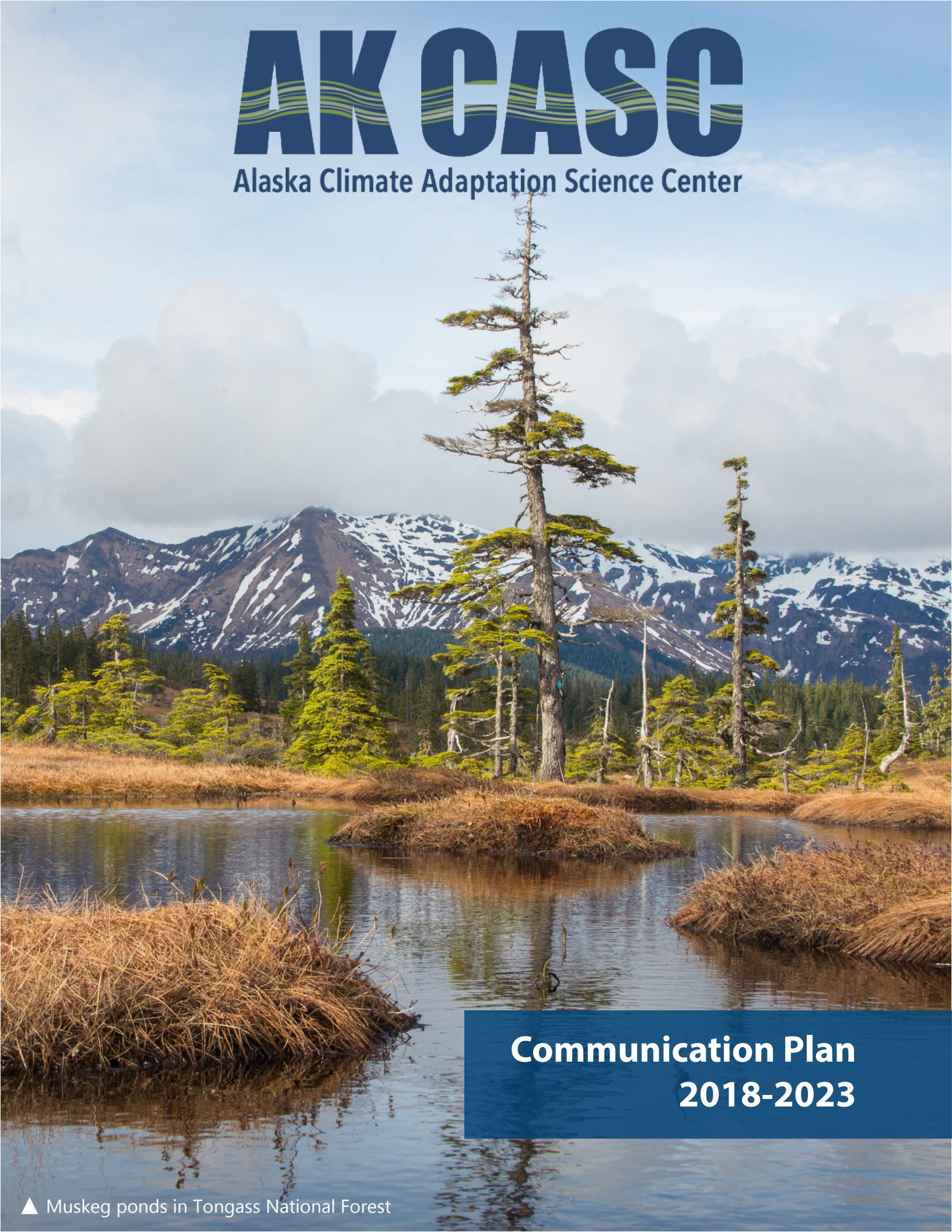
AK CASC

Alaska Climate Adaptation Science Center



Communication Plan 2018-2023

▲ Muskeg ponds in Tongass National Forest

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I. ABOUT THE ALASKA CLIMATE ADAPTATION SCIENCE CENTER

The Alaska Climate Adaptation Science Center's mission is to improve the understanding of potential future responses of Alaska's high latitude ecosystems and species to changing climate regimes in support of effective adaptive management, sustainable use, and sustainable communities.

