PARTNERSHIP

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LETTER FROM THE EDITOR

"PARTNERSHIP" ISSUE 20 – WINTER/SPRING 2019

If you want to make peace with your enemy, you have to work with your enemy. Then he becomes your partner.
- Nelson Mandela

Heralded as leading the end of apartheid in South Africa, Nelson Mandela was sufficiently aware of the need to work with "enemies" (or the opposition, such as F.W. De Klerk) in order to solve complex problems. De Klerk, the incumbent President of South Africa at the time, would become instrumental in dismantling apartheid with Mandela. The 1993 Nobel Peace Prize was awarded to *both* Mandela and de Klerk for their achievement, occurring largely because they courageously partnered together.

The basis of a partnership is the belief that varied and even conflicting perspectives provide value. When an olive branch of peace is extended to an adversary, radical partnerships can form, destroying barriers, forging new paths, and inundating conflict with harmony. What if diplomacy was used to overcome our differences and create diverse partnerships to enhance global progress? Could ambitious resolutions to weighty problems occur today through partnerships?

This season's *Public Diplomacy Magazine* showcases a plethora of partnerships using innovative public diplomacy to achieve goals. In a partnership, those involved must yield to a degree individual recognition and embrace the honor of being a piece of something larger. When this occurs, successes and influence are multiplied and magnified. In light of the world's seemingly insurmountable challenges, now more than ever public diplomacy should mobilize partnerships to improve our collective well-being. The hope is this magazine will encourage conversations, contemplations, and implementations of partnerships.

Government agencies engage in diplomatic partnerships to achieve goals. Examples of such partnerships featured in this issue include the U.S. Department of State's Office of Global Partnerships* and the Sino-U.S. Friendship House. Actors on the international stage using public diplomacy tactics to influence and promote policy objectives are not solely governments. Nonprofits, businesses, and even individual citizens accomplish goals through listening, exchange, media, advocacy, and culture. Some of these included in *Partnership* include the International Surf Therapy Organization, Right to Movement Palestine, and the Project to Strategically Protect Soft Networks.

Both varieties of partnerships are valuable in their own right. In both cases, with actors working toward a similar goal the success of one becomes the success of all.

The culminating article by Nicholas J. Cull, founding director of the Master of Public Diplomacy program at the University of Southern California, clarifies the throughlines of partnership demonstrated in this magazine.

The following pages are divided into three categories: **Advocate**, **Exchange**, and **Listen**. These categories were determined because the included articles utilize partnerships to do the following:

- **Advocate** for an issue
- **Exchange** knowledge and experience to increase understanding
- **Listen** to determine problems and develop solutions

Additionally, the **Engage** section highlights events hosted at USC expanding the scholarship of public diplomacy in Los Angeles, CA.

Depicted on the cover of this magazine is a kayak. If paddling on only one side, the kayak simply moves in a circle. But, with the right team–the right partners–paddling together the kayak is propelled to the goal. So, a special thanks to all those who worked to produce this magazine: *PD Magazine* staff, USC faculty advisors, USC's Center on Public Diplomacy, and the Society of Public Diplomats.

Without the featured authors and especially the *Public Diplomacy Magazine* team who I owe my eternal gratitude for serving so faithfully, we would never reach the finish line.

Brooke Adams
Editor-in-Chief

*Unfortunately, due to the United States Government shutdown beginning in December 2018, this article was redacted as it was unable to be approved by the U.S. Department of State Press Office. Upon approval, this article will be published separately at publicdiplomacymagazine.com.

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Image provided by Brooke Adams

We must always take sides. Neutrality helps the oppressor, never the victim. Silence encourages the tormentor, never the tormented.

- Elie Wiesel

ADVOCATE

Changing Tides Together

Brooke Adams

It is an unbridled, uncontrollable force. It demolishes buildings and can also produce electricity. It transports us, feeds us, and keeps us afloat. You could choose a direction and attempt to walk straight for forever but at some point, the land will inevitably run out and there lapping at the laces of your shoes will be this force.

Fly in a plane thousands of feet above the earth for a few hours and you will likely at some point look down at endless blue. Scan magazine advertisements or travel brochures and there are numerous images of sandy beaches. Look back through history at where civilizations developed and it is likely near a waterway connecting to the vast and unknown seas covering over seventy percent of the earth.

This is the ocean.

Despite the behemothic force of the ocean, humanity has gone to its watery shores for all the days before and will continue to for all the days to come. There are ineffaceable, positive results from ocean encounters. "The sea, once it casts its spell, holds one in its net of wonder forever," professed Jacques Yves Cousteau. We purchase waterfront property for an exorbitantly higher price than a house a few miles inland. We set pictures of sandy shores as screen savers on devices which are curiously a constant interruption to the natural wonder in our lives. Intuitively, humans seek the ocean.

Although a majority of people live in landlock areas, a sizeable portion of the world has the ability to access the ocean. NASA says 2.4 billion people live within 60 miles of the coast. So, if this force is readily available to a large portion of humanity, what if it was utilized to address current world issues? The International Surf Therapy Organization (ISTO) is harnessing the wondrous powers of partnership and the ocean to use surf therapy to improve mental health.

But first, what is surf therapy?

The water surrounding my ankles reflected the bright, warm sun into my eyes. There was a group of three men walking in the waist-high water ahead of me. The shortest, Rich, was wearing a wetsuit and green rash guard, leaning on a surfboard. The other two men were in red rash guards–one with long, bleach blond hair and the other wearing a fishing hat. Thanks to the support of surfboard and the men in red, when ocean waves caused Rich's balance to waver he remained upright. I observed this group pause so Rich could lay down on the board. Prepared, he calmly watched the coming waves.

A wave came and one of the men in red held on to the back of the board, kicking his long legs to propel Rich. Rich was furiously stroking the water with his arms to get ahead of the wave. When the board started to glide, shaky and with a look of fear, Rich stood. Instantly, his face turned calm and broke into a smile. After his short ride, he fell into the shallow water then emerged fist-pumping with people cheering all around. This is surf therapy. This is where veterans with disabilities from duty, at-risk youth in post-conflict areas, and those with varied physical and mental health challenges come to find reprieve from that which often prevents them from living a full life.

Surf therapy combines the adrenaline-inducing adventure of surfing with the scientifically proven therapeutic elements of the ocean to positively impact the well-being of individuals worldwide.

One of those cheering for Rich was Kris Primacio, Program Manager for the Jimmy Miller Memorial Foundation (JMMF), a surf therapy organization based in Manhattan Beach, CA. While working in corporate marketing, Primacio discovered surfing and decided she must find a way to work in the surfing sector.

"Now, not only do I get to be in the surfing sector, but in the most meaningful and impactful way," she says. Primacio joined JMMF thanks to Carly Rogers, OTD, often revered as the mother of surf therapy. Rogers developed her first plans for ocean therapy programming while pursuing a Master's in Occupational Therapy at the University of Southern California in 2002. Around this time, Los Angeles, CA South Bay surfer and local icon Jimmy Miller died after a brief and severe mental illness. Formed in 2004 to honor Miller's legacy as a lifeguard, youth leader, and exemplary surfer in the South Bay, JMMF was born with Rogers leading the programming of surf therapy sessions for people with similar struggles as Jimmy. Primacio now carries on Rogers' work, leading over fifty surf therapy sessions a year with JMMF, serving the Veteran Affairs (VA) in Los Angeles, eight youth organizations, and active duty soldiers at Camp Pendleton through the Wounded Warrior Battalion.

JMMF welcomed me to the last veteran's surf therapy session of the season. Primacio was insistent if I was to write about surf therapy I must witness it. On this specific day, participants were from the VA Hospital in Long Beach. Participants are referred to by JMMF as "athletes," so no matter their background, "PTSD, anxiety, depression, drugs, gang violence, they're just athletes," says Primacio. It has been proven athletes receive numerous benefits from surf therapy. Some of these include improved body function, increased social skills, overall personal wellbeing, and improved physical and mental health. The World Health Organization (WHO) recognizes mental health as essential for humans to collectively and individually succeed, interact, emote, think, and enjoy life, making the benefits of surf therapy highly important.

Mental health benefits from surf therapy specifically increase the well-being of veterans. At the end of one JMMF surf therapy session a veteran told Primacio, "My depression has kept me in the dark for so long and after surfing with you today, I can see the light." In *Resurface*, a documentary about surf therapy for veterans with Post-Traumatic Stress Disorder, one athlete described the impact of the ocean as: "It wasn't death and destruction and hell. It was the one place I could go to for peace."

Dr. Wallace J. Nichols, entrepreneurial scientist and author of more than 200 scientific publications including *Blue Mind: The Surprising Science That Shows How Being Near, In, On, or Under Water Can Make You Happier, Healthier, More Connected, and Better at What You Do*, says in *Blue Mind*, "The vast benefits that people around the world derive from healthy waterways go beyond the waters we drink and the fish we eat. What we receive from healthy water is invisible, personal, intimate, and something I believe we can't thrive without." The benefits of the ocean, and therefore surf therapy, are scientifically endorsed and reach all corners of the globe.

Welcome ISTO

The International Surf Therapy Organization (ISTO) is a non-governmental organization (NGO) partnering surf therapy organizations together in order to promote the global recognition and use of surf therapy.

With their partner ocean therapy organizations around the world, ISTO strives for their five-year goal stated in the ISTO Declaration: "Surf therapy is regarded as an evidence based and integrated approach to healthcare, prescribed and practiced with excellence globally." Written in 2017 at the inaugural ISTO conference in Cape Town, South Africa

by the eight surf therapy organizations present—including JMMF—ISTO now has over thirty contributors working to achieve this declared goal. With the proven benefits of surf therapy and the accessibility of the ocean, ISTO believes global recognition, practice, and most importantly, prescription of surf therapy can impact the masses.

Kris Primacio was recently named CEO of ISTO. I first met her not in the waves, but in a café in Manhattan Beach, CA to talk about partnership and surf therapy. She walked from her house bundled in a jacket to ward off the slight chill from a morning surf session and ordered a hot chocolate with whipped cream. Her joy for life was infectious.

"I just realized, this table—this exact table—is where we had our first ISTO board meeting," she said excitedly as we sat in a corner booth. Little facts like this, the humble beginning, can be forgotten when assessing international organizations and their journey to success. Sometimes global movements begin with a small, diverse group of people sitting around a table. These early moments of person-to-person partnership ingrained the value of partnership in ISTO from the start, emphasized in their motto, "Go far, go together."

When developing far-reaching, multi-stakeholder, diverse partnerships, a leader poised with an ever-listening ear for fellow partners is unquestionably valuable.

Waves for Change, a surf therapy organization founded by Tim Conibear in Cape Town, South Africa, received a grant his surf therapy program with a portion specifically dedicated to "something new" and ISTO was this "something new."

Because of her role as Program Manager for JMMF, Primacio was involved in the early stages of ISTO. Primacio, with her passion for surf therapy, took on a variety of tasks to organize ISTO's first summit. All in attendance at the July 2018 ISTO conference in Jeffreys Bay, South Africa were busy managing their own surf therapy organizations, yet it was evident someone needed to become the primary leader of ISTO. Primacio was in the position to do so, and views this as, "the beauty of this partnership, in that every single person contributing is coming together of their own velocity."

Now, as CEO of ISTO, Primacio is the main force for the partnership of surf therapy organizations globally. She fielded calls from organizations in Spain, the Philippines, and Portugal, all before making time to speak with me late on a Monday afternoon.

Primacio regularly credits her fellow surf therapy advocates for the verve of ISTO, marveling at the growth of ISTO in the past year. "We're not at ground zero. All of us have started an NGO in the surf therapy sector," says Primacio. When developing far-reaching, multi-stakeholder, diverse

partnerships, a leader poised with an ever-listening ear for fellow partners is unquestionably valuable. Primacio sets this example for ISTO contributors, as she recognizes each has something unique and meaningful to contribute.

ISTO is built on their pillars of understanding, sharing, and advocating.

Primacio explained how these three pillars lead to the advancement of surf therapy.

UNDERSTAND – *Increase understanding globally of surf therapy*

Developing an understanding of surf therapy through research is the key to increasing global recognition. A mass of data demonstrating the benefits of surf therapy is a major asset of ISTO. Many of the contributing organizations have Institutional Review Board (IRB) approval, allowing for population-specific research by individual organizations. Surf therapy organizations understand data collection and analysis as vital to their credibility.

Jamie Marshall, Master of Science in Physical Activity for Health, is earning the first Ph.D. in surf therapy. Originally from Scotland, Marshall was a practitioner of surf therapy with the organization Wave Project UK before starting to travel the world for his research. Primacio says of Marshall, "We know surf therapy is real and now science is going to show us it's real." I met Marshall in Manhattan Beach, CA while he was studying surf therapy with JMMF programs. Branding himself as *stokedresearch. com*, Marshall was truly stoked to discuss surf therapy, noting the positive impact it has not only on participants but on volunteers. He said hopes to include this additional volunteer benefit in his research to comprehensively detail the depth of surf therapy's impact.

"We are more than excited, eager, and proud to show the data," says Primacio. So is Marshall. While some organizations may fear evaluation and reporting, surf therapy has been doing it for years, resulting in ISTO's army demonstrating positive outcomes.

ISTO knows data will lead to surf therapy being covered by insurance, thereby creating financial sustainability. In Biarritz, France, a twelve-week pilot program specifically prescribing surf therapy found great success. The anomaly of the study was the distinct prescription of "surf therapy" as

opposed to general "therapy." Doctors were directing patients to go to the ocean and experience the mental health benefits of submerging into the rhythmic blue waters. Primacio says funding is always the challenge for surf therapy. "If people can show up and pay for it through their insurance, then more programs can exist because more people can pay for them."

SHARE – *Promote surf therapy excellence*

While oceans may separate us, they also bind us together. As John F. Kennedy remarked at the dinner for America's Cup Crews in 1962, "We are tied to the ocean. And when we

Pre-surf welcome and introductions with athletes

go back to the sea–whether it is to sail or to watch it–we are going back from whence we came." Kennedy noted this while in a room of Australians and Americans, further illustrating that beyond borders there is a shared love and reverence of the sea.

For ISTO, their partnership involves a shared love of the ocean and active sharing of resources. Instead of referring to organizations as "members" they are "contributors" because, as Primacio says, "contributor is a verb." Everyone has a vested interest in sharing resources and tools to increase the evidence base and the quality of surf therapy globally. ISTO utilizes long-standing surf therapy organizations as mentors for new surf therapy organizations. The availability of knowledge empowers ISTO contributors to meet government standards and implement best practices. Best practices include programming requirements, safety parameters, and

monitoring of outcomes. For example, contributors have access to general ISTO surveys they can make specific for their target population.

Primacio has volunteering around the world with ocean therapy organizations. This led her to learn varied perspectives of surf therapy as they share with her. Working beside local volunteers, she was able to witness how surf therapy is utilized to address localized issues. From these experiences, Primacio says she, "expanded tricks as a program manager." So far, she has worked with ten different surf therapy organizations.

Partnership begins with a common interest but allows for a sundry of perspectives which then benefit all those with shared goals.

Athletes (in green) are given land instruction while coaches assist (in red)

ADVOCATE – *Awareness of surf therapy globally*

ISTO's pillars of understanding and sharing provide them with a foundation for effective advocacy. The main goal of ISTO advocacy is this sharing of research. As Primacio says, "To talk about having a global impact, I have to show a global impact." Contributor's local, dedicated work allows for this to occur.

Through global ambassadors increasing the visibility of ISTO, the impact of surf therapy is spread. Jamie Marshall's divergent and groundbreaking research is integral for ISTO as an advocate for change in international policy. Because of the network created by ISTO, Marshall is able to travel the world

to excellent surf therapy organizations already advocating locally and highlight them in his research.

"When we go to the lawmakers of the world, they aren't going to believe us unless we have the quantitative and qualitative data to show the change caused by surf therapy." Partnership is a tool to amass support for ISTO. It is not solely one actor attempting to achieve the impossible. "We have created this partnership that is going to change policy." Each individual organization is a necessary part of this.

With their work to understand, share, and advocate for surf therapy, ISTO is equipped to impact policy to achieve their goal of surf therapy recognized as an integrated approach to healthcare, prescribed and practiced with excellence globally.

Why advocate for the awareness and increase of surf therapy globally?

Because surf therapy provides therapeutic benefits for those with limited access to mental health services. The ISTO Surf Therapy Declaration states: "It is estimated that of people with severe mental health conditions, a staggering 76-85% in developing countries receive no treatment, as compared with the also high rate of 35%-50% in developed countries." Waves for Change in South Africa began with Conibear busing impoverished youth who had experienced trauma and conflict to the ocean to surf. Simply exposing children who have never even seen the ocean to surf therapy provided mental health benefits—no perquisites were required. "We might not create a brand-new surfer…but we have created self-efficacy," says Primacio. After catching a wave, athletes may start to view what once seemed impossible as suddenly possible. Translating this discovery to other aspects of life reaps benefits.

Surprisingly, surf therapy is being promoted in landlocked locations due to new innovations with wave pools.

"If I can reach middle Africa and we can bring them waves and achieve a therapeutic benefit, I'm all for it as long as we can bring surf therapy to more of those in need," says Primacio. According to WHO, over 300 million people worldwide suffer from depression, and fewer than half in the world receive treatment. While surfers like Primacio acknowledge wave pools cannot compare to the natural ocean, if these facilities churning out waves at regular intervals are built in developing countries, more people could have access to surf therapy.

Surf therapy in practice, Manhattan Beach, CA - Novemeber 2018

A stated goal of ISTO is to have surf therapy available for all those in need. This can be achieved with wave pools.

The magnitude of the ocean has been both feared and harnessed throughout history. Now, it is being used to address a hole in health care. NGOs inherently fill gaps of service provision for communities. Now, because of the ISTO partnership, more people will have access and receive therapeutic benefits of service where before they may have no access to any mental health services.

The future of ISTO and surf therapy is bright.

In one of their grandest strokes of public diplomacy and partnership, ISTO is hosting a global conference in 2019. From November 5-9, surf therapy organizations, influencers in the surf industry, policymakers, mental health professionals, and beneficiaries of surf therapy will come together to continue ISTO's mission of expanding surf therapy awareness.

Just as public diplomacy employs sports diplomacy, cultural diplomacy, and various other methods of joining people together with the shared goal of influencing policy, so does ISTO as it gathers various actors together in one place to massively propel global acceptance of surf therapy.

The conference will engage a wide variety of stakeholders. There will be "internal days" for ISTO contributors to evaluate best practices and address goals for the coming year. Then, "outward days" of the conference will be comprised of programs for those generally involved and interested in surf therapy, including elements such as athlete testimonies, talks from scientists in relevant fields, and the sharing of programming ideas. A research day would allow clinicians to present completed studies, discuss outcomes, and propose future research to the surf therapy community.

One of ISTO's greatest strengths is this combination of evidence and experience. Public diplomacy desires to influence people to support institutional interests. ISTO applies this principle with their disposition toward experiential learning demonstrated through my inclusion in a surf therapy day, Marshall's hands-on research around the world, and Primacio's experiences learning programming ideas from fellow surf therapy organizations.The final day of the conference will be dedicated to having conference attendees participate in surf therapy sessions. In this way, individuals, particularly policymakers and mental health professionals, will experience the benefits of surf therapy themselves. Primacio and ISTO are overflowing with an undying belief in surf therapy and its positive impact, sharing it with anyone willing to engage.

Primacio says of this culminating surf therapy session, "We got the evidence, we'll back it up, but you have to come and see it." Referring to policymakers, she states, "If they joined us on the beach they would be changed forever."

If public diplomacy desires influence, pairing policy based communication with tangible experiences of the policy is a practice to be utilized by others. Those in attendance at the 2019 conference will witness local and global policymakers surfing together. Isn't this the ultimate image of public diplomacy and partnership: people from diverse backgrounds coming together around a problem to create a solution?

"We've all stood alone, and now we are moving together," says Primacio.

The force of the ocean is unmatched and ISTO shows how this force can be used for good. ISTO serves as a convening body for surf therapy organizations by drawing many together into one global partnership. ISTO's tag line, "Go far, go together," perfectly describes this. Perhaps other organizations working separately but for the same goal could adopt ISTO's model, especially for interests related to human wellbeing. Partnership does not limit those involved, but expands their reach and increases influence. Critical goals such as universal access to mental health services cannot be achieved without committed partnerships spanning borders, oceans, and organizations.

ISTO will continue to cultivate its global influence through partnership. As Primacio says, "70% of the earth is water and we may have just found the magic pill that works for everybody."

Brooke Adams is a Master of Public Diplomacy candidate (Spring 2019) at the University of Southern California and board member of the Society of Public Diplomats, with a B.A. in English Literature from Azusa Pacific University. Brooke has worked with community development projects in Mexico, South Africa, and Uganda, and has participated in study abroad programs in South Africa and Thailand. This international experience has led to a passion for empowering others to create lasting change. Brooke uses storytelling to advocate for the development of programs related to poverty alleviation. She is the program coordinator for an American-Ugandan public health partnership, Chief Advocacy Office of The Dream Box, and Editor-in-Chief of Public Diplomacy Magazine.

To learn more about ISTO and surf therapy, check out:
intlsurftherapy.org
waves-for-change.org

A Veteran Helping Veterans: A Private– U.S.–Nonprofit Partnership Triad

Danny Chung

It was May 18, 1990, a bright sunny day in beautiful San Diego. I stood a bit taller, swelling with a sense of pride. I had hardly slept and been out of bed since 5:00 a.m. After a 20-minute, three-mile run, countless pull-ups and sit-ups, and a hot shower at the Recruit Depot, I shined my shoes and put on my dress blue uniform as I prepared for graduation. That day was the culmination of the 13 most grueling weeks of my life.

As my career in the Marine Corps progressed from one duty station to the next, taking me from city to city, and state to state, members from all branches of the military were intricately involved. From Navy corpsmen and hospital staff in Okinawa, Japan administering my shots, to Air Force riggers in Pensacola, Florida preparing my parachute, to weapons issued at an Army-operated armory in the Middle East, the skills of a team of partners were required so I was operational and ready for combat.

Despite leaving behind my 21-year Marine Corps career, I have not forgotten those men and women who taught me the power of partnerships. Now, I have the privilege of partnering with the military in a different way – by helping members of our military find meaningful careers in the tech sector here in the U.S.

Working at Microsoft is no doubt a blessing. In recent years, I have been able to help channel our resources and influence to partner with the U.S. Chamber Foundation initiative "Hiring Our Heroes (HOH)." This is an organization based out of Washington D.C. with the sole mission of helping the military and veteran community find meaningful work. Because of our partnership with HOH, Microsoft continues to fill its ranks with transitioning service members from the U.S. military. With nearly half-a-million open IT roles at any given time, larger companies such as Amazon, Facebook, Google, and even smaller businesses are following suit of Microsoft and starting to hire transitioning veterans and their military spouses in numbers.

The other organization I'm proud to partner with is the nonprofit United Services Organization, better known as the USO. In years past, the USO was known for Bob Hope shows for U.S. troops in locations overseas. Today, the USO is committed to helping members of the military and their families find the right resources for everything from emergency loans to childcare to employment.

As of November 2018, the veteran unemployment rate was at a record low of 2.9%, nearly a full percentage point lower than that of the civilian unemployment rate at 3.7%. I believe this would not be possible without our triad partnership with HOH and USO. As a powerful triad, we are fervently working to alleviate other crises like the military spouse unemployment rate that continues to hover around 26%. But again, this will take a partnership of companies, organizations, and government agencies to succeed.

"To empower every person and organization on the planet to achieve more," is Microsoft's mission statement. As I work to help veterans and military families 28 years after that proud morning I graduated from boot camp, I'm reminded daily I could not have succeeded as a Marine on my own and a company as far-reaching as Microsoft cannot accomplish its mission alone.

From left to right:
Danny Chung (author), Chief of Staff at Microsoft; Chris Cortez, VP at Microsoft; J.D. Crouch, CEO at United Services Organization or USO; Steve Hobbs, State Senator 44th District, Washington State; Kylee Durant, Sr. Director at USO; Command Sgt. Maj. Kenny Clayborn, Joint Base Lewis McChord

MSTA Ribbon Cutting: *The picture shows me along with five others cutting the ribbon for the newly formed Microsoft's Military Spouse Technology Academy, a 22-week resident program specifically tailored for spouses of members of the military. This group faces staggering rates of unemployment and even higher under-employment rates. Having experienced this first-hand with my wife, I created the MSTA program to help decrease unemployment rates for military spouses. Alongside me are my partners from non-profit veteran service organizations, the government, the military, and corporations working with Microsoft to make this happen.*

Danny Chung, chief of staff and business manager for Military Affairs at Microsoft, manages the Military Affairs team with a keen focus on providing opportunities in technology for the veteran community. Danny's deep commitment to veterans and military families is rooted in his personal passion and desire to help improve engagement, recruitment, and retention in meaningful careers for transitioning service members and military spouses. Danny is also a staunch supporter of military children and STEM education. He leads company-wide efforts to increase engagement with children of military families, who often lack the same STEM opportunities available to children from civilian families.

Danny began his Marine Corps career as a private first class, graduating from boot camp at Marine Corps Recruit Depot San Diego. A few years later, with the help of key mentors and leaders, Danny was selected for commissioning and deployed to locations such as Kuwait, Iraq, Pakistan, and Sri Lanka managing strategic communications, media, and community relations during combat operations, disaster relief, humanitarian efforts, and more. During Operation Iraqi Freedom (OIF), Danny managed the DoD Media Embed Program, followed by taking command of an Army unit and maneuvering it by ground convoy from Kuwait City to Baghdad when the war kicked off in March 2003. Before retiring, Danny was selected as commanding officer of Marines at the Defense Information School (DINFOS) at Fort Meade, Maryland, from 2007 to 2010, when he decided to retire from the Marine Corps.

Danny Chung has a Bachelor's degree from Oregon State University and an MBA from Loyola University. He continues to serve the members of the military as a USO board member for the Pacific Northwest, and an advisory board member for Operation Homefront. Danny also serves as a mentor and adjunct professor in the Communications Department at Azusa Pacific University teaching public relations and business marketing courses.

Running to Tell a Different Story

George Zeidan

When I was 5 years old, my parents rented an apartment in Bethlehem, right outside Rachel's tomb. All the clashes the world watched on television in the early 1990s, between Palestinians and Israelis, took place outside our window.

Growing up, I witnessed a lot of death and violence. I spent hours watching a live-action movie from our small living room window. I remember the days when my mother and I anxiously awaited my father's safe return home after a long day of clashes. Many kids my age were throwing stones at Israeli soldiers who were firing live bullets. My parents soon realized they needed to move to a different part of the city. Any other street in the city would be safer and quieter than ours. This was our reality until the year 2000, when the second Palestinian Intifada uprising started, and shortly after the Israeli forces officially occupied our entire city.

My brother and I attended school in Jerusalem, which meant every day we would have to embark on a mission just to reach our school. This daily school trip was a burden. Most days, our mother would walk us in the midst of Israeli soldiers standing outside their bulldozers. Most days, we made it to school.

The school was seven miles away from home, and classes started at 8:00 a.m. This meant we would have to leave home by 6:15 a.m. to embark on a very unpredictable trip. It could take us anytime between 30 and 120 minutes to get to school. Some days we could not make it. It all depended on the soldiers at the checkpoints that day. Some days we even had to journey through three checkpoints with heavy backpacks on our backs.
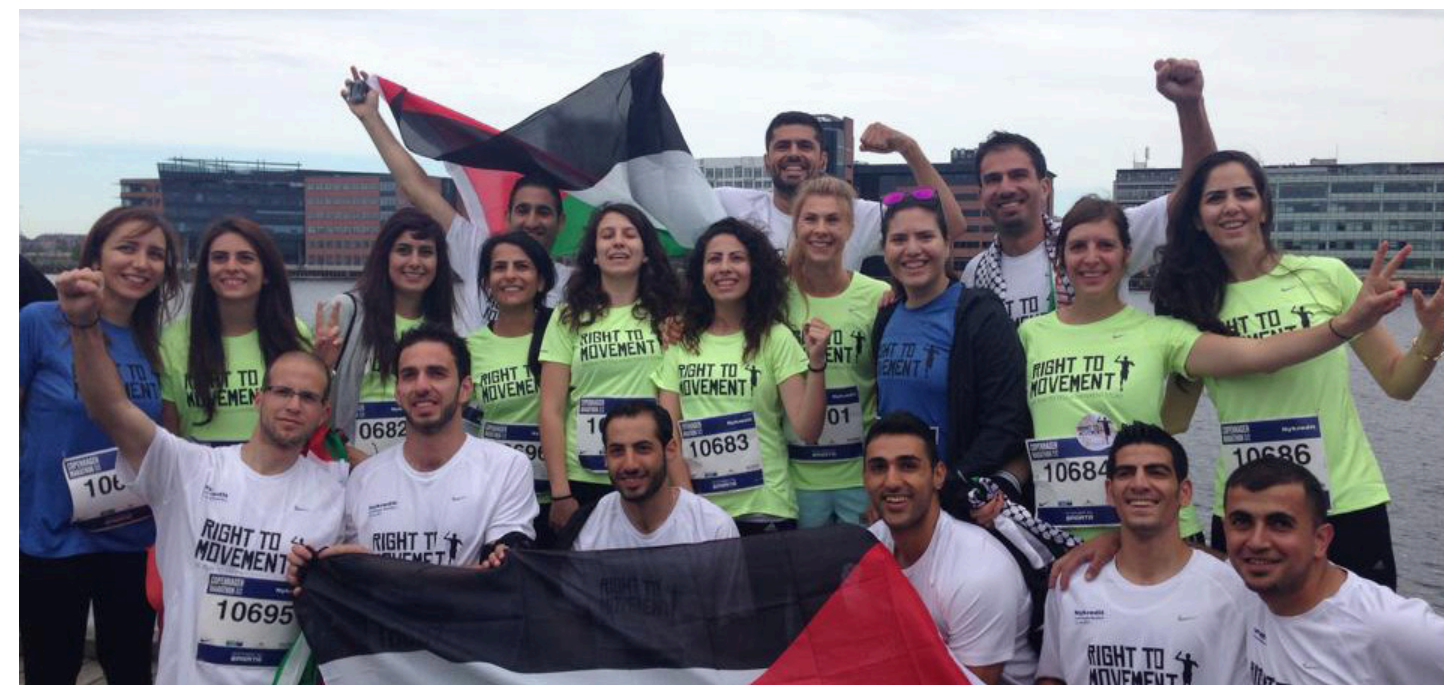
Most families avoided putting their kids through this daily journey to school, but my mother was committed to do so, and would not give up until she had tried every option to get us there. My father was not able to take us to school despite the fact that it was in East Jerusalem–Palestinian territory–because the Israelis claimed he did not possess the right paperwork to do so.

A few years later, I got a chance to pursue a Bachelor's degree at Chowan University in Murfreesboro, North Carolina. It was such an incredible experience, but nothing close to the U.S. image that I had built from watching Hollywood movies. Murfreesboro is a small town with less than 5,000 people, very few things to do, and no public transportation. At the time, ride sharing services did not exist which meant I really had to make friends to explore my new environment.

Living in North Caroline was not easy. And neither was making friends. My presence in this little community felt very contentious. The most well-known student of the university was a Kuwaiti by the name of Khaled Sheikh Muhammad, one of the planners of the 9/11 attacks. Locals still remember him.

> **I never blamed people for not accepting me, as they had encountered a terrible experience with a person from my region.**

All images provided by the author

I never blamed people for not accepting me, as they had encountered a terrible experience with a person from my region. I felt I was given the opportunity to study at Chowan University to help change this image. I explained to many individuals that this terrorist is not representative of Arabs, as in fact these terrorists target Arabs as well. I defended Islam when I myself am not a Muslim. And I shed light on the presence of Arab Christian communities. I did these things through interactions with individuals I encountered, but I realized it was not enough. I needed to scale up these exchanges.

Together with a professor of mine, we joined forces to make a difference. We started organizing information sessions about Palestine and raising money for an orphanage by selling traditional olive wood pieces. He connected me to his church where I shared stories about my country and life under occupation—stories of injustices they had not been exposed to. However, I wanted to go beyond life under occupation and the restriction of movement to share a more positive side—our culture, society, cuisine, and tourist attractions. This was when I realized how little the American public knew about us and how many stereotypes had accumulated through mainstream channels. Shortly after I started sharing my stories, I started seeing their impact: it became easier to meet people and engage with the local community.

When I returned to Palestine, I was committed to changing these stereotypes and advocating for our cause. I did not want any child to have to go through the terrifying experiences my generation encountered. I figured positive stories from Palestine do make a difference and are more appealing to an international audience. I also learned the importance of having international partners to help us bring this message to a global audience. So, I was inspired to join two Danish colleagues in starting the "Right to Movement Palestine" campaign.

"Right to Movement Palestine" is an initiative started of partners, organizing the Palestine marathon as well as establishing running communities in Palestine. We have three main goals: to send a positive message about our identity; to raise awareness about the restrictions imposed on our movement due to the occupation; and to work to remove obstacles women face in a male-dominated society.

In 2013, we held our first marathon with 600 runners, almost 37% females and over 300 internationals. By 2016, we had 4,600 runners, 46% females, and over 1,000 internationals. The race itself resembles the reality of our everyday life. It starts and ends at the Nativity Church, one of the many holy sites in our country. It runs by an Israeli checkpoint, next to the apartheid wall, through refugee camps, and within Palestinian villages that have been confiscated for Israeli settlements. When we started the project, we did not have a name planned until we realized in Bethlehem runners could not run continuously for more than 10km. Instead, marathoners would have to run the same route four times in order to finish the 42km or 26.2 mile marathon.

Our partnership with the Danes was extremely valuable. We were the activists on the ground with endless passion to tell our story and excitement for such a huge event, while the Danes brought international runners, assisted with organizing the marathon, and contributed a different perspective and approach to marketing the event. It was a successfully

organized event attracting local and international runners. During this marathon, runners could understand the reality of the political injustice and would become ambassadors for the cause. This approach worked. Right now, Palestinian volunteers are leading the Right to Movement Palestine campaign, but the impact of our Danish partners is still present in everything we do.

In line with the marathon, we were able to successfully establish a running culture that has Palestinian women and men run together in equal numbers through Palestinian streets. Right now, we have nine dedicated running communities in Palestine with some practicing three to four times a week for the past six years. Our partnership with the Danes helped us develop relationships with international organizations in other parts of the world. We have been able to collaborate in bringing international teams to Palestine and sending Palestinian teams abroad. Our teams have participated in many international events by sending gender-equal groups from Palestine to participate in marathons and organize information sessions where we talk about life under occupation and advocate for change. We have run marathons in Copenhagen, Derry, San Francisco, Chicago, New York, Edinburgh, Cologne, Reggio Emilia, Beirut, Amman, Davos, Cape Town, Amsterdam, Santiago, and more.

I am blessed to have been able to take part in shaping the future of our country. My childhood inspired me to aim for a positive change for my people. I believe in the power of the positive narrative and in gradually changing people's perceptions through commitment to our cause. I will continue doing so until justice prevails, and I will always depend on friends and partners to help me carry my message to places beyond my own reach.

George Zeidan is a Fulbright Scholar pursuing a Master of Nonprofit Leadership and Management at the University of Southern California. He is Palestinian, born and raised in the old city of Jerusalem. George is the co-founder of "Right to Movement Palestine," a social enterprise that aims to raise awareness about social issues and advocate for change through sports, primarily long-distance running. George has worked for seven years at DanChurchAid, a Danish humanitarian relief organization providing basic needs to the most vulnerable communities in the West Bank and Gaza. He is also a Certified Fraud Examiner and holds a Bachelor of Business from Chowan University.

Soft Network Partners

Samuel Romano & Rebecca Asch

Introduction to Soft Networks

Today, the United States stations military forces in nearly 180 countries and has nearly 280 diplomatic posts worldwide. Many of these contingents position U.S. military and diplomatic forces in, or adjacent to, ongoing foreign conflicts and engage local-national allies in integral roles in U.S. operations. Yet a closer look at the United States' presence in these conflict zones reveals an unsettling reality: few measures exist to effectively protect local-national partners, despite substantial evidence that adversaries target these individuals in order to weaken U.S. operational capabilities. Given these partners' significant sacrifices for the security of the United States—often to their own detriment and their families' personal safety—the U.S. is morally and strategically obligated to protect local-national allies.

Apart from the moral imperative to protect local-national partners, or soft networks, these networks are vital to the United States' national security, particularly due to their value in ensuring successful diplomatic, military, and intelligence operations. The appearance of a military and diplomatic superpower unable to protect its own collaborators will likely ensure a decline in local-nationals willing to support U.S. foreign operations and policy. As such, it is in the long-term strategic interest of U.S. government to adopt policies which preserve, encourage, and strengthen partnerships with soft networks.

Strategic Allies

The U.S.' soft networks extend to all facets of foreign operations and typically include networks of interpreters, teachers, local business contractors, politicians, intellectuals, religious leaders, and others deemed vital to U.S. national interests. These partners are integral to U.S. missions abroad and often possess cultural, area, and strategic knowledge, as well as other varied skill sets that are essential for mission success. The United States has long realized the necessity of using soft networks and engages local populations in nearly

every conflict it fights.

Indeed, the necessity of soft network protection has only become clearer during U.S. engagements in Iraq and Afghanistan. As military leaders increasingly utilized counterinsurgency tactics that promoted interaction with local populations to achieve successful strategic results, local-national partners were forced to operate in the public eye more often, and as a result, were more exposed to potential belligerents and heightened danger. Yet, despite these dangers, as well as the tangible security benefits soft networks provided, the U.S. continued to neglect the creation of effective measures that protected local-national partners and left its soft networks at incredible risk.

Just as the U.S. has historically engaged soft networks, targeting these networks has long been a strategy of combatants fighting from a position of weakness. This strategy dates as far back as the American War of Independence—in which American patriots systematically threatened British soft networks—and is increasingly important in modern global conflicts characterized by asymmetric warfare against insurgent factions. The U.S.' failure to develop and implement protective measures in recent conflicts, such as Iraq and Afghanistan, enables insurgent groups to target soft networks and deter effective foreign operations. Insurgent groups will actively identify and target soft networks as a particularly vulnerable link to international efforts, and threaten, maim, and kill individuals in an effort to uproot the United States' collaborative efforts, deteriorating confidence in U.S. military and diplomatic objectives. As such, an inability to protect these soft networks threatens more than merely the lives of local-national partners, but, more so, compromises the viability of future foreign operations. If we do nothing to protect those who sacrifice their lives for the U.S., not only do we lose valuable strategic partners, but we lose the credibility to engage soft networks in the future.

> **If we do nothing to protect those who sacrifice their lives for the United States, not only do we lose valuable strategic partners, but we lose the credibility to engage soft networks in the future.**

Organizational Partners

It is this imperative that inspired the project to Strategically Protect Soft Networks (SPSN), a public-private partnership that seeks to harvest best practices for protecting soft networks from traditional governmental sectors and non-traditional foreign policy sectors. Colonel (Ret.) Steve Miska, SPSN's principal investigator and founder, served multiple combat tours in Iraq. After being exposed to the extreme sectarian violence plaguing those who aided U.S. forces, he set out to aid the local-national partners working with his unit and others.

Miska, as well as many soldiers stationed in Iraq and Afghanistan, felt frustrated that the partners who aided U.S. operations were threatened as a direct result of their association with the U.S., and recognized the U.S. possessed few options to protect them. In the face of a dearth of options, Miska and his colleagues sought to protect their partners the best they could using available methods, particularly the Special Immigrant Visa (SIV) program.

The SIV aimed to protect former interpreters by allowing them to immigrate to the U.S. after extensive screening. Yet the program was fraught with bureaucratic delays and poor planning, and was incapable of effectively protecting the vast population of the U.S' soft networks. Nonetheless, Miska felt motivated to protect as many individuals as he could by developing an 'underground railroad' for SIV applicants. This helped participants navigate the SIV process, and provided cover stories which removed local-national partners from the dangers they faced locally, typically by assisting with transport to Jordan, a crucial final step in the SIV process.

Upon returning to the U.S. in 2010, Miska completed a fellowship at the National Defense University's College of International Security Affairs (CISA), where he wrote a thesis on soft networks and their vulnerabilities and developed the first list of potential protection methods for soft networks, namely identity protection measures and graduated relocation options. The danger facing local-national partners resonated with many of the students and faculty at CISA, particularly due to their varied experiences with the complexities of conflict zones. CISA has since become a foundational partner for SPSN and has advised on research, as well as hosted SPSN events and graduate researchers from the University of San Diego's Joan B. Kroc School of Peace Studies.

Following its initial popularity, in 2016, No One Left Behind (NOLB) signaled their desire to further support the project. The organization singlehandedly sustained SPSN until SPSN could identify institutional sponsors to increase its resource base and bring on a team of researchers. NOLB has been an instrumental partner for SPSN and continues to spearhead efforts to protect soft networks. In addition, the Pacific Council on International Policy, a research organization based in Los Angeles, joined SPSN as foundational

partner in 2017, and it has supported SPSN by facilitating multiple roundtables allowing it to cull information and recommendations from a diverse range of policy experts. Further, in mid-October 2018, the Pacific Council hosted an SPSN panel at its annual PolicyWest conference. The panel brought together policy experts, a former interpreter, and an American sponsor of SIV immigrants, and it highlighted the diversity and breadth of this issue in an effort to stimulate discussion among the attendees.

SPSN would be unable to fulfill its mission without the support of its organizational partners. As a public-private enterprise, one of SPSN's competitive advantages remains its ability to connect different organizations that span the soft network ecosystem. Beyond the contributions of CISA, NOLB, and the Pacific Council, other partners provide invaluable input to the project. The International Refugee Assistance Project provides legal assistance to some of the most vulnerable people in refugee populations and substantiates the project's policy research by providing input regarding legal matters surrounding soft networks. Veterans for American Ideals advocates for legislative changes that would solidify soft network protection in U.S. national foreign policy. These organizational partnerships are SPSN's foundation. Without their assistance, it would be impossible to pursue the necessary institutional and policy changes to enable the U.S. to protect its local-national partners around the world.

Looking Forward

Utilizing these partnerships, SPSN's research has identified several policy options to enhance soft network protection. While these options are by no means sufficient to fully solve the U.S.' ineffective protection of soft networks, SPSN believes these policy options would represent a necessary and meaningful step toward more resilient local-national partners.

First, in order to institutionally enhance soft network protection, SPSN recommends appointing a Deputy Assistant Secretary (or assigning a current DAS) to oversee soft network protection issues. In doing so, the Department of State, Department of Defense, and other expeditionary government organizations will be able to directly observe threats to soft networks, ensuring local-national partner protection remains a priority during the creation of foreign and defense policy in future engagements abroad, as well as increasing the visibility of the soft network issue in current engagements.

Second, the project recommends all departments and agencies institute a robust pre-deployment training program focused on protecting local-national partners. This program would inform field personnel of the risks local-national partners often face and measures to help protect the identities of their partners in any environment. For example, part of this training would emphasize a cyber component that effectively

raises awareness of threats and masks local-nationals on social media and other technology platforms from the prying eyes of adversaries. Such a program would address the ad-hoc nature of soft network protection currently in place and would aid the introduction of top-down organizational changes throughout the ranks of U.S. government organizations.

Third, the project recommends Congress continue authorization and funding for the SIV program, despite its shortcomings. We emphasize that the SIV program must be re-examined for points of weakness (such as difficulty navigating the system, difficulty applying, needlessly rigorous vetting, etc.) and that issues must be addressed as effectively as possible.

Finally, in conjunction with pre-deployment training for field personnel, SPSN recommends the U.S. foreign policy sector institute targeted practices to prepare military and diplomatic forces for specific threats to soft networks in a given conflict, such as preparatory threat assessments and cybersecurity measures. These measures would ensure our military and diplomatic personnel are prepared to protect soft networks and informed about specific factors that might adversely affect their ability to protect local-national partners.

SPSN would not have been able to complete the research behind these recommendations without the support of each of its partners. These partner organizations provide resources empowering SPSN to conduct the in-depth and relevant research that underpins all SPSN efforts. We continue to appreciate and value the work they do on the behalf of our country's local-national partners and hope our efforts result in effective measures to protect our most trusted local-national partners.

Samuel (Sam) Romano is a lead researcher at the project to Strategically Protect Soft Networks (SPSN), focusing on protection policy relating to NGOs, nonprofits, and media. He recently graduated with a B.A. in Political Science and honors from the University of California, Berkeley. As an undergraduate, Sam's research focused on Eastern European security issues, including the U.S.-Russia security implications of American military intervention in Syria, the viability of cyber-operations as a deterrent against Russian antagonism in the Baltic States, and the effectiveness of Russian counterinsurgency operations in the North Caucasus. His commentary on the strategy of the U.S. after the Gulf Cooperation Council dispute appears in Berkeley's International Relations Review. Prior to joining SPSN, Sam interned at the House Committee on Homeland Security, focusing on counterterrorism and cybersecurity measures. He aims to continue his interest in security studies by pursuing post-undergraduate study of the legal aspects of national security affairs.

Rebecca Asch is a lead researcher at the project to Strategically Protect Soft Networks (SPSN) and conducts and guides SPSN's research. She strongly believes in the importance of protecting our allies and insulating soft networks abroad and is proud to be doing substantial research to that end. Rebecca is entering her second year as a Master's candidate in Middle Eastern Studies at the George Washington University. She has experience in research, policy-writing, politics, and defense issues and is proficient in Hebrew and Arabic. Before joining the project, Rebecca completed an internship at the Office of the Secretary of Defense at the Middle East policy shop, focusing on Gulf affairs as well as an internship under Dr. Kenneth Pollack at the American Enterprise Institute. Rebecca is a Los Angeles native, and earned her B.A. at the University of California, San Diego in 2015.

With additional support from:

Lina Craighill is a research fellow for SPSN and is currently finishing her senior year at the University of California Berkeley, studying Political Science with a specialization in International Relations. Her research as an undergraduate has primarily focused on counterterrorism and the mapping of government institutions in the Middle East and Sub-Saharan Africa. In the Human Rights Center Lab at the Berkeley Law School, she takes part in open source investigation work tracking human rights violations across Syria, Iraq, and Libya. Prior to the project, Lina completed an internship with Amnesty International, and was a Senior Content Editor for the International Relations Review of Berkeley. After graduation, she aims to pursue her interests in investigative journalism and cybersecurity matters.

The essence of intercultural education is the acquisition of empathy—the ability to see the world as others see it, and to allow for the possibility that others may see something we have failed to see, or may see it more accurately...not a panacea but an avenue of hope.

- J. William Fulbright

Unfortunately, due to the United States Government shutdown beginning in December 2018, this article was redacted as it was unable to be approved by the U.S. Department of State Press Office. Upon approval, this article will be published separately at *publicdiplomacymagazine.com***.**

- Brooke Adams, Editor-in-Chief

EXCHANGE

An Unlikely Partnership Between China and the Midwest Heartland

Jasmine Kolano

The relationship the U.S. has with China in the 21st Century is a complicated one. Both superpowers depend heavily on each other's consumer markets; however, both are also competitors, vying for the world's top spot in soft and military power. Besides economic ties between the U.S. and China, there are few indications of the nations' friendship at the soul-level. This has contributed to a growing sense of suspicion of the American public toward China, magnified in the wake of the 2016 U.S. Presidential race when multiple candidates mounted criticisms on China's cyber-attacks and trade policies during the presidential debates. Tensions have only escalated since, as the current administration prioritizes closing the $370 billion-dollar U.S.-China trade deficit in the coming years.

The resulting trade war has impacted the Midwest in particular, which exports billions of dollars of agricultural products to China each year. The increasing Chinese tariffs on Midwestern exports have only driven Midwesterners to cling more tightly to the administration's hard stance on China, leaving little room for bilateral camaraderie and partnership in the region.

In an effort to revive a positive relationship between the Midwest and China, Chinese entrepreneurs Lijun "Glad" Cheng and Daniel Wang of China Window LLC established the Sino-U.S. Friendship House in Iowa, the very "first museum in America commemorating the friendship between the Chinese leader and the American people." Opened in 2015, the museum features a gallery of photographs depicting highlights of U.S.-China relations from the past three decades. Six days a week, the museum curates private tours for both American and Chinese visitors. The Friendship House attracts a significant number of tourists because of its direct connection to China's Premier Xi Jinping. When Xi first visited the U.S. in 1985, he spent two nights in the home of Thomas and Eleanor Dvorchak, who were locals of Muscatine, Iowa. The Dvorchack family's home is now the Friendship House.

Since this was Xi's first and only homestay in the U.S., the home holds both historic and sentimental value for Chinese and Americans alike. Businessmen Cheng and Wang recognized this when they first purchased it in 2013. Partnering with Muscatine Mayor DeWayne Hopkins, the Friendship House opened two years later on the 30th anniversary of Xi Jinping's first interactions with local Iowans he now calls his "old friends."

The impact of Cheng and Wang's initial purchase of the Dvorchack home on the development of thriving U.S.-China relations in Muscatine is significant. Muscatine has since welcomed the establishment of a large Chinese hotel in its city. It has also become official sister-cities with Zhengding in the province of Hebei where Xi served as a governing authority before his premiership. In 2015, Mayor Hopkins was invited to China to establish the Muscatine Cultural Center in Jinan, Cheng's hometown.

Muscatine now has a Muscatine/China Initiatives Committee which actively sponsors U.S.-China cultural exchanges in its city each year. Since 2015, the Committee has hosted several signature events, including performances by the internationally acclaimed Zhejiang Symphony Orchestra from Eastern China. Every Chinese New Year, this orchestra visits Muscatine and performs free public concerts. In 2017, the Committee also partnered with the multinational Chinese corporation Wanxiang Group to provide study abroad scholarships to China for Muscatine Community College students. Most recently, Committee member Sarah Lande even published a Chinese-English memoir titled, *Old Friends: The Xi Jinping-Iowa Story*. Lande, a long-time friend of Xi's, dedicated her book to maintaining the memory of Xi in the Midwest as well as the people-to-people exchanges that have burgeoned since.

Despite the ongoing trade war, Muscatine, a nondescript city in an Iowan farming county, has been able to effectively leverage its historic ties to China's premier as a way to bridge the growing gap between the U.S. and its most important economic partner. More pertinently, it has welcomed entrepreneurs like Cheng and Wang who are investing their capital in establishments that link the Midwestern heartland with their Chinese homeland. Though the Midwest is traditionally more closed to foreign investors, Muscatine's Sino-U.S. Friendship House is proof that when the East meets West robust economies emerge, while arts and culture similarly thrive.

The Sino-U.S. Friendship House is a unique example of true bilateral partnership. Many times, nations hosting exchanges forget that the beauty of an exchange lies in reciprocity. However, when host nations allow themselves to be simultaneously transformed alongside exchange participants, remarkable progress is sure to follow. In Muscatine, well-balanced exchanges have resulted in valuable public-private partnerships that have paved the way for diplomatic initiatives that continue to promote understanding between the two nations.

Jasmine Kolano is a current Master of Public Diplomacy candidate ('20) at the University of Southern California. She received her Bachelor's degree in Communication Studies and Honors Humanities at Azusa Pacific University (May '18). She is fluent in Mandarin with elementary proficiencies in Cantonese and Hebrew. In 2016, she lived abroad in Jerusalem where she engaged in field study work in Ramallah and Jordan. Additionally, she has been a participant on multiple international exchange teams to Poland and China. While overseas, she is passionate about youth empowerment and trust-building reconciliation between nations. Her career ambitions are to work as a Public Diplomacy Officer for the U.S. Department of State.

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> Despite the ongoing trade war, Muscatine, a nondescript city in an Iowan farming county, has been able to effectively leverage its historic ties to China's premier as a way to bridge the growing gap between the U.S. and its most important economic partner.

Toward Indigenous Partnerships: A Look at Ainu Exchanges

Jane Palomera Moore

In 2016, the Ministry of Foreign Affairs of Japan reported that, from the perspective of G20 countries, Japan claimed the title of "most reliable" nation in Asia. Japan's significant international soft power has been reaffirmed by its fast-approaching Tokyo 2020 Olympics. Perhaps because of the Japanese state's comfortable standing on the world stage, Japan has expended only some energy on directly supporting its indigenous group, the Ainu, after centuries of oppression and forced assimilation into wajin (ethnic Japanese) society.

Since the 1960s, the Ainu have engaged in a hard-fought campaign to gain legitimacy as an indigenous group on domestic and world stages. By appealing to global norms and gaining access to the global indigenous people's movement, the Japanese state finally granted the Ainu official indigenous status in 2008.

Yet for all intents and purposes, Ainu issues have not become national issues in Japan.

As a participant in the Critical Language Scholarship for Japanese this past summer, I chose to give my final Japanese presentation on Ainu politics in 21st-century Japan. The overwhelming feedback I received from Japanese nationals who listened to my presentation was incredibly. One Japanese university student told me he hadn't known the Ainu existed anymore. Another told me she'd never heard about the Japanese government forbidding the Ainu language from being spoken for almost a century.

The Japanese government largely leaves Ainu human rights issues and social services in the hands of local government–namely the local government in Hokkaido (called Ainumosir, or "land of the humans," in Ainu language), the historical Ainu homeland where the majority of Ainu people still live. In Hokkaido, a modern Ainu history and culture museum, tentatively called the National Museum of Ainu Culture, is scheduled to open on the shores of Lake Poroto in 2020—just in time for the Olympics. However, the time-honored tradition of examining indigenous groups through a dusty anthropological lens runs the risk of keeping the Ainu relegated to the annals of history in the eyes of the wajin majority.

The slow, top-down institutional changes the Japanese state has been implementing have recently been overtaken by Ainu themselves who are dedicated to revitalizing Ainu language and culture. Independent of the Japanese government, Ainu activists have lately established an indigenous network spanning the Pacific Ocean and contingent on grassroots cultural exchanges. These are powerful mediums through which Ainu communities have explored language revitalization techniques and frameworks for advancing indigenous interests in a nation historically suppressing those interests.

They tap into the global indigenous network to draw support in the ongoing efforts to restore Ainu identity through language and culture.

Spearheaded by concerned Ainu community members, recent exchanges address a major consequence of the Japanese government's historical oppression of the Ainu: a moribund Ainu language. According to the Endangered Language Project, only two native speakers remain. A growing interest in restoring Ainu culture compelled some Ainu activists to make language revitalization a priority in exchanges and integrate it in the daily life of Ainu communities. For this reason, the Ainu have looked to the Maori of Aotearoa (New Zealand) to learn strategies for successfully revitalizing an indigenous language.

The Ainumosir-Aotearoa Exchange Project began in 2012 with a fateful visit to Ainumosir by former New Zealand MP Te Ururoa Flavell. Flavell, who had previously headed the creation of the Maori Party in 2004, had traveled to Japan to help create the new Ainu Party alongside Ainu activists. Within a year of this visit, an Ainu-Maori exchange had been imagined and, through the power of crowdfunding, executed successfully.

Over the span of five weeks, seven young Ainu students accompanied by Ainu staff and interpreters experienced firsthand how the Maori revitalized their language and rights in New Zealand. These lessons were learned largely within Maori community centers, homes, and schools. Recognition of the Maori language as an official language of New Zealand, as well as the prominent role Maori people have in New Zealand's economy, culture, and politics, is noteworthy among settler societies where indigenous groups have struggled against oppressive or genocidal systems.

In February 2018, the Ainumosir-Aotearoa Exchange Project again ran a successful crowdfunding campaign and reaffirmed the bond between Ainu and Maori people. Experiences ranged from visiting Maori-language immersion schools to listening to Maori elders' stories of indigenous community resilience and restoration.

An additional issue facing the Ainu has long been hiding their identity for fear of discrimination in schools and employment; one recent exchange has combated the stigma with which Ainu communities have historically grappled.

The Ainu and Tlingit Cultural Exchange fostered cultural ties between the Ainu and Tlingit Nations in Northwest Canada. Organized between the Ainu and Tlingit of Yukon and British Columbia, the exchange has drawn upon cultural similarities to strengthen the network. This is not the first time a link has been established between Ainu and Tlingit culture: as recently as 2017, Portland Japanese Garden in Portland, Oregon designed an art exhibit called "Parallel Worlds" to showcase the similarities in these indigenous groups' cultures.

In July 2011, five Ainu participants traveled to Teslin, Yukon, to experience the biannual Ha Kus Teyea Celebration, a major cultural diplomacy event for Tlingit nations across the Pacific Northwest of the United States. Tlingit storytelling, language lessons, musical performances by Tlingit artists, and other cultural demonstrations are open to the public. During the celebration, Ainu participants put on several dance performances, making the exchange mutual and spreading more international awareness of the Ainu people.

The following year, a Tlingit group reciprocated the visit when they traveled to Japan for a week-long experience in Ainumosir. Tlingit participants experienced Ainu dance, cooking, and storytelling. When the eyes looking in at an indigenous group's lifestyle and values are also indigenous, these shared experiences only bolster the indigenous network's resilience. In speaking through email with Midori K., a participant in the 2013 exchange, she expressed her resolve to revive the exchange to strengthen deep personal connections with the Ainu participants and elders she met – and she mentioned retooling the exchange to focus on forging bonds between Tlingit and Ainu youth. She expressed that funding, however, is a primary concern; despite the success of this grassroots movement, without the resources a large institution such as a government can provide, funding will likely remain a perennial challenge for intimate exchanges such as this.

Since Japan's landmark 2008 decision to recognize Ainu as an indigenous group, the government's mild success with this does not accurately reflect the urgency and drive with which Ainu communities have fought to rejuvenate their identities. The current focus on building state-of the-art museums showcasing Ainu culture promises some tourist interest: however, museums do not directly engage issues Ainu communities are currently navigating.

This is precisely why an Ainu-led, Ainu-coordinated "reconstruction" of Ainu culture is so timely. Temporally sandwiched between the 10th anniversary of official acknowledgment of their indigeneity and the looming 2020 Olympics, the Ainu have an opportunity to draw the international eye toward a more inclusive perspective of who and what Japan is.

The Maori and Tlingit people, who have been partners in advancing Ainu interests, present aspirational models during this key moment. Yet one key difference that complicates an otherwise healthy indigenous network the Ainu have created is New Zealand and Canadian governments are—generally speaking—more willing than the Japanese government to directly support indigenous efforts to rejuvenate language and culture.

As worldwide awareness of the Ainu grows—with or without the Japanese government's direct involvement—the Ainu face a defining moment in their ongoing assertion of their cultural and linguistic existence.What remains to be seen is when the Japanese state will decide it is time to take a more prominent role in integrating the Ainu into its painstakingly crafted yet incomplete image of Japan.

Jane Palomera Moore is a Master of Public Diplomacy candidate (Fall 2018) with a B.A. in Liberal Arts from Sarah Lawrence College. Born and raised in Hawaii, her interests primarily lie in Pacific Rim cultural and environmental diplomacy. She was a Summer 2018 finalist for the Critical Language Scholarship in Japanese. Prior to her time at USC, she was a participant in the JET Program in Kobe, Japan and worked as a production assistant for New York Public Radio.

Partnering Academia and Engineering Diplomacy: Answers to Global Challenges

Dena Taha

The global refugee crisis is heading the news for the fifth straight year. The United Nations Refugee Agency (UNHCR) reports that nearly 69 million people have been forcibly displaced due to war, violence, and persecution. Over the past few years, there have been countless international efforts to address the refugee crisis, both by state and non-state actors, ranging from humanitarian relief efforts to intergovernmental conferences and UN deliberations. But did the refugees really get the chance to represent themselves, voice their own concerns, and present their needs at any of these deliberations?

In Los Angeles, thousands of miles away from some of the most heated refugee spots in the world, a class offered at the University of Southern California (USC) Viterbi School of Engineering provides refugees with the platform to present some of their most pressing needs in refugee camps. The class was designed as an educational opportunity, bridging theory with application to find innovative solutions to positively impact refugee lives. This unique class partners participants from different backgrounds and disciplines–USC students and refugees residing in countries across Europe. This partnership with the end-users of the products developed through the class ensures their engagement in finding practical solutions to big problems. The class also focuses on partnerships between multiple stakeholders, including residents of refugee camps, local governments hosting the refugee camps, international NGOs, and the private sector.

The partnerships forged between these different actors encourage hybrid collaborative exchanges and multidisciplinary solutions.

This year-long course aims to take an empathy-driven multidisciplinary approach to social innovation and product design. Although this course, Innovation in Engineering Design for Global Challenges, is offered in the Sonny Astani Department of Civil and Environmental Engineering at USC, it includes students from fourteen disciplines across seven USC schools: USC Viterbi School of Engineering, USC Marshall School of Business, USC Annenberg School of Communication and Journalism, USC Iovine and Young Academy, USC School of Cinematic Arts, USC Keck School of Medicine, and USC Dornsife College of Letters, Arts and Sciences. It is taught by Burcin Becerik-Gerber, Associate Professor, and Stephen Schrank, Early Career Chair, jointly with David Gerber, Associate Professor of Practice in Civil and Environmental Engineering and Architecture, and lecturer Brad Cracchiola, a product development engineer. The special needs of this course require Daniel Druhora to act as its coordinator, where he handles communications and administrative tasks, coordinates with stakeholders, and manages the logistical planning for travel. Thus, each instructor brings their own unique perspective and expertise to the table, making it a multidisciplinary approach at the instructional level as well. "It is multidisciplinary from a cultural standpoint, from a tactical standpoint, from a faculty standpoint, from an approach standpoint, and that, we believe, will lead to a greater chance of success," says Gerber.

