

NDU Strategic Communications



Mark Phillips
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*Imagine, Create, and
Secure a Stronger Peace...*



NATIONAL DEFENSE
UNIVERSITY
Washington, D.C.

Overview



- Today's purpose:
- Introduce “Strategic Communications”
- First Priority: Improve internal communication
- Second Priority: Build NDU's external reputation

Defining Strategic Communications



- “Focused U.S. Government efforts to understand and engage key audiences to create, strengthen, or preserve conditions favorable for the advancement of U.S. Government interests, policies, and objectives through the use of coordinated programs, plans, themes, messages, and products synchronized with the actions of all instruments of national power.” (*Joint Pub 3-61*)
- Strategic Communication at NDU: Coordinating messages and actions to create favorable conditions by increasing understanding and engagement with key stakeholders.
- *Use communication to manage strategic relationships*

Stakeholders and Interdependence



- Strategic stakeholders are those with whom we have a significant interdependence. That is, they affect our ability to operate and/or we affect theirs.
- Examples:
- Congress and Joint Staff control our budget ↔ we control our information
- Services send faculty and students ↔ we control the teaching and learning environment and the quality of education and research provided
- COCOMs and students' home agencies depend on us to prepare leaders



Strategic Communications and Public Affairs



- Strategic Communications includes:

- Internal information
- Media relations
- Community relations
- Web and social media

Traditional
Public Affairs

- Congressional relations
- Other strategic stakeholder relationships

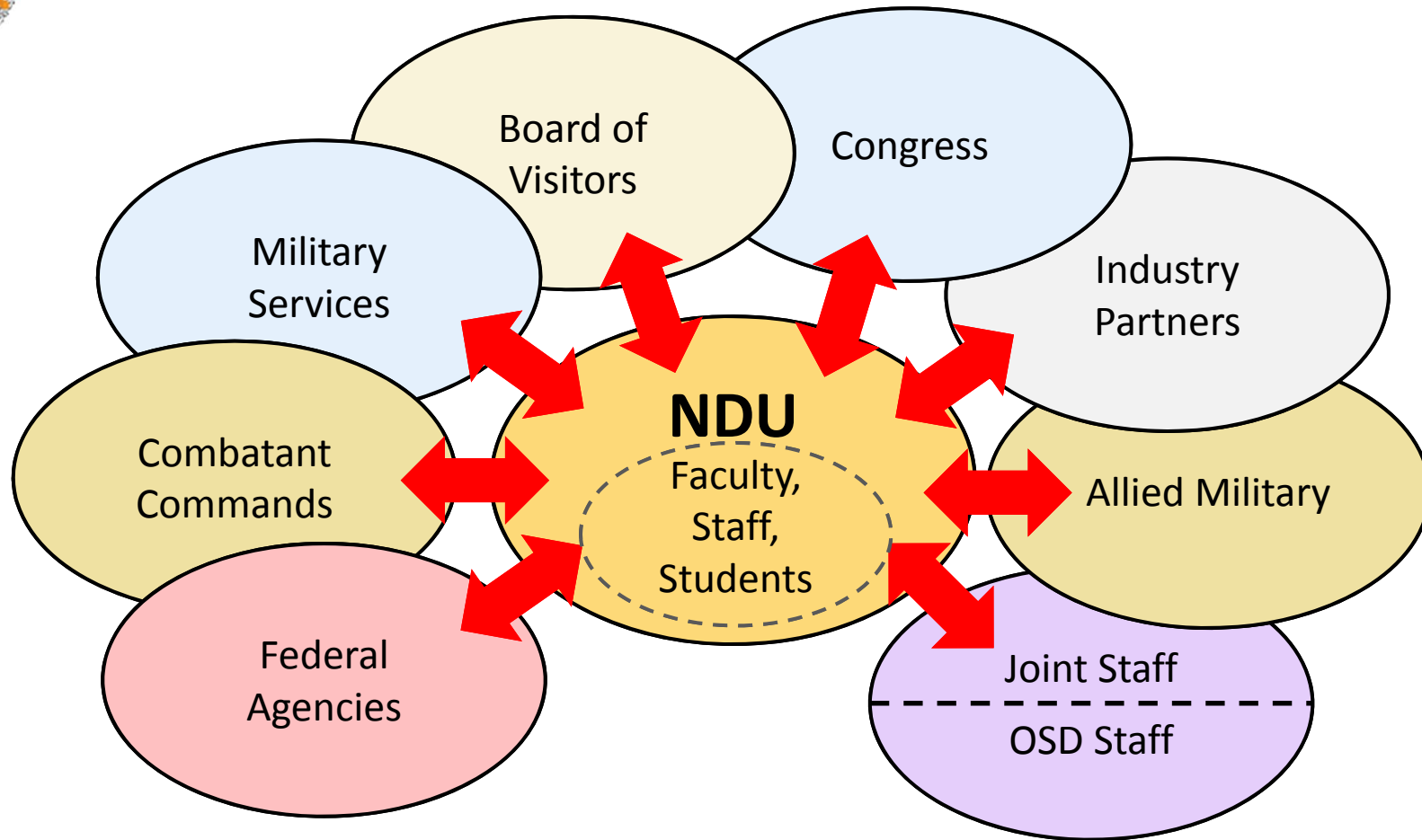
My role is to help NDU communicate well internally and externally with those upon whom we depend.

Principles of Strategic Communication



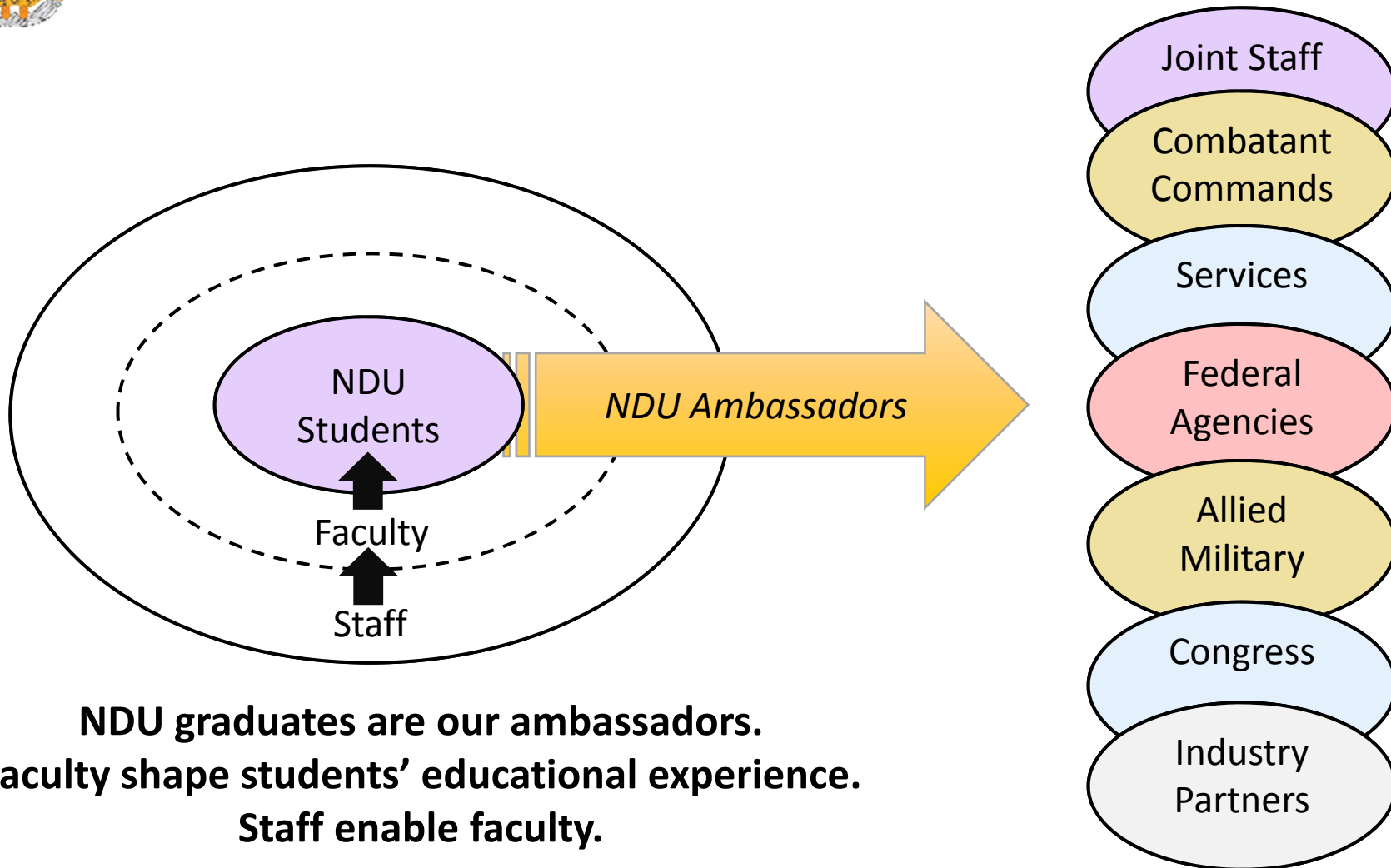
- Communication is a leadership responsibility; leaders model the behavior, set the tone, and champion the communication process.
- Every action communicates; words should reinforce actions.
- Effective communication ensures transparency, openness, and consistency of message.
- Effective communication is two-way.
- Strategic communication is results-based, with a desired end state.
- Leader credibility drives organizational reputation, which drives employee engagement.

NDU's Strategic Stakeholders



Because these are the most strategically important stakeholders, this is where we should focus our communication effort.

First Priority: Internal Relationships

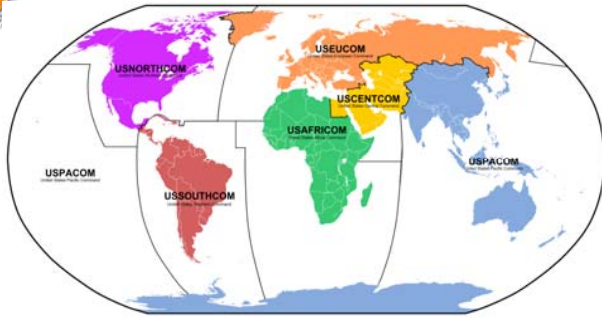


Internal Communication - Way Forward



- Improve communication, transparency and consistency
- Create a culture of communication that values transparency and rewards collaboration and information sharing.
- Share news via email, website, intranet, social media, etc.
- Create a university newsletter to share information across boundaries.
- Create a university “bio-book” to help faculty and staff find and engage each other.
- Hold town halls, brown bags and other forums for two-way communication.
- Refine and communicate business processes.
- Post and push meeting minutes, leadership decisions and policy changes.
- Provide training on how to use communication tools, e.g., Sharepoint.
- Leverage existing resources, e.g., faculty expertise, Sharepoint, websites, social media, library collection, photo/videographers, graphics, young professionals & interns, etc.
- Create/update core branding materials (annual report, fact sheets, etc.)
- Identify and share examples of NDU’s unique value and impact.

Second Priority: External Reputation



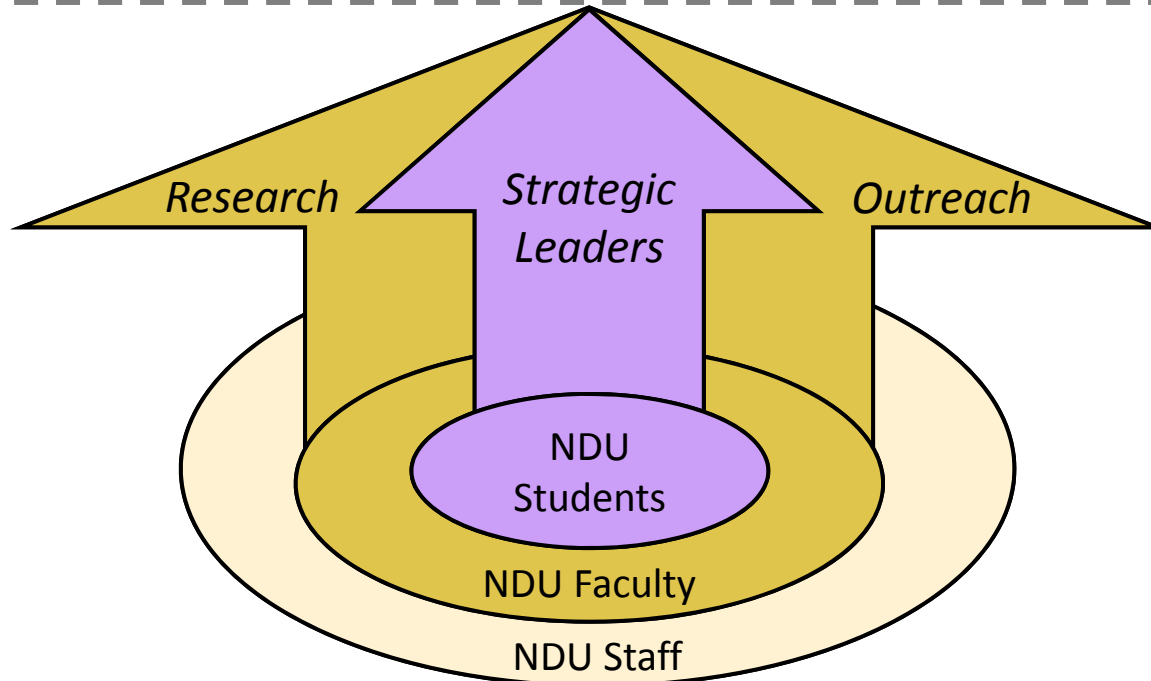
Combatant Commands



OSD, Joint Staff, Services



Allied Nations



External Reputation - Way Forward



- Consistently demonstrate NDU's unique value to stakeholders
- NDU's value is communicated most strongly by the quality of our graduates (success in follow-on assignments) and the quality of our research (informing decision making).
- Our scholarship message is sent daily by all NDU faculty, staff and students:
 - It should be consistent, factual and positive.
 - Attitudes and actions count as much as words.
 - The messages students take from faculty impact NDU's reputation for scholarship and rigor.
- Determine how to engage stakeholders to build awareness of NDU's unique value:
 - Broadly promote NDU's resident expertise by engaging media:
 - Be responsive to media queries and proactively create opportunities for experts to speak.
 - Leverage scholarly events (lectures, seminars, panels, etc.) and high-level visits.
 - Leverage scholarly publications, such as JFQ, Prism, faculty books and student papers.
 - Engage Congress (in concert with legislative affairs) *and* Joint/OSD/COCOM/Service staffs:
 - Hold informational sessions for principals and staff members on relevant issues (e.g., China, ISIL, energy, Asia-Pacific, Russia, and so forth).