The Alaska Climate Adaptation Science Center (AK CASC; formerly the Alaska Climate Science Center) is part of a national network of eight regional Climate Adaptation Science Centers dedicated to delivering science that helps wildlife, water, land and people adapt to a changing climate. Each Climate Adaptation Science Center (CASC) is a partnership between a regional Department of Interior US Geological Survey (USGS) office and a host university, and is managed by the National Climate Adaptation Science Center (NCASC; formerly known as the National Climate Change and Wildlife Science Center (NCCWSC)). These partnerships ensure access to a broad range of scientific expertise, production of high-quality science, and sharing of funds, resources, and facilities. University involvement also allows the CASCs to introduce the next generation of scientists to the innovative approach of co-producing science, a process that involves stakeholders and researchers working closely together to develop projects and obtain results. This process aims to ensure that scientific research and products are usable and directly address real-world problems.

The University of Alaska Fairbanks (UAF) has served as the host institution for the AK CASC since its inception in 2010, with a USGS hosted office in Anchorage. In August 2017, UAF was awarded a new cooperative agreement to host the AK CASC through 2022. In this new agreement, the University of Alaska Anchorage (UAA) and the University of Alaska Southeast (UAS) serve as consortium partners. Together, UAF, UAA, and UAS, the three hubs in the University of Alaska system, form a triangle of scientific expertise covering a wide range of topics relevant to the AK CASC's mission and goals. This consortium of University of Alaska campuses allows for a unique opportunity to collaboratively co-produce science that is essential to understanding and planning for issues that have a direct impact on Alaskans, as well as delivering that science and decision-support tools to resource users and managers.

The AK CASC has also developed strong partnerships which include the Arctic, Northwest Boreal, Western Alaska, and North Pacific Landscape Conservation Cooperatives, US Fish and Wildlife Service, National Oceanic and Atmospheric Administration, US Department of Interior Bureau of Land Management, USDA Forest Service, and National Park Service. These partnerships provide expertise in climate science, ecology, environmental impacts assessment, modeling, cultural impacts and advanced information technology.

II. DEVELOPMENT OF THE AK CASC COMMUNICATION PLAN

Purpose and Scope

Since its inception in 2010, the AK CASC has grown considerably as an organization and partner within the broader CASC network. With this growth the AK CASC recognizes that there is a strong need for a more strategic approach to both its internal and external communications. Development of a communication plan allows us to better identify our target audiences, what our communication activities are, and how we will best keep track of progress. This communication plan should be considered a living document that will be updated as needed to better incorporate new insights and approaches.

Plan Development

A draft Communication Plan for 2018-2023 was developed by the following AK CASC members:

Molly Tankersley, Science Communication Specialist UAS
Allison Bidlack, Co-Investigator, UAS Alaska Coastal Rainforest Center
Jane Wolken, Program Coordinator UAF
Lindsey Heaney, Science Communication Specialist UAF
Scott Rupp, University Director, UAF
Steve Gray, USGS Director
Nicole DeCrappeo, USGS Deputy Director
Bob Bolton, Co-Investigator, IARC UAF

Communication Advisory Group

Input on a draft of the AK CASC Communication Plan was solicited from a Communication Advisory Group (CAG). Invitations to serve on the CAG were jointly determined between the AK CASC University-side and USGS-side partners. CAG members include:

John Neary - US Forest Service, Mendenhall Glacier Visitor Center
Holly Prendeville - US Forest Service, NW Climate Hub
Deborah Hart - Southeast Alaska Fish Habitat Partnership
Crane Johnson - NOAA/NWS, Alaska Pacific River Forecast Center
Meghan Kearney - US Fish and Wildlife Service, North Pacific LCC
Malinda Chase - Aleutian Pribilof Islands Association/AK CASC BIA Tribal Liaison

The CAG convened by phone in May and June, 2018 to share feedback and discuss proposed changes to the Communication Plan. The Communication Plan was revised and completed on August 1st, 2018.

Input from the CAG was then incorporated into the Communication Plan, which serves as a guiding document that will be accompanied by an Annual Implementation Plan that outlines specific projects to be completed during the year. The CAG will also be consulted annually to evaluate the Communication Plan and its implementation.

Plan Elements

To initiate the development of the Communication Plan, the AK CASC performed an Internal Needs Assessment to address the following key communication elements:

Communications Framework: What are the strengths, weaknesses, opportunities and threats for the AK CASC? What cross-cutting themes will guide AK CASC communications?
Target Audiences: Who do we want to reach and why? This will include both internal and external audiences.
Communication Tools: How will we deliver our messages to our selected audiences?
Goals and Objectives: Why communicate? How will communications contribute to organizational goals?
Evaluation: How will we determine the effectiveness of our Communication Plan?
Implementation: What specific tasks will we pursue over the five-year timeline of this agreement?

