



UCF

UNIVERSITY OF CENTRAL FLORIDA

Nicholson School of Communication and Media

Director's Cabinet Meeting

Meeting Date: 07/08/2020

Start: 2:02 p.m. **End:** 4:05 p.m.

Attendance: A. Cabrera, D. Doyle, W. Kinnally, B. Lindsley, R. Littlefield, V. Martinez, C. Marsh, R. Morales, B. Noel, D. Sellnow, T. Sellnow, G. Shbeeb, Patrick Smith, Peter Smith (for N. Underberg-Goode), K. Tuorto, N.Yu

Absent: J. Gomez, N. Underberg-Goode

Agenda Item	Discussion/Conclusion	Recommendations/Actions	Responsible	Follow-Up
Welcome (R. Littlefield)	<ul style="list-style-type: none"> The School Leadership meeting is now going to be called the Director's Cabinet Meeting. Committee chairs will be invited to our meetings. 			
Academic Affairs	<ul style="list-style-type: none"> a. Evaluations / Supplemental Report – R. Littlefield <ul style="list-style-type: none"> MOUs will stay as they were submitted; COS is not changing administrative titles right now Putting the finishing touches to the supplemental report; should be able to turn the report in next week b. Assessment for COS – R. Littlefield <ul style="list-style-type: none"> May have Program Coordinators work with G. Shbeeb Chairs can provide some oversight to the PCs instead of having an assessment coordinator G. Shbeeb will focus on assessment, scholarships, and curriculum c. Curriculum Update – K. Tuorto <ul style="list-style-type: none"> No update d. Office Hours / Attendance Policy for Fall – N. Yu/G. Sheeb <ul style="list-style-type: none"> N. Yu and G. Shbeeb working on the policy. Each program has different policies on office hours Communicate to the faculty to come up with less strict attendance policy due to the current situation Propose a broad school policy instead of individual program policies Attendance policy 			

Agenda Item	Discussion/Conclusion	Recommendations/Actions	Responsible	Follow-Up
	<ul style="list-style-type: none"> ○ Any course listed as High/flex, Blend Flex, means not everyone will be in class at the same time ○ Faculty cannot force students to come to class if sick ○ New policy is needed that doesn't reflect grade determination ○ Students need to know what they need to do if they have an issue with coming to class; verbiage needs to be in the syllabus <p>e. Conferences option inside of Webcourses – Big Blue Button - G. Shbeeb https://community.canvaslms.com/docs/DOC-18572-conferences-resources?utm_source=newsletter&utm_medium=email&utm_campaign=nscm_eupdate_june_29_2020_canvas_resources_return_to_campus_nsf_career_proposal_deadline&utm_term=2020-07-13</p> <p>f. Ranking of NSCM Programs – R. Littlefield</p> <ul style="list-style-type: none"> • Look for ways to determine the ranking of your program • K. Tuorto is the POC • Goal is to get our programs ranked 	Meet with Teresa Dorman regarding attendance and find out what the college is recommending	N. Yu	08/08/20
Advising and Student Support	<p>a. UTA and Faculty Support – N. Yu</p> <ul style="list-style-type: none"> • Received positive comments from students and faculty • Plan to have more UTAs <p>b. Renovation of CMB 303 – B. Lindsley</p> <ul style="list-style-type: none"> • A few options are being considered – moving computers, plexiglass • Stephen Johnson (UCF IT) will connect with N. Underberg-Goode • CMB labs meeting scheduled for July 10 <p>c. Advising Update – R. Morales</p> <ul style="list-style-type: none"> • NSCM is currently at 80% capacity for fall semester • Had 735 students not registered; advisors contacted students and now we have 525 not enrolled • Monitoring under-enrolled classes • Limited access classes are now closed • Hosted our first NSCM virtual open enrollment meeting 			
Budget and Planning	<p>a. Finalizing Budget – B. Lindsley/R. Littlefield</p> <ul style="list-style-type: none"> • Haven't received our allocation from COS or Downtown • Each program has Foundation accounts 			

