

MEJO 730 – Principles of Strategic Communication– Fall 2023 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 (landline) 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 Canvas*

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 and activities 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 on Canvas – Modules

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 offers a daily e-blast

[Marketing Dive](#)

[PR Week](#)

[Public Relations Today](#)

[Ragan's PR Daily](#)

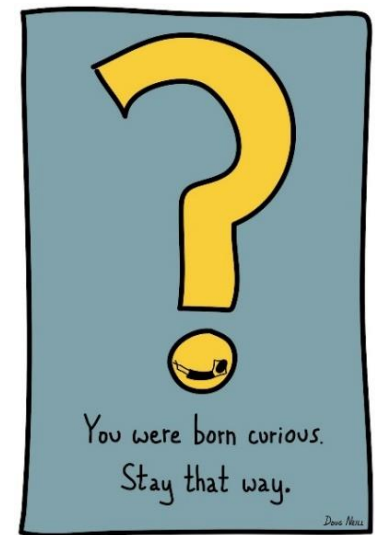
[The Skimm](#) – you may also sign up for daily e-blast (M-F) and more!!

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

- ♦ *Planning and managing public relations campaigns* by Anne Gregory, 4th ed. (2 copies in 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 Canvas... here's what you'll find!

- ♦ **Syllabus:** Subject to updates for guest speakers, weather, etc. I'll keep you posted if anything changes.
- ♦ **Modules:** Look here for readings and handouts
- ♦ **Assignments:** both homework and in-class assignments will reside here.
- ♦ **Discussion:** for case questions, responses and other posts



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.).

For the most part, you will be directed to post your assignments on Canvas. 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!

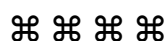
P = Pass – entirely satisfactory graduate work

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](#).



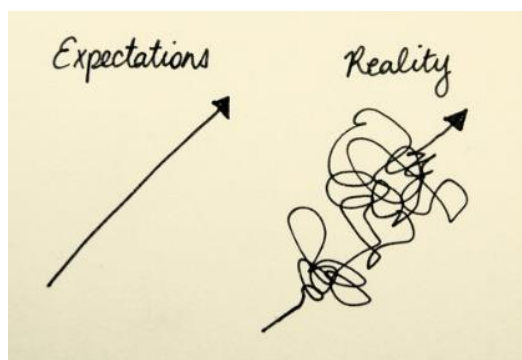
Your final grade breakdown:

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 Canvas - Pages):

- ♦ [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 class an inclusive space for all students. Please let me know if there is anything I can do to improve; I appreciate any suggestions and conversations. More broadly, our school has adopted diversity and inclusion [mission and vision statements](#) with accompanying goals. These complement the [University's Office for Diversity and Inclusion](#) mission.

In summary, I and UNC-Chapel Hill are committed to providing an inclusive and welcoming environment for all members of our community and do not discriminate in offering access to 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, including the campus-wide policy on [prohibiting harassment and discrimination](#). 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.

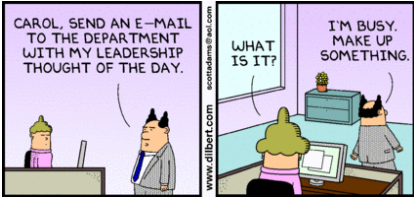

If you need assistance with a harassment issue or problem, bring it to my attention or The Office of the Dean of Students, odos@unc.edu, 919/966-4042 or NC Relay 711.


