



Strategic Communications Action Officers' Course Syllabus

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- Block 1: U.S. STRATEGIC COMMUNICATION DEFINITION AND STATUS QUO**
- Communicating within an immediate-information environment: the blurring of the tactical, operational, and strategic
 - National Security Council Definition vs Joint Staff definition
 - Subsets of SC: Statecraft, public diplomacy, public affairs, military information operations
 - On target/on message: from the Oval Office to the boots on the ground
 - SC players' mandate: understand, engage, advise, influence
 - Department of State dilemmas: GAO public diplomacy analysis and report
 - Department of Defense dilemmas: guidance, organization, unity of command, dysfunctional IO community
- Block 2: ANALYSIS OF THE FINDINGS OF THE 2004 DEFENSE SCIENCE BOARD TASK FORCE ON STRATEGIC COMMUNICATION**
- Block 3: GREAT MOMENTS IN U.S. "MISSED" COMMUNICATION**
- Highlights from the September 2005 Senate Armed Services Committee hearings on the War in Iraq: starring President Bush, VP Cheney, SecDef Rumsfeld, General Abizaid, General Casey, Senator John McCain, Senator Kennedy
 - Hurricane Katrina: clueless at the top
- Block 4: SC SUCCESS STORIES & LESSONS APPLICABLE TO U.S. STRATEGIC COMMUNICATION**
- National Advertising Council famous campaigns (seat belt safety, forest fire prevention, drunk driving prevention, Peace Corps, U.S. savings bonds, United Negro College Fund, crime prevention)
 - Saudi Arabia & Kuwait employment of American public relations firms
 - U.S. and victory in the Cold War



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- Pre-Operation Iraqi Freedom SC successes
- Tips for U.S. SC success

Block 5: INFLUENCE OPERATIONS BASICS: THE ART OF SELLING IDEAS & CONCEPTS/SKILLS FOR ACHIEVING BUY-IN

- Quantifying influence operations objectives
- Proactive and reactive influence operations
- Influence operations key components for success (objectives, target audience, message, strategies, timing, spokespersons, measures of effectiveness, necessary adjustment, etc)
- The need for a national information blueprint/national information policy
- Pre-operation Iraqi Freedom SC successes
- Tips for U.S. SC success

Block 6: STRATEGIC COMMUNICATION "HOT SPOTS" & TARGET AUDIENCES

- Geographic Hot Spots: analysis & discussion
- Political Hot Spots: analysis & discussion
- Nation state split-sector target audiences: analysis & discussion
- Analysis & discussion of global target audiences: Muslims, Arabs, Persians, Iraqis, Iranians, Saudis, Indonesians, Mexicans, Canadians, Europeans
- The importance of knowing how others view us: the importance of keeping up with the polling data
- Analysis of Pew Global Attitudes Project
- Analysis of post-tsunami Heritage Foundation Indonesian public opinion poll
- Positive implications of U.S. post-tsunami aid to Indonesia
- Maintaining the momentum of positive gains in Indonesia
- SC recommendations from the Council on Foreign Relations

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- Maintaining the momentum of positive gains in Indonesia
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Block 7: THE WAY AHEAD: SC MANDATES AND CHALLENGES FOR SUCCESS

- Getting our act together at the national level beginning with the NSC & the Interagency
- Getting our act together within the DoD
- The need for asymmetric military & civilian staffing
- Full spectrum SC planning & execution

Block 8: STRATEGIC COMMUNICATIONS PRACTICAL EXERCISE

- Part I: Analysis of U.S. actions and communications post- 2004 Indian Ocean Tsunami, focus on Indonesia
- Part II: Class deliverable: What did the U.S. do well? What could the U.S. have done better? What are the SC lessons learned?
- Part III: Analysis of U.S. actions and communications post-2005 earthquake in Pakistan earthquake