



OFFICE OF THE UNDER SECRETARY OF DEFENSE
FOR POLICY

DJ 12/10

10 December 2004

NOTE FOR: Secretary of Defense

FROM: Douglas J. Feith *DJF 12/10/04*

You may want to sign the attached.

cc: DSD

091.4

10 Dec 04

OSD 19899-04





THE SECRETARY OF DEFENSE
1000 DEFENSE PENTAGON
WASHINGTON, DC 20301-1000

DEC 10 2004

MEMORANDUM FOR THE ASSISTANT TO THE PRESIDENT FOR NATIONAL
SECURITY AFFAIRS

SUBJECT: Metrics for USG Strategic Communications

- I recall that during the early '80s, US Embassies were impressively active in pushing out op-eds, speeches and the like in support of the Pershing missile deployments in Europe. This was part of a major initiative that the Administration called Public Diplomacy. I think it helped.
- It occurs to me that it might be worthwhile considering asking Embassy teams to do a number of specific tasks routinely to help with strategic communications now. For example:
 - Every *x* weeks, Ambassadors, in appropriate countries, should be expected to publish one op-ed in local newspapers.
 - Every *y* weeks, the Ambassador should be expected to speak to an elite opinion leaders audience (e.g., journalist, parliamentarians, academics) to explain USG policy in the Global War on Terrorism.
 - Every *z* days, high-level Embassy officials should brief small groups of local opinion leaders on designated topics, e.g. WMD proliferation, International Criminal Court, the Global Peace Operations Initiative, etc.
- Some Embassies are already doing a fine job in this field. My thought is that standing assignments of this kind could make the Embassies in general even more active in developing the case for USG policies and explaining that case.



OSD 19899-04

