Public Diplomacy Career Guide

This field guide is designed to provide a definition of public diplomacy and to identify various career paths within the field of PD. It is by no means an exhaustive list of options, but rather a foundation from which students can build their career search.

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Description of Field
The study of public diplomacy is a new and expanding field. As yet, there is no single agreed upon definition of the term. Below are some examples of definitions used by practitioners and academics, and in government reports.

From the USC’s Center on Public Diplomacy
“Traditional definitions of public diplomacy include government-sponsored cultural, educational and informational programs, citizen exchanges and broadcasts used to promote the national interest of a country through understanding, informing, and influencing foreign audiences.

Unlike standard diplomacy, which might be described as the ways in which government leaders communicate with each other at the highest levels, public diplomacy focuses on the ways in which a country (or multi-lateral organization such as the United Nations), acting deliberately or inadvertently, through both official and private individuals and institutions, communicates with citizens in other societies. But like standard diplomacy, it starts from the premise that dialogue, rather than a sales pitch, is often central to achieving the goals of foreign policy. It involves not only shaping the message(s) that a country wishes to present abroad, but also analyzing and understanding the ways that the message is interpreted by diverse societies and developing the tools of listening and conversation as well as the tools of persuasion.”

Planning Group for Integration of USIA into the Dept. of State (June 20, 1997):
"Public Diplomacy seeks to promote the national interest of the United States through understanding, informing and influencing foreign audiences."
Hans N. Tuch, author of *Communicating with the World* (St. Martin's Press, NY, 1990):
"Official government efforts to shape the communications environment overseas in which American foreign policy is played out, in order to reduce the degree to which misperceptions and misunderstandings complicate relations between the U.S. and other nations."

**U.S. Department of State, Dictionary of International Relations Terms, 1987:**
"Public diplomacy refers to government-sponsored programs intended to inform or influence public opinion in other countries; its chief instruments are publications, motion pictures, cultural exchanges, radio and television."

**United States Information Agency**
Public diplomacy seeks to promote the national interest and the national security of the United States through understanding, informing, and influencing foreign publics and broadening dialogue between American citizens and institutions and their counterparts abroad.

**US Advisory Commission on Public Diplomacy 1991 Report:**
"Public Diplomacy - the open exchange of ideas and information - is an inherent characteristic of democratic societies. Its global mission is central to foreign policy. And it remains indispensable to [national] interests, ideals and leadership role in the world."

**Selected Profiles of PD Practitioners**

**Nicholas Cull**  
*Faculty Fellow*  
Director, Master of Public Diplomacy Program, USC

Nicholas J. Cull is Professor of Public Diplomacy and Director of the Masters Program in Public Diplomacy at USC. He earned both his BA and PhD at the University of Leeds. From 1992 to 1997 he was lecturer in American History at the University of Birmingham. From September 1997 to August 2005 he was Professor of American Studies and Director of the Centre for American Studies in the Department of History at Leicester.

His research and teaching interests are broad and inter-disciplinary, and focus on the role of culture, information, news and propaganda in foreign policy. He is the author of *The Cold War and the United States Information Agency: American Propaganda and Public Diplomacy, 1945-1989* (Cambridge 2008). He has published numerous articles on the theme of propaganda and media history. He is an active film historian who has been part of the movement to include film and other media within the mainstream of historical sources.
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.

**Phil Taylor**  
*Fellow*  
Professor of International Communications, University of Leeds

Dr. Phil Taylor is Professor of International Communications at the University of Leeds. His various research interests include government-media relations, public and cultural diplomacy, the use of propaganda and psychological operations in warfare, and world radio and television communications.  
In 1978 Taylor joined the School of History at the University of Leeds as a Lecturer in International History and Politics. In 1982-83, he was Visiting Professor of Political Science & History at Vanderbilt University in the USA. He was made a Senior Lecturer in International History in 1988 and a Reader in International Communications in 1992. He secured his Chair in International Communications - the first of its kind in the UK - in 1998.

He is currently the Research Director of Institute of Communications Studies where. He is also Associate Editor of the 'The Historical Journal of Film, Radio and Television' and 'The Journal of Information Warfare' and serves on the international editorial board for the new journals, 'Global Media and Communication' and 'Media, War and Conflict'.

**Nancy Snow**  
*Senior Fellow*  
Associate Professor of Public Diplomacy, Syracuse University Newhouse School

Nancy Snow is senior research fellow at the USC Center on Public Diplomacy. She also serves as an adjunct professor in the USC Annenberg School for Communication. A former USIA official, Snow writes on issues related to international communications, public diplomacy, media reform and activism, and persuasion and influence. Her current research focuses on anti-Americanism and global media as well as ways modern American presidents have used propaganda and persuasion to set national and international policy.

