



CYBERNOTES

Hughes Revs Up Public Diplomacy Push

Under Secretary of State for Public Diplomacy and Public Affairs Karen Hughes has finally hit the ground, and, by all accounts, she has hit it running. Named in mid-March for the critical post, Ms. Hughes' confirmation hearing was delayed to afford her time to prepare her son for college. Confirmed by the Senate on July 29, the presidential confidante whose job it is to transform America's image in the world, and particularly in the Muslim world, moved into her office at the State Department in the third week of August and jumped right into the fray.

By Labor Day, the first plank of her four-point policy program — engagement — was clear. On Aug. 30, she sent a cable to all U.S. embassies urging them to think of ways to commemorate the fourth anniversary of the Sept. 11, 2001, attacks, such as attending interfaith services, that will demonstrate that terrorism is a challenge faced not just by the United States. "I think it's a very humble way, on the day of our national tragedy, to remember that other people have

experienced horrible tragedies," said Ms. Hughes.

Her decision to appear Sept. 1 in Chicago at the convention of the Islamic Society of North America caused a stir in some conservative circles. Hughes has told reporters she has initiated discussions with Muslim leaders — clerics, students and scholars — to hear their concerns and ideas, and plans to travel to Europe and the Middle East.

The other three planks in Ms. Hughes' public diplomacy program are exchanges, education and empowerment. The administration has increased its request for funds for educational exchanges by 20 percent this year, to \$430 million, and will try to make it easier to get visas for these programs.

Hughes also plans to promote "advocacy platforms," or debates about democracy and its values in ways that are relevant to countries experiencing authoritarian rule, as well as "rapid-response" teams to counter bad news and disinformation in a timely manner. "We are behind the curve in being able to put down rumors and myths," she says. An

interagency public diplomacy operating group is another element of the plan, as is placing more emphasis on public relations skills in Foreign Service promotions.

The public diplomacy challenge Under Secretary Hughes faces is daunting. Her immediate predecessor, Margaret Tutwiler, quit last summer after less than a year on the job; her predecessor, advertising executive Charlotte Beers, had thrown in the towel after 18 months as U.S. prestige tumbled, particularly in the Middle East.

Panels and commissions have studied the problem, and there is no shortage of thoughtful reports (<http://www.publicdiplomacy.org/archiv e.htm>). A recent addition to the policy literature is from the Heritage Foundation, "Strengthening U.S. Public Diplomacy Requires Organization, Coordination and Strategy" (<http://www.heritage.org/Research/NationalSecurity/bg1875.cfm>). Significantly, while Ms. Hughes prepared for her confirmation hearings, the State Department issued a new contract to establish what went wrong and identify the remedy. The department offered \$250,000 for "a thorough and scientific study of how to address negative perceptions of the United States, particularly in Muslim countries," to be completed by Sept. 30.

You can follow this important issue online at the "What's New in Public Diplomacy" Web page of the University of Southern California's Center on Public Diplomacy (<http://www.usc publicdiplomacy.org/index.php>), at the Web site of George Washington

50 Years Ago...

Effective representation abroad in the hydrogen age of the global time of troubles demands the services of individuals with the paradoxical combination of the widest backgrounds and most intensive technical training available.

Diplomacy has ceased to be a select art and become a total technique.

— Robert C. Bone Jr., from "From the Past into the Future: Suggestions for the Service," (Prize Winning Essay in Category 'C'), *FSJ*, October 1955.





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University's Public Diplomacy Institute (<http://pdi.gwu.edu/>) and at USIAAA's Public Diplomacy Web Site (www.publicdiplomacy.org).

New Index Tracks Rise of Foreign Policy As a Popular Concern

In January 2000, only a minority of Americans wanted the U.S. government to place more attention on international issues. Today, even with greater public attention paid to global concerns in the wake of the 9/11 attacks, more than half of the American public wants the government to place still more emphasis on international issues.

This is among the findings of the Confidence in U.S. Foreign Policy Index, a joint venture of *Foreign Affairs* magazine and Public Agenda, with support from the Ford Foundation, released Aug. 3. Public Agenda, founded in 1975 by former U.S. Secretary of State Cyrus Vance and social scientist Daniel Yankelovich, is dedicated to nonpartisan policy research.

To be issued regularly, the Index is designed to explore the public's long-term judgments and beliefs about America's role in the world. It covers more than 25 issues through some 80 different survey questions.

Americans see relations with the Islamic world as the fundamental foreign policy problem facing the nation, the current Index shows — but there is no consensus concerning what to do about it. Three-quarters of Americans worry about losing trust and friendship abroad and about a growing hatred of the U.S. in Muslim coun-

tries — and fully 40 percent “worry a lot.”

The Index also reveals that the public cares deeply and more unanimously about the problems of illegal immigration and protecting American jobs in a global economy than leadership attention to these issues suggests.

Full survey results can be found at www.publicagenda.org or www.confidenceinforeignpolicy.org.

A Focus on Fixing Failed States

In August, the barely-year-old Center for Stabilization and Reconstruction Studies at the Naval Postgraduate School in Monterey, Calif., launched its first “prevent new Afghanistans” exercise. Members of humanitarian-aid groups joined mili-

tary officers and U.S. Defense and State Department officials to find ways to work together to help turn around failed or failing states — in this case, the fictional country of Aliya, which has suffered an invasion and domestic revolt followed by years of warlordism and civil war.

“The world has changed,” declared Carlos Pascual, head of the State Department's newly established Office of the Coordinator for Reconstruction and Stabilization, addressing the opening ceremonies of the unusual game. “We need to secure our nation and provide for global security. This is what the game is all about.”

The Office of Coordinator for Reconstruction and Stabilization was opened in August 2004. The coordinator reports directly to the Secretary of

Site of the Month <http://www.lib.utexas.edu/maps/>

The *Perry-Castañeda Library Map Collection*, an outstanding resource for researchers, is unusually user-friendly. The University of Texas at Austin's main library has a general collection of more than 250,000 maps from all over the world. Most are listed in the library's online catalogue, UTNetCAT, and some 5,000 are available directly online.

The site's up-to-the minute “online maps of current interest” include such things as neighborhoods, levees and landmarks in New Orleans and highways in Mississippi; changes in Gaza; the current distribution of bird flu; wildfires in Portugal, and more. And its Cartographic Reference Resources is a goldmine of useful material, including explanations of all of the different map projections.

The site not only guides visitors to the library's own maps, but goes a long way to making the map resources of the entire Web accessible. One can find all different types of maps — country, city, state, historical and outline — depicting the different regions of the world; links are provided to the library's collections as well as to other sites for particular maps. At the same time, the site's helpful FAQ includes “Where can I find a map of ... on the Internet?” and a comprehensive answer with links.



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www.homesdatabase.com/simunek

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www.hotelchoice.com/hotel/va58

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SDFCU

www.sdfcu.org

State Plaza

www.stateplaza.com

WJD Management

www.wjdpm.com

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www.worldspace.com

There are still places that race and poverty are a huge problem in the U.S., and we've got to deal with that.

— Secretary of State
 Condoleezza Rice,
 Sept 14, *cnn.com*.

State and is charged with enhancing our nation's institutional capacity to respond to crises involving failing, failed and post-conflict states and complex emergencies (<http://www.state.gov/s/crs>). A month later the new center at the Naval Postgraduate School was established (<http://www.csrs-nps.org/public/home.cfm>).

Both stem from the work of the bipartisan Commission on Post-Conflict Reconstruction, whose 2003 report, based largely on the lessons of Iraq and Afghanistan, outlines how and why failed and failing states matter (<http://www.csis.org/isp/pcr/playtwin.pdf>). "We need to put as much effort into stabilization as war efforts, and we need everyone at the same table using the same playbook," Rep. Sam Farr, D-Calif., one of the seven members of Congress who served on the panel, says.

Meanwhile, in July, *Foreign Policy* magazine released the first Failed State Index, a joint project with the Fund for Peace to conduct a global ranking of weak and failing states (http://www.foreignpolicy.com/story/cms.php?story_id=3098&print=1). The problem is more serious than generally thought. Some 2 billion people live in insecure states, with varying degrees of vulnerability to widespread civil conflict. The 10

most at-risk countries — Cote d'Ivoire, Democratic Republic of the Congo, Sudan, Iraq, Somalia, Sierra Leone, Chad, Yemen, Liberia and Haiti — have already shown clear signs of state failure.

Though the index points to no easy fix for failed states, it does give some clues to the most reliable early warning signs of a problem. Among the 12 indicators used to identify weak and failing states, two consistently rank near the top: uneven development within states (as opposed to poverty), and criminalization or delegitimization of the state. For a complete discussion of the indicators and methodology used go to www.foreignpolicy.com or www.fundforpeace.org.

Cultivating a Career in Foreign Affairs

Young Professionals at State, or YPro, is an innovative grass-roots networking organization for entry and mid-level employees at the Department of State and the U.S. Agency for International Development. According to the group's 2004-2005 annual report, YPro "aims to create a sense of continuity in a dynamic workforce by linking tomorrow's foreign affairs leaders through professional and social networking activities."

Established in 2003, the organization currently has more than 500 members. YPro sponsors volunteer work, a monthly professional reading group, lunchtime seminars and a mentoring link, among other activities. Since its formation, the group has hosted more than 130 professional development and networking events.

YPro receives no government funding, and membership is free and open to all direct-hire employees of State and USAID, regardless of age, occupation or career track. You can find it at www.ypro.us. ■