

# The Blue Book

Newsletter of the *Center for Global Public Relations*



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## From Melbourne, a new ‘mandate’ for public relations

*How a yearlong consultation produced an international consensus on emerging roles for PR*

By: Daniel Tisch, APR, Fellow CPRS

How does the role and value of public relations change in an age of newly empowered publics? That was the question the [Global Alliance for Public Relations and Communication Management](#) posed to the international public relations community more than a year ago.

We received our answer gradually, as a consensus emerged around three emerging roles: (1) the definition of organizational character and values; (2) the building of a culture of listening and engagement — not just centered in the PR department, but dispersed across the organization; and (3) the instilling and demonstration of responsibility in all dimensions — organizational, societal, personal and professional.

These principles form the “[Melbourne Mandate](#)” for public relations, named for the site of the Global Alliance’s (GA) Seventh World Public Relations Forum in November 2012. There, 800 delegates from 29

countries unanimously adopted this new statement about the contribution of our profession to organizations and to society.

Why did it take a full year? The GA’s operating principles, which include consensus-based collaboration and the search for universal principles while respecting culture-specific applications, demanded a decentralized, transparent process.

The process began in November 2011 with a survey that asked GA members, the leaders of the world’s major public relations associations, to identify the greatest challenges and roles of PR today. The big issues included using social media to mitigate risks and seize opportunities, applying ethics to communication decisions, researching an organization’s stakeholders and reputation, defining organizational character, fostering organizational listening and refining the way

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we measure and demonstrate the value of PR.

We distilled this research into the Melbourne Mandate's themes in March 2012, turning each over to a working group of practitioners and academics charged with identifying the characteristics of the "communicative organization" and the roles of PR professionals. Each working group produced a report in September, and former GA Chair Jean Valin and I prepared a unified working text of the Melbourne Mandate for public comment in October. Our draft yielded both endorsements and constructive suggestions from many sources, including Dr. James Grunig and other thinkers. We took a revised draft to Melbourne in November, where delegates used both an open session at the World Public Relations Forum and a mobile application to propose revisions in real time. Overall, 13 changes were made on the conference floor, leading to a final version that earned the delegates' resounding approval.

While achieving this consensus was not easy, it remains harder to turn the Melbourne Mandate into an advocacy platform that is relevant to the day-to-day work of public relations in modern organizations. On this question, several ideas emerged from the Forum:

1. PR and communication professionals can use the concepts in the Mandate and tools, such as the

"integrity index," which measures an organization's adherence to its own stated values, to benchmark PR practices within their own organizations.

2. The Mandate can be the basis for a discussion about the role of PR with senior executives and managers from other disciplines. Again, the core question for exploration is whether the organization is using PR in a truly strategic way.
3. PR and communication professionals can consider the individual skills and organizational capacities needed to implement the Mandate in their organizations and incorporate them into professional and organizational development plans.
4. The Forum urged the world's professional associations to officially endorse the Mandate and use it as an advocacy tool to make the case for public relations at the local, national and international levels.

Like the Global Alliance's 2010 process, the Stockholm Accords, the Melbourne Mandate showed how public relations practitioners and academics from many different countries and cultures could achieve unity notwithstanding their diversity. For it to go beyond words, however, public relations professionals and those who employ them must consider it worthy of, not just pause for thought, but also cause for action. This will be a key focus of the Global Alliance's work in 2013 and beyond.

## Like what you see? Check out our blog or get involved!

The Center for Global Public Relations has a blog site full of ideas and information from us and our partners. The blog is updated monthly, so be sure to take a look!

<http://centergpr-globalwiki.blogspot.com/>

**Interested in getting involved?** We are always accepting articles addressing current International Public Relations topics. You can read previous *Blue Book* newsletters here <http://cgpr.uncc.edu/bluebook>.

To submit an article, contact *Blue Book* editor Jaime Rauso via email at [jrauso@uncc.edu](mailto:jrauso@uncc.edu).

# China's 'Internet Sovereignty' in the Wake of WCIT-12

By: Min Jiang, Ph.D., Assistant Professor of Communication, UNC Charlotte, & Affiliate Researcher, Center for Global Communication Studies, University of Pennsylvania

“The conference was not about Internet control or Internet governance,” said Hamadoun Touré, the head of the Internet Telecommunications Union (ITU), at the closing session of the World Conference on International Telecommunications (WCIT-12) on December 14, 2012, in Dubai.