Week by Week – MEJO 730.001 Fall 2023




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 Canvas Modules (canvas.unc.edu)</i> <i>Assignments are also on Canvas</i>
Aug. 22	First day of class – introductions, what's up for the semester and stickiness of campaigns 	Before first class, please read... <ul style="list-style-type: none"> ▪ Heath & Heath, intro (pp. 3-24) ▪ State Board of Elections – Voter photo ID requirement ▪ Please read through Student Generative AI Usage guidelines, supplied by the university
Aug. 24	Creating campaign plans – setting the foundations <ul style="list-style-type: none"> ▪ What do you know? What do you need to know? How will you find what you need to know? ▪ Secondary research Visit by Carolyn Ebeling, MEJO's embedded counselor	Readings <ul style="list-style-type: none"> ▪ Heath & Heath, ch. 1-2 ▪ <i>Building a brand – a step-by-step guide</i> ▪ Take a quick scan of Colorado Department of Military and Veterans Affairs strategic communication plan 2022-24 ▪ Optional: <i>How to write an effective RFP response</i> Homework assignment: <ul style="list-style-type: none"> ▪ ID a professional you'll follow on social media
Aug. 29	Tinkering with theory Trust me, it's fun!!	Readings <ul style="list-style-type: none"> ▪ Heath & Heath, ch. 3-4 ▪ Standpoint theory basics ▪ <i>Framing</i> by Tom Bivins Homework assignment <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 Canvas - Modules for starting points.
Aug. 31	Doing research and evaluation <ul style="list-style-type: none"> ▪ Primary research <ul style="list-style-type: none"> ▪ Collecting data ▪ Analyzing results ▪ Reporting findings 	Readings <ul style="list-style-type: none"> ▪ Heath & Heath, ch. 5 ▪ What is social listening? ▪ Market research: Recall vs recognition ▪ <i>Omnicon category: Statistics</i> – Peruse stats on 2 social media platforms, just for giggles 😊 ▪ Optional: <i>Evaluating information: Applying the CRAAP Test</i> Homework assignment: <ul style="list-style-type: none"> ▪ Reflection 1 – Researching about researching

Date	Today's Topic/Goal	Readings/Assignments for this Day
Sept. 5	<p>Well-being day!</p> <p>No classes!</p>	
Sept. 7	<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: Racial disparities in drowning deaths persist, research shows + How I learned to swim
Sept. 12	<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, Sticky advice (pp. 253-284) How to write and format a white paper Optional: 5 tips for writing amazingly jargon-free product copy <p>Homework assignments:</p> <ul style="list-style-type: none"> Assess a white paper
Sept. 14	<p>Leadership foundations</p> 	<p>Readings</p> <ul style="list-style-type: none"> Leadership styles: The 11 most common & how to find your style [Quiz] 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

Date	Today's Topic/Goal	Readings/Assignments for this Day
Sept. 19	Leadership issues 	Readings <ul style="list-style-type: none"> How authentic do we really want our leaders to be? How to navigate pushback to diversity, equity and inclusion efforts Why M&M's rebrand should drive CEOs to ask their marketers 5 critical questions Homework Assignment: <ul style="list-style-type: none"> Synopsis 1: Brief report on the professional you're following
Sept. 21	Case study foundations <ul style="list-style-type: none"> Case components Case uses – teaching, marketing and branding tools Doing in-class case assessments Where to find cases to critique In-class: Sign up to lead discussion of an existing case study 	Readings <ul style="list-style-type: none"> How to write a case study: Bookmarkable guide & template Case study writing guide (Types: pp. 4-5) Five great ad videos: Watch the <u>1st one</u>: Old Spice responses (2011) by Wieden & Kennedy Portland Optional: Inside Ueno agency case study process Homework assignments: <ul style="list-style-type: none"> ID 1-ish idea for your original case study See Arthur Page Society Case Study Competition winning cases for ideas. Also see 2023 winners
Sept. 26	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 [note: they're very short!] <ul style="list-style-type: none"> Explainer: What is green hushing? 'It's just really disturbing': 'Cocaine' drink sold in Durham sparks community concerns Safe injection sites for drug users are a tough sell to foundations What brands and influencers need to know about the FTC's updated guidelines for endorsements Peruse the codes: PRSA code of ethics, AMA statement of ethics, Institute for Advertising Ethics principles and practices (Links in Sept. 26 Canvas module) Homework assignment: <ul style="list-style-type: none"> Submit original case study topic & at least 8 references
Sept. 28	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"> Confessions of a veteran media specialist Journalism statistics: 7 media relations takeaways from the 2023 State of the Media Report by Cision Peruse Diverse Media Outlets Educating reporters on complex or uncommon topics PR people: Think like a reporter for ideation, but avoid constant newsjacking Plus... Case TBD by discussion leader!

Date	Topic	Readings/Assignments
Oct. 3	Social media comms <ul style="list-style-type: none"> Meeting organization goals creatively 	Readings <ul style="list-style-type: none"> How to plan a social media marketing campaign, step by step The scoop on social media influencer disclosure requirements New report highlights the best times to post to social platforms in 2023 <p>Case, anyone?? 😊</p> <p>Homework assignment:</p> <ul style="list-style-type: none"> Synopsis 2: Update on the professional you're following
Oct. 5	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"> Nightline: How the NIL market has shaken up college, high school sports [brief video] Take a peek at On3NIL rankings PGA Tour deal with LIV Golf puts sponsors on the spot Don't expect sponsors to flee pro golf after the PGA Tour-LIV merger, say experts <p>And ...a case to discuss!</p>
Oct. 10	Consumer relations, branding <ul style="list-style-type: none"> Telling the story Protecting the brand's rep 	Readings: <ul style="list-style-type: none"> Marketing trends 2023: 9 trends to help you power through Why Dunkin' and Lego rebrands succeeded, and why Twitter's will fail <p>And ... Case to discuss!</p>
Oct. 12	University Day 	Work day We won't meet for class, but I will be available to meet in person (my office, Carroll 237) or on Zoom
Oct. 17	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"> "Barbie" needs a history lesson No more free coffee on your birthday? Companies rein in customer rewards programs — here's why <p>Case TBD by discussion leader!</p>