The course began with a week-long site visit to two refugee camps in Lesvos, Greece–Moria and Kara Tepe. During this trip, students were exposed to some of the greatest challenges facing refugees and humanitarian workers inside the camps, which served as preliminary research to identify the needs to be addressed by their products. "We wanted [USC students] to know that the refugees are not powerless. They have a say in their own future," explains Druhora. The USC team also held meetings with the multiple stakeholders involved, from local governments in Lesvos to the international organizations operating in the camps. "None of us came back the same people. This was a life changing experience for all of us," says Becerik-Gerber. Being on the ground brought in a new humanitarian dimension to problem solving that policymakers and scientists focused on numbers and statistics often forget.

Academia and Engineering Diplomacy

Diplomacy is the art of negotiation, which typically refers to international exchanges between representatives of international actors, normally encompassing a full range of topical issues. When it comes to foreign policy, diplomats can be thought of as the engineers of the policies, where engineering is often defined as "design under constraint."[1] The importance of engineering lies in its use of systems-oriented, proactive, and innovative initiatives that require engagement, multidisciplinary collaborations, and negotiations instead of short-sighted policies. Given the challenges facing foreign policy makers and diplomats in light of today's global issues, such as the refugee and migration crisis, academia and engineering diplomacy could and should have a higher profile. Their importance lies in reaching beyond the traditional state actors to include international non-state actors, including local governments and communities, international non-governmental organizations, the private sector, and academia, and bringing them all together in confidence and capacity building activities.

These actors are currently working to address global challenges including the refugee crisis, but academic institutions are often not given the chance to be part of this global conversation when, in fact, they are in a good position to do so. Academic institutions are a meeting medium for international minds to assess and address global issues and

[1]*This definition is attributed to William Wuld, former president of the National Academy of Engineering (NAE).*

All images were provided to the author by USC professors interviewed for this article.

work toward a shared understanding of them. Academia's main objective is to educate and train and push minds to think creatively, thus capitalizing on students' existing diverse skill sets, and in this case, to create meaningful and powerful global solutions for the greater good. Academic institutions are also in a position to work freely with many stakeholders without the political constraints facing other actors.

This USC course aims to utilize students' zeal and fresh minds in real-life innovations, preparing them for the real world, where global partnerships are an inevitable reality when looking for solutions. "This multidisciplinary collaboration is the reality of the world today," Cracchiola said. This is the reality that diplomats, as well as researchers, need to embrace. What diplomacy can learn from engineering, explains Druhora, is "a systems-thinking, a designs-thinking approach to solving problems, and [...] I think that engineering and diplomacy can work together more and learn from each other."

Academia and engineering diplomacy have great potential and should be a major part of diplomacy activities. Academics are trained to do adequate and optimal systematic research, engineers are trained to find optimal solutions and overcome constraints, and diplomats are required to find the optimal solutions serving their entities' foreign policy interests. This optimization process is key for appreciating the limitations faced individually and taking advantage of their potential when working together.

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Learning Local: The Role of Partnerships in Study Abroad Programs

Dr. Reg B. Codrington

Azusa Pacific University (APU) in California has a history of challenging its students to enter cross-cultural situations as part of experiential learning. This has included interactions in multi-ethnic environments close to home in downtown Los Angeles, on field trips to Mexico, and on other campuses around the world.

In 2007, I was privileged to be involved from the very early stages in establishing an APU campus in Pietermaritzburg, South Africa as the Executive Director of the Study Abroad program in-country. Subsequently, the program expanded to the city of Cape Town, where an additional campus was opened in 2014. A local nonprofit organization (NPO) was established under the name of the Azusa Pacific International

Education Foundation (API), as the umbrella body running the South Africa programs in partnership with APU in California.

At the heart of the South Africa program was the goal of exposing students to the many needs of impoverished communities within the country. This was accomplished by partnering with other non-governmental institutions working in disadvantaged areas, many of which were still suffering the after-effects of the apartheid regime that ended in 1994. However, for this partnership among institutions to be fruitful, various other partnerships needed to first be established.

Images courtesy of Rachel Kehlee Lewis (rachelkehleelewis.com)

Partnership With Sending Body (Azusa Pacific University)

The community engagement program in South Africa was extremely fortunate to have the backing of the President of APU, Dr. Jon Wallace, who had the vision to expose as many students as possible to situations around the world where people were experiencing disadvantages in terms of material benefits, meaningful health services, and even food. The huge danger that exists when the "haves" try to minister among the "have-nots" is it is often assumed that pouring monetary resources into such a gap is sufficient.

Due to the broad presence of this misconception, APU chooses to send students with a mandate of service through an academic course, "Principles and Practices of Community Engagement." The set textbook for the course is *When Helping Hurts* by Brian Fikkert and Steve Corbett with the keynote emphasis to ensure what students do among the disadvantaged actually helps and gives the local communities tools of empowerment to help themselves long after the students have left. API shares the concern of *When Helping Hurts* authors state as when too many people "attempt to alleviate poverty, the methods used often do considerable harm to both the materially poor and the materially non-poor." They stress these methods are "not just…wasting human, spiritual, financial, and organizational resources but…are actually exacerbating the very problems they are trying to solve."

rather than for or to–disadvantaged people. As a person who has lived an entire life in southern Africa among the many millions of people battling to survive because of poverty, I have found the perspective of APU both refreshing and essential. It is tempting to feel that by throwing money at a situation everything will improve, but the dependency syndrome that develops as a result is ill-advised at best and destructive at worst.

Dr. Francis Njoroge from Kenya, who taught the course on service in South Africa for eight years, designed it in collaboration with Dr. Judy Hutchinson of APU. This course is based on the Participatory Research, Evaluation, and Planning Processes (PREPP) curriculum. In their own words, the course is "aimed at providing students the opportunity for authentic involvement with indigenous communities around the globe."

The critical phrase in this course description is "authentic involvement," and it is here that the concept of partnership becomes essential. Any kind of involvement that fails to recognize the contribution of the served community–that fails to give a sense of ownership and self-worth–falls far short of what should occur among the disadvantaged peoples of the world.

Partnership With Carefully-Selected Organizations

The APU/API model in South Africa has been successful not only because of its pedagogy, but also because of intentional partnerships formed with local NGOs already working in the local communities. Often it seems the tendency among aid organizations, as well as faith-based groups, is to uplift local communities by arriving with a "package" that must simply be "delivered," as if no one has ever thought of that before.

On the contrary, the APU/API model has deliberately only worked through and alongside existing organizations, forming beneficial partnerships for all involved. The key to identifying these partners was to find those who share the worldview and approach to community service already in the DNA of both APU and API. Thankfully, as the following brief clips from the respective websites of local partners show, this proved less difficult than expected. Although it needs to be said, all partners were influenced by the teaching of Dr. Njoroge through seminars in South Africa on various occasions at the invitation of API. The projects highlighted below demonstrate the community-focused missions of each API partnership:

So first, when we speak about partnerships in community development, it must be clear those who provide the people-power and the financial resources need to have an understanding of their roles in equitably collaborating with each other. Community development must be executed with–

iThemba Projects
"At iThemba, we **partner** with people in the Sweetwaters community, working **together** to break these cycles. By working **together and listening to each other**, we believe we can create an environment that is empowering, where people can realize their full potential. We don't think our work is a one-way street. When communities like Sweetwaters are restored, all of us benefit."

Riv' Life International Community Project
"Our aim is to reach, resource and transform the disadvantaged communities we work in. Starting in 2005, we have been able to reach this vision through **empowerment** and implementation of holistic and sustainable development that would address the communities' physical, economic, social and spiritual needs."

Walk in the Light
"Our hope for the future of Haniville is **to provide more jobs for local people**. By expanding our Rose Geranium fields, we will be able to create **sustainable employment**, income, and job training for more people. By continuing to provide transportation services, we enable access to health and financial services which will reduce the percentage of HIV and death rate within the community."

Youth for Christ
"Some of the issues addressed through the projects are: poverty, dysfunctional families, abuse, unemployment, gender inequality, street life and its addiction, economic strengthening and **skills development and training**."

[Emphasis added in all quotes by the author]

The API program aims to place APU students with each of these organizations for a period of several weeks, allowing them to transfer what they are learning in the classroom to those within the communities where these organizations work. At the same time, the API students are learning from those communities and having their own worldviews challenged as a result.

Partnership With Locals

When the Azusa program began, APU's name was completely unknown. Since then, it has been exciting to see over the past 11 years a significant and meaningful increase in the level of trust among the local people toward the APU students and API program. Cross-cultural training expert Duane Elmer states bluntly, "Relationships travel best over strong bridges of trust." He goes on to define trust as, "the ability to build confidence in a relationship so that both parties believe the

other will not intentionally hurt them but will act in their best interest."

If community development work is to be both meaningful and long-term, it must be couched in partnerships. In fact, Elmer

APU students serving at Riv' Life International Community Project

goes even further when he suggests, "Trust must be built from the other person's frame of reference." Sadly, this is not the norm when it comes to Westerners seeking to "do missions" or "serve a community." Often, even if well-intentioned, community engagement is top-down and condescending. This is not a true partnership. The API program in South Africa demonstrates that community engagement works best when the person being "served" is involved by working as an equal partner.

In the African context, this fits perfectly with the concept of "ubuntu," which is the belief people gain significance to the extent in which they are part of the group. This flies in the face of Western individualism, but it is essential to an understanding of how community engagement must be enacted on the African continent. James Neuliep cites Kenneth Gergen as making the comment, "Without others, there is no self." Rick Warren is even more blunt when he states in his best-seller *The Purpose-Driven Life*, "It's not about you." The concept of partnership, if instilled deeply enough in young people through personal experience across cultures, will instill an absence of selfishness beneficial in the years to come.

Another exciting by-product of the emphasis on partnership is the impact it has on students' worldviews. Where previously some viewed community service as something a "good person" did for a period of time to demonstrate compassion, many students complete the program in South Africa with a

revised view of community development. This new view is one of the huge potential just waiting to be unlocked in every person if the opportunity is shared. This has resulted in many API alumni joining organizations around the world aiming to make a lasting difference rather than just a temporary fix. If partnerships mean anything at all, lasting positive world change is the key outcome for which we aim.

Dr. Reg Codrington holds a doctorate in education from the University of South Africa, as well as higher education qualifications in theology. He has held teaching and church-based positions in South Africa for more than four decades, including eight years as President of Rosebank Bible College in Johannesburg and currently 11 years as Executive Director of API Education Foundation. He lives in Pietermaritzburg, South Africa with his wife, Lorette.

www.apu.edu
www.api-education.com

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Partnership in Public Diplomacy: Creating Space for Magic

Fabienne Perlov

The current global political climate continues to reinforce the idea that the way forward is a win-lose, zero-sum game. However, public diplomacy only works when partnership is at the center of the strategy, and the essence of partnership is collaboration. Actors working at the grassroots level of public diplomacy have always partnered for practical reasons, whether budgetary, programmatic, or simply to bolster a mission and message. Now, there is a swell at the grassroots level to continue partnering for these reasons as well as a value-based reason.

We partner because we believe there can be multiple winners at the end of the day. We work together because partnership holds the promise of magic.

At the San Diego Diplomacy Council (SDDC), we are creators of and witnesses to moments of magic when we partner with schools, organizations, institutions, and businesses connecting global leaders with their local counterparts. Each program SDD manages creates a space of goodwill, exchange, and personal transformation for leaders to take risks and come together, share doubts, break down barriers, and recognize common ground. Our programs require hard work, resources, and strategic planning, but there is often a touch of magic involved in turning enemies into partners and neighbors into friends.

These moments cannot be captured quantitatively and are often hard to describe in impact reports, as there is an unquantifiable human dimension. For those who participate in the magic of public diplomacy partnerships, a new level of understanding is revealed. Last July, the SDDC took 12 female, high school volleyball players to Vietnam and Laos in a Sports Diplomacy Youth Program for Social Change in partnership with the Exodus Social Justice Volleyball

Club, the National Abilities Center, and the U.S. Department of State. The program included four players from San Diego's Monarch School who are currently experiencing homelessness.

