

**The USC Center on Public Diplomacy
at the Annenberg School**

STRATEGIC PLAN

January 2011 to December 2015

Approved by the CPD Advisory Board on January 14, 2011

Executive Summary

At the end of 2010, USC Center on Public Diplomacy (CPD) staff identified five key goals to achieve the Center's strategic vision of leading public diplomacy studies and practice around the world and serving as an academic bridge between traditional and new public diplomacy. These goals build on the Center's commitment to strengthening PD scholarship, expanding professional training, improving its outreach, building its organizational structure and increasing its funding base.

This document presents an ambitious plan for the Center over the coming five years (2011-15), and provides a roadmap for enhancing CPD's global leadership role in public diplomacy studies and practice. It is a living document with achievable goals that can be refined along the way. Each will be tracked and evaluated at least once every six months until they are met.

Overview of CPD

The USC Center on Public Diplomacy at the Annenberg School was established in 2003 as a partnership between the Annenberg School for Communication & Journalism and the School of International Relations at the University of Southern California (USC). It is a joint research, analysis and professional training organization dedicated to furthering the study and practice of global public diplomacy.

CPD has led the way in developing a broader platform for advanced public diplomacy studies and practice. Since its inception, the Center has helped establish a unique, stand-alone Master of Public Diplomacy program (MPD) with its own director and a separate administrative structure; built a solid research program; developed an annual conference series and a full calendar of smaller events; played host to more than a dozen public diplomacy scholars and practitioners; and run a successful professional training program for mid-career professionals in the field of public diplomacy. While similar organizations

devoted to public diplomacy studies exist around the world, CPD is unrivalled in its international outlook and public programming. In 2008, USC received the U.S. Department of State's Benjamin Franklin Award for Public Diplomacy in recognition of the university's teaching, training and research in public diplomacy.

CPD's Mission

The USC Center on Public Diplomacy seeks to advance and enrich the study and practice of global public diplomacy through its research and publication programs, professional training and public events.

Strategic Goals

In order to achieve CPD's strategic vision, the Center will focus its efforts and resources over the next five years on the following five strategic goals:

1. Contribute to strengthening public diplomacy **scholarship** globally through CPD's research and publication programs and expansion of a diverse PD scholarly community;
2. Enrich the practice of public diplomacy through CPD's **mid-career training** programs and development of a professional network;
3. Expand the Center's **outreach** efforts and collaborations, especially internationally, to enhance its leadership role in the PD community;
4. Design an **organizational structure and facility** that can support CPD's research, event programming, networking activities and professional training;
5. Significantly increase CPD's **funding** base and diversify revenue streams in order to achieve financial self-sufficiency.

The following pages provide an expanded description of the Center's highest priority goals as well as objectives and concrete prescriptions preceded by an asterisk (*) for steps to achieve them. These pages constitute the Center's strategic plan. A detailed overview of CPD's fundraising priorities is provided on page 9.

Goal 1. Contribute to strengthening public diplomacy scholarship globally through CPD's research and publication programs and expansion of a diverse PD scholarly community.

> Establish a clearly defined research focus

The Center's research agenda has typically embraced cross-disciplinary approaches and emphasized the examination of public diplomacy as both a theoretical and applied subject area. Given the Center's current core competencies and the marketplace needs expressed by diplomats, academics, students, corporate and non-governmental entities, CPD will strive to streamline its research and programming activities within these two broad categories: **Traditional Public Diplomacy** and **New Public Diplomacy**.

Research projects within the **Traditional Public Diplomacy** category will include detailed explorations of Cultural Diplomacy and International Broadcasting conducted by governments, as well as ongoing research into China's Public Diplomacy. Priority areas to focus on in the **New Public Diplomacy** category will include non-governmental PD efforts and involve in-depth research into Corporate Diplomacy, Social Media & New Technology, Faith Diplomacy, and Science Diplomacy. In addition, the Center will continue its pioneering work on the Evaluation of Public Diplomacy.

These two categories and eight topical foci reflect the Center's current research priorities and are subject to change over the coming years as the field continues to develop. However, it is unlikely that the focus of the Center will shift dramatically from this basic list which includes topics of perennial significance in which CPD has substantial expertise. As new research and event opportunities are considered, a deciding factor in whether to pursue a project will be whether it falls within, or has

significant relevance to, these core categories. Particular emphasis will be placed on research involving the following geographical regions: the United States, China, Mexico and the Middle East.

