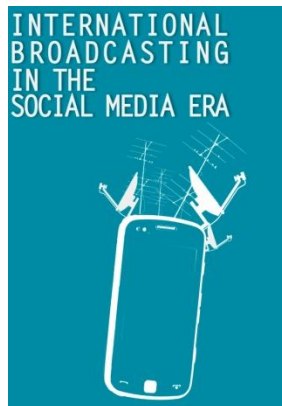


International Broadcasting in the Social Media Era: A CPD Conference Report

November 2013

This is a summary of the proceedings of the CPD Conference on International Broadcasting held at the University of Southern California on March 1, 2013, followed by observations and recommendations derived from the conference for new approaches to international broadcasting in the social media era. It is the latest contribution to the CPD International Broadcasting Initiativeⁱ which seeks to analyze U.S. Government (USG) broadcasting and social media capabilities in the context of best practices developed by international broadcasting entities, such as BBC, CCTV, Al Jazeera, and others.



The USC Center on Public Diplomacy’s 2013 conference “International Broadcasting in the Social Media Era” opened with introductory remarks by Professor **Philip Seib**,ⁱⁱ then director of the USC Center on Public Diplomacy (CPD). “For much of the past century, international broadcasting was at the heart of public diplomacy,” he said. “Now we’re trying to keep up with the world’s hunger for information, and today we have a new technological marvel: social media. New tools allow us all to be journalists, and all of us to be participants in global conversations. This has compelled traditional broadcasters to evaluate their appeal to audiences around the world.” Seib encouraged an open discussion about ways that broadcasters are adjusting to a new era, their best practices as well as the challenges they are facing along the way. Is international broadcasting still relevant, he asked, and how can broadcasters incorporate social media into their practices?

Ernest J. Wilson III,ⁱⁱⁱ Dean of the USC Annenberg School for Communication & Journalism, welcomed participants and guests, expressing pride in CPD’s work on public diplomacy at the international level. Dean Wilson emphasized the importance for broadcasters in the social media era to listen to their audience, a necessary skill in the practice of public diplomacy.

Panel One – Striking a Balance: Broadcasting and Social Media

Discussion about traditional broadcasters listening to their global constituencies through the use of social media continued with the first panel, chaired by the new director of CPD, Professor **Jay Wang**.^{iv} Wang asked the speakers to share their experiences operating in today’s

fragmented media landscape. Panelists offered their diverse perspectives on the challenges news organizations face in their attempts to link their traditional broadcasts to the newest mass media venues. Additionally, the panelists discussed which social media platforms have proven to be most effective in listening to and reaching global constituencies. Particular attention was paid to the new skill sets broadcasters must develop to operate on social media channels such as YouTube, Twitter, and Facebook.



Rajesh Mirchandani^v is a BBC journalist and a graduate of USC's Master of Public Diplomacy Program. The BBC is currently the world's largest news broadcasting organization, and the third largest on Facebook. While it has 93 bureaus around the world, according to Mirchandani "social media have made the world an even bigger place, because now you can reach parts of the world you couldn't before." Now in his twentieth year

with the BBC, Mirchandani focused his presentation on the new audiences social media have created for broadcasters to reach, and the new skills they demand of journalists. Technology has given rise to many competing sources of news and many different places to consume news—television, radio, online, mobile, and social. "Audiences, thanks to technology, do not just come to the BBC," Mirchandani said, and with the popularity of these new media platforms, now "we have to go to where the audiences are." This is because of what he called the "paradox of plenty"—the idea that in this age of fragmented media there is so much information out there, yet there is a scarcity of attention. As a result, Mirchandani explained that in order for traditional broadcasters to stay relevant, the role of trained journalists must not be just to break and cover stories, it is also to "act as a filter and provide context." Social media are not just platforms for distribution of output or for organizing, but also communication tools in their own right. He offered examples of how social media users have helped break stories, such as the Newtown shootings, and how they have also helped shape stories, such as the 2009 death of Neda Agha-Soltan during anti-government demonstrations in Tehran. Mirchandani concluded that news organizations with credibility, continuity, and a very strong brand will maintain their footprint in the era of social media around the world.

