

Communications Coordinating Council Charter

February 4, 2017

BACKGROUND

The Communications Coordinating Council (CCC) was originally formed in June 2012 for the purpose of establishing the agency's governance body for strategic direction, planning and implementation of all communications programs, events and activities.

Communications is defined as the comprehensive set of functions, and all the efforts and investments necessary to effectively share and provide an understanding of, NASA's work, objectives, and benefits to its employees, the public, and other stakeholders. This encompasses a diverse, broad, and integrated set of efforts including, but not limited to, media engagement and services, digital products and services (including web, social media and multimedia), non-technical publications), and public engagement activities, events and products, including initiatives designed to solicit public participation in NASA's endeavors. These efforts are intended to promote interest and foster participation in NASA's endeavors and to develop exposure to, and appreciation for, science, technology, engineering, and mathematics (STEM).

1. PURPOSE

The CCC serves as the agency's governance body accountable for strategic direction, planning, and implementation of NASA's communications efforts. The CCC defines NASA's strategic Communications direction and assesses agency progress toward achieving NASA's Communications Strategic Implementation Plan.

The CCC serves as the agency's senior decision-making body regarding all agency communications efforts, and acts as the authority for the integrated agency communications portfolio, comprising all communications investments, including all programs, events, activities, and products implemented agency-wide. The CCC works to assess the performance of NASA communications programs, events, activities, and products, and guides NASA Mission Directorate and Center communications portfolios to ensure successful outcomes that support the NASA Communications Strategic Implementation Plan and the efficient use of agency resources.

The CCC coordinates and guides the implementation of all of NASA's communications efforts as defined above and described herein. Specifically, the CCC shall ensure a coordinated and sustainable process to develop and deliver timely information to NASA's employees, the public, and other stakeholders. As envisioned, the CCC shall facilitate coordination, foster collaboration, and ensure effective use of resources in order to leverage the agency's overall communications investments. The CCC shall also

cultivate and facilitate partnerships with external institutions in order to further leverage NASA's communications investments.

2. APPLICABILITY/SCOPE

The CCC shall define and implement an overarching, integrated and collectively owned and managed communications strategy to drive the agency's communications efforts. Specifically, the CCC shall plan, develop and implement a communications strategy, defining focus areas and actions to ensure the delivery of an overarching, collectively managed and integrated set of activities and products. This strategy shall include a set of NASA communications priorities to frame agency messages, content and products, and an integrated set of agency-level messages and products. The CCC shall conduct long-range and short-term planning processes and provide strategic guidance and oversight to operations and procedures. The CCC shall also identify objectives and strategies to drive enhancements in capabilities, tools, policies and procedures across the comprehensive set of communications functions, including strategic partnerships, media engagement and services, digital services, and public engagement, including but not limited to, the following functions and products:

- Media engagement events and activities
- News releases and other media products
- Op eds and other placed articles
- Websites, web platforms, content and features
- Social media products and activities
- Videos and photo imagery
- Applications
- Publications (non-technical)
- Public engagement events and programs
- Participatory programs and activities
- Exhibits and artifacts
- NASA Visitor Centers
- Speakers Bureau
- Guest operations
- Public inquiries services
- Internal and employee communications and engagement activities and products

The CCC is also accountable for developing, establishing and executing policies for communications. The CCC provides direction regarding procedures and operations.

Governance described in this charter applies to NASA Headquarters (HQ) and its mission directorates and functional offices, NASA Centers and the Jet Propulsion Laboratory, including component facilities. CCC governance entails decisions regarding direction of agency investments, activities and products, and for issues requiring high degrees of integration, visibility, and approval. Regardless of position within NASA's

organizational structure, CCC members or their designated alternates are accountable to the CCC chairperson with respect to issues addressed by the Council. CCC members or their designated alternates are also accountable for providing the agency's leadership for communications and for driving the CCC's guidance and direction, including policies and procedures, within their respective organizations.