III. COMMUNICATIONS FRAMEWORK

Situational Analysis for AK CASC Communications

Strengths

- A quality communications team with diverse skills ranging from social media and graphic design to science translation and web design who can tailor outreach and communication efforts to address various audiences, and remain responsive to state and partner needs.
- Deep scientific and technical expertise, and a large network of collaborators throughout the state and nation.
- Strong leadership on the UAF and USGS sides of AK CASC.
- Existing relationships with professional communication entities and our target audiences to build upon.

Challenges

- Consistently engaging non-traditional target audiences and collaborators, such as Native communities, that may have specific needs, communication technology barriers, or knowledge differences.
- Internal challenges include lack of unified vision of roles and goals related to projects, internal communication processes, navigating the USGS versus UAF communication system, and limitations on incorporating fellows or students.
- Lack of outside understanding about the distinctions between USGS, UAF, IARC, SNAP, and other entities that AK CASC is housed within or works closely with.
- Navigating relationships within UAF in order to balance independence, and being a part of the UAF system as well as USGS.

Opportunities

- Increasingly visible effects of climate change, including public health threats, that make our science and outreach efforts relevant, necessary, relatable, and timely.
- Capitalizing on new BIA liaison position to connect with tribal communities throughout the state.

- Integrating communications with work and recommendations of the Climate Action for Alaska Leadership Team.

Cross-Cutting Themes

This plan has several guiding principles that are relevant to all goals, objectives, and messaging. These principles are rooted in the AK CASC's mission and current five-year funded proposal, which is centered around a three-part framework (Figure 1) of research, capacity building, and communication.

1. Co-production of science is central to the AK CASC's mission. The process of co-production includes jointly framing research questions among scientists, resources managers, and stakeholders; deciding how to answer these questions; analyzing and communicating the results; and ensuring the appropriate use of information to improve the management of natural and cultural resources.

What this means for communications: Communications objectives, tactics and tools should align with this core mission by actively facilitating resource manager and stakeholder engagement in the co-production process as well as educating researchers (including faculty and students) in this evolving adaptation science paradigm.

2. Climate downscaling, ecosystem modeling, and computing resources are the foundation of the AK CASC. Multi-year and ongoing efforts to produce downscaling products and ecosystem models for regional climate predictions have led to a unique landscape of expertise and capacity within Alaska that serves as a foundation for many AK CASC projects. The state, DOI and other federal agencies and consortia, and other CASCs can benefit from this breadth and depth of knowledge.

What this means for communications: Modeling is complex and products are not always understandable or accessible to resource managers. Efforts must be made to produce modeled data in a collaborative environment to the extent possible and to clearly explain our products and tools and how they can or cannot be effectively used and applied.

3. The AK CASC facilitates and produces climate adaptation science, and educates the next generation of researchers. As an academic institution, education and research are central to our identity.

What this means for communications: Communications tactics and messaging should reflect the multi-faceted role the AK CASC plays in climate adaptation science, including supporting scientists and students through professional development opportunities, mentorship, and peer advisory.

Target Audiences

The **Internal** audience includes the AK CASC Leadership, Management Team, staff, Senior/AK CASC Scientists, and Fellows, as well as the broader National CASC and CASC network, and the UAF community. Objectives and tools developed for internal audiences are intended to keep people informed of research progress, products/tools (e.g., publications, reports), activities, and professional development opportunities.