Nicholas Wrenn,^{vi} Vice President of CNN International Digital (CNNI), went on to call social media "nothing short of a revolution," saying that news organizations that have embraced social media and seen these new venues as an opportunity, rather than a disadvantage, are ahead of the curve. "Social media have impacted the way news organizations organize, the skill sets they look for in journalists, and the way they make decisions." He spoke about how social media allow news organizations to understand what issues matter to them, and focused his

presentation on how social media have influenced the relationship between broadcasters and their listeners. An example he provided was CNN iReport, CNN's own social media platform that permits people to post their own content. This platform allows the broadcaster to get a "global feel of the world," pulling in a great deal of news from citizen journalists and transforming the audience from passive to active. According to Wrenn, CNN uses social media as a platform to reach new audiences (with over 10 million followers for their breaking news service at the time of the conference), as a way to understand the conversations that people are having and to be part of these conversations in real time. Wrenn emphasized that the two-way communication encouraged through social media has become a means for CNN to humanize its broadcasts. When asked about CNN's ability to serve a global audience, Wrenn responded, "We [traditional broadcasters] have an opportunity to unite audiences around the world and social media give us a means to do that." He gave the example of the 2010 FIFA World Cup and CNN's efforts to celebrate the global event by encouraging people to send in two-minute videos showing off their football (soccer) skills. Wrenn concluded his presentation by underscoring the need for news organizations to "be comfortable with chaos" when dealing with social media.



Lastly, **Robert Wheelock**^{vii}, then the executive producer of Al Jazeera English for the Americas, discussed some of the challenges broadcasters face when trying to link traditional broadcasting methods with new interactive platforms. Wheelock stated that in the social media era "it's important to be on as many platforms as possible." He focused his presentation on how Al Jazeera is working to make news more of a shared experience; a challenge the broadcaster is tackling head-on with its television and online show called *The Stream*. This program is a social media community on Al Jazeera English, which incorporates digital media, Skype, and Google Hangouts. According to Al Jazeera's website, *The Stream's* goal is to connect with "unique, less-covered online communities around the world and share their stories and viewpoints on the news of the day."¹ This social networking site is an example of how Al Jazeera is attempting to promote to and be part of an online dialogue with its global audience, and how instant user feedback can shape its news coverage. Furthermore, *The Stream* brings up important questions about trusting unknown sources on social media and how to integrate the information sent from citizen journalists into their broadcasts in a way that is editorially correct, aesthetically pleasing, and journalistically sound. Al Jazeera's documentary unit is another example of how the broadcaster is interacting with its audience by offering a forum for filmmakers to submit their ideas. Wheelock discussed the importance of knowing which vehicles to use to

¹ <http://www.aljazeera.com/profile/the-stream.html>

disseminate information. “Twitter has become a great vehicle for breaking news, while the Al Jazeera website is best for longer-form pieces because of the usual television time constraints.”

Panel Two – Proving Ground: Influencing and Being Influenced by Asia

The second panel carried the conversation from best practices of traditional broadcasting in the social media era to a case study of Asia, focusing on China. The panel was chaired by USC Master of Public Diplomacy program director Professor **Nicholas J. Cull**,^{viii} who asked the



panelists to share their experiences of broadcasting in the region. The purpose of this panel was to discuss international broadcasting in Asia from two different perspectives: 1) the development of Chinese capabilities that are quickly measuring up to other broadcasters such as BBC and Al Jazeera; and 2) the challenges broadcasters face while operating within closed societies in Asia, and the innovations that are being developed to overcome disinformation and censorship. Both panelists

discussed social media as an important trend in helping make these societies more open and informed.

