



December 5, 2005

The Honorable Under Secretary for  
Public Diplomacy & Public Affairs  
Ambassador Karen P. Hughes  
U.S. Department of State  
2201 C Street, NW  
Washington, DC 20520

Dear Ambassador Hughes,

Thank you for spending time with me this past Monday. It was a pleasure to meet you at last. You have been handed an enormous task and I commend your efforts to date. I am still processing all the points in our discussion but wanted to follow up on several items.

1. **BDA Presentation Materials** – You mentioned that Margaret Tutwiler referred to a “slide presentation” I had made to her last April. Copies of many of the visuals in that presentation are included in the packet I gave your staff at the end of our meeting. Should you wish us to make a presentation similar to the one we made to Margaret to your counterparts or related constituencies, just let us know. We have shared our research with Heidi per your request and are more than willing to provide copies of any of our presentations, speeches, and insights if they would be of service to you and/or PD officers in the field.

2. **Public-Private Sector Foundation for Public Diplomacy** – As you requested, I will continue to sound out business leaders on the idea of a “public-private sector foundation.” From past conversations, we know that many are in agreement that such an entity should exist in some form. Some are supportive of the idea of a Corporation for Public Diplomacy initially advocated by Pete Peterson and the Council on Foreign Relations. Others fear such a setup would encounter bureaucratic entanglements. We ourselves briefed the GAO last summer on BDA’s structure and mission, which they felt might provide the basis for a Public-Private Sector Foundation for Public Diplomacy if funded in part by the State Department. The conversation with the GAO evolved from suggestions contained in our testimony to the House Subcommittee on National Security, Emerging Threats, and International Relations

I also had early conversations with David Abshire, who, at that time, was advocating a public-private partnership primarily to make grants to radio and television content producers. I realize David is pretty far down the road with his plans, but it is the view of BDA that a Public-Private Sector Foundation for Public Diplomacy should have a much broader charter to include a multitude of public diplomacy initiatives involving at least the areas of business, the arts, sports and entertainment.



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We will seek further opinions on this matter from business leaders and will report back to you by the first of the year at the latest.

**3. Ports of Entry Pilot Project** – I will follow up with our contacts in the private sector as well as collaborate with Roger Dow, Chuck Merin and the travel and tourism industry to see how we might work with you and Customs and Immigration to create better experiences at entry points in Orlando, Washington, DC, and New York. If your staff could engage the governors and mayors of each proposed port of entry we could work directly in partnership with them to develop an action proposal with the hope of having such a pilot off and running by the first of the year.

Meanwhile, we are putting a selection of “horror stories” on video in an effort to dramatize the urgency of the need for our Customs and Immigration officials to create better first impressions. We would be happy to share this video with you when it is completed.

**4. World Citizens Effort** – I am encouraged to have your support for our World Citizenship effort and will follow up with Maura Harty on our discussion of the idea of having every U.S. passport holder receive a copy of the *World Citizens Guide*. In addition, our Executive Director, Cari Eggspuehler, spoke with Heidi about linking the *World Citizens Guide* site ([www.worldcitizensguide.org](http://www.worldcitizensguide.org)) to State’s homepage and we plan to follow up with Alex Feldman next week to make this valuable resource available via State.gov. I cannot commend enough the efforts of SMU’s Temerlin Advertising Institute in this project. SMU’s passion, creativity, professionalism and continued commitment to our efforts are what have made the World Citizenship Program such a global success and we look forward to continuing to work with them as the effort grows.

**5. Upcoming Events** – Dina invited me to a December 14 meeting with Tom Bell, James Murphy and others. Unfortunately I will not be able to attend but would very much like to be involved in your future discussions with, or about, private-sector involvement in public diplomacy. I look forward to continuing the dialogue and I wish you well in your continuing efforts.

Sincerely,

Keith

Cc: Assistant Secretary Dina Habib Powell, ECA  
Coordinator Alexander C. Feldman, IIP  
Assistant Secretary Maura Harty, CA