

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

Class Time: Thursday, 2-4:50 PM

Location: ANN 209

Email: robertdb@usc.edu

Office: ASC G21E

Tel: 626-375-0898

Office Hours: 1-2:00pm, Wednesday & Thursday

Course Description

Measuring success in public diplomacy (defined as policy-based communication activities designed to understand, engage, inform, and influence foreign publics in support of national/institutional interests) 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 years, even 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 subsequent worrying decline in the US image abroad 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.

COURSE GOALS

- 1) To provide students with a firm understanding of the current theory and practice of public diplomacy evaluation
- 2) To stimulate greater awareness of the value that sound evaluation practices can offer to public diplomacy institutions and practitioners
- 3) To provide students with the intellectual tools and depth of knowledge necessary to explore innovative new approaches
- 4) To introduce students to the professional evaluation community

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.

Short Exercise -- 10%: Students will review a real public diplomacy case study and respond to questions about it designed to illuminate their understanding of key concepts involved in PD evaluation. Exercise will be due in Week #3.

Readings Response – 20%: Students will be asked to submit three written responses to the assigned readings. Responses should identify the key issue(s) addressed in each week's readings and offer an informed analysis of the author's conclusions vis a vis these issues. Students should pay special attention to areas of controversy or dispute and their implications for the role of evaluation in the practice of public diplomacy going forward. Submissions will be due in Weeks #5, 9 and 13.

Survey Exercise – 25%: Students will learn how to use Qualtrics survey software and then design and implement a survey related to some aspect of public diplomacy. Surveys will be due in Week #10.

Research Paper/Project Report -- 35%: Students may choose to write a research paper or devise a project on an aspect of the evaluation of public diplomacy. The research paper should be 15 pages in length, double-spaced, with an executive summary, notes, 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, notes, and bibliography. The topic of the research paper or project report should be the product of consultation with the course instructor.

CLASS OUTLINE AND REQUIRED TEXTS

Class #1: January 12

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.

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

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

http://uscpublicdiplomacy.org/publications/perspectives/CPD_Perspectives_Paper%209_2011.pdf

"Data Driven Public Diplomacy: Progress Towards Measuring the Impact of Public Diplomacy and International Broadcasting Activities," Report of the United States Advisory Commission on Public Diplomacy, October 22, 2014.

<http://www.state.gov/pdcommission/reports/231733.htm>

Class #2: January 19

The Evaluation Process, Methods, and Tools

Davenport, Cheryl, “Measurement Drives Strategy, Not the Other Way Around”: A Guide to Outcomes-based Strategic Planning and Program Design,” Mission Measurement, 2011.

Taylor-Powell, Ellen and Sara Steele, “Collecting Evaluation Data: Direct Observation,” Cooperative Extension of the University of Wisconsin–Extension, 1996.

<http://learningstore.uwex.edu/Assets/pdfs/G3658-05.pdf>

Rose, Brad, “Program Evaluation Essentials for Non-Evaluators: A Whitepaper,” Brad Rose Consulting Inc.

Lozano, Sandra, “The Value of Core Members of an Online Panel,” NPR, April 4, 2011.

<http://www.npr.org/sections/gofigure/2011/04/04/135110143/the-value-of-core-audience-members-on-an-online-panel>

Rose, Brad, “Theory of Change: A Map for Achieving Goals,” Brad Rose Consulting Inc.,

<http://bradroseconsulting.com/index.php/theory-of-change-a-map-for-achieving-goals/>

Jacobson, Miriam and Tarek Azzam, “Using Crowdsourcing to Study Evaluation Practice,” AEA365 website, Aug. 15, 2015.

http://aea365.org/blog/roe-tig-week-miriam-jacobson-and-tarek-azzam-on-using-crowdsourcing-to-conduct-research-on-evaluation/?utm_source=August+2015+Point+K+newsletter&utm_campaign=Newsletter+2015-1&utm_medium=email

James C. McDavid, Irene Huse and Laura R. L. Hawthorn, "Key Concepts and Issues in Program Evaluation and Performance Measurement," Chapter One in *Program Evaluation and Performance Measurement: An Introduction to Practice*, 2012, 2nd Edition, Sage, pp. 1-44.

http://www.sagepub.com/sites/default/files/upm-binaries/51113_ch_1.pdf

Class #3: January 26

Qualtrics Survey-Building Class

Class #4: February 2

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/uscisd/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. <<http://www.washingtoninstitute.org/templateC06.php?CID=873>>.

Gallup World Poll Methodology, 2010. <https://worldview.gallup.com/content/methodology.aspx>

"Negative Views of Russia on the Rise," BBC World Service Poll, 3 June 2014. <https://downloads.bbc.co.uk/mediacentre/country-rating-poll.pdf>

Class #5: February 9

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.

