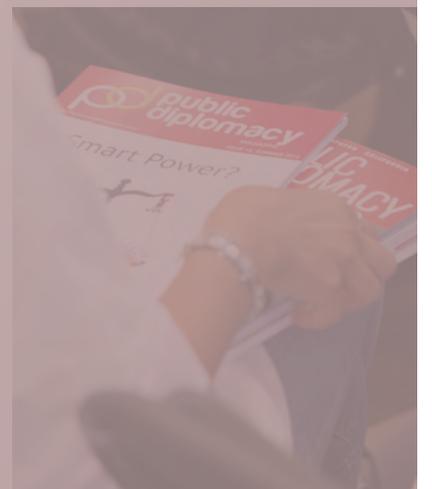
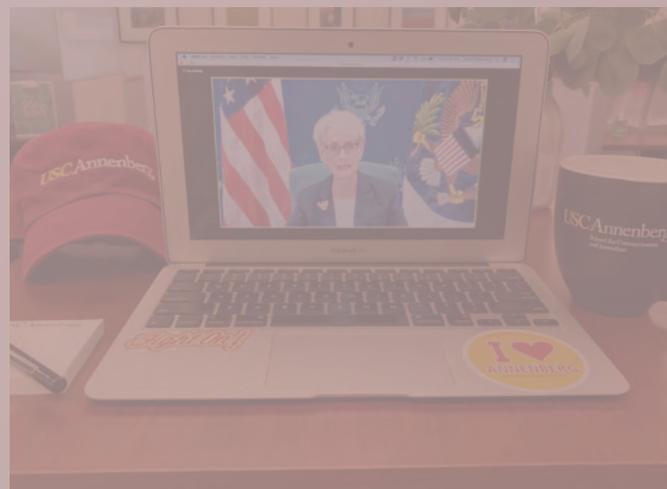




# 2020

ANNUAL REPORT

# 2021



# About CPD

The USC Center on Public Diplomacy (CPD) was established in 2003 and is housed in the Annenberg School for Communication and Journalism at the University of Southern California.

The mission of the USC Center on Public Diplomacy (CPD) is to enrich the study and practice of public diplomacy in pursuit of a more peaceful and prosperous world. Through its research, convening and training, CPD serves as a gathering place for scholars and practitioners to exchange ideas, learn new skills and translate research into practice.

## 1 — 2 — 3

### Research

Our innovative research agenda bridges the study-practice gap and contributes to the intellectual foundations of public diplomacy scholarship.

### Convening

Our events and conferences provide a space for diverse segments of the public diplomacy community to investigate key topics and trends.

### Training

Our one-of-a-kind professional education and capacity-building programs equip practitioners with key skills needed to deploy effective and impactful public diplomacy.

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## Inside



### HYBRID COLLABORATION

Post-pandemic Principles for Public Diplomacy **P2**



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The First-Ever Public Diplomacy Innovation Prize **P6**



### ACCELERATING CAREERS

Preparing Trojans for PD Careers **P10**



## Message from the Director

Throughout this past year, CPD continued to pursue an ambitious agenda and serve as a resource for the field of public diplomacy. It is now developing into a premier global academic center, capable of research publishing, hosting scholarly and practice convenings, providing skills development and recognizing excellence through awards.

Digital technology provides a key capacity for public diplomacy to grow and expand, while in the meantime the rapidly evolving information ecosystem is exacerbating distrust and division. The COVID-19 pandemic has undoubtedly amplified tensions and uncertainties in the global arena. These challenges, and opportunities, will only continue to grow.

But the essence of public diplomacy remains the same—that is, creating and maintaining relationships with stakeholders across political, economic and social dimensions to advance international policy and action. Its functionalities have decidedly broadened; so has its constituency, which now includes a wider array of non-state actors, from cities to corporations.

This past year, despite all the disruptions, we delivered strong results: helped shape policy discussions through timely analysis of the pandemic's immediate and lasting impact on the field of public diplomacy; expanded PD literature and scholarship; presented a diverse range of voices in programming and events; developed online training offerings to adapt learning experiences for reskilling and upskilling in the digital age; and launched the one-of-a-kind Public Diplomacy Innovation Prize, in partnership with the U.S. Department of State, to recognize innovative and scalable solutions to vital challenges in contemporary public diplomacy.