Jim Laurie,^{ix} a Senior Consultant for China Central Television (CCTV-America) is a veteran broadcaster who spent time “looking at China from the outside” beginning in 1978 as an American correspondent in Beijing, and “looking at China from the inside” more recently as an adviser on China’s international broadcasting ventures. His presentation focused on China’s decision to launch a global English-language news channel with the ambition to compete with BBC World News, Al Jazeera English, and CNN International. In April 2010, CCTV News was launched and it expanded further in 2012 with broadcasting centers in Nairobi, Kenya and Washington, D.C. This expansion was described as a natural outgrowth of China’s leaders’ desire to have a voice in the global media market commensurate with China’s greater economic influence in the world. The greatest challenge for CCTV News and other global news channels, according to Laurie, is that “one size does not fit all.” He explained that while CCTV in English is still in its early days, it has difficulty targeting different audiences around the world with a single channel. A more effective formula would be for the channel to target different parts of the world with different content. Such a “split satellite beam approach,” Laurie said, would enable China’s state broadcaster to have greater content flexibility and provide varied programming for North America while adapting other programming for Asia and other regions. Thus far, no decision has been made on initiating such a proposal.

CCTV News has, however, developed separate standards of content production for domestic Chinese consumption and international viewing. The state broadcaster imposes fewer restrictions on English broadcasting, and allows broadcast centers outside China considerable freedom and autonomy. Laurie noted that in China there is an old saying: “The power of the Emperor may only extend to the gates of the city.” With greater decentralization over time, Laurie predicted, Chinese state media will evolve in a more liberal manner. Laurie also provided an assessment of how social media are impacting China’s media. “The Chinese have a conflicted relationship with the Internet, but major social media sites such as the Chinese version of Twitter – Sina Weibo, with its more than 40 million daily active users, are having a major impact on traditional media. “Attempts to curtail Sina Weibo micro-bloggers in the long term will likely fail. In fact, Weibo is pushing traditional media to cover more stories, often of a controversial nature. Chinese executives realize they must be part of information flow on the Internet.”



The next panelist was **Libby Liu**,^x President of Radio Free Asia (RFA) and the Open Technology Fund (OTF). Liu explained that RFA’s mandate is to “tell the truth” in nine languages to closed societies in Asia. It “does local news for local people,” she said, and “the sheer fact of our (Radio Free Asia’s) existence is public diplomacy.” She added that the public diplomacy aspect is significant, citing as an example that RFA’s Uyghur audience is probably “... the only Muslim population in the world that loves America.” In discussing social media, Liu explained, “it is in



everything we do” and “our journalists create content for every platform.” She then outlined RFA’s strategy to engage with celebrity bloggers who are on social media sites inside closed societies, since these celebrities are so popular that to be shut down would prompt a public outcry. RFA has been providing content to celebrity bloggers on Sina Weibo, who then re-post the information on their blogs without attribution to RFA.

These dissemination hubs have grown to over 35,000, according to Liu, and RFA is seeing a big trend in sharing news about environmental issues such as pollution and water. Liu also discussed the Open Technology Fund (OTF), a program that uses U.S. public funding to support global Internet freedom projects and was created to help protect Internet users in closed societies through anonymity and obfuscation technology. Use cases include sources for journalists, human rights workers and democracy NGOs operating in Internet environments that are monitored, blocked, or under surveillance. Liu explained that OTF’s projects are

designed using open source technology to develop circumvention tools and secure communication software and devices for use globally. The OTF helped develop StoryMaker, an Android app that helps people learn to produce stories on their mobile devices that can then be securely sent to a publishing site such as YouTube. Additionally, Liu mentioned another tool that does real-time, automated global censorship monitoring: a browser-based secure chat site has been translated into 30 different languages, and apps such as Red Phone that allow end-to-end encrypted cell phone calls. Over 200,000 users have downloaded OTF apps and they are used in Asia and Africa today, allowing people to communicate safely with each other. The RFA president stressed, however, that “we (RFA) are not advocates; all we do is provide the tools.” She emphasized that the people who realize there is information out there that they can’t access will find a way to get it. Liu shared that the Vietnamese are the largest group of users for every viable circumvention tool, citing over 9 million subscribers on YouTube. “While RFA/OTF cannot keep its people safe from the hurricane,” Liu concluded, “it can at least try to build a better umbrella.”