★ *CPD should maintain its focus on these critical topics and strive to be known as the premier research organization addressing them. Over the coming years, the Center will actively pursue research opportunities and funding within these core areas. Public events will be held related to each of these topics and relevant publications and online resources will be made available on the Center's web site and in print. In addition, scholars and practitioners with expertise in these core areas and from the priority regions will be recruited to present their perspectives at CPD events and in publications.*

> Promote increased and diverse scholarship in the academic community

Research Fellowships

In addition to the five categories of in-house research listed above, the Center will continue to foster original research through its Research Fellowship program. This program, which was created in 2009, and which actively recruits an international corps of scholars and practitioners, annually provides opportunities for six non-resident research fellows each serving two-year terms to conduct substantive research in areas of their choosing. Currently, the Center is able to offer only modest stipends to the Research Fellows in addition to limited research assistance through paid student internships at the Center. Each CPD Research Fellow is expected to produce at least one publication for the Center's publication series, *CPD Perspectives on Public Diplomacy*, and present a public talk at USC about their research. Despite the modest nature of available funding, the Center has had remarkable success attracting competitive applications from around the world.

★ *To continue to draw strong applicants to the CPD*

Research Fellowship program, the Center will raise funds over the next five years to cover higher stipend levels and increased research support. In particular, efforts to sponsor international scholars from developing countries will be given special emphasis so as to diversify the academic dialogue.

Visiting Scholars

As a leading research center in public diplomacy, CPD has the opportunity to host a number of visiting scholars from around the world who contribute to the academic and practical fields of public diplomacy. Since 2006, the Center has hosted a U.S. Public Diplomat in Residence, a unique post established by the Department of State. In addition to the teaching and mentorship role they play in USC's Master of Public Diplomacy program, the Public Diplomats in Residence contribute an original piece of scholarship to the *CPD Perspectives on Public Diplomacy* series and enrich the life of CPD.

A second ongoing visiting scholar position exists at the Center: the Canada-U.S. Fulbright Visiting Research Chair in Public Diplomacy was established at CPD by Foreign Affairs Canada and the United States Department of State in 2006. The purpose of the Visiting Research Chair is to foster a more nuanced understanding of Canadian-U.S. relations and to build mutual cooperation between the two countries through high-level academic exchange. While in residence, the Fulbright Chair is expected to conduct research, teach in the MPD program, collaborate with USC faculty and students, and deliver guest lectures to the wider community.

★ *The Center should explore enhancing its Public Diplomat in Residence arrangement with the U.S. Department of State and the possibility of creating similar positions with various foreign ministries such as those of Mexico, China and others. CPD should also strive to recruit other Visiting Scholars from around the world to spend between two weeks and one semester in residence at the Center. These scholars might include postdoctoral students, Fulbright fellows, and mid-career academics with special interest in one of the priority research areas listed above. To make this possible,*

additional facilities and funding will need to be obtained (see Goals 4 and 5).

University Fellows

The CPD University Fellows are faculty and staff of the University of Southern California who support the Center's mission to advance the study and practice of public diplomacy. The group currently comprises more than forty individuals from across campus in fields as diverse as art, religion, cinema, international relations, law, social work and communication. The University Fellows contribute to CPD publications and may propose research projects and programs for support by the Center.

★ *Over the coming years, the Center will continue to solicit scholarly contributions from the University Fellows, including submissions to the *CPD Perspectives on Public Diplomacy* series, *PDiN Monitor* and the *CPD Blog*. The Center will avail itself to University Fellows interested in submitting research proposals on public diplomacy-related work and will continue to provide staff and intern support to those interested in pursuing PD research.*

> Contribute significantly to the body of PD literature and analysis through CPD's publication program

The Center maintains both a physical and online library of public diplomacy books, periodicals, legislation and theses. While PD scholarship has burgeoned, the Center's own published contributions have kept pace. Currently, CPD produces periodic monographs in its *CPD Perspectives on Public Diplomacy* series; a monthly online review and analysis of public diplomacy news titled *PDiN Monitor*; ongoing CPD Book Reviews of new and seminal books; conference proceedings and reports; daily news aggregation services (*PDiN*); a monthly e-newsletter to over 5,000 subscribers; and regular posts in the *CPD Blog*. In addition, the Center supports the semi-annual publication of *PD Magazine* by the Association of Public Diplomacy Scholars (APDS), a student organization at USC, and has developed

affiliations with the Palgrave Macmillan Series in Global Public Diplomacy, *The Routledge Handbook of Public Diplomacy* and *Place Branding and Public Diplomacy Journal*.