The Center's unrivaled work at the intersection of communication and global affairs has become ever more vital to robust discussions about the future of public diplomacy here in the United States and around the world.

I continue to be grateful for the unwavering support for CPD from the public diplomacy community at large. This year, private donations to the Center reached an all-time high. Expanding our research, programming and training requires strategic investment of diversified resources over the long term in order for the Center to stay at the vanguard of the field. Together, I am confident that we can shape and lead the public diplomacy practice of the future.

A handwritten signature in black ink, appearing to read "Jay Wang". The signature is fluid and cursive, with a long horizontal stroke at the end.

**Jay Wang**



# CPD Research Reads

Check out the latest titles in our signature scholarly series *CPD Perspectives in Public Diplomacy*, now with 70 titles since inception, which showcases new research and critical thinking about the study and practice of public diplomacy.



**Singapore and Public Diplomacy**  
By Alan Chong



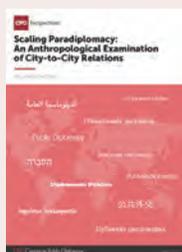
**Building an Impact Evaluation Toolbox Based on an Arts and Soft Power Ecosystem**  
By Ian Thomas



**Solving the Public Diplomacy Puzzle—Developing a 360-degree Listening and Evaluation Approach to Assess Country Images**  
By Diana Ingenhoff & Jérôme Chariatte



**Museum Diplomacy: Parsing the Global Engagement of Museums**  
By Sascha Prieue



**Scaling Paradiplomacy: An Anthropological Examination of City-to-City Relations**  
By Jennifer Hubbert

[Download at USCPublicDiplomacy.org/Perspectives](https://USCPublicDiplomacy.org/Perspectives)



## Dissertation Grant Recipient: Justin Key Canfil

This year's doctoral grantee is Justin Key Canfil, Ph.D. Candidate in the Department of Political Science at Columbia University and Nonresident Doctoral Research Fellow with the Belfer Center at the Harvard Kennedy School. This grant supported Canfil's dissertation, "Framing Legality: Public Diplomacy for Technological Controversies," which examines how the U.S., China and Russia manage controversies about their use of emerging technologies for global audiences within the boundaries of international legal obligations.

## Interdisciplinary Research

CPD supports interdisciplinary research for public diplomacy through its prestigious Public Diplomacy Research Fellowship. This year's Fellows contributed to the growing body of PD scholarship with real-world implications for practitioners.



**Yoav Dubinsky**  
University of Oregon

Sport-Tech Diplomacy in the Tokyo Olympic Games



**Elisabeth King**  
New York University

Symbolic Politics for Peace



**Shearon Roberts**  
Xavier University of Louisiana

City Diplomacy in Advancing Black Racial Solidarity: Opportunities and Implications in the Wake of Social Justice Movements

# Unpacking Diplomatic Protocol

*A One-on-One Conversation with Ambassador Capricia Penavic Marshall*



CPD joined the Annenberg Foundation Trust at Sunnylands to co-host an in-depth discussion with Willow Bay, dean of the USC Annenberg School for Communication and Journalism, about the Ambassador's new book, *Protocol: The Power of Diplomacy and How to Make It Work for You*, which is a master class in soft power, explores the complexity of human interactions and makes the case that etiquette, cultural IQ and a flexible mindset matter—now more than ever.

In her roles as chief of protocol for President Obama and social secretary to President Clinton and First Lady Hillary Clinton, Ambassador Marshall guided the critical work of building diplomatic bridges, using the tools of protocol to tilt the playing field in the direction of her principals. From staging a room to have an intended effect on the participants to knowing which cultural gestures earn trust, her behind-the-scenes preparations and hidden influencers set the stage for successful diplomacy between heads of state around the world.

