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Conference Coordinators

Bora Yook, Zifei Fay Chen, and Yi Grace Ji, University of Miami

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Melvin Sharpe, Ph.D., APR, Fellow PRSA

Thank you to our social media team: **Adria McCurdy, Christina Olsen, and Jenna Jones**, Candidates, M.A. in Communication, University of Central Florida

20th Annual International Public Relations Research Conference

Welcome to the twentieth annual meeting of the International Public Relations Research Conference. As those of you who are returning know, this conference is different than other public relations research meetings or conferences in several ways. First, this conference was and continues to focus entirely on public relations research from a variety of perspectives—theoretical, experimental, case study, survey, participant-observation, measurement, pedagogical, and more. Second, this is a conference where people talk with each other not to each other. Third, presentations are based on their projected outcomes—outcomes that may not support the study’s hypotheses or goals—or approaches that may not be “mainline.” There’s always something controversial being presented. Fourth, this is a participative meeting—we expect presenters to discuss their research, not report it; we expect questioning throughout the meeting, not just the various sessions. And, finally, this year we will award completed papers from \$500 to \$3,000 each as the Institute for Public Relations W. Ward White Awards for Top Two Papers of Practical Significance, the Arthur W. Page Center Benchmarking Award, the Red Raider Public Relations Research Award, the University of Miami School of Communication Top Student Paper Award, the Brigham Young University Top Ethics Paper Award, the Peter Debreceny Corporation Communication Award, the Koichi Yamamura International Strategic Communication Award, the Jackson-Sharpe Award, the Boston University Award for the Top Paper about Public Relations and the Social and Emerging Media, the IPRRC Board of Directors Award, the PRIME Research Award, and “Big Jack Award” in honor of founding member and driving force in making IPRRC the place to present research, John (Jack) Felton.

IPRRC is proud to celebrate its 20th year in Downtown Orlando. The DoubleTree by Hilton Downtown Orlando offers many restaurants and shops within a short shuttle or car service ride. Shuttle service within a 3-mile radius is available through the hotel clerks. It takes approximately 30 minutes to Orlando International Airport (MCO) and 40 minutes to the major tourist attractions: Walt Disney World, Universal Orlando, and aquariums. In the hotel, you will find the rooftop terrace with a large pool for individual discussions of common research interests, and an overall better conference facility.

What Can I Expect?

If you have been with us before you know that this is an exhaustive 3-day discussion of public relations research and theory. The actual sessions begin following opening welcomes at 8:00 and at 8:30 with the first round of discussions. Each session consists of 6 presentations going on simultaneously—each author(s) will quickly present his or her (their) presentation in about a 5-minute time frame and then for the next 10 minutes discuss with listeners the ramifications of their presentation. After 15 minutes participants are asked to move to another table for another discussion. (*Please note that participants may have to make choices about whom they discuss within each session, we will have many sessions with four rounds but six presenters.*) Each session begins on time and ends on time. We fully expect that discussions will continue out of session, at lunch, or over refreshments and drinks. We hope that several research collaborations are born from each conference—whether between academics or between academics and professionals.

You will have received a conference program via e-mail about a week before the conference begins. In addition to the program, in it you will have 50-word abstracts of each presentation. Please review each and use it as a way to decide which presentations you would like to hear and who is presenting. *This is a discussion-formatted conference and your attendance at sessions is what makes it the success it has been.*

For Presenters:

First time presenters almost always find that they have problems with the timing of each round within a session. You will find it best to present an executive summary of your findings with handouts for more specific findings. We do not provide projection equipment and frown on PowerPoint presentations via laptop, but promise not to confiscate from those who do. Please rehearse your presentation—experience has taught us that by the third round of presenting, you will be where you should be. One final comment: when told it is time to shift tables, please do so immediately. Holding up the next round only reduces the time you have.

For Participants:

Initially, our presenters were the primary participants and all spoke the same language (research, theory, pedagogy). Somewhere around IPRRC 2 public relations professionals began attending and began asking practical application questions or, as in the case of theory and experimental

research, began asking the “what does this mean?” and “so what?” questions. Please ask for clarification, for definitions, and for how these presentations may advance the practice of public relations. Seek insight and offer suggestions for future research—research you may become a part of. We do ask that you do so politely and hope that we create a supportive communication climate. We have in the past had to pull some participants aside and talk about the proper way to criticize; hopefully, this won’t be a problem this year.

When asked to move to the next session, please do so quickly—however, you do not have to move and you may stay for more than one round of discussions. Be prepared for multiple circles around each table as the session progresses. It will be noisy, but we’ve found this not to be a major problem.

For All:

Your registration gives you three breakfasts at the conference hotel and three lunches. We sponsor an opening night social of drinks and food (Thursday) and a closing social Saturday evening where finger/comfort foods are provided; in addition, it is at the closing social that the “Big Jack Award” will be announced. We encourage all of you to engage with our social media channels and would like to thank our social media team, **Adria McCardy, Christina Maria Olsen, and Jenna Jones**. We fully expect that participants will informally group and visit some of the fine restaurants in the Downtown Orlando area. Lists of places to eat are available at the front desk or in your registration packets.

If you have any concerns or questions, please feel free to contact **Melissa Dodd**, Conference Director, **Michelle Hinson**, Chief Financial Officer, and the Conference Coordinators **Ms. Bora Yook, Ms. Zifei “Fay” Chen, Ms. Yi “Grace” Ji**, or myself. We’ll do all we can to make your stay as educational and pleasant as possible.



Don W. Stacks
Conference Director

20th Annual International Public Relations Research Conference

Schedule of Events

Wednesday, March 8

Dress: Business Casual

3:30 – 5:30 IPR MEASUREMENT COMMISSION
(Closed Meeting) Brevard Room, 3rd floor

4:00 – 6:00 CONFERENCE REGISTRATION
DoubleTree Hotel Lobby, 1st floor

March 9 through March 11

8:30 – 5:15 POP-UP PITCHES TO THE JPRR EDITOR
DoubleTree Hotel, 2nd floor, Lobby (*look for the San Diego State banner*)
Want to ask the Journal of Public Relations Research (JPRR) editor-in-chief, Dr. Bey-Ling Sha about your research and how to best prepare it for submission to the journal? Look for pop-up pitch opportunities *throughout the three-day conference from March 9 to 11* and be ready to make your case when “the editor is in.”

Format:

Introduce yourself: Name, rank, affiliation (1 minute).

Introduce your research: Topic, theoretical framework, method, findings (4 minutes).

Feedback from the editor (5 minutes).

March 10 and March 11

7:00 – 8:00 BREAKFAST WITH THE EDITORS
Seminole Room, 3rd floor

Get tips on targeting different journals for your work, submitting your manuscripts, responding to reviewers, and getting published in the *Journal of Public Relations Research*.

Meet the editors and find out what they are really looking for in manuscript submissions! Seats are limited. Priority given to tenure-track assistant professors. Reserve your spot at: <http://bit.ly/2mcFCzt>

Thursday, March 9

Dress: Business Casual

All paper sessions are in Anderson/Delaney Room, 2nd floor

7:00 – 8:00 **BUFFET BREAKFAST** Summerlin/Princeton Room, 2nd floor
CONFERENCE REGISTRATION Lobby, 2nd floor

8:00 – 8:30 **CONFERENCE OPENING SESSION
WITH SPECIAL RECOGNITION**
Anderson/Delaney Room, 2nd floor

Welcome: **Don W. Stacks**, Executive Director & CEO, University of Miami

8:30 – 9:30 **RESEARCH DISCUSSIONS, I**
Presiding: **Don W. Stacks**, University of Miami

*1 *Perceived Motivations for Corporate CSR in Socially Stigmatized Industries*
Lucinda L. Austin, University of North Carolina at Chapel Hill,
and **Barbara Miller Gaither**, Elon University

*2 *“We’re Just Better at It”:
How Activists Use the Internet to Challenge Corporations*
Chelsea L. Woods, University of Kentucky

*3 *Communicating Employee Wellness Plans to Employees: The Effects
of Gain-Loss Framing and Message Source on Intentions to Enroll*
María E. Len-Ríos, **Hyoyeun Jun**, and **Yen-I Lee**,
University of Georgia
***** PRIME Research Award*****

*4 *Risk Communicators’ Dilemma—Should I Say It or Not?:
Effects of Communicating Emergency Response Preparedness
on Public Attitudes and Acceptance Toward Nuclear Power Stations*
Tsuyoshi (Yoshi) Oshita, Michigan State University

*5 *Extending the Relational Public Diplomacy Model: The Role
of Foreign Policy in Communicating about the Syrian Refugee Crisis*
Nur Uysal, Marquette University,
and **Rhonda Zaharna**, American University

*6 *Three Ways to Bring Them Up as Communication Executives:
A Conceptual Study*
Yusuke Ibuki, San Diego State University, and Kyoto Sangyo
University, Japan

* Each *RESEARCH DISCUSSION* session has five or six table presentations
—designated by numbers in the left column throughout the program.

9:45 – 10:45 RESEARCH DISCUSSIONS, II

Presiding: Don Wright, Boston University

- 1 *National Tragedies as Promotion Messages: Using Remembrance of Pearl Harbor, 9/11 and Natural Disasters to Influence Publics*
Jensen Moore and **Ashley Stevens**, University of Oklahoma
- 2 *New Context, New PR and New Narratives*
Paulo Nassar, Emiliana Pomarico Ribeiro,
and **Gustavo Carbonaro**, University of São Paulo, Brazil
- 3 *Trends in Purpose: How Companies are Changing the World by Doing Good*
Marcia DiStaso, Pennsylvania State University
- 4 *Drivers and Barriers in Public Relations Measurement and Evaluation: Analyzing Effects on Behavior*
Alexander Buhmann and **Peggy Simcic Brønn**,
Norwegian Business School, Norway
- 5 *Donors & Authenticity: An Examination of An Ethical Conceptualization in the Nonprofit Sector*
Diana C. Sisson, Auburn University
- 6 *Struggling for Academic Legitimacy. A German Perspective on Public Relations and the Gap between Profession and Academic Discipline*
Michael Johann and **Anne-Christin Hoffmann**,
University of Passau, Germany

11:00 – 12:00 RESEARCH DISCUSSIONS, III

Presiding: Julie O’Neil, Texas Christian University

- 1 *The Evolution of Online Activism and Corporate Social Responsibility: In-Depth Interviews with the Experts*
Sasha Dookhoo, PAN Communications,
and **Melissa Dodd**, University of Central Florida
- 2 *Mismatch vs. Magnitude: Defining and Testing Types of Organizational Crisis Response Overreaction*
Tyler G. Page, University of Maryland
- 3 *Exploring the Effects of Different Media Types and Information Sources on Individuals’ Attitude, Perception, and Behavior Intentions Toward Crisis Responses*
Tham Nguyen, Katerina Tsetsura, and **Doyle Yoon**,
University of Oklahoma

- 4 *Is It Real? The Impact of Fictional PR Professionals on Popular TV Shows*
Bora Yook and **Kirli Kirch**, University of Miami
- 5 *Explicating Authenticity in Public Relations*
Ming (Bryan) Wang, University of Nebraska-Lincoln
- 6 *Explicating Authenticity in Public Relations*
Ejae Lee, Indiana University
*****University of Miami School of Communication
Top Student Paper Award*****

12:00 – 1:00 LUNCHEON — RESTAURANT
Summerlin/Princeton Room, 2nd floor

NOTE: We have added an extra time period between lunch and the next research session each day for participants to have some personal time and/or to engage in continued discussions from the first day

1:45 – 2:45 RESEARCH DISCUSSIONS, IV

Presiding: David Dozier, San Diego State University

- 1 *Corporate Social Responsibility and Female Entrepreneurship: The Case of Coca-Cola's 5by20 Initiative*
Mary Claire Schulz, Elon University
- 2 *Image Cultivation of Nations: The Impact of a Public Relations Campaign for Kenya*
Dane Kiambi and **Samone Behrendt**, University of Nebraska-Lincoln
- 3 *Integrating a Dialogic Theory of Public Relations and Organization-Public Relationship (OPR) Management Perspective: The MERS (Middle East Respiratory) Outbreak Crisis in South Korea*
Sung-Un Yang, Indiana University
- 4 *Public Relations or "Grassroots Lobbying"?: How Lobbying Laws Are Re-Defining PR Practice*
Cayce Myers, Virginia Tech
- 5 *Why Character Assassination Should Be Studied by PR Scholars?*
Sergei A. Samoilenko, George Mason University

- 6 *Community Engagement and Public Health: A Qualitative Study of Strategic Communication of Hispanic Community Organizations*
Lan Ni, University of Houston, **Maria de la Flor**, Communica PR Consulting, **Veronica Romero**, University of Houston, and **Qi Wang**, Villanova University
*****Jackson-Sharpe Award*****

3:00 – 4:00 RESEARCH DISCUSSIONS, V

Presiding: **Marcia W. DiStaso**, Pennsylvania State University

- 1 *The Strategic and Operational Contributions of Corporate Communications: Multiple Rationales and Diverging Roles*
Ansgar Zerfass and **Sophia Charlotte Volk**,
University of Leipzig, Germany
- 2 *From Corporate Social Responsibility to Creating Shared Value: A Comparison Study from the Communication Perspective in the US and China*
Chun-Ju Flora Hung-Baesecke, Massey University, New Zealand, **Don W. Stacks**, University of Miami, **W. Timothy Coombs**, Texas A&M University, **Yi-Ru Regina Chen**, Hong Kong Baptist University, Hong Kong, and **Ben Boyd**, Edelman Public Relations
- 3 *Approaching “the Publics” in International Problems: Testing the Applicability of Situational Theory of Problem Solving in Public Diplomacy*
Yicheng Zhu, University of South Carolina
- 4 *No Media Relations, No Public Relations? The Role of Relationships in the “New” Media Relations Landscape*
Justin Pettigrew and **Amber Hutchins**, Kennesaw State University
- 5 *Policy Aside: A Framing Study on Influencing Cultural and Policy Change within an Organization*
Justin Smith, **Cassandra Gesecki**, **Caleb Eames**, and **Kalyca Becktel**, San Diego State University
- 6 *The Corporate Social Responsibility (CSR) Communication in Japan: A Case Study of Green Advertisements in “Nikkei Ecology” Magazine*
Yanyan Liu, Nagoya University, Japan

4:15 – 5:15 RESEARCH DISCUSSIONS, VI

Presiding: **Katie Delahaye Paine**, Paine Publishing, LLC

- 1 *Studying the Use of Social and Digital Media in Public Relations Practice in Saudi Arabia and the USA*
Ali Alanazi, King Saud University, Saudi Arabia

- 2 *Looking Back, Looking Forward: 20 Years and More of Gender Theory for Public Relations Practice*
Elizabeth L. Toth and **Linda Aldoory**, University of Maryland
***** IPRRC Board of Directors Award*****
- 3 *Repeat Crises: How Crisis History Affects Stakeholder Attributions and Coping*
LaShonda L. Eaddy, University of Georgia, **John Brummette**, Radford University, and **Yan Jin**, University of Georgia
- 4 *How Far Have We Come?: Looking Back One Year Later on the Effectiveness of the Women in Combat Public Affairs Campaign in the U.S. Marine Corps*
Kaye D. Sweetser, San Diego State University, **Eric Flanagan**, **Jeremy McLean**, and **Rachel Nolan**, U.S. Marine Corps
- 5 *Fostering Self-Efficacy in Strategic Communications Through Student-Run Agencies: Equipping the Next Generation of Communicators*
Jeffrey Ranta, University of South Carolina, and **Deborah A. Davis**, Ball State University
- 6 *Visuals, Emotion, and Buffering: Attributing Good Intentions to “Bad” Corporate Players*
Sun Young Lee, Texas Tech University, and **Sungwon Chung**, Fort Hays State University

6:00 – 7:30 OPENING SOCIAL
Rooftop Terrace, 4th floor

Friday, March 10

Dress: Business Casual

All paper sessions are in Anderson/Delaney Room, 2nd floor

7:00 – 8:00 BUFFET BREAKFAST

Summerlin/Princeton Room, 2nd floor

8:30 – 9:30 RESEARCH DISCUSSIONS, VII

Presiding: Koichi Yamamura, TS Communication, Japan

- 1 *High Performance Corporate Communication Teams: Views of Top CCOs*

Mark Bain, Upper 90 Consulting,
and **Timothy Penning**, Grand Valley State University

- 2 *What Makes the Grapevine So Effective?*

Katy L. Robinson and **Patrick D. Thelen**, University of Florida

- 3 *The Space Between Students and Campus Police:*

Revisiting Co–Orientation in the Context of Unrest and Crime Alerts

Taylor Lutz and **Melanie Formentin**, Towson University

- 4 *Does Engaged Publics' Evaluation of Networking Practices Matter?*

The Effects of Polarized Attitudes and the Reputation of Networking on Publics WOM Behaviors

Jisu Kim, **Keonyoung Park**, and **Hyejoon Rim**,

University of Minnesota—Twin Cities

- 5 *We Can Do Good Too: Examining Oil and Gas Companies' Social Media CSR Messages and Their Impact on Public Perception and Engagement*

Alan Abitbol, University of Dayton,
Judson Meeks and **R. Glenn Cummins**, Texas Tech University

- 6 *Exploring Effects of Pre- and Post-Crisis CSRs on Reputation Restoration*

Hyun Jee Oh, Hong Kong Baptist University, Hong Kong
and **Jeesun Kim**, Incheon National University, South Korea

9:45 – 10:45 RESEARCH DISCUSSIONS, VIII

Presiding: Ansgar Zerfass, University of Leipzig, Germany

- 1 *Studying Social and Digital Media Use in Public Relations Practice: An Annual Longitudinal Analysis*

Donald K. Wright, Boston University,
and **Michelle Hinson**, University of Florida

- 2 *Deploying Image Repair Strategies for Multiple Publics with Competing Interests: A Content Analysis of Facebook's News Feed FYI Series*
Abdulaziz Muqaddam, Michigan State University
- 3 *Preparing Future Communication Leaders: Understand Millennial Communication Professionals Better by Filling the Perceptual Gaps*
Juan Meng, University of Georgia,
and **Bruce K. Berger**, University of Alabama
- 4 *Methodological Consequences of a Multivocal Approach to Crisis Communication: Network Pictures and Digital Methods*
Finn Frandsen and **Winni Johansen**, Aarhus University, Denmark
- 5 *Looking Back, Looking Forward: From Spokespersons to Employee Advocates*
Kaisa Pekkala and **Vilma Luoma-aho**,
University of Jyväskylä, Finland
- 6 *Agenda Building of Public Official Communication in the Pre-Crisis Stage of the Flint, Michigan Water Contamination*
William D. Nowling, Finn Partners,
and **Mi Rosie Jahng**, Wayne State University

11:00 – 12:00 RESEARCH DISCUSSIONS, IX

Presiding: **Shannon A. Bowen**, University of South Carolina

- 1 *Gendered Leadership in Crisis Contexts: Exploring the Intersections of Discourse of Renewal and Ethic of Care*
Shoaa Almalki, St. Mary's University
- 2 *PR Managers in Japanese Corporations: A Preliminary Study on How Life-Long Employment System Affects PR/Communication Function*
Junichiro Miyabe, Hokkaido University, Japan,
and **Koichi Yamamura**, TS Communication, Japan
- 3 *Right to Know as a Foundation for Ethical Practice: A Reinterpreted and Expanded Public Relations Code of Ethics*
Michael J. Palenchar, University of Tennessee,
and **Bernardo Motta**, University of South Florida—St. Petersburg
- 4 *A Delphi Study to Identify Standards for Internal Communication*
Julie O'Neil, Texas Christian University, **Michele Ewing**,
Kent State University, **Stacey Smith**, Jackson, Jackson & Wagner,
and **Sean Williams**, Communication AMMO

***** Institute for Public Relations W. Ward White Awards
for Top Two Papers of Practical Significance*****

- 5 *Looking Back: Exploring 'On-the-Job' Moral Development of Public Relations Professionals*
Katie R. Place, Quinnipiac University
- 6 *Cross-national Conflict Shifting and MNC-government Bargaining: GlaxoSmithKline Bribery Scandal Revisited*
Tianduo Zhang, University of Florida

12:00 – 1:00 LUNCHEON — Summerlin/Princeton Room, 2nd floor

1:45 – 2:45 RESEARCH DISCUSSIONS, X
Presiding: Terry Flynn, McMaster University

- 1 *The Sorry State of Social Media: Analyzing Public Apologies*
Jean Kelso Sandlin and **Monica Gracyalny**,
California Lutheran University
- 2 *Examining the Role of Social Presence and Information Source for Strategic Crisis Communication via Social Media*
Soojin Roh, Syracuse University
- 3 *From Ethical Responsibility Crisis Perceptions to Product Evaluations: Spillover Effect of an Employee Mistreatment Crisis*
Seoyeon Kim, University of North Carolina at Chapel Hill,
and **EunHae (Grace) Park**, University of Missouri
- 4 *Putting Out Fires: How Communication Professionals Understand and Practice Conflict Resolution*
Kenneth D. Plowman, Brigham Young University,
and **Susan D. Allen**, Johns Hopkins University
- 5 *Revisiting the Best Practices in Risk and Crisis Communication: A Multicase Analysis*
Shari R. Veil, University of Kentucky, **Kathryn E. Anthony**,
University of Southern Mississippi, **Nicole Staricek**, University
of Kentucky, **Laura E. Young**, Baker University, **Timothy L. Sellnow**,
University of Central Florida, and **Pam Cupp**, University of Kentucky
***** Institute for Public Relations W. Ward White Awards
for Top Two Papers of Practical Significance*****
- 6 *Understanding Gender Disparity in Public Relations: An Evaluation of the Perceptions of the Field*
Dustin W. Supa and **Emma E. Pizzardi**, Boston University

3:00 – 5:00 COMMISSION ON PUBLIC RELATIONS EDUCATION
(Closed Meeting) Seminole Room, 3rd floor

3:00 – 4:00 RESEARCH DISCUSSIONS, XI

Presiding: **Dean Kruckeberg**, University of North Carolina at Charlotte

- 1 *When Love Becomes Hate: The Dark Side of Consumer-Brand Relationships in Crisis Communication*

Liang (Lindsay) Ma, Texas Christian University

*****Red Raider Public Relations Research Award*****

- 2 *Government-Public Relationship Cultivation in the Digital Era: The Impact of Public Engagement and Political Leadership Communication on Social Media*

Linjuan Rita Men, University of Florida, **Aimei Yang**, University of Southern California, and **Baobao Song** and **Spiro Kiouis**, University of Florida

- 3 *Situational Theory of Publics, Social Networking, and Opportunities: A Case Study of Leveraging PR Alumni through Facebook*

Robert I. Wakefield, Brigham Young University, and **Devin Knighton**, Purdue University

- 4 *The Stories We Tell: Immigrants' Communicative Patterns and Agency in Impacting Perceptions of Their Host Country*

Kelly Vibber, University of Dayton

- 5 *Mapping the Storm: Identifying Key Voices and Actions in Crisis Communication*

Mikkel S. Christensen, University of Missouri, **Thomas Albrechtsen**, Nextwork, Denmark, **Erika Johnson**, East Carolina University, and **Nadia Engelst Rostved** and **Jakob Bæk Kristensen**, Analyse & Tal, Denmark

- 6 *Consumer Perceptions of Retail Banks and Their Impact on Corporate Communication Strategies*

Caitlin Szczepanik, Boston University

4:15 – 5:15 RESEARCH DISCUSSIONS, XII

Presiding: **Dustin W. Supa**, Boston University

- 1 *Do Publics Adopt a Stance?: A Continuation of Adapting the Contingency Theory to Examine Public Perceptions of the NFL's Concussion Crisis*

Douglas Wilbur and **Danielle Myers**, University of Missouri

- 2 *Applying a Century of Learning Theory to PR Pedagogy*

Amanda Kennedy, St. Mary's University, and **Julia Daisy Fraustino**, West Virginia University

- 3 *A “Post-Marriage” Context: How LGBTQ Advocacy Communication Has Changed Since Obergefell*
Dean Mundy, University of Oregon
- 4 *How Failures in Employee Relations Lead to Tarnished Reputation, Corporate Distrust, and E-Loyalty Intentions: The Examination of Employee Dissent Expressions on Work Environment Concerns*
Minjeong Kang, Indiana University
- 5 *Walking the Talk: CSR Perceptions and Practices of the Pharmaceutical Sector in Switzerland*
Anda Hirceaga and **Krishnamurthy Sriramesh**, Purdue University
- 6 *How Do Organizations Use Social Media to Build Dialogic Relationships? A Comparison between Nonprofit and For-profit Organizations*
Yuan Wang and **Yiyi Yang**, The University of Alabama
*** **Peter Debreceeny Corporate Communication Award*****

6:00 – TILL? DINNER AND NIGHT ON YOUR OWN

6:00 – TILL? IPRRC ADVISORY COMMITTEE MEETING AND DINNER
(Closed Meeting)

Saturday, March 11

Dress: Business Casual

All paper sessions are in Anderson/Delaney Room, 2nd floor

7:00 – 8:00 BUFFET BREAKFAST

Summerlin/Princeton Room, 2nd floor

8:30 – 9:30 RESEARCH DISCUSSIONS, XIII

Presiding: Robert Pritchard, University of Oklahoma

- 1 *“Mirror Mirror on the Wall, Tell Me the Past, Present and the Future of All...”
The Moral Imperative of Relating: Elevating Public Relations from
Emotional Labor to Emotional Work Among the Public Relations Professionals*

Priyanka Khandelwal, West Texas A&M University,
and **Kevin Stoker**, Texas Tech University

- 2 *Digital Literacy, Media Planning and Storytelling:
An Interdependent Relationship*

Ann D. Jabro, Robert Morris University

- 3 *Public Relations is a ‘Snap’: How Brands are Strategically Using
Snapchat to Cultivate Relationships, Engage with Publics,
and Accomplish Organizational Objectives*

Christopher Wilson and **Pamela Brubaker**, Brigham Young University

- 4 *Public Relations Leadership Development Cycle: A Cross-cultural Perspective*

Diana Martinelli, West Virginia University,
and **Elina Erzikova**, Central Michigan University

***** Arthur W. Page Center Benchmarking Award*****

- 5 *The C-P-R Framework and the Intellectual Mapping of the Public Relations
Body of Knowledge: A Methodology and Case Study with Policy Implications*

Craig Carroll, New York University

- 6 *Coast Guard Public Affairs History: The Search for Symmetry*

Matthew M. Kroll, San Diego State University

9:45 – 10:45 RESEARCH DISCUSSIONS, XIV

*Presiding: Chun-Ju Flora Hung-Baesecke, Massey University,
New Zealand*

- 1 *Tweeting about #Diseases and #PublicHealth:
Communicating Global Health Issues Across Nations*

Jeanine Guidry, **Shana Meganck**, and **Marcus Messner**, Virginia
Commonwealth University, **Alessandro Lovari**, University
of Sassari, Italy, and **Jay Adams**, Virginia Commonwealth University

- 2 *Veterans' Suicide and Ethical Response: Examination of the VA's Twitter Feed*
Nandini Bhalla, University of South Carolina
- 3 *Differences between Corporate, Not-for-Profit, Government, and PR Firm Practitioners in Professional Competencies and Molar Work Activities*
Vincent Hazleton, Independent Scholar, and **Emilie L. Tydings**, Virginia Technical University
- 4 *The Psychological Process Underlying the Situational Theory of Publics: An Application to the Evaluation of the Dove Campaign for Real Beauty*
Joon Soo Lim, Syracuse University
- 5 *Ethics Training at Public Relations Agencies: Identifying Current Trends and Future Directions*
Denise Sevick Bortree, Pennsylvania State University
- 6 *Evaluation and Measurement Programs in Organizational Communication Departments*
Rebecca Swenson, University of Minnesota, **Nathan Gilkerson**, Marquette University, **Forrest Anderson**, Forrest W. Anderson Consulting & George Washington University, **Fraser Likely**, Likely Communication Strategies & University of Ottawa, Canada, **Tim Marklein**, Big Valley Marketing, and **Michael Ziviani**, Precise Value, Australia

11:00 – 12:00 RESEARCH DISCUSSIONS, XV

Presiding: **Sean Williams**, Communication AMMO

- 1 *Understanding Online Engagement from the Stakeholder Point of View: How Goals, Motives, and Affordances Drive Online Stakeholder Engagement*
Lisa V. Chewning, Pennsylvania State University—Abington
- 2 *Winning in the Court of Public Opinion: Exploring PR – Legal Collaboration during Organizational Crises*
Soojin Kim, Singapore Management University, Singapore, and **Arunima Krishna**, Boston University
- 3 *Employee Prosocial Engagement in CSR through Empowerment in Decision-Making: A Qualitative Study*
Baobao Song, University of Florida, **Weiting Tao**, University of Miami, **Sarab Kochhar**, APCO Worldwide & Institute for Public Relations, and **Mary Ann Ferguson**, University of Florida

- 4 *Silent & Unprepared: Millennial Practitioners Yet to Embrace Role as Ethical Conscience*

Marlene S. Neill, Baylor University,
and **Nancy Weaver**, The Cosmopolitan of Las Vegas

***** Brigham Young University Top Ethics Paper Award*****

- 5 *Kap Takes a Knee: A Media Framing Analysis of Colin Kaepernick's Anthem Protest*

Danielle Sarver Coombs, **Cheryl Ann Lambert**, **David Cassilo**,
and **Zachary Humphries**, Kent State University

12:00 – 1:00 LUNCHEON — Summerlin/Princeton Room, 2nd floor

1:00 – 1:30 AWARD RECOGNITION

Anderson/Delaney Room, 2nd floor

Jackson-Sharpe Award

Community Engagement and Public Health: A Qualitative Study of Strategic Communication of Hispanic Community Organizations

Lan Ni, University of Houston, **Maria de la Flor**, Communicap
PR Consulting, **Veronica Romero**, University of Houston,
and **Qi Wang**, Villanova University

JACKSON
JACKSON
& WAGNER



The Boston University Award for the Top Paper about Public Relations and the Social and Emerging Media

From Cluster Tweets to Retweets: A Big Data, Rhetorical Exploration of Digital Social Advocacy in the Context of the Charlotte Protests on Twitter

Tiffany Derville Gallicano, **Ryan Wesslen**, and **Jean-Claude Thill**,
University of North Carolina at Charlotte



Arthur W. Page Center Benchmarking Award

Public Relations Leadership Development Cycle: A Cross-cultural Perspective

Diana Martinelli, West Virginia University,
and **Elina Erzikova**, Central Michigan University



Brigham Young University Top Ethics Paper Award

Silent & Unprepared: Millennial Practitioners yet to Embrace Role as Ethical Conscience

Marlene S. Neill, Baylor University, and
Nancy Weaver, The Cosmopolitan of Las Vegas

Department of Communications



Peter Debreceny Corporate Communication Award

How do Organizations Use Social Media to Build Dialogic Relationships?

PETER DEBRECENY

A Comparison between Nonprofit and For-profit Organizations

Yuan Wang and Yiyi Yang, The University of Alabama

Institute for Public Relations Top Two Papers of Practical Significance Award

A Delphi Study to Identify Standards for Internal Communication



Julie O'Neil, Texas Christian University, **Michele Ewing**, Kent State University, **Stacey Smith**, Jackson, Jackson & Wagner, and **Sean Williams**, Communication AMMO

Revisiting the Best Practices in Risk and Crisis Communication: A Multicase Analysis

Shari R. Veil, University of Kentucky, **Kathryn E. Anthony**, University of Southern Mississippi, **Nicole Staricek**, University of Kentucky, **Laura E. Young**, Baker University, **Timothy L. Sellnow**, University of Central Florida, and **Pam Cupp**, University of Kentucky

Koichi Yamamura International Strategic Communication Award

Businesses Under Close Watch: Examining the Factors That Affect Reputation Repair



**K O I C H I
Y A M A M U R A**

Rebecca Marissa Cohen, Jesson & Co, Canada

Red Raider Public Relations Research Award

When Love Becomes Hate: The Dark Side of Consumer-Brand Relationships in Crisis Communication



**TEXAS TECH UNIVERSITY
College of Media & Communication
DEPARTMENT OF PUBLIC RELATIONS**

Liang (Lindsay) Ma, Texas Christian University

University of Miami School of Communication Top Student Paper Award

Explicating Authenticity in Public Relations

**UNIVERSITY OF MIAMI
SCHOOL OF COMMUNICATION**

Ejae Lee, Indiana University



PRIME Research Award

Communicating Employee Wellness Plans to Employees:

PRIME RESEARCH

The Effects of Gain-Loss Framing and Message Source on Intentions to Enroll

María E. Len-Ríos, Hyoyeun Jun, and Yen-I Lee,

The University of Georgia

IPRRC Board of Directors Award



*Looking Back, Looking Forward: 20 Years
and More of Gender Theory for Public Relations Practice*

Elizabeth L. Toth and **Linda Aldoory**, University of Maryland

1:45 – 2:45 RESEARCH DISCUSSIONS, XVI

Presiding: Linjuan Rita Men, University of Florida

- 1 *Negativity and Information Sharing on Twitter*
Zongchao Cathy Li, San José State University, **Yi Grace Ji**, University of Miami, and **Guangliang Chen**, San José State University
 - 2 *What is Beautiful is Good? Reputation Management Using PR Practitioner's Physical Attractiveness and Self-Presentation Information*
Hyunmin Lee, Drexel University, and **Seoyeon Hong**, Webster University
 - 3 *Show Me the Ethics! How UPS Demonstrates Corporate Social Responsibility on Facebook to Build Relationships: A Case Study*
Joon K. Kim, **Shannon A. Bowen**, and **Won-ki Moon**, University of South Carolina
 - 4 *Less is More? Exploring Conspicuousness of Disclosure in Social Media Endorsement*
Young Eun Park, **Taeyoung Kim**, and **Cheonsoo Kim**, Indiana University
 - 5 *From Cluster Tweets to Retweets: A Big Data, Rhetorical Exploration of Digital Social Advocacy in the Context of the Charlotte Protests on Twitter*
Tiffany Derville Gallicano, **Ryan Wesslen**, and **Jean-Claude Thill**, University of North Carolina at Charlotte
- *** Boston University Award for the Top Paper about Public Relations and the Social and Emerging Media*****

3:00 – 4:00 RESEARCH DISCUSSIONS, XVII

Presiding: Fraser Likely, Likely Communication Strategies, Ltd.

- 1 *Applying the Public's Perception of Temporal Distance into Crisis Communication: An Extended Concept of Threat*
Sungsu Kim, University of Georgia
 - 2 *Businesses Under Close Watch: Examining the Factors That Affect Reputation Repair*
Rebecca Marissa Cohen, Jesson & Co, Canada
- *** Koichi Yamamura International Strategic Communication Award*****

- 3 *An “Organic Theory” of Public Relations: Its Genesis, Development, Present State, and Heuristic Potential*
Marina Vujnovic, Monmouth University, and **Dean Kruckeberg**,
The University of North Carolina at Charlotte
- 4 *Public Relations Practices in Grassroots Social Enterprises:
A Case Study of Maitri in India*
Meghana Rawat and **Krishnamurthy Sriramesh**, Purdue University
- 5 *Diversity and Inclusion: Assessing Website Recruitment Practices
of PR Agencies*
Erica Hilton and **Wunpini Fatimata Mohammed**,
Pennsylvania State University

4:15 – 5:15 RESEARCH DISCUSSIONS, XVIII

Presiding: John Gilfeather, Koski Research Inc.

- 1 *Global Responses to Corporate Sustainability:
Evaluating the Impact of Messaging and Region of Residence*
Holley Reeves, Butin Integrated Communications
- 2 *Navy Public Affairs and the Aircraft Carrier Fleet: Toward
a Predictive Model of Success in Social Media and External Media Efforts*
Robert S. Pritchard, University of Oklahoma, **R. David Hecht**,
U. S. Navy, and **Katey Bishop**, **Hayley Struck**, **Whitney Jones**,
Savannah Jung and **Kate Stanke**, University of Oklahoma
- 3 *Turning Rhetoric Around:
Action Strategies, Dominant Coalitions, and Persuasion*
David M. Dozier, San Diego State University
- 4 *Examining the Business Outcomes of Media Coverage in the General
Motor Recall Crisis: An Exploratory Study*
Yang Cheng, PRIME Research

6:00 – 7:30 CLOSING SOCIAL

Rooftop Terrace, 4th floor

“**Big Jack Award**” presented for best presentation at IPRRC20

ADJOURNMENT UNTIL 2018

Research Discussion Paper Abstracts

(Alphabetical by Title)

A Delphi Study to Identify Standards for Internal Communication

Julie O’Neil, Texas Christian University, **Michele Ewing**, Kent State University, **Stacey Smith**, Jackson, Jackson & Wagner, and **Sean Williams**, Communication AMMO

Researchers from an international task force conducted a two-round Delphi study with a purposive sample of internal communication thought leaders to identify internal communication standards. This paper describes those findings and defines standards that practitioners can use to measure internal communication in a consistent and comparable manner—the goal of standardization.

A “Post-Marriage” Context: How LGBTQ Advocacy Communication Has Changed Since Obergefell

Dean Mundy, University of Oregon

This paper examines how LGBTQ advocacy communication strategies have shifted since the 2015 Obergefell decision granting marriage equality to same-sex couples. This “post-marriage” context requires organizations to navigate a lack of media attention and funding, while confronting hundreds of anti-LGBTQ religious freedom bills. They are doing so, however, by leveraging key lessons learned during the marriage campaigns.

Agenda Building of Public Official Communication in the Pre-Crisis Stage of the Flint, Michigan Water Contamination

William D. Nowling, **Finn Partners**, and **Mi Rosie Jahng**, Wayne State University

Exploring the process prior to the 2015 Flint water crisis, this paper seeks to examine how local officials made the case to move to Detroit water system to the Karegnondi Water Authority (KWA). Based on agenda building, an exploratory content analysis examined how local officials utilized public communication efforts to build the agenda around the local news coverage.

An “Organic Theory of Public Relations: Its Genesis, Development, Present State, and Heuristic Potential

Marina Vujnovic, Monmouth University, and **Dean Kruckeberg**, The University of North Carolina at Charlotte

This paper advocates and examines the potential of an “organic theory” of public relations, which literature has existed for over a decade. This “organic theory” provides a sustainable worldview and a grounded moral philosophy to address the inadequacies of present-day public relations theory-building.

Applying a Century of Learning Theory to PR Pedagogy

Amanda Kennedy, St. Mary's University,
and **Julia Daisy Fraustino**, West Virginia University

Public relations professors are highly skilled in theory and practice—and teaching. However, less familiar are the trajectories of interdisciplinary learning theories entrenched in a century of thought that underpin and advance PR pedagogy. This paper traces the development of major learning theories, making relevant connections to PR pedagogy.

Applying the Public's Perception of Temporal Distance into Crisis Communication: An Extended Concept of Threat

Sungsu Kim, University of Georgia

This paper reviews a three-tier dimensionality of threat in threat appraisal model and construal level theory. As an approach to conceptualize threat from the audience perspective, it proposes to build an extended concept of threat by applying perceived temporal distance. Future research recommendations and implications are also discussed.

Approaching "the Publics" in International Problems:

Testing the Applicability of Situational Theory of Problem Solving in Public Diplomacy

Yicheng Zhu, University of South Carolina

Using the US trade deficit with China as the thematic context, this study provides supportive evidences, as well as suggestions of improvement, to the applicability of the situational theory of problem solving (STOPS) in the context of public diplomacy, or international problems in general.

Businesses Under Close Watch: Examining the Factors That Affect Reputation Repair

Rebecca Cohen, Jesson & Co, Canada

Through in-depth interviews, content analysis, and survey, results of this study suggest that reputation management is a top priority amongst Canadian organizations. Majority of survey participants and interviewees use multiple tools to monitor and measure reputation. Interview results demonstrated that communications teams had representation at the executive level.

Coast Guard Public Affairs History: The Search for Symmetry

Matthew M. Kroll, San Diego State University

This exploratory study discovered the history of public affairs in the United States Coast Guard and identified the organizational changes in the program. The researcher used Grunig and Hunt's (1984) four models of public relations to show how Coast Guard's external communication practices evolved over time.

*Communicating Employee Wellness Plans to Employees:**The Effects of Gain-Loss Framing and Message Source on Intentions to Enroll*

María E. Len-Ríos, Hyouyeun Jun, and Yen-I Lee, University of Georgia

This study examines message design strategies companies can use to encourage employees to join wellness programs. Such programs have been shown to reduce absenteeism, improve productivity, and reduce healthcare costs (Berry, Mirabito, & Baun, 2010). Results from a 2 (message framing) x 2 (image) x control experiment suggests gain-framed messages increased enrollment intentions.

*Community Engagement and Public Health:**A Qualitative Study of Strategic Communication of Hispanic Community Organizations*

Lan Ni, University of Houston, **Maria de la Flor**, Communica PR Consulting, **Veronica Romero**, University of Houston, and **Qi Wang**, Villanova University

This faculty-practitioner collaborative project examines community engagement and public health management for ethnic organizations. Using 23 in-depth interviews with community health organizations that serve the Hispanic/Latino population in a southern metropolitan area, this study explores how organizations can communicate strategically and engage effectively with community members to increase health awareness.

Consumer Perceptions of Retail Banks and Their Impact on Corporate Communication Strategies

Caitlin Szczepanik, Boston University

To determine which factors are most salient to retail bank choice, 1279 respondents answered a questionnaire measuring their general perceptions of banking. The results showed that bank choice is driven by perception of peer recommendations, perception of personal financial security, perception of bank proximity, perception of customer service, and perception of bank-to-stakeholder communication.

*Corporate Social Responsibility and Female Entrepreneurship:**The Case of Coca-Cola's 5by20 Initiative*

MaryClaire Schulz, Elon University

In 2010, Coca-Cola launched a women-focused CSR initiative called the 5by20 initiative with the goal of empowering five million women by 2020. This case study analysis examines the 5by20 initiative's communications efforts to determine how Coca-Cola engages with different stakeholder groups on a global scale.

*Cross-national Conflict Shifting and MNC-government Bargaining:**GlaxoSmithKline Bribery Scandal Revisited*

Tianduo Zhang, University of Florida

The study explores GSK's bribery scandal in China in the context of MNC-government bargaining. The study provides practical insights into how companies can improve government relations and take advantage of government policy-making while remaining compliant with changing political norms in China's since Xi's anti-corruption campaign.

*Deploying Image Repair Strategies for Multiple Publics with Competing Interests:
a Content Analysis of Facebook's News Feed FYI Series*

Abdulaziz Muqaddam, Michigan State University

This paper is about Facebook employment image-maintenance strategies regarding the issue of its news feed algorithm. The two issues this paper examines are: First, How micro-customization news benefit advertisers, but it isolate users into filter bubbles. Two, how could the newsfeed system filter out spam and hoaxes, or “fake news.” The research used thematic content analysis on the posts related to these two issues, focusing on how end-users versus advertisers were addressed differently.

*Differences between Corporate, Not-for-Profit, Government, and PR Firm Practitioners
in Professional Competencies and Molar Work Activities*

Vincent Hazleton, Independent Scholar,
and **Emilie L. Tydings**, Virginia Technical University

Using the data from an online survey, this research addresses two important questions related to variations in public relations behavior. 1) Do all practitioners engage in the same pattern of molar work activities? And 2) do all practitioners need to have the same knowledge and skills?

Digital Literacy, Media Planning and Storytelling: An Interdependent Relationship

Ann D. Jabro, Robert Morris University

Digital Literacy is “the ability to use information and communication technologies to find, evaluate, create, and communicate information, requiring both cognitive and technical skills” (Visser, 2012, para. 2). A 400-level PR course required students to create i-Movies and a media plan for non-profit clients. The visual products and media plans were analyzed for digital literacy progress. Results are presented.

Diversity and Inclusion: Assessing Website Recruitment Practices of PR Agencies

Erica Hilton and **Wunpini Fatimata Mohammed**, Pennsylvania State University

This study analyzes job applicants’ interpretations of PR agency website messages through in-depth interviews of college students who are diverse in gender, race, nationality or sexuality. Findings present PR agencies with recommendations on how to improve corporate communication practices to attract and retain diverse employees.

*Do Publics Adopt a Stance?: A Continuation of Adapting the Contingency Theory
to Examine Public Perceptions of the NFL's Concussion Crisis*

Douglas Wilbur and **Danielle Myers**, University of Missouri

This study analyzes tweets made by individuals in response to Sony’s motion picture Concussion, which created a crisis for the National Football League. It aims to address the shortcomings of the attempt to adapt contingency theory for the examination of publics. It also addresses the question of whether publics can adopt stances.

Does Engaged Publics' Evaluation of Networking Practices Matter? The Effects of Polarized Attitudes and the Reputation of Networking on Publics WOM Behaviors
Jisu Kim, Keonyoung Park, and Hyejoon Rim, University of Minnesota—Twin Cities

The study examines how polarized attitudes toward PETA and the organization's perceived ability to network with its stakeholders can shape trends in WOM behavior on social media. Given the importance of strengthening relationships with the engaged public, the study pays particular attention to the engaged public's evaluation of the organization's networking practices.

Donors & Authenticity: An Examination of An Ethical Conceptualization in the Nonprofit Sector
Diana C. Sisson, Auburn University

Using an online survey and qualitative analysis, this study tests Bowen's (2010) conceptualization of authenticity among donors of local animal welfare organizations and offers practical insights for nonprofit organizations regarding its inclusion in their relationship management strategies.

Drivers and Barriers in Public Relations Measurement and Evaluation: Analyzing Effects on Behavior

Alexander Buhmann and Peggy Simcic Brønn, Norwegian Business School, Norway

We investigate practitioners' attitudes about measuring and evaluation through Ajzen's (1985) theory of planned behavior (TPB), which states that a person's intention to perform a behavior increases as their attitude toward the behavior becomes more favorable. Variance-based structural equation modeling (PLS-SEM) is used to link intention to measure at the outcome level to respondents' attitudes toward M&E, their perception of norms for M&E and their perceived behavior control. Attitudes toward M&E and perceptions of personal ability are the two strongest factors influencing practitioners.

Employee Prosocial Engagement in CSR through Empowerment in Decision-Making: A Qualitative Study

Baobao Song, University of Florida, **Weiting Tao**, University of Miami, **Sarab Kochhar**, APCO Worldwide & Institute for Public Relations, and **Mary Ann Ferguson**, University of Florida

This in-progress qualitative study explores an involvement-based internal CSR communication strategy that requires companies to engage their employees in systematic dialogue to co-constructing CSR decisions. The in-depth interviews are to reveal the perceived effectiveness of this strategy in creating engaging prosocial experiences for employees and in cultivating organization-employee relationships.

Ethics Training at Public Relations Agencies: Identifying Current Trends and Future Directions
Denise Sevick Bortree, Pennsylvania State University

Ethical behavior among public relations professionals is critical for continuing to build the reputation of the field. Interviews with 10 PR executives at top agencies explored how agencies are training their employees on ethical topics. Results suggests that few are providing consistent training, but best practices emerged from strong advocates.

Evaluation and Measurement Programs in Organizational Communication Departments
Rebecca Swenson, University of Minnesota, **Nathan Gilkerson**, Marquette University, **Forrest Anderson**, Forrest W. Anderson Consulting & George Washington University, **Fraser Likely**, Likely Communication Strategies & University of Ottawa, Canada, **Tim Marklein**, Big Valley Marketing, and **Michael Ziviani**, Precise Value, Australia

Our goal is to better understand how organizations overcome challenges to improving evaluation practices and identify drivers of effective measurement. Using insights from in-depth interviews, our research-in-progress focuses on planning processes, perceptions of communication value, utilization of metrics by leaders, and alignment of measurement processes with industry standards and models.

Examining the Business Outcomes of Media Coverage in the General Motor Recall Crisis: An Exploratory Study

Yang Cheng, PRIME Research

This study applied the Vector-Auto Regression model to explore the business impacts of media coverage in a recall crisis. Findings showed the media agenda, especially traditional media coverage played an important role in predicting business outcomes. Future practitioners may consistently monitor both traditional and new media coverage in their crisis communication.

Examining the Role of Social Presence and Information Source for Strategic Crisis Communication via Social Media

Soojin Roh, Syracuse University

An online experiment tested impacts of perceived social presence and information source on public responses towards a corporate crisis. Heightened social presence predicted less negative emotion, positive credibility assessment, and greater likelihood of crisis action acceptance. Crisis info™ information delivered by a third party information elicited greater indignation among participants.

Explicating Authenticity in Public Relations

Ming (Bryan) Wang, University of Nebraska-Lincoln

This paper examines authenticity in both professional and academic literature to test the dimensions of the construct through surveys of the general public and PR practitioners. Results confirm the multi-dimensional nature of authenticity and will help PR practitioners manage organizational reputation and relationship building activities with stakeholders more successfully.

Explicating Authenticity in Public Relations

Ejae Lee, Indiana University

This study aims to explicate the concept of authenticity in the theory and practice of public relations. Grounded in multidisciplinary literature examining authenticity, this study explores the fundamental constructs of authenticity and then proposes the explicated definition of authenticity in public relations with two constructs: true-self awareness and genuineness.

Exploring Effects of Pre- and Post-Crisis CSRs on Reputation Restoration

HyunJee Oh, Hong Kong Baptist University, Hong Kong
and **Jeesun Kim**, Incheon National University, South Korea

CSR authenticity has multiple dimensions such as truthfulness, facts, honesty, genuineness, and trustworthiness. By comparing the effect of proactive and reactive CSR activities in crisis situation, this study explores which aspects of perceived authenticity are more susceptible than others so that PR practitioners can use them in after-crisis CSR activities.

Exploring the Effects of Different Media Types and Information Sources on Individuals' Attitude, Perception, and Behavior Intentions Toward Crisis Responses

Tham Nguyen, Katerina Tsetsura, and Doyle Yoon, University of Oklahoma

This study employs a 2 (media types: Twitter, blog) x 4 (information sources: organization, industry expert, celebrity, private citizen) experimental design, using the Volkswagen's emissions scandal as a crisis scenario, to test how information from blog and Twitter accounts published by various sources can affect the crisis response effectiveness.

Extending the Relational Public Diplomacy Model: The Role of Foreign Policy in Communicating about the Syrian Refugee Crisis

Nur Uysal, Marquette University, and **Rhonda Zaharna**, American University

Despite its increasing importance, migration and refugee studies have been rarely addressed in the public diplomacy scholarship. This study addresses this gap by focusing on the nexus of non-state diplomacy, state foreign policy and asylum/migration policies. The study examines how foreign policy and public diplomacy generate shifts in communication tactics and relational dynamics.

Fostering Self-Efficacy in Strategic Communications Through Student-Run Agencies: Equipping the Next Generation of Communicators

Jeffrey Ranta, University of South Carolina,
and **Deborah A. Davis**, Ball State University

To better prepare tomorrow's professionals, student-run agencies provide integrative learning opportunities with hands-on experience in skills highly desired by employers. This study examined one soft skill, self-efficacy. A national survey was conducted to determine if agency members would self-report a level of self-efficacy as a result of their participation.

From Cluster Tweets to Retweets: A Big Data, Rhetorical Exploration of Digital Social Advocacy in the Context of the Charlotte Protests on Twitter

Tiffany Derville Gallicano, Ryan Wesslen, and Jean-Claude Thill,
University of North Carolina at Charlotte

This big data study involved an analysis of 1.3 million tweets posted to the hashtags that were used during the Charlotte protests. We used a rhetorical lens for a deep examination of the tweets from three organizations that stood out in the sea of data. We also examined hashtag naming.

*From Corporate Social Responsibility to Creating Shared Value:
A Comparison Study from the Communication Perspective in the US and China*

Chun-Ju Flora Hung-Baesecke, Massey University, New Zealand,
Don W. Stacks, University of Miami, **W. Timothy Coombs,** Texas A&M University,
Yi-Ru Regina Chen, Hong Kong Baptist University, Hong Kong, and **Ben Boyd,**
Edelman Public Relations

This study explores how publics in the US and China perceive effective communication channels and what kind of content they expect from corporations creating shared values. Moreover, Edelman Trust Barometer® data will be employed in analyzing the possible positive outcomes in terms of public perception of companies' efforts in incorporating stakeholders' values. Theoretical and practical implications will be discussed.

*From Ethical Responsibility Crisis Perceptions to Product Evaluations:
Spillover Effect of an Employee Mistreatment Crisis*

Seoyeon Kim, University of North Carolina at Chapel Hill,
and **EunHae (Grace) Park,** University of Missouri

The current study, as an attempt to explore effects of CSR crises, hypothesized that a reputational crisis caused by employee mistreatment (versus product-related crises) would generate a) negative corporate reputation, b) consumer retaliatory actions against company, and c) negative corporate ability perceptions. All of the three hypotheses were fully or partially supported.

*Gendered Leadership in Crisis Contexts:
Exploring the Intersections of Discourse of Renewal and Ethic of Care*

Shoaa Almalki, St. Mary's University

This study examines GM ignition switch crisis to explore the intersections of discourse of renewal theory, ethic of care, and gendered leadership, and apply findings from that analysis to draw new insights about the glass cliff effect.

Global Responses to Corporate Sustainability: Evaluating the Impact of Messaging and Region of Residence

Holley Reeves, Butin Integrated Communications

In many markets, sustainability programs have become an expected part of doing business. Multinational corporations face a broad audience of stakeholders with different community needs and different understandings of what it means to be a responsible or sustainable corporation. Drawing on Organization-Public Relationship Theory, a global experiment indicates that consumers respond differently to sustainability messaging based on region of residence.

Government-Public Relationship Cultivation in the Digital Era: The Impact of Public Engagement and Political Leadership Communication on Social Media

Linjuan Rita Men, University of Florida, **Aimei Yang**, University of Southern California, **Baobao Song** and **Spiro Kiouisis**, University of Florida

Using a survey of 396 WeChat users, this study tested a model that links publics' political social media engagement, leadership communication on social media, publics' evaluation of the political leader, and government-public relationship outcomes (i.e., trust and satisfaction towards the government) in the context of China.

High Performance Corporate Communication Teams: Views of Top CCOs

Mark Bain, Upper 90 Consulting, and **Timothy Penning**, Grand Valley State University

In-depth interviews with 14 top corporate communications officers (CCOs) reveal how they value and define "high performance" for business overall and the communication function specifically. The study also delves into the factors that drive and impede high performance on corporate communication teams. Individual, team and organizational themes emerged.

How do Organizations Use Social Media to Build Dialogic Relationships?

A Comparison between Nonprofit and For-profit Organizations

Yuan Wang and **Yiyi Yang**, The University of Alabama

Grounded in the dialogic theory, this study examined how 100 nonprofit and for-profit organizations used Twitter to establish relationships with publics through a content analysis of 6,678 organizational tweets. It found how these organizations employed dialogic principles, their different usage patterns, and the interactions between Twitter followers and organizational tweets.

How Failures in Employee Relations Lead to Tarnished Reputation, Corporate Distrust, and E-Loyalty Intentions: The Examination of Employee Dissent Expressions on Work Environment Concerns

Minjeong Kang, Indiana University

This study explored the possible negative effects of employee dissent expressions on corporate reputation and the intervening effects of corporate image advertising on this relationship via an experiment. Further, the effects of tarnished corporate

reputation were explored on corporate distrust, e-loyalty, and negative WOM. Findings from the study will be discussed.

How Far Have We Come?: Looking Back One Year Later on the Effectiveness of the Women in Combat Public Affairs Campaign in the U.S. Marine Corps

Kaye D. Sweetser, San Diego State University, **Eric Flanagan**, **Jeremy McLean**, and **Rachel Nolan**, U.S. Marine Corps

Using a longitudinal survey guided by the coorientation model (2016 employees N = 490, leadership N = 11; 2017 employees N = 316, leadership N = 7), this research examined an organization implementing a cultural shift policy change. Results reveal gap and trends of leaders' view of workforce policy knowledge.

Image Cultivation of Nations: The Impact of a Public Relations Campaign for Kenya

Dane Kiambi and **Samone Behrendt**, University of Nebraska-Lincoln

This study examined whether there was any noteworthy systematic difference in the coverage of Kenya between the pre-intervention and post-intervention periods which could be attributed to the public relations effort of the agency hired to rebuild the country's image following the 2007 – 2008 post-election violence. Results showed that hiring the PR firm was not a worthwhile investment for the country.

Integrating a Dialogic Theory of Public Relations and Organization-Public Relationship (OPR) Management Perspective: The MERS (Middle East Respiratory) Outbreak Crisis in South Korea

Sung-Un Yang, Indiana University

This research aims to understand activism behavior of publics from the perspective of organization-public relationship management in the context of the South Korea's MERS (Middle East Respiratory) Outbreak crisis. To this end, this study proposes research hypotheses among 1) antecedent of government-public relationships, 2) attributes of relationship outcomes, and 3) consequences of relationship outcomes.

Is It Real? The Impact of Fictional PR Professionals on Popular TV Shows

Bora Yook and **Kirli Kirch**, University of Miami

By using an online survey, this paper examines the relationship between media portrayals of public relations professionals on current popular American TV shows and undergraduate students' attitudes and behavioral intentions toward the professions.

Kap Takes a Knee: A Media Framing Analysis of Colin Kaepernick's Anthem Protest

Danielle Sarver Coombs, **Cheryl Ann Lambert**, **David Cassilo**, and **Zachary Humphries**, Kent State University

Media frame analysis of Colin Kaepernick's anthem protest revealed Virality, Power and Influence, Individual Action, and Deflection and Distraction. This study has substantial implications for corporate public relations professionals because media frames inform reputation. Anthem protest coverage could lead to a strategic shift in the NFL's response approach.

Less is More? Exploring Conspicuousness of Disclosure in Social Media Endorsement

Young Eun Park, Taeyoung Kim, and Cheonsoo Kim, Indiana University

Is less conspicuous (vs. conspicuous) disclosure of sponsorship good for the brand?

The study explores the effects of conspicuousness of the disclosure in blogger endorsement. The study hypothesized that the interaction effects of conspicuousness and levels of influence on attitude toward the brand and cause, and purchase intention.

Looking Back, Looking Forward:

20 Years and More of Gender Theory for Public Relations Practice

Elizabeth L. Toth and Linda Aldoory, University of Maryland

A review essay, the paper presents the history, evolution, current movements and practical orientation in United States public relations gender research, 1985 to the present. Theoretical perspectives include human capital theory, organizational and social norms theory, and feminist theory. The authors recommend next gender research studies and propose professional and policy changes.

Looking Back, Looking Forward: From Spokespersons to Employee Advocates

Kaisa Pekkala and Vilma Luoma-aho, University of Jyväskylä, Finland

This conceptual paper focuses on evolutionary stages of employee advocacy from orators to spokespersons and beyond. We compare these through the factors of ownership of voice and message content. The paper explains the contributions of each stage to present day public relations and helps predict future direction of the profession.

Looking Back: Exploring 'On-the-Job' Moral Development of Public Relations Professionals

Katie R. Place, Quinnipiac University

This study applied Kohlberg's Theory of Moral Development to understand how moral growth of PR employees takes place. It fills the dearth of knowledge regarding how PR practitioners evolve as moral individuals and how organizations cultivate moral development. Participants described their moral development as cultivated via ethical decision making, exposure to industry ethical standards, ethical industry mentors.

Mapping the Storm: Identifying Key Voices and Actions in Crisis Communication

Mikkel S. Christensen, University of Missouri, **Thomas Albrechtsen**, Nextwork, Denmark, **Erika Johnson**, East Carolina University, and **Nadia Engelst Rostved** and **Jakob Bæk Kristensen**, Analyse & Tal, Denmark

When a crisis unfolds on social media, it's important to get a quick and accurate overview over the key voices, to give the best response. A visual mapping tool that can map the key actors and demographic information is presented and tested on a recent crisis scenario from Denmark.

*Methodological Consequences of a Multivocal Approach to Crisis Communication:
Network pictures and digital methods*

Finn Frandsen and **Winni Johansen**, Aarhus University, Denmark

The aim of this paper is to compare and evaluate two new methodological approaches which share the ambition to go beyond the “methodological individualism,” and to demonstrate how crisis communication can profit from these new approaches.

*“Mirror Mirror on the Wall, Tell Me the Past, Present and the Future of All...”
The Moral Imperative of Relating: Elevating Public Relations from Emotional Labor
to Emotional Work Among the Public Relations Professionals*

Priyanka Khandelwal, West Texas A&M University,
and **Kevin Stoker**, Texas Tech University

With the help of the interviews, this study aims to establish that PR professionals engage in the act of emotional labor. In times of crises, the PR professionals have to wear the face of the organization and act in a way that is in compliance with the values of the organization and disregard their feelings and emotions therefore, engaging in emotional labor.

*Mismatch vs. Magnitude: Defining and Testing Types
of Organizational Crisis Response Overreaction*

Tyler G. Page, University of Maryland

Organizations in crisis often have stakeholders demanding action before all facts are known—a perfect recipe for overreaction. This study explores overreaction, defines two different types of it, and tests them with 783 participants in two experiments. Implications for theory and practice are discussed.

*National Tragedies as Promotion Messages: Using Remembrance of Pearl Harbor,
9/11 and Natural Disasters to Influence Publics*

Jensen Moore and **Ashley Stevens**, University of Oklahoma

This study employed a 2 (type of tragedy: man-made vs. natural disaster) X 5 (type of message: commercial, image, participation, patriotic, and public interest) within-subjects experimental design. Dependent variables included mood during viewing, attitude toward the message, perception of the organization, and behavioral intent including likelihood of boycott and purchase.

*Navy Public Affairs and the Aircraft Carrier Fleet:
Toward a Predictive Model of Success in Social Media and External Media Efforts*

Robert S. Pritchard, University of Oklahoma, **R. David Hecht**, U. S. Navy, and
Katey Bishop, **Hayley Struck**, **Whitney Jones**, **Savannah Jung**, and **Kate Stanke**,
University of Oklahoma

This study evaluates the social media and external media efforts of four U.S. Navy aircraft carriers to identify and understand the factors making up the success or failure of key stakeholder engagement. The study also involves depth interviews with each ship’s PAOs to identify commonalities and differences among their strategies.

Negativity and Information Sharing on Twitter

Zongchao Cathy Li, San José State University, **Yi Grace Ji**, University of Miami, and **Guangliang Chen**, San José State University

This study investigates negative sentiment in tweets and how it relates to online information sharing behaviors. Tweets data for the 2016 presidential election were retrieved through Twitter API and analyzed by sentiment analysis programs, followed by regression analysis. Several sentiment analysis programs were introduced and compared.

New Context, New PR and New Narratives

Paulo Nassar, **Emiliana Pomarico Ribeiro**, and **Gustavo Carbonaro**, University of São Paulo, Brazil

We live in the age of urgency and uncertainty, which leads us to the absence of narratives that bring meaning to our lives. Those new contexts require new PR professional profiles to create new narratives, with new technologies and new ways of feeling and being in the world.

No Media Relations, No Public Relations?

The Role of Relationships in the “New” Media Relations Landscape

Justin Pettigrew and **Amber Hutchins**, Kennesaw State University

This study seeks to analyze how the top companies in the United States utilize social media theories or features for Corporate Social Responsibility (CSR). Specifically, it focuses on how the top 25 Fortune companies use social media features to inform, communicate, and engage stakeholders in CSR initiatives and messages.

Perceived Motivations for Corporate CSR in Socially Stigmatized Industries

Lucinda L. Austin, University of North Carolina at Chapel Hill, and **Barbara Miller Gaither**, Elon University

This CSR study explores how company-cause relationships and acknowledgement of benefit impacts perceived motivations and skepticism. Low-fit CSR appeared to be more in the public’s interest and more values-driven than high-fit. Acknowledgement of benefit did not impact skepticism—for a socially-stigmatized company, CSR fit appears most fundamental to public response.

Policy Aside:

A Framing Study on Influencing Cultural and Policy Change within an Organization

Justin Smith, **Cassandra Gesecki**, **Caleb Eames**, and **Kalyca Becketl**, San Diego State University

This study uses the theory of framing to investigate its effect on the public’s perception of the Marine Corps as women prepare to enter combat jobs. Results indicate that the framing of gender integration has a significant impact on participant perception of the Marine Corps’ reputation, credibility, and characteristics.

PR Managers in Japanese Corporations: A Preliminary Study on How Life-Long Employment System Affects PR/Communication Function

Junichiro Miyabe, Hokkaido University, Japan, and **Koichi Yamamura**, TS Communication, Japan

PR managers in Japanese corporations assume that PR post is one of the diversified steps of career development within a company. The situation in Japan seems quite different from that of the US. Based on these observations, our research focuses on how life-long employment and job rotation affect operation of PR department. We will present results of our preliminary study.

Preparing Future Communication Leaders: Understand Millennial Communication Professionals Better by Filling the Perceptual Gaps

Juan Meng, University of Georgia, and **Bruce K. Berger**, University of Alabama

We designed two online surveys to obtain two national audience panels to explore talent management approaches to attract, engage, develop, retain, and gain from millennial communication professionals. Significant perceptual gaps were found. We also discussed implications on how to help prepare these young professionals for leadership in the field.

Public Relations is a ‘Snap’: How Brands are Strategically Using Snapchat to Cultivate Relationships, Engage with Publics, and Accomplish Organizational Objectives

Christopher Wilson and **Pamela Brubaker**, Brigham Young University

Communication professionals have become enamored with ephemeral social media like Snapchat; however, little academic research has addressed it. The aim of this study is to understand how brands are using ephemeral social channels while “looking back” to the existing literature on relationship management, social media engagement, and visual communication.

Public Relations Leadership Development Cycle: A Cross-cultural Perspective

Diana Martinelli, West Virginia University, and **Elina Erzikova**, Central Michigan University

Using 51 purposive in-depth interviews with PR practitioners and students across five countries, this exploratory study examined when public relations leadership dimensions appear/are learned and how they are manifested. Cross-cultural differences and commonalities are noted, as are implications for leadership development.

Public Relations or “Grassroots Lobbying”? How Lobbying Laws Are Re-Defining PR Practice

Cayce Myers, Virginia Tech

This paper examines the definition and licensing debates in the context of lobbying and PR practice. From these debates this paper analyzes how PR practice could be subject to lobbying laws, and what this type of categorization would mean for modern public relations.

Public Relations Practices in Grassroots Social Enterprises: A Case Study of Maitri in India
Meghana Rawat and **Krishnamurthy Sriramesh**, Purdue University

This study uses the generic principles related to strategic public relations management to evaluate the extent of excellent public relations management practiced by Maitri, a small grassroots social enterprise which works with domestic workers. The goal of this study is to explore strategic public relations practices in a relatively understudied context in the scholarship, i.e. social enterprises and to enhance the work in PR which juxtaposes strategic management of PR and relationship management to build effective organizations.

Putting Out Fires:

How Communication Professionals Understand and Practice Conflict Resolution

Kenneth D. Plowman, Brigham Young University,
and **Susan D. Allen**, Johns Hopkins University

Do communication professionals fill the role of negotiators and conflict resolvers within their organizations? In this study practitioners experienced most conflict within teams and other internal audiences, practiced conflict avoidance rather than conflict engagement, understood individual level factors as major contributors to conflict, and avoided digital channels in conflict resolution.

Repeat Crises: How Crisis History Affects Stakeholder Attributions and Coping

LaShonda L. Eaddy, University of Georgia, **John Brummette**, Radford University,
and **Yan Jin**, University of Georgia

Crises involving active shooters on university campuses have become more prevalent recently. The study examines the effects of crisis history and information source on publics' crisis perceptions and emotions. The findings suggest the source and valence of crisis history information significantly impacts publics' perceptions of organizational control and crisis responsibility.

Revisiting the Best Practices in Risk and Crisis Communication: A Multicase Analysis

Shari R. Veil, University of Kentucky, **Kathryn E. Anthony**, University of Southern Mississippi, **Nicole Staricek**, University of Kentucky, **Laura E. Young**, Baker University, **Timothy L. Sellnow**, University of Central Florida, and **Pam Cupp**, University of Kentucky

This study extends the best practices in risk and crisis communication by synthesizing the contributions from research thus far and assessing the applicability of the best practices framework in a multi-case analysis. We conclude with essential guidelines for ongoing risk and crisis communication and outline ethical implications for practice.

*Right to Know as a Foundation for Ethical Practice:
A Reinterpreted and Expanded Public Relations Code of Ethics*

Michael J. Palenchar, University of Tennessee,
and **Bernardo Motta**, University of South Florida—St. Petersburg

This paper examines that while community right to know mirrors public relations ethics codes, the field falls short of its basic philosophy and tenets. Ultimately right to know as an ethical foundation for public relations moves current ethics codes beyond the sovereignty of consumer choice and concepts such as transparency.

Risk Communicators' Dilemma—Should I Say It or Not? : Effects of Communicating Emergency Response Preparedness on Public Attitudes and Acceptance Toward Nuclear Power Stations
Tsuyoshi (Yoshi) Oshita, Michigan State University

This study explores risk communicators' dilemma: Should they proactively inform the public of risk-related information about their facilities and activities? Focusing on the commercial use of nuclear power, I examined the effects of emergency preparedness communication on public attitudes and acceptability toward the risk-generating facilities.

Show Me the Ethics! How UPS Demonstrates Corporate Social Responsibility on Facebook to Build Relationships: A Case Study

Joon K. Kim, Shannon A. Bowen, and Won-ki Moon, University of South Carolina

A content analysis of 169 Facebook posts by United Parcel Service that showcase corporate social responsibility (CSR), found that employing two-way symmetry and disclosing an explicit ethical message together in CSR posts have a significant positive association with Facebook users' engagement (comments, shares, and emoji functions).

Silent & Unprepared: Millennial Practitioners yet to Embrace Role as Ethical Conscience
Marlene S. Neill, Baylor University,
and **Nancy Weaver**, The Cosmopolitan of Las Vegas

Millennial practitioners do not feel prepared to offer ethics counsel and do not expect to face ethical dilemmas at work. Through survey research, significant differences were found regarding perceptions of readiness to offer ethics counsel based on availability of mentors and ethics training in college or at work.

Situational Theory of Publics, Social Networking, and Opportunities: A Case Study of Leveraging PR Alumni through Facebook

Robert I. Wakefield, Brigham Young University,
and **Devin Knighton**, Purdue University

This paper uses a case to show the value of reframing the situational theory to include opportunities and not just problem solving. In this framework, the three variables would become opportunity recognition, level of involvement, and opportunity cost. It also examines the role of social network theory in using social media platforms.

Struggling for Academic Legitimacy. A German Perspective on Public Relations and the Gap between Profession and Academic Discipline

Michael Johann and **Anne-Christin Hoffmann**, University of Passau, Germany
Public Relations has always been a heterogeneous professional field with changing demands in education and practice. This complementary mixed-method study examines the status quo of PR education at German universities in comparison to contemporary requirements of the professional field. The content analyses of job advertisements (N = 188) and university curricula (N = 107) as well as the interviews with young professionals (N = 180) and leading PR practitioners (N = 27) indicate an insufficient integration of academic and professional perspectives on public relations education.

Studying Social and Digital Media Use in Public Relations Practice: An Annual Longitudinal Analysis

Donald K. Wright, Boston University, and **Michelle Hinson**, University of Florida
This paper reports on the results of a 12-year longitudinal analysis trend study of more than 5,500 public relations practitioners. Findings confirm that the use of social media has increase each year. Results from 2017 include benchmark comparisons of those who practice public relations—and an analysis of how these opinions have changed during the past 12 years.

Studying the Use of Social and Digital Media in Public Relations Practice in Saudi Arabia and the USA

Ali Alanazi, King Saud University, Saudi Arabia
This study measures differences and similarities between how social and other digital media are being used in public relations practice in Saudi Arabia and the United States. The paper compares results of a survey (in Arabic) of Saudi public relations practitioners with findings of the Wright-Hinson surveys that have been presented annually at IPRRC each year since 2005.

The Corporate Social Responsibility (CSR) Communication in Japan: A Case Study of Green Advertisements in “Nikkei Ecology” Magazine

Yanyan Liu, Nagoya University, Japan
This study is an exploratory analysis of how the green advertising of Japanese corporations uses words and images related to the discourse of environmental responsibility. A content analysis was conducted on a sample of 124 green advertisements published in the environmental business magazine “Nikkei Ecology”. The analysis revealed significant variations in the patterns of words and images used in different categories of advertisement.

The C-P-R Framework and the Intellectual Mapping of the Public Relations Body of Knowledge: A Methodology and Case Study with Policy Implications
Craig Carroll, New York University

This paper introduces the C-P-R Triangle, a methodological framework for unpacking any key concept with greater precision and clarity. The triangle consists of three mutually exclusive perspectives (claims, perceptions, and rules). A case study on organizational strategy is used to illustrate how the framework can be applied.

The Evolution of Online Activism and Corporate Social Responsibility: In-Depth Interviews with the Experts

Sasha Dookhoo, PAN Communications,
and **Melissa Dodd**, University of Central Florida

This research explores the role of online activism and the ways companies are engaging in—or are pressured into—corporate social responsibility (CSR) by online activists. In-depth interviews with PR professionals who have served in CSR roles provides context for how activists may affect change within organizations, and influence approaches to CSR and *organizational policy*.

The Psychological Process Underlying the Situational Theory Of Publics: An Application to the Evaluation Of the Dove Campaign For Real Beauty

Joon Soo Lim, Syracuse University

This paper explores how and why social media have been utilized to expand Poland's soft power capabilities. By drawing on a stored Facebook data and a set of interviews, our study explores discursive exchanges between citizens-users of social media and nation branders in order to unpack new dynamics of nation-building in the globalized world.

The Sorry State of Social Media: Analyzing Public Apologies

Jean Kelso Sandlin and **Monica Gracyalny**, California Lutheran University

Evidence suggests social media functions on an interpersonal level, yet public relations image repair strategies are based on a mass media model. Using image repair strategies from both theoretical frameworks, this study examined behaviors of public figures apologizing on social media, and associations of audience perceptions of sincerity and forgiveness.

The Space Between Students and Campus Police: Revisiting Co-Orientation in the Context of Unrest and Crime Alerts

Taylor Lutz and **Melanie Formentin**, Towson University

This study uses a coorientational model to examine the impact of current events and changing emergency alert systems on the relationship between students and campus police. Interviews with officers and focus groups with students suggest a state of false consensus regarding perceptions of training, usefulness of alerts, and officer abilities.

*The Stories We Tell: Immigrants' Communicative Patterns and Agency
in Impacting Perceptions of Their Host Country*

Kelly Vibber, University of Dayton

This study aims to provide empirical context and insight to the largely theorized role of immigrants in public diplomacy and their impact on the perceptions and soft-power of their host country. This research in progress, begins from an exploratory approach, utilizing in-depth, semi-structured interviews with immigrants.

*The Strategic and Operational Contributions of Corporate Communications:
Multiple Rationales and Diverging Roles*

Ansgar Zerfass and **Sophia Charlotte Volk**, University of Leipzig, Germany

This presentation reports on a research project in progress investigating communications' contribution to organizational success based on an interdisciplinary literature review and qualitative case studies in 10 organizations. The newly developed Communications' Contributions Framework (CCF) suggests that communication departments deliver four core contributions to the organization, which can be further distinguished into strategic and operational tasks.

Three Ways to Bring Them Up as Communication Executives: A Conceptual Study

Yusuke Ibuki, San Diego State University, and Kyoto Sangyo University, Japan

If conceptual skill (Katz, 1955) matters for communication executives, how can they obtain this skill? To answer this research question, I propose three ways to bring them up as communication executives: formal education, introducing the "dual ladder" system in public relations human relations management, and job rotation.

Trends in Purpose: How Companies are Changing the World by Doing Good

Marcia DiStaso, Pennsylvania State University

This study identifies trends in companies that are trying to change the world. The analysis looks at sectors (Energy; Financials; Food; Health Care; Hotels, Restaurants and Leisure; Industrials; Retailing; Technology), impact segments (Economic Opportunity/Financial Inclusion; Education/Discovery; Environmental Impact; Human Rights/Social Justice; Public Health/Nutrition) and communication tools (traditional and social).

Turning Rhetoric Around: Action Strategies, Dominant Coalitions, and Persuasion

David M. Dozier, San Diego State University

The rhetorical approach focuses on persuading publics through "dialogue" with organizations. However, the rhetorical approach is more useful if "turned around." That is, the rhetorical perspective is more appropriate and useful when applied to dialogue between public relations practitioners and members of dominant coalitions.

Tweeting about #Diseases and #PublicHealth:

Communicating Global Health Issues Across Nations

Jeanine Guidry, Shana Meganck, and Marcus Messner, Virginia Commonwealth University, **Alessandro Lovari**, University of Sassari, Italy, and **Jay Adams**, Virginia Commonwealth University

Little is known about public health department Twitter use across different nations. A quantitative content analysis of 1200 tweets by 12 leading health departments showed that the topics often lack in broad coverage—cardiovascular disease is barely mentioned. However, these departments increasingly use behavioral theories, which seems to increase Twitter engagement.

Understanding Gender Disparity in Public Relations: An Evaluation of the Perceptions of the Field

Dustin W. Supa and **Emma E. Pizzardi**, Boston University

This study explores the concept of gender disparity in public relations using a survey of undergraduate students' perceptions of subfields and tasks associated with public relations. It finds that although many of the tasks associated with public relations are perceived as masculine, the field as a whole is considered feminine.

Understanding Online Engagement from the Stakeholder Point of View: How Goals, Motives, and Affordances Drive Online Stakeholder Engagement

Lisa V. Chewning, Pennsylvania State University—Abington

This study approaches the concept of online stakeholder engagement through a dual framework of Uses & Gratifications (U&G) and a dialogic theory of public relations. Results provide insight into the psychological factors, affordances, and dialogic elements that drive social media use for stakeholder interaction with organizational platforms.

Veterans' Suicide and Ethical Response: Examination of the VA's Twitter Feed

Nandini Bhalla, University of South Carolina

This exploratory study uses content analysis to examine comments posted by the U.S. Veterans Administration (VA) and its followers on its official Twitter page, concerning the issue of veteran's suicide. This study examined the four models of public relations used by the VA and the valence of the public's tweets.

Visuals, Emotion, and Buffering: Attributing Good Intentions to "Bad" Corporate Players

Sun Young Lee, Texas Tech University, and **Sungwon Chung**, Fort Hays State University

This study analyzes how well the U. S. Marine Corps communicated a new organizational policy of integration of women into all combat roles. Using the coorientation model, the researchers evaluate the alignment of understanding of the new policy between Marine Corps leadership and regular employees.

Walking the Talk: CSR Perceptions and Practices of the Pharmaceutical Sector in Switzerland
Anda Hirceaga and **Krishnamurthy Sriramesh**, Purdue University

This study sought to understand the perceptions and practices vis-à-vis Corporate Social Responsibility (CSR) in Switzerland's pharmaceutical sector. Interviews with NGOs, activists and experts indicated that the sector does not receive high marks for its CSR activities, and that there is a gap between the sector's talk and walk.

We Can Do Good Too: Examining Oil and Gas Companies' Social Media CSR Messages and Their Impact on Public Perception and Engagement

Alan Abitbol, University of Dayton,
Judson Meeks and **R. Glenn Cummins**, Texas Tech University

We assess the extent to which oil and gas companies communicate about their CSR practices via Facebook and how online stakeholder engagement is affected. We examine the impact of the message's topic and language on the number of likes, shares, and comments and the type and tone of the comments.

"We're Just Better at It": How Activists Use the Internet to Challenge Corporations
Chelsea L. Woods, University of Kentucky

Using issues management, this paper examines how activists use the Internet, focusing primarily on social media, to challenge corporations. Data collected from interviews with activist practitioners shows how these individuals use the channel to identify target firms, spur and sustain interest in issues, and organize actions to achieve their goals.

What is Beautiful is Good? Reputation Management Using PR Practitioner's Physical Attractiveness and Self-Presentation Information

Hyunmin Lee, **Drexel University**, and **Seoyeon Hong**, Webster University

This experiment tested the impact of spokesperson attractiveness and practitioner self-presentation information in using advocate vs. accommodating responses for reputation management. Findings suggest that people evaluate organizations with attractive spokespeople higher for socially responsible reputation, however, its influence is contingent upon the crisis response and self-presentation availability.

What Makes the Grapevine So Effective?

Katy L. Robinson and **Patrick D. Thelen**, University of Florida

This study recognizes existing relationship management theory research to encompass the establishment of organizational-employee relationships and aims to advance research to include peer-to-peer relationships in the internal communication function through the dimensions of interpersonal relationships. It expands the theory of organizational-peer relationships to include peer-to-peer relationships offers broader study to a rich and powerful communication tool, the grapevine, an informal peer-to-peer communication network.

When Love Becomes Hate: The Dark Side of Consumer-Brand Relationships in Crisis Communication

Liang (Lindsay) Ma, Texas Christian University

This study re-conceptualized organization-public relationships (OPRs) into non-identifying relationships and identifying relationships and examined the interaction effects between OPRs and crises on consumer attitudes and emotions, which then influenced behavioral intentions. Although the non-identifying relationships offer the buffering effects, the identifying relationships primarily offer the love-becomes-hate effects.

Why Character Assassination Should Be Studied by PR Scholars?

Sergei A. Samoilenko, George Mason University

Character assassination (CA) is a deliberate and sustained effort to damage the reputation or credibility of an individual. This paper addresses several reasons for studying the use of character assassination in U.S. politics. It argues for a unified theoretical “umbrella” framework to study character assassination as a social phenomenon, which proved highly relevant for the public relations field in the aftermath of the 2016 U.S. presidential election.

Winning in the Court of Public Opinion: Exploring PR- Legal Collaboration during Organizational Crises

Soojin Kim, Singapore Management University, Singapore,
and **Arunima Krishna**, Boston University

This study explores the process by which public relations consultants develop co-narratives with legal counsel when formulating crisis communication strategies. Specifically, using 12 semi-structured interviews, this study investigates how public relations consultants reach the middle ground with legal counsel to achieve both legal and communication objectives.

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