

Media Leadership in a Time of Change  
Hussman School of Journalism & Media  
MEJO 653. Monday & Wednesdays  
Carroll Hall Room 011

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Office Hours: Tuesday & Thursday Drop in or Appointment



The Only Woman, @ Immy Humes, Phaidon,com

This is a picture that symbolizes for me what you students can reach. This is a picture of the very important Associated Press Board when it went from all men to one woman. Kathryn Graham, the Publisher of the Washington Post, joined the board as the first – and only woman. I was just beginning my career. Media leadership has changed during my lifetime. It will and must change more.\*. I want you to be prepared to accept leadership and to bring America's great experiment in multi-racial democracy closer to its promise. My premise: UNC students are tomorrow's leaders. You worked hard to get here – your destiny is to strengthen your leadership role in your time, in your career, in your community.  
(\*See Guardian story Dec. 1, 2022 re: Media Leadership Study focused on Women of Color)

### **CLASS PURPOSE**

This is a class for all journalism and media students who want to understand the changing role of media in the American conversation and who want to participate deeply in how that conversation is shaped. It will be about change. It will be about you. This class will explore your strengths and what motivates you. It will help you shape your post-graduation life. More importantly, it will guide your leadership development as an individual and as a class as we move as community into the mid 21<sup>st</sup> century.

### **CLASS OBJECTIVES**

Many leadership courses focus on Harvard Business School case studies. The example of leadership is too often male, white and middle aged and focused on leading a company into profits. The media has changed so much that such a leadership model can be the recipe for failure. Research at Northwestern calls for innovation and flexibility as key attributes of a media leader. A company like Facebook (whose name has changed to META before it turned 20) proves the point that what you are when you begin is not what you will be a decade or even half a decade later. Disruption is at the center of all media. Newspapers are now digital. TV News is now streamed. Radio is podcasts.

Change doesn't mean the values, the sense of mission, the True North that motivates an individual changes as fast. This class will be about finding your True North and defining your values and shaping your sense of mission.

We'll do that by reading deeply, discussing issues honestly as a class, and writing personally about your strengths, worries and expectations for your future. We'll examine case studies of modern media leaders who have changed since they began their career journey—like you—as Carolina grads, and who possess what the former Secretary of State Henry Kissinger says are critical for a leader – boldness and character. We'll read two books that will be backdrops for your understanding of yourself and the changing America. They will prepare you for whatever career you end up choosing.

“As it stands, The United States is facing a crisis of identity unlike any before. The country is headed toward an inversion of its demographics with its powerful white majority expected to be outnumbered by people not of European descent within two decades. This is unknown territory for everyone in the hierarchy, ....” **Isabel Wilkerson, *CASTE: The Origins of Our Discontents***

“Pioneers think and act as the convergence of two tomahawks: the first, between the past and the future: the second between the withstanding values and yearnings of those they lead....the fundamental credits of a forerunner in these undertakings and the scaffold between the past and the future are boldness and character....” **Henry Kissinger, “*Leadership: Six Studies in World Strategy.*”**

“Although there was a time when leadership was hugely focused only on a top-down approach where you are continuously looking for someone to lead and direct you for you to advance, leadership has evolved into not just the process of leading others, but the importance of leading ourselves as well.” **Jacqueline M. Baker, “*Unexpected Leader: Discovering the Leader Within You*”.**

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#### **Required Course Books:**

***The Unexpected Leader: Discovering the Leader Within You***, Jacqueline M. Baker, John Wiley & Sons, 2022. (AVAILABLE IN UNC BOOKSTORE \$28.00)

***CASTE: The Origins of Our Discontents***, Isabel Wilkerson, Random House, 2020, Oprah Choice (I WILL BE BUYING THIS FOR YOU SO YOU HAVE IT FOR YOUR LIBRARY \$32.00)

#### **Class Requirements:**

- 1. Keep Journal on your Leadership Challenges, Strengths & Opportunities**
- 2. Read the Two Class Required Books - Better than Textbooks**  
Prepare Essay on one idea from *CASTE*
- 3. Book Review: Review One Popular Book in Your Field**  
Written review and Presentation to Class  
(Book Suggestions List attached)
- 4. Mid Term Exam: Essay with prompt about a Hypothetical Leadership Challenge**
- 5. Final Exam...Ten open ended questions. Exam given in last class.**

#### **Grading**

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|--|-----------|
| <b>1. Assigned Readings &amp; Class Discussion</b> | <b>25</b> |
| <b>2. 2 Book Reviews (Caste &amp; Pop Book)</b>    | <b>20</b> |
| <b>3. Mid Term Essay</b>                           | <b>20</b> |
| <b>4. Final Exam</b>                               | <b>25</b> |
| <b>5. Journal/Mentor/Presentation</b>              | <b>10</b> |