## Culture, Diversity & Public Diplomacy



**Telling the African American Story to the World** with Damion L. Thomas, Historian and Curator at the Smithsonian National Museum of African American History and Culture



**Virtual Research Summit: Toward a Critical Cultural Diplomacy with the North American Cultural Diplomacy Initiative**, resulting in the report launch: "Cultural Diplomacy as Critical Practice"



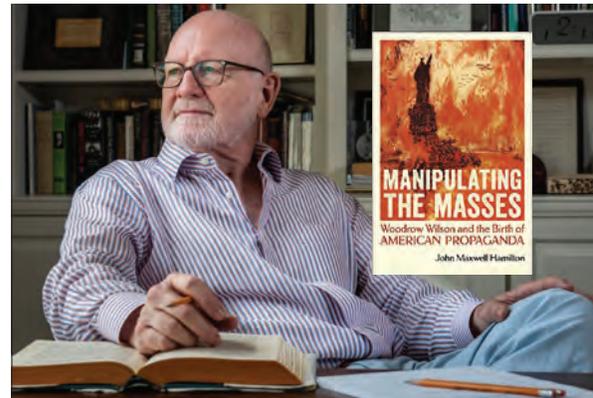
**Gender & Foreign Policy: How Public Diplomacy Advances Equality** with Ambassador Marcela Celorio, Consul General of Mexico in Los Angeles, and Ambassador Karin Olofsdotter, Ambassador of Sweden to the United States

# Perspectives on Government



## Does PD Sway Foreign Public Opinion? The Effect of High-level Visits

CPD presented new, much-needed research demonstrating that head-of-state visits can increase public approval among foreign citizens. Researchers Benjamin Goldsmith of Australian National University, Yusaku Horiuchi of Dartmouth University and Kelly Matush of Florida State University analyzed the international travels of 15 leaders from 9 countries over 11 years, via surveys from 38 host countries representing over 30,000 individual respondents. Their findings are published in *American Political Science Review* and suggest that PD has the potential to shape global affairs through soft power.



## The Origin of American Government Propaganda and Lessons for Our Democracy Today with Author John Maxwell Hamilton

During a time when shaping public attitudes is critical to world affairs, author of the 2020 book *Manipulating the Masses: Woodrow Wilson and the Birth of American Propaganda* John Maxwell Hamilton sheds light on how modern presidents can abuse their power. Based on U.S. President Woodrow Wilson's signing of the executive order creating the Committee on Public Information (CPI), Hamilton's book talk with CPD addressed how CPI's techniques and mindset established pervasive, systematic propaganda as an instrument of the state that, when wielded irresponsibly, can subvert the American democratic process.



## Holding Government Accountable on National Security with RAND Corporation Senior Political Scientist Michael Mazarr

Our increasingly globalized world demands more from governments and the decisions they make. In his book *Leap of Faith: Hubris, Negligence, and America's Greatest Foreign Policy Tragedy*, author Michael Mazarr catalogues over a decade of research into the decision to go to war in Iraq. Mazarr's poignant discussion with CPD highlighted his suggestion that senior leadership and national security officials adopt a "doctrine of policy negligence" for choices of war and peace, a process that would require senior officials to meet certain criteria for the quality and rigor of their decision process.



## First-of-Its-Kind Public Diplomacy Innovation Prize

This year CPD in collaboration with the U.S. Department of State launched the annual Public Diplomacy Innovation Prize to recognize programs and practices that create innovative and scalable solutions to vital challenges in contemporary public diplomacy. In addition to a cash prize, the recipients participate in a week-long residency at the University of Southern California, where they engage with students, scholars and members of the broader community in the global city of Los Angeles.

The Public Diplomacy Innovation Prize is designed to promote public diplomacy as a critical tool for foreign policy and international relations within the U.S. Department of State and beyond. In recognizing emerging leaders in this space, CPD also hopes to inspire newer entrants to the foreign service to develop and implement cutting-edge strategies and practices to promote U.S. interests abroad and improve global cooperation.



### Insight from U.S. Deputy Secretary of State Wendy Sherman

The nation's number-two diplomat Wendy Sherman, U.S. Deputy Secretary of State, joined CPD for a timely discussion with USC Annenberg Dean Willow Bay on the Biden-Harris administration's Indo-Pacific strategy writ large.

Their conversation touched on various topics including the public diplomacy implications of U.S. military withdrawal from Afghanistan, the U.S.' multifaceted relationship with China, strategies for connecting foreign policy to domestic audiences, and Deputy Secretary Sherman's negotiation skills and experience under three presidents and across major negotiations such as with North Korea, Iran and China.



## Public Diplomacy in Asia

CPD and the Singapore International Foundation hosted the Public Diplomacy in Asia virtual conference July 26–30 with over 1,500 public diplomacy practitioners, scholars and other representatives from the private and public sectors who discussed the evolution of PD policy and practice across Asia, a burgeoning region in PD. As the first major conference on public diplomacy in Southeast Asia, topics included new strategies for global engagement, bridging the worlds of business and diplomacy, measuring and evaluating PD effectiveness, cultural diplomacy, city diplomacy, digital diplomacy and more.

Featured CPD experts included Corneliu Bjola, Oxford University Associate Professor and CPD Faculty Fellow; Caitlin Byrne, Director of the Griffith Asia Institute and CPD Faculty Fellow; Nicholas J. Cull, USC Annenberg Professor and CPD Faculty Fellow; CPD Director Jay Wang; and Jonathan Woetzel, McKinsey Global Institute Director and CPD Advisory Board Member.

Conference attendees received special access to live Q&A sessions with experts from various sectors, networking sessions and the latest findings including the book *Winning Hearts and Minds: Public Diplomacy in ASEAN*, a collection of essays on the perspectives and experiences of practitioners, stakeholders and scholars on the development and practice of public diplomacy by ASEAN member states.



### CPD Professional Training

As a long-recognized leader in professional training and education for public diplomacy practitioners, CPD brings an evidence-based, solution-driven and timely curriculum to those seeking to stay ahead of the curve with impact. After transitioning to an all-virtual platform in early 2020, our flagship program CPD Summer Institute and CPD Mini-Courses on specialized topics reached new audiences around the world with expanded curricula that included new offerings in data science, artificial intelligence (AI), next-generation content creation and more.

CPD's training academy offers an opportune time and place to reflect and build public diplomacy toolkits, while drawing on the latest scholarship, communications tools and network-building opportunities designed to improve every aspect of the practitioners' PD strategy and implementation.

Offerings Included:

#### CPD Summer Institute 2021

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#### CPD Mini-Courses:

- Audience Insights for Public Diplomacy Strategy
  - Data-driven Public Diplomacy
  - Effective PD Strategy and Planning
  - Graphic Design for Public Diplomacy
  - Monitoring and Evaluating Public Diplomacy Campaigns
  - Multi-platform Content Strategy for Public Diplomacy
- 



## What Does an AI Expert Teach to Diplomats?

*Get to Know CPD's Professional Training Faculty*

"The exciting thing about diplomats is they have opportunities to go out and use what they've learned to make a difference in the world immediately," says Gale Lucas, Research Assistant Professor in the USC Viterbi School of Engineering's Computer Science Department, who teaches AI in CPD's professional education curriculum.

CPD's courses in data science focus on developing strategic communications by skillfully navigating and accurately interpreting various forms of data, understanding data sources to navigate the information landscape, and implementing best practices for data stewardship and dissemination. Participants experience hands-on learning such as in the creation of AI-driven chat bots, which will be key elements in public diplomacy work for the coming decades.

"I provide a framework for learning about new computational methods as they become part of science," notes Lucas. "Workshop participants will have this framework going forward, no matter how technology and analytic approaches evolve."

Lucas' modules are part of CPD's data-driven public diplomacy course that considers where the world is headed, from teaching participants about the life cycle of content, how data and content move in the information sphere, the latest trends in technology-driven public diplomacy and more.

# Which Skills Matter Most?

As public diplomacy rapidly evolves toward greater inclusion of digital technology and strategic thinking, new broad-based skills are needed to stay ahead of the curve. So what kind of reskilling and upskilling should forward-looking public diplomats consider?

CPD's director outlined four key areas that are crucial for the next generation of public diplomacy impact and success, as reflected in the Center's professional education offerings.



## 1

### Foundational, Forward-looking Knowledge of the Field

New thinking must be balanced with enduring challenges, including the field's core principles in the contexts of disruptions in geopolitics and technology, the latest social science research, and the changing communication landscape and media consumption habits.

## 2

### Data Analytics and Evaluation

From audience segmentation to impact assessment, practitioners must excel in basic computing and data concepts including machine learning, artificial intelligence, text, multimedia, and geospatial and big data to drive strategic insights for better planning.

## 3

### Next-generation Storytelling and Content Creation

Innovative and engaging content across multiple platforms is crucial today, and successful public diplomacy requires knowledge of how to deploy effective and strategic narratives; leverage storytelling practices from the creative sector; and create digital, social and immersive stories.

## 4

### Organizational Leadership

Organizational success relies on strategic communication leadership that adapts to the context of contentious global politics and culture; responds to contemporary challenges by reorganizing the field's approach; and reflects the requirements of engagement beyond foreign audiences to include domestic publics.

## Voices from CPD Professional Training



“

**In the field, you're often fighting against competing narratives while fighting for limited attention spans. CPD's training gives you the creative and analytical tools to help cut through the noise and tell the right story that resonates with the right audience.”**

**Mike Harker**, Spokesperson, U.S. Embassy Rangoon



“

**Knowing we required updated training for our shift to audience-driven programming backed by analytics, we drew upon our longstanding relationship with CPD and requested specialized training for our more than 150 locally engaged staff. The CPD team custom-designed a virtual series that allowed us to meet our training requirements and provided a much-needed morale boost.”**

**Catherine Fischer**, Public Diplomacy Officer, North India Office, U.S. Embassy New Delhi

**Public Diplomacy Quiz**

Can you answer all 5 without Googling? (Answers located bottom right.)

**1. Where will World Expo 2025 be held?**

- A. Frankfurt
- B. Montreal
- C. Osaka
- D. São Paulo



**2. 2021 marks which anniversary of the Fulbright Program?**

- A. 50th
- B. 75th
- C. 80th
- D. 86th

**3. Which U.S. city has the nation's first Deputy Mayor of International Affairs?**

- A. Atlanta
- B. Austin
- C. Los Angeles
- D. New York

**4. Which U.S. university offered the first graduate degree in public diplomacy?**

- A. American University
- B. Johns Hopkins University
- C. Tufts University
- D. University of Southern California

**5. Which country was first to pass a national "Public Diplomacy Act" into law?**

- A. Germany
- B. India
- C. Singapore
- D. South Korea



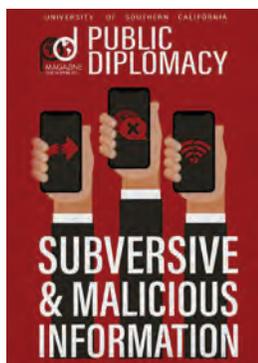
## Accelerating PD Careers Through Education

Melanie Ciolek-Panno, Foreign Affairs Officer, Office of Policy, Planning, and Resources, U.S. Department of State and USC Annenberg Master of Public Diplomacy (MPD, '11)

“ I am thankful every day that I had the opportunity to complete the Master of Public Diplomacy program at USC. The perspective I gained on public diplomacy from our coursework and the research projects with the Center on Public Diplomacy uniquely prepared me for my career in public service. The invaluable discussions, the lessons shared from practitioners across the spectrum of the communications field, and the opportunity to apply new skills and frameworks to real-world scenarios together formed a robust academic experience that has proved incredibly relevant over the years.

CPD continues to undertake thought-provoking research and address questions that I encounter in my work as a public diplomacy practitioner, from understanding the impact of advocacy campaigns to assessing the power and limitations of increasingly popular digital engagement tools. Becoming part of the USC public diplomacy community has enriched my career in every way that I could have hoped for when I started this journey. I look forward to seeing what the next phase holds for the MPD program and CPD.

*The views expressed above do not necessarily represent the U.S. government.*



USC's student-run *Public Diplomacy Magazine* is a biannual publication of the Society of Public Diplomats and sponsored by CPD. Read the latest edition at:

[www.publicdiplomacymagazine.com](http://www.publicdiplomacymagazine.com)



## Expanding PD Research Skills

Carter Rice, CPD East Asia Student Fellow and MPD ('20)

*At CPD, Rice created a curation of analysis and commentary on public diplomacy related to Japan and its relations with the U.S. and Southeast Asia. Additionally, Rice served as organizer and moderator of the event, "Gender & Foreign Policy: How Public Diplomacy Advances Equality."*

"Working with CPD was a valuable chance to expand upon concepts that I had learned in the classroom. I gained a deeper understanding of the range of possible types of exchanges, including academic, professional and cultural.

Researching events as they were unfolding, including the Tokyo 2020 Olympics, broadened my understanding of contemporary PD efforts, such as how every detail of a mega-event can be an opportunity to promote a nation's image to the world, from the food menus at the Olympic Village to the flower bouquets at the medal ceremony. Ultimately, researching how Japan fostered and strengthened international ties during the restrictive circumstances of the pandemic offered lessons on creativity and adaptability that I will apply in my own career going forward."



## A Few Minutes with Joëlle Uzarski

U.S. Foreign Service Officer and U.S. Diplomat-in-Residence, on Teaching USC Students



*Prior to joining CPD, Uzarski served at the U.S. embassies in Brazil, Chile, India, Pakistan and Thailand, where she directed State Department educational and cultural programs in 19 countries.*

### Q. What has surprised you about teaching students?

**A.** The students are more mature and sophisticated than I had predicted. Some of the concepts we discuss in class are rather complex, and initially, I thought that it might be necessary to simplify some of the material. I also was surprised by how easily it seemed that they adapted to an exclusively online learning environment.

### Q. What have students taught you?

**A.** Listening is one of the most important tools of public diplomacy. As I listened to the students, I learned that one of their greatest concerns is the environment. This is a priority issue for me as well, so I designed a research project and am building a repository of best practices and lessons learned from successful environment advocacy and outreach programs around the world. I hope these data will prove useful to them.

### Q. What's your message to students interested in pursuing a career in public diplomacy?

**A.** Participate in an exchange program and/or host an exchange student. Get to know the international people in your community, and ask them about their experiences, cultures and observations. Study history and geography, and get a command of at least one foreign language. These things—along with an open mind and an open heart—will prepare you well for one of the world's best careers.

*The U.S. Public Diplomat-in-Residence program is a joint agreement between CPD and the office of the U.S. Undersecretary of State for Public Diplomacy and Public Affairs, which offers a one-year detail assignment for a Senior Foreign Service Public Diplomacy Officer to teach in the USC Master of Public Diplomacy program, engage in individualized program research and provide outreach to the academic community on matters related to public diplomacy.*



Jesús Fernandez, CPD Assistant Programming Coordinator and MPD ('20), joins the U.S. at Expo 2020 Dubai as a Youth Ambassador.



# Message from the Chair

In this strange pandemic year, the Center on Public Diplomacy, under Jay Wang’s leadership, has not only held its own; it has prospered. The Center continued to publish a flood of the latest research and commentary on public diplomacy. It pivoted to take its much-admired training programs for mid-career professionals online; established a new pattern for providing training in a hybrid remote/in-person environment; and hosted symposia on such subjects as city diplomacy and with special guests including U.S. Deputy Secretary of State Wendy Sherman.

The Center continued to implement its strategic plan for growth and new initiatives with its inaugural Innovation Prize for State Department officials. Our Board has grown in size and strength with the addition of Colleen Bell, former U.S. Ambassador to Hungary and current California Film Commissioner, and Marie Royce, who recently served as U.S. Assistant Secretary of State for Educational & Cultural Affairs.

The coming year holds even greater promise as we seek to grow our funding, reach out to our global alumni, deepen our database and develop new ways to offer our training and research in the digital world.

**Barry A. Sanders**  
Advisory Board Chair

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## CPD Advisory Board

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CEO and Co-Founder  
StartItUp

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**Colleen Bell**  
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# Support CPD

CPD is grateful for the generous support of individuals, foundations and institutions committed to building the field of public diplomacy. We are pleased to acknowledge the following contributors over the past year.

Goli Ameri  
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Robert Banks  
The Beatrice Snyder Foundation  
Colleen Bell  
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Mark Chandler  
Kimberly and John Emerson  
David Fischer  
Bruce Gregory  
Hyman Levine Family Foundation  
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Paul and Catherine Tosetti  
Jonathan Woetzel

## Join us

CPD relies on the generosity of donors like you to meet the needs of the public diplomacy community at home and abroad. Your tax-deductible gift allows us to produce pioneering research, convene global leaders and build the field through professional development and training. To learn more about how you can support CPD, please visit [USPublicDiplomacy.org/Giving](https://USPublicDiplomacy.org/Giving).

*Thank you!*

# CPD

*Your Source for Public Diplomacy*

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