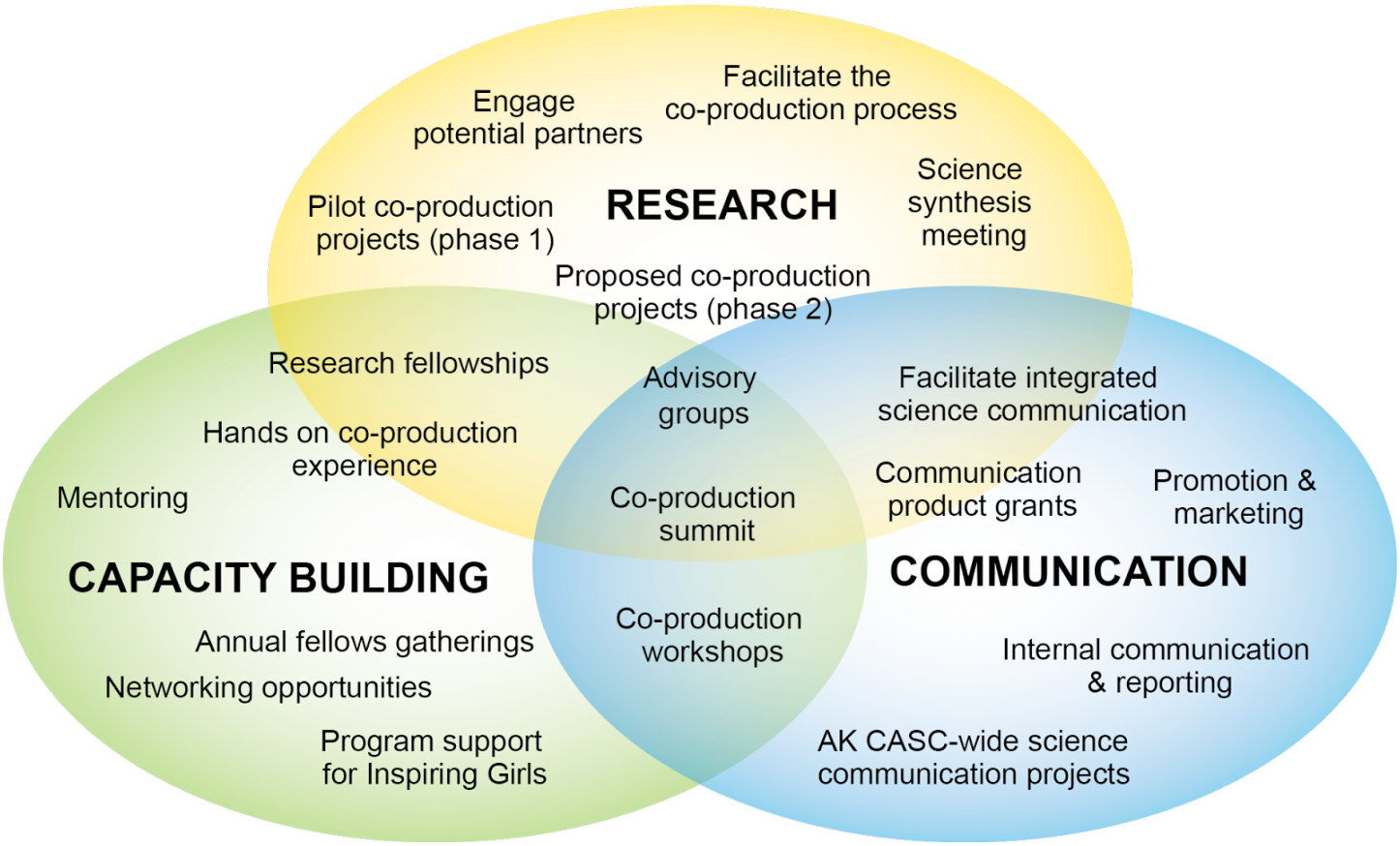

Figure 1. AK CASC science vision integrating research, communication, and capacity building.

The **Policy Makers & Legislative Staff** audience includes state and federal elected delegates, agency leadership (e.g., USGS, National Park Service), local governments and agencies, industry leaders, and Tribal governments. The intent of communicating with this audience is to ensure that local, state, and federal leadership understands the importance of the science, products/tools, partnerships, activities, and outreach that comprise the AK CASC.

The **Collaborators & Users** audience is comprised of federal, state and local resource managers, community leaders, scientists, non-profit organizations, and universities that either collaborate directly with the AK CASC, receive/use AK CASC science/products/tools, or create science/products/tools of interest to the AK CASC and its partners. Primary communication objectives for this audience include increasing opportunities for collaborations resulting in the co-production of adaptation science, and improving end-user/partner access to AK CASC products/tools.

The **Public** audience includes educators (including elementary, secondary and post-secondary), early career scientists, interested public, and media. The primary objective of communicating with this audience is to improve awareness and understanding of the impacts of climate change, the human story behind climate change science, and the importance of climate science in building capacity to adapt to these changes at local-, state-, national-, and global-scales.

Key Messages

The AK CASC collaborates with resource managers and stakeholders to produce climate adaptation research and products that are usable and directly address real-world problems.

The AK CASC supports the development of the next generation of leaders who have the tools to be successful at linking adaptation science and applications.

IV. COMMUNICATION GOALS AND OBJECTIVES

Goal 1: Increase collaboration and knowledge sharing by strengthening internal communications and partnerships

Target Audience: All internal audiences

Objective 1.1: Increase internal communication of each AK CASC members' roles

Objective 1.2: Promote and discuss project milestones and time-sensitive events that may be important to communicate to partners

Objective 1.3: Enhance cross-network and cross-discipline knowledge and resource sharing through regular meetings, calls, and trainings

Objective 1.4: Strengthen the relationship between AK CASC and our institutional home by building identity for the center within the UAF community

Goal 2: Facilitate collaboration with partners/stakeholders to identify research priorities and collaborate on science products that are useful and relevant to stakeholder needs

Target Audience: Collaborators/stakeholders

Objective 2.1: Maintain dialogues with local, state, federal, industry, NGO, and tribal leadership to identify information gaps and science product needs

Objective 2.2: Build capacity for co-production to produce climate adaptation science that includes data, analyses, projections, or tools that can support informed decision making

Goal 3: Promote AK CASC research and increase its use in climate-sensi tive policy and resource management decisions in Alaska

Target Audience: Resource Managers/decision makers, policy makers and legislative staff

Objective 3.1: Increase end-user and partner access to AK CASC science and tools to

support informed decision making

Objective 3.2: Create innovative science communication materials aimed at target audiences in collaboration with partners

Objective 3.3: Engage with the media to increase awareness and understanding of what products and services the AK CASC provides

Goal 4: Increase understanding of climate adaptation science through education and professional development in order to conduct science that is useful to stakeholders

Target Audience: Educators, early career scientists, media

Objective 4.1: Improve the ability of early career scientists to successfully communicate with users of their research, participate in the co-production process or move into a career as a climate science professional

Objective 4.2: Promote education and training opportunities along with capacity building in co-production of science, science communication, and improving the representation of underrepresented groups in climate science

See **Table 1. Communications Plan Guide** on page 13.

V. SUMMARY OF EXISTING COMMUNICATION TOOLS

These metrics will be updated every six months, as the Communication Plan is evaluated.

Digital Tools

Website

The AK CASC website is maintained by the AK CASC communications staff. Content for the site includes research descriptions, publications, research highlights, staff and scientist profiles, resources, and events.

- **AK CASC website reach** (June 2017-June 2018): ~21,600 pageviews, ~6,000 page users

Social Media

Content: information about new reports, results, tools, and publications from AK CASC and partners, updates on staff/student activities, events, and accomplishments, career and academic opportunities that are relevant to AK CASC work.

- **Facebook:** ~200 followers (June 2018) Primary audience for this channel: collaborators and users, interested public
- **Twitter:** ~200 followers, 10-13K impressions per month (June 2018) Audiences: media, early career scientists

Newsletters

AK CASC Weekly Highlights - Internal weekly newsletter shared within all AK CASC Leadership, Management Team, Senior/AK CASC Scientists, Fellows, and Staff

Climate Adaptation Insights (Formerly BioClimate) - DOI CASC bi-weekly external newsletter with news and updates from the National CASC network

Calls and Meetings

Weekly Highlights Calls - A weekly meeting

where AK CASC Leadership, Management Team, and staff give informal updates regarding their project updates and weekly tasks.

Monthly Management Team Meetings
A monthly meeting where the AK CASC Management Team and occasionally staff give informal updates regarding projects and bigger picture items.

Annual Leadership Team Meetings - An annual meeting where AK CASC Leadership, Management Team, Senior Scientists, and staff have a formal agenda to discuss during a two day working meeting. Topics discussed include administrative business, project updates, next year planning, etc.

Monthly Cross-CASC University Director Calls – A monthly call where university directors share research highlights and discuss cross-network project priorities and funding outlook.

Monthly Cross-CASC Staff Calls - A monthly call where staff or communication specialists for each CASC are present to discuss agenda items related to updates of the work being done in each CASC and other communication related topics.

Annual All-Hands Meeting - Each year, one of the CASCs hosts a meeting where University- and USGS-Directors and staff from each CASC come together to showcase their research and projects and to boost collaboration within the CASC network.

Documents and Print Materials

Glossy 4-Page Report - Used to summarize the AK CASC research and activities over the last year for distribution at meetings, or workshops with stakeholders and the public.

Official Annual Report - Used to highlight details regarding projects, structure, staffing, budget, etc. and inform USGS officials about the operations of the AK CASC over the year.

DOI NCASC - Used to highlight research and activities across the CASC network.

Strategic Plan - The current AK CASC Strategic Plan is out of date, and will be revised by the USGS-side of the AK CASC.

Research Briefs - Used to communicate with policymakers, resource managers, and legislative staff about particular research topics or projects.

University Relations

- **Cornerstone** - UAF-wide news website and newsletter that is sent out to faculty, staff, and students as well as university stakeholders.
- **Cision** - media and press database that allows a press release to be sent to thousands of different media outlets and sources globally.

Events and Workshops

American Geophysical Union - AK CASC has promotional materials available as part of the UAF booth, AK CASC Fellows and Senior Scientists present their research, and a communication specialist is present to promote AK CASC in-person and via social media coverage.

Alaska Forum on the Environment - AK CASC has promotional materials available and AK CASC Fellows and Senior Scientists present their research and projects. AK CASC is further promoted through social media coverage during this conference.

AK CASC hosts or sponsors one to two workshops per year; recent meetings have included a **Leadership Workshop for Early Career Women in Science** and a **Climate Change 101 community workshop**.

VI. EVALUATION

Evaluating the effectiveness of our objectives and tactics listed with each target audience in Table 1 is critical. We plan to collect quantitative data based on website and social media analytics as well as other evaluations. In addition to quantitative data, we will collect qualitative data to enhance the understanding and usefulness of the numerical data we receive. This will include possible evaluations or feedback given by target audiences regarding our partnerships, products, and tactics through informal interviews, focus groups, and surveys. We will also examine the amount and quality of target audience participation. Specific evaluation metrics are listed in Table 1.

VII. IMPLEMENTATION PLAN

The Communication Plan is intended to be implemented over a 5-year period and align with the proposed AK CASC project timeline (Figure 2):

Year	Implementation Steps
1	• Form CAG • Draft Communication Plan • Incorporate input from AK CASC Leadership Team and CAG into Communication Plan • Hire two half-time communications specialists • Incorporate communications staff into pilot project co-production process • Develop an 'Ask Me Tool' webtool that would enable users of the AK CASC/SNAP downscaled data/products/tools to ask the AK CASC/SNAP questions regarding data, tools or climate modeling that are not discussed on the SNAP website • Make necessary updates to the AK CASC website
2	• Perform a formal baseline internal and external needs assessment • Evaluate, update, and create AK CASC communications resources such as print materials, photo libraries, and slides • Evaluate communication Goals and Objectives with the CAG • With input from the CAG, develop an Annual Implementation Plan that outlines specific communication projects to be completed during the year • Incorporate communications staff into pilot project co-production process • Solicit CAG to help identify and carry out one or more projects to translate, integrate, aggregate, or synthesize information to meet stakeholder needs
3	• Evaluate communication Goals and Objectives with the CAG and adjust plan where necessary • Develop an Annual Implementation Plan • Provide communication training to the leadership team through the Alan Alda Center For Communicating Science

Year	Implementation Steps
4	• Evaluate communication Goals and Objectives with the CAG • Develop an Annual Implementation Plan
5	• Evaluate communication Goals and Objectives with the CAG • Develop an Annual Implementation Plan • Leader Communication Training

The AK CASC communications team will establish an internal reporting process that allows for our team to keep track of progress made toward the objectives listed in Table 1 under the guidance of the AK CASC's communications goals.

AK CASC communications staff and leadership should revisit this plan every 6 months to ensure that our communication activities promote the mission of the AK CASC as well as align with the goals and objectives outlined in the Communication Plan.