★ *In order to continue contributing significantly to the growing body of public diplomacy literature and analysis, the Center will seek to fund and publish eight issues of CPD Perspectives per year, and will further digitize and enhance the content of PDiN Monitor, PDiN, the CPD Blog and its online resources.*

Goal 2. Enrich the practice of public diplomacy through CPD's mid-career training programs and development of a professional network.

> Continue to build on CPD's strong professional training record

In 2005, the United Nations sought out the Center to provide practical training to its practitioners and others. The Summer Institute in Public Diplomacy was founded and has since doubled in size from the original 16 participants. CPD remains the only organization to provide in-depth instruction in this area to mid-career professionals from around the world. The Summer Institute offers a unique mixture of classroom instruction and collaboration with colleagues from a variety of international backgrounds and covers a broad spectrum of public diplomacy tools, including the traditional areas of international broadcasting and advocacy to the newest forms, including new media and social networks. Participants explore nation branding, soft power, diasporas, evaluation and the role of various public diplomacy actors.

★ *A variety of specialized training opportunities will be explored over the coming years, including a possible CPD training program in Washington, D.C., working with locally based organizations. Such a program would target State Department and Department of Defense officials, congressional staffers, and embassy-based diplomats and can be*

held at the USC Federal Relations Office in D.C. The Center will continue to pursue customized training opportunities internationally through discussions with local consulates and meetings with foreign ministry officials.

> Create a shared community of public diplomacy scholars and practitioners

In addition to the CPD Research Fellowship and Visiting Scholars programs which are primarily targeted at the academic community, the Center actively seeks out leadership opportunities in building a network of PD professionals and develops partnerships and opportunities to convene with scholars.

★ *Leveraging the Center's current relationship with public diplomacy practitioners from the Summer Institute and various members of USC's world-class faculty and staff including those teaching in the Master of Public Diplomacy program, the Center can host a number of gatherings – both virtual and real – whereby practitioners can be connected with academics and vice versa for rich discussions. In addition to sponsoring a semi-annual "CPD in DC" briefing series for practitioners, scholars and policy makers, CPD will continue to solicit research and publication opportunities which can help bridge the study and practice of public diplomacy. Social networking opportunities will be further explored as a possible vehicle for interactive communication and community-building between the Center, its fellows, and alumni of the Summer Institute.*

> Formalize CPD's relationship with the Consular Corps in Los Angeles

With nearly 100 consulates and related cultural institutions located in the city of Los Angeles, it makes ample sense for the Center to serve as a resource for these international operations and to develop specialized programming and research opportunities in partnership with them.

★ CPD will work intensively with the Mayor's Office of Protocol and the USC Office of Globalization to establish a more formal relationship with the Consular Corps in Los Angeles and across California which could include increased speaking opportunities and private discussions. Working with APDS, the Center will also explore ways to increase the number of consular internships for students in the MPD program.

Goal 3. Expand the Center's outreach efforts and collaborations, especially internationally, to strengthen its leadership role in the PD community.

> Enhance the national and international standing of CPD's work

The Center benefits from its strategic location in Los Angeles, a center for communication and commerce and an international entertainment capital that houses the motion picture, television, radio and music industries as well as one of the world's most vibrant art communities. A hub of "soft power" in the United States, Los Angeles is a highly diverse region that boasts the nation's largest international population. The region is also home to RAND, the Pacific Council on International Policy, and Silicon Valley and serves as a gateway to the Asian continent. In addition, the Center's presence at USC with its sizeable population of international students, places it at a distinct advantage to similar organizations located in less diverse communities.

CPD's work is complemented and strengthened by other highly respected centers at the University of Southern California working on topics of international relevance including, the Center for International Studies, the Center for Religion and Civic Culture, the Center for Communication Leadership & Policy, the Pacific Council on International Policy, the USC Office for Religious Life and the U.S.-China Institute to name a few. In addition, CPD continues to seek collaborations and strategic partnerships with key national and international organizations and

government agencies.

★ Given its prime geographic location, the Center must seek ways to better leverage its international nature and linkages to its advantage through events, increased publicity, an improved web site, expanded professional training, and strategic partnerships.

