practitioners also need to have the ears of their organization's top leaders. And, ultimately, you become leaders, too!

As we explore the ever-evolving world of strategic communication, you'll see one thing hasn't changed: the management of important relationships is at the heart of all strategic activities.

Since objectives are key to successful strategic communication, I thought we should have a few! By the end of the semester, you will be able to:

- ♦ Be knowledgeable about the professional world by following a strategic communication leader;
- ♦ Critique the effectiveness of strategic communication campaigns through case analysis;
- ♦ Research, write, and present an *original* strategic communication case study that meets the criteria of the Arthur W. Page Society Case Study Competition; and
- ♦ Practice effective team building and presentation skills



◀ da book –

Made to stick: Why some ideas survive and others die. By Chip Heath and Dan Heath. Random House, 2007/2008.

Purchase at bookstore; on reserve at the Park Library (2-hour check-out); check out from Davis Library.

And, other readings and cases in [Sakai](#) – Resources Folder.

Be ready to discuss, ask questions, offer opinions, disagree, argue, share knowledge, updates, etc. That's what'll make this class fun!

Got the curiosities?

Please keep up with what's going on in the world and in strategic communication through regular reading/viewing of traditional and evolving media channels.

Share news we all can use about public relations, marketing, corporate communications, investor relations, advertising, social media and strategic communication as you come across them.

Some resources:

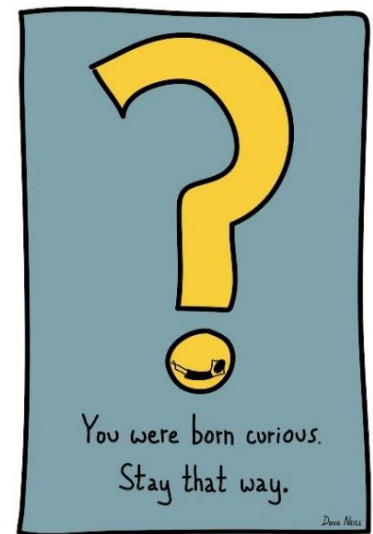
- [Ad Age](#)
- [Ad Week](#)
- [Commpro](#) – also has a daily e-blast
- [Marketing Dive](#)
- [O'Dwyer's Inside News of PR & Mktg Comms](#)
- [PR Week](#)
- [Public Relations Today](#)
- [Ragan's PR Daily](#)
- [The Skimm](#) – you may also sign up for daily e-blast (M-F) and more!!

Need some foundations? Need a refresher? Here are 2 books that may help.

- ♦ *Planning and managing public relations campaigns* by Anne Gregory, 4th ed. (Park Library: HD59.G69 2015)
- ♦ *Hey Whipple, squeeze this: The classic guide to creating great ads.* 5th ed. by Luke Sullivan, Edward Boches. Access e-version at library.unc.edu with ONYEN and password

And speaking of Sakai... here's what you'll find!

- ♦ **Syllabus:** Subject to updates, cuz, 2022! I'll keep you posted if anything changes.
- ♦ **Resources:** Look here for readings and handouts
- ♦ **Assignments:** both homework and in-class assignments will reside here.



Special Accommodations: If you require special accommodations to attend or participate in this course, please let me know as soon as possible. If you need information, visit the **Accessibility Resources & Service Office website**, call 919/962-8300, or use NC Relay 711.

JOIN THE CONVERSATION 

Attendance and Participation: You're expected to attend and **actively** participate in each class period. This is not a lecture class; we will use class time to talk about and apply what you find through readings, research, experiences, following a professional and working on your cases.

There are not a certain number of classes you are permitted to miss; however, if you are ill or have an emergency, please let me know so I may work with you.



And, speaking of assignments...

Homework assignments are due at the beginning of class (aka no later than 11 a.m.).

In some instances, you will be directed to post your assignment on Sakai; others may call for you to bring a printed copy. Please see the assignment instructions for details.

The UNC-CH Graduate School's grading system is:

H = High pass – clear excellence, over the top, wow!

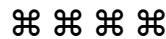
P = Pass – entirely satisfactory graduate work

L = Low Pass – inadequate graduate work

F = Fail

Note that graduate classes do not have numerical grades, and you don't end up with a GPA.

Additional fun reading available in the Graduate School [Handbook](#).