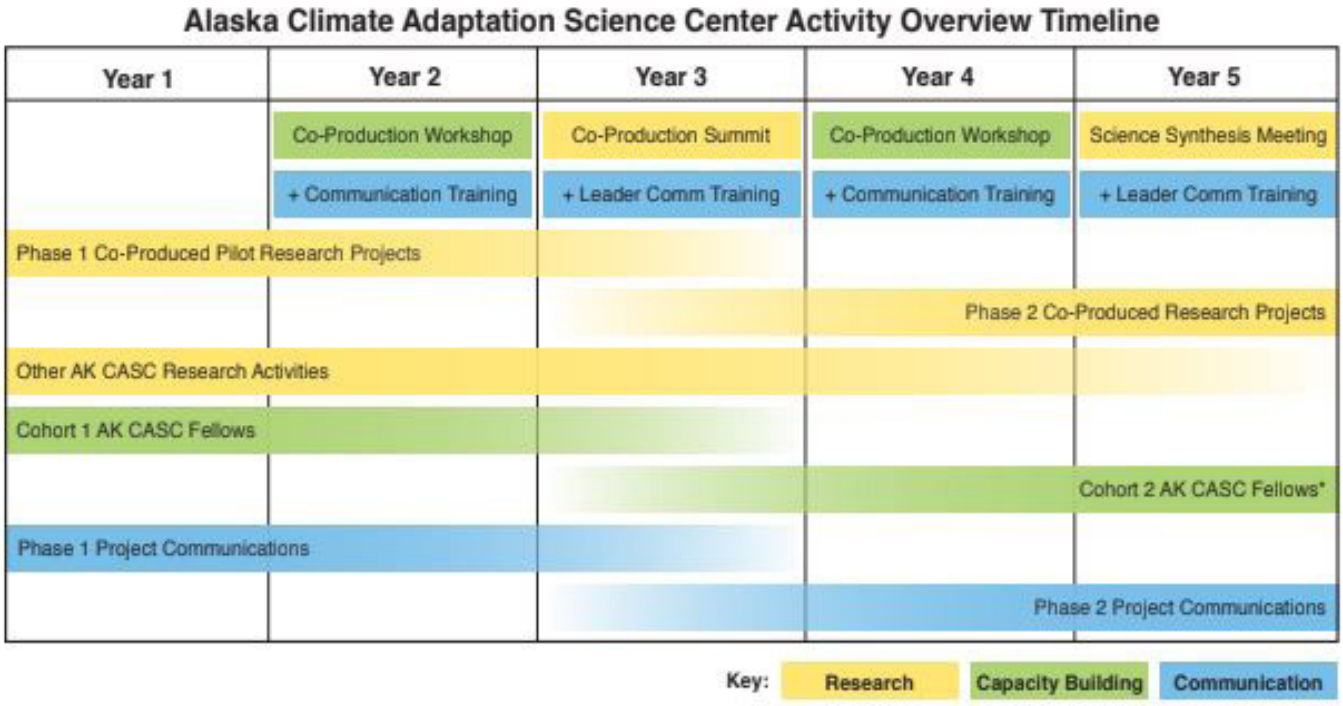

Figure 2. AK CASC project timeline overview. *Each cohort will include postdoctoral, doctoral, and masters Fellows, as well as undergraduate students.

Table 1. AK CASC Communication Plan Guide

Internal Audience	Objectives	Tactics	Tools	Evaluation
Leadership, Management, Staff, and Scientists	Objective 1.1: Increase internal communication of each AK CASC members roles Objective 1.2: Promote discussion of project milestones and time-sensitive events that may be important to communicate to partners Objective 1.3: Enhance cross-network and cross-discipline knowledge and resource sharing through regular meetings, calls, and trainings	Facilitate weekly staff, management, and leadership teleconference calls. Construct and send internal weekly highlights newsletter. Build and share resources such as a photo library and introductory AK CASC slide deck in a central location for internal information.	In-person meetings Teleconference calls Google Drive Newsletter Website	Level of participation in weekly meetings *Are members present fully participating? *Do these regularly occur? Tool: Staff reporting Number of views for weekly highlights newsletter *Are open and click rates improving? Tool: MailChimp analytics Current Average open rate: 86.5% Level of usage of shared resources *Are people being directed to the shared folder? *What is the feedback regarding the accessibility and quality? Tool: Google Drive
Fellows	Objective 1.1: Increase internal communication of each AK CASC members roles Objective 1.2: Promote discussion of project milestones and time-sensitive events that may be important to communicate to partners Objective 1.3: Enhance cross-network and cross-discipline knowledge and resource sharing through regular meetings, calls, and trainings Objective 4.2: Promote education and training opportunities along with capacity building in co-production of science, science communication, and improving the representation of underrepresented groups in climate science	Pair with a mentor to create a mentorship opportunity. Integrate fellows into AK CASC meetings and events throughout the year. Include fellows in Co-Production Workshop. Orchestrate virtual meetings between fellows each spring. Host an in-person meeting with all fellows and AK CASC members. Promote fellowship opportunities and create content to target early career scientists for potential fellowship positions.	In-person meetings Teleconference calls Newsletter	Number of fellows in the AK CASC Fellows Program. Number of attending fellows for in-person and virtual meetings or events. Quality of feedback given during reviews. *Is there quality guidance available? *Is there a substantial amount of opportunity available? *Has there been opportunity for learning and collaboration?
NCASC, CASC network	Objective 1.2: Promote discussion of project milestones and time-sensitive events that may be important to communicate to partners Objective 1.3: Enhance cross-network and cross-discipline knowledge and resource sharing through regular meetings, calls, and trainings	Create a highlights newsletter aimed at our partners. Continue sending in weekly highlights to NCASC. Update website to clearly reflect project progress, highlight essential information, and make resources easily accessible. Tag and engage with CASC, USGS, and other partners on social media. Continue participating in monthly Cross-CASC calls. Host upcoming Cross-CASC calls.	Newsletter Email Social media Website Teleconference calls	Quality and quantity of website use. *Who is using our website? *What are they using it for and did they find what they were looking for? Tool: Website analytics Amount of website content published regularly. *Is there content turnover on the homepage on a monthly basis? *Are pageviews increasing? Tool: Website analytics News articles published: 20 (June 2017-June 2018) Number of social media content that tags or engages partners. Tool: Social media analytics