Panel Three – Social Media and the Way Forward: A Conversation

The final session discussed the role of Internet providers in the era of social media. **Adam Clayton Powell III**,^{xi} then Senior Fellow at the USC Annenberg Center for Communication Leadership & Policy and CPD University Fellow, moderated the discussion. Reflecting on his experience as a journalist and his work with digital and new media, Powell opened the conversation by commenting on the impact social media have on Internet providers. Social media are becoming an increasingly relied-upon source for information by a growing audience, and this conversation set out to discuss the ways Google is curating content to provide easier access to information by creating new information formats designed for publics, which are suited for both “citizen journalism” and public diplomacy. Now that news organizations and governments use Internet-based media as a tool to supplement or replace broadcasting, they must evaluate the advantages and disadvantages of relying on these platforms, and new media companies must consider the effects they may have on policy-making.



Robert Boorstin,^{xii} Director of Public Policy for Google Inc., discussed how companies like Google have become broadcasters by default in the social media era. The important thing to keep in mind, Boorstin said, is that “we are platforms, not content companies.” He noted that people around the world are quickly realizing the power that this type of media has, using the example of YouTube as a *de facto* supplier of news and entertainment with 72 hours of footage

uploaded every minute. As Google constantly strives to improve its services, machine translation continues to serve as one of the best things that Google does to help users access information. Boorstin also discussed Google News, a site created by a Google employee to provide news for users around the world and demonstrate how the world, not just one country, looks, thinks, and feels about a certain event or piece of news. Boorstin acknowledged that technology can be a double-edged sword, citing the example of how certain governments use tools to capture their citizens in the act of opposition. But he noted that the same tools help users to freely express themselves and to aid in ensuring that elections are free and fair. Boorstin concluded by stating that despite the ongoing obstacles to Internet penetration in many parts of the world that need it most, Google continues to actively seek out places where it can provide its services and encourage individuals to build on Google's Earth and Map tools to collectively create more advanced technologies.

Key Observations for International Broadcasting Best Practices



The panelists shared insights from their experiences in the international broadcasting sector and a number of different perspectives from which to tackle global IB challenges. During the course of the conference, the following key themes emerged:

(1) **Participation:** Good public diplomacy as it is practiced today emphasizes two-way dialogue, a principle that applies to international broadcasting. Broadcasters must both provide information to the public AND participate in conversations around news stories. When a “citizen journalist” participates in broadcasting by uploading a video onto YouTube, broadcasters must pay attention, and when relevant, respond. With the growth of citizen journalism, traditional broadcasting entities cannot ignore this new content and must develop ways of integrating it into the content provided by the broadcaster in accordance with journalistic standards. Broadcasters can no longer rely solely on the traditional broadcasting platforms such as radio and television, but must participate in the new media platforms including YouTube, Facebook, Twitter, Google+, and a host of others around the globe.

(2) **Contextualization:** International broadcasters must provide context to the information they disseminate and act as filters for the copious amounts of information now available to people. With the ability for anyone to reach out directly to an audience, the role of the broadcaster is no longer to be the sole provider of information, but to facilitate and mediate its consumption.

Without context, media consumers will find it increasingly difficult to distinguish legitimate news from misinformation and purposeful disinformation, and it is the broadcaster's role to honestly inform the public.

(3) **Education:** There are fewer closed media environments today than ever before, and even in closed societies there are ways for people determined to find out specific information to access it. In order for international broadcasters to remain relevant, they must think creatively and act purposefully in the new media environment. Facilitating and creating tools to access information, creating tools to send and receive secured information, and participating in open dialogue can greatly increase the positive impact on a closed society.

(4) **Transparency:** International broadcasting originated as a wartime communication tool, but can help share values and provide a service to those without access to free media. With much of the world now connected to information and each other, the values presented by broadcasters are possibly more important than the information they provide. Publics have access to so many media sources that broadcasters must be transparent, honest, and values-driven in order to retain and grow their consumers.

If international broadcasting actors are to retain their place of strategic importance in the conduct of public diplomacy in the 21st century, they must adapt to thrive in a world of information overload. International broadcasters are no longer the only source for information in much of the world; they are merely one of many news providers. To remain relevant to publics that have the ability to access information on multiple devices across dozens of media platforms, broadcasters must stand out. Placing an emphasis on honest reporting, participatory conversations, listening to the listeners, and mediating information are paramount.

Acknowledgments

CPD would like to thank the student rapporteur Aleksandra Ristovic for her assistance during the International Broadcasting Conference and in writing this report. She is a 2013 graduate of the Master of Public Diplomacy (MPD) program at the University of Southern California. During her time at USC, she interned at CPD as the International Broadcasting Contributing Researcher. Currently, Aleksandra is a new Foreign Service Officer for the U.S. Department of State where her first diplomatic mission will be serving in São Paulo, Brazil.

Special thanks to Jennifer Green (MPD '13) and Helene Imperiale (MPD '14) for their assistance during the International Broadcasting Conference.

Appendix

Conference Agenda, Friday, March 1, 2013* USC Annenberg School for Communication & Journalism

Welcome & Opening Remarks

- [Ernest J. Wilson III](#), Dean, USC Annenberg School for Communication & Journalism
- [Philip Seib](#), Director, USC Center on Public Diplomacy

Panel #1: Striking a Balance: Broadcasting and Social Media

- [Rajesh Mirchandani](#), Correspondent and Anchor, BBC News,
- [Jay Wang](#), Associate Professor, Annenberg School for Communication & Journalism, USC (chair)
- [Robert Wheelock](#), Executive Producer, Al Jazeera English
- [Nicholas Wrenn](#), Vice President, CNNI Digital

Panel #2 - Proving Ground: Influencing and Being Influenced by Asia

- [Nicholas J. Cull](#), Director, Master of Public Diplomacy Program, Annenberg School for Communication & Journalism, USC (chair)
- [Jim Laurie](#), Senior Consultant, China Central Television (CCTV-America)
- [Libby Liu](#), President, Radio Free Asia/Open Technology Fund

A Conversation: Social Media and the Way Forward

- [Robert Boorstin](#), Director, Public Policy, Google Inc.
- [Adam Clayton Powell III](#), Senior Fellow, USC Annenberg Center on Communication Leadership & Policy (moderator)

Closing Remarks

- [Philip Seib](#), Director, USC Center on Public Diplomacy

This conference was co-sponsored by the [USC Center for International Studies](#).

*All panelist titles are listed as they appeared at the time of the conference

ⁱ To follow international broadcasting content aggregated by CPD, [click here](#). To access a list of international broadcasting publications, [click here](#). To stay connected with the International Broadcasting Initiative, visit our research page [here](#).

ⁱⁱ **Philip Seib** is professor of Journalism and Public Diplomacy and Professor of International Relations at the University of Southern California, and is the former director of USC's Center on Public Diplomacy (2009 – 2013). He is author or editor of numerous books, including *Headline Diplomacy: How News Coverage Affects Foreign Policy*; *The Global Journalist: News and Conscience in a World of Conflict*; *Beyond the Front Lines: How the News Media Cover a World Shaped by War*; *Broadcasts from the Blitz: How Edward R. Murrow Helped Lead America into War*; *New Media and the New Middle East*; *The Al-Jazeera Effect: How the New Global Media are Reshaping World Politics*; *Global Terrorism and New Media: The Post-Al Qaeda Generation*; *Al Jazeera English: Global News in a Changing World*; and *Real-Time Diplomacy: Politics and Power in the Social Media Era*. He is editor of the Palgrave

Macmillan Series in international Political Communication, co-editor of the Palgrave Macmillan Series in Global Public Diplomacy, and co-editor of the journal *Media, War, and Conflict*.

ⁱⁱⁱ **Dean Ernest J. Wilson III** is Walter Annenberg Chair in Communication and dean of the Annenberg School for Communication & Journalism at the University of Southern California. He is also a professor of political science, a University Fellow at the USC Center on Public Diplomacy at the Annenberg School, a member of the board of the Pacific Council on International Policy and the National Academies' Computer Science and Telecommunications Board, and a member of the American Academy of Arts and Sciences. He served on the board of the Corporation for Public Broadcasting from 2000 to 2010, the last year as chairman.

^{iv} **Jay Wang**, CPD Director, and a scholar and consultant in the field of strategic communication and public diplomacy, is an associate professor at USC Annenberg School for Communication and Journalism. Wang's writings address the role of communication in the contemporary process of globalization, with an area focus on China. In addition to his published journal articles and research reports, he is editor of *Soft Power in China: Public Diplomacy through Communication*. He wrote *Foreign Advertising in China: Becoming Global, Becoming Local* and was a co-author of *China's Window on the World: TV News, Social Knowledge and International Spectacles*. He served as guest editor of *Place Branding and Public Diplomacy* for its special issue on national image management in Asia. Wang has directed two research projects under the auspices of the USC Center on Public Diplomacy, "Nation Branding at Expo Shanghai 2010" and "Reshaping Cultural Diplomacy in a New Era: Confucius Institutes & China's Soft-Power Strategy."

^v **Rajesh Mirchandani** Rajesh Mirchandani is a BBC journalist with more than 20 years experience, the last five as an international news correspondent based in the United States. He has covered a wide range of stories from the Haiti earthquake to the Chilean miners' rescue, from two U.S. Presidential elections to AIDS in India, terror arrests in Britain's multicultural heartland to the drug wars on America's borders. Currently, he covers mainly U.S. and geo-politics from Washington, D.C. and periodically anchors for the BBC's global network BBC World News. He is also a recent graduate of the MA in Public Diplomacy program at USC, where he focused on the communication strategies of state and non-state actors and the power of social movements as agents of change.

^{vi} **Nicholas Wrenn** is vice president of digital services for CNN international, based at the network's headquarters in Atlanta. He is the leading editorial executive for all of CNN's digital assets outside the United States. Wrenn oversees the editorial direction of the services, working with colleagues across CNN.com's domestic operation and in Turner International to manage the growth of the business through the development of new products and services. These include CNN.com/international, CNNArabic.com and the CNN international mobile brand together with numerous brand services. Under Wrenn's management, CNN was honored with the Royal Television Society's "Innovative News" award for a CNN.com interactive that featured tweets during the 2010 World Cup. Previously, Wrenn was based in London, CNN's largest production center outside the U.S., and served as CNN International's managing editor for Europe, the Middle East and Africa (EMEA) for more than five years.

^{vii} **Robert Wheelock** currently serves as the Director of Communications for Doug Gansler's 2013 Maryland gubernatorial campaign. Formerly, he was senior executive producer for Al Jazeera America, and prior to that was Al Jazeera English's executive producer of newsgathering for the Americas. Wheelock served as a senior broadcast producer for ABC News' special events unit and was the Washington, D.C.-based senior producer for "Weekend News," "This Week With David Brinkley" and "Good Morning America." He also worked at NBC News as both a senior producer for the "Today Show" and as London bureau chief. Wheelock has won four Emmy Awards, an Alfred I. duPont Award and two Peabody Awards. He has covered stories including the 9/11 attacks, President Obama's election, Pope John Paul II's funeral, President Ronald Reagan's funeral, and the Iraq War.