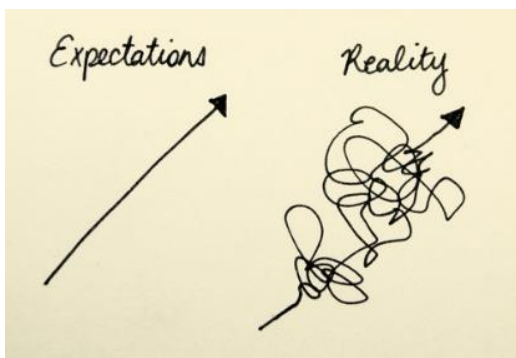
Your final grade breakdown:

Assignments	45%
Homework	
In-class activities	
Original case study	40%
In-class participation	15%

Basic guidelines

I welcome your using your laptop in class to take notes, search for class-related information, complete in-class assignments, etc.

Please let your social media have a 75-minute rest while class is underway! There's evidence that multitasking means you're better prepared to screw up at least two things at a time [[Psychological Science](#)]. ☺ Just sayin'...



Plus ...

Let me know of any questions or concerns you have. I know that balancing various coursework for a graduate program can be challenging. Don't succumb to the stress – let's work together to ensure you meet course requirements and have a good time.

And please take advantage of campus and online resources (links also on Sakai):

- ♦ [Counseling and Psychological Services](#) (aka, CAPS)
- ♦ [Multicultural Health Program](#) for needs of Black, Indigenous, and Students of Color
- ♦ [Community Clinic](#), UNC Department of Psychology in-person & teletherapy services
- ♦ [Helping Give Away Psychological Science](#) (pronounced "H-Gaps") - resources
- ♦ [Carolina Together](#) – COVID-19 info
- ♦ [Carolina Cupboard](#) on-campus food pantry
- ♦ [Inter-Faith Council for Social Service](#) (Community Market food bank, etc.)
- ♦ [COVID-19 Emergency Grant Funding](#)
- ♦ [Heels Care Network](#) –mental health & well-being resources and assistance
- ♦ [UNC-CH Graduate School wellness and mental health resources](#)
- ♦ National suicide hotline= **988**, and suicide text line= **HOME to 741 741**



Diversity, Equity and Inclusion:

I strive to make this classroom an inclusive space for all students. Please let me know if there is anything I can do to improve; I appreciate any suggestions. More broadly, our school has adopted diversity and inclusion [mission and vision statements](#) with accompanying goals. These complement the University policy on [prohibiting harassment and discrimination](#).

In summary, UNC-Chapel Hill is committed to providing an inclusive and welcoming environment for all members of our community and does not discriminate in offering access to its educational programs and activities on the basis of age, gender, race, ethnicity, color, national origin, religion, creed, disability, veteran's status, sexual orientation, gender identity, or gender expression. Additional information is available at the [University of Office for Diversity and Inclusion](#) as well as [UNC-CH's Graduate School Diversity Initiatives](#).

The Dean of Students handles inquiries regarding the University's nondiscrimination policies. Call [919] 966-4042; NC Relay, 711, email odos@unc.edu, or visit Student Academic Services Building, Suite 1106, 450 Ridge Road.

Student Conduct

You are expected to conduct yourself within the guidelines of the University honor system. All academic work should be done with the high levels of honesty and integrity that this University demands. You are expected to produce your own work in this class. You may retrieve the full document, *The instrument of student judicial governance*, [here](#).



The University's Policy on Prohibit Discrimination, Harassment and Related Misconduct is outlined [here](#).

Discrimination violates the university's [Honor Code](#), Title VII of the Civil Rights Act (1964) and Title IX of the Educational Amendments.


If you need assistance with a harassment issue or problem, bring it to my attention or The Office of the Dean of Students, odos@unc.edu, 919/966-4042 or NC Relay 711.



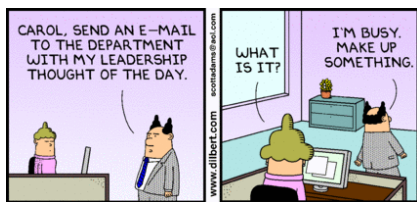
Professional values and competencies: The Hussman School of Journalism and Media's accrediting body outlines a number of values you should be aware of and competencies you should be able to demonstrate by the time you graduate from our program. Learn more about them [here](#). No single course could possibly give you all of these values and competencies; but collectively, our classes are designed to build your abilities in each of these areas. The values and competencies in bold are most relevant for this course:

- Understand and apply the principles and laws of freedom of speech and press for the country in which the institution that invites ACEJMC is located, as well as receive instruction in and understand the range of systems of freedom of expression around the world, including the right to dissent, to monitor and criticize power, and to assemble and petition for redress of grievances;
- Demonstrate an understanding of the history and role of professionals and institutions in shaping communications;
- **Demonstrate an understanding of gender, race ethnicity, sexual orientation and, as appropriate, other forms of diversity in domestic society in relation to mass communications;**
- **Demonstrate an understanding of the diversity of peoples and cultures and of the significance and impact of mass communications in a global society;**
- Understand concepts and apply theories in the use and presentation of images and information;
- **Demonstrate an understanding of professional ethical principles and work ethically in pursuit of truth, accuracy, fairness and diversity;**
- **Think critically, creatively and independently;**
- Conduct research and evaluate information by methods appropriate to the communications professions in which they work;
- **Write correctly and clearly in forms and styles appropriate for the communications professions, audiences and purposes they serve;**
- Critically evaluate their own work and that of others for accuracy and fairness, clarity, appropriate style and grammatical correctness;
- Apply basic numerical and statistical concepts;
- Apply tools and technologies appropriate for the communications professions in which they work.


Week by Week – MEJO 730.001 Fall 2022




Please note: This schedule may change ... weather, guest speaker opps, etc. I will advise.





Date	Today's Topic/Goal	Readings/Assignments for this Day <i>Heath & Heath = textbook</i> <i>Other readings are on Sakai – Resources tab</i> <i>Assignments – see Assignment tab on Sakai</i>
Aug. 16	<p>First day of class – introductions, what's up for the semester and stickiness of campaigns</p> 	<p>Before first class, please read...</p> <ul style="list-style-type: none"> ▪ Heath & Heath, intro (pp. 3-24) ▪ 988 Suicide and Crisis Lifeline information
Aug. 18	<p>Creating campaign plans – setting the foundations</p> <p>What do you know? What do you need to know? How will you find what you need to know?</p> <ul style="list-style-type: none"> ▪ Secondary research 	<p>Readings</p> <ul style="list-style-type: none"> ▪ Heath & Heath, ch. 1-2 ▪ LUPE Model – <i>Developing data-driven campaigns</i> ▪ 165 <i>Strategy-Changing Digital Marketing Statistics for 2022</i> – scan ‘why are digital marketing stats important?’ and ‘General digital marketing stats’ ▪ Optional: <i>How to write an effective RFP response</i> <p>Homework assignment:</p> <ul style="list-style-type: none"> ▪ ID a professional you'll follow on social media
Aug. 23	<p>Tinkering with theory</p> <p>Trust me, it's fun!!</p>	<p>Readings</p> <ul style="list-style-type: none"> ▪ Heath & Heath, ch. 3-4 ▪ Standpoint theory basics ▪ <i>Framing</i> by Tom Bivins <p>Homework assignment</p> <ul style="list-style-type: none"> ▪ “Doing” theory – write up + be prepared to share and discuss findings for your assigned theories. See a few resources on Sakai for starting points.
Aug. 25	<p>Doing research and evaluation</p> <ul style="list-style-type: none"> ▪ Primary research <ul style="list-style-type: none"> ▪ Collecting data ▪ Analyzing results ▪ Reporting findings 	<p>Readings</p> <ul style="list-style-type: none"> ▪ Heath & Heath, ch. 5 ▪ <i>America is getting unvaccinated people all wrong</i> ▪ <i>Omnicon category: Statistics</i> – Peruse stats on 2 social media platforms, just for giggles 😊 ▪ Optional: <i>Evaluating information: Applying the CRAAP Test</i> <p>Homework assignment:</p> <ul style="list-style-type: none"> ▪ Reflection 1 – Researching about researching

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Aug. 30	<p>Influencers and other stakeholders</p> <ul style="list-style-type: none"> Putting research to good use Who will you target? How? Goals, objectives, strategies and tactics <p><i>“People tend to confuse activity and results. At the end of the day, results are what really matter, not activities.”</i> ~ Lisa Borders, WNBA</p>	<p>Readings</p> <ul style="list-style-type: none"> Heath & Heath, ch. 6, and Epilogue-What sticks What is a stakeholder? What is an influencer? Go beyond vanity metrics when deploying influencers in awareness efforts <p>Homework assignments:</p> <ul style="list-style-type: none"> Reflection 2 – storytelling: <i>Racial disparities in drowning deaths persist, research shows + How I learned to swim</i>
Sept. 1	<p>Why white papers:</p> <ul style="list-style-type: none"> Establish organization’s position Case study How to (or how not to) Backgrounder what else? 	<p>Readings</p> <ul style="list-style-type: none"> Heath & Heath, <i>Sticky advice</i> (pp. 253-284) <i>How to write and format a white paper</i> <p>Homework assignments:</p> <ul style="list-style-type: none"> Assess a white paper
Sept. 6	<p style="text-align: center;">Well-being day!</p> <p style="text-align: center;">No classes!</p>	
Sept. 8	<p>Leadership foundations</p> 	<p>Readings</p> <ul style="list-style-type: none"> 8 most common leadership styles & how to find your own 18 business leaders on creating an inclusive and equitable society <p>Homework assignment:</p> <ul style="list-style-type: none"> Reflection 3: Finding your leadership style
Sept. 13	<p>Leadership issues</p> 	<p>Readings</p> <ul style="list-style-type: none"> RTO lessons learned: 5 top in-house comms leaders on what works and what doesn't We analyzed 23 memos from CEOs responding to the US Capitol riot How to navigate pushback to diversity, equity and inclusion efforts What I learned from Boston Celtics legend Bill Russell <p>Homework Assignment:</p> <ul style="list-style-type: none"> Brief report on the professional you're following

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Sept. 15	Case study foundations <ul style="list-style-type: none"> ▪ Case components ▪ Case uses – teaching, marketing and branding tools ▪ Doing in-class case assessments ▪ In-class: Sign up to lead discussion of an existing case study ▪ Where to find cases to critique 	Readings <ul style="list-style-type: none"> ▪ A (very) brief refresher on the case study method ▪ Case study writing guide (Types: pp. 4-5) ▪ Case study discussion guide ▪ <i>Incredible egg challenge</i> Homework assignments: <ul style="list-style-type: none"> ▪ ID 1-ish idea for your original case study ▪ see Arthur Page Society Case Study Competition for ideas
Sept. 20	Ethics cases <ul style="list-style-type: none"> ▪ What can we do vs what should we do? ▪ Ethics codes by professional associations and organizations 	Readings <ul style="list-style-type: none"> ▪ <i>What is native advertising? Definition, components, benchmarks, & best practices with examples</i> ▪ Peruse the codes: PRSA code of ethics, AMA statement of ethics, Institute for Advertising Ethics principles and practices (Links on Sakai) ▪ <i>The Daily Show meets Riyadh! How a giant PR firm is pitching the Saudis.</i> <p>Plus case(s) TBD by discussion host!</p> Homework assignment: <ul style="list-style-type: none"> ▪ Submit topic for your original case study & at least 8 initial references
Sept. 22	Media relations cases <ul style="list-style-type: none"> ▪ Pitching and catching ▪ Working with media ▪ Tracking the value of media coverage ▪ Formulating a pitch ▪ HARO 	Readings <ul style="list-style-type: none"> ▪ <i>A former journalist's nonprofit helps survivors of high-profile tragedies</i> ▪ <i>How to craft a winning media pitch in 2022</i> <p>Plus... Case(s) TBD by discussion leader(s)!</p>
Sept. 27	Social media comms <ul style="list-style-type: none"> ▪ Meeting organization goals 	Readings <ul style="list-style-type: none"> ▪ <i>How to plan a social media marketing campaign, step by step</i> ▪ <i>How TikTok is changing healthcare marketing</i> <p>Cases anyone?? 😊</p> Homework assignment: <ul style="list-style-type: none"> ▪ Update on the professional you're following
Sept. 29	Sports marketing and communication <ul style="list-style-type: none"> ▪ Broadening the player – and consumer – involvement ▪ Impact of NIL (name, image, and likeness) 	Readings: <ul style="list-style-type: none"> ▪ <i>Sports marketing for NCAA players is fair game. Here's what brands need to know now</i> ▪ <i>Airball: Why PR firms are finding the NIL market isn't what they expected</i> <p>And ... Case(s) to discuss!</p>

Date	Topic	Readings/Assignments
Oct. 4	Consumer relations, branding <ul style="list-style-type: none"> ▪ Telling the story ▪ Protecting the brand's rep 	Readings: <ul style="list-style-type: none"> ▪ 12 socially responsible companies to applaud ▪ Twitter shares new research into the effectiveness of its offensive reply warnings ▪ 7 consumer marketing tactics that really work <p>And ... Case(s) to discuss!</p>
Oct. 6	More consumer relations, branding <ul style="list-style-type: none"> ▪ And how it differs from B-to-B 	Readings <ul style="list-style-type: none"> ▪ The ultimate guide to B2B marketing in 2022 [+ new data] ▪ New data reveals marketers admit to 'playing it safe' with their marketing content for fear of being cancelled <p>Case(s) TBD by discussion leader(s)!</p>
Oct. 11	Consumers again, with social marketing	Readings <ul style="list-style-type: none"> ▪ The fashion of purpose ▪ What is social marketing? (With 7 stellar examples) <p>Who's up? Discussioners unite!</p>
Oct. 13	Advocacy and activism <ul style="list-style-type: none"> ▪ Corporate social advocacy ▪ Corporate social responsibility 	Readings <ul style="list-style-type: none"> ▪ Corporate social responsibility and corporate activism ▪ What CEOs need to consider before speaking out on social issues ▪ How your brand can take a political stand <p>And... case(s) for discussion!</p> <p>Homework assignment:</p> <ul style="list-style-type: none"> ▪ Please submit at least 2 pages of your original case study draft
Oct. 18	More Advocacy and Activism Moving forward, fighting back	Readings <ul style="list-style-type: none"> ▪ A tale of 2 pandemics (in comic book form!) ▪ Safe injection sites for drug users are a tough sell to foundations <p>In-class: We will watch the student-created documentary <i>Silence Sam</i></p>
Oct. 20-23	<p><i>Woo hoo!</i></p> <p><i>It's fall break!</i></p>	