★ As much as possible, the Center should publicize its public events involving international visitors in foreign media and select publications and through social media channels and online streaming so as to increase awareness abroad of its activities. The Center can also host more events on the east coast and internationally, working with local partners. Over the coming years, the Center should branch out further to connect with other entities on campus serving international and diasporic communities and solidify programming partnerships with key organizations around the world.

> Develop CPD affiliates and partners around the world.

Over the years, a number of international academic programs and organizations have contacted the Center to inquire about ways to introduce public diplomacy curricula, training and events into their programming.

★ As the Center's global reputation expands, CPD will seek formal affiliations with select academic institutions and NGOs around the world interested in joint ventures related to public diplomacy scholarship and practice.

Goal 4. Design an organizational structure and facility that can support CPD's research, event programming, networking activities and professional training.

> Refine CPD's organizational structure and management

The USC Center on Public Diplomacy comprises

faculty, staff and students of the University of Southern California, as well as visiting scholars, non-resident researchers and an Advisory Board who support the Center's mission to advance and enrich the study and practice of public diplomacy. To advance the Center's ambitious agenda outlined in this strategic plan, additional personnel will need to be hired. Even with an expanded body of five full-time staff members and excellent student interns, the rapid pace and mounting volume of work at the Center means that all personnel are overextended.

★ *Once programmatic funding increases (see Goal 5), the Center can make more funds available for hiring new staff to help manage CPD's growth. If additional funding can be made available, the Center should consider hiring a professional Webmaster to manage its web site and assist in developing it into an ever-more dynamic resource. As CPD's professional training program continues to grow – both in the United States and abroad, it may become necessary to hire an individual to direct the program on a full-time basis and assist with developing an alumni network.*

> Expand and diversify the CPD Advisory Board

The USC Center on Public Diplomacy's Advisory Board comprises prominent figures in various fields related to public diplomacy who are invited to serve for a period of three years. The Board provides support and strategic guidance to CPD staff regarding the development of the Center as an international resource.

Members of the CPD Advisory Board are invited to contribute to the continued growth of the USC Center on Public Diplomacy in consultation with the CPD Director and Deputy Director by providing advice regarding public diplomacy-related topics, supporting the development of the Center as an international resource and offering leadership in the Center's efforts to leverage its strengths through research projects and proposals, events, and fundraising.

★ *Working with a subcommittee of the CPD Advisory Board, the Center should seek to expand its membership. In particular, the Center should attempt to recruit board members from countries not currently represented on the board. Additionally, the Center will create a development committee tasked with fundraising for CPD which can offer assistance in mapping out a development strategy and timeline that will allow the Center to become close to or fully self-sufficient by 2016.*

> Upgrade CPD's facilities and equipment

The Center is currently located in the basement of the USC Annenberg School for Communication & Journalism in a primarily open plan space measuring approximately 1,000 sq ft. There are three offices which are occupied by four of the 5 staff members. The remaining staff member, visiting scholars and student interns sit at one of 8 work stations. There is no conference room in this space, and therefore meetings of 6 or more individuals are held in the small outdoor patio directly outside the Center or elsewhere in the building.

While the space occupied by the Center has been adequate until now, it cannot accommodate the Center's future activities as defined in this strategic plan. The USC Annenberg School for Communication & Journalism's building expansion plans announced in October 2010, provide an opportunity for the Center to obtain a new space that is better suited to its needs. For optimal performance, a new space should include at least ten offices to accommodate each CPD staff member, Public Diplomat in Residence, Fulbright Visiting Research Chair in Public Diplomacy, plus additional offices for visiting scholars. Additional work stations for a core of student interns as well as a meeting room will be required in addition to a conference facility if possible. A number of equipment purchases will need to be made to facilitate CPD's broadened communications plans.

★ *To maximize the Center's chances of procuring each of the above, the Center will work closely with USC Annenberg School's Development office to craft a fundraising strategy that fits within the School's capital campaign. The Center will also explore the possibility of working with Annenberg Radio News and Annenberg TV News to utilize their superior audio/video facilities while providing valuable content for their respective operations.*

Goal 5. Significantly increase CPD's funding base and diversify revenue streams in order to achieve financial self-sufficiency.