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

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/2007/0000000>

[2/00000003/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.

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

Class #6: February 16

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

<https://www.wiltonpark.org.uk/wp-content/uploads/wp842-report.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.

The British Council Annual Report and Accounts 2015-2016

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/223621/D019_Annual_Report_V11_lores.pdf

"Trust Pays: How International Cultural Relationships Build Trust in the UK and Underpin the Success of the UK Economy," British Council Report, May 2012.

<https://www.britishcouncil.org/organisation/policy-insight-research/research/trust-pays>

“Culture Means Business: How International Cultural Relationships Contribute to Increased Trade and Competitiveness for the UK,” British Council Report, May 2013.

<https://www.britishcouncil.org/organisation/policy-insight-research/research/culture-means-business>

“Public Diplomacy and the UK: Public Diplomacy and Soft Power,” FCO Public Diplomacy: The Olympic and Paralympic Games 2012 - Foreign Affairs Committee Contents, House of Commons.

<http://www.publications.parliament.uk/pa/cm201011/cmselect/cmfaff/581/58106.htm>

Class #7: February 23

Information Outreach and Advocacy

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>

“Program Evaluation: Strategies for Assessing How Information Dissemination Contributes to Agency Goals,” United States General Accounting Office, September 2002.

<http://www.gao.gov/assets/240/236039.pdf>

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

Macnamara, Jim, “Media Content Analysis: Its Uses; Benefits and Best Practice Methodology,” *Asia Pacific Public Relations Journal*, 6(1), pp. 1–34.
<http://snap3.uas.mx/RECURSO1/LibrosElectronicos/BIBAS%20PERIODISMO%20-%20DIGITAL/ART%D6CULOS/Media-Content-Analysis-Paper.pdf>

Claire Hutchings and Kimberly Bowman on “Advocacy Impact Evaluation,” in *Advocacy and Policy Change*,
<http://aea365.org/blog/apc-week-claire-hutchings-and-kimberly-bowman-on-advocacy-impact-evaluation/>

Oxfam Great Britain, “Process Tracing” Draft Protocol,
http://policy-practice.oxfam.org.uk/~media/Files/policy_and_practice/methods_approaches/effectiveness/Process-tracing-draft-protocol-110113.ashx

Advocacy Progress Planner, The Aspen Institute,
<http://planning.continuousprogress.org/node/22424>

Blair, Elizabeth, “Evaluating an Issue's Position on the Policy Agenda: The Bellwether Methodology,” Harvard Family Research Council, Volume XIII, Number 1&2, Spring 2007.
<http://www.hfrp.org/evaluation/the-evaluation-exchange/issue-archive/advocacy-and-policy-change/evaluating-an-issue-s-position-on-the-policy-agenda-the-bellwether-methodology>

Class #8: March 2

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

Gonzalez, Carissa, “The Evaluation Revolution in Public Diplomacy,” Council of American Ambassadors website, Fall, 2015.
<https://www.americanambassadors.org/publications/ambassadors-review/fall-2015/the-evaluation-revolution-in-public-diplomacy>

“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

GAO, *Actions Needed to Improve Strategic Use and Coordination of Research: Public Diplomacy*. GAO-07-904, 18 July 2007: 1-56.
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.
http://uscpublicdiplomacy.org/pdfs/PD_US_World_Engagement.pdf.

“National Framework for Strategic Communication,” Released by the White House, March, 2010.

<http://www.fas.org/man/eprint/pubdip.pdf>.

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

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

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

<http://georgewbush-whitehouse.archives.gov/omb/expectmore/detail/10004600.2006.html>

Panel Comments on the PART Process and Public Diplomacy, Remarks 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

Class #9: March 9

Measuring Spaces (Field Trip)

Foster, Harriet, “Evaluation Toolkit for Museum Practitioners,” East of England Museum Hub, 2008, pp. 1-92.

http://sharemuseumseast.org.uk/shares/resource_34.pdf

“Youth, Students, and Educators: From Card Catalogues to 21st Century Community Centers: New Dynamics for the American Space,” Remarks by Under Secretary of State for Public Diplomacy

and Public Affairs Tara Sonenshine at the John F. Kennedy School of Government, Harvard University, Boston, February 27, 2013.
<http://www.state.gov/r/remarks/2013/205338.htm>

Government Accountability Office, *Engaging Foreign Audiences: Assessment of Public Diplomacy Platforms Could Help Improve State Department Plans to Expand Engagement*, GAO-10-767, 21 July 2010, pp. 1-48. <http://www.gao.gov/new.items/d10767.pdf>.