Agenda Item	Discussion/Conclusion	Recommendations/Actions	Responsible	Follow-Up
	<ul style="list-style-type: none"> Reiterate to faculty that if they miss committee meetings, office hours, or class, they have to turn-in a LAPER reflecting the time missed 			
Director's Report (R. Littlefield)	a. Department of Defense Request for Partner School (attached) <ul style="list-style-type: none"> DoD is seeking assistance from a Communication and Media program Are we interested in pursuing? 	Forward DoD proposal to ADs	N. Yu	07/10/20
	b. Organizational Transition <ul style="list-style-type: none"> COS Dean is not going to make any quick changes For the time being, NSCM is going to continue with Assistant Directors (ADs) No departments; can use program director title Units = Program Coordinators (PCs) Organizational framework – PCs will work with ADs ADs – role will be to supervise PC Status on NSCM school versus college <ul style="list-style-type: none"> Will lobby for college; may need to simplify our structure Decisions are coming within the next few weeks Need uniform policies for school 			
	c. Concerns/Issues <ul style="list-style-type: none"> International students – R. Morales <ul style="list-style-type: none"> NSCM has 167 undergraduate and graduate international students may be affected by the new policy from Teresa Dorman Need some direction from the college August's Director's Cabinet meeting 	Follow-up with COS Add T. Sellnow to agenda	N. Yu J. Gomez	07/31/20 08/03/20



**NSCM All School Meeting
Tentative Agenda
August 12, 2020
9am-4pm**

Time	Event	Speaker	Notes
9am-10am	Graduate Faculty Meeting	Dr. Timothy Sellnow	Breakout Room
10am-11am	Welcome and Director's Update/ Survey – Dr. Natalie Underburg Good	Dr. Robert Littlefield	Main Room
11am-11:45am	Dean Speaking	Dr. Tosha Dupras	Main Room
11:45am-12:05pm	Lunch and Breakout Sessions (Lunch with Colleagues)	TBD	Lunch Time Breakout Rooms
12:05pm-12:15pm	Advising and Student Services	Rebecca Morales Magsino	Main Room
12:15pm-12:45pm	Financial Updates	Dr. Robert Littlefield/ Dr. Boyd Lindsley	Main Room
12:45pm – 1:45pm	Guest Speaker	Dr. Jennifer Sandoval	Main Room
1:45pm-2pm	Closing	Dr. Robert Littlefield	Main Room
2pm-4pm	Division Meetings	Multiple Speakers	Various Breakout Rooms

SOURCES SOUGHT ANNOUNCEMENT FOR PARTNERSHIPS BETWEEN
EDUCATIONAL INSTITUTIONS AND THE DEFENSE MEDIA ACTIVITY ON BEHALF
OF THE PUBLIC AFFAIRS TRAINING AND EDUCATION COUNCIL

HQ0516-FY-20-0011

1. INTRODUCTION

This is an initial step in the planning process for the development of partnerships between the Defense Media Activity (DMA), on behalf of the Department of Defense Public Affairs Training and Education Council (PATEC) and fully accredited, not-for-profit post-secondary institutions across the United States.

2. BACKGROUND

In January 2019, the Assistant to the Secretary of Defense for Public Affairs (ATSD/PA) established the Public Affairs Training and Education Council (PATEC) to serve as the senior governing body for the development of, and collaborative decision making for, Joint Public Affairs (PA) and Visual Information (VI) training and educational processes, policies and programs. The goal of this effort is to aid in the development of strategic-minded, critically-thinking military communication professionals who are able to effectively leverage informational power to achieve strategic, operational, and tactical objectives.

PA E&T leaders across the military services have identified significant gaps in the intermediate-level PA training available to their personnel. The identification of these gaps is based on feedback from Combatant Commands and service commanders, the development of a Joint Military Communicator Competency Model (MCCM) and the increasing and evolving demand signal placed on PA capabilities as the result of the introduction of Information as a Joint Function and DoD strategies and doctrine related to Operations in the Information Environment (see references below).