The two-week overseas experience was overflowing with magic and memories, possible only through partnership at both the local and national level. Upon entering a rural village on the edge of the Mekong River in Laos, one of our participants shared through tears, despite living most of her life in a car, that she had never seen poverty like this. She was overwhelmed by the smiles across the faces of the children. She said the experience taught her how much she has, and she will never be the same. If this trip did nothing more than create this moment of magic, then we succeeded.

We partner because we believe there can be multiple winners at the end of the day. We work together because partnership holds the promise of magic.

The promise of a renewed partnership is what keeps us going. SDDC is now excitedly planning for the inbound portion of our exchange program. Among other program components, we plan to host volleyball matches with local teams, take our friends from Vietnam and Laos to volunteer at the Monarch School, share our favorite culture sites, and tour the U.S. Olympic Training Center.

Through publicly and privately funded programs, SDDC consistently partners with organizations and individuals around the world to empower people to make a difference in their community, country, and world. At the San Diego Diplomacy Council, we collaborate because we believe the whole is greater than the sum of our parts. We believe in the magic.

Fabienne Perlov has over 13 years of growing experience in policy development, institutional fundraising, program management and capacity-building in the field of public diplomacy, international affairs, refugee protection, and humanitarian assistance. Beyond her Executive Director role at the San Diego Diplomacy Council, she has leadership experience at the United Nations, governmental and non-governmental organizations in the United States, Canada, the West Bank, Israel, France, Azerbaijan, Russian Federation, and the Caribbean area. An innovative thinker with a passion for empowering local communities around the world, she has a track record of success in supporting result-based management. She speaks English, French, Russian, Hebrew, and Spanish.

Most people do not listen with the intent to understand; they listen with the intent to reply.

- Stephen R. Covey

LISTEN

Conceptualizing Soft Power as a Tool Fostering Engagement: A Public Diplomacy Approach to Preventing Violent Extremism

Wael Nimat

Today, the threat and danger of violent extremism, whether domestic or foreign, is far more challenging than it has ever been. The notion of violent extremism has expressed how volatile its adherents can be in the age of information and constant worldwide integration. The rise of new waves of terrorism, galvanized by the upsurge of the Islamic State in Iraq and Syria (ISIS) and its subdivisions, affiliates, and sympathizers, has prompted the international community to recognize the threats of violent extremism in their homelands. Countering Violent Extremism (CVE) initiatives in the United States, and equally abroad, have been gaining traction amongst governments; contriving new law enforcement agencies and taskforces managed by corrosive hard power tactics.

Often, CVE efforts are discriminatory in nature as they frame ethnic groups as "vulnerable" and "at-risk" of becoming radicalized. The labeling of communities from certain ethnic groups and religious backgrounds has fueled the discourse of "us" versus "them" when discussing the threats of violent extremism. This classification has created a gap of mistrust between local communities and the government; a social stigma of diasporas as a threat rather than partners has emerged when aiming to engage with local communities in hopes of curbing violent extremism.

A holistic outreach to local communities comprising of women's groups, religious leaders, civil societies, and political stakeholders should be undertaken through soft power tools as a means of developing partnerships with diaspora communities.

Preventing, not Countering, Violent Extremism

The concern with violent extremism is that its unpredictable nature prevents it from being restricted to a single race, gender, religion, culture, country, or even ideology. From September 11, 2001 to December 31, 2016, the United States Extremist Crime Database (ECDB) reported 85 incidents of violent extremism resulting in 225 fatalities in domestic attacks. Such attacks were carried out by diverse groups including white supremacists, radical Islamists, anti-government extremists, neo-Nazis, fascists, xenophobes, and anti-communists, to name a few.

The pathway to violent extremism is abnormal. Whereas natural disasters can sometimes be predicted, prepared for, and repaired, extremists and their attacks are anomalistic and cannot be countered. Far too often violent extremists leave a permanent mark on society by depriving lives and robbing communities of a sense of safety. To meet this irregularity, efforts to fight violent extremism should stem from a proactive approach rather than a reactive one, which is preventing violent extremism (PVE) instead of pleading condemnations. Whereas CVE efforts aim to counter efforts by extremists to recruit, radicalize, and mobilize, PVE efforts seek to avert the roots and drivers that fuel violent extremists.

In transitioning to a proactive strategy, governments, in particular the United States, can utilize public diplomacy tools through the prism of partnerships with local diaspora communities as the heart of engagement. By deploying law enforcement agencies to serve as citizen diplomats, meaningful prevention of violent extremism can occur. Prevention must happen in two folds. First, governments should engage local diasporas through cultural programing fostering partnerships between governments and diasporas, promoting diasporas as partners instead of a security threat. Second, governments should encourage capacity building to prevent, detect, deny, and respond to extremism by empowering and cultivating resilient communities.

Diaspora as Partners

Communities do not necessarily enable the radicalization process, but rather it is the self-isolation of vulnerable individuals which causes extreme beliefs, attitudes, feelings, and actions to be removed from the ordinary. While American public diplomacy often utilizes culture as a soft power tool to spread America's culture and values to foreign publics, one often forgotten soft power tools is the diverse diaspora community at home.

A main driver that contributes to the process of radicalization is identity crises that diaspora communities experience due to cultural differences in a host country. The U.S. could prevent this lack of assimilation by engaging diasporas with a soft power tool like culture. While diaspora diplomacy could be examined through various lenses, for PVE it should be understood as the effort in which a host country engages with the diaspora community to foster relationships and prevent the isolation of such communities in their new environments.

Law enforcement agencies need to proactively engage with diaspora communities to address the concerns of violent extremism and radicalization. While it is known that law enforcement officers are the least-trusted members of a community, on the other hand local ethnic and faith-based leaders account for the most credible voice of leadership. To cope with this, and to build a greater trust between local communities and law enforcement agencies, local leaders need to lead community-based initiatives with a seat at the discussion table provided for law enforcement members. In doing so, law agencies are not functioning as drivers of discrimination nor are they singling one specific ethnic or religious group when locating partnerships.

One such example where partnership can happen is with Ka Joog, a community-based organization enriching the lives of Somali American youth in the Twin Cities: Saint Paul and Minneapolis, Minnesota. One of Ka Joog's programs is Take Off, an after-school program providing cultural support to Somali American youth in the Twin Cities area. By sharing in this community-based work, law enforcement agencies could learn about the Somali community through proactive approaches serving to dismantle discrimination of the diaspora.

Additionally, local federal agencies could support diaspora communities by using food as a medium to connect with diasporas. In 2016, the Syrian and Iraqi diaspora accounted for 27% of the total number of refugees who had entered the U.S., mainly settling in California. Local law enforcement agencies could sponsor conversational meals to create a safe space for conversation in culturally diverse communities like Little Baghdad or Little Arabia districts in California. This way, law enforcement could get to know their respective diaspora communities through listening. Through cultural events, conversations, and partnerships with local community-based organizations, government organizations would build trust and support existing diaspora resources and institutions. Thus, this approach creates a sense of home-away-from-home in its efforts to prevent isolation.

People's Empowerment Model

Fostering social cohesion is critical to preventing violent extremism. Diaspora communities often feel at a disadvantage and underrepresented in civic and social developments. The People's Empowerment Model (PEM) was introduced by the Prime Minister of Bangladesh in 2011 to address "social concerns like poverty, inequality, and human development" with the hope of reducing "the number of young people who are disenchanted by prevailing socio-economic situations and are susceptible to be recruited by extremist groups." Recognizing the needs of a community can illuminate strengths and weaknesses without it being targeted and patronized by law enforcement.

The U.S. Government can apply soft power tools to empower local communities to become more resilient to radicalization and violent extremism. For example, the government could build on the State Department's International Diaspora Engagement Alliance (IDEA) program that "promotes and supports diaspora-centered initiatives…in collaboration with private sector, civil society, and public institutions to support economic and social development." Namely, a mentorship program could be developed through offices such as the Department of Homeland Security's Office of Partnership and

> **While American public diplomacy often utilizes culture as a soft power tool to spread America's culture and values to foreign publics, one often forgotten soft power tool is the diverse diaspora community at home.**

Engagement linking professional experts and entrepreneurs with diaspora youth at the university level to mentor them through their college careers. In doing so, diaspora communities will be offered pathways to assimilation in the community. Developing peace multipliers wherein one encounter with the host community will lead to strengthening community relationships creates future coordination to prevent violent extremism.

Often, public diplomacy is less directed at a specific group or a community of people and instead targets explicit problems through implicit solutions. When countering violent extremism, the goal should not merely be to counter attacks, but instead the aim should be to prevent violent extremism from occurring in the first place. There is no blueprint as to how radicalization occurs, nor is there one specific ethnic, cultural, or religious group that is more prone to being radicalized.

In transitioning away from hard power policies aiming to counter violent extremism that patronize diasporas, public diplomacy's soft power tools should be integrated to prevent violent extremism. Through a holistic and coordinated soft power strategy, efforts to prevent extremism should stem from engagement with local diaspora communities through cultural programing, promoting partnerships and bridging local communities with local government. Certainly, public diplomacy's most crucial pillar of listening should be employed to recognize needs and foster capacities for resilience in local communities.

This content was originally published on the USC Center on Public Diplomacy blog under the title, "Why 'Countering' Violent Extremism Doesn't Work."

Wael Nimat is a recent graduate of the Master of Public Diplomacy program at USC. Prior to enrolling at USC, Wael completed his undergraduate studies in international relations with a focus on issues and institutions in the Middle East from the University of California, Irvine. A gastrodiplomat practitioner, Wael has traveled to the Middle East twice serving as a student diplomat studying the Israeli-Palestinian conflict, and as a cultural attaché on an interfaith mission to Israel. Most recently, Wael worked for the Department of State's Under Secretary for Public Diplomacy engaging his fluency in Arabic working on counterterrorism and disinformation projects. Presently, Wael is working with the Department of Homeland Security. Wael, a Bedouin in a global village, navigates Southern California in hopes of resolving misconceptions about the Arab people, one hommus plate at a time.

Two Checklists for Successful Collaboration in Public Diplomacy

Nick Cull

For all the ballyhoo about exiting alliances and building walls from leaders around the world, wise practitioners of public diplomacy continue to emphasize the need for partnership. The reasons for this collaborative turn are not hard to discern: No one has the budget to act alone; transnational problems demand transnational solutions; and in a world of social media where one can always get information from someone like oneself, it makes sense for an outsider like a public diplomat to seek to partner with a sympathetic insider rather than just shout louder from the margin.

The case literature of partnership in public diplomacy is still emerging. This special issue is part of that process. I hope to add some cases myself in my book next spring, P*ublic Diplomacy: Foundations for Global Engagement in the Digital Age* (Polity Press: Cambridge). In putting together my own thoughts on partnership, I was much helped by an excellent book from an unusual quarter, the 2012 study by former Los Angeles, CA Chief of Police William Bratton (writing with Harvard professor Zachary Tumin): *Collaborate or Perish! Reaching Across Boundaries in a Networked World*. Bratton and Tumin identify nine steps to successful collaboration:

1. **Begin with vision**: An articulation of the goal that is clear to you, while also broad and compelling to others.

2. **Know the problem**: Research the area you wish to tackle in your collaboration, so you truly understand its nature.

3. **"Right-size" the problem**: Choose which elements can be viably addressed given the resources available.

4. **Build a platform**: Construct a mechanism through which collaboration can be effectively managed.

5. **Locate partners**: Recruit participants in the project.

6. **Sell the win–win**: Demonstrate to these partners how collaboration is to everyone's benefit.

7. **Frame the story**: Present the collaboration externally in a way which will support its accomplishment.

8. **Remember the political realities**: Understand your partners have complex contexts of their own and both of you will be limited in what you can achieve.

9. **Accept the limits of the partnership**: Do not overstate the significance of collaboration or take other parties for granted.

I was fascinated by the extent to which these steps foreground skills such as listening, framing, and advocacy, which are at the heart of a public diplomat's core competence. Maybe public diplomats can help others to collaborate."

The second helpful list also emerged from a partnership: a conference organized by the State Department's Office of the Global Partnership Initiatives partnered with the Institute for Corporate Responsibility at the George Washington University School of Business in 2012. The gathering considered the lessons of the range of partnership activity initiated during Hillary Clinton's tenure as Secretary of State. The conference brought together interested scholars, practitioners, and representatives from some of the State Department's prominent partners, including Ford Motors, and such NGOs as Vital Voices, Rainforest Alliance, and World Vision. The title for the day was "Uncommon Alliances: Real Partnerships, Real Experiences, Real Impacts." The final session summarized the lessons generated across the day. Experience tumbled into the room. Sifting through the material, ten secrets of a happy partnership emerged:

1. **Agree to objectives**: It is important all parties in a partnership have a clear idea of objectives and share a vision for the project.