“American Spaces Highlights,” IIP Digital Video, March 7, 2013.
<http://iipdigital.usembassy.gov/st/english/video/2013/03/20130307143769.html?CP.rss=true#axzz3XyJAqfEz>

Caroline Wavell, Graeme Baxter, Ian Johnson, and Professor Dorothy Williams, “Impact Evaluation of Museums, Archives and Libraries: Available Evidence Project,” Information Management, Aberdeen Business School, The Robert Gordon University, 2002, pp. 3-130.
<http://www.resource.gov.uk/documents/id16rep.doc>

SPRING BREAK: MARCH 16

Class #10: March 23

Cultural Programming

Guetzkow, Joshua, “How the Arts Impact Communities,” Princeton University Center for the Arts and Cultural Policy Studies, Working Paper Series 20, June, 2002.
<https://www.princeton.edu/~artspol/workpap/WP20%20-%20Guetzkow.pdf>

“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.

<http://exchanges.state.gov/media/pdfs/ope/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.

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

Memis, Sharon. “Showing the power of ‘Cultural Relations’: Strategic Planning, Monitoring and Evaluation at the British Council,” *Public Diplomacy Magazine*. Issue, 3, Winter 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.

Mark, Simon. “A Greater Role for Cultural Diplomacy,” *Clingendael Diplomacy Papers*. Netherlands Institute of International Relations, April 2009.

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

Bailey, Jackie, “Meaningful Measurement in the Arts,” Australia Council for the Arts, 2009. pp. 1-40.

http://www.australiacouncil.gov.au/workspace/uploads/files/research/literature_review_artistic_v-54e17ad081a2a.pdf

Class #11: March 30

Exchanges

“Evaluating and Measuring the Impact of Citizen Diplomacy:

Current Status and Future Directions,” IIE Briefing Paper, 2011.

<http://www.iie.org/Research-and-Publications/Publications-and-Reports/IIE-Bookstore/Evaluating-Measuring-Impact-of-Citizen-Diplomacy#.WAV1G8kgwDU>

Smith, Brewster M. “Evaluation of Exchange of Persons,” *International Social Science Bulletin*, Vol. 7, No. 387-97 (1955): 1-20.

<<http://unesdoc.unesco.org/images/0015/001573/157347eb.pdf>>.

Flack, Michael. “Results and 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.

<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/ope/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.

http://iis-db.stanford.edu/pubs/22948/Atkinson_Does_Soft_Power_Matter.pdf.

Messer, Dolores and Stefan Wolter, "Are Student Exchange Programs Worth It?" Institute for the Study of Labor, Discussion Paper No. 1656, 2005. <http://ftp.iza.org/dp1656.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>

Class #12: April 6

New Media

Morrison, George, "Measuring the Value of Digital Diplomacy," LowyInterpreter website, Sept. 22, 2016.

<http://www.lowyinterpreter.org/post/2016/09/21/Measuring-the-value-of-digital-diplomacy.aspx>

"Social Media Analytics for Digital Advocacy Campaigns: Five Common Challenges," Discussion Paper, USC Center on Public Diplomacy at the Annenberg School, April 2016.

<https://uscpublicdiplomacy.org/sites/uscpublicdiplomacy.org/files/useruploads/u31086/FINAL%20SoME%20paper.pdf>

“Twiplomacy Study 2016,” Twiplomacy.com website, Burson-Marsteller, June 1, 2016.

<http://twiplomacy.com/blog/twiplomacy-study-2016/>

Harris, Britney, “Diplomacy 2.0: the Future of Social Media in Nation Branding,” *Surface*, 2013.

<http://surface.syr.edu/cgi/viewcontent.cgi?article=1032&context=exchange>

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

http://pricetargetmedia.com/measuring_social_media_credibility_blog_credibility_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>

Crouch, Giles, “Ranking of Governments Engaged in Digital Diplomacy Through Social Media,” Media Badger.

<http://www.mediabadger.com/2012/04/ranking-of-governments-engaged-in-digital-diplomacy-through-social-media/>

Funnell, Antony, “E-Diplomacy Goes Global,” Australia Broadcasting Corporation, *ABC-Net* Website, March 25, 2014.

<http://www.abc.net.au/radionational/programs/futuretense/digital-diplomacy/5344156>

Yepsen, Erica. “Practicing Successful Twitter Diplomacy: A Model and Case Study of U.S. Efforts in Venezuela,” Paper 6, 2012.

<http://uscpublicdiplomacy.org/publications/perspectives/CPDPerspectivesTwitter.pdf#>!

Rubin, Michael, "Why Do Diplomats Tweet," *Commentary Magazine*,
<http://www.commentarymagazine.com/2014/04/15/why-do-diplomats-tweet/>

Jeffrey, Angela, "Social Media Measurement: A Step-by-Step Approach," Institute for Public Relations, June, 2013, pp. 1-37.
<http://www.instituteforpr.org/social-media-measurement-a-step-by-step-approach/>

Class #13: April 13

Approaches to Broadcast Evaluation

"BBG Audience Research and Research Methodology," Fact Sheet, Broadcasting Board of Governors, 2015. <https://www.bbg.gov/wp-content/media/2015/11/2015-BBG-Audience-Research-and-Research-Methodology-Factsheet.pdf>

"Impact and Results," Broadcasting Board of Governors website, 2016. <https://www.bbg.gov/our-work/impact-and-results/>

Metzgar, Emily. "Considering the 'Illogical Patchwork': The Broadcasting Board of Governors and U.S. International Broadcasting," CPD Perspectives, February 2013.
http://uscpublicdiplomacy.org/publications/perspectives/CPDPerspectives_P1_2013a.pdf

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 Report and Accounts, 2014-2015, BBC World Service.

<http://downloads.bbc.co.uk/annualreport/pdf/2014-15/bbc-annualreport-201415.pdf>

"Data Driven Public Diplomacy: Progress Towards Measuring the Impact of Public Diplomacy and International Broadcasting Activities," Report of the United States Advisory Commission on Public Diplomacy, October 22, 2014, pp. 41-55.

<http://www.state.gov/pdcommission/reports/231733.htm>

Class #14: April 20

Case Study: Argentina: Combating Anti-Americanism

"U.S. Relations with Argentina," U.S. Department of State, Washington D.C., September 7, 2016.

<http://www.state.gov/r/pa/ei/bgn/26516.htm>

Sullivan, Mark P. and Rebecca Nelson, "Argentina: Background and U.S. Relations," CRS Report for Congress, 6 Sept. 2016.

<https://www.fas.org/sgp/crs/row/R43816.pdf>

Mander, Benedict, "Obama Resets Relations with Argentina," *Financial Times*, March 23, 2016.

<https://www.ft.com/content/c9768f7a-f119-11e5-9f20-c3a047354386>

"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>

Gibney, James, "U.S. Gets a Second Chance to Be Friends with Argentina," *Bloomberg View*, Nov. 25, 2015.

<https://www.bloomberg.com/view/articles/2015-11-25/u-s-gets-a-second-chance-to-be-friends-with-argentina>

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/>

Class #15: April 27

Student Project Reports

Policies and Procedures

Plagiarism – presenting someone else’s ideas as your own, either verbatim or recast in your own words – is a serious academic offense with serious consequences. Please familiarize yourself with the discussion of plagiarism in SCampus in Section 11, Behavior Violating University Standards <https://scampus.usc.edu/1100-behavior-violating-university-standards-and-appropriate-sanctions/>. Other forms of academic dishonesty are equally unacceptable. See additional information in SCampus and university policies on scientific misconduct, <http://policy.usc.edu/scientific-misconduct/>.

Discrimination, sexual assault, and harassment are not tolerated by the university. You are encouraged to report any incidents to the Office of Equity and Diversity <http://equity.usc.edu/> or to the Department of Public Safety <http://capsnet.usc.edu/department/department-public-safety/online-forms/contact-us>. This is important for the safety whole USC community. Another member of the university community – such as a friend, classmate, advisor, or faculty member – can help initiate the report, or can initiate the report on behalf of another person. The Center for Women and Men <http://www.usc.edu/student-affairs/cwm/> provides 24/7 confidential support, and the sexual assault resource center webpage sarc@usc.edu describes reporting options and other resources.

Support Systems

A number of USC's schools provide support for students who need help with scholarly writing. Check with your advisor or program staff to find out more. Students whose primary language is not English should check with the American Language Institute <http://dornsife.usc.edu/ali>, which sponsors courses and workshops specifically for international graduate students. The Office of Disability Services and Programs http://sait.usc.edu/academicsupport/centerprograms/dsp/home_index.html provides certification for students with disabilities and helps arrange the relevant accommodations. If an officially declared emergency makes travel to campus infeasible, USC Emergency Information <http://emergency.usc.edu/> will provide safety and other updates, including ways in which instruction will be continued by means of blackboard, teleconferencing, and other technology.

Stress Management

Students are under a lot of pressure. If you start to feel overwhelmed, it is important that you reach out for help. A good place to start is the USC Student Counseling Services office at 213-740-7711. The service is confidential, and there is no charge.

Sexual Assault Resource Center

The Center for Women & Men and the Sexual Assault Resource Center are one and the same. Student Counseling Services is a separate place that also offers confidential counseling and support groups on a variety of other topics. To schedule an appointment with Student Counseling Services, call (213) 740-7711 between 8:30 a.m. and 5 p.m. weekdays or visit the Engemann Student Health Center on the University Park Campus.

Emergency Preparedness/Course Continuity in a Crisis

In case of a declared emergency if travel to campus is not feasible, USC executive leadership will announce an electronic way for instructors to teach students in their residence halls or homes using a combination of Blackboard, teleconferencing, and other technologies.