Mr. Touré was simply denying the obvious. Internet control is precisely what WCIT-12 was about, and the ideological divisions between the U.S.-led delegations and the pact headed by China and Russia couldn't have been more visible. While the outcome of WCIT-12 has little substance, China's stance on “Internet sovereignty” warrants our concerns.

Despite the hysteria WCIT-12 has garnered, including provoking an [Op-ed from Vint Cerf](#), the “father of the Internet,” calling to keep the Internet open, WCIT-12's actual impact is minimal. The Dubai conference, which seeks to affirm nation-state-based regulation of the Internet, produced a nonbinding resolution. However, the divisive [voting blocs](#) are telling. Of the 144 countries with the right to sign the new treaty, 89 (including China, Russia and many Arab countries) did so, while 55 (including the United States of America, EU member states, Japan and India) said no. Whatever binding resolution WCIT-12 failed to score, the cacophony is worth dissecting.

First, the conflict between the United States' “Internet freedom” agenda and the Sino-Russian vision of “Internet sovereignty” finally played out in the open, dubbed by some as [a digital cold war](#). As I had argued in [a 2010 paper](#) following the conflict between Beijing and Google, China's approach to Internet regulation is based on a highly restrictive notion of “Internet sovereignty” that favors the authority of a nation-state over its netizens. Such an approach is in direct opposition to the U.S. “Internet freedom” model, the latter at least rhetorically defending the rights of average netizens and the openness of the Internet. WCIT-12 represents an effort by the “yes” voting bloc countries to divert power and responsibilities away from a multi-

stakeholder ICANN model to a more state-centered UN model.

Second, it is a mistake to overstate the regulatory power of international institutions traditionally associated with Internet governance (e.g. ICANN). [Van Eeten and Mueller \(2012\)](#) argued crucial regulatory functions have, in fact, been carried out by national governments, Internet service providers (ISPs) and other actors outside of the typical “Internet governance” framework. A more holistic view of “Internet governance” should address various governance issues to include, as [DeNardis \(2010\) outlines](#): 1) critical Internet resources (e.g., domain names); 2) Internet protocols (e.g., ICT/IP and VoIP); 3) online intellectual property rights (Internet-related patents, copyright, trademark); 4) Internet security and infrastructure management (e.g. cyber attack/crime); and 5) communication rights (e.g. freedom of expression and privacy).

Third, network regulation resides primarily with national governments. For instance, over the past 25 years, Beijing not only has built its Web infrastructures, it has also constructed the Great Firewall to filter “harmful” information and ensured that application-level ISPs operated mainly by the private sector remain “politically correct” through self-censorship. Overall, the state adopts a multi-layered censorship approach from blunt suppression of dissidents, content removal and discipline of cyber cafes to more subtle forms, including regulation of ISPs, promotion of self-censorship among users and employment of cyber commentators to shape public opinion.

As we enter a new Internet world, the Global South will play an increasingly important role due to its large Internet user base and improving economies. On the other hand, the Global South also includes some of the weakest states, conflict zones and strong authoritarian countries, many of whom look to China. If the WCIT-12 is any indication, the “Internet sovereignty” approach that China promotes holds much sway in the Global South and is likely to persist in the decades to come.

## Spotlight: Tom Murphy



Microsoft's YouthSpark is the subject of the CGPR conference keynote speaker, Tom Murphy, Microsoft's Director of Corporate Communications, Corporate Citizenship. YouthSpark is a companywide initiative designed to create opportunities for millions of youth throughout the world to imagine and realize their full potential. As Murphy says “We want to empower youth to change their world”. If you'd like to find the latest news on Microsoft's Citizenship programs, visit [www.msftcitizenshipblog.com](http://www.msftcitizenshipblog.com) or follow on Twitter [www.twitter.com/msftcitizenship](http://www.twitter.com/msftcitizenship)

# Women, Social Restrictions and Public Relations in the Middle East

By: Alma Kadragic

After almost eight years in the United Arab Emirates (UAE), I have learned many things about women in the Gulf and the Middle East, but in many ways I still know very little, and I am often surprised by unexpected information.

I have been in higher education since coming to the United States in 2005. The first four years, I taught journalism and public relations to Emirati women at a national university. The past three years, I have developed and started a master's degree program in media and public relations at a private university teaching men and women from many countries.

I have always talked with students about my previous careers in television news production and public relations. They are always interested in stories about these experiences and ask many questions.