3. AUTHORITY

The CCC shall meet the requirements and intent of 51 U.S.C. § 20101 et.seq, Functions of the National Aeronautics and Space Administration.

4. GOVERNING COUNCIL AFFILIATION

The CCC shall report to the agency's Executive Council (EC), which will provide direction to and oversight of CCC activities.

5. FUNCTIONS

The CCC shall be a deliberative and collaborative body, providing a forum for comprehensive discussions of the full spectrum of communications issues and activities. The CCC shall be a decision-making body empowered to direct NASA's communications policies and investments and to oversee the agency's communications portfolio.

The CCC shall:

- Set strategic direction for NASA communications, including the framework, measurable objectives, and related policies;
- Serve as the senior leadership forum for making decisions on all strategic agency-level communications issues;
- Develop consensus for a clear, overarching NASA communications strategy and achieve successful implementation of strategic objectives, focus area strategies, and associated action plan(s);
- Establish and use metrics to measure the agency's communications performance, and define and utilize evaluation criteria to assess current and guide future communications planning;
- Develop and integrate agency messages and strategic themes aligned with NASA's mission, direction and strategic plan, and ensure integration of these messages and themes into the agency's communications products, programs, events, and activities;
- Define, develop and implement strategies to reach target audiences;
- Establish and drive communications investment priorities for the agency (Mission Directorates, Centers, or other funding organizations maintain authority over their funds);

- Ensure effective use of resources, in order to leverage the agency's overall communications investments;
- Develop and execute agency communications policies;
- Provide direction regarding agency communications procedures and operations;
- Provide guidance regarding the agency's communications architecture, tools and capabilities, including the institutional capacity to support the communications strategy;
- Foster collaboration across organizational boundaries;
- Cultivate and develop strategic partnerships with external organizations involved in educating and engaging the public and stakeholders;
- Share information and coordinate current and planned communications activities.

CCC shall conduct the following activities:

- Develop and implement a Communications Strategic Implementation Plan and associated Action Plan on an annual basis by fiscal year;
- Define a set of NASA communications priorities to frame agency messages, content and products on an annual basis by fiscal year;
- Develop an integrated set of agency-level messages and products on an annual basis by fiscal year;
- Conduct a comprehensive planning process on an annual basis by fiscal year, to identify and approve communications priority activities, for which the CCC will provide strategic guidance and oversight;
- Identify objectives and strategies to drive enhancements in tools and capabilities, policies and procedures across the comprehensive set of communications functions;
- Maintain and approve the agency's communications portfolio of activities and products;
- Provide guidance to the formulation and implementation of NASA program and project communications plans as outlined in NPD 7120.5E;
- Provide guidance in the development of communications plans for priority communications activities;
- Approve major new communications initiatives;
- Develop and sustain strategic partnerships;
- Provide guidance regarding the agency's strategies, platforms and infrastructure to deliver timely information and to connect with and engage the public.

The NASA Associate Administrator (AA) for Communications serves as the CCC Chairperson and holds the ultimate decision-making authority for the CCC. In instances where the CCC is considering communications programs, events, activities or products funded by Mission Directorates or Centers, representation of the relevant CCC member or other designated or authorized official must be present. In instances in which the CCC cannot reach consensus, the issues will be elevated to the NASA EC.

The CCC Chairperson may create sub-councils or boards as necessary to conduct the Council's business. These organizations will convene, deliberate, report, and disband under direction provided by the CCC Chairperson.

The AA for Communications appoints an Executive Secretary to manage the CCC's activities. The CCC Executive Secretary ensures presentations are properly prepared and presented to facilitate CCC discussion and decision-making. Additionally, the Executive Secretary assists the Chairperson with advance preparation activities, coordinates meeting agendas, facilitates briefing preparation, distributes minutes, and ensures that information and materials required for CCC meetings and deliberations is distributed to the members on a timely basis. The Executive Secretary is a staff function and does not include membership in the CCC.

