



JOINT INSTITUTE  
FOR NUCLEAR  
RESEARCH









INTERNATIONAL  
INTERGOVERNMENTAL  
ORGANIZATION



# COMMUNICATION STRATEGY



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## INTRODUCTORY STATEMENTS

The Joint Institute for Nuclear Research has developed into a respectable international interdisciplinary research centre that significantly contributes to the study of the fundamental properties of matter. The Institute provides optimal comfortable conditions for scientific creativity and brings together scientists from numerous countries to participate in real research projects. The basic and applied research carried out at the Institute serves the purpose of achieving the UN 2030 Sustainable Development Goals.

In the seventh decade of its development, based on its irreproachable worldwide reputation, JINR is shaping an ambitious scientific agenda presented in the Seven-Year Plan for the Development of JINR in 2024–2030 (hereinafter referred to as the Seven-Year Plan). The present JINR Communication Strategy is designed to support and facilitate the realisation of the goals formulated in the JINR Long-Term Development Strategic Plan up to 2030 and Beyond and in the Seven-Year Plan, while addressing the challenges of the rapidly changing modern world.

The overall goal of the Institute's development strategy is to maintain a leading position at the forefront of science in a number of selected fields of basic research, as well as to conduct applied interdisciplinary research on the cutting edge of technology. The key areas of the Institute's agenda include the implementation of large-scale projects in the field of creating and developing research infrastructure, scientific research (in particle physics and high-energy heavy-ion physics, nuclear physics, condensed matter physics, radiation research in life sciences, theoretical physics, IT, particle accelerator physics and technology), the development of engineering infrastructure, the establishment of an innovation centre that would provide knowledge and technology transfer in the field of nuclear science and particle accelerator physics and technology for the benefit of the JINR Member States. Moreover, the agenda is aimed at developing human resources and consolidating the Institute's position as an International Intergovernmental Organisation (IGO).

Along with ensuring the carrying out of scientific research at the highest level, the Long-Term Development Strategic Plan also determines the following development priorities:

- increasing the contribution of the JINR research programme to finding solutions to the global challenges faced by the Institute's Member States;
- ensuring JINR's appeal and competitiveness through enhancing human capital and creating a favourable work environment;
- strengthening the JINR community, sustainably developing JINR as an IGO and a science diplomacy platform.

The Communication Strategy describes the main approaches and key tools of the Institute's PR activities, the communication support of the JINR Directorate's interactions with decision-makers, as well as of science diplomacy applied in order to develop sustainable and fruitful collaboration with the Institute's key target groups, thus contributing to the achievement of the Institute's strategic goals.

## MAIN APPROACHES OF THE COMMUNICATION STRATEGY

The **priority** of the JINR Communication Strategy is to create a favourable environment in the target segments of the information field in order to implement the JINR Long-Term Development Strategic Plan up to 2030 and Beyond.

The implementation of the JINR Communication Strategy is to ensure effective outreach and pragmatic engagement with the **key target audiences**: relevant sectors of the scientific community, decision-makers, university students, teachers, schoolchildren, the general public of the Member States and partner countries, the local community, the Institute's employees, and individuals within the JINR orbit.

Establishing the system of basic theses of the Communication Strategy, building and proactively using a system of targeted communication channels based on the analysis of the profile of the target audience in the information field, and assessing the risks and communication results will ensure **the achievement of the following objectives** within the target audience segments:

<b>Relevant sectors of the scientific community</b>	<b>Dissemination of knowledge.</b> Development of the Institute's communicative function to <b>foster scientific collaboration</b> with scientists from around the world, with colleagues on joint projects, and with potential new employees in order to exchange information regarding the current research agenda.
<b>Decision-makers</b>	Targeted <b>information support</b> on the JINR agenda. <b>Coverage of the results of the integration</b> of the Member States' S&T priorities into the JINR agenda. <b>Information support for the engagement of new partner countries</b> and the development of cooperation with industrial partners.
<b>University students, teachers, schoolchildren</b>	Support for the <b>development of a partner network</b> of target universities and schools, <b>recruiting employees</b> from partner countries, and strengthening the community of JINR "ambassadors". <b>Popularisation of science, enhancement of the prestige</b> of the profession of researcher.
<b>General public of partner countries</b>	<b>Raising awareness</b> of the significance of the scientific agenda results, JINR initiatives, and the <b>advantages of a country's participation</b> in JINR activities for its society and economy. Increasing the level of loyalty of the target audience.
<b>Local community (town, region)</b>	Promotion of the slogan " <b>Dubna is a space for international science</b> ". Demonstrating the creative contribution of the <b>international team</b> of JINR employees to the development of the town, the importance of the <b>international nature of JINR</b> , the Institute's role as a <b>backbone institution</b> , an <b>attractive employer</b> , and a <b>scientific and technological partner</b> . Information support for the decisions necessary for JINR.
<b>Institute employees, individuals within the JINR orbit</b>	Strengthening and spreading the <b>values and strong corporate culture of JINR</b> . Facilitating <b>higher employee satisfaction</b> and motivation. <b>Intensifying horizontal links</b> between departments and communication within the JINR orbit in general. Promoting the development of the JINR <b>mentoring institute</b> and the community of JINR "ambassadors".

The draft Communication Strategy was elaborated on the platform of the Communication Strategy Coordination Group (established by Order No. 922 of November 18, 2021). Six expert panels were formed from representatives of different departments of the Institute, with each panel corresponding to one of the key target audiences: relevant sectors of the scientific community; decision-makers; university students, teachers, schoolchildren; the general public of Member States; the local community (town, region); the Institute's employees, individuals within the JINR orbit.

In the first stage of work, each expert panel determined: the specification/description of the target audience; expectations of the target audience; communication objectives; our expected results/impact (measurability/indicators); communication risks (potential negative effects); key communication messages; communication channels (ranking); target activities (proposals for the strategy implementation plan). Based on the results of the Coordination Group's plenary discussions, a preliminary draft Strategy was drawn up and presented at the meeting of the Institute's Expert Analytical Working Group (EAWG).

In the second stage of work, the Coordination Group took into account the comments of the EAWG, and the expert panels continued their deliberations on the following matters: resource and organisational elaboration of proposals for the Plan of the Strategy's Key Activities; preparation of recommendations on the management of the Strategy and Plan implementation; elaboration of a system to monitor the implementation of the Strategy.

Subsequently, the Editorial Board consisting of representatives of each expert panel prepared the final draft of the Communication Strategy. After being reviewed by the Coordination Group, the draft was submitted to the Institute's Directorate and presented in its revised version at a session of the JINR Committee of Plenipotentiaries (CP).

The draft document was developed by the **JINR Communication Strategy Coordination Group**.

**Group Leader** – I. Suleymanov.

**Editorial Board:** L. Kolupaeva, O. Culicov, A. Nezvanov, I. Suleymanov, I. Lensky, A. Sushevich, N. Zaikina, C. Rossouw, G. Stiforov, M. Pilipenko, K. Moisenz, V. Rozhkov.

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<b>Relevant sectors of the scientific community</b>	L. Kolupaeva, O. Culicov, A. Zhemchugov, M. Miloi, A. Karpov, A. Nezvanov
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<b>General public of partner countries</b>	A. Sushevich, E. Badawy, N. Zaikina, K. Hramco, A. Kotova, C. Rossouw
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<b>Institute employees, individuals within the JINR orbit</b>	K. Moisenz, O. Culicov, A. Malyshkin, D. Dryablov, G. Stiforov, V. Rozhkov, A. Shabashova

The "Key Communication Guidelines" section is based on the results of a study (in-depth interviews, surveys, etc.) conducted by OpenCore as part of the preparation of the Institute's brand book project.

