

PUBD 526
Public Diplomacy (PD) Evaluation
Dr. Robert Banks

Class Time: Thursday, 2-4:50 PM
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Office Hours: 1-2:00pm, Thursday

Course Description and Objectives

Measuring success in public diplomacy (defined as government communication activities designed to engage, inform, and influence foreign publics) is a challenging enterprise. It is difficult, for instance, to establish a direct causal link between any given PD program and its desired impact on a target audience, often framed as positive attitude or behavior change. The degree of complexity grows exponentially when, as is often the case, the desired impact only begins to manifest itself decades later. Investing in public diplomacy, in short, rarely results in dramatic, demonstrable change or produces instant gratification.

Despite the challenges posed by PD evaluation, no organization in today's "culture of measurement" can afford to ignore the need to obtain measurable results. In the US, the attacks of 9/11, the wars in Iraq and Afghanistan, and the worrying decline in the US image abroad have focused increased attention on USG efforts to advocate for itself, and on developing better performance measurement instruments in order to justify expenditures on PD programs.

This class will introduce students to the metrics of public diplomacy. We will look at the special challenges posed by PD assessment, the tools, terminology and mechanics of evaluation, the measurement community, and varying approaches to PD evaluation. We will focus particular attention on how the USG approaches performance measurement, using case studies to gain a deeper appreciation of current practices and likely future developments. Students should emerge from this class with a firm understanding of the current theory and practice of the metrics of public of diplomacy, as well as the intellectual tools and depth of knowledge necessary to explore innovative new approaches.

Course Requirements

Class Participation -- 10%: Active class participation and discussion are essential ingredients for this class. Students should prepare themselves for each session by reading the required texts.

Oral Presentations -- 40%: Each student will make two, fifteen-minute powerpoint presentations to the class on an aspect of public diplomacy evaluation. Each presentation, to be judged on the depth of research and the organization and clarity of the information presented, will be worth 20% of the final grade.

Research Paper/Project Report -- 50%: Students may choose to write a research paper or devise a project on some aspect of the evaluation of public diplomacy. The research paper should be no more than 15 pages, double-spaced, with an executive summary and bibliography. The project can be either an actual evaluation of a PD-related program or initiative, or a proposal for how such an evaluation should be conceived and executed. The project report should also be no more than 15 pages in length, and should include a summary and bibliography. The topic of the research paper or project report should be the product of consultation with the course instructor.

Required Texts

Week #1

Measuring Success in Public Diplomacy: An Overview

Steven, David, "Evaluation and the New Public Diplomacy," Presentation to the Future of Public Diplomacy, 842nd Wilton Park Conference, River Path Associates, 2 March 2007, pp. 1-20.

www.riverpath.com/library/wp-content/uploads/2008/01/public-diplomacy-and-evaluation-wilton-park-020307.pdf.

Pierre C. Pahlavi, "Evaluating Public Diplomacy Programmes," *The Hague Journal of Diplomacy*, vol. 2, no. 3 (2007), pp. 255-81.

<http://docserver.ingentaconnect.com/deliver/connect/mnp/18711901/v2n3/s4.pdf?expires=1254868864&id=52384963&titleid=75000389&accname=Uni>

[versity+of+Southern+California&checksum=A69D8BBB13F7CC0C62DA
A25D4B8C5334](http://www.uscpd.org/2005-2006%20Cold%20War%20Studies%20Centre%20Seminar%20Series%20Department%20of%20International%20Relations%20London%20School%20of%20Economics%20and%20Political%20Science%202%20November%202005%3A%201-29.pdf)

Kelley, John Robert. "U.S. *Public Diplomacy: A Cold War Success Story?*" 2005-2006 Cold War Studies Centre Seminar Series, Department of International Relations, London School of Economics and Political Science, 2 November 2005: 1-29.

Banks, Robert. "A Resource Guide to Public Diplomacy Evaluation," 2011, The Center on Public Diplomacy at the University of Southern California. Available on-line at the CPD website.