Policymakers & Legislative Staff	Objectives	Tactics	Tools	Evaluation
State and Federal Elected Delegates Agency Leadership Industry Leaders	Objective 2.1: Maintain dialogues with state, federal, industry, NGO, and tribal leadership to identify information gaps and science product needs Objective 3.1: Improve end-user and partner access to AK CASC science and tools to support informed decision making Objective 3.2: Leverage university and partner expertise and resources to create innovative science communications materials aimed at target audiences	Identify key representatives to discuss information gaps and science product needs of decision-makers Update printed materials to reflect current projects and progress. Create printed materials and key messages to address current issues in order to best facilitate effective decision making. Engage those with a social media presence and direct them to needed information. Explore novel ways of communicating climate science results, including video, data visualization, and interactive tools, and work with stakeholders to determine the most effective medium.	Print materials Digital materials Website In-person Social media	Number of previous printed materials updated. Number of new printed materials created. Amount of engagement on social media. Tool: Social media analytics
Tribal Governments		Discuss information gaps between native and research communities with AK CASC tribal liaison. Create new printed materials to address information gaps under the guidance of the AK CASC tribal liaison. Have AK CASC represented at tribal government meetings and events. Engage with tribal communities through native newsletters and radio to publicize AK CASC events and research.	Print materials Digital materials In-person Social media Radio	Number of new printed materials created. Number of meetings, workshops, symposia, and other events that AK CASC has a presence at.
Collaborators & Users	**Objectives**	**Tactics**	**Tools**	**Evaluation**
Resource Managers Community Leaders Scientists Non-profit Organizations	Objective 2.1: Maintain dialogues with state, federal, industry, NGO, and tribal leadership to identify information gaps and science product needs Objective 2.2: Build capacity for co-production to produce actionable science that includes data, analyses, projections, or tools that can support informed decision making Objective 3.1: Improve end-user and partner access to AK CASC science and tools to support informed decision making	Establish the AK CASC Communications Advisory Groups (CAG) to advise on the development of communications strategies and products. Host a co-production workshop aimed at potential collaborators and stakeholders. Identify relevant meetings and events AK CASC should have a presence at. Further establish a social media network of collaborators and users to share AK CASC research and build relationships. Regularly update website with information on current projects and events.	In-person Website Social media Digital materials Print material	Number in attendance for AK CASC-hosted workshops and meetings. Number of co-production partners and collaborators. Number of meetings and events where AK CASC has presence. Number of social media followers and connections. Amount of website content published regularly. *Is there content turnover on the homepage on a monthly basis? *Are pageviews increasing? Tool: Website analytics
Universities		Work with the UAF's eLearning department to ceate innovative ways to communicate our science.		Number of products produced through eLearning. Number of products produced: 1 in progress

Public	Objectives	Tactics	Tools	Evaluation
Educators	Objective 4.2: Promote education and training opportunities along with capacity building in co-production of science, science communication, and improving the representation of underrepresented groups in climate science	Update website to make resources easily accessible. Organize webinars and host a co-production workshop to promote professional development and increase awareness. Engage on social media and help promote education programs and professional training opportunities. Collaborate with University Relations to promote and communicate opportunities.	In-person Email Social media Website	Increase of pageviews on our resources page. Tools: Website analytics Number of participants at webinars and workshops. Number of published announcements regarding opportunities on our website, social media, and other channels.
Early Career Scientists	Objective 4.1: Improve the ability of early career scientists to participate in the co-production process or move into a career as a climate science professional Objective 4.2: Promote education and training opportunities along with capacity building in co-production of science, science communication, and improving the representation of underrepresented groups in climate science	Host a co-production workshop that will bring together outside and local experts in co-production to guide a series of short courses. Organize webinars that promote actionable science and co-production. Work with the Alan Alda Center for Communicating Science to assist with intensive science communication training.	In-person Social media Website	Number of participants at webinars and workshops. Quality of feedback gathered from webinar or workshop participants.
Media	Objective 3.3: Engage with the media to increase awareness and understanding of what products and services the AK CASC provides	Pitch local and national media outlets when project outcomes warrant it. Update website with fresh content regularly. Update website to better direct inquiries to the appropriate point of contact. Post AK CASC science outcomes on social media in shareable forms such as graphics, video clips, and short articles and tag media outlets when appropriate.	Website Social media Press releases	Amount of website content published regularly. *Is there content turnover on the homepage on a monthly basis? *Are pageviews increasing? Tool: Website analytics Number of social media connections, tags, and engagement with media. Tool: Social media analytics Number of interviews or mentions in media outlets. Tool: Staff reporting