

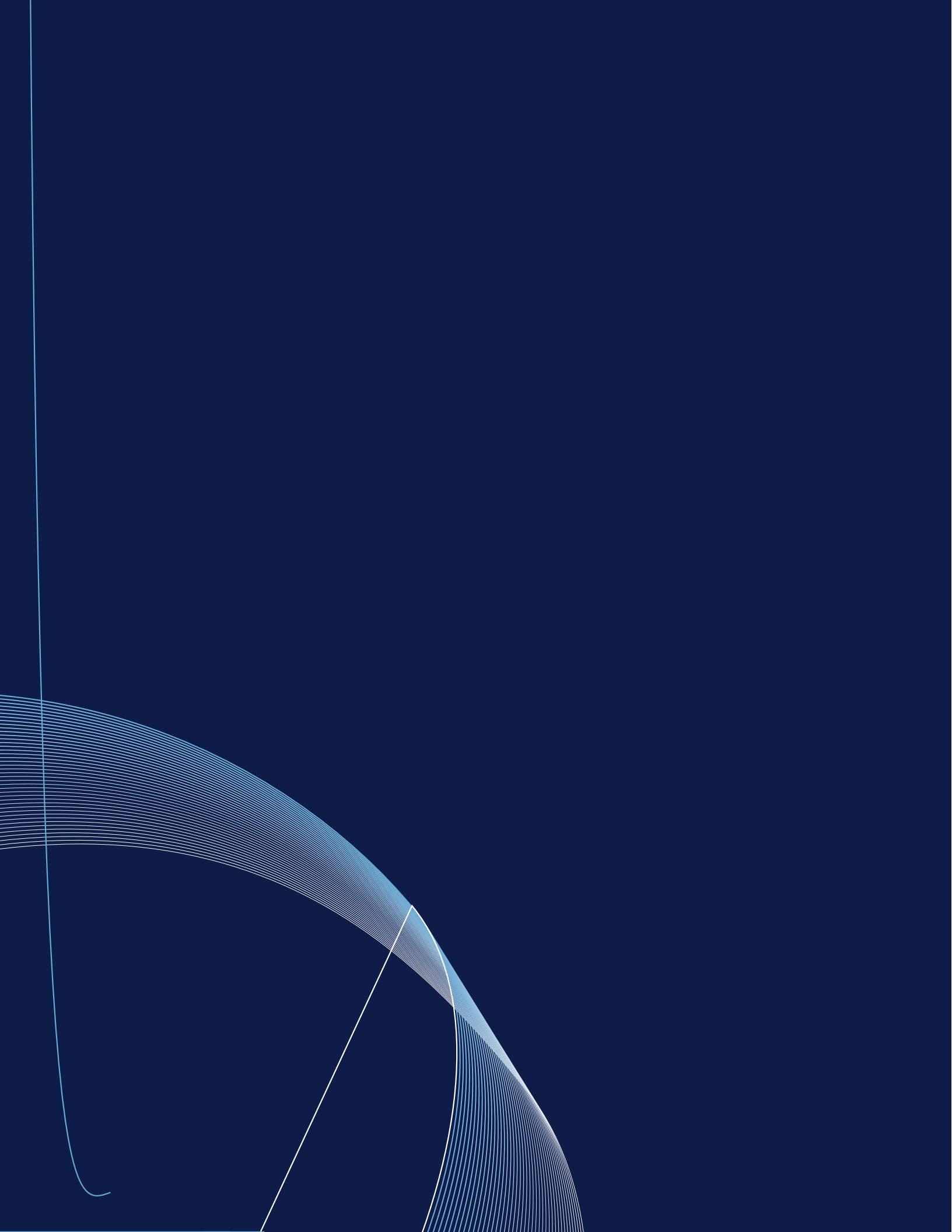
INDEPENDENT

INTERNATIONAL

STRATEGIC

FOR AMERICA

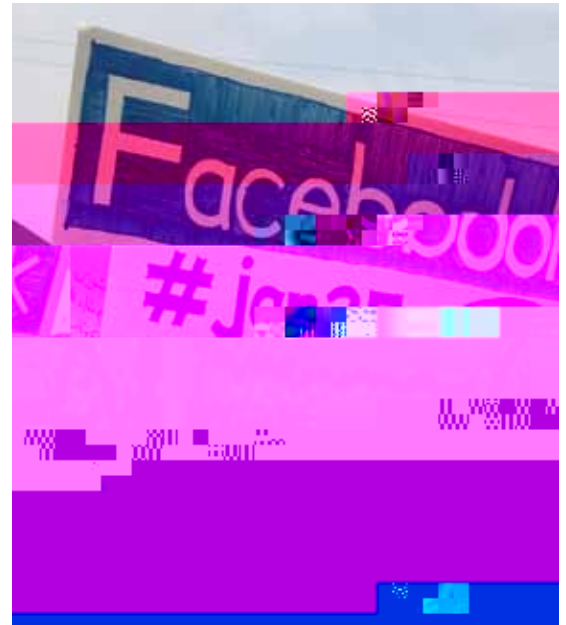
EDUCATION



Executive Summary

What foreign publics think matters more than ever, yet America is scrambling for ways to more effectively communicate with them. According to one report, an individual blogger can today reach more people globally than could the BBC or the Voice of America 30 years ago.ⁱⁱ

Technology is revolutionizing the way people communicate, empowering individuals and helping to spark actual political revolutions in ways never even imagined a decade ago. Even a phenomenon as inspiring as the Arab Spring reminds us that populations that have been fed generations of anti-American propaganda, often by their own governments, may soon be driving their nation's foreign policy choices.



(Image: Essam Sharaf)

Transcript

The United States cannot isolate its own prosperity and security from the global system, and we are not alone in trying to deploy "soft power" to promote our national interests. We are competing with many nations, including a more assertive China that is investing heavily in developing countries to gain influence and raw materials. We are also competing with global broadcasters like Al Jazeera, and terrorist networks like al-Qaida, that use a broad range of communications vehicles to promote their agenda.

Executive Summary
Foreign Publics
B b B D i e c o , C o p o a e a n d P o l i c y
C o m m u n i c a t i o n , G o o g l eⁱ

O - e m ec c n e f m
ab fea e e ,
b † † ca ac ea e

SAGE Legal Structure

A 5013c non profit private corporation corporation, independent of government, nonpartisan, and transcending presidential administrations.

Impact

The nature and scale of specific activities will be determined by its board of directors and the resources SAGE will attract. But here are five areas where SAGE can have a positive impact:

- Promoting moderate voices to counter violent extremism and ideologies
- Promoting innovative ways to build ties between Americans and the rest of the world
- Promoting sustainable independent media entities in the developing world
- Promoting the application of new technology for public diplomacy purposes
- Promoting public-private partnerships and the free exchange of ideas and information

Budget

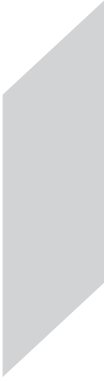
Initially we will start with a \$10 million budget as proof of concept, \$8.5 million of which will be devoted to programming, primarily through grant-making. An initial staff of six will launch the organization and the staff will expand as resources permit.

Funding Sources

SAGE seeks to raise the necessary start-up funds as follows: \$4.5 million from corporate sector, \$2.0 million from individual major donors and \$3.5 million from private foundations. After proof of concept, the organization also will pursue government contracts and grants, and over time will develop one or more dedicated revenue sources. These would include, for example, distribution rights for productions financed or co-financed by SAGE or revenues from investments in the development of technology for public diplomacy applications.

The American people need a
better way to communicate
effectively... And
we need to find a way
to do it.