Week #2

The Measurement Community -- Universities, Pollsters/Public Opinion Researchers, Consulting Companies, Non-profits --NGOs/IOs, Think Tanks, Evaluation Associations/Networks/Institutes, GAO/OMB

Student-led presentations.

Week #3

The Role of Polling and Public Opinion Research in PD Metrics

Joshua Fouts ed., Public Diplomacy Practitioners, Policy Makers, and Public Opinion: A Report of the Public Diplomacy and World Public Opinion Forum, April 9-11, 2006, Washington, D.C.

http://uscpublicdiplomacy.org/pubs/reports/060926_fouts.pdf

Klingemann, Hans Dieter (editor), and Rumommele, Andrea (author,) Public Information Campaigns and Opinion Research: A Handbook for the Student and Practitioner, Sage Publication Inc., 2002, pp. 1-8 and 147-167.

<http://site.ebrary.com/lib/uscisid/docDetail.action?docID=10081002>

GAO, Actions Needed to Improve Strategic Use and Coordination of Research: Public Diplomacy, GAO-07-904, July 2007, pp. 1-56.

www.gao.gov/new.items/d07904.pdf

Satloff, Robert. "Survey Says: Polls and the Muslim World," *New Republic Online*, 30 September 2005. (Accessed 18 Jan. 2010)
<<http://www.washingtoninstitute.org/templateC06.php?CID=873>>.

Week #4

The Evaluation Process, Methods and Tools – (e.g., Logic Models, Media Content Analysis, Social Media and Website Measurement, Business Intelligence Systems, Benchmarking, Dashboards, Network Mapping)

(Student-led Presentations)

Week #5

PD Vs. PR: The Private Sector Approach to Evaluation

"America's Role in the World: A Business Perspective on Public Diplomacy," Prepared by Business for Diplomatic Action, October 2007, pp. 1-18.

http://www.businessfordiplomaticaction.org/learn/articles/bdawhitepaper_oct07final.pdf

Signitzer, Benno H. and Coombs, Timothy, "Public Relations and Public Diplomacy: Conceptual Divergences," *Public Relations Review*, Vol. 18, No. 2, pp. 137-147.

www.sciencedirect.com/science?_ob=MImg&_imagekey=B6W5W-45p4m36-1B-1&_cdi=6581&_user=1181

Fitzpatrick, Kathy R. "Advancing the New Public Diplomacy: A Public Relations Perspective," *The Hague Journal of Diplomacy*, Vol. 2, No. 3, (October 2007): 187-211.

<http://www.ingentaconnect.com/content/mnp/hjd/2007/00000002/00000003/art00001>

GAO, "U.S. Public Diplomacy: State Department Expands Efforts but Faces Significant Challenges, GAO-03-951, Washington D.C., September 4, 2003, pp. 13-16.

www.gao.gov/new.items/d03951.pdf

Wolf, Charles Jr., and Rosen, Brian, "Public Diplomacy: How to Think about It and Improve It," Rand Corporation, 2004, pp. 17-21.

www.rand.org/pubs/occasional_papers/2004/RAND_OP134.pdf

Lindenmann, Walter K., "Guidelines for Measuring the Effectiveness of Public Relations Programs and Activities," The Institute for Public Relations, Gainesville, Florida, 1997 & 2003, pp. 1-30.

www.instituteforpr.org/files/uploads/2002_MeasuringPrograms_1.pdf.

Manheim, Jarol B. and Robert B. Albritton. "Changing National Images: International Public Relations and Media Agenda Setting," *The American Political Science Review*, Vol. 78, No. 3 (Sep. 1984): 641-657.

Lee, Suman, "International Public Relations as a Predictor of Prominence of US News Coverage," *Public Relations Review*, 33, 2007, pp. 158-165.

http://www.sciencedirect.com/science?_ob=ArticleURL&_udi=B6W5W-4NB38B0-1&_user=1181656&_rdoc=1&_fmt=&_orig=search&_sort=d&_docanchor=&_view=c&_searchStrId=1032667122&_rerunOrigin=google&_acct=C000051901&_version=1&_urlVersion=0&_userid=1181656&md5=36172a5d1e7c1b27251d0166114712b6

Week #6

The UK Government's Approach to Measurement

The Lord Carter Coles Report, *Public Diplomacy Review*, December 2005, pp. 1-77.

www.britishcouncil.org/home-carter-report

GAO, Actions Needed to Improve Strategic Use and Coordination of Research: Public Diplomacy, GAO-07-904, July 2007, pp. 36-43.

www.gao.gov/new.items/d07904.pdf.

Report on the Wilton Park Conference WP 842, "The Future of Public Diplomacy," Thursday 1-Saturday 3 March 2007

<http://USCpublicdiplomacy.com/pdfs/WiltonPark.pdf>

“Measuring the Impact of Public Diplomacy: Can It Be Done?” Louise Vinter, Foreign and Commonwealth Office, and David Knox, British Council, pp.1-6.

<http://www.fco.gov.uk/en/about-us/publications-and-documents/publications1/pd-publication/impact>

The British Council Annual Report 2009-2010

http://www.britishcouncil.org/new/Global/BC%20Annual%20Report%202009-10_reupload.pdf

Week #7

The History of PD Metrics in the U.S. Government: Toward a “Culture of Measurement” Part 1.

Wilson, Elmo and Frank Bonilla. “Evaluating Exchange of Persons Programs,” *Public Opinion Quarterly*, Vol. 19, No. (1955): 20-30. (Accessed 6 May 2011)

<http://www.jstor.org/stable/pdfplus/2745931.pdf?acceptTC=true>.

Moore, Frazier and Carrie Adamson, “U. S. International Public Relations: The Challenge of the Seventies” *Journal of Advertising*, Vol. 4, No. 1 (Winter 1975): 15-19. (Accessed 25 October 2010)

<http://www.jstor.org/stable/4187959>.

Government Performance Results Act of 1993, pp. 1-12.

www.whitehouse.gov/omb/mgmt-gpra/gplaw2m.html.

GAO, “U.S. Public Diplomacy: State Department Expands Efforts but Faces Significant Challenges,” GAO-03-951, Washington D.C., September 4, 2003, pp. 18-24.

www.gao.gov/new.items/d03951.pdf

“FY 2004 Budget Chapter Introducing the PART: Rating The Performance Of Federal Programs” Office of Management and Budget, *The White House*. (Accessed 15 Feb. 2010)

<www.gpoaccess.gov/usbudget/fy04/pdf/budget/performance.pdf>.

“Program Assessment: Public Diplomacy, 2006” (PART, or Program Assessment Rating Tool)

<http://www.whitehouse.gov/omb/expectmore/detail/10004600.2006.html>

Panel Comments on the PART Process and Public Diplomacy by Ted Kniker, at American Evaluation Association Public Issues Forum, “The Program Assessment Rating Tool (PART)”: What PARTs Help and What PARTs Don’t,” Edited Proceedings, November 2, 2006.

www.eval.org/AEA_2006_PIF.pdf

Week #8

The History of PD Metrics in the U.S. Government: Toward a “Culture of Measurement” Part 2

Gyan, Shanta Bryant, “Measured Response: Office Assesses Public Diplomacy’s Impact,” *State Magazine*, April 2009, pp. 33-35.

www.state.gov/documents/organization/121364.pdf

“U.S. National Strategy for Public Diplomacy and Strategic Communication,” Released by Department of State, PCC, June 2007, pp. 32-34.

http://uscpublicdiplomacy.org/pdfs/stratcommo_plan_070531.pdf

Government Accountability Office. *Actions Needed to Improve Strategic Use and Coordination of Research: Public Diplomacy*. GAO-07-904, 18 July 2007: 1-56. (Accessed 18 Jan. 2010)

www.gao.gov/new.items/d07904.pdf.

GAO, “U.S. Public Diplomacy: Key Issues for Congressional Oversight,” May 5, 2009, pp. 1-43.

www.gao.gov/new.items/d09679sp.pdf

“Public Diplomacy: Strengthening U.S. Engagement with the World,” Released by the Office of the Under Secretary for Public Diplomacy and Public Affairs, U.S. Department of State, March 2010. (Accessed 27 Apr. 2010) http://uscpublicdiplomacy.org/pdfs/PD_US_World_Engagement.pdf.

“National Framework for Strategic Communication,” Released by the White House, March 2010. (Accessed 19 May 2010)
<http://www.fas.org/man/eprint/pubdip.pdf>.

Week #9

The Department of Defense Joins the Strategic Communication Community

“The Pentagon and Public Diplomacy: In Flux,” The Public Diplomacy Council, April 25, 2008.
www.publicdiplomacycouncil.org/uploads/DOD_PD_Willard.pdf.

Pincus, Walter, “Congressional Committees Raise Concerns over Pentagon’s Strategic Communication,” *Washington Post*, July 28 2009.
www.washingtonpost.com/wp-dyn/content/article/2009/07/27/AR2009072701896.html?nav=emailpage.

DeYoung, Karen and Pincus, Walter, “U.S. to Fund Pro-American Publicity in Iraqi Media,” *Washington Post*, 3 October, 2008, pp. 1-4.
www.washingtonpost.com/wp-dyn/content/article/2008/10/02/AR2008100204223.html?nav=emailpage.

“Multi-National Force-Iraq (MNF-I) Strategic Communication Best Practices 2007-2008,” Joint Forces Command, Joint Center for Operational Analysis, Suffolk, Virginia, 10 March 2009, pp. 1-17.

Memorandum for Secretaries of the Military Departments, “Implementation of the DOD Strategic Communication Plan for Afghanistan,” 12 September, 2007, pp. 1-28.
www.mountainrunner.us/files/pubd/dod_afghan_sc_plan.pdf

Shanker, Thom, “U.S. Plans a Mission Against Taliban’s Propaganda,” *The New York Times*, August 16 2009, pp. 1-3.
www.nytimes.com/2009/08/16/world/asia/16policy.html?_r=1&sq=taliban&st=cse&scp=5&sq

Natsios, Andrew. “*The Clash of the Counter-bureaucracy and Development.*” Center for Global Development, 13 July 2010, pp. 1-51. (Accessed 1 May 2011)
<http://www.cgdev.org/content/publications/detail/1424271>.

Week #10

Case Study #1

Argentina: Combating Anti-Americanism

“Background Note: Argentina,” U.S. Department of State, Washington D.C., July 22, 2011, pp. 1-10.
<http://www.state.gov/r/pa/ei/bgn/26516.htm>

Sullivan, Mark P., “Argentina: Background and U.S. Relations,” CRS Report for Congress, 5 November 2008, pp. 1-21.
www.fas.org/sgp/crs/row/RL34734.pdf

Corey, Kathleen, “Image Enhancer: NGO Fair Seeks to Win Fiends in Argentina,” *State Magazine*, April 2010, pp. 27-29.
<http://www.docstoc.com/docs/57937815/State-Magazine-April-2010>

“Argentina: Economic and Political Perspectives,” Remarks by Judith A. McHale, Under Secretary for Public Diplomacy and Public Affairs
Alvear Palace Hotel, Buenos Aires, Argentina, August 26, 2010
<http://www.state.gov/r/remarks/2010/146314.html>

Glaeser, Edward, “What Happened to Argentina?” *The New York Times Online*, October 6, 2009.
<http://economix.blogs.nytimes.com/2009/10/06/what-happened-to-argentina/?scp=1&sq=Glaeser,%20Edward,%20%E2%80%9CWhat%20Happened%20to%20Argentina?%20The%20New%20York%20Times%20Online,%20October%206,%202009.&st=cse>

Glaeser, Edward, “Education Last Century And Economic Growth Today,” *The New York Times Online*, October 20, 2009.
<http://economix.blogs.nytimes.com/2009/10/20/education-last-century-and-economic-growth-today/>

Week #11

Case Study #2

Exchanges (State Department's Bureau of Educational and Cultural Affairs -- ECA)

Smith, Brewster M. "Evaluation of Exchange of Persons," *International Social Science Bulletin*, Vol. 7, No. 387-97 (1955): 1-20. (Accessed 8 Feb. 2010) <<http://unesdoc.unesco.org/images/0015/001573/157347eb.pdf>>.