## Essay re: Final Grade

**IMPORTANT: Students who wish to receive an “A” for the semester’s work – or the graduate equivalent of “Honors” – should deliver to the professor in the third class (January 18th) a sealed one-page letter explaining how they will earn that grade.** This letter is the first leadership exercise and is designed to help you clarify your own personal and professional goals for this course. I will open and read it AT THE END of the semester, after the final exam. If I disagree with your goals or anticipated “performance” in this class, I will contact you directly to discuss at semester’s end – much as your supervisor will in annual performance reviews. If, at any time, you are having trouble meeting the goals you have set for yourself at the beginning of the semester, feel free to contact me to discuss. The idea is from a leadership book “*The Art of Possibility*” and its chapter: “Giving an A”. MBA students assigned the book are asked to consider this assignment a personal contract with yourself and the beginning of a lifelong commitment to periodic self-assessment and goal-setting.

*The Art of Possibility*, Rosamund Stone Zander and Benjamin Zander, Harvard Business School Press.

## Working Schedule-Leadership. 12/3/22

### Assignment Dates

1. Book Report 1. Feb. 6
2. Mid Term Exam. March 6
3. Book Report 2. March 27
4. Final April 26

## Weekly Class Schedule

Monday, January 9.

***Introductions & Expectations***

Create Cohort Groups

Wednesday, January 11.

**Discussion. : What is Leadership? What is my personal leadership drive?**

*Reading:*

Baker: Chapter 1 through Chapter 5

Monday, January 16

**NO CLASS**

**MLK Day**

**Wednesday, January 18.**

**Ethics: The Core of Leadership**

**Guest:** Kim Strom , Smith P. Theimann Jr. Distinguished Professor of Ethics and Professional Practice & Director, UNC Office of Ethics and Policy

Class Preparation: Watch Video Oct. 20 Ethics Month with Paul Pringle, Pulitzer Prize Journalist & author of Bad City <https://ethicspolicy.unc.edu/event/meet-the-author-paul-pringle/>

**Monday, January 23**

**Discussion: How do Leaders respond to a changing world and understand history?**

*Reading:*

Wilkerson: Part One & Part Two

**Wednesday January 25**

**Discussion: Understanding Power, Leadership, Dominant Group Status threat.**

*Reading:*

Wilkerson: Part Five & Six

**Monday, January 30**

**Discussion: Leaders As Personal Innovators.**

*Reading & Video*

Case Study # 1 Rochelle Riley

**Wednesday, February 1**

**Discussion: How do I understand Caste in my life?**

*Preparation:* Review class notes and prepare for honest, deep dive discussion with cohort.

**Monday, February 6**

**GUEST**

**First Assignment DUE**

**ASSIGNMENT: First Book Report Due**

**5 pages maximum**

**Caste by Isabel Wilkerson**

**Wednesday, February 8**

**Discussion: What are the Leadership styles and voice that you can cultivate?**

*Reading:*

Baker – Chapters 7, 8, 9 & 10

**Monday, February 13.**

**NO CLASS  
WELLNESS DAY**

**Wednesday, February 15**

**Discussion: Leadership Concept Discussion: Leadership growth and strategies. Who is your tribe? Who can be your mentors?**

*Reading:*

Baker – Chapters 12, 13, 14 & 15

**Monday February 20**

**Special Presentation by Graduate Student: The Story of Big Time Media Leadership Sagas. Disney & ATT/Warner**

*Preparation Details to come.*

**Monday February 22**

**Discussion: Leaders as industry innovators, disrupters and team players.**

*Reading & Video:*

Case Study #2. Kat Downs Mulder

**Wednesday, February 24.**

**Discussion: Capitalizing on opportunity and integrity as core for leadership.**

*Reading & Video:*

Case Study #3 Greg Johnson

**Monday, February 27**

**Discussion: Taking risks, making sacrifices and always being prepared.**

*Reading & Video:*

Case Study # 4 LaToya Evans

**Mid Term Prompt Shared – Week to produce paper  
Due Monday March 6.**

**Wednesday, March 1**

**Discussion:**

**How do you develop confidence & accept criticism?**

**PRESENTATIONS SKILLS – Essential Leadership strategies.**

**PERFORMANCE REVIEWS/ FEEDBACK We will focus on**

**each cohorts' strengths and offer honest feedback.**

**Monday March 6**

**Guest: TBA**

**ASSIGNMENT:  
Mid Term Due**

**Wednesday March 8**

**Discussion: Is there a difference in leading out front or along side? Do leaders change?**

*Reading Preparation:*

Jack Welch vs. Erika James

Review Jack Welch biography:

<https://www.newyorker.com/magazine/2022/11/07/was-jack-welch-the-greatest-ceo-of-his-day-or-the-worst>

Listen to Erika James Podcast

<https://podcasts.apple.com/us/podcast/leadership-next/id1501891506>

**Monday March 13 .**

**SPRING BREAK. NO CLASS**

**Wednesday March 15.**

**SPRING BREAK. NO CLASS**

**Monday, March 20**

**ONE ON ONE Sessions –  
Individual discussion re: journal & mentors**

**Wednesday, March 22.**

**ONE ON ONE Sessions –  
Individual discussion re: journal & mentors**

**Monday March 27**

**Discussion: How do you reach an audience?  
How does a leader master a personal  
communication style?**

**Class Presentations: Book Reports/Class Engagement**

**ASSIGNMENT DUE:  
Second Book Report**

**Wednesday March 29**

**Class Presentations: Book Reports/Class Engagements**

**Monday, April 3**

**GUEST TBA**

Wednesday. April 5.

Discussion: How do you lead a Public Conversation around Race in America

*Video:*

ISABEL WILKERSON Interview John Dickerson

<https://www.google.com/search?q=isabel+wilker+son+videos&og=ISABEL+WILKERSON+VIDEO&aqs=chrome.0.0i512j69i57.5349j0j7&sourceid=chrome&ie=UTF-8#fpstate=ive&vld=cid:9e454772,vid:FxpouTYfJKY>

Monday April 10

Small Cohort Learning – Performance reviews

*Preparation:*

Written critique of cohort members, strengths & challenges

Wednesday April 12

Discussion: How leaders engage in and shape DIFFICULT conversations. Who are the leaders you admire? How history views leaders.

*Video:*

*Historian:* Doris Kearns Godwin. Leadership in Turbulent Times. PBS with Jack Ford. 12 minutes

<https://www.pbs.org/video/doris-kearns-goodwin-sbqzbu/>

Monday April 17

**GUEST TBA.**

Wednesday April 19

Discussion: What are personal values? A philosophy of Leadership: PREPARATION,PERSISTENCE,PERSERVENCE

Monday April 24

REVIEW FOR FINAL

Wednesday April 26

**Final Exam**

Exam Day – Class Will Meet for Discussion & Assessment



## School Policies and Journalism Education Expectations

### **ATTENDANCE:**

#### **University Policy:**

No right or privilege exists that permits a student to be absent from any class meetings, except for these University Approved Absences:

1. Authorized University activities
2. Disability/religious observance/pregnancy, as required by law and approved by [Accessibility Resources and Service](#) and/or the [Equal Opportunity and Compliance Office](#) (EOC)
3. Significant health condition and/or personal/family emergency as approved by the [Office of the Dean of Students](#), [Gender Violence Service Coordinators](#), and/or the [Equal Opportunity and Compliance Office](#) (EOC).

### **Honor Code, Equal Opportunities, Diversity, Inclusion, and Student Care**

**This is a course for students who want to invest in themselves. I expect not only ethical behavior but students engaging with the idea of ethics and leadership. I will respect your point of view, your criticism and willingness to engage in debate. We will live by UNC's policies. My teaching philosophy is to expect much, challenge and never bore, as well as to understand that there are pressures from other classes and demands outside this class. I want to inspire you to be a leader in the media, understand how America is changing and to realize the business in flux. I promise to challenge while understanding this is one class, that you have others, as well as outside class demands.**

### **SYLLABUS CHANGES**

This outline for class is my blueprint for the class. Student makeup and cohesion may change the plan as well as weather issues. At UNC the professor reserves the right to make changes to the syllabus, including project due dates and test dates. This is not a contract but a blueprint. Any changes will be announced as early as possible. Like the media, we have a strategy and plan and a commitment to being flexible, to respond to news events and opportunities.

### **Some links to UNC policies we will live by:**

UNC honor code document: <https://studentconduct.unc.edu/about-us/forms-documents/instrument/>

Equal Opportunity and Compliance Office and documents: <https://eoc.unc.edu/>

Accommodations are determined through the Office of Accessibility Resources and Service (ARS) for individuals with documented qualifying disabilities. [ihttps://ars.unc.edu](https://ars.unc.edu) or email [ars@unc.edu](mailto:ars@unc.edu).

Heels Care Network – compilation of mental health and well-being resources and assistance <https://care.unc.edu/>. Student services through UNC Student Health Care CAPS <https://caps.unc.edu>

**Title IX Office:** Coordinator ([titleixcoordinator@unc.edu](mailto:titleixcoordinator@unc.edu)), Report and Response Coordinators in EEOC ([reportandresponse@unc.edu](mailto:reportandresponse@unc.edu)), Counseling and Psychological Services (confidential), or the Gender Violence Services Coordinators ([gvsc@unc.edu](mailto:gvsc@unc.edu); confidential) to discuss specific needs. Additional resources at [safe.unc.edu](http://safe.unc.edu).