Date	Topic	Readings/Assignments
Oct. 19-22	<p>Woo hoo!</p> <p>It's fall break!</p>	
Oct. 24	<p>Consumers again, with social marketing</p>	<p>Readings</p> <ul style="list-style-type: none"> ▪ <i>The fashion of purpose</i> ▪ <i>Companies that embraced social issues have second thoughts</i> ▪ <i>Learn how to create a social marketing program - Module 1. Please watch (at minimum) 4:03 – 10:11.</i> <p>Who's up? Discussioners unite!</p>
Oct. 26	<p>Advocacy and activism</p> <ul style="list-style-type: none"> ▪ Corporate social advocacy ▪ Corporate social responsibility 	<p>Readings</p> <ul style="list-style-type: none"> ▪ <i>A case for corporate social activism: What it is, and how it differs from CSR</i> ▪ <i>Should brands take a political stance? 114 marketers voice their opinions</i> ▪ <i>Optional: What CEOs need to consider before speaking out on social issues</i> <p>And... a case 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. 31	<p>More advocacy and activism</p> <p>Effective communication in activism</p> 	<p>Readings:</p> <ul style="list-style-type: none"> ▪ <i>The best times to promote health-related messages</i> ▪ <i>Neurodiversity: The benefits of tapping into the world's largest minority group</i> <p>And... who's discussing a case?</p> <p>Homework assignment:</p> <ul style="list-style-type: none"> ▪ <i>Synopsis 3: Update on the professional you're following</i>
Nov. 2	<p>Wrappin' up Advocacy and Activism</p> <p>Moving forward, fighting back</p>	<p>Readings</p> <ul style="list-style-type: none"> ▪ <i>Companies are struggling to engage with today's activists – a new survey explores why</i> ▪ <i>A history of college protests: Student activism in college</i> <p>In-class: We will watch and discuss the student-created documentary <i>Silence Sam</i></p>

Date	Topic	Readings/Assignments
Nov. 7 Election Day!!!!!! 	Employee communication The forgotten stakeholder?	Readings <ul style="list-style-type: none"> How to run an impressive internal communications audit (in 7 steps!) There's new advice on the best time to send an email <p>And ... a case to discuss!</p> <p>Take time to vote, too!!</p>
Nov. 9	Again with the employee thing When you're about to leave work and the boss says "Before you go..." 	Readings <ul style="list-style-type: none"> Employers rank retention as top operational priority right now <p>Who's on today to lead the way (oooh! Poetry!!)</p> <p>Homework assignment:</p> <ul style="list-style-type: none"> Synopsis 4: Final update on the professional you're following
Nov. 14	Public affairs, government relations From local and state levels to national and international arenas	Readings <ul style="list-style-type: none"> Government relations (Public Affairs Council) International (Public Affairs Council) Rewards of a government public affairs career <p>and... a case!</p>
Nov. 16	Communities here and abroad Or other stuffs, if you prefer	Readings <ul style="list-style-type: none"> Hofstede's cultural dimensions: Understanding different countries What is community relations and why is it important? <p>Case TBD by discussion leader!</p>
Nov. 21	Case study check-in/work day <ul style="list-style-type: none"> How's it goin'? 	<p>We will not meet for class, but I will be available in my office and on Zoom.</p> <p>Homework assignment Please submit updated draft of your case study by 11:59 p.m.</p>

Date	Topic	Readings/Assignments
Nov. 22-26 	Happy Thanksgiving!!	
Nov. 28	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> Case discussion host-er?
Nov. 30	Ack... more crises!!	Reading <ul style="list-style-type: none"> <i>China Eastern Airline flight crash: Crisis management of aviation tragedy</i>
Dec. 5 – our LDOC!	Wrappin’ it all up! <ul style="list-style-type: none"> Case updates and feedback Course feedback 	Readings <ul style="list-style-type: none"> UNC Food Workers’ Strike of 1969 <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>
Saturday 😞 Dec. 9 – ‘exam’ day  9-11 a.m.	Case study presentation day! on Zoom	Present your case study – 7 minutes Assess your peers’ case study presentations Turn in presentation materials ONLY
Monday Dec. 11, by 11:59 p.m.	Turn in final <u>written</u> case study on Canvas 	Early submissions cheerfully accepted! 😊 <u>Very last assignment!!</u> 

FYI – the Provost’s statement about free speech follows →

MESSAGE FROM CAROLINA



THE UNIVERSITY
of NORTH CAROLINA
at CHAPEL HILL

e-blast sent 8/18/2023 by the Office of the Provost

Dear Carolina Community:

Carolina's commitment to fostering a free exchange of ideas is one of the core elements that make us a vibrant academic community. We will continue our longstanding traditions of protecting and promoting free speech and write to share information about our campus policies and expectations as we begin the fall semester.

The First Amendment at Carolina

Freedom of speech lies at the root of academic freedom. The faculty and the UNC Board of Trustees have affirmed this principle, and our campus has a long tradition of vigorous debate and public engagement. We want our faculty, staff and students to enjoy a culture where the lively exchange of ideas contributes to deeper knowledge. It's a crucial part of the role we play in strengthening democracy.

The principle of free speech is also enshrined in the North Carolina Constitution, which ordains that "freedom of speech and of the press are two of the great bulwarks of liberty and therefore shall never be restrained." As a public university, Carolina embraces these words along with the First Amendment to the U.S. Constitution, and we uphold the [North Carolina Restore and Preserve Free Speech Act](#) and the UNC System [Board of Governors Policy on Free Speech and Free Expression](#).

At Carolina, like all public universities, you will have the opportunity to hear a wide range of viewpoints from members of our campus community and from visiting speakers. Speakers may be invited by a school, department or student organization, among others. These speakers may rent University facilities for events.

Under the First Amendment, the University cannot prohibit a person from speaking on campus because some in our community may not agree with what that person has to say or even because the speech is considered offensive. However, just because we uphold the law does not mean the University endorses or approves such speech in any way.

Demonstrations and Rallies Are Possible

Throughout the year, demonstrations, rallies and other events are possible on campus and in the local community. As a state institution, outdoor public spaces on campus are open to all regardless of their views, as long as they follow the law and University policies. Permits are not required for gatherings in most of McCorkle Place but are in other quads and locations under our [Facilities Use Policy](#) and [Facilities Use Standard](#).

We respect and believe in the rights of peaceful protesters. While anyone — including students, faculty and staff — may gather and exercise their rights to free speech, state law and the Board of Governors policy prohibit significant disruption of University operations. We expect all campus community members to comply. If you do not wish to participate in events on or near campus, plan to use caution and discretion before walking or traveling near those areas.

Supporting our Community

Your safety is the University's highest priority, and we work closely with town officials and local law enforcement agencies to keep our communities as safe as possible. But we understand that some messages and the presence of some visitors on campus may cause members of our community to feel unsafe — and can cause anxiety and fear. For support, students may contact [Counseling and Psychological Services](#) at 919-966-3658 or [Student Wellness](#) at 919-962-9355.

Faculty and staff may contact our [Employee Assistance Program](#) 24 hours a day at 877-314-5841. If you ever feel your physical safety is threatened, including on social media, you should call police immediately by dialing 911.

Free Speech Policy Resources

Understanding the laws and policies related to freedom of speech can be difficult. If you have questions or concerns, the following individuals are available as resources regarding institutional policies affecting the exercise of free speech.

- [Chris Lundberg](#), Vice Provost for Communication
- [Katie Nolan](#), Executive Director of Strategy, Policy, and Special Projects for Human Resources and Equal Opportunity and Compliance
- [Jonathan Sauls](#), Senior Associate Vice Chancellor for Student Affairs
- [Matthew Teal](#), Associate Director of the Office of Ethics and Policy

This message is sent in accordance with the North Carolina Restore and Preserve Free Speech Act and UNC Board of Governors Policy § 1300.8.

Sincerely,

J. Christopher Clemens, Provost and Chief Academic Officer

George Battle, Vice Chancellor for Institutional Integrity and Risk Management

Amy Johnson, Vice Chancellor for Student Affairs

Becci Menghini, Vice Chancellor for Human Resources and Equal Opportunity and Compliance

This message is sponsored by: Office of the Provost