6. MEMBERSHIP

The CCC shall include as its membership, all NASA organizations with offices and personnel invested in Communications. Membership in the CCC is via appointment by each relevant organizational leader. Each CCC member shall designate one alternate, or proxy, who has the authority to act on behalf of the organization they represent and are prepared to use this decision authority on behalf of those whom they represent at the CCC.

CCC membership shall consist of internal NASA communications stakeholders who are the most senior leaders accountable for conducting the communications function within their organizations.

Membership includes the following positions or their proxies:

- Associate Administrator for Communications (CCC Chairperson)
- Deputy Associate Administrator for Communications
- Chief, Strategy and Integration, Office of Communications
- Office of the Administrator representative
- Office of Chief Technologist representative
- Office of Chief Scientist representative
- Office of Chief Engineer representative
- Mission Directorate representatives
- Center representatives
- Office of Education representative
- Office of Legislative and Intergovernmental Affairs representative
- Office of International and Interagency Relations representative
Chief Financial Officer representative
- Chief Information Officer representative
- Office of Human Capital Management representative
- Office of Diversity and Equal Opportunity representative

- Office of the General Counsel representative
- Jet Propulsion Laboratory representative (membership will comply with the contract terms between NASA and CalTech)

Ex-Officio membership includes:

- Chief, News and Media Engagement, Office of Communications
- Chief, Public and Stakeholder Engagement, Office of Communications
- Chief, Digital Services, Office of Communications
- Chief, Public Services, Office of Communications
- Chief, History, Office of Communications
- Program Manager, Communications Priority Integration, Office of Communications
Program Manager, Metrics
- Communications Priority Team Co-Leads

Executive Sessions may be called at the discretion of the CCC Chairperson. The Executive Session will consist of CCC members and others as called at the discretion of the CCC Chairperson. Executive session will be convened with the following members:

- Associate Administrator for Communications (CCC Chairperson)
- Deputy Associate Administrator for Communications
- Chief, Strategy and Integration, Office of Communications
- Office of Chief Technologist representative
- Office of Chief Scientist representative
- Office of Chief Engineer representative
- Office of Education representative
- Mission Directorate representatives
- Center representatives

The Chairperson may invite other federal employees who are not members to attend CCC meetings. The Chairperson may close meetings to invitees at his/her discretion.

7. MEETINGS

The CCC meets monthly, or more frequently at the discretion of the Chairperson. The Executive Secretary will publish a meeting agenda as well as a synopsis of each meeting, including actions and decisions.

8. DURATION

The CCC will remain in existence until September 30, 2022. The CCC charter will be reviewed and updated as necessary, every five years.

9. MEASUREMENT

The CCC Chairperson will provide written and/or verbal reports to the EC as requested. The CCC will provide an annual report and/or informational briefing to the Strategic Management Council (SMC). The CCC Chairperson will also provide an annual informational briefing to the agency Strategic Management Council (SMC) on the upcoming fiscal year's communications priorities.

The CCC shall assess the effectiveness of NASA's overall Communications program by using the metrics and evaluation criteria as noted in section 5.0 of this charter.

10. ASSESSMENT

The performance and effectiveness of the CCC shall be assessed, including the following considerations:

- Conduct meetings as defined in section 7
- Provide agendas at least 3 days in advance of the meeting
- Ensure completion of action items prior to next meeting
- Release meeting notes within 1 week of CCC meeting adjournment
- Notify CCC Chairperson of member attendance
- Post meeting presentations to the communications portal on the SharePoint Enterprise Content Management System within 1 week of the meeting

11. RECORDS

The Office of Communications is responsible through the CCC Executive Secretary, for maintaining all records associated with operation of the CCC.

The Executive Secretary is responsible for maintaining all records associated with the CCC, including this charter. The Executive Secretary will publish a meeting agenda, as well as a synopsis, including notes and actions and decisions, for each meeting to the communications portal on the SharePoint Enterprise Content Management System.