Hussman School of Journalism & Media is committed to creating a diverse and welcoming community. We are in the process of re-invigorating our diversity policies, our commitments and our curriculum. The school's ABIDE committee outlines these values: <http://hussman.unc.edu/diversity-and-inclusion>.

This class is committed to building a future with diverse media leadership in a multi-racial robust American democracy.

### **School ACCREDITATION: AEJMC**

The School of Journalism and Mass Communication'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:

<http://www2.ku.edu/~acejmc/PROGRAM/PRINCIPLES.SHTML#vals&comps>

### **POLICY ON NON-DISCRIMINATION**

The University is committed to providing an inclusive and welcoming environment for all members of our community and to ensuring that educational and employment decisions are based on individuals' abilities and qualifications. Consistent with this principle and applicable laws, the University's [Policy Statement on Non-Discrimination](#) offers access to its educational programs and activities as well as employment terms and conditions without respect to race, color, gender, national origin, age, religion, creed, genetic information, disability, veteran's status, sexual orientation, gender identity or gender expression. Such a policy ensures that only relevant factors are considered and that equitable and consistent standards of conduct and performance are applied. If you are experiencing harassment or discrimination, you can seek assistance and file a report through the Report and Response Coordinators (see contact info at [safe.unc.edu](http://safe.unc.edu)) or the [Equal Opportunity and Compliance Office](#), or online to the EOC at <https://eoc.unc.edu/report-an-incident/>.

### **DIVERSITY**

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 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, color, national origin, religion, creed, disability, veteran's status, sexual orientation, gender identity, or gender expression. The Dean of Students

(Suite 1106, Student Academic Services Building, CB# 5100, 450 Ridge Road, Chapel Hill, NC 27599-5100 or [919] 966-4042) has been designated to handle inquiries regarding the University's nondiscrimination policies.

**OFFICE HOURS:**

**10:00 – NOON AND 2:00 – 4:00 MOST TUESDAYS & THURSDAYS IN CARROLL HALL, THIRD FLOOR ROOM 367**

**ZOOM OR IN PERSON SESSIONS UPON REQUEST**

**THERE WILL BE INFORMAL DROP INS – ANNOUNCED IN CLASS**

**Reading List for Leadership in A Time of Change**

Choose one of these books. I have copies of all and can share them. If nothing resonates with you suggest a book you've wanted to read and I will consider it. This is a chance to widen your view so don't pick a book you've already read. These are all rather current (or almost about forgotten history) books and can shed light on one's career path and ethical judgments made.

**Abramson, Jill. *Merchants of Truth: The Business of News and the Fight for Facts*, Simon & Schuster, 2019.**

**Carreyrou, John. *Bad Blood Secrets and Lies in a Silicon Valley Startup*, Vintage Books, 2020 (paperback)**

**Collins, Pat. *NewsMan*, Politics & Prose, Washington, DC, 2020.**

**Harris, Carla. *Lead to win: How to be Powerful, Impactful, Influential Leader in Any Environment*, Avery, Penguin Random House imprint, 2022.**

**Iger, Bob. *The Ride of A Lifetime: Lessons Learned from 15 Years as CEO of the Walt Disney Company*. Random House, 2019**

**Johnson, Bruce. *Surviving Deep Waters: A Legendary Reporter's Story of Overcoming Pverty, Race, Violence, and His Mother's Deepest Secret*, A Post Hill Press Book, 2022.**

**Knight, Phil. *Shoe Dog: A Memoir by the Creator of Nike*, Scribner, New York, 2016.**

**Napoli, Lisa. *Linda, Nina & Cokie: The Extraordinary Story of the Founding Mothers of NPR* Abrams Press 2021**

**Ogilvy, David.** *Confessions of an Advertising Man*, South Bank Publishing, 2013(first published in 1963)

**Pringle, Paul.** *Bad City: Peril and Power in the City of Angels*, Celadon Books, 2022

**Riley, Rochelle.** *The Burden: African Americans and the Enduring Impact of Slavery*, Wayne State University Press, 2018

**Sandburg, Carl.** *The Chicago Race Riots, July 1919*, Dover Publishing 2013.(first published in Chicago newspaper in 1919. ????)

**Sullivan, Margaret.** *Newsroom Confidential: Lessons( and Worries} from an Ink-Stained Life*, St. Martin's Press, 2022.

**Simpson, Carole.** *NewsLady*, Author House, IBloomington, Indiana, 2011.

**Totenberg, Nina.** *Dinners with Ruth: A Memoir on the Power of Friendships*, Simon &Shuster, 2022