Her books include: *The Arrogance of American Power: What U.S. Leaders Are Doing Wrong and Why It’s Our Duty to Dissent* (Rowman & Littlefield); *Propaganda, Inc.: Selling America's Culture*

Snow’s professional experience includes serving as a political consultant to The History Channel and Douglas, Cohn and Wolfe public relations. In 2003, she served as a public diplomacy advisor to the U.S. Advisory Commission on Public Diplomacy and U.S. Senate Foreign Relations Committee overseeing changes in U.S. public diplomacy legislation since 9/11.

Sherry L. Mueller - President

Sherry L. Mueller has provided leadership for the National Council for International Visitors (representing 90 community organizations and 80,000 volunteers across the United States) since 1996, first as executive director, then as president. Before coming to NCIV, she worked eighteen years for the Institute of International Education (IIE), first as a program officer and then as director of the Professional Exchange Programs staff. Sherry served as an Experiment Leader to the former Soviet Union, an English Language Officer for the U.S. Department of State, and a lecturer at the University of Rhode Island.

Sherry is an active volunteer and serves on the boards of various nonprofit organizations including: World Learning, Friendship Force International, the Coalition for American Leadership Abroad, the Public Diplomacy Council, the J. William and Harriet Fulbright Center, and the U.S. Center for Citizen Diplomacy. She was instrumental in founding the Coalition for Citizen Diplomacy (CCD), an association of like-minded organizations that seeks to increase citizen diplomacy and expand resources and recognition for the international exchange field. Sherry also serves as a senior advisor to Business for Diplomatic Action and to Youth Leaders International.

In May 2001 she served as a speaker for the U.S. Department of State in Saudi Arabia, giving lectures and conducting workshops on leadership development for nonprofit organizations. Her book, Careers in International Education, Exchange, and Development, originally published in 1998, is currently being revised for re-publication with Georgetown University Press. She earned her MALD and Ph.D. from the Fletcher School of Law and Diplomacy.
Dr. R.S. Zaharna’s research and professional interests focus on public diplomacy, intercultural and international public communication. She specializes in American and Arab cross-cultural communication. In addition to nearly twenty years of teaching communication, she has advised on communication projects for multinational corporations, non-governmental organizations, diplomatic missions, and international organizations, including the United Nations, World Bank, and USAID. Since 9/11, she has been invited, on numerous occasions by the U.S. Congress, to testify on U.S. public diplomacy in the Arab and Islamic world and has addressed diplomatic audiences and military personnel in the United States and Europe on cross-cultural political communication strategies. Her analyses on public diplomacy have been translated and featured in publications worldwide. Dr. Zaharna served as a Fulbright Senior Scholar in the West Bank (1996-1997). She is currently a Middle East analyst for the online think tank, Foreign Policy in Focus.

Selected U.S. Congressional Testimony
“9/11 Commission Recommendations on Public Diplomacy”
U.S. House Subcommittee on National Security, Emerging Threats and International Relations August 23, 2004

Selected Public Diplomacy Analysis

Selected Scholarly Publications

Web Resources for Public Diplomacy
http://publicdiplomacy.syr.edu/
http://uscpublicdiplomacy.org/pdfs/stratcommo_plan_070531.pdf
http://www.publicdiplomacy.org/1.htm

Public Diplomacy Blogs
http://publicdiplomacy.foreignpolicyblogs.com/
http://uscpublicdiplomacy.com/index.php/newsroom/
http://eccentricstar.typepad.com/
http://publicdiplomacypressandblogreview.blogspot.com/

Where are public diplomacy practitioners working?
PD practitioners work for the U.S. government and foreign governments, NGOs, INGOs, IGOs, IFIs, and BDOs. There are PD practitioners in the fields of education, public affairs, public relations, and international relations. Here are some examples:

United States Government Public Diplomacy

Department of State

- Under Secretary for Public Diplomacy and Public Affairs
  http://www.state.gov/r/

- Under Secretary for Bureau of Public Affairs, International Information Program
  http://www.state.gov/r/iip/

- Under Secretary for Bureau of Educational and Cultural Affairs
  http://exchanges.state.gov/index.html

- Bureau of Democracy, Rights and Labor (DRL) – PA/PD offices
  http://www.state.gov/g/drl/

- Bureau of Population, Refugees and Migration (PRM) – PA/PD offices
  http://www.state.gov/r/pa/index.htm

- Bureau of Oceans, Environment and Science (OES) – PA/PD offices
  http://www.state.gov/g/oes/

- Bureau of Legislative Affairs – PA/PD offices
USAID
- Public Diplomacy and Public Affairs
  http://www.usaid.gov/about_usaid/presidential_initiative/diplomacy/
- Office of Transition Initiatives
- Branding
  http://www.usaid.gov/branding/
- Education and Universities
  http://www.usaid.gov/our_work/education_and_universities/

Department of Defense
- OSD/PA – Office of the Assistant Secretary for Public Affairs

Department of Education
- International Affairs Office

Department of Justice
- Office of Public Affairs
  http://www.usdoj.gov/opa/

Department of Commerce – International Trade Administration
- http://trade.gov/about.asp

United States Government-Related NGOs in the fields of Education or Citizen Exchange
- Institute for International Education (IIE)
  http://www.iie.org/
• **AED – Academy for Educational Development**
  http://www.aed.org/

• **World Learning – Delphi International**
  http://www.worldlearning.org/

• **Council on International Educational Exchange (CIEE)**
  http://www.ciee.org/

• **International Research and Exchange Board (IREX)**
  http://www.irex.org/

• **America-Mideast Educational and Training Services (AMIDEAST)**
  http://www.amideast.org/

• **Partners of the Americas**
  http://www.partners.net/partners/default_EN.asp?SnID=1523406639

**NGOs, NSAs, IFIs, Business**

**Social Change, Gender, Humanitarian Relief NGOs**

• **InterAction**
  http://www.interaction.org/

• **Population Services International (PSI)**
  http://www.psi.org/

• **Population Action International (PAI)**
  http://www.populationaction.org/

• **Family Health international**

• **Winrock International**
  http://www.winrock.org/

• **Vital Voices**

• **Hunt Alternatives Fund - Initiative for Inclusive Security**
http://www.huntalternatives.org/index.cfm

- **Women for Women International**
  http://www.womenforwomen.org/

- **International Crisis Group - ICG**
  http://www.crisisgroup.org/home/index.cfm

- **US Committee for Refugees and Immigrants USCRI**
  http://www.refugees.org/

- **Refugees International**
  http://www.refintl.org/

- **ACCION**

**Democracy, Human Rights NGOs**

- **National Endowment for Democracy (NED)**
  http://www.ned.org/

- **National Democratic Institute (NDI)**
  http://www.ndi.org/

- **International Republican Institute (IRI)**
  http://www.iri.org/

- **Amnesty International**
  http://www.amnesty.org/

- **Oxfam International**
  http://www.oxfam.org/

- **Human Rights Watch**
  http://www.hrw.org/

**PR, Public Affairs, Advocacy Consulting Firms**

- **Edelman Associates**
http://www.edelman.com/

- APCO Worldwide
  http://www.apcoworldwide.com/

- Hill & Knowlton
  http://www.hillandknowlton.com/

- Rational PR
  http://www.rationalpr.com/

- Ogilvy PR
  http://www.ogilvypr.com/

- Burson-Marsteller
  http://www.burson-marsteller.com/default.aspx

- John Adams Associates
  http://www.johnadams.com/

- Timmons & Co.
  http://www.timmonsandco.com/

- Ketchum
  http://www.ketchum.com/

- Hawthorne Associates
  http://www.hawthorneassociates.com/

- Wexler and Walker
  http://www.wexlerwalker.com/

Associations, Lobbies, Professional Organizations with some international interests

- National Mining Association
  http://www.nma.org/

- American Petroleum Institute
  http://www.api.org/

- Alliance to Save Energy
Development Project Organizations/Firms

- **ARD**
  http://www.ardinc.com/

- **DAI**
  http://www.dai.com/

- **Chemonics**
  http://www.chemonics.com/

- **MSI**
  http://www.msi.com.tw/

- **Abt Associates**
  http://www.abtassociates.com/index.cfm

- **Intermedia**
  http://www.intermedia.net/

- **InterNews**
  http://www.internews.org/

- **CHF**
  http://www.chfinternational.org/

- **ICF Consulting**

- **Deloitte Touche**
  http://www.deloitte.com

- **Pricewaterhouse Coopers**
  http://www.pwc.com/

- **Bearing Point**
  http://www.bearingpoint.com/portal/site/bearingpoint

- **IBM Consulting**
• Booz Allen Hamilton  
  http://www.boozallen.com/

**Conflict Resolution Organizations**

• Search for Common Ground  
  http://www.sfcg.org/

• Seeds of Peace  
  http://www.seedsofpeace.org/

• Institute for World Affairs  
  http://www.iwa.org/

• IMTD - Institute for Multi-Track Diplomacy  
  http://imtd.org/cgi-bin/imtd.cgi

• Fellowship for Reconciliation  
  http://www.forusa.org/

• Kettering Foundation  
  http://www.kettering.org/

• PACT  
  http://www.pactworld.org/

**Publications**

Newly published, *The Public Diplomacy Handbook* was edited by Syracuse’s own Dr. Nancy Snow. We recommend starting with this text.