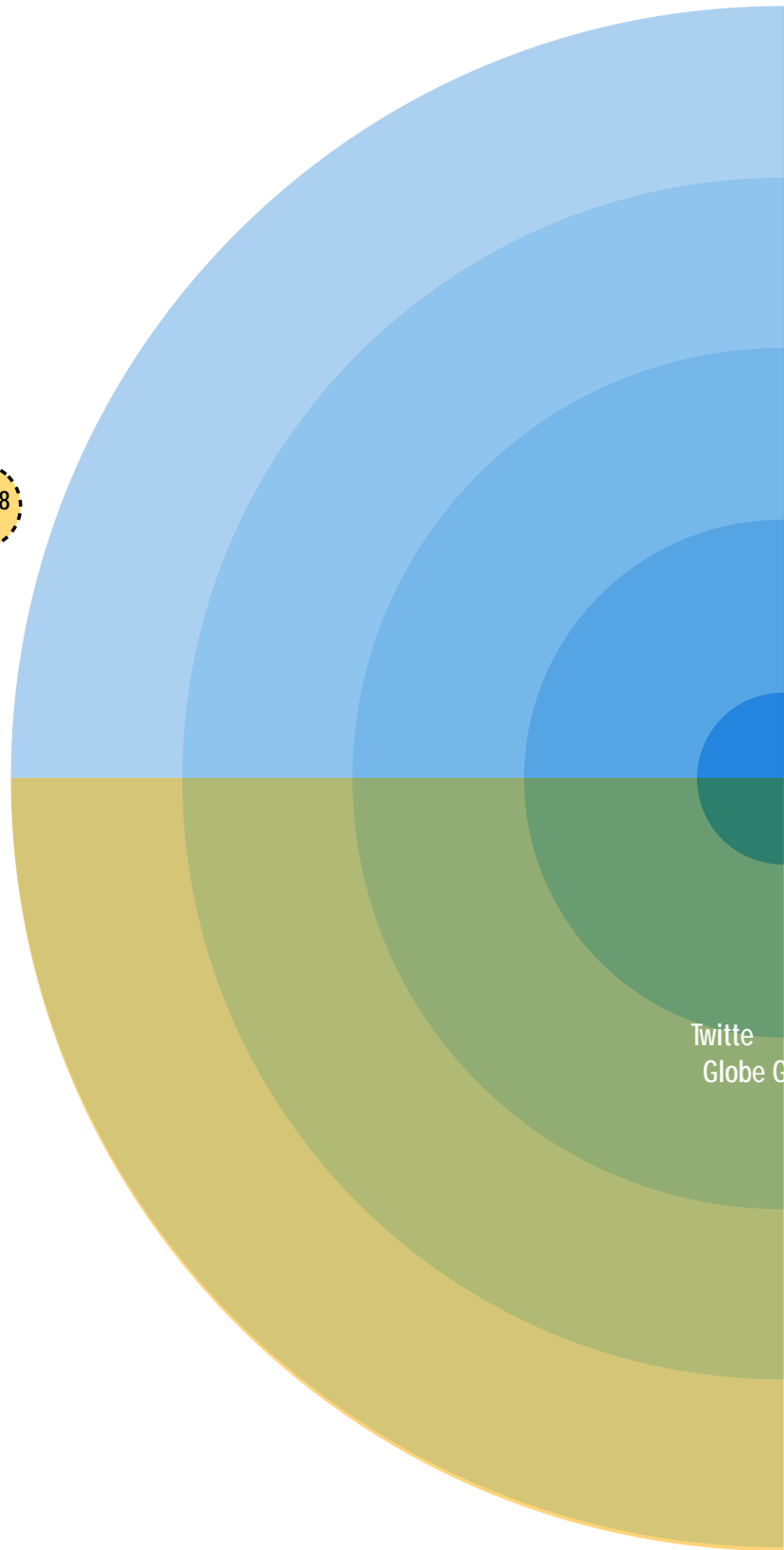
Project Gutenberg, 9, 2005



Blogs & Communities

USMC8
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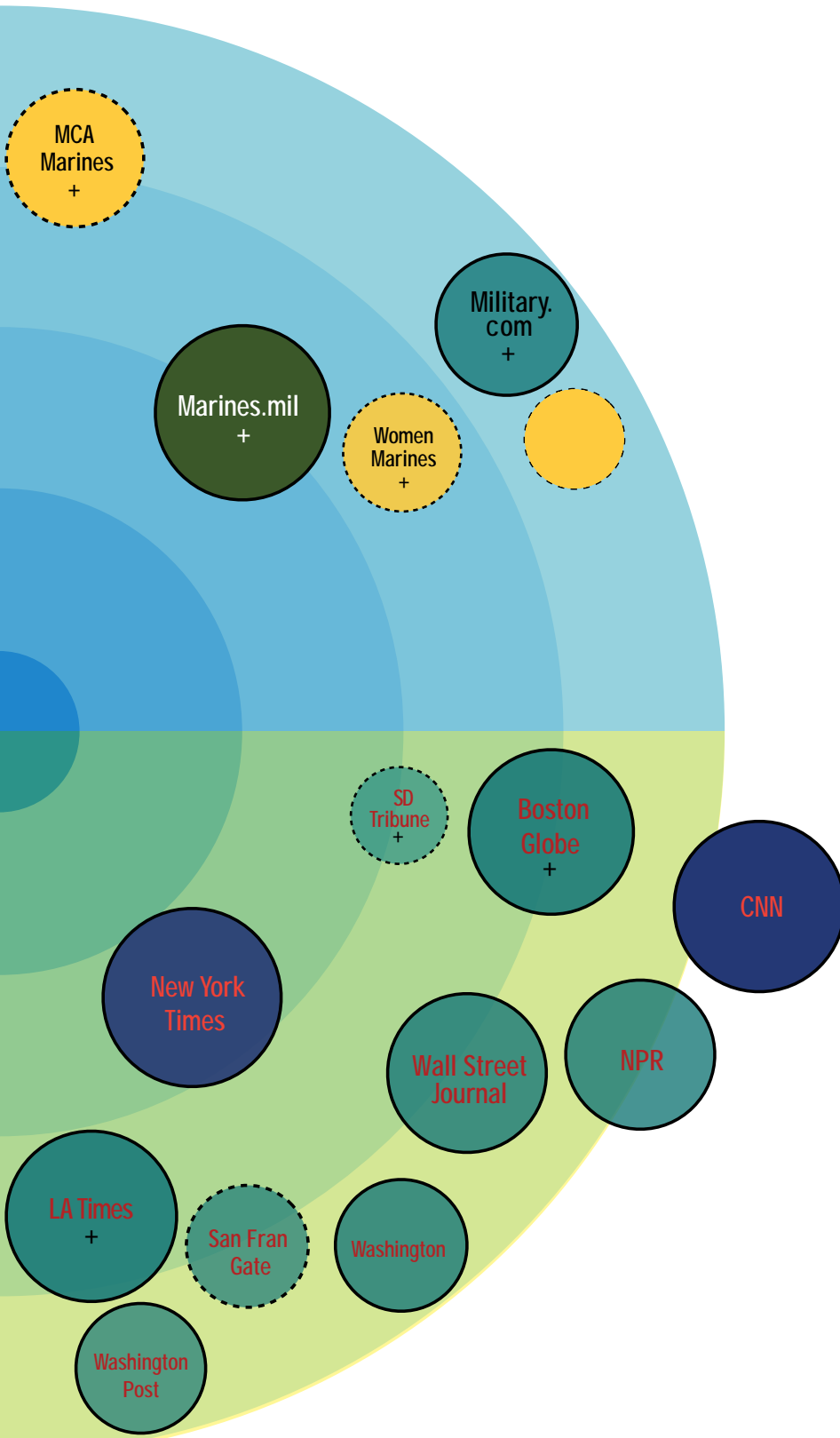
The Poliferation of Media Sources



Twitter
Globe G

Social Frameworks

Industry Media



ORBIT™ Key

Topical Frequency: The size of each sphere represents the site's topical frequency. The larger the sphere, the higher the site's ORBIT™ score.