To date, the Center has benefited from the financial support of the Annenberg Foundation via the USC Annenberg School's quasi endowment established in 2007 which provided the Center with core funding for five years. In addition to this generous support, the Center has received financial support since 2008 from its affiliated USC Master of Public Diplomacy program. Together these two grants provide more than 60% of the Center's current operating budget. The remaining funds are raised through Summer Institute revenue and a number of grants and private gifts from the CPD Advisory Board and other donors.

Apart from its professional training programs, the Center does not currently charge for any of its services, and instead looks to external funders to supplement its own investment in research, publications and events programming.

Since early on, CPD has been fortunate enough to receive substantial funding from a committed group of funders. The time has come for the Center to diversify its funding sources in order to implement its strategic plan and to demonstrate its continued merit to its current funders.

With the benefit of a reliable stream of funding, the Center can achieve financial self sufficiency and continue to build on its success; however, in order to secure these funds, significantly more of its resources

will need to be directed to fundraising. The Center's Deputy Director and staff will devote much of their time to identifying funding sources from both private and public entities, and will continue to work closely with the Annenberg School's Development team and CPD's Advisory Board to solicit gifts and grants. The Appendix outlines the Center's fundraising priorities in detail.

★ *Annual giving and web-based fundraising should be explored as well as increased emphasis on CPD's professional training offerings as sources of additional revenue.*

★ *The Center's staff will work with the University's Office of Research and the Annenberg School's Research Coordinator to identify foundations and governmental agencies capable of supporting the Center's research and programming and will engage a subcommittee of its Advisory Board in all of its major fundraising efforts.*

★ *The Center will continue raising a minimum of \$200,000 per year in external grants.*

★ *Finally, the Center should explore ways to monetize its publications and look into creating a subscription structure for its regular publications (e.g. PDiN Monitor and PD Magazine).*

Below is a partial list of USC Center on Public Diplomacy's (CPD) endowment opportunities which may be named for an individual, family or honoree.

Endowing the Center **\$20 million**

A major gift in this amount would underwrite the Center's main operating costs, including personnel, and would provide a permanent funding base for programming and events.

Endowing the Center Directorship **\$7 million**

Endowed funds are sought to allow CPD to continue to engage and retain an outstanding leader for the Center.

Endowing the Research Internship program **\$1.25 million**

Students in the pioneering Master of Public Diplomacy Program at USC provide invaluable research assistance to CPD staff and fellows on a wide array of projects. Supporting this program will ensure continued engagement between CPD and the next generation of PD scholars and practitioners.

Endowing the Annual Conference series **\$1 million**

The Center convenes one major conference per year around a particular aspect of public diplomacy. The annual conferences bring together top international scholars and practitioners and help bridge the study and practice of public diplomacy.

Endowing a Post-doctoral Fellowship program **\$1 million**

To attract rising scholars to the Center who can assist with coordinating substantive research projects and to grow the pool of scholars and academics in the field, CPD seeks to attract and house post-doctoral fellows.

Endowing the Visiting Scholars program **\$500,000**

Support of this program can be designated for experts addressing a particular region or issue according to the donor's wishes and in keeping with the Center's priorities.

Endowing the publication of *PD Magazine* **\$400,000**

A unique, student-run magazine focusing on the scholarship and best practices of public diplomacy, this publication has captured the attention of policy-makers and practitioners around the world.

Endowing two Scholarships for the Summer Institute in Public Diplomacy **\$375,000**

The Center offers an intensive two week-long training in public diplomacy each summer to mid-career diplomats and practitioners of public diplomacy from around the world. This endowment would support two participants from a developing nation, an international NGO or not-for-profit institution and includes tuition, lodging and travel expenses.

Endowing the *CPD Perspectives in Public Diplomacy* publication series **\$300,000**

A publication series highlighting scholarship intended to stimulate critical thinking about the study and practice of public diplomacy. Approximately 10 issues of *CPD Perspectives* will be published online and in print annually.

Endowing a CPD Research Fellow **\$300,000**

Support of this competitive program will assist in promoting research and publication by one non-resident fellow.

Endowing the "CPD in DC" briefing series **\$300,000**

CPD's strategic location at the Pacific Rim is balanced by its regular presence inside the beltway. Semi-annual briefings in Washington, D.C. allow decision-makers to hear directly from CPD staff and fellows.

Specific short-term funding opportunities are available for most of the priorities listed above and several others that are not listed here. As always, CPD welcomes unrestricted gifts at any level. To discuss giving opportunities, please contact Sherine Badawi Walton at 213-740-7853 or sbwalton@usc.edu.

Established in 2003 as a partnership between the Annenberg School for Communication and the School of International Relations at the University of Southern California, the USC Center on Public Diplomacy (CPD) engages in research, analysis and professional training to advance the study and practice of global public diplomacy.

Since its inception, the Center has become a productive and recognized leader in the public diplomacy research and scholarship community. The Center has benefited from unique international support within academic, corporate, governmental, and public policy circles. CPD hosts the most comprehensive online public diplomacy web site (www.uscpublicdiplomacy.org) and has become the definitive go-to destination for practitioners and scholars in public diplomacy around the world. The USC Center on Public Diplomacy seeks to advance the study and practice of public diplomacy through its research and publication programs, professional training and public events.

Research & Analysis

CPD pursues a broad agenda of research and policy analysis to develop new theories and models for public diplomacy. Research is conducted by CPD staff, fellows and graduate students in the pioneering Master of Public Diplomacy Program at USC. Recent projects include content analysis of international broadcasting, examinations of international soft power practices ranging from China's Confucius Institutes to the use of public diplomacy by non-state actors in the Arab world, and evaluating PD programs in the United States and beyond.

Publications

CPD's publication program – *CPD Perspectives on Public Diplomacy* – is a series of working papers, case studies, conference proceedings and occasional papers by CPD staff, fellows, visiting scholars and practitioners showcasing critical thinking about the study and practice of public diplomacy. *PDiN Monthly* is an electronic review of current public diplomacy in the News. In addition, CPD helps underwrite the student-run *PD Magazine*.

Professional Training

Since 2005, CPD has offered a Summer Institute in Public Diplomacy at USC. This intensive training program is an opportunity for mid-career professionals to come together in Los Angeles for two weeks and immerse themselves in an interactive study of public diplomacy. Additionally, customized professional training opportunities are developed by the Center for foreign ministries, academic institutions, the military, international organizations and nongovernmental organizations whose work can benefit from PD training.

CPD Research Fellows and Visiting Scholars

The Center serves as the academic base for international scholars and practitioners, including the U.S. State Department Public Diplomat in Residence and the Canada-U.S. Fulbright Visiting Research Chair in Public Diplomacy. CPD Research Fellows are selected in an annual competition and receive support for their projects.

Events

CPD hosts lectures, book talks, and major conferences examining global perspectives on public diplomacy both on and off campus. Recent topics discussed at CPD conferences include the American Military and Public Diplomacy in Africa, the 2008 Beijing Olympic Games, and Science Diplomacy and the Prevention of Conflict. Listings of non-CPD events taking place across the globe and that are relevant to public diplomacy are also posted on our web site.

Online Resources

The Center's web site, uscpublicdiplomacy.org, provides unrivaled access to the latest in public diplomacy news (PDiN), opinion (CPD Blog), publications, topic-based news monitors, CPD's virtual library, and the very latest on PD events around the world.

William H. Luers, Chairman, CPD Advisory Board
Former President, United Nations Association of the USA

Najla Al Awadhi
Member of the United Arab Emirates Federal National Council and CEO, Najla Al Awadhi Consulting

Kimberly Marteau Emerson
Former Director of the Office of Public Liaison at the USIA

Bruce Gelb
Co-Chair of the Council of American Ambassadors

Vartan Gregorian
President of Carnegie Corporation of New York

Gary E. Knell
President and CEO, Sesame Workshop

Markos Kounalakis
President and Publisher Emeritus, Washington Monthly magazine

Simon Mainwaring
Founder and CEO of We First

Jeanne Phillips
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Ponchitta Pierce
Journalist, producer

Keith Reinhard
President, Business for Diplomatic Action

Barry Sanders
President, Board of Commissioners of the Los Angeles Recreation and Parks Department

Gillian Sorensen
Senior Adviser and National Advocate at the United Nations Foundation

Amra Tareen
CEO, Allvoices.com

What is Public Diplomacy?

CPD defines public diplomacy as the ways a country develops influence among foreign publics. At the USC Center on Public Diplomacy, we examine the way nations and institutions communicate across borders, explore how different societies interpret and receive those messages, and seek to identify and evaluate new methods of international collaboration and dialogue.

Why Public Diplomacy?

CPD views public diplomacy as a critical tool in foreign policy that can significantly improve global cooperation while advancing national interests. Public diplomacy can reduce reliance on “hard power” by enhancing the exchange of information and ideas among international actors.

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