**Public Diplomacy, General**


Branding


Propaganda


Media


Cultural Diplomacy, Celebrity Diplomacy, Sports Diplomacy

Soft Power, Smart Power


Public Diplomacy in Other Countries


***For a comprehensive list of articles and book chapters dealing with public diplomacy, please visit: http://uscpublicdiplomacy.com/index.php/library/

PD related info for other countries
http://mountainrunner.us/library/reports/GAO%20(1979)%20Examination%20of%20other%20PD.pdf

Demand and Future Challenges of Profession
Public Diplomacy is evolving fast. Developing political climates and technological environments mean that the real and virtual landscapes in which public diplomacy practitioners operate, and the tools available to them, are changing. Below are some resources that give different perspectives on the demand and future challenges of the field.
From the Madrid Conference on Public Diplomacy, 2006

Although much communications and public diplomacy work being done today relates to the so-called ‘Global War on Terrorism’ or ‘Long War’, it is worth reminding ourselves that there is at least as much if not more public diplomacy work being done globally which is unrelated to the ‘War’.

Indeed in some ways this is the more important work because it seeks to head-off problems before they flare up. Had the US spent the 1990s trying to engage honestly and constructively with the Islamic World would there still have been a 9/11? Almost certainly - but the environment in which the US would now be seeking to prosecute the ‘War on Terrorism’ would probably have been more sympathetic.

Good public diplomacy is done before its needed not afterwards. At the same time, it is important to remember that public diplomacy is not simply about managing conflict. Public diplomacy, in the broadest sense, has a key role to play meeting some of the grand geo-political challenges of our day: the rise of China, a resurgent Latin America, climate change, the threat of global disease pandemics, international migration, among many others.

The problem is this: if states ramp up their public diplomacy efforts in order to try and capture a share of foreign publics’ goodwill, they will increasingly compete for what is essentially a finite resource. People cannot go on holiday everywhere, they cannot invest everywhere and they are not inclined to see all other countries as equally benign and friendly. Practitioners in the Information Operations world are well-acquainted with the notion of aggressively targeting the morale or attitudes of a foreign country or soldiers but public diplomacy practitioners still tend to design their strategies in isolation from those of others; public diplomacy is still generally about showing the world what you have to offer, and ignoring everyone else.

This is partly because of the perceived benign and altruistic nature of cultural relations, which is still a key component of most nations’ public diplomacy but it may well change. If countries are increasingly competing for tourism, trade and goodwill it seems likely they begin to engage in what we might call negative or aggressive public diplomacy. We see this in the political arena,
for example, in rather conventional US efforts to discredit the Ahmadinejad regime in Tehran – and aggressive rhetoric or spin has long been a feature of traditional diplomacy and the preamble to war. But how long before we see countries seeking to discredit each others’ attempts to win trade and investment? Aggressive, more competitive public diplomacy is certainly not something to celebrate but it may well be something those working in this field have to learn to live with.

Another key issue is that of the evolving global media landscape. Much has been made of the political impact of al-Jazeera, and much has been unfairly said, for example, about the Arabic satellite Channel’s role as a mouthpiece for terrorism. The fact is that al-Jazeera is emblematic of a hugely important phenomenon: the rise of developing world media. Communications and media are no longer dominated by the West in the way they were 10 or 15 years ago – and that is not just the case in the Arab world. Last year the Foreign Policy Centre published a report arguing in favor of the establishment of a pan-African TV channel, ‘an African al-Jazeera’, as a further step towards democratization and economic development on the continent. There is also talk of embryonic initiatives to establish regional African TV channels in English and French, an independent Swahili-language service, a Somali service, and a North African service. In the late 1970s and early 1980s sociologists talked about the coming of a New World Information Order in which the Rich North would no longer dominate the poor South in media and communications terms: the end of so-called Cultural and Media Imperialism. It is happening today. We are seeing entrepreneurs all round the world launching functioning, good-quality, local television channels on shoestring budgets. Cities in the developing world can afford to have their own dedicated TV news channel. This trend is going to continue to influence and reshape the landscape in which Public Diplomacy is conducted.