Onsite Engagement: The shape of the line around each sphere shows the site's Onsite Engagement. Solid lines mean high engagement, dotted lines, medium, and no lines, low.

Reach: The color of the sphere represents reach, or audience size. "Blue" reach is high, green is medium, and yellow is low. The "high," "medium," and "low" brackets are based on the current size of the Marine Corps, approximately 250,000 members.

Bias: The "+" and "-" symbols in each site's sphere represent bias. A "+" means a site has positive bias, a "-" means a site has negative bias, and the absence of a sign means bias is neutral.

Influence: The opacity of each sphere represents the site's influence. The more opaque the sphere, the greater the site's influence on the Web.

Topical Frequency: The proximity of each sphere to the center symbolizes how frequently the site publishes on-topic content. The closer to the center, the higher the topical frequency.

Traditional Media

C e d bec n e a m e a d m e m -
 a c e f a a c e a d c e a
 a d a f a c f c a c e e c m
 e e a a a e .!

Chinese President **Hu Jintao** to the
 17th Communist Party Congress in 2007

YOUTH BULGE

The youth bulge across the Middle East, as well as in the developing countries of Asia and Africa, is taxing education and health care systems, natural resources and labor markets. As was seen in Egypt, Tunisia and Iran, the result can be politically explosive. In Egypt, university graduates have the highest unemployment rates, and they were the Egyptians who were in the vanguard of the revolution.^{iv}

Given the sheer numbers of youth in developing countries around the world, the need to focus on improving their well-being, their limited exposure to the U.S. and American citizens, and their innate openness to new ideas, global engagement initiatives must make the youth segment a priority in order to have an impact over the longer term.

WUJIN AN

The U.S. is not the only country trying to promote its policies, ideas and culture to the rest of the world by engaging, informing and influencing foreign audiences, the practice commonly known as public diplomacy. It also must now compete with non-state actors including global terrorist networks like al-Qaeda.

Some of the most aggressive public diplomacy outreach is currently being undertaken by **中央电视台** who allocated \$8.7 billion in 2009–2010 to strengthen their “external publicity work.”^v While its viewership is relatively low, Chinese television is gaining quickly in some markets. CCTV 9 has displaced CNN as the prime foreign feed in several

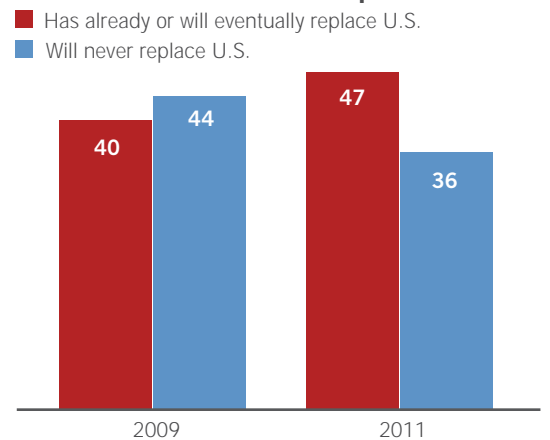
African markets, including Kenya, and Radio Beijing is rapidly accumulating local affiliates to rebroadcast on the FM wave band as Africa moves away from shortwave.^{vi}

Confucius Institutes and Confucius Classrooms are the most recent additions to China’s public diplomacy mix. By the end of 2010 it had 71 Institutes and 37 Classrooms in the U.S.^{vii} By comparison, the U.S. has five similar American Centers in China to service a population of 1.3 billion people, and faces stiff Chinese resistance to opening any more.

Recent high-profile international events, such as the 2008 Olympics in Beijing and the 2010 World Expo in Shanghai, have provided platforms to project Chinese culture and history to foreign audiences. The U.S. recently lost bids to host the 2012 and 2016 Olympics, and the 2022 World Cup, and currently has no official standing to bid on hosting a future world expo.

Between 2009 and 2011 Pew found the median percentage saying China has or will replace the U.S. as the world’s leading superpower increased seven points across 18 countries surveyed, while the median percentage saying China will never replace the U.S. fell eight points.^{viii}

China Says a Rival to U.S.



Median % across 18 countries surveyed in 2009 and 2011
 Pew Research Center Q28.

The **B**roadcasting Corporation are perhaps best known for the BBC World Service, with a listening and viewing audience of 180 million a week across TV, radio, online and mobile devices.^x But budget cuts are forcing it to close five of its 32 language services and slice its online budget by 25 percent.^x

Al-Qa₋da and other terrorist organizations tap an entire network of jihadist media outfits and a broad range of communications vehicles to promote their agenda, including video games and a steady stream of propaganda broadcasts and recruitment videos. Many of their websites are essentially virtual training grounds with detailed instructions on how to kill U.S. soldiers; others serve as recruiting and fund-raising tools. The Associated Press reported last summer that at least one al-Qaeda affiliate is planning what some have called a Disney-like animated cartoon to recruit children.^{xi} Al-Qaeda Organization in the Arabian Peninsula publishes a slick English-language magazine with helpful articles such as “Make a Bomb in the Kitchen of Your Mom.”^{xii}

The global broadcaster **A**l Ja₋zira is steadily increasing its influence, reach and audience share. It now has more than 65 bureaus worldwide, reaches more than 200 million households in over 100 countries, and claims to be the most viewed news channel on YouTube.^{xiii} Arabs consider Al Jazeera a more trustworthy source of information than government and foreign channels like America’s Al Hurra. Its global footprint continues to expand, with plans for a Turkish-language news channel and an Urdu-language channel catering to Pakistan.

While our government has an increasing appreciation for the value and importance of public diplomacy, this is not something government can do alone.

Governments are inherently bureaucratic, cautious, focused on the short term and under-resourced.

The aggregate amount that we devote to communicating the American vision to the rest of the world, about \$1.2 billion, is less than half of what some individual American companies, such as Ford or Pepsi, spend on advertising each year. Overhead like salaries and benefits further limits the amount of money available for actual programming.

As of 2009, there were fewer than 3,100 public diplomacy positions at the Department of State, about the size of one Army Brigade, and many of them were vacant.

World Business Matters

U.S. multinational corporations have a vested interest in helping to improve America's global engagement. They now have customers, employees and business partners all over the world. With trillions of dollars crossing international borders in both directions, the stability of international relationships becomes increasingly important to U.S. competitiveness and economic stability. The private sector has everything to gain from cooperative governance and more effective diplomacy.

- Anti-Americanism and violent extremism threaten the commercial and investment climate for U.S. businesses in countries that are essential energy sources and potentially significant markets.^{xv}
- The effect of the European debt crisis on U.S. markets demonstrates just how interconnected our economies are and how vulnerable the well-being of every individual and firm can be to the actions of others almost anywhere in the world.
- While technology has enabled instantaneous global communications, opened up global markets and presented tremendous

opportunities to business, crossing normative cultural, national and judicial boundaries can also present tremendous challenges to maintaining well-regulated, orderly markets.

- For the first time companies will have a unique entity dedicated to helping them put their best foot forward in public arenas and in front of the courts. 1201 of I-S companies to leverage other resources. While

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It will leverage both traditional and new communications technologies to connect peers — individuals and groups — in online exchanges that promote understanding and trust, counter misperceptions and stereotypes, and foster collaborations to address urgent global problems.

This effort will be open, multiplatform, innovative and participatory, and promote a wide range of interactions. Ultimately, these interactions, directly or indirectly, are intended to enhance understanding and appreciation by Americans of foreign publics and by foreign publics of American ideals and traditions.

One strategic goal will be to create an environment through building trust relationships where the recipients are familiar enough with the character of the U.S. to give us the benefit of the doubt when hearing or seeing something negative about our country.

SAGE will not duplicate or hinder government or nongovernmental initiatives. Its goal is to collaborate, support and enhance such initiatives where its role as a bridge between government and the private sector can make a difference. For example, the

SAGE

SAGE’s activities will be conducted in three primary ways: the administration of grants to other organizations, in-house projects, and support for research to better inform and support its other activities. While the nature and scale of specific activities will be determined by its board of directors and the resources SAGE will attract, the SAGE working group identified five areas where SAGE can have immediate impact:

1. Promoting Moderate Voices to Counter Violent Extremism and Ideologies
2. Promoting Innovative Ways to Build Ties Between Americans and the Rest of the World
3. Promoting Sustainable, Independent Media Entities in the Developing World
4. Promoting the Application of New Technology for Public Diplomacy Purposes
5. Promoting Public-Private Partnerships and the Free Exchange of Ideas and Information Between Public and Private Sectors.

1. Promoting Moderate Voices to Counter Violent Extremism and Ideologies

Extremists around the world fundamentally reject democracy, equality, pluralism and freedom of expression. They perceive our values and freedoms as a direct threat to their radical agenda. SAGE can:

- Facilitate the ability of anti-extremist writers and thinkers from around the world to disseminate information, network and communicate with each other
- Facilitate exchanging culture-related documentaries between private broadcasters and/or commission original programs and productions, or co-finance productions with other partners in return for distribution rights in key regions
- Support the translation/distribution of controversial works governments may find politically unpalatable, or works by non-Americans (such as a moderate Muslim cleric in Indonesia) whose writings should receive more exposure worldwide. According to the U.N., fewer than 10,000 foreign books have been translated into Arabic in the past millennium — about the same number translated into Spanish each year^{xviii}
- Reach mass audiences, including those most prone to recruitment by extremists, through original programs and productions that can

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2. Promoting International Business, America, and the World

There are many thousands of Americans eager to be of service to their country in a way that promotes peace and mutual understanding, and facilitates the kind of global collaboration urgently needed to solve the most pressing problems of humanity.

IhearU

Because the technology to establish virtual relationships is both scalable and cost-effective, SAGE proposes "IhearU" (working name), an unprecedented effort to drive and support large-scale, sustainable, P2P diplomacy between Americans and foreign audiences. "IhearU" would be a virtual network of "cyber diplomats" developing ongoing relationships with people around the world and productive collaborations on global issues of mutual concern. For example, SAGE is exploring a partnership in Egypt with the Federation of Economic Development Associations (FEDA), a country-wide, grassroots umbrella organization of over 120 local business associations, to develop dialogue between Egyptian and American small-business owners.

America's universities are among the best in the world and have enormous potential to bring global societies to a better understanding of their differences and develop leaders capable of solving international issues and conflicts. Many believe that higher education is the purest form of public diplomacy, and it would play a strong role in SAGE initiatives like "IhearU."

Initially, "IhearU" would focus on P2P communications between the U.S. and the four priority countries — Egypt, Pakistan, Turkey and Russia — with university students and young adults as the primary demographic target. But after proof of concept, the network would be expanded to other constituencies and countries, with a large emphasis on engaging diasporas living in the U.S., especially those with language skills and special expertise in bridging cultures. Arabic, for example, is spoken in almost 800,000 American homes and Russian in close to 900,000 homes.^{xix}

SAGE would provide, either directly or through partnerships, resources for the selection and training of the cyber diplomats and facilitators to assist them, and an online platform to support their organizational activities.

Americans tend to be perceived abroad as arrogant and ignorant of other cultures but certain we have all the answers. Therefore, *listening* would be a key component of the training for the Americans, and much of the dialogue would be on issues defined by the foreign participants. The Americans would be encouraged to become facilitators of learning for other Americans about foreign cultures.

Many cyber diplomats would go beyond dialogue to develop collaborative projects around global issues, such as violent extremism, climate change, building democratic institutions, or the rights and empowerment of girls and women in partnerships with foreign institutions, organizations or individuals. Collaborating on such projects would showcase America's values, ingenuity and technological prowess

while engaging Americans in efforts by foreign citizens to better their own lives, build their own nations and transform their own futures. After establishing the international linkages, in-country partnerships would be developed with local leaders to help reach the larger population.

Targeted Outreach:

- Catalyze and drive P2P diplomacy to include a wide range of individuals and organizations — civic, press, religious, environmental, agricultural, business, technical and artistic — through a state-of-the-art global platform that is simple and easy to access anywhere in the world and can be expanded in the future. The U.S. has a critical advantage in this area given that most “engagement technology” comes from the U.S.
- Recruit and train cyber diplomats through a large, compelling outreach campaign and a high-level call to action (similar to President Kennedy’s call for a Peace Corps) to attract the “best and the brightest,” which will give its recruits special status and a sense of pride in and commitment to an exciting, new volunteer enterprise. This bipartisan call to action will involve leaders from both political parties as well as celebrities. A presidential call to action will ideally follow the pilot period as the project expands its scale and reach
- Actively leverage diaspora communities living in the U.S. whose language skills and ties to their homelands are powerful assets
- Establish partnerships with entities such as Internet2, the foremost U.S. advanced-networking consortium, and MTVU, the

Peabody and Emmy Award winning, 24-hour college network, to launch the initial pilot program, tapping its on-campus channels to recruit and promote the network. Also partner with associations like the International Youth Federation’s YouthActionNet alumni; and global communications and technology companies for technological support, employee participation and/or other in-kind contributions such as equipment and software

- Provide the infrastructure for mobilizing rapid response by cyber diplomats in crisis situations to counter misinformation or the impact of actions by Americans (e.g., Koran burning) that are in opposition to core American principles, such as religious tolerance
- Provide small grants through SAGE for collaborations developed by individuals who meet through the network

If regular, meaningful, sustained communications can be achieved through projects created by “IhearUp76S volucipough ined orT*(pr ined)Tjons calarsicchieved through umby cpacrivekind S. wT*ne of acuture.

3. Promoting Sustainable Independent Media Development in the World

Free, independent and open news media are crucial to building democratic and accountable governments. The only way to ensure the long-term delivery of independent high-quality content is by supporting the transition of budding news outlets into sustainable businesses. Yet the World Association of Newspapers and News Publishers says demand for capital with no editorial W



5. Promoting Public-Private Partnerships and Foreign Exchange Ideas and Programs

Strengthening America's global engagement necessitates new public-private partnerships. SAGE will be the nexus for bringing the public and private sectors together to promote U.S. interests, such as participation in World Expos. As noted in a recent report issued by the minority staff of the U.S. Senate Foreign Relations Committee: "Many Americans now view World Expos as antiquated affairs. The rest of the globe does not, and U.S. ambivalence towards participation unduly offends the host nations."^{xxi}



Pakistan

For every challenge posed by the broad global trends in public opinion, technology and demographics noted earlier, there is an opportunity for positive global engagement. Indeed, an underlying proposition of SAGE is precisely to respond to these challenges and take advantage of the opportunities to enhance existing strategic communication efforts.

SAGE has identified four priority countries in which to demonstrate successful proof of concept in the first three years: Egypt, Pakistan, Turkey and Russia. Each has a sizable youth population, questions about American leadership in the world, and has sizable majorities that believe the U.S. does not consider their interests in making policy.^{xxiv}

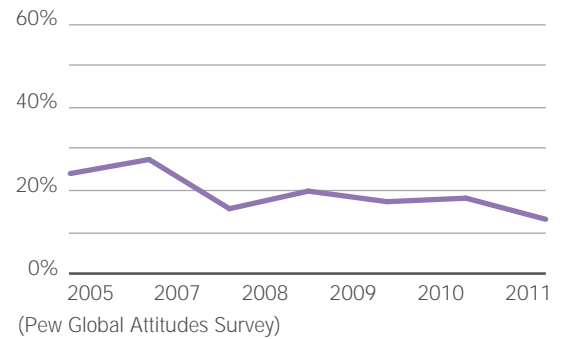
Egypt As the most populous Arab nation and traditional leader of the Arab world, what happens in Egypt is critical to the future of the region and to American strategic interests. With the recent political revolution, the U.S. has an opportunity to reset its relations with the Egyptian people at the very time Egypt is mapping a new future. A plurality of Egyptians believe the U.S. had a negative impact on their revolution, fewer than a quarter say the U.S. considers their interests in formulating its foreign policy, and only a small minority wants closer ties with the U.S.^{xxv}

U.S. Respect for Saudi

Pew Research Center QEGY10

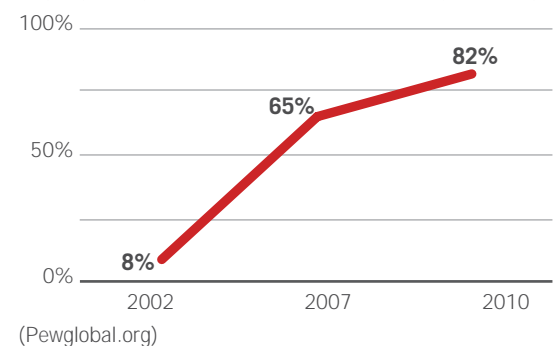
Pakistan This country is key to combating extremists and to success in Afghanistan. The killing of Osama bin Laden in Pakistan and stepped-up drone attacks are but the latest strain in a complex and tense diplomatic relationship with the U.S. Of the priority countries, it has the largest youth population but the smallest percentage of cell phone owners and usage of the Internet.^{xxvi} Given the poor perceptions of Americans here, initiatives that promote P2P dialogue and mutual understanding should be a priority.

Pakistan's Favorable View of the U.S.

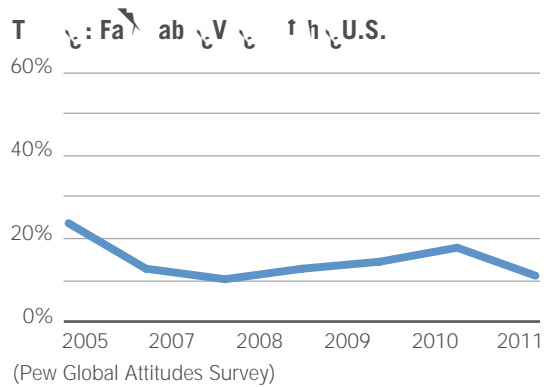


Russia From nuclear security, arms control and counterterrorism to economic development, energy and space cooperation, maintaining and strengthening ties with Russia is of critical importance as the country continues to assess its role, identity and importance in a post-Cold War world. Of SAGE's priority countries, it is the only BRIC country and the only country whose citizens currently have a favorable opinion of Americans. Cell phone ownership has skyrocketed in the past decade, and Internet usage has become more widespread. The country would be an excellent laboratory for initiatives like "IhearU."

Percentage of Russians Who Own a Cell Phone



Turkey Our NATO ally gave the U.S. its lowest favorability rating in every Pew Global Attitudes survey between 2005 and 2009. Today, only about one in 10 Turks have a favorable opinion of the U.S., and 59 percent are somewhat or very worried that the U.S. could become a military threat.^{xxvii} Turks were strongly against the second Gulf War, causing the Turkish Parliament to deny U.S. troops access from Turkey to Iraq, a classic example of why what foreign publics think matters — and must matter to us.



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AGREEMENT

Legal Status

- SAGE will be a tax-exempt, nonprofit, private corporation as defined in section 501(c)3 of the internal Revenue Code. Articles of Incorporation and bylaws will be filed with the appropriate government agency as required.
- The articles will reflect that SAGE will be perpetual, have no voting members and be governed by a bipartisan board of directors. Program and project funding will largely come from private sources to include foundations, corporations and individuals, and, after "proof of concept," from various government agencies.
- Pro bono legal counsel will be obtained to draft the Articles of Incorporation and proposed bylaws.

Board of Directors

- Bylaws will specify the makeup of the SAGE governing board consisting of individuals elected in accordance with the bylaws. The initial Board of Directors shall have 15 voting members, made up largely of eminent private individuals as follows: (2) social entrepreneurs; (2) representatives from technology companies; (2) venture capitalists; (2) former members of Congress; (1) former senior diplomat; (1) foundation representative; (1) NGO representative; (1) philanthropist; (1) corporate public relations or advertising executive; (1) academic; and (1) journalist. The board will be carefully balanced in terms of party and ideology, and shall be responsible for electing its successors.
- The initial board will consist of five members who serve a one-year term, five who serve a two-year term, and five who serve a three-year term. Board membership will be term limited.
- The officers of the corporation will be a Chairman and Vice Chairman, who will serve as members of the Board; a President, Secretary and Treasurer; and such other officers as the Board may appoint from time to time. The Board shall meet no fewer than three times per year.

SAGE is a tax-exempt, nonprofit, private corporation as defined in section 501(c)3 of the internal Revenue Code. Articles of Incorporation and bylaws will be filed with the appropriate government agency as required. The articles will reflect that SAGE will be perpetual, have no voting members and be governed by a bipartisan board of directors. Program and project funding will largely come from private sources to include foundations, corporations and individuals, and, after "proof of concept," from various government agencies. Pro bono legal counsel will be obtained to draft the Articles of Incorporation and proposed bylaws.

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- Initially, SAGE will maintain a modest expert and professional staff with primary responsibility for establishing the organization, launching its grants program, and soliciting public- and private-sector support. It will be augmented as needed by consultants or personnel on short-term contracts. SAGE will be an equal opportunity employer.
- In addition to the President, staff members envisioned in year one include: two program officers to handle the grant-making process, a development officer, an administrative assistant and a bookkeeper. SAGE will contract for legal and accounting services.

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As a grant-making organization, SAGE will have certain responsibilities that govern its relationship with all potential and actual grantees. Briefly, these are:

- Setting program priorities within the framework of the purposes outlined in SAGE's Articles of Incorporation and guided by the general policy statement of the Board of Directors
- Reviewing and vetting proposals, guided by the general guidelines and selection criteria adopted by the SAGE Board
- Coordinating among all grantees to avoid duplication and to assure maximum program effectiveness
- Negotiating a grant agreement which ensures a high standard of accountability on the part of each grantee
- Financial and programmatic monitoring following the approval and negotiation of a grant, and ongoing and/or follow-up evaluations of programs prior to any subsequent funding of either a particular grantee or a specific program. Grantees will also be expected to monitor projects, to provide regular reports to SAGE on the progress of programs and to inform SAGE promptly of any significant problems that could affect the successful implementation of the project. SAGE will be extremely cognizant not to overburden grantees with reporting requirements that impede the actual work that must be completed
- Offering most grants and contracts competitively, with SAGE employing a formal request for proposals (RFP) process. However, to preserve maximum flexibility and its ability to adapt to changing circumstances, SAGE will reserve the right to streamline the awards process, including the option to make sole-source awards approved by the Board
- Evaluating proposals submitted against criteria established in each RFP, by the professional staff (with the help of external experts / peer reviewers as needed) will evaluate. They will select awardees and how much each will receive, both subject to final Board approval. To award grants on a timely basis, rolling deadlines, monetary thresholds and expedited Board procedures will be applied. Additionally, the issue and reissue of RFPs will be timed such that due dates for submissions allow for a sufficient evaluation period prior to Board meetings

A grant distribution matrix illustrates how SAGE can allocate its efforts among initiatives of varying sizes to heighten its impact without overloading the program officers. (The costs of any in-house projects are reflected as grants for purposes of the distribution matrix)

- A distinguishing strength of SAGE is an agility that will come from its independent status, enabling the organization to respond very rapidly to public diplomacy opportunities as they emerge. Therefore, the budget will include a pool of discretionary funds (between \$50,000 and \$100,000 per year) program officers can draw upon to make small grants (no more than \$5,000 each) for micro projects that hold promise for making a nearly immediate impact. Processes for seeking, awarding and reporting on the micro grants will be very streamlined.
- Both for-profit and nonprofit entities from around the world will be eligible to apply for grants. Grantees should generally be expected to secure funding through multiple sources, with SAGE serving as one partner in a funding collaborative. SAGE will typically contribute no more than one-half of the funds needed for a project, but because SAGE intends to invest for impact, it may underwrite 100 percent of an initiative that is expected to have a significant impact, particularly on mass audiences.



This plan makes the following assumptions:

- \$8.5 million of the first-year budget is devoted to programs and activities. Our budget becomes more ambitious by year four, assuming \$22 million for programs and activities
- SAGE will undertake a range of activities, with grants or in-house projects ranging in size from \$25,000 to \$1.5 million, in addition to an initial discretionary pool of \$50,000 for micro awards.
- Administrative costs will be kept as low as possible
- The new organization will do everything possible to capitalize on the public diplomacy progress already made by others
- It includes funds to support meetings of the Board of Directors and the SAGE advisory council. Costs to support a Research Council are in the meetings/conferences line item
- \$500,000 in annual dedicated revenue has been identified by year four

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How SAGE Will Do It

SAGE plans to open for business, secure the necessary start-up funding and launch its first wave of initiatives by early 2013. Its ability to attract public- and private- sector support, engage more Americans in international affairs, and establish effective public and private partnerships will be initial indicators of organizational success.

The effectiveness of the U.S. national cyber strategy will be measured by the number of American cyber diplomats recruited and trained in all four countries by late 2013.

SAGE will develop baseline goals and metrics before its pilot projects are launched to aid in the assessment and revision of its activities. (Timeline: Appendix 5) It anticipates the use of both qualitative and quantitative measurements to assess the success of its programs. Projects such as "IhearU" would include significant input and evaluation from the participants in terms of establishing and achieving specific program benchmarks. In a broad sense, SAGE's goal would be to recruit and train a minimum of 500 American cyber diplomats and launch this initiative in all four countries by late 2013.

An important component of the armory of programmatic evaluation tools and approaches will be the use of impact evaluations to identify changes in outcomes that can be directly attributed to the initiatives SAGE supports. SAGE will also undertake focus groups both domestically and internationally to test themes and approaches. Financial and programmatic monitoring of grant awards will be conducted as noted earlier.



Attracting the necessary resources to establish and fund SAGE for the first four years will require a multi-pronged fund-raising strategy that seeks support from business, private foundations and individuals to start and scale up the initiative while also developing one or more dedicated revenue sources. The intention is to have a diverse portfolio of funding with the private sector providing the majority of financial support.

Admittedly, this is a very challenging time to be establishing a new organization. Coming on the heels of the financial crisis, corporations, private individuals and foundations are by necessity scrutinizing expenditures ever more closely while Congress debates which government programs to cut. Early indications are that potential funders care deeply about enhancing America's global engagement and clearly see a direct connection to the long-term security and prosperity of the United States.

- While technology has enabled instantaneous global communications, opened up global markets and presented tremendous opportunities to business, crossing normative cultural, national and judicial boundaries can also present tremendous challenges to maintaining well-regulated, orderly markets.
- For the first time, companies will have a unique, entity dedicated to helping them put their best foot forward in public arenas and in front of non-traditional audiences. SAGE will enable companies to leverage other resources while building goodwill and new relationships.
- Corporate engagement with the world adds

- We need to put the “public” into public diplomacy. It is not something the government can or should be expected to do alone.
- SAGE’s structure provides a way to actively develop and participate in critical initiatives of national importance without endorsing specific political agendas or policies.
- Individual support will leverage additional private-sector and foundation support.
- Effective global engagement is more critical than ever for America’s strategic and national security interests.

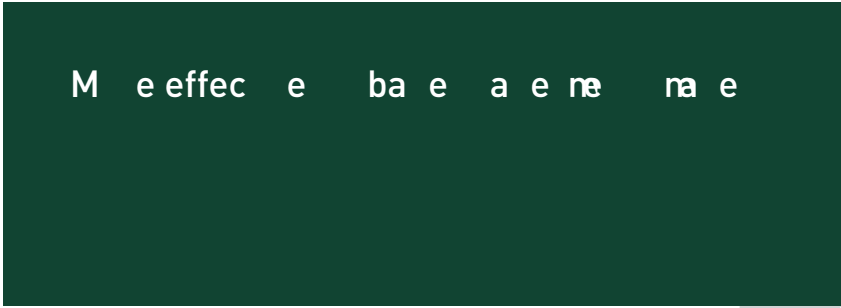
Dedicated Revenue Sources ()

SAGE will tap the entrepreneurial nature of its staff, Board and outside advisers to identify potential dedicated revenue sources such as distribution rights for productions financed or co-financed by SAGE or revenues from investments in public diplomacy applications of technology. Our budget assumes \$500,000 in dedicated revenue beginning in year four. Once proof of concept has been demonstrated, we will also seek project funding from relevant government agencies.

Marketing ()

A strategic marketing plan is currently being developed to support the formal establishment of SAGE. Key components will include:

- Maximizing media coverage of the organization’s creation and leveraging milestones along the way (i.e, incorporation, creation of the Board of Directors, initial funding commitments) to build momentum



- Utilizing a combination of traditional and new media tools and tactics, with an emphasis on branding the organization as forward-looking, streamlined and cutting-edge in its use of technology to engage Americans in international relations
- Media events in Silicon Valley and Washington, DC in a manner that conveys innovation

A public education campaign to include briefings, opinion pieces, interviews, endorsements and engaging powerful champions for the organization to build support.

Success will depend on the ability to attract well-known champions from both sides of the aisle; make the case that SAGE can play a role that the government, on its own, cannot; and demonstrate that funding will be leveraged to generate additional and significant resources.

Action Plan

A soldier in Afghanistan learned of Osama bin Laden’s death from Facebook. A Pakistani tweeted live from Abbottabad as the raid on bin Laden’s compound was in progress. His Twitter “followers” went from seven to over 86,000.^{xxix} As SAGE working group member Philip Seib noted in a recent paper, “The days of stately diplomatic process are long gone, and a public diplomacy initiative that lags too far behind the media flow may be ineffective.”^{xxx} Put another way, as President Obama said in Cairo, “The world has changed and we must change with it.”^{xxxi}

The United States needs to “create an institution outside of government that could help tap into expertise in the private and non-profit sectors to improve U.S. strategic communication from an outside-in approach,” said the Center for Strategic



SAGE Executive Board Member Goli Ameri speaks to the SAGE Working Group. (Image by David Hawxhurst / Wilson Center)

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Senator John Kerry,
Chairman of the Senate
Foreign Relations Committee

and International Studies Commission on Smart Power in 2007, co-chaired by Richard Armitage and working group member Joseph Nye.^{xxxii}

More than a dozen other subsequent studies have made similar arguments.

This plan will do what experts and practitioners of all political and ideological stripes have been urging for years: finally create and operationalize a new tool in America’s strategic communication armory that can link the resources, ingenuity, innovativeness and technology of the public and private sectors to strengthen America’s global engagement.

Time to SAGE “ !



1. List of Studies Recommending Creating Organization
2. List of Working Group Members
3. Broad Criteria for Program Selection
4. Financials
5. Timeline

A Appendix 1: Study Recommendations, Appendix PD/S and C Sources for Organization

Books and Reports

Lord, Kristin M., *Voices of America: U.S. Public Diplomacy for the 21st Century*, Washington, D.C.: Brookings Institution, 2008. http://www.brookings.edu/~media/Files/rc/reports/2008/11_public_diplomacy_lord/11_public_diplomacy_lord.pdf

Hady Amr, *The Need to Communicate: How to Improve U.S. Public Diplomacy with the Islamic World*, (Washington, DC : Brookings Institution, 2004). http://www.brookings.edu/~media/Files/rc/papers/2004/01islamicworld_amr/amr20040101.pdf

Business for Diplomatic Action

America's Role in the World: A Business Perspective on Public Diplomacy. (New York: Business for Diplomatic Action, 2007). http://www.businessfordiplomaticaction.org/learn/articles/bdawhitepaper_oct07final.pdf

Center for the Study of the Presidency

D'Hoop, Phyllis, ed., *An Initiative: Strengthening U.S.-Muslim Communications*. Washington, D.C.: Center for the Study of the Presidency, 2003. <http://www.thepresidency.org/publications/post-911-studies/an-initiative-strengthening-us-muslim-communications>

Council on Foreign Relations

Independent Task Force on Public Diplomacy Sponsored by the Council on Foreign Relations. *Finding America's Voice: A Strategy for Reinvigorating Public Diplomacy*. New York: Council on Foreign Relations, 2003. http://www.cfr.org/content/publications/attachments/public_diplomacy.pdf

Peter G. Peterson, ed., *Public Diplomacy: A Strategy for Reform, Report of an Independent Task Force Sponsored by the Council on Foreign Relations*, (Washington, D.C.: Council on Foreign Relations, 2002). http://ics.leeds.ac.uk/papers/pmt/exhibits/579/Task-force_final2-19.pdf

**Appendix 2: SAGE Project Director
Leadership Board**

Brad Murrill Project Director

Honorary Chair

Thomas H. Baner-Watson
Former U.S. Secretary of Defense

Thomas H. Baner-Croft
Former U.S. Secretary of State

Members

Ambassador David Abshire
President, Center for the Study of the
Presidency & Congress

Thomas H. Baner-Gandy
Former Assistant Secretary of State
U.S. Department of State

Charles Casper
Chief Executive Officer
Winthrop Rockefeller Institute

Ambassador Barbara Baner
President and CEO
Triple Creek Guest Ranch

Ambassador Janet Dobbins
Director, International Security Policy Center
RAND Corp

Thomas H. Baner-Bryant, (D-MD)
Member, Foreign Relations Committee
United States Senate

A

Advisors: SAGE Publications

Board Members:

Cindy Williams, *Principal Research Scientist, Security Studies Program, MIT (Chair)*

Matt Armstrong*, *former Executive Director, U.S. Advisory Commission on Public Diplomacy*

Naila Farouky*, *former Senior Project Director-Africa, Sesame Workshop*

Tamara Gould, *Vice President, ITVS International, Independent Television Services*

Jay LaMonica, *Journalist & Television Producer*

Mark Maybury, *Executive Director, Information Technology Division, Mitre Corporation*

Juliana Geran Pilon, *Research Professor of Politics & Culture, Institute for World Politics*

Philip Seib, *Director, Center on Public Diplomacy, University of Southern California*

Katherine Smith, *Executive Director, Center for Corporate Citizenship, Boston College*

Andrew Walworth, *President, Grace Creek Media*

Advisors:

Katy Quinn, *Senior Policy Advisor, Congressman Adam Smith*

Deputy Board Members:

Ambassador Barbara Barrett*, *Chief Executive Officer, Triple Creek Guest Ranch (Co-Chair)*

John Marks, *President, Search for Common Ground (Co-Chair)*

Ed Bice, *Chairman & Founding CEO, Meedan*

Joel Ficks, *former Chief Executive Officer, Link TV*

Barry Fulton, *Senior Consultant, PRO-telligent LLC*

Jennifer Golden, *Director of Public Affairs, Elliott School of International Affairs, GWU*

William Hybl, *former Chair, U.S. Advisory Commission on Public Diplomacy*

Stephen Jordan, *Executive Director, Business Civic Leadership Center, U.S. Chamber of Commerce*

Kay King, *former Vice President, Washington Initiatives, Council on Foreign Relations*

Susan King, *Dean, UNC School of Journalism and Mass Communication*

Larry Lauer, *Vice Chancellor & Distinguished Professor of Strategic Communications, Schieffer School of Journalism, Texas Christian University*

Jack Leslie, *Chairman, Weber Shandwick Worldwide*

Chuck Merin, *Managing Director, Prime Policy Group*

David Morey, *President & CEO, DMG Inc.*

Marc Nathanson, *Chairman, Mapleton Investments*

Keith Reinhard, *Chairman Emeritus, DDB Worldwide*

William Ryerson, *Founder & President, Population Media Center*

Taleb Salhab*, *Program Director, Peace & Security, Rockefeller Brothers Fund*

Jim Wise, *Pace LLP*

Advisors:

Brandon Andrews, *Foreign Policy Advisor, Senator James Inhofe Investments
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Neal Lane, *Malcolm Gillis University Professor & Senior Fellow, James A. Baker III Center for Public Policy*

Kristin Lord, *Vice President and Director of Studies, Center for New American Security*

Eric Mazzacone, *Public Affairs Officer, DARPA*

Joseph Nye, *Distinguished Professor, Harvard Kennedy School*

Nadia Schadow, *Senior Program Officer, Smith Richardson Foundation*

Vince Vitto, *Chair, Intelligence Science Board*

Ernie Wilson, *Dean, Annenberg School for Communication, USC*

Advisors

Paul Foldi, *Senior Professional Staff Member, U.S. Senate Foreign Relations Committee*

Kevin Gates, *Professional Staff Member, House Armed Services Committee*

Christopher Paul, *Social Scientist, RAND Corporation*

Observers

Captain Wayne Porter*, *Special Assistant, Office of the Chairman, Joint Chiefs of Staff*

Damon Stevens, *Global Strategic Engagement Fellow, Office of the Undersecretary of Defense for Policy*

Media, Communications & News Submitters

Susan Gigli, *Chief Operating Officer, InterMedia (Chair)*

Scott Carpenter, *Principal, Google Ideas*

Jon Clifton, *Deputy Director, Gallup World Poll, Gallup*

Heather Conley, *Director and Senior Fellow, Europe Program, Center for Strategic & International Studies*

Jeri Curry, *Senior Vice-President for Global Communications & Development, Internews Network*

Michael Doran, *Visiting Professor, Wagner School of Public Service, New York University*

Ambassador Marc Grossman*, *U.S. Special Envoy to Afghanistan and Pakistan*

David Kramer, *Executive Director, Freedom House*

Steven Kull, *Director, Program on International Policy Attitudes, WorldPublicOpinion.org*

William Reese, *President & CEO, International Youth Foundation*

Jeff Rosenberg, *former Director, NPR Worldwide*

Bruce Sherman, *Director, Strategy & Research, Broadcasting Board of Governors*

John Sullivan, *Executive Director, Center for International Private Enterprise*

Advisors

Jeremy Haldeman, *Staff Director, House Subcommittee on International Organizations*

Rachel Hines, *Legislative Assistant, Office of Congressman Russ Carnahan*

Print & Audio Submitters

Christy Carpenter, *CEO, Winthrop Rockefeller Institute (Chair)*

Robert Berdahl, *President, American Association of Universities*

Nadia Bilbassy-Charters, *Senior Correspondent, Middle East Broadcasting Corporation*

Helle Dale, *Senior Fellow for Public Diplomacy, The Heritage Foundation*

Simon Denyer*, *India Bureau Chief, The Washington Post*

Charlie Firestone, *Director, Media & Communication Program, Aspen Institute*

Greg Franklin, *International Television and Media Consultant*

Jerome Gary, *President, Visionaire Media*

Abbas Gasseem, *Senior Products Manager, Geoinformatics, Yahoo! Inc., Founder, Inside Somalia*

Timothy Hassett, *Vice President, Microfinance Team, KIVA*

Michael Kaiser, *President, John F. Kennedy Center for the Performing Arts*

*Some individuals have assumed new positions since the project launch in September, 2010, in some cases preventing current, or continuing, participation.

Aaron Lobel, *Founder, President & Chairman, American Abroad Media*

Adam Weinberg, *President & CEO, World Learning*

David Michaelis, *former Vice President, Current Affairs, Link TV*

Juan Zarate, *Senior Advisor, Center for Strategic & International Studies*

Matt Miszewski, *former General Manager, World Wide Government, Microsoft*

Jim Zogby, *President, Arab American Institute*

David Rejeski, *Director, Science & Technology Innovation Program, Woodrow Wilson International Center for Scholars*

Advisors:

Robin Lerner, *U.S. Senate Foreign Relations Committee Staff*

Cody Simms, *Vice President, Entertainment Products, Yahoo! Inc.*

Observers:

Paula Trimble, *Rapid Reaction Technology Office, U.S. Department of Defense*

Matt Spellman*, *former Vice President, MTV Networks*

Vaughn Turekian, *Chief International Officer, The American Association for Advancement of Science*

*Some individuals have assumed new positions since the project launch in September, 2010, in some cases preventing current, or continuing, participation.

Appendix 3: Broad Criteria for Program Selection

| Criteria | Description |
|----------------------|--|
| 1. Complementarity | the degree to which the proposed activities complement those of the USG (don't duplicate efforts) |
| 2. Receptivity | how likely the selected area/participants are to be receptive to the funded activities (e.g., high, medium, low hostility toward the U.S.) |
| 3. Accessibility | how accessible the selected groups are to the funded activities in terms of factors such as media use, socioeconomic status, security, etc. |
| 4. Feasibility | how feasible the targets are given the political, economic, media, security environments, etc. (be able to work with the country, not just get inside) |
| 5. Reach | the degree to which Americans benefit from the funded programs, in addition to the target populations |
| 6. Involvement | the degree to which the programs will involve other actors beyond the direct targets, such as partner institutions and other funders |
| 7. Multiplier Effect | the real and potential impact of the funded activity to achieve a multiplier effect beyond the direct targets |
| 8. Sustainability | likelihood that the activities will continue for the longer-term without additional funding support |

Income

| Project | YR 1 | YR 2 | YR 3 | YR 4 |
|--------------------------------|-------------------|-------------------|-------------------|-------------------|
| Corporate Funding | \$5,175,000 | \$6,986,250 | \$9,431,437 | \$12,732,441 |
| Foundation Funding | 3,025,000 | 4,083,750 | 5,513,063 | 7,442,635 |
| Individual Giving | 1,800,000 | 2,430,000 | 3,280,500 | 4,428,676 |
| Dedicated Revenue | | | | 500,000 |
| Total Projected Revenue | 10,000,000 | 13,500,000 | 18,225,000 | 25,103,752 |

Grants

| | # | FY 1 | FY 2 | FY 3 | FY 4 |
|-------------------------------------|-----------|------------------|-------------------|-------------------|-------------------|
| \$25K to \$1.5M awards | 45 | \$8,450,000 | \$11,450,000 | \$15,400,000 | \$21,900,000 |
| Discretionary fund for micro awards | 0 | 50,000 | 50,000 | 100,000 | 100,000 |
| TOTAL | 45 | 8,500,000 | 11,500,000 | 15,500,000 | 22,000,000 |

Appendix 5: Implementation

March-December 2012

- solicit private-sector funding commitments to announce in conjunction with incorporation
- public release of business plan
- recruit board members
- draft Articles of Incorporation, proposed bylaws, statement of operating procedures and general principles

January 2013

November 2012

- file Articles of Incorporation and for tax-exempt status with IRS
- briefing for key constituencies, i.e. administration officials, congressional staff, etc.
- corporation & foundation donor conferences
- hire initial staff

December 2012

- media event re: incorporation of SAGE

- i. "The Internet's Impact on Global Public Opinion and Politics," Center for Strategic & International Studies Conference, Venice, Italy, June 7, 2008
 - ii. "U.S. Public Diplomacy: Background and Current Issues," CRS Report for Congress, Congressional Research Service, December 18, 2009
 - iii. "Arab Spring Fails to Improve U.S. Image," Global Attitudes Project, Pew Research Center, May 17, 2011
 - iv. "The Whole World Is Watching," National Journal, February 21, 2011
 - v. "China Flexes Its Soft Power," by David Shambaugh, New York Times, June 7, 2010
 - vi. Nicholas Cull, testimony before the U.S.–China Economic and Security Review Commission, April 30, 2009
 - vii. "Another U.S. Deficit — China and America — Public Diplomacy in the Age of the Internet," Minority Staff Report, Committee on Foreign Relations, U.S. Senate, February 15, 2011
 - viii. "From Hyperpower to Declining Power, Changing Global Perceptions of the U.S. in the Post–Sept. 11 Era," by Richard Wike, Pew Global Attitudes Project, September 7, 2011
 - ix. BBC press release, May 24, 2010
 - x. "BBC, Facing Budget Cuts, Will Trim World Service and Lay Off 650," by Sarah Lyall, New York Times, January 26, 2011
- ko Service and Lay Off 650," by Sarah Lyall,

- xviii. "Strengthening U.S. Public Diplomacy Requires Organization, Coordination, and Strategy," by Stephen Johnson, Helle C. Dale, and Patrick Cronin, Ph.D, Executive Summary Backgrounder, The Heritage Foundation, August 5, 2005.
- xix. Statistical Abstract of the United States, 2011, U.S. Census Bureau.
- xx. "Addressing the Capitalization Gap for Independent News Media: Mobilizing Funding for Independent News Media," World Association of Newspapers and News Publishers, and the Swedish International Development Cooperation Agency, 2011
- xxi. "Another U.S. Deficit — China and America — Public Diplomacy in the Age of the Internet," Minority Staff Report: Committee on Foreign Relations, U.S. Senate, February 14, 2011.
- xxii. Ibid
- xxiii. "U.S. Public Diplomacy, Actions Needed to Improve Strategic Use and Coordination of Research," Report to the Ranking Member, Committee on Foreign Relations, U.S. Senate, Government Accounting Office, July, 2007
- xxiv. "China Seen Overtaking U.S. as Global Superpower," 23-Nation Pew Global Attitudes Survey, Pew Research Center, July 13, 2011
- xxv. Ibid
- xxvi. "Global Publics Embrace Social Networking," Global Attitudes Project, Pew Research Center, December 10, 2010
- xxvii. "Arab Spring Fails to Improve U.S. Image," Global Attitudes Project, Pew Research Center, May 17, 2011
- xxviii. "A New Beginning, Strategies for a More Fruitful Dialogue with the Muslim World," by Craig Charney and Nicole Yakatan, Council on Foreign Relations, May 2005
- xxix. "How Four People & Their Social Network Turned an Unwitting Witness to bin Laden's Death into a Citizen Journalist," by Steve Meyers, Poynter Institute, May 3, 2011.
- xxx. "Public Diplomacy, New Media and Counterterrorism," by Philip Seib, USC Center for Public Diplomacy, March 2011
- xxxi. Remarks at Cairo University, Egypt, June 4, 2009
- xxxii. "CSIS Commission on Smart Power: A smarter, more secure America." Washington, D.C.: Center for Strategic and International Studies, November 2007.

The Woodrow Wilson International Center for Scholars is the national, living U.S. memorial honoring President Woodrow Wilson. In providing an essential link between the worlds of ideas and public policy, the Center addresses current and emerging challenges confronting the United States and the world. The Center promotes policy-relevant research and dialogue to increase understanding and enhance the capabilities and knowledge of leaders, citizens, and institutions worldwide. Created by an act of Congress in 1968, the Center is a nonpartisan institution headquartered in Washington, D.C., and supported by both public and private funds.

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