DoD Strategy for Operations in the Information Environment:

<https://dod.defense.gov/Portals/1/Documents/pubs/DoD-Strategy-for-Operations-in-the-IE-Signed-20160613.pdf>

Joint Concept for Operating in the Information Environment

https://www.jcs.mil/Portals/36/Documents/Doctrine/concepts/joint_concepts_jcoie.pdf?ver=2018-08-01-142119-830

3. PURPOSE

Based on the identification of the aforementioned gaps, PATEC seeks to establish an intermediate-level education program that minimizes student absences from their globally-distributed units, while still providing the quality and depth needed. The goal of this effort is to ensure the enhanced professionalization and currency of DoD PA and communication strategy professionals, particularly through an understanding of extant theory and best practices and the ability to operationalize them.

3.1. Course Description:

The military services, through the Defense Information School (DINFOS), Ft. Meade, Md., seek the establishment of a certificate program provided by an accredited civilian institution with a recognized, high-performing communication school. The program should provide credits toward an advanced academic degree at the civilian institution (if pursued by the student).

Upon completion, students will also be prepared to complete the requirements for public relations accreditation through the Universal Accreditation Board. The certificate and support for subsequent accreditation are integral to enhancing the professionalization of the joint public affairs community and ensuring the continued capability to meet the demand for critically-thinking, strategic-minded communication leaders/advisors for senior leaders.

3.2 Instructional Design:

The program should be provided through distributed learning, with an initial distance learning component followed by a later “in-person” component of approximately two weeks. The in-person portion would be based on an experiential learning model that includes case studies drawn from relevant and current communication issues as well as a project-based capstone applicable to students’ home station communication goals.

Curriculum would be broadly based on the Joint Military Communicator Competency Model specifically mid-level competencies associated with “Communication Capability”, “Strategic Thinking”, and “Research, Planning, and Analysis” as described in the notional course design:

NOTIONAL COURSE DESIGN

(112 Total Hours, 32 Distance Learning followed by 80 In Residence)

BLOCK I – Communication Capability

1. Understand Informational Power	(3.0)
2. Understand Contemporary Communication Theory	(4.0)
3. Understand Strategic Communication & PR History	(4.0)
4. Understand Contemporary Communication Strategies	(4.0)
5. Develop Communication Strategies	(8.0)
6. Lead Communication Teams	(16.0)
Total Block Hours	(39.0)

BLOCK II – Strategic Thinking

1. Foster innovative thinking	(6.0)
2. Develop content using story elements	(6.0)
3. Apply contextual, cultural and collaborative thinking to communication issues	(10.0)
Total Block Hours	(22.0)

BLOCK III – Research, Planning and Analysis

1. Apply research design and methods to communication planning	(17.0)
2. Conduct analysis in support of communication planning, execution and assessment	(17.0)
3. Conduct assessment of communication execution	(17.0)
Total Block Hours	(51.0)

3.3. Learning Outcomes:

See Appendix A

3.4 Facilities/Infrastructure:

Several options are available for the “in-person” component of this program. If an option is selected that involves use of military facilities, then a DOD Voluntary Education Partnership Memorandum of Understanding (MOU) between the DOD office of the Under Secretary of Defense for Personnel and Readiness (USD(P&R)) in accordance with DODI 1322.25 would be required.

3.4.1. Course taught at DINFOS

3.4.2. Course taught at the academic institution’s main campus

3.4.3. Course taught at a regional “hub” location (e.g. Atlanta, Dallas, National Conference Center)

3.4.4. Course taught in various regional locations (both CONUS and OCONUS for students in Europe and Asia) possibly in coordination with existing Education Centers located on/near major US military installations.

4. REQUESTED INFORMATION

As described below, interested institutions are requested to respond to this sources sought synopsis by providing information that identifies the capability to provide the above-listed services, or other services they believe would be relevant to the PATEC mission. DMA requests that interested institutions provide responses addressing:

- 4.1 Accreditation information, including policies and constraints concerning residency requirements and recognition of transfer credits;
- 4.2 Types of distance education programs currently aligned with the learning outcomes identified in Appendix A, or the ability to modify existing courses or produce new customized courses to meet PATEC requirements, where appropriate;
- 4.3 Experience or expertise in supporting distance education programs for large numbers of students and/or a globally distributed student body;
- 4.4 Experience offering regional delivery;
- 4.5 Ability to scale capacity to meet the growing demands of the PA/VI student population;
- 4.6 Existing delivery methods, learning management systems and student information systems;
- 4.7 Estimated cost per credit hour and associated administrative fees;

- 4.8 Experience partnering with other institutions for maximum transfer of credit/cost reduction toward a degree; especially DINFOS or other DOD training that has been reviewed and recommended for college credit by the American Council on Education (ACE);
- 4.9 Experience providing education to active-duty, reserve, national guard and/or DOD civilian students, and current or past participation or involvement in Federal military education programs, agreements or MOUs;
- 4.10 Experience processing military Tuition Assistance payments;
- 4.11 Description of who retains ownership of content materials; capstone products remain the product of the individual student, and property of the government and therefore not releasable and never to become property of the institution;
- 4.12 Any other useful information, knowledge, or best practices that may be relevant;
- 4.13 Experience with managing contracts for provision of government services (i.e. grants, cooperative agreements, standard contracts, etc.).

Respondents are requested to include sufficient details to respond to this sources sought synopsis. Unnecessarily elaborate responses beyond that sufficient to be complete and effective are not desired. Likewise, respondents are cautioned against general, vague, or unsubstantiated statements.

DMA and PATEC will also use feedback received from industry to:

- Determine industry capabilities to meet future anticipated requirements
- Determine extent of small business capability and participation in any resulting solicitations
- Determine possible locations
- Develop an acquisition strategy that will achieve competition and satisfy Government requirements in an efficient and effective manner
- Improve or clarify Government requirements documents, as necessary

5. PROPRIETARY MARKINGS

Please be advised that any proprietary information must be marked as such on a page-by-page basis. The Government will not assume that any of the information provided by a respondent is proprietary unless it is conspicuously marked on a page-by-page basis. Moreover, the Government does not assume any duty to contact a respondent and inquire whether any unmarked information submitted in response to the sources sought is proprietary.

6. QUESTIONS

Questions or comments regarding this notice may be submitted via email to: Keta.S.Peterson.civ@mail.mil , Contract Officer and Shawnte.L.Miles.civ@mail.mil , Contract Specialist. All correspondence shall reference "PATEC" in the subject line of your email. The deadline to submit a question regarding this notice is:

3:00 PM EST on **18 July 2020**.

7. INFORMATION AND INSTRUCTIONS

All fully accredited not-for-profit institutions capable of providing these services are invited to respond. Any information provided to the Government as a result of this sources sought synopsis is voluntary and the Government will not pay for any information submitted. Respondents are requested to submit capability packages electronically, as described below:

7.1 Requested information listed below must be received no later than **than 3:00 PM EST on 18 Jul 2020**

7.2 Information package responses shall be sent via email to Keta.S.Peterson.civ@mail.mil and Shawnte.L.Miles.civ@mail.mil

7.3 Information Package: Respondents must include the following information

- 7.3.1 Company name
- 7.3.2 Address
- 7.3.3 Point of contact with e-mail address and telephone number
- 7.3.4 Federal CAGE Code
- 7.3.5 Data Universal Numbering System (DUNS)
- 7.3.6 Small business category

The North American Industrial Classification Systems (NAICS) code is 611310, Colleges, Universities, and Professional Schools, which has a small business standard of \$27.5 M.

This notice is NOT a request for proposals (RFP), but is an invitation for potential offerors to express interest and provide information regarding their relevant knowledge, skills and capabilities. Information submitted in response to the sources sought synopsis and may be used to assist DMA in finalizing its acquisition strategy.

8. GOVERNMENT RESPONSIBILITY

This Sources Sought Notice is not a solicitation, and should not be construed as a commitment by the Government for any purpose, nor does it restrict the Government to an ultimate acquisition approach. Any information submitted by respondents to the sources sought is strictly voluntary and any offer submitted will be evaluated without prejudice. The Government will NOT be responsible for any costs incurred in responding to this synopsis or furnishing the requested information. No entitlement to payment of direct or indirect costs or charges by the Government will arise as a result of contractor submissions or the Government's use of such information. The Government reserves the right to reject in whole or in part, any Vendor's input

resulting from this synopsis. All questions and comments on this notice shall be submitted via e-mail to only the contacts listed below:

Shawnte L. Miles, Contract Specialist, Shawnte.L.Miles.civ@mail.mil , (301) 222-6043.

SECONDARY CONTACT: Keta S. Pendleton, Contracting Officer,
Keta.S.Pendleton.civ@mail.mil , (301) 222-6755.

Attachments/Links:

Download All Attachments/Links

No attachments or links have been added to this opportunity.

Contact Information

Contracting Office Address:

6700 Taylor Avenue

Fort George G. Meade Md 20755

Primary Point of Contact:

Keta Peterson

Keta.S.Peterson.civ@mail.mil

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DISCLAIMER

THIS IS A SOURCES SOUGHT SYNOPSIS BEING CONDUCTED PURSUANT TO FAR PART 10, MARKET RESEARCH. THIS IS FOR PLANNING PURPOSES ONLY AND THERE IS NO SOLICITATION AVAILABLE AT THIS TIME. IT DOES NOT CONSTITUTE A SOLICITATION AND SHALL NOT BE CONSTRUED AS A COMMITMENT BY THE GOVERNMENT. RESPONSES IN ANY FORM ARE NOT OFFERS AND THE GOVERNMENT IS UNDER NO OBLIGATION TO AWARD A CONTRACT AS A RESULT OF THIS ANNOUNCEMENT. NO FUNDS ARE AVAILABLE TO PAY FOR PREPARATION OF RESPONSES TO THIS ANNOUNCEMENT. ANY INFORMATION SUBMITTED BY RESPONDENTS TO THIS TECHNICAL DESCRIPTION IS STRICTLY VOLUNTARY.

LEARNING OUTCOMES

(Appendix A)

1.	COMMUNICATION CAPABILITY	
1.1.	Understand information, the informational aspects of organizational activities, and the application of informational power	
1.2.	Explain how communication theory informs development and implementation of strategic communication	
1.2.1.	Share an understanding of contemporary communication theory relative to the organization and its operations with key stakeholders in the planning process	
1.3	Explain how visual communication theory informs the concept and design of communication mediums.	
1.4	Describe key events and figures in public relations/strategic communication and how they inform communication planning and evaluation.	
1.5	Examine current communication strategies, tactics and innovations employed in academia and the private sector, both domestic and internationally, for application to current communication issues.	
1.6	Lead the development and implementation of a communication strategy that aligns organizational goals/objectives, target publics, and communication channels in adherence with established ethical principles, law, and senior leader guidance.	
1.6.1	Manage communication synchronization and integration processes.	
1.6.2	Evaluate possible communication products, including analyzing strengths/weaknesses for communicating with key publics, in relation to a given organizational strategy.	
1.6.3	Assess possible communication activities for effectiveness in meeting a leader's objectives and/or strategies.	
1.6.4	Develop issues management plans.	
1.6.5	Provide communication counsel and advice based on the strategic context and aligned with strategic objectives.	
1.7	Provide leadership for a communication team to accomplish organizational goals and objectives.	
2.	STRATEGIC THINKING	

2.1	Use critical thinking.	
2.1.2	Integrate a diversity of perspectives, particularly divergent, convergent, emergent thinking, into planning processes.	
2.1.3	Integrate an understanding of key factors that affect specific public/key actor perceptions into planning processes.	
2.1.4	Apply inductive and deductive reasoning to issues analysis.	
2.1.5	Apply systems thinking to issues analysis and to anticipate trends in the IE/OE.	
2.1.6	Apply visual thinking to issues analysis and problem solving.	
2.1.7	Apply visual communication theory to achieve desired effects.	
2.1.8	Apply an understanding of the interrelationships between elements of the information environment to draw conclusions. Synthesize relevant information to determine what is needed to position the client, organization, or issue appropriately in its market/environment, especially with regard to changing business, political, or cultural climates.	
2.2	Use creative thinking.	
2.2.1	Foster an environment that encourages innovative thinking.	
2.2.2	Apply elements of a story to content development.	
2.3	Use contextual thinking.	
2.3.1	Develop solutions for complex communication issues by applying insights derived from an examination of similar issues.	
2.3.2	Integrate ethical considerations into the communication planning process.	
2.3.3	Leverage global communication trends to reach a specific audience.	
2.3.4	Apply an understanding of the roles of DoD policy-making and communication planning in the joint/interagency environment to determine communication courses of action. Demonstrate knowledge of how to achieve coordination and alignment between intra- and inter-organizational communicators, to include messages and integration/involvement of communicators throughout all major lines of operation.	
2.3.5	Apply insights derived from an examination of issues to real world communication planning.	
2.4	Use cultural thinking.	

2.4.1	Incorporate cultural analysis/thinking into communication planning/execution and counsel.	
2.5	Use collaborative thinking.	
2.5.1	Examine strategies for effective intra and inter-organizational collaboration in the development and execution of communication strategies.	
2.5.2	Understand how different tactics can be used to establish and enhance relationships (e.g., electronic communications, special events, face-to-face communication, networking, social networking, word-of-mouth and third-party communication). Recognize interconnectedness among various stakeholders. Consider broad/global relationships.	
2.5.3	Coordinate with DOD, DOS, OGAs, IGOs, and NGOs, as relevant in the execution of communication activities in meeting national security objectives. Understand the interagency process and how military public affairs operations are impacted by the interagency, as well as nongovernmental organizations (NGOs), independent government organizations (IGOs), host nation organizations and others.	
2.5.4	Examine the collaboration between Public Affairs and Legislative Affairs	
2.6	Use communicative thinking.	
2.6.1	Leverage insights (including data from research and collaboration with other teams) to create a course of action that meets organizational needs.	
2.6.2	Examine the impact of communication considerations in organizational decision making.	
2.6.3	Understands need for maintaining individual and organizational credibility with and among key constituents. Recognizes value of reputation, image, public trust and corporate-social responsibility.	
2.6.4	Share an understanding of contemporary communication theory relative to the organization and its operations with key stakeholders in the planning process. Understand consensus-building strategies and techniques to persuade key stakeholders to support a decision. Ensure discussions allow key stakeholders the opportunity to express opinions. Recognize need for affected parties and stakeholders to find mutually acceptable solutions. Utilize persuasion, negotiation and coalition building.	
2.7	Manage risk.	

2.7.1	Identify potential or emerging issues that may impact the organization. Identify potential risks to the organization or client. Analyze probability and potential impact of risk. Ensure organization develops appropriate response plans. Design and deploy a strategic public relations response.	
2.7.2	Understand the roles and responsibilities of public relations at the pre-crisis, crisis, and post-crisis phases. Communicate the implications of each of these phases and understands the messaging needs of each. Look beyond current organizational mindset.	
2.7.3	Demonstrate knowledge of Phases 1, 2, and 3 of crisis action planning and when it is used.	
2.7.4	Understand the different agencies in charge and involved, in addition to the military, during crises and contingencies. Understand the role of other U.S. government agencies and missions in contingency operations.	
3.	RESEARCH, PLANNING AND ANALYSIS	
3.1.	Conduct research.	
3.1.1.	Apply research design and methods to communication planning. Understand instrument design. Develop a premise and research plan.	
3.1.2.	Conduct environmental scanning in support of the communication strategy. Determine population and sampling techniques.	
3.1.3.	Use research to characterize the Information Environment (IE) for senior leaders.	
3.2.	Conduct planning.	
3.2.1	Apply visual communication theory to communication product development.	
3.2.1	Assess interests of influential institutions, groups and individuals. Identify appropriate communication channels/vehicles for reaching target audiences. Identify communities formed through technologies. Understand varying needs and priorities of individual constituent groups (e.g., investors, governmental agencies, unions, consumers).	
3.2.2	Identify and respect a range of differences among target audiences. Research and addresses the cultural preferences and/or needs and barriers to communication of target audiences. Develop culturally and linguistically appropriate strategies and tactics.	
3.2.3	Understand sequence of events. Develop timelines and budget. Assign responsibilities. Execute planned strategies and tactics.	

3.3	Conduct analysis.	
3.3.1	Conduct a situation analysis.	
3.3.1.1	Identify communication goals, objectives and strategies in support of the overall organizational strategy.	
3.3.1.2	Characterize the Information Environment.	
3.3.1.2.1	Identify patterns, connections, and relevant variables.	
3.3.1.2.2	Identify key publics.	
3.3.1.2.3	Synthesize trends to aid in predictive analysis.	
3.3.2	Develop measures of evaluation and measures of performance based on organizational goals for a communication strategy.	
3.3.3	Assess progress/results and adjust as appropriate to achieve organizational objectives.	
3.3.4	Explain a communication plan's success/ROI to leadership.	
4.0.	Military Operational Art	
4.1.	Operational Foundations	
4.1.1.	Apply an understanding of the relevant aspects of the operational and information environment to inform the planning process. Understand the range of military assistance, outreach, and other programs that can be used to develop positive relationships with other countries (such as noncombatant evacuations, humanitarian assistance, stability operations, reconstruction).	
4.1.2.	Integrate governance and doctrine. Demonstrate knowledge of the commander's line of operations and how they interact and coordinate with one another in Service and/or Joint environment.	
4.2.3.	Apply cultural characteristics that effect cognition and emotion into communication strategies that effect the Joint Planning Process. Demonstrate an understanding of intercultural communication theory and how misunderstanding culture(s) in which the military is operating can impact public perception and views of US gov't interests.	
4.2.4.	Integrate communication capabilities into the Joint Planning processes. Understand the difference between campaign planning in a military operation and planning an information campaign.	
4.2.5.	Apply an understanding of doctrine and Joint Concepts into the joint planning process. Understand planning for the mobilization, deployment,	

	employment, sustainment, redeployment, and demobilization of joint forces.	
4.2.6.	Develop MOPs, MOEs, and linkages between requirements, training, and overarching strategy. Understand how to evaluate the public affairs impact of pending decisions and recommendations about the structure of public affairs support for military and joint operations.	
4.2.7.	Relate career field-specific requirements and expectations of JPME and the history behind development of joint education institutions.	
4.3.	Communication Requirements and Resources	
4.3.1.	Define and apply resources and requirements to inform tactical capability development.	
4.3.2.	Understand and explain how employers/clients generate revenue and how their operations are conducted. Identify relevant business drivers and how they impact the business. Understand how the public relations function contributes to the financial success of the business.	
4.3.3.	Take into account human, financial and organizational resources. Prepare, justify and control budgets for departments, programs, clients or agencies. Understand what information needs to be collected, evaluated, disseminated, and retained. Is able to obtain information using innovative methods and appropriately store it, so that it can be retrieved easily for future use.	
4.3.4.	Recognize chain of command, including boards of directors, senior leadership, middle management, direct line supervision, line positions, and each level's distinctions. Know how organizations are horizontally and vertically structured. Identify which divisions within an organization that need to be involved in any communication program. Understand impact of organizational governance. Recognize the relationships among PR, legal, finance and IT, as essential management functions.	
4.3.5.	Demonstrate knowledge of IO doctrine (such as Joint Pub 3-13), IO principles and the relationship between IO and PA.	
4.3.6.	Understand the stages of DOD financial planning, known as Planning, Program Budget Execution (PPBE), and how it's important to Public Affairs.	
4.3.7.	Demonstrate knowledge of the Defense Support of Civil Authorities within the U.S. for natural or man-made disasters, chemical, biological, radiological, nuclear, or high-yield explosive consequence management, and other support as required.	

4.3.8.	Knowledge of activities and measures taken by the DOD components to support and facilitate Defense Support to Public Diplomacy efforts.	
4.3.9.	Understand the purpose of the national military strategy and how it relates to Public Affairs.	
4.3.10.	Understand how the National Elements of Power: Diplomacy, Information, Military, and Economic (DIME) and how Political, Military, Economic, Social Infrastructure and Information (PMESII) help shape U.S. policy and planning.	
4.4.11.	Demonstrate knowledge of how the National Response Framework defines the principles, roles, and structures that organize how we respond as a nation.	
4.4.12.	Understand the importance of public affairs collaboration with other information-related activities in Joint Intelligence Preparation Of The Operational Environment.	