

**INFORMATION STATECRAFT:  
A COMMUNICATION CAMPAIGN FOR  
AMERICA'S VOICE IN POLITICAL WARFARE**

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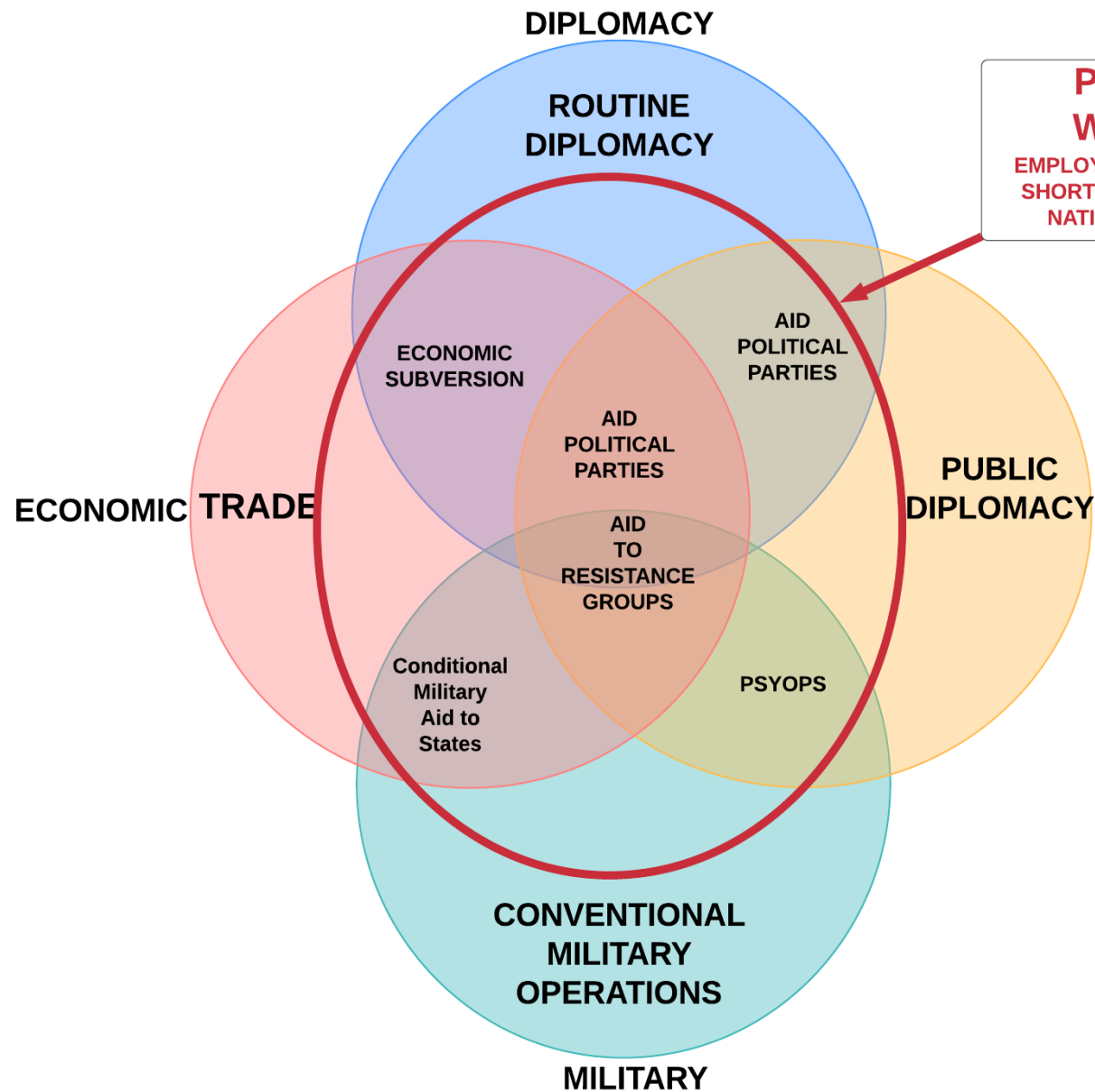
**April 9 , 2021**



AGENDA

- KEY TERMS
- RESEARCH QUESTION
- THESIS
- BACKGROUND
- METHODOLOGY
- FINDINGS
- RECOMMENDATIONS
- CONCLUSION

# KEY TERMS



**POLITICAL WARFARE:**  
EMPLOYMENT OF ALL MEANS SHORT OF WAR TO ACHIEVE NATIONAL OBJECTIVES

**INFORMATION STATECRAFT:**  
OFFENSIVE COMMUNICATION CAMPAIGNS TO ADVANCE AMERICAN NATIONAL SECURITY INTERESTS DURING TIMES OF PEACE AND WAR



RESEARCH  
QUESTION

What is needed to for the United States Government (USG) to leverage information statecraft effectively to achieve national security objectives across the continuum of peace and war?



## THESIS

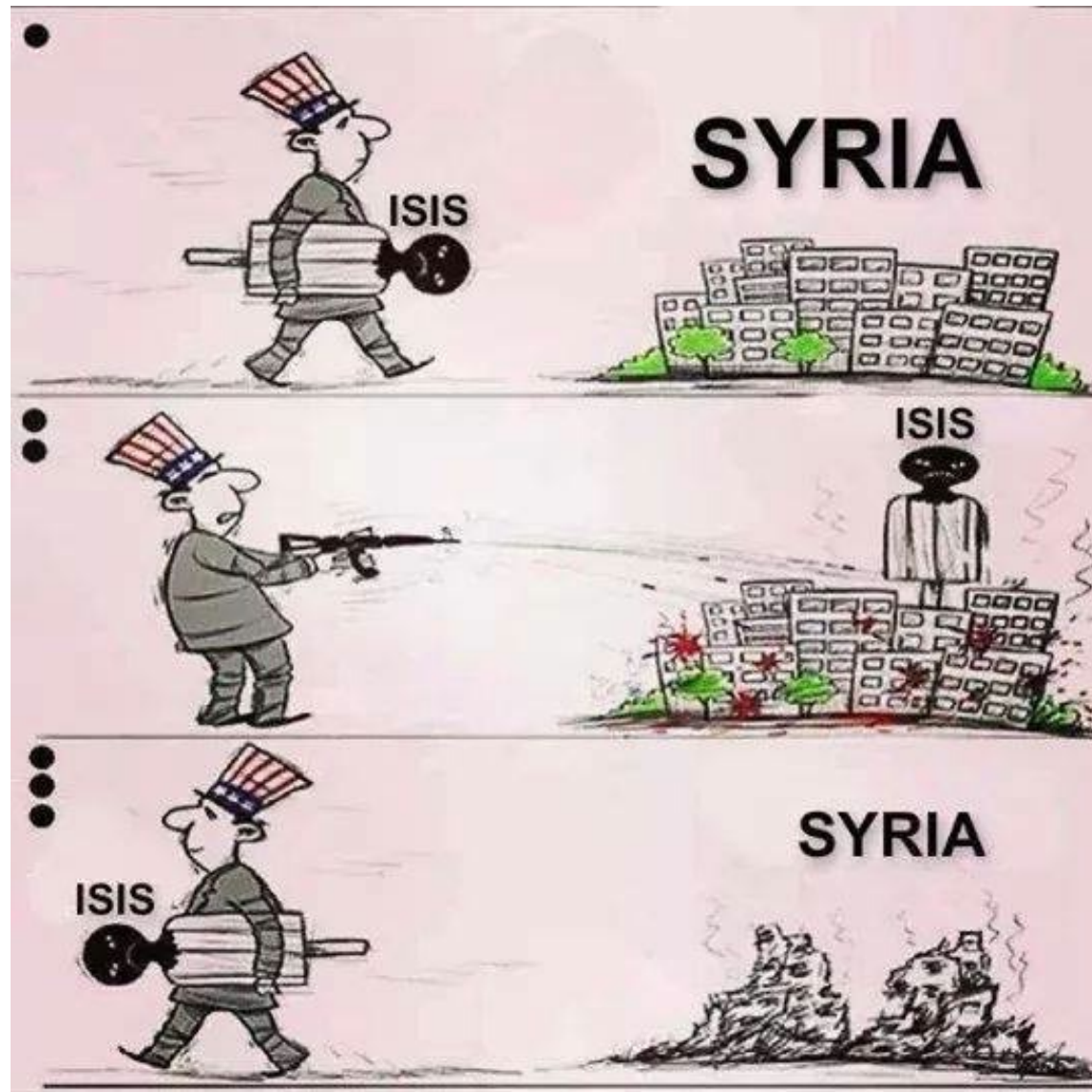
The USG needs to **establish** an **information statecraft process** to offensively frame and message U.S. foreign policy actions with consistent, coherent, and credible communication campaigns to **influence** foreign public opinion in support of U.S. national security interests in times of peace and war.

**BACKGROUND**

NOT A NEW  
PROBLEM:  
100 YEARS OF  
USG  
INFORMATION  
STRUCTURES

1917	Committee on Public Information (CPI)
1933	U.S. Information Service (USIS)
1942	Office of War Information (OWI)
1945	DOS Interim Information Information Service (OIAA)
1946	DOS Office of International Information & Cultural Affairs (OIC)
1952	DOS International Information Administration (IIA)
1953	U.S. Information Agency (USIA)
1999	DOS Undersecretary for Public Diplomacy and Public Affairs
2006	DOS Counterterrorism Communication Center (CTCC)
2008	DOS Global Strategic Engagement Center (GSEC)
2011	DOS Center for Strategic Counterterrorism Communications (CSCC)
2016	DOS Global Engagement Center (GEC)
2021	TBD

TARGET  
FOREIGN  
AUDIENCE  
PERCEPTIONS  
OF U.S.  
FOREIGN  
POLICY





# METHODOLOGY

# CASE STUDY: ISIS

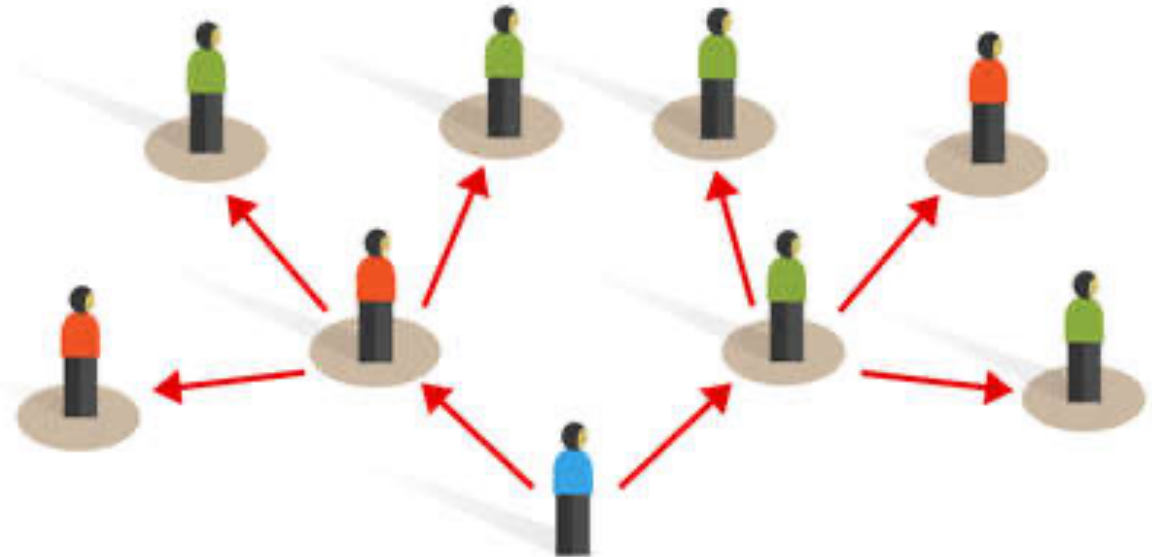
- AD HOC, INEFFECTIVE PROCESS
- 5 YEARS TO ESTABLISH LEADER WITH NO REAL AUTHORITY
- FIRST C-ISIS COMMUNICATION CAMPAIGN STRATEGY DEVELOPED IN 2020
- COORDINATION BY CHOICE AND CHANCE
- MILLIONS OF DOLLARS IN RESOURCES WITHOUT MEASURED EFFECT



# INTERVIEWS: 55

- NSC: 9
- EXECUTIVE DEPARTMENTS
  - DOD: 13
  - DOS: 8
  - ODNI: 1
    - CIA: 2
  - DOJ: 1
- CONGRESS: 14
- ACADEMIA: 4
- PRIVATE: 3

## Snowball sampling



# FINDINGS

## PERCEPTION OF PROBLEMS BY INTERVIEWEES

50

40

30

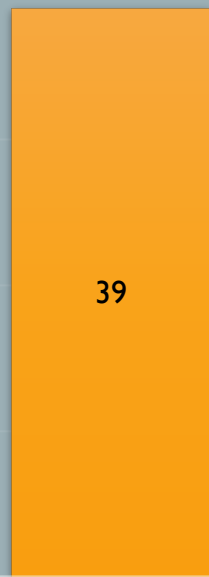
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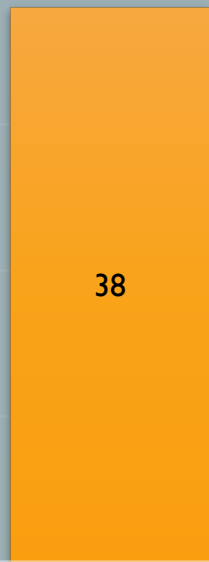
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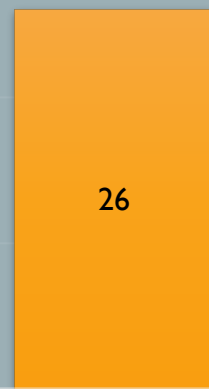
**LEADERSHIP**



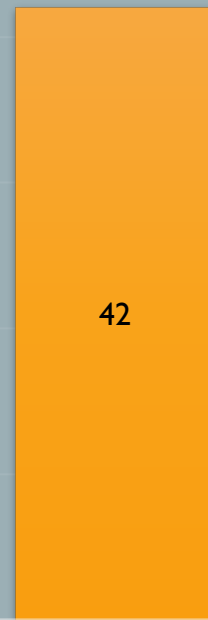
**STRATEGY**



**COORDINATION**



**RESOURCES**

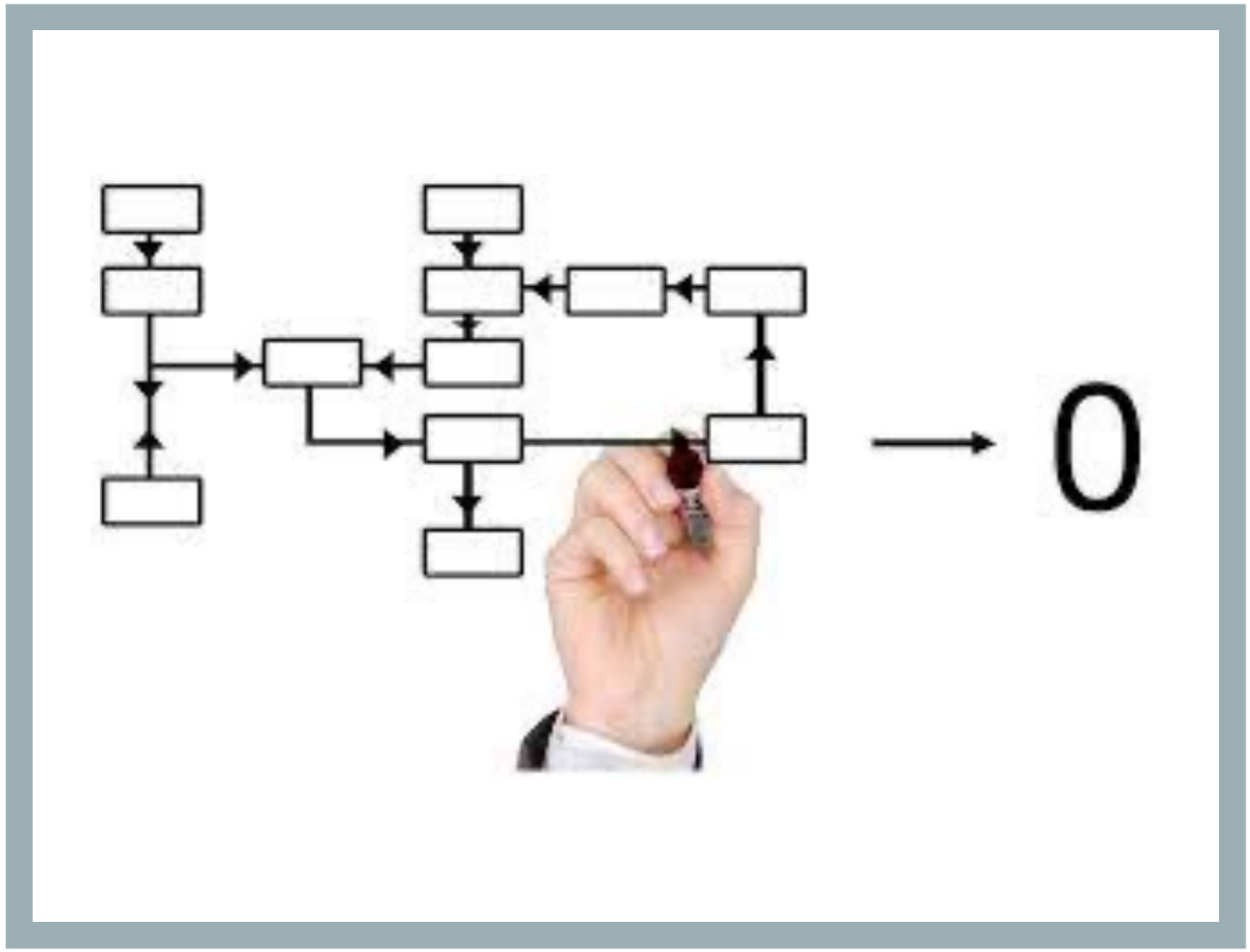


**PROCESS**

NO LEADER  
FOR  
INFORMATION  
STATECRAFT



NO  
INFORMATION  
STATECRAFT  
PROCESS



# RECOMMENDATIONS



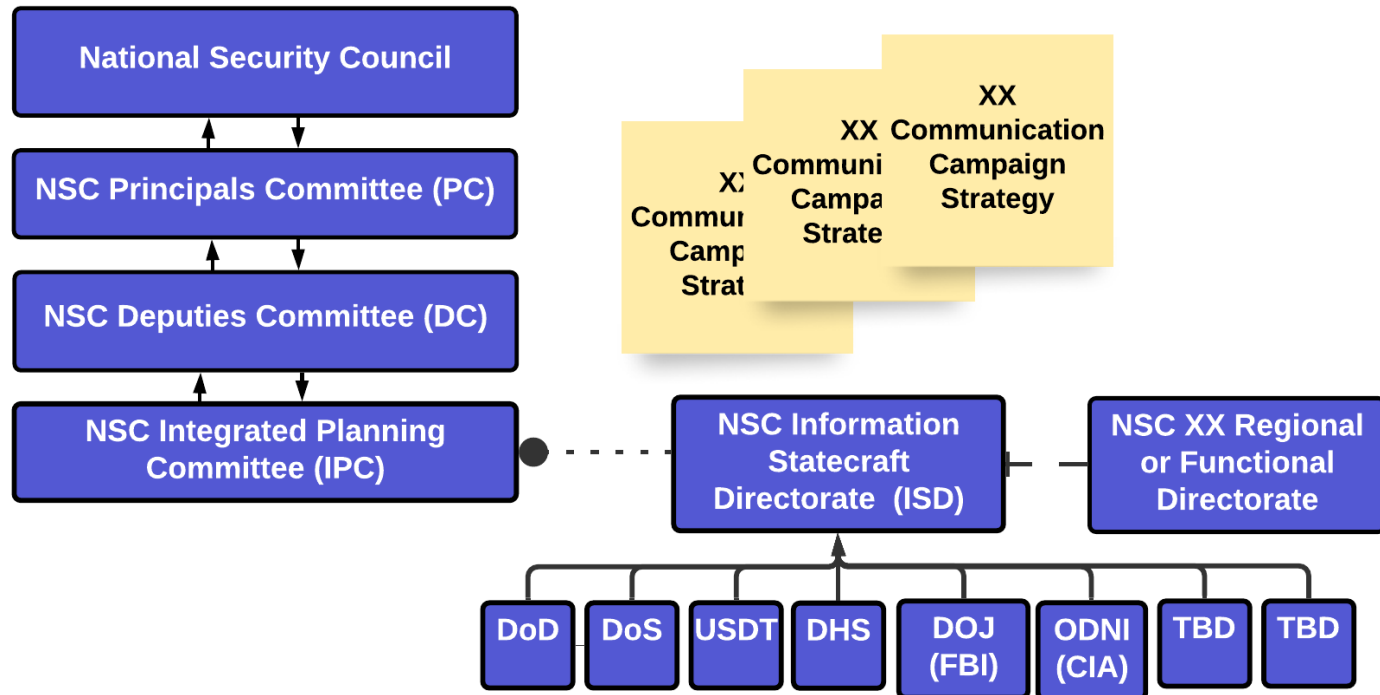
## **RECOMMENDATION #1: LEADER**

**PRESIDENT APPOINTS A LEADER FOR NEWLY CREATED  
NSC INFORMATION STATECRAFT DIRECTORATE (ISD)**

- **GOAL: PRESIDENT APPOINTED LEADER IS RESPONSIBLE FOR INFORMATION STATECRAFT PROCESS AND IMPLEMENTATION**
  - **PRESIDENT APPOINTS A LEADER FOR INFORMATION STATECRAFT**
    - **APNSA EMPOWERS LEADER AND INTEGRATES THE FUNCTIