



# The Copy Desk

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On the Web at <http://www.tradoc.army.mil/pao/>

**Mission:** To provide mission-essential and/or professional-development information for Public Affairs professionals representing Training and Doctrine Command activities. Published/distributed last Wednesday of the month.

## CPA Perspective

Col. Steve Campbell  
Chief of Public Affairs

The idea of strategic communications is being discussed all over the Army, and we in public affairs are squarely in the middle of the debate. We are being asked by our commanders to think and communicate strategically.

But what is strategic communications? It's not something they taught us in Defense Information School, but it's clearly something that perhaps future training will incorporate.

Columbia University defines strategic communications this

way:

"Strategic communications is the critical thinking and planning that precedes and facilitates the successful execution of communications tactics used to effectively persuade a specific audience to take a certain action or assume or change a particular perception.

"Strategic communications goes beyond simple planning - it involves and requires systematic analysis, planning, execution and evaluation. This process requires careful consideration of an organization's mission, values, goals, objectives, budget, staffing, environment and its internal and external audiences, the people upon whom it depends for its success."

I suppose that definition is as good as any and will suffice for our purposes. Here in TRADOC, we are in the midst of developing and writing a strategic communications plan. It will be the base document for TRADOC's strategic communications efforts. As soon as the commanding general approves it, I'll send it to you.

But that should not stop you from thinking, planning and communicating strategically. I would ask that you all start looking out six to 24 months and think about how you might begin the communications process to achieve your command's goals or meet your CG's vision. Or perhaps support TRADOC's/Army's goals.

During the recent TRADOC Senior Leaders Conference, I facilitated a panel on TRADOC's reputation. Here are the panel's findings concerning the reputation we would like to have here in TRADOC:

- To be seen internally and externally as the architect of the Army's future;
- To be seen as the master institutional trainers for the Army;
- To be seen as standards-based;
- To be seen as a team player in developing the Army's future, including in the joint and inter-agency realm;
- To be seen as the Army's agent for joint integration;
- To be seen as a desirable place to be assigned;
- To gain recognition that the command is the first link for those coming into the Army (first handshake to first assignment);
- To be seen as trusted by the public.

I would ask that you think about these desirable reputations and how we in public affairs can help the command achieve and maintain these reputations. This effort will require us to think strategically and longitudinally. It will take a coherent and coordinated effort throughout TRADOC to reach the desired audiences to build and maintain these reputations. Think about how we/you plug into the equation.

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## TRADOC PA Conference

*Patty Ann Belvin  
Plans officer, Plans and Policy Branch*

The TRADOC Public Affairs Conference will be held Sept. 15-17 at Fort Monroe, Va.

The conference's theme is "TRADOC Transformation: the Road Map for Public Affairs." (Slight change from what was announced previously: "Transforming Public Affairs: the Road Ahead.")

Conference sessions start at 7:30 a.m. Sept. 16 and last through 4 p.m. Sept. 17. A no-host mixer is planned Sept. 15. A dinner is scheduled Sept. 16.

TRADOC Public Affairs will fund one representative from each office. (Please send name and Social Security number to me by calling DSN 680-3464 or commercial (757) 788-3464, or by emailing [Patty](mailto:Patty.Belvin@monroe.army.mil).

[Belvin@monroe.army.mil](mailto:Belvin@monroe.army.mil) to process travel orders.) You may send more staff if your office can fund the trip.

Either way, whether you're funding or if we are, please let us know as soon as possible who will attend.

We "owe" you information on the lodging location -- we'll pass these details along as soon as we finalize them.

Attendees will also be emailed driving instructions and a draft agenda as we confirm the schedule -- probably by mid-August.

Also, we're still accepting topics/issues/presentation for discussion, but we need your ideas ASAP. Send to me or to Phyllis Wallace, DSN 680-3662, [Phyllis.Wallace@monroe.army.mil](mailto:Phyllis.Wallace@monroe.army.mil).

Finally, I'd like to share with you how the panel felt we could achieve these desired reputations:

- Develop cleared talking points and use them in a defined engagement strategy;
- Develop a communications plan with target audiences, themes and messages, and execution;
- Use the KISS principle in communicating;
- Consistently tell our story;
- Promote our success stories and demonstrate that upward mobility is possible

## No 'overnighter'

"As the blanket of fear is lifted (and) as Iraqis gain confidence that the former regime is gone forever, we will gain more cooperation in our search for the truth in Iraq.

"It took (the United States) awhile to go from the Articles of Confederation to the United States Constitution. Even in our own experiment with democracy, it didn't happen overnight. I never would have expected Thomas Jefferson to emerge in Iraq in a 90-day period.

"The United States will stand with the (people of Iraq and Afghanistan) through this transition period. We'll keep our word to the peoples of those nations. We'll wage war on terror against every enemy who plots against our forces and our people. I will never assume the restraint and goodwill of dangerous enemies when lives of our American citizens are at risk. ...

"Prosperity and dignity are found in representative government and free institutions. They are not found in tyranny, resentment and support for terrorism.

"Expanding democracy in the Middle East will bring about a more secure America. As freedom advances, ... those societies will be less likely to produce ideologies of hatred and produce recruits for terror."

-- President George W. Bush, July 30 press conference

to those assigned to the command.

As I said, we will soon have our TRADOC strategic communications plan out on the street. We will also begin promulgating approved talking points on various issues and initiatives. In addition to the strategic communications plan, we will be developing individual engagement plans that will be designed to achieve these reputations as well as meet other TRADOC/Army objectives and goals. Many of you will play a part in the execution of these plans.

## What's new on TRADOC PAO's Website

Pretty much everything about it, except our URL: <http://www.tradoc.army.mil/pao/index.htm>.

The entire site has been redesigned to improve information management and to simplify access to our main subject areas. The Website is in an interim stage, but its basic structure should remain the same throughout future improvements.

The biggest changes you'll see are in TRADOC News Service. As discussed in the June edition of *The Copy Desk*, we're strengthening and streamlining TNS to focus on stories that are TRADOC relevant. Therefore the latest TRADOC mission activities' stories are featured on our homepage, with links to archive pages for the current month and past three months' worth of stories.

In identifying what makes sense for us to maintain on TNS, we felt the current quarter's stories - because the information in most TNS stories expires so quickly - were adequate archives. We'll rethink this if there is demand for stories older than three months past. That said, some of our major Web specials - notably the Global War on Terrorism and TRADOC Transformation - will have longer shelf life and so some TNS stories will be kept indefinitely within those Web specials' archives.

Another thing you'll probably notice about TNS is the "split" between stories that relate to our TRADOC mission activities and stories that involve the installations and/or units where our TRADOC mission activities are located. This is part of the process of focusing TNS just on TRADOC and is necessary as we strategically evolve to support current communications needs.

TNS' current split between TRADOC

This is an exciting time to be in the Army and be a part of the communications team responsible for telling the Army/TRADOC story. I encourage you to think outside of the box and to get excited about what we are doing. You'll find that your excitement is contagious and that your enthusiasm will provide an added spark to your staff's efforts.

Please feel free to share with my staff and me your ideas. I look forward to seeing you all at the TRADOC Public Affairs Conference in September.

and installation/unit information will end as of Oct. 1 (the "magic" date when the Installation Management Agency will be "fully functional"), when we will release TRADOC-only info on TNS. We may work with IMA to distribute other stories, but our charter is to tell TRADOC's story - to portray TRADOC's mission and priorities in all its mission activities, wherever they are.

Part of our efforts in refocusing TNS is our "beat" system, outlined in the June *Copy Desk*. What this means is that in the near term, TNS should produce more command information products generated at TRADOC.

Another part of our Website evolution will show in our Web specials. The GWOT Web special, for instance, fused the old Operation Enduring Freedom, Noble Eagle and Iraqi Freedom websites under a heading of what they're all part of: the Global War on Terrorism. But, more importantly, the Web special homepage serves as a launching point for how TRADOC is supporting GWOT.; links are provided to other news and information Web outlets but do not make up the site's main content.

Same new approach with the Transformation Web special: links are provided to Army, Defense Department and national news as appropriate, but our focus is on TRADOC Transformation. This site, in fact, will be the recipient of a great deal of our new strategic communications planning (see "CPA's Perspective") and should grow quite a bit.

Although some we'll have some growing pains, we'll still grow. In the short term, TNS' goal is to post at least one TRADOC-relevant article every other day, with a more long-term goal to post every day.