



# CENTER FOR CIVIL-MILITARY RELATIONS

Naval Postgraduate School  
1635 Cunningham Road (Bldg. 259)  
Monterey, CA 93943-5011

T +1.831.656.3171  
F +1.831.656.3351  
ccmrinfo@nps.edu  
www.ccmr.org

## **Strategic Communications, Media, and Perception of the Armed Forces (MASL #P309148)**

CCMR one-week Expanded International Military Education and Training (EIMET) approved course entitled "Strategic Communications, Media, and Perception of the Armed Forces," is conducted by a Mobile Education Team (MET). The key objective of this course of instruction is to examine the methods civilian authorities, military officers, and the media in democracies can use to develop successful strategic communications via an effective relationship between a country's armed forces and the media during peacetime, crisis, and war. The course examines the following subjects: The role of policy-makers in shaping media-military relations; Developing a comprehensive media strategy by national security decision-makers and the armed forces; Establishing guidelines for media coverage of military operations, press conferences, briefings, and releases; Professional rights and responsibilities of the media; and Shaping the public image of the armed forces. CCMR's approach to teaching "Strategic Communications and Perception of the Armed Forces" focuses on the host country's unique requirements. The course examines the fundamentals of media-military relations as they are affected by national legislation, institutions, principles, and practices. Participants analyze the role of policy-makers, the military, the media, and the public sector in national security policy formulation and implementation. Changing technology, legal restrictions, and public expectations are examined as they affect these relationships. The use of the media by other countries, non-governmental organizations (NGOs), enemy forces, the proper context for psychological operations (PSYOPS), and the staffing process for military public affairs officers are considered.

Employing a simulation exercise approach and the study of operational lessons learned from a relevant assortment of cases, participants are equipped with the skills and knowledge needed to design effective linkages between the media and armed forces. The exercise enhances the capacity for national security decision-makers and the armed forces to develop plans for addressing the legislature, media, and the public, and strengthens interviewing skills by all parties to minimize the effects of distortion, manipulation, and disinformation. The course provides a neutral venue whereby the virtues of consensus-building and interagency cooperation are demonstrated, and applied, with the result that the experience of cooperation and collaboration continues well after the program.

**Participants:** This course is designed for international civilian officials, military officers in the ranks of major to general, and representatives from other institutions (including the media) concerned with developing effective relations between the media and the armed forces.

**Faculty Teams:** CCMR task-organizes each team in order to optimize the specific expertise requested by the ODC/SAO. However, as a general rule, CCMR faculty teams are relatively small (two to three individuals) consisting of proven subject-matter experts, who are drawn from around the world.

**Translation:** The course will be taught in English. Where necessary, the course will be delivered with simultaneous interpretation into the local language.