



18 December 2025

Natalie Swanser Named CSCE Fellow for Ethical Leadership and Strategic Impact in Communication

The Centre for Strategic Communication Excellence (CSCE) is proud to recognise **Natalie Swanser** as a **CSCE Fellow**, honouring her outstanding contribution to the communication profession's body of knowledge, her strategic impact within organisations, and her enduring commitment to ethical leadership and mentorship.

Across a career spanning more than 14 years, Natalie has demonstrated a rare ability to integrate rigorous academic research with applied practice, advancing communication as a discipline grounded in evidence, responsibility and real-world impact. Her work consistently reinforces the role of communication as a strategic leadership function — one that shapes decisions, builds trust and carries societal consequence.

CSCE co-founder Sia Papageorgiou FRSA, FCSCE, SCMP, shared:

"Natalie Swanser embodies the standard we expect of a CSCE Fellow. Her work reflects rigour, ethics and real-world impact — advancing the profession through research, strengthening organisations through strategic counsel, and lifting others through mentorship and leadership. What sets Natalie apart is not just what she has achieved, but how she approaches communication: with intellectual honesty, moral clarity and a deep sense of responsibility for the influence our profession holds. Her contribution points to the future of strategic communication — principled, evidence-led and grounded in what truly matters."



Natalie's contribution to the profession's body of knowledge is demonstrated through the depth and practical relevance of her academic work. Her MSc dissertation, *Strategic Communication and Ethical Advocacy in Transnational Pharmaceutical Pollution Campaigns*, examined how cross-border advocacy groups construct narratives of accountability and how

communication professionals balance evidence, persuasion and ethics in highly regulated environments. The research offered clear value for practitioners, reinforcing Natalie's ability to integrate theory with applied practice.

This research-led approach is reflected in her professional knowledge-sharing. At the **Institute of Internal Communication Festival 2025**, Natalie presented *The Ethical Edge of Leadership Communication*, exploring how influence and ethics intersect at senior leadership levels. The session resonated for its focus on integrity, accountability and practical application in complex organisational contexts.

Across her career, Natalie has led communication strategies spanning internal communication, public relations, sustainability, public affairs and patient engagement. Her work consistently delivered strong engagement outcomes and measurable organisational impact, underpinned by a commitment to clarity, accuracy and ethical practice.

Her consultancy work further highlights her strategic capability. Natalie has supported organisations by building communication ecosystems from the ground up, shaping coherent narratives and advising senior leaders at critical moments. By positioning communication as a strategic enabler, she strengthened credibility, alignment and trust when it mattered most.

Beyond organisational outcomes, Natalie's impact is deeply felt through her commitment to developing others within the profession. She is an active mentor with the **Institute of Internal Communication** and supports students preparing for higher education, combining professional guidance with a strong emphasis on values and ethics. Many early-career professionals credit Natalie with shaping not only their career direction, but their understanding of communication as a discipline grounded in responsibility, integrity and accountability.

CSCE co-founder Adrian Cropley OAM, FRSA, IABC Fellow, GCSCE, added:

"Natalie Swanser exemplifies strategic communication at its most ethical and impactful. Across pharmaceutical, life sciences and healthcare settings, she has consistently elevated communication from a support function to a leadership discipline – driving transformation, trust and measurable engagement. Her ability to translate complex science into responsible, compelling narratives, combined with her commitment to sustainability, integrity and mentorship, reflects the highest standards of our profession and the values of the Centre for Strategic Communication Excellence."

In addition to her mentoring work, Natalie contributes her expertise to non-profit and advocacy organisations, supporting them to manage reputation under scrutiny and engage communities effectively. These commitments reflect her belief that communication serves a broader purpose than organisational advantage alone.

Natalie Swanser joins a distinguished group of CSCE Fellows whose work exemplifies excellence, integrity and leadership in strategic communication. Her career reflects the

standards CSCE seeks to recognise and elevate – where intellectual rigour, ethical judgement and practical impact are inseparable.

About the Centre for Strategic Communication Excellence:

The Centre for Strategic Communication Excellence (CSCE) is a global leader in strategic communication management. Headquartered in Melbourne, Australia, with senior faculty members found on six continents, we build communication capability in organisations by:

1. Developing strategic communication professionals.
2. Building the communication capability of leaders.
3. Building the communication skills of employees.

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Note to editors:

Natalie Swanser FCSCE is available for interviews

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