^{viii} **Nicholas J. Cull** is Professor of Public Diplomacy and director of the Masters Program in Public Diplomacy at USC. He took both his BA and PhD at the University of Leeds. His research and teaching interests are broad and interdisciplinary, and focus on the role of culture, information, news, and propaganda in foreign policy. He is the author of *The Decline and Fall of the United States Information Agency*, published by Palgrave Macmillan in 2012, and *The*

Cold War and the United States Information Agency: American Propaganda and public Diplomacy; 1945-1989 (Cambridge 2008), *Selling War*, published by UOP New York in 1995, the co-editor (with David Culbert and David Welch) of *Propaganda and Mass Persuasion: A Historical Encyclopedia, 1500- present* (2003), co-editor with David Carrasco of *Alambrista and the U.S. Mexico Border: Film, Music, and Stories of Undocumented Immigrants* (University of New Mexico Press, Albuquerque, 2004), and co-author with James Chapman of *Projecting Empire: Imperialism in Popular Cinema* (IB Tauris, London 2009). He is president of the International Association for Media and History, a member of the Public Diplomacy Council, and has worked closely with the British Council's Counterpoint Think Tank.

^x **Jim Laurie** has been a journalist and broadcaster for nearly 40 years. Since January 2005, Laurie has headed his consulting and production company, FocusAsia productions Ltd. As a consultant, he has advised on the launch of the Times Now news channel in Mumbai (2005) and conducted training sessions for the Aaj Tak Headlines Today channel in Delhi (2006-07) and China Central Television in Beijing (2007-09). In 2010, his consultancy with CCTV Beijing was extended to assist in the development of its English news channel and the opening in 2012 of a new broadcast center in Washington, D.C. Laurie began his career freelancing in radio and in print for the *Washington Post* and the *Far Eastern Economic Review* before moving into television in the mid 1970s. For 25 years, Laurie roamed the world as a television correspondent for NBC News and ABC News, reporting from Tokyo, Beijing, Manila, Delhi, Islamabad, Kabul, Moscow, London, Beirut, Sarajevo, Tel Aviv, Iraq, South Africa, Somalia, and dozens of other datelines. In 1981, he opened the first American television news bureau in Beijing.

^x **Libby Liu** is president of Radio Free Asia. Ms. Liu provides strategic and operational direction to meet RFA's mission of providing balanced, objective news to listeners in East Asian countries where such news is unavailable. In addition to directing editorial and administrative policies and procedures, she coordinates issues in these areas with the BBG, the International Broadcasting Bureau, and other associated entities. Ms. Liu served previously as vice president for administration and finance, from 2003-05. As president, Ms. Liu's responsibilities include ensuring the highest quality administrative and technical support to the editorial staff. In this capacity, she works to facilitate effective, timely communication and broad-based collaboration among all divisions and bureaus. Prior to joining RFA, she served as director of administration and strategic planning at the Baltimore-based National Association for the Advancement of Colored People (NAACP), where she played a pivotal role in implementing the NAACP's Five-Year Strategic Plan Goals and Objectives.

^{xi} **Adam Clayton Powell III** is a Senior Fellow at the USC Annenberg Center for Communication Leadership & Policy. He is based in Washington, D.C., coordinating USC research projects with government agencies on topics ranging from cultural diplomacy to trafficking in persons. Before his move to Washington in 2010, he served as USC's Vice Provost for globalization, where he worked with faculty and deans to advance USC's globalization initiative by expanding the university's international presence, increasing USC's leadership role in the Association of Pacific Rim Universities and promoting the university throughout the world. Powell previously served as director of the USC Integrated Media Systems Center, the National Science Foundation's Research Center for multimedia research. He is a University Fellow at the USC Center on Public Diplomacy.

^{xii} **Robert Boorstin** is currently Director of Corporate and Policy Communications in the Washington, D.C. office of Google Inc. For more than 25 years, Mr. Boorstin has worked in national security, political communications, research, and journalism. He served for more than seven years with the Clinton Administration, acting as the President's national security speechwriter; communications and foreign policy adviser to Treasury Secretary Robert Rubin; and adviser on the developing world to Secretary of State Warren Christopher. Mr. Boorstin has worked on more than a dozen national and international political campaigns and advised Fortune 500 CEOs and some of the nation's leading advocacy groups. Prior to coming to Google, he helped found and served as Senior Vice President for National Security at the Center for American Progress. Early in his career, Boorstin was a reporter for *The New York Times*. A graduate of Harvard University (1981), he received a master's degree in international relations from King's College, Cambridge University (1983).