Flack, Michael. "Results & Effects of Study Abroad," *The Annals of the American Academy of Political and Social Science*. Vol. 424, No. 1 (1976): 107-117.

<http://www.jstor.org/stable/1040809>

Sunal, Dennis W. and Cynthia C. Sunal. "Professional and Personal Effects of the American Fulbright Experience in Africa," *African Studies Review*, Vol. 34, No. 2 (Sep., 1991): 97-123. (Accessed 6 May 2011)

<http://www.jstor.org/stable/pdfplus/524230.pdf?acceptTC=true>.

"Outcome Assessment of the Visiting Fulbright Student Program," Executive Summary, Prepared for U.S. Department of State by SRI International, June 2005, pp. 1-6.

<http://exchanges.state.gov/media/pdfs/oep/completed/execsummaries/fvsp.pdf>>.

Atkinson, Carol. "Does Soft Power Matter? A Comparative Analysis of Student Exchange Programs 1980–2006," *Foreign Policy Analysis*, International Studies Association, Vol. 6, (2010): 1–22. (Accessed 6 May 2011) [http://iis-](http://iis-db.stanford.edu/pubs/22948/Atkinson_Does_Soft_Power_Matter.pdf)

[db.stanford.edu/pubs/22948/Atkinson_Does_Soft_Power_Matter.pdf](http://iis-db.stanford.edu/pubs/22948/Atkinson_Does_Soft_Power_Matter.pdf).

"International Visitor Leadership Program Outcome Assessment," Executive Summary, Prepared for U.S. Department of State by ORC Macro, January 2006, pp. 1-10.

<http://exchanges.state.gov/programevaluations/completed.html>

Week #12

Case Study # 3

Cultural Programming (State Department's Bureau of Educational and Cultural Affairs -- ECA)

"Evaluation of the English Access Microscholarship Program," Prepared for U.S. Department of State by Aguirre Division of JBS International, Inc., December 2007: 1-118. (Accessed 19 May 2010) <

<http://exchanges.state.gov/media/pdfs/oep/completed/fullreports/access-final-report-updated-2010.pdf>

"An Evaluation of the Jazz Ambassadors Program," Prepared for U.S. Department of State by AMS Planning & Research Corp., May 2006: 1-10. (Accessed 19 May 2010) <

<http://exchanges.state.gov/media/pdfs/oep/completed/execsummaries/ja.pdf>

Memis, Sharon. "Showing the power of 'Cultural Relations': Strategic Planning, Monitoring and Evaluation at the British Council," *Public Diplomacy Magazine*. Iss. 3, Winter 2010. (Accessed 10 Jan. 2010)

<<http://publicdiplomacymagazine.com/showing-the-power-of-%e2%80%9ccultural-relations%e2%80%9d-strategic-planning-monitoring-and-evaluation-at-the-british-council/>>.

Sablosky, Juliet Antunes. "Recent Trends in Department Of State Support For Cultural Diplomacy, 1993-2002," *Cultural Diplomacy Research Series*, Center for Arts and Culture, 2003. (Accessed 3 Dec. 2009).

Mark, Simon. "A Greater Role for Cultural Diplomacy," *Clingendael Diplomacy Papers*. Netherlands Institute of International Relations, April 2009. (Accessed 12 Dec. 2009)

http://www.clingendael.nl/publications/2009/20090616_cdsp_discussion_paper_114_mark.pdf.

Week #13

Case Study #4

Information Outreach (Bureau of International Information Programs -- IIP): Traditional and New Media

Taler, Margaret and Strobel, Warren, "Obama Friends' the World with Facebook, Twitter Diplomacy," *McClatchy Washington Bureau*, August 1, 2009, pp. 1-4.

www.mcclatchydc.com/politics/v-print/story/72855.html

Power to the People: Social Media Research Tracker Wave 3, Universal McCann Comparative Study.

www.slideshare.net/mickstravellin/universal-mccann-international-social-media-research-wave-3.

<http://www.slideshare.net/SueGrant/international-social-media-trends>.

Potter, Evan, Assistant Professor, Department of Communications, University of Ottawa, "Web 2.0 and the New Public Diplomacy: Impact and Opportunities."

www.fco.gov.uk/en/about-the-fco/publications/publications/pd-publication/web-2.

Paine, Katie Delahaye, "How to Set Benchmarks in Social Media: Exploratory Research for Social Media, Lessons Learned," Institute for Public Relations Website.

http://www.instituteforpr.org/files/uploads/SetBenchmarks_SocialMedia.pdf

Kang, Minjeong. "Measuring Social Media Credibility: A Study on a Measure of Blog Credibility," Institute for Public Relations Website.

http://www.instituteforpr.org/files/uploads/BlogCredibility_101210.pdf

"Web Analytics: Success Measurement for Government Websites," Occam's Razor website by Avinash Kaushik, October 12, 2009.

<http://www.kaushik.net/avinash/2009/10/web-analytics-success-measurement-government-websites.html>

Hyman, Herbert and Paul Sheatsley, "Some Reasons Why Information Campaigns Fail," *The Public Opinion Quarterly*, Vol. 11, No. 3 (Autumn,

1947), pp. 412-423.

<http://www.jstor.org/stable/2745237>

Mendelsohn, Harold, "Some Reasons Why Information Campaigns Can Succeed," *The Public Opinion Quarterly*, Vol. 37, No. 1 (Spring, 1973), pp. 50-61.

<http://www.jstor.org/stable/2747814>

Michaelson, David and Griffin, Toni L., "A New Model for Media Content Analysis," Institute for Public Relations, 2005, pp. 1-13.

www.instituteforpr.org/files/uploads/MediaContentAnalysis.pdf

Week #14

Case Study #5

Broadcasting Board of Governors (BBG) -- Approaches to Broadcast Evaluation

An Evaluation of Alhurra Television Programming, conducted for the BBG by the USC Center on Public Diplomacy at the Annenberg School, USC, July 31, 2008, pp. 1-76.

GAO Report, "State and BBG Expand Post 9/11 Efforts but Challenges Remain," August 23, 2004.

www.gao.gov/products/GAO-04-1061T.

GAO Report, "U.S. and International Broadcasting: Management of Middle East Broadcasting Services Could Be Improved," GAO-06-762, Washington DC, August 4, 2006.

www.gao.gov/new.items/d06762.pdf.

BBC World Service Annual Review 2009/2010. BBC World Service, 6 July 2010: 26-29. (Accessed 14 Oct. 2010)

http://downloads.bbc.co.uk/worldservice/pdf/bbc_world_service_annual_review_0910.pdf.

Week #15

Student Project Reports

Academic Integrity

The Annenberg School for Communication is committed to upholding the University's Academic Integrity code as detailed in the Scampus guide. It is the policy of the School of Communication to report all violations of the code. Any serious violations or pattern of violations of the Academic Integrity Code will result in the student's expulsion from the Communication major or minor.

ADA Compliance Statement

"Any student requesting academic accommodations based on a disability is required to register with Disability Services and Programs (DSP) each semester. A letter of verification for approved accommodations can be obtained from DSP. Please be sure the letter is delivered to me as early in the semester as possible. DSP is located in STU 301 and is open 8:30 a.m. – 5:00 p.m., Monday through Friday. The phone number for DSP is (213) 740-0776."