Date	Topic	Readings/Assignments
Oct. 25	Wrappin' up the advocacy and activism	Readings: <ul style="list-style-type: none"> ▪ <i>The best times to promote health-related messages</i> <p>And... who's discussing a case?</p> <p>Homework assignment:</p> <ul style="list-style-type: none"> ▪ Update on the professional you're following
Oct. 27	Public affairs, government relations From local and state levels to national and international arenas	Readings <ul style="list-style-type: none"> ▪ <i>Government public relations</i> by Michael Turney ▪ <i>Government relations</i> (Public Affairs Council) - ▪ <i>International</i> (Public Affairs Council) <p>and... case(s)!</p>
Nov. 1 When you're about to leave work and the boss says "Before you go..." 	Employee communication The forgotten stakeholder?	Readings <ul style="list-style-type: none"> ▪ <i>Report finds steep disconnect between internal communication and employees</i> ▪ <i>How to run an impressive internal communications audit (in 7 steps!)</i> <p>And ... Case(s) to discuss!</p>
Nov. 3 	Again with the employee thing	Readings <ul style="list-style-type: none"> ▪ <i>As Juneteenth becomes federal holiday, communication issues remain</i> ▪ <i>Retailers are increasingly uncomfortable with employee influencers</i> ▪ <i>Social media in the workplace: 5 reasons to not friend co-workers</i> <p>Who's on today to lead the way (oooh! Poetry!!)</p>
Nov. 8 Election Day!!!!!! 	Case study check-in/work day ▪ How's it goin'?	<p>We will not meet for class, but I will be available in my office and on Zoom.</p> <p>Take time to vote, too!!</p>
Nov. 10	Pot luck! What topics do you wanna talk about?	<p>Case(s) TBD by discussion leader(s)!</p> <ul style="list-style-type: none"> ▪ <i>A medical marketing blind spot: LGBTQIA+ communities being left behind</i> ▪ <i>Hofstede's cultural dimensions: Understanding different countries</i> ▪ <i>What is community relations and why is it important?</i> <p>Homework assignment</p> <ul style="list-style-type: none"> ▪ Submit updated draft of your case study

Date	Topic	Readings/Assignments
Nov. 15	Crisis communication <ul style="list-style-type: none"> Are you ready? Are your stakeholders ready? 	Readings <ul style="list-style-type: none"> <i>Situational crisis communication theory and how it helps a business</i> <i>How leaders should address racially charged events</i> <p>Case discussion host/hostess?</p>
Nov. 17	Guest speaker – Esther Campi	Readings TBD <p>Homework assignment:</p> <ul style="list-style-type: none"> Final update on the professional you're following
Nov. 22	Ack... more crises!!	Reading <ul style="list-style-type: none"> <i>Volkswagen settles initial 'dieselgate' claims with £193m payout</i>
Nov. 23-27 	<p>Happy Thanksgiving!!</p>	
Nov. 29 – our LDOC!	Wrappin' it all up! <ul style="list-style-type: none"> Case updates and feedback Working on teaching notes Course feedback 	Readings <ul style="list-style-type: none"> <i>UNC Food Workers' Strike of 1969</i> <p>We will watch a video, <i>Women Behind the Lines</i>, about the 1969 UNC-Chapel Hill food services strike and discuss its implications today.</p>
Dec. 3 – 'exam' day  9:30-11 a.m.	Case study presentation day!	Present your case study – 5 minutes Turn in your presentation materials
Dec. 5, midnight	Turn in final <u>written</u> case study on Sakai 	Early submissions cheerfully accepted! 😊 <u>Very last assignment!!</u> 