<b>Our mission</b>	Addressing the challenges of basic and applied science, organising international cooperation in order to shape the global scientific agenda and acquire new knowledge for the global common good
<b>Vision for the future</b>	A reputable international centre for scientific and cultural exchange, fostering a research environment that integrates scientists worldwide in order to make discoveries for the benefit of humanity
<b>Core values</b>	Internationalism, Multidisciplinary, Centre, Freedom, Knowledge, Heritage, Welfare, Basic Science
<b>Positioning</b>	A multidisciplinary centre attracting intellectual talent from around the world
<b>Principles</b>	<ul style="list-style-type: none"> <li>• New achievements as a result of the consolidation of scientists' efforts worldwide for the benefit of humanity</li> <li>• Diversity – multicultural nature of scientific community, multidisciplinary, a wide range of research, as well as of systems of scientific views</li> <li>• Openness – open-mindedness, mutual understanding, tolerance, support, and teamwork</li> <li>• Freedom (professional and creative) – boundless intellectual freedom and integration into the international scientific environment</li> <li>• Love and devotion to basic science, the bearer of knowledge as a common good</li> </ul>
<b>Advantages</b>	<ul style="list-style-type: none"> <li>• Intergovernmental scientific organisation</li> <li>• The interdisciplinary nature of scientific schools cultivated by great scientists who laid the foundation for the Institute</li> <li>• A large complex of modern facilities that make it possible to conduct research on the cutting edge of science</li> <li>• World-class scientists are full-fledged employees of the Institute, not just its visitors</li> <li>• Training of young scientists (creating a talent pool for Member States)</li> </ul>
<b>Global positioning slogan</b>	Science brings nations together
<b>Focused target audiences</b>	<ul style="list-style-type: none"> <li>• Relevant sectors of the scientific community</li> <li>• Decision-makers</li> <li>• University students, teachers, schoolchildren</li> <li>• General public of Member States</li> <li>• Local community (town, region)</li> <li>• Institute employees, individuals within the JINR orbit</li> </ul>
<b>Risks and challenges of the Communication Strategy</b>	<ul style="list-style-type: none"> <li>• Politicisation of the area of S&amp;T cooperation</li> <li>• Mistakes in content targeting and format</li> <li>• Mistakes in the choice of promotion channels</li> <li>• Ignorance of the traditions and political climate of certain countries</li> <li>• Detrimental media coverage in different countries</li> <li>• Inability of the audience to understand the information presented by the Institute</li> </ul>

# GOAL SETTING AND INSTRUMENTALISATION OF COMMUNICATIONS BY TARGET AUDIENCES

	Description of the target audience	Communication objectives	Key communication messages	Communication channels
Relevant sectors of the scientific community	<ul style="list-style-type: none"> <li>All scientists worldwide</li> <li>JINR employees</li> <li>Collaborators on joint projects</li> <li>Potential new employees</li> </ul>	<ul style="list-style-type: none"> <li>Dissemination of knowledge</li> <li>Development of the Institute as a platform for scientific cooperation and information exchange on issues of the current research agenda</li> </ul>	<ul style="list-style-type: none"> <li>JINR is an international intergovernmental organisation.</li> <li>JINR is a pleasant and secure place to work, learn and develop as a professional.</li> <li>A well-developed infrastructure, research user programmes, and research assistance are available at JINR.</li> <li>JINR conducts research in a variety of currently relevant areas.</li> <li>Simple, straightforward explanations of JINR's scientific achievements</li> </ul>	<ul style="list-style-type: none"> <li>Scientific publications and events</li> <li>An updated "JINR News" bulletin, as well as JINR scientific journals</li> <li>The JINR website</li> <li>JINR Information Centres</li> <li>Publications in the media. Content available on various social media and video platforms</li> </ul>
Decision-makers	<ul style="list-style-type: none"> <li>Plenipotentiaries of the Governments of JINR Member States</li> <li>Governments and relevant agencies of the Member States, potential Member States and Associate Members</li> <li>Organisations and institutions responsible for the implementation of the national S&amp;T development policy</li> <li>Governments of other partner countries and governing bodies of multilateral associations and international intergovernmental organisations</li> <li>Diplomatic corps of partner countries in the Institute's host country</li> <li>Industrial partners, associations of technology-related enterprises, etc.</li> </ul>	<ul style="list-style-type: none"> <li>Decision-makers' support for JINR initiatives</li> <li>Information support for the engagement of new partner countries</li> <li>Complementary/pragmatic integration of the Member States' S&amp;T priorities into the Institute's agenda</li> <li>Development of cooperation with industrial partners</li> </ul>	<ul style="list-style-type: none"> <li>JINR is an international intergovernmental organisation with its own legal status, registered with the UN.</li> <li>In its agenda, JINR consolidates the national S&amp;T priorities of its Member States.</li> <li>JINR facilitates the development of science, education, and technology in all Member States.</li> <li>Membership in JINR means being a member of a prestigious club of scientific pioneers who shape and implement the global scientific agenda.</li> <li>JINR belongs to each Member State.</li> <li>All Member States have equal voting rights in the planning and implementation of the Institute's development.</li> <li>Science brings nations together.</li> <li>Dubna is our common home on the Volga.</li> </ul>	<ul style="list-style-type: none"> <li>Regular formats (CP etc.)</li> <li>Visits to other countries and events on their territory, visits of decision-makers to JINR</li> <li>Mailings to Plenipotentiaries</li> <li>International forums</li> <li>The JINR website</li> <li>Digital personal accounts for Plenipotentiaries and other decision-makers</li> <li>Outreach projects in Member States</li> <li>Events for members of the diplomatic corps and relevant agencies</li> <li>JINR Information Centres</li> </ul>
University students, teachers, schoolchildren	<ul style="list-style-type: none"> <li>Students majoring in relevant fields and familiar with JINR activities</li> <li>Students majoring in relevant fields but unfamiliar with JINR activities</li> <li>High school students planning to enrol in relevant university programmes</li> <li>Teachers specialising in relevant fields</li> </ul>	<ul style="list-style-type: none"> <li>Recruiting employees (researchers and engineers) from Member States</li> <li>Determining target universities (schools)</li> <li>Disseminating information about JINR and the current state of science</li> <li>Creating a JINR "ambassador" network (via teachers)</li> <li>Popularising the image of a scientist, enhancing the prestige of the profession of a researcher</li> </ul>	<ul style="list-style-type: none"> <li>The path from school to employment at JINR is clear through cooperation with specialised departments and JINR engagement programmes.</li> <li>JINR is a world-leading centre in various areas of science.</li> <li>Working at JINR means working on the cutting edge of science.</li> <li>Working at JINR is prestigious and promising, and increases one's competitiveness in the global market.</li> </ul>	<ul style="list-style-type: none"> <li>Participation in career forums at universities</li> <li>JINR Information Centres</li> <li>Social media</li> <li>Participation in exhibitions and forums</li> <li>Popular science lectures</li> </ul>



# GOAL SETTING AND INSTRUMENTALISATION OF COMMUNICATIONS BY TARGET AUDIENCES

	Description of the target audience	Communication objectives	Key communication messages	Communication channels
General public of partner countries	<ul style="list-style-type: none"> <li>All socially active individuals over the age of 12:                             <ul style="list-style-type: none"> <li>– in JINR Member States,</li> <li>– in countries with which JINR has signed cooperation agreements,</li> <li>– in coordinating countries that act as a unifying force and supervise cooperation with neighbouring countries in their region</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Raising the awareness of target audiences about the public benefits of scientific progress in general terms</li> <li>Raising the awareness of target audiences about JINR, its infrastructure, projects and achievements</li> <li>Demonstrating the benefits that a country gains by becoming a JINR Member State</li> <li>Increasing the loyalty of target audiences</li> <li>Engaging youth in science</li> </ul>	<ul style="list-style-type: none"> <li>JINR is an international centre for basic and applied research where scientists from various countries work together, united by the common goal of promoting science and technology in an environment of complete openness and transparency, as well as of equality of the collaborating states.</li> <li>JINR is a consolidation of economic and intellectual resources aimed at enriching the scientific knowledge of participating states, providing access to the latest unique technologies, achievements, and discoveries.</li> <li>JINR carries out its activities in partnership with the IAEA, supports the exchange of scientific achievements in the field of peaceful nuclear energy, implements a guarantee system which ensures that civilian nuclear programmes are not used for military purposes, and promotes health and safety regulations in the field of nuclear energy, as well as the monitoring of compliance with the aforementioned regulations.</li> </ul>	<ul style="list-style-type: none"> <li>The media, national and international news agencies</li> <li>JINR internal resources that reinforce key messages</li> <li>Direct interaction with target audiences at public events</li> <li>Digital media (JINR website, social networks, newsletter)</li> </ul>
Local community (town, region)	<ul style="list-style-type: none"> <li>Town residents: various population groups and segments</li> <li>Decision-makers and authorities at the municipal and regional levels, in neighbouring areas and regions</li> <li>Management of companies, organisations, and associations influencing decisions relevant to the Institute</li> <li>Public associations (formal and informal), individuals who shape public opinion and are conductors of ideas and information</li> <li>Local specialists – potential employees of JINR</li> <li>Tourists, guests of the city, and official delegations</li> <li>Writers and film-makers creating works about Dubna</li> </ul>	<ul style="list-style-type: none"> <li>Ensuring support for the decisions necessary for JINR at the municipal and regional level</li> <li>Harmoniously developing Dubna as a common home for JINR's multinational community, as well as a hospitable platform for international cooperation</li> <li>Increasing the appeal of JINR as an employer and an S&amp;T partner</li> </ul>	<ul style="list-style-type: none"> <li>JINR is an international project of great importance for the Russian Federation, the region, and the town; an organisation registered with the UN; all Member States enjoy equal rights.</li> <li>JINR is Dubna's largest taxpayer, a backbone enterprise, which maintains and develops a significant part of the town's infrastructure for the benefit of all its residents.</li> <li>Dubna is a town of international science.</li> <li>JINR is the driving force of the town's development.</li> <li>Dubna's friendly and open atmosphere is the town's hallmark and a source of pride for its residents.</li> </ul>	<ul style="list-style-type: none"> <li>Local media and Dubna social networks</li> <li>JINR information channels (website, newspaper, social networks)</li> <li>Targeted information products for various groups of the community</li> <li>Events organised on the public platforms of JINR and its partners</li> <li>Preparation of content for partner channels, other forms of cooperation with partner information resources</li> </ul>
Institute employees, individuals within the JINR orbit	<ul style="list-style-type: none"> <li>Current JINR employees: researchers, engineers, workers, and experts</li> <li>People within the JINR orbit, including alumni – individuals who have worked at and/or cooperated with JINR (including participation in internships, conferences, practices), but are not currently JINR employees</li> <li>Retirees – people who have completed their professional career</li> </ul>	<ul style="list-style-type: none"> <li>Providing timely and accurate information about JINR</li> <li>Creating and maintaining a corporate culture</li> <li>Establishing feedback mechanisms in order to ensure comfortable working conditions</li> <li>Enhancing the positive image of the Institute as an international scientific organisation</li> <li>Optimising the use of all the Institute's resources</li> <li>Establishing mechanisms for the continuity of JINR systems of scientific views and cultural traditions</li> </ul>	<ul style="list-style-type: none"> <li>JINR is a major international scientific centre conducting research at the forefront of science.</li> <li>JINR provides the opportunity to jumpstart a scientific career.</li> <li>JINR is an international family.</li> <li>Working at JINR is prestigious.</li> <li>What matters most at JINR are the people.</li> <li>JINR is open to new ideas in basic and applied research.</li> <li>The Institute creates a comfortable working environment for all members of the JINR international community.</li> <li>This is where the future is shaped.</li> <li>The basic research of today is the technology of tomorrow.</li> <li>JINR is an open organisation that values everyone it has the opportunity to work with.</li> </ul>	<ul style="list-style-type: none"> <li>Digital media (JINR website, social networks, etc.)</li> <li>Mass media (Institute's, municipal, regional and federal media)</li> <li>Digital JINR</li> <li>Information handout materials</li> <li>Thematic schools, meetings, excursions, workshops</li> </ul>

## IMPLEMENTATION OF THE COMMUNICATION STRATEGY

The implementation of the Communication Strategy includes coordinating the activities of JINR specialised departments and Information Centres, consistently developing unified methodical approaches and an effective structure of organising work in the field of communication, as well as implementing measures in the following major areas:

– **PR and scientific communication** (the development of a digital communication platform with a well-built hierarchy of Internet resources, mass media press tours, the “Do Science @ Dubna” information campaign, the JINR Science Exhibition & Communication Hall, scientific tourism at JINR, the “Art and Science” exhibition space);

– **Creation and development of an information support system for decision-makers and pioneers significant for the implementation of JINR initiatives** (providing support for interactions with public authorities of partner countries, upgrading, implementing, and promoting the Institute’s corporate identity, developing tools for the targeted compilation of information, creating a digital platform for the JINR Protocol Office);

– **Development of science diplomacy tools** (improving already existing JINR formats (Dubna Green Chamber Talks, JEMS), initiating new projects in the field of science diplomacy (World Science Forum in Dubna) and popularising science, in particular under the auspices of UNESCO and other specialised UN agencies, etc.).

As part of the process of developing the Strategy, the expert panels have compiled **lists of recommended key activities** for each of the target audiences.

### Relevant sectors of the scientific community

- Modernising existing JINR scientific journals (Physics of Elementary Particles and Atomic Nuclei; Physics of Elementary Particles and Atomic Nuclei, Letters) or creating a new digital JINR journal based on alternative principles
- Re-evaluating the mission of the “JINR News” bulletin
- Organising conferences, scientific schools, seminars
- Creating public resources and software that could be useful for the community
- Creating a repository of all JINR publications, patents, etc.
- JINR brand book with presentation styles etc.
- Timely informing JINR employees about upcoming scientific and social events
- Ensuring full transparency and open access, in particular by means of overcoming the language barrier, providing comprehensive information and invitations to all laboratory seminars held in a hybrid format to all organisations
- Expanding the use of JINR facilities as user facilities and unifying access rules as much as possible

### Decision-makers

- Establishing a digital system to support and automatise protocol activities; the system shall include personalised calendars of communication with decision-makers
- Creating personal accounts with a decision support function for Plenipotentiaries, other categories of decision-makers, and representatives of the Institute’s Member States in the JINR portal system
- Establishing an information support service for JINR delegations visiting partner countries
- Preparing targeted information materials/packages for decision-makers (highlighting national scientific priorities accounted for in the Institute’s scientific programme)
- Thematic days (JINR Days in Member States and vice versa), Road Show, organising “Do Science @ Dubna” information campaigns in order to promote JINR as a unique and attractive place for the self-realisation of researchers from all around the world
- Preparing and implementing JINR international projects in the field of science diplomacy (including a World Science Forum in Dubna) and science popularisation under the auspices of UNESCO and other specialised UN agencies, in particular providing a platform for meetings of international intergovernmental organisations relevant to JINR
- Implementing modern (and/or developing original) tools for monitoring the state and dynamics of target segments of the information field

### University students, teachers, schoolchildren

- Internships and practices for students
- Specialised schools for students (career guidance)
- Schools for physics teachers (in Russian and English)
- Participation in olympiads and other events for schoolchildren (as a partner) – Search for talents
- Forming an alumni community consisting of students who have taken part in JINR activities
- Participating in exhibitions and forums in Member States (and other countries)
- Lectures, visits, excursions for schoolchildren

### General public of partner countries

- Mailing press releases to the foreign media (via news agencies)
- Organising regular international press tours to JINR and its facilities/experiments
- Organising the participation of young scientists in the work of exhibition stands at forums and other relevant international popular science events
- Organising JINR participation in popular science events in partner countries (science festivals)

### Local community (town, region)

- Analysing target groups and creating their information profiles. Developing indicators and measures of achieving the target results of the Strategy implementation. Regular monitoring of the opinion of residents of Dubna and the region about the Institute
- JINR Days in partner organisations (preparing the content and holding events presenting JINR in partner organisations)
- Developing information packages (press releases, booklets and other materials) for tour guides
- Using JINR's public venues as the Institute's information centres in Dubna. Presenting major JINR projects to residents of Dubna and tourists at public venues
- Developing accessible excursions for all residents of Dubna (in the Institute's part of the town) with a focus on JINR facilities
- Producing and distributing branded products

### Institute employees, individuals within the JINR orbit

- Providing bilingual information about JINR events and opportunities (developing current and creating new information channels, including those aimed at particular target audiences)
- Establishing communication with involved JINR departments and employees (HR, AYSS, Publishing Department, laboratories, etc.)
- Organising and holding thematic schools, meetings, excursions
- Developing a volunteer movement to involve retirees and alumni
- Developing and distributing handout materials and souvenirs
- Monitoring the response of the target audience in order to adjust the choice of information channels and activities

The activities for the implementation of the Communication Strategy are summarised in the Communication Strategy Action Plan. The implementation of the plan shall be carried out by specialised JINR departments under the conceptual guidance of the JINR Communication Strategy Coordination Group. The implementation of the plan shall be assessed annually on the platform of the Coordination Group, which will elaborate proposals for the adjustment and updating of the plan to be presented to the Institute's Directorate.

The process of updating the text of the Strategy shall be carried out on the platform of the Coordination Group.

The implementation of the Strategy shall be complemented by the timely notification of the Institute's employees about the Strategy's objectives and the tools used to achieve them, as well as about the inclusive nature of the implementation process in which every employee of the Institute can participate.

From an organisational point of view, in order to effectively implement the Strategy, it is advisable to establish a coordination platform in the field of communication strategy. This platform shall ensure that the process is synchronised both operationally (production of information content, work with the media, management of the Institute's online presence (including the website, social media, etc.), exhibition activity, communication with schools, etc.) and strategically. Taking into account the central role of the Institute's laboratories, it is advisable to create a network of representatives responsible for implementing the Communication Strategy in all JINR laboratories.





Public relations and scientific communication	<p><b>Continuous increase</b> in the number of publications about JINR</p> <p><b>Continuous increase</b> in audience reach in Member States</p> <p><b>Continuous increase</b> in the number of citations from materials on JINR resources made in other sources</p> <p>Achievement of a <b>consistently positive</b> tone of references to JINR</p> <p><b>Continuous increase</b> in the share of references to JINR in the general flow of publications about the industry</p> <p><b>Comprehensive representation</b> of key JINR messages in the relevant media space</p> <p><b>Strengthening</b> the positive media favourability index</p> <p><b>Increasing</b> the visibility of JINR branding elements</p>
Communication support of the JINR Directorate's interactions with decision-makers	<p><b>Positive dynamics</b> in the level of engagement with the authorities of Member States</p> <p><b>Promptness</b> of initiatives and activity in the field of proactive engagement with authorities</p> <p><b>Strengthening</b> the authorities' positive perception of the Institute</p> <p><b>Enhancing</b> the Institute's credibility and <b>strengthening</b> its influence in professional communities in the host country and partner states, as well as in relevant international organisations</p>
Tools of science diplomacy	<p><b>Expanding and diversifying</b> the structure of the partner network in the field of science diplomacy</p> <p><b>Strengthening JINR's visibility and credibility</b> as a platform for science diplomacy</p> <p><b>Increasing</b> the number of specialised events and publications</p> <p><b>Positive trends</b> in the number of key messages on science diplomacy in the total number of publications mentioning JINR</p>

The monitoring of the Strategy is carried out on a regular basis – the implementation of each activity as part of the Strategy presupposes the existence of a monitoring element. Thus, the following indicators are proposed:

Relevant sectors of the scientific community	<ul style="list-style-type: none"> <li>• Number of interactions between JINR laboratories and other countries and organisations</li> <li>• Number of applications and participants of JINR events and postdoctoral programs</li> <li>• Assessment of public awareness of JINR achievements</li> </ul>
Decision-makers	<ul style="list-style-type: none"> <li>• Percentage of decision-makers positively evaluating the development of decision support services</li> <li>• Number of subscriptions to expert materials</li> <li>• Number of key messages on science diplomacy that reference the Institute in the information space of JINR Member States</li> </ul>
University students, teachers, schoolchildren	<ul style="list-style-type: none"> <li>• Analysis of the share of graduates employed at JINR</li> <li>• Growth dynamics in the number of people who have heard about JINR for the first time</li> <li>• Growth dynamics in the number of people who return to JINR for more information</li> </ul>
General public of partner countries	<ul style="list-style-type: none"> <li>• Dynamics of publications mentioning JINR in the media (by Member State)</li> <li>• Audience reach evaluation by Member State</li> <li>• Web resources audience analytics by Member State</li> </ul>
Local community (town, region)	<ul style="list-style-type: none"> <li>• The size of the audience of JINR information resources, estimated with the use of approved tools, expert evaluation, etc.</li> <li>• The number of community members who take a positive view of the role of JINR and the importance of the Institute's achievements for the town</li> <li>• Local media favourability index</li> </ul>
Institute employees, individuals within the JINR orbit	<ul style="list-style-type: none"> <li>• Percentage of employees who positively assess the level of informing and effectiveness of JINR's digital and communication platforms</li> <li>• Number of events with the participation of alumni</li> <li>• Number of events with the participation of retirees</li> </ul>