The Science of Strategic Communication

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Science of Strategic Communication

- What is Strategic Communication
  - The Three Pillars
  - The “Is” List
- Generalizable Framework
  - The Natural Sciences Literature
- Strategic Communication Matrix
- This session’s excellent speakers

Strategic Communication 101

- **The purposeful use of communication by an organization to fulfill its mission**
  - **a process to advance national interests using coordination**

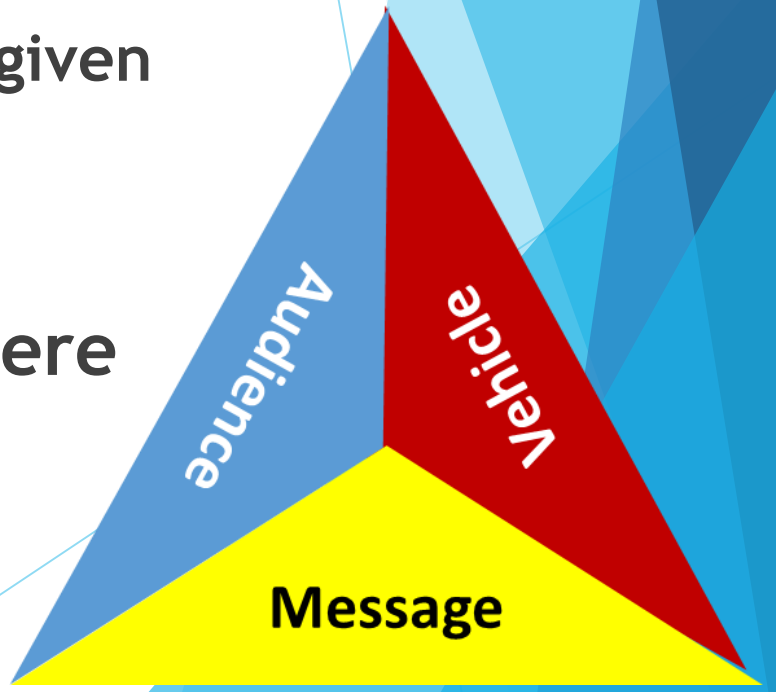
- **The field of Strategic Communication involves a focused effort to identify, develop, and present multiple types of communication media on a given subject**

Military	Business	Science
- to gain information	- improve transparency - align stakeholders	- hold that thought

The Three Pillars

- Elements composed of three pillars:
  - Message - Identifying the right content for a given audience and a vehicle
  - Audience - Identify the right target group for a given message and vehicle
  - Vehicle - Identify the right types of media for a given message and audience

- Can serve as a way to show an audience where they, the message, and vehicle fit into the larger picture (i.e., "*you are here*")



The "Is" List

- A **targeted** list of messages, audiences, and vehicles to meet the goals and objectives for a project
- A **collaborative effort** of practitioners and communicators
- A **facilitator** for active stakeholder engagement
- A **holistic approach** to planning, executing, and incorporating feedback from overall communications

The "Is Not" List

- A **partial** list of messages, audiences, and vehicles (e.g., a laundry list) that only meets some goals/objectives
- Put together in a **vacuum**
- A **replacement** for active stakeholder engagement
- A briefing/communication strategy **by itself**

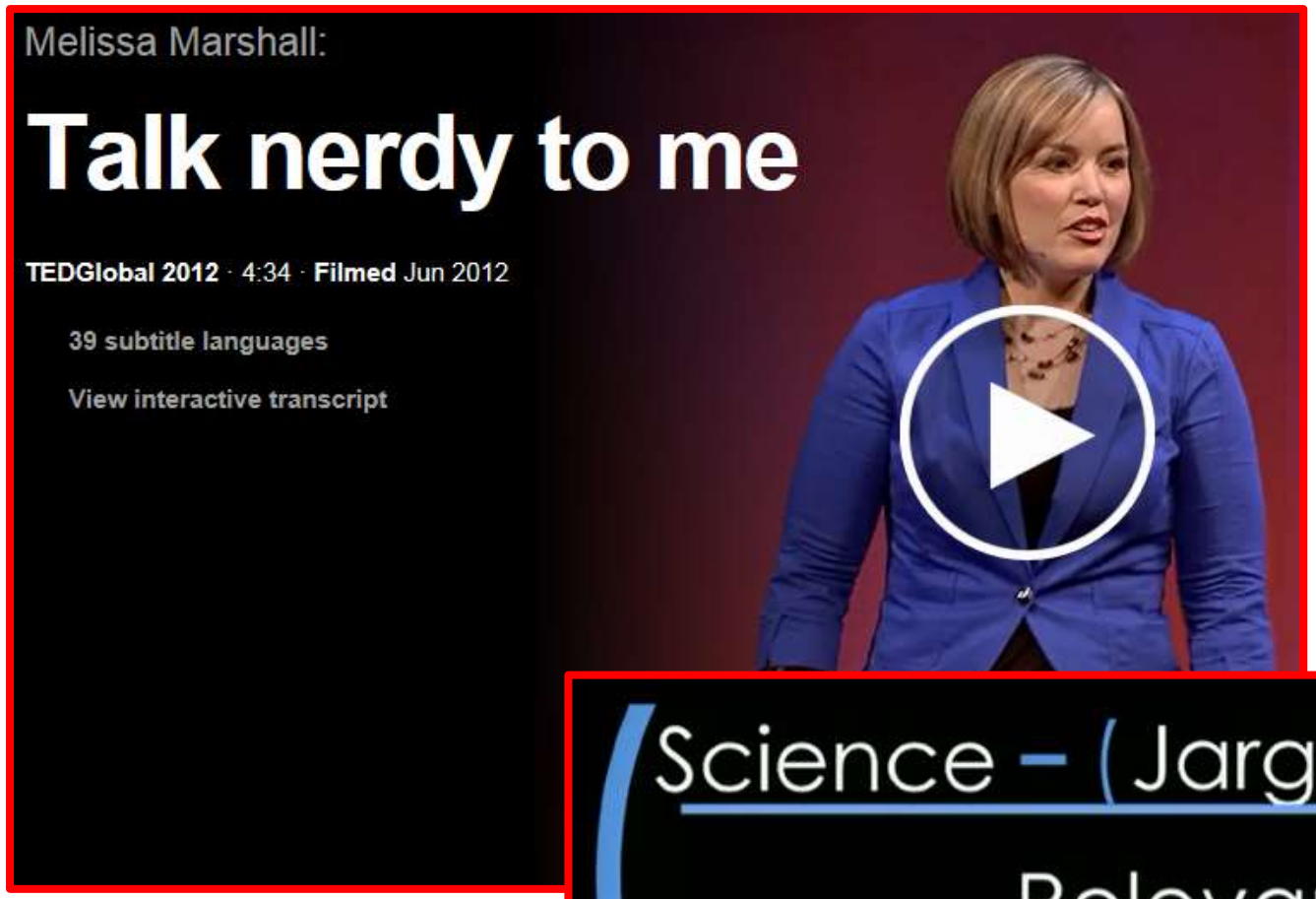
1. Overall Strategy
2. Background
3. Key Message Points
4. Target Audience/s
5. Anticipated Reaction
6. Communication Materials to be Developed
7. Timeline
8. Notification Plan

Strategic Communication in Science

Science and the "deficit model" *(literature)*

- Non-scientists are not educated or informed on a topic; ✖
- Once the audience is educated on the topic, they will accept an issue; ✖
- If members of the public only understood the scientific facts, they would be more likely to see the issues as experts do; ✖
- A lack understanding of science fully explains why more people do not appear to accept scientific claims or support policies that are consistent with scientific evidence. ✖

Effective science communication requires engagement with different audiences in different places at different times, taking account of what they want to know and already know, understand, and believe. ***(NRC 2017; paraphrase)***



D.I.G. on Wed

$$\left(\frac{\text{Science} - (\text{Jargon} + \text{Bullets})}{\text{Relevance}}\right) \times \text{Passion} = \text{Understanding}$$

Natural Sciences Literature Search

Literature Search:

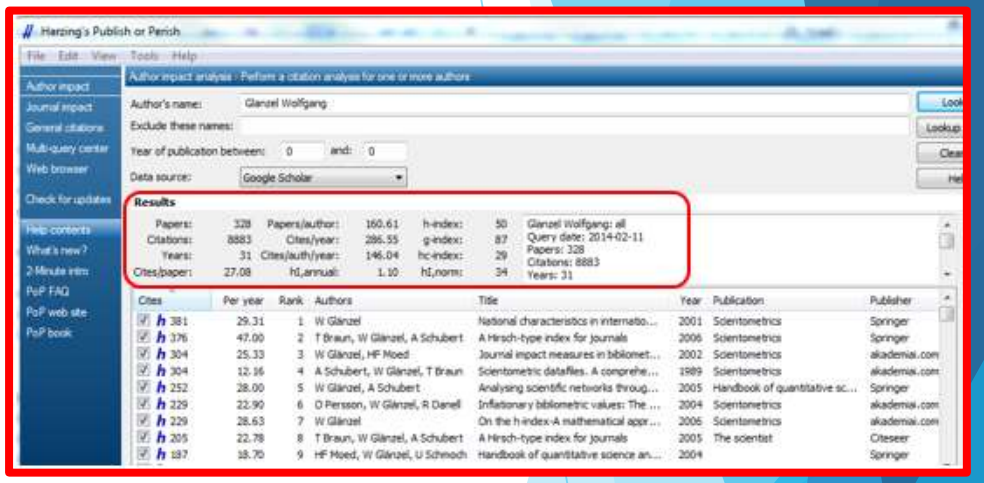
- Google Scholar
- Web of Science
- Publish or Perish

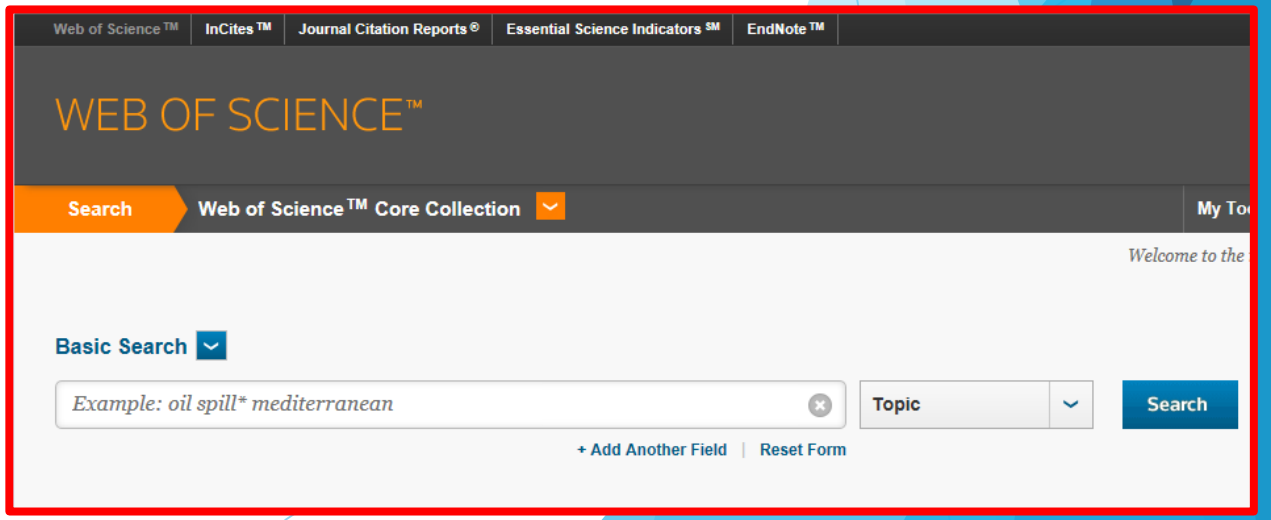
"strategic communication"
and

"natural resources management"

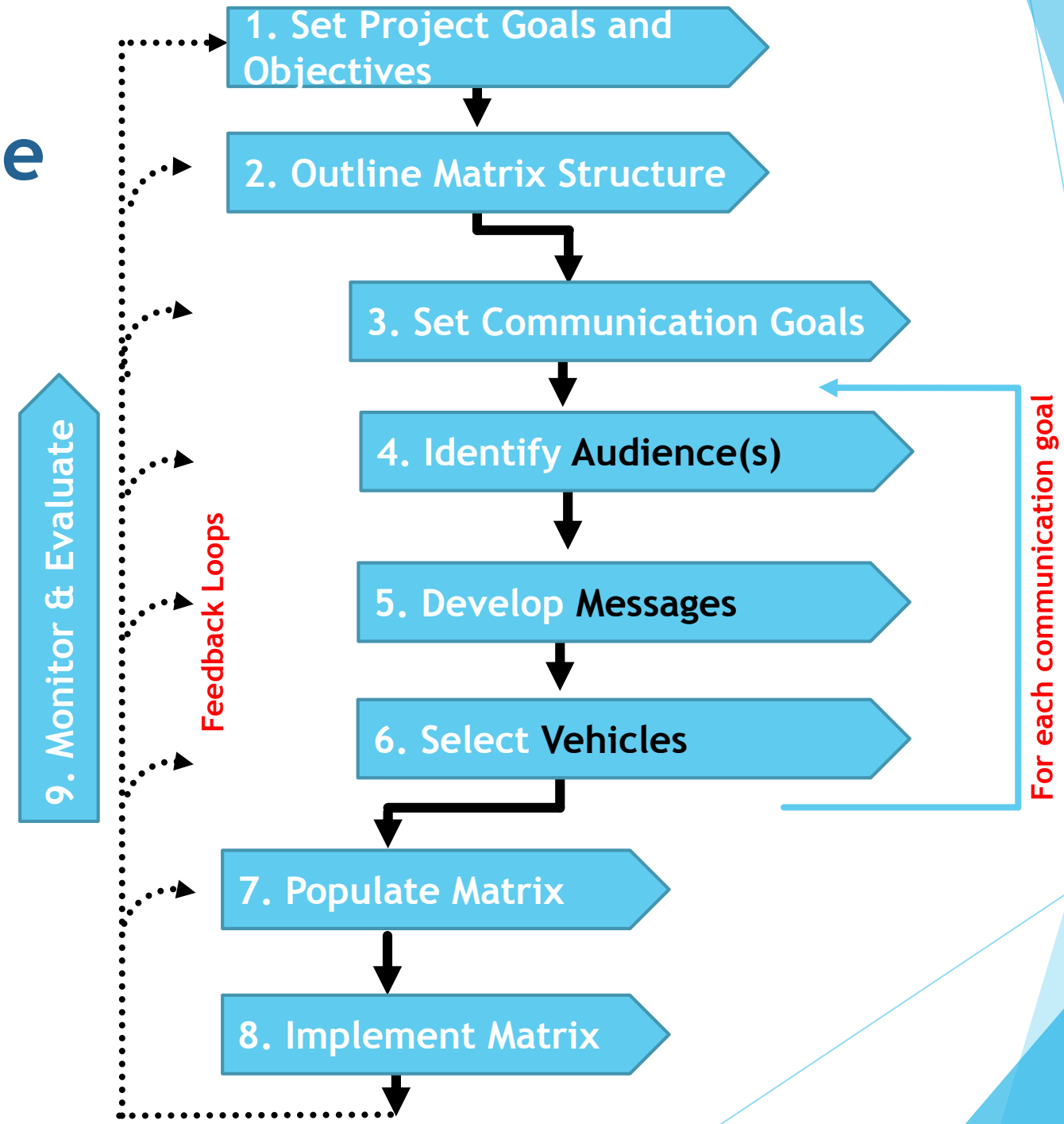
"ecosystem restoration"

"habitat conservation"

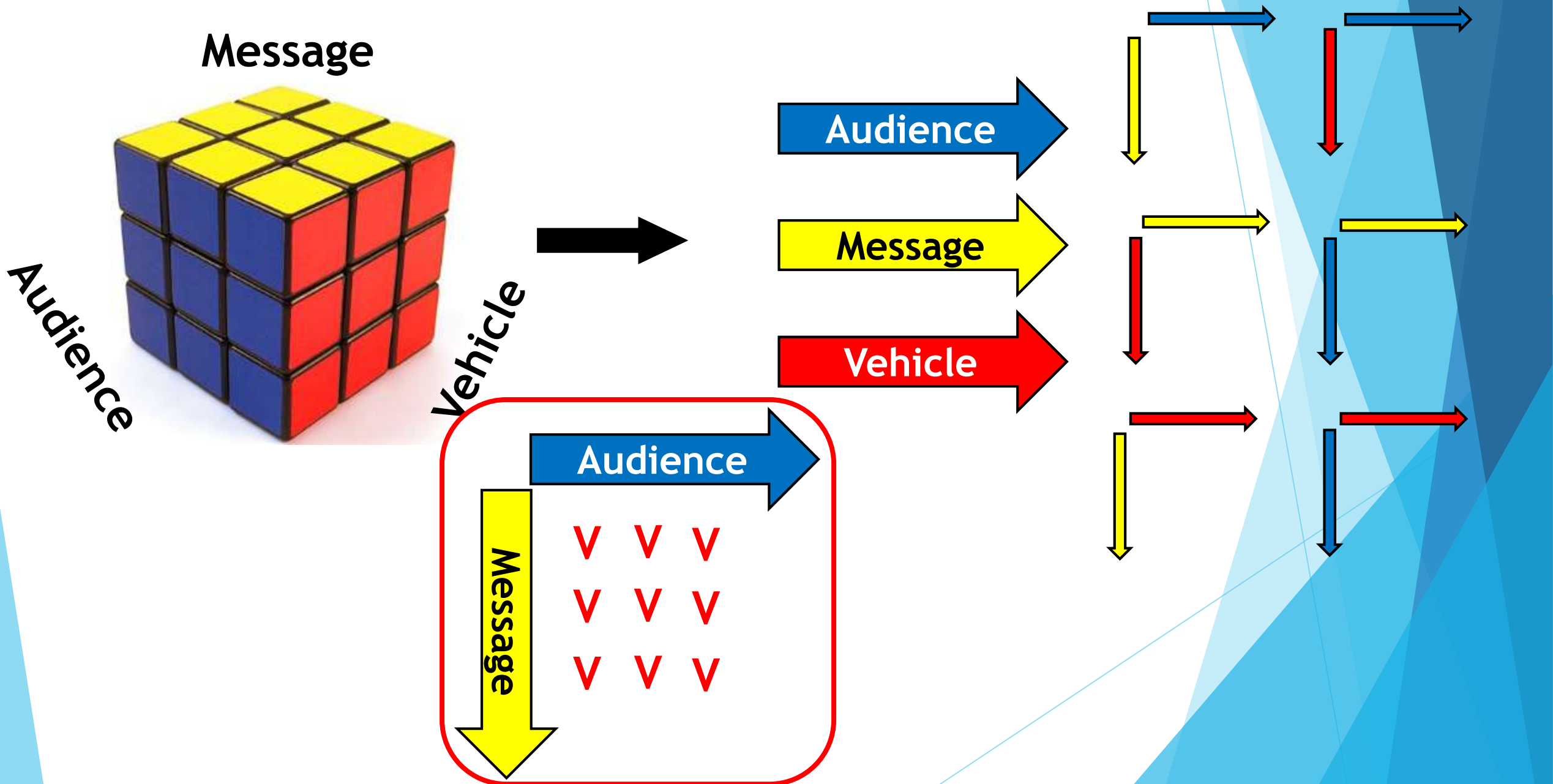




Generalizable Framework

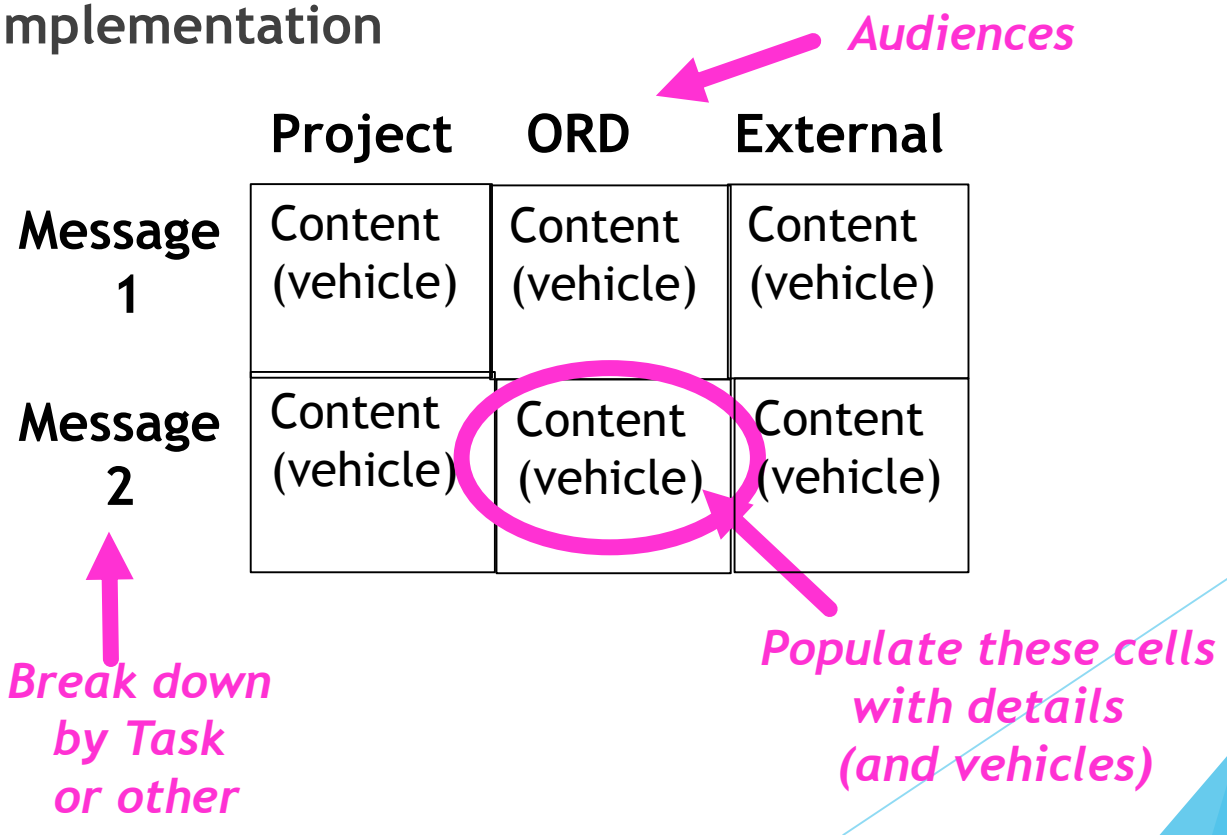


Matrix: Going from 3—D to 2—D



Strategic Communication Matrix

- Three organizational tiers/levels
  - Goals – start with these
  - Communication Matrix
  - More complex; implementation



Tab 1: Project Goals & Communication Goals

SHC 2.61 Communication Matrix		
Project Goals:	**Communication Goals Option 1 - Actions**	**Communication Goals Option 2 - Outcomes**
Goal 1: The goal of this project is to assess the transferability, scalability, applicability, uncertainty, and relevance of ecosystem service-related frameworks, models, methods (including involving community engagement), and tools that link the production of FEGS to human health and well-being.	1. Communicate the relevance of ES to human health and well-being.	Targeted audiences understand the relevance of ES and human health and well-being.
	2. Communicate the importance of tools (methods/models) to study ES.	Targeted audiences understand the importance of tools (methods/models) to study ES, and understand how to use them.
	3. Communicate the transferability, scalability, uncertainty, and applicability of applied science of ES.	Targeted audiences understand the transferability, scalability, and applicability of the applied science of ES.
Goal 2: The goal of the Integration, Synthesis, and Strategic Communication (ISSC) Task is to facilitate, coordinate, and integrate research across the focus areas and among the case study locations, and communicate results of original research that utilize connections between community decisions, stressors, production functions, FEGS, and benefits.	1. Communicate the importance of facilitation and integration among Tasks.	Targeted audiences understand the importance of facilitation and integration among Tasks.
	2. Communicate the results of research.	Targeted audiences have received research results.
	3. Communicate the importance of strategic communication.	Targeted audiences understand the importance of strategic communication.
Goal 3: The goal of the Final Ecosystem Goods and Services (FEGS) Task is to develop the linkages between the production of ecosystem goods and services to changes in human health through the identification of metrics and indicators of FEGS for multiple environmental classes and individual communities, and the transferability of metrics and indicators of FEGS among places and ecosystems.	1. Communicate the linkages between FEGS and human health.	Targeted audiences understand the linkages between FEGS and human health.
	2. Communicate FEGS metrics and indicators.	Targeted audiences understand FEGS metrics and indicators.
	3. Communicate the transferability, scalability, applicability and relevance of FEGS metrics and indicators.	Targeted audiences understand the transferability, scalability, applicability and relevance of FEGS metrics and indicators.

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Goals | Matrix | Tracking and Implementation | Instructions for tracking

Tab 2: Matrix

*Note: Hover over cells with a red triangle flag in the top right corner to see additional information.

Project Goal	Communication Goals	Message/Focal Point	SHC/NPD (management side)	ORD (management side)	Labs (management side)	EPA Regions and Program Offices (management side)
			Matrix Management			
1	1. Communicate the relevance of ES and human health and well-being.	Message 1 + Vehicles Message 2 + Vehicles				
	2. Communicate the importance of tools (methods/models) to study ES.	Message 1 + Vehicles				
	3. Communicate the transferability, scalability, uncertainty, and applicability of applied science of ES.	The importance of using a practical strategies approach.	Vehicle = PRS			
2	1. Communicate the importance of facilitation and integration among Tasks.	Message 1 + Vehicles				
	2. Communicate the results of research.	Message 1 + Vehicles				
	3. Communicate the importance of strategic communication.	Present an organized framework for capturing the range of communication needs for a project and to help identify gaps and opportunities.	It is important to use an organized framework and matrix structure to capture the range of scientific communication activities. This allows for tracking past, current, and future communication needs. (presentation, email, manuscript, report)	It is important to use an organized framework and matrix structure to capture the range of scientific communication activities. This allows for tracking past, current, and future communication needs. (presentation, email, manuscript, report)	It is important to use an organized framework and matrix structure to capture the range of scientific communication activities. This allows for tracking past, current, and future communication needs. (presentation, email, manuscript, report)	It is important to use an organized framework and matrix structure to capture the range of scientific communication activities. This allows for tracking past, current, and future communication needs. (presentation, email, manuscript, report)
		It is important to make and implement a strategic communication plan at the beginning of a project for dissemination of information to ensure and track successful two-way communication between communicator and audience.	It is important to encourage scientists to make and implement a strategic communication plan at the beginning of their project. This will allow them to disseminate their research results through two-way communication between the communicator and the audience, and will help track and ensure successful communication. (newsletter, email, presentation, fact sheet, manuscript, report)	It is important to encourage scientists to make and implement a strategic communication plan at the beginning of their project. This will allow them to disseminate their research results through two-way communication between the communicator and the audience, and will help track and ensure successful communication. (newsletter, email, presentation, fact sheet, manuscript, report)	It is important to encourage scientists to make and implement a strategic communication plan at the beginning of their project. This will allow them to disseminate their research results through two-way communication between the communicator and the audience, and will help track and ensure successful communication. (newsletter, email, presentation, fact sheet, manuscript, report)	It is important to encourage scientists to make and implement a strategic communication plan at the beginning of their project. This will allow them to disseminate their research results through two-way communication between the communicator and the audience, and will help track and ensure successful communication. (newsletter, email, presentation, fact sheet, manuscript, report)

Goals | Matrix | Tracking and Implementation | Instructions for tracking

Tab 3: Tracking and Implementation (metadata)

		Message/Purpose	Vehicle	Date of distribution	Next revision target date	Audience	Internal Review Complete?
Project Goal	**Communication Goals**						
1	1. Communicate the relevance of ES and human health and well-being.						
	2. Communicate the importance of tools (methods/models) to study ES.		LLR Fact Sheet Lessons Learned Report				
	3. Communicate the transferability, scalability and applicability of applied science of ES.		GMeCCS Synthesis Report				
2	1. Communicate the importance of facilitation and integration among Tasks.						
	2. Communicate the results of research.		2.61 FY16 Output				
	3. Communicate the importance of strategic communication.	It is important to make and implement a strategic communication plan at the beginning of a project for dissemination of information to ensure and track successful two-way communication between communicator and audience.	Strategic Communication Poster (ACES)	12/2016		Scientists attending ACES	Yes

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Goals | Matrix | **Tracking and Implementation** | Instructions for tracking

IMPORTANT: Rest of Session – excellent speakers!

- Stephanie Johnson
  - National Academies
- Todd Hopkins
  - Landscape Conservation Cooperative
- Patti Gorman
  - RECOVER (SFWMD)
- Shannon Estenoz
  - SFERTF

- Stay for Panel Discussion before lunch break!

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