2. **Manage expectations**: It is important all parties

understand the limits of the partnership, most especially around issues of duration and potential future partners.

3. **Establish trust**: It is important all parties come to trust one another. Despite the march of electronic media, the view of practitioners was that there is no substitute for face-to-face meetings when building the trust necessary to run a successful collaboration.

4. **Protect trust**: It is important all parties continue to trust one another, and the best way to do so is to remain in regular contact.

5. **Insist on equality**: Practitioners reported part of the preparation for a successful partnership was to insist all parties be treated equally and not segmented by rank. Most especially, it was important the scale of particular financial donations not be disclosed, and contributions in kind be given equal status.

6. **Allow and respect specialism**: The equality principle requires openness to a diversity of expertise and an understanding partners each bring a particular expertise to the table.

7. **Cross boundaries, sectors, and generations**: Partnership allows and requires boundary crossing and working with people from across divides of professional experience, barriers need not be geographical.

8. **Celebrate the differences**: Practitioners reported diversity within partnerships was actually one of the things that made the partnership fun. Celebrating differences emphasized and directed attention to the range of actors involved.

9. **Share the credit**: Veterans of partnerships recalled an otherwise successful instance of cooperation could be tarnished by one partner taking the lion's share of the credit and failing to acknowledge the role of a collaborator(s).

10. **Part before it gets old**: The most surprising piece of advice from participants in partnerships was the recognition that the best partnerships had a sunset built in and parties should not be made to feel entering into a partnership was an exclusive or indefinite commitment. Combination and recombination of partners in fresh projects kept even familiar issues exciting, continually opening new perspectives.

I've kept both these checklists close at hand and have found subsequent study to confirm their wisdom. I only hope the practitioners who understand the need for collaboration will be able to continue with their approach. Our collective future may depend on it.

Nicholas J. Cull is a Professor of Public Diplomacy and is the founding director of the Master of Public Diplomacy program at USC. He earned both his B.A. and Ph.D. at the University of Leeds. While a graduate student, he studied at Princeton as a Harkness Fellow of the Commonwealth Fund of New York. From 1992 to 1997, he was a lecturer in American History at the University of Birmingham in the UK. From September 1997 to August 2005, he was a Professor of American Studies and Director of the Centre for American Studies in the Department of History at Leicester. He is now editor of the journal "Place Branding and Public Diplomacy," President of the International Association for Media and History, and a member of the Public Diplomacy Council.

The past few months, USC's Master of Public Diplomacy program, Center on Public Diplomacy, and Society of Public Diplomats hosted a number of engaging events in Los Angeles to expand public diplomacy scholarship.

ENGAGE

Reconstructing National Identity Post–Conflict: USC Society of Public Diplomats Annual Conference 2018

Rodolfo Reta Haddad

How does a nation rebuild community institutions, social and commercial infrastructure, and identity while aiming to rejoin the ever-changing landscape of geopolitical dialogue in a global market economy post-conflict? This is the question both Kerry Velez, MPD '19, and Dena Taha, MPD '19, set themselves up to explore when designing and organizing the University of Southern California Master of Public Diplomacy's (MPD) 11th annual conference, entitled, "Reconstructing National Identity Post-Conflict: An Examination of Public Diplomacy Methods."

As conference Co-Chairs, Velez and Taha succeeded in creating an event shared with 80+ attendees in-person and with a digital audience. This conference demonstrated why understanding historical context and previous reconstruction tactics is a crucial step to designing public diplomacy strategies that not only aid a nation's rebuilding process but also advertise its stability across its borders.

Throughout the one-day conference at USC Annenberg's state-of-the-art Wallis Annenberg Hall Auditorium, Velez and Taha featured case studies from six countries and six geographic regions. Panels examined Bosnia and Herzegovina and Rwanda, two countries that experienced genocide in the 1990's, Colombia and Iraq, who are both recently out of warfare, and Armenia and Vietnam, two nations who had conflict inflicted upon their nations/ethnic groups. Additional post-conflict countries mentioned at the conference were Laos, South Africa, Afghanistan, and Lebanon. Identity served as the common denominator as countries battling memory discourses fueling negative political ramifications require an ethnic and cultural understanding of the past to develop a set of unified values for the future.

The first panel, titled "Collective Remembering," was moderated by USC Assistant Teaching Professor of International Relations Dr. Douglas Becker, with the panel participation of Regent University's Neven Andjelic, USC Shoah Foundation's Sara Brown and Badema Pitic, as well as USC Center for Religion and Civic Culture's Donald Miller. This panel assessed the way in which the collective historical memory of a particular conflict shapes and ultimately affects societies. Participants discussed the outcomes resulting from public diplomacy efforts incorporating historical memory, especially as memory is fluid and requires regular examination.

The second panel, "Moving Forward, Constructing a New Identity," was moderated by Professor Edgardo Perez Morales with the participation of panelists Mauricio Izquierdo, Director of International Projects at Universidad Minuto de Dios in Colombia, and Bojan Petrovic, Lecturer of International Relations at UC Irvine. This panel focused on the strategies used by Colombia and Iraq to attempt a reconstruction of their national identities post-conflict to avoid renewed conflict, especially in countries where youth can have significant roles in the prevention and escalation of conflict.

Rounding up the conference was the panel "Identity Transcending Borders," moderated by USC Annenberg's Clinical Associate Professor, Robert Banks, with participation of panelists Nicholas J. Cull, Director of the Master of Public Diplomacy Program at USC Annenberg, George Dutton, Director of the Center for Southeast Asian Studies at UCLA, and Frank Zerunyan, Professor of Practice of Governance at USC Sol Price School of Public Policy,. These experts in the field contemplated the role of Public Diplomacy as the backbone of the nation rebranding process in countries like Vietnam and Armenia. This prompted discussion and debate about how to look ahead versus keeping victim narratives alive through a nation's process of moving forward.

All throughout the event, students were encouraged to ask questions to the experts and engage in the discussion portion of the panels, giving the conference a dynamic setting and facilitating the exchange of ideas in an academic and informative environment. One of the most poignant remarks was stated by Professor Cull: "Pushing our own pain on the world without listening to the pain of others is part of the problem." Thanks to the conference organizers, panelist, and volunteers, "Reconstructing National Identity Post-Conflict, Examination of Public Diplomacy Methods" provided a timely discussion of how nations can rebuild post-conflict.

Rodolfo Reta Haddad is a second-year student at the University of Southern California, MPD candidate and President of the Society of Public Diplomats. Originally from Mexico City, Rodolfo has been part of the Mexican Ministry of Foreign Affairs where he worked closely with both national and foreign embassies to promote Mexican businesses and economy abroad. Rodolfo received a Bachelor of Arts in International Relations with concentrations in both Economics and International Security from Universidad Anahuac Mexico Norte in 2012. A published author, Rodolfo's work "Immigrant Politics" has been published in the "Revista Mexicana de Analisis Politico" (REMAP) from the University of Guanajuato. Rodolfo's other activities include hosting his own radio show "Echoes of History" at his alma mater's radio station as well as writing for the USC Public Diplomacy Magazine.

The World's Next Nation–State? Breakfast with Simon Anholt

Barron Omega

The Good Country. A country unbound by traditional borders and absent of sovereign land, yet home to roughly 10% of the world's population. Is this an idealistic dream or a future nation-state? A novel concept developed by political advisor (and modern Kantian) Simon Anholt, The Good Country is meant to unite people around the world who believe that human identity transcends the traditional identifiers that have differentiated and divided humanity for centuries.

On November 6, 2018, Anholt spoke over video chat from London with a group of graduate students from USC's Public Diplomacy Master's program gathered around a table in Los Angeles, CA with breakfast pastries and coffee. Anholt both spread his message and inquired from USC students how he might best expand his ideas abroad. There, he described his story of research and how his work has culminated into the development of its—not his—own country. He began with the nation brand, a series of his observations in the 1990s whereby a country was identified and related to by its brand—its reputation for certain norms and behaviors. The brand was the perceived image by which the rest of the world saw the nation and influenced everything from economic investment to international student attendance.

His observation went viral as mainstream media questioned whether the brand was a superficial construct. Multiple governments also misunderstood this observation. As such, his observation "became a process and a promise." It became branding: "If you don't like the image you have you can fix it using the mysterious tricks of the marketing industry," he says. As such, these governments tried to artificially improve their image by throwing money at PR campaigns rather than fixing the problems that marred their image. Anholt continues, "But the national image is a fixed asset, not a liquid one, and it takes decades to form. If you want to raise your profile—if you want to be admired, you have to do something admirable."

So how then does a country become admirable?

Anholt plotted the drivers of image and found that it was the good that countries do that makes them the most admirable. That is to say, what they contribute to the international community. "What people want to know is that you're a useful member of society, not how brilliant you are or how well your country is doing. You see, countries are fixated on competition but life on earth is a team game." To further exemplify, he found roughly 10% of the world is composed of what he called "natural cosmopolitans," people who have an innate inclination towards a shared human identity over a national one. These are people who would rather cooperate than compete. If 10% of the world believes this, roughly 760 million people have something substantial in common with one another without ever having met. They are a nation of people who want to see and do good in the world in which they live. If a country is defined by a collection of people with shared norms and values, then they are "The Good Country."

After sharing these provoking thoughts, USC Public Diplomacy students were invited to ask Anholt questions regarding "The Good Country." Further logistical details of this society are virtually based, but tactically enacted; as Anholt recently tweeted, "The tyranny of territory is over-emerged." For example, The Good Country will crowdsource their constitution within country members. Through their citizenship in the "group," members will become experts on international relations as to directly represent The Good Country in global conversations. As Anholt says, "Life on earth is a team sport." This idea of a partnership writ large comprising of a micro unit–people–transcends conventional ideals of international partnership. As opposed to hegemonies dominating, or rather a select few hegemonies banding together, the separation from citizen to international impact is almost none in The Good Country.

Through this virtual exchange, USC Public Diplomacy students were offered meaningful engagement with one of the world's leading policy advisors and influencers for public diplomacy theory related to nation branding.

Barron Omega is a Southern California native and a graduate of USC's International Relations and the Global Economy program. He has worked as a judicial intern at California's Central District Courthouse in Los Angeles and served as a research assistant to several USC international rela-tions professors. Omega is now a first year MPD student at USC Annenberg's School of Public Diplomacy and returns to better develop the ability to understand, inform, and influence others. His personal interests include chess, reading, and solving puzzles with professional ambitions focusing on rebuilding Iranian-American relations and the promotion of health education and disease pre-vention.

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Authors interested in contributing to *Public Diplomacy Magazine* should contact the editorial board about their proposals. Articles submitted to *Public Diplomacy Magazine* are reviewed by the editorial board, composed entirely of graduate students enrolled in the Master of Public Diplomacy program at the University of Southern California. Articles are evaluated based on relevance, originality, prose, and argumentation.

The Editor-in-Chief, in consultation with the editorial board, holds final authority for accepting or refusing submissions for publication. Authors are responsible for ensuring accuracy of their statements. The editorial staff will not conduct fact checks, but will edit submissions for basic formatting and stylistic consistency. Editors reserve the right to make changes.

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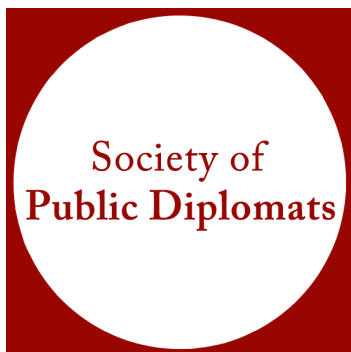
ABOUT SPD

The Society of Public Diplomats (SPD) is the nation's first student-run organization in the field of public diplomacy. It aims to further develop the field of public diplomacy through research, events, and community building.

The organization is a resource of public diplomacy knowledge for students with a budding or extensive interest in the field. Participation with this organization gives students access to insider resources on how to find public diplomacy internships, navigate public diplomacy in the digital age, launch a public diplomacy career, and dispel disinformation.

The Society of Public Diplomats has a strong connection with the Master of Public Diplomacy program at USC Annenberg School for Communication and Journalism; however, it is open to all students in any USC program, both at the undergraduate and graduate levels.

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