However, in February when I attended a conference in Dubai, something new about the reality for Arab women came into focus. The conference for women entrepreneurs was organized by Booz and Company and the University of Chicago's Booth School of Business. The starting point was the so-called Third Billion, the number of women expected to join the world labor force in the next decade, including many from the Middle East, a region where there is high youth unemployment and low literacy rates especially among women.

The final speaker was a friend whom I have known for at least five years, an American of Yemeni and Ethiopian origins who owns a marketing agency. However, when she taught a marketing strategy course at my former university, I never knew that her Emirati female students repeatedly asked about her father, husband and brother because those questions had never come to me.

My friend was graduated from the University of Tennessee, sounds like an

American, speaks Arabic and wears a headscarf. UAE students connected with her in a way they didn't with me. They understood that I had studied and started a career on my own. Equally, they knew that a woman of Arab heritage who wears a headscarf would not be able to study and manage the career she wanted without the active permission of the three men in her life: her father, brother and husband.

My friend has been lucky in having enlightened male relatives who had sent her to school in the United States, encouraged her to be a journalist, later supported her in starting her own company and allowed her to meet freely with male clients and to

travel as business required.

For American men and women, these experiences are normal. In an Arab setting, a women's freedom to study and to work cannot be taken for granted. The UAE

government is committed to educating Emiratis, including women, because, since the founding of the country in 1971, history has shown that many more women than men are graduated from university. In a country where 90 percent of residents are foreigners on working visas, the hope of developing educated citizens who can replace some of those foreigners depends on women.

However, I have seen one of my best Emirati students who had been graduated four years ago and went to work in a very prestigious government position, marry an Emirati, who demanded that she quit her job where she worked with men and wear a complete facial covering, not the headscarf, but the niqab, which hides a woman's face behind black netting. The husband is the only man allowed to see her face.

Public relations and many other key areas of 21<sup>st</sup> Century business cannot flourish where women have to ask permission for everything and where permission given may easily be withdrawn.

**“For American men and women, these experiences are normal. In an Arab setting, a women's freedom to study and to work cannot be taken for granted.”**

**-ALMA KADRAGIC**

## ABOUT THE AUTHORS



**Min Jiang (Ph.D)** is Assistant Professor of Communication

Studies at UNC Charlotte and an Affiliate Researcher at the Center for Global Communication Studies, University of Pennsylvania. Prior to pursuing her doctor's degree in the United States, she had worked at *Chinese Central Television* and *Kill Bill I* in her native country



**Dr. Alma Kadragic** spent 16 years with television network ABC News as a

writer, producer and bureau chief before establishing the PR agency Alcat Communications International. She earned her Ph.D. in English literature from the City University of New York.



**Daniel Tisch** is widely known as an international public relations industry

leader. He is the Chair of the Global Alliance for Public Relations and Communication Management, the confederation of the world's major communications industry associations, a Fellow of the Canadian Public Relations Society and CEO of Argyle Communications, one of Canada's premier independent public relations firms.

# The Challenge of Global Sustainability in Health, Education, and Employment

*Educating the millennium generation on the true meaning of Globalization*

By: Richard Linning, Fellow IPRA Fellow CIPR  
Scholar-in-Residence, Center for Global Public Relations

Don't take my word for it. Ask any one of the 75 million young people in the world today who are without a job. Unemployment sucks. Being young and unemployed sucks even more. As a business leader at Davos 2012 observed, "Youth has lost a line of sight to the future."

The Center for Global Public Relations Third Annual Global Research Conference this year will address this issue from the public relations perspective: the millennium communication challenge, our role in helping society to inspire, support and collaborate with the largest youth population the world has ever seen. Today, those between ages 16 and 24 number 1.2 billion; by 2035, the global youth population will be 2 billion.

The issues to be addressed at the Global Research Conference go beyond jobs, although it is worth recalling that the 2011 Arab Spring started in Tunisia, where Mohamed Bouazizi took his own life, not as any political statement, but because he didn't have a job. The challenge is one of contributing to global sustainability—in health, education and in employment commensurate with education—that enhances the welfare and potential of this young global population.

Everyone has a favorite *bête noir* – globalization, automation, the education system, life and work skills or lack of them. Communicators have a role in addressing them all. The research papers accepted for the April 26, 2013, conference cover many topics from many perspectives. A full list can be found at

<https://cgpr.uncc.edu/about-us/events/2013-global-research-conference/paper-presenters>

Suw Chaidaroon of Nanyang Technological University, Singapore, will argue that the public relations' role in international employee relations can be used to foster a sense of responsibility. The university as a tool of

corporate social responsibility will be featured in Monika Bogdal's (Poznan University of Economics, Poland) paper on the collaborative process of building the first nuclear plant in Poland. Inspiring youth towards volunteerism: the role of pr in connecting teens and young adults to service opportunities (Bortree & Formentin, Penn State University) and, essential in the digital age, the use of social media to obtain employment commensurate with jobseekers' education (Basso & FitzGerald Rowan University) are other topics that will be explored. At the Teaching International Public Relations Educators Colloquium Thursday, April 25, that will precede the Global Public Relations Research Conference, Remund & Bruhn (Drake University) will argue for Globalizing a Curriculum – re-shaping a public relations program to prepare communicators of tomorrow.

Public relations scholars, educators and practitioners are part of a huge network – a coming together of business, government, social entrepreneurs and not-for-profit organizations - which can make a difference. This conference is a chance to discover fresh answers to the question, How? How to respond to the Millennium Communication Challenge to inspire, support and collaborate with the largest youth population the world has ever seen.



# Manager's Report: Updates and Objectives

By: Heather Sackett

Transitioning into a new semester, let alone a new leadership position, is no simple task, but one that requires blind confidence to succeed. Confidence, patience and diligence are the required attributes needed by staff members of the Center for Global Public Relations (CGPR) to meet goals and objectives. Although having new cycles of staff members each semester proves difficult to maintain cohesion, it is accomplished with the help of the very knowledgeable and resourceful Executive Director Dr. Dean Kruckeberg and current Scholar-In-Residence Richard Linning. Despite the ever changing staff, the promise of the Center continues to grow by recruiting motivated undergraduate interns with innovative ideas and impeccable work ethic that bring to life the Center's mission.

I came into the Center for Global Public Relations running with the third annual Global Conference just a few months away. As an entirely staff, we quickly familiarized ourselves with the mission and purpose of the Center to form a sense of identity with the organization. I have been pleasantly surprised by the fervent enthusiasm exhibited by all staff members towards collectively contributing to the planning and execution of the Global Conference.

Our interns have been eagerly working to increase campus and community visibility of the Center effectively by working with the UNC Charlotte chapter of the Public Relations Student Society of America (PRSSA) and Melody Dixon-Brown's event-planning class to enhance awareness of the Center's goals and on-going event projects. In addition, the Center staff has continued to focus on its presence on social media outlets to encourage virtual and face-to-face traffic through the CGPR. Recently, the Center created an Instagram account to chronicle its progress through photographs and plans to institute an e-mail blast system to publicize this semester's upcoming events, such as the Second Annual Teaching International Public Relations Colloquium.

The Center welcomed back Richard Linning for a second semester to serve as our Scholar-In-Residence. We are honored to have Richard share his extensive industry knowledge and help the Center extend its business and community contacts.

Overall, the Center is continuing to improve in all aspects from research to outreach. I look forward to the coming months and anticipate that the Second Annual Teaching International Public Relations Colloquium and Third Annual Global Research Conference will be successes that will mark the CGPR as a distinct entity of UNC Charlotte that has a active and formidable part in global public relations.

## Welcome: The CGPR Staff



**Heather Sackett** is a first-year graduate student at UNC Charlotte who is earning a Masters of Arts degree in Communication Studies with a focus on public relations and organizational communication. Heather received a Bachelor of Arts degree in Public Relations and Multimedia Journalism from Lenoir-Rhyne University. Heather hopes to pursue a career in environmental public relations.



**Kenekchukwu Onwugbolu** is a first-year graduate student at UNC Charlotte who is earning a Master of Arts degree in Communication Studies with a focus on PR. Originally from Nigeria, Kenekchukwu has lived in the United States since he was 8. He received his Bachelor of Science degree in Business Administration with a concentration in Marketing from UNC Charlotte. He aspires to work in entertainment public relations.



**Julian Taborda** will be graduated with a Bachelor of Arts degree in Communication Studies with the Epley Certificate in International Public Relations in May. Julian's hobbies include playing soccer, mountain biking and paintballing. Julian is fluent in Spanish and hopes to use his language skills to pursue a career in PR within the Hispanic/Latino community.



**Jaime Rauso** will be graduated in May with a Communication Studies major in the public relations track and will earn the Epley Certificate in International Public Relations. In addition to her internship at the CGPR, Jaime coaches a high school girls' lacrosse team. Upon graduation, Jaime hopes to obtain a career at an international public relations firm in NYC.

# A Note from Dr. Dean Kruckeberg

*“The millennium generation communication challenge—The role of public relations in helping society inspire, support and collaborate with the global youth population of 1.2 billion—the largest ever in history—and still growing.”*

The Center for Global Public Relations provides resources and services to public relations practitioners, scholars/educators and students worldwide who recognize the need for “global public relations practitioners” in the 21<sup>st</sup> Century who can understand, interpret and help resolve the myriad problems of a fast-changing and increasingly complex globalized world. Many of the Center’s resources and services are available electronically through its website (<http://cgpr.uncc.edu>), which is updated continually with blogs and information resources, and the Center’s social media offerings.

Two of the Center’s major on-site resources are the Annual Global Research Conference and the Center’s International Public Relations Teaching Colloquium, both of which draw international participants and audiences. The Third Annual Global Research Conference Friday, April 26, will feature a knowledgeable and highly credentialed line-up of speakers and research presenters who will address one of the greatest challenges facing contemporary global society, i.e., the global youth population, the largest in history, that includes millions of young people worldwide who don’t have access to education, job-skills training and career opportunities. Issues related to their health, education and employment opportunities are of critical importance, not only to governments worldwide, but also to nongovernmental organizations and certainly to corporations that will be needed to provide employment for these young people. More than 1 billion people in the world today are from ages 15 to 24, the largest youth population ever. By 2035, they are expected to number 1.5 billion. While

Mark your calendars  
**April 26, 2013**  
Global Research Conference

some of these young people may be succeeding, millions of others are not because they don’t have access to necessary education and job-skills training and/or opportunities for careers to sustain them and their families. Furthermore, nearly all of this future population growth will be in the world’s lesser developed countries, with the poorest of these countries having the greatest percentage increase. Certainly, the welfare and future of this young global population related to their health, education and employment, affect all of global society. This is a problem that must be addressed, not only by governments and nongovernmental organizations, but particularly by corporations that are needed to provide employment for these young people. Public relations practitioners, scholars/educators and the students who will become tomorrow’s public relations professionals certainly must appreciate and attempt to understand this complex problem, because certainly they will be called upon to contribute to the leadership needed to address it.

Please visit the Center’s website for registration information about The Third Annual Global Public Relations Research Conference Friday, April 26. That conference will be preceded by a half-day Teaching International Public Relations Colloquium the afternoon of Thursday, April 25, when a panel of public relations educators will discuss how to design meaningful international education opportunities for students planning careers in global public relations. And Saturday, April 27, will be the PRSSA Regional Conference hosted by UNC Charlotte’s PRSSA Chapter—all are excellent reasons to be in Charlotte April 25 through 27.

## Save the Dates!

- Teaching International Public Relations Colloquium -Thursday, April 25, 2013, at the University of North Carolina at Charlotte in Cone 111 from 1 to 3 p.m. This is a free event that does not require pre-registration.
- Advisory Board meeting - Thursday, April 25, 2013, at the University of North Carolina at Charlotte in Cone 111 from 10 a.m. to noon.
- Center for Global Public Relations Global Research Conference - Friday, April 26, 2013, at the University of North Carolina at Charlotte in Student Activity Center Salons A & B from 8:30 A.M. to 5:00 P.M.



# CGPR Advisory Board

The Center for Global Public Relations relies on its Advisory Board, which consists of senior-level public relations executives and scholar/educators who share the Center's vision and mission and who provide the Center with their counsel and guidance. The Advisory Board helps the Center identify goals and opportunities for service to the Center's stakeholders and is called upon by Center staff for feedback on its many initiatives.

- **Lisa Bottle**, Vice President, Communications at Goodrich
- **Joe Carleo**, Owner/Executive Producer, Advanced Language and Media Services
- **Linda Welter Cohen**, Founder and Chief Executive Officer, The Caliber Group
- **Peter Debreceny**, Gagen MacDonald
- **James Donnelly**, Senior Vice President, Crisis Management, Ketchum
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## Global Affiliates and Associates

Global affiliates are scholars and practitioners who contribute to the Center's initiatives and activities from other institutions; global associates are students who participate in the Center from other institutions. These practitioners, scholar/educators and students contribute to the Center's global PR blog, assist the Center with its initiatives, contribute articles to the Blue Book and the website and enhance the global PR research curriculum.

- **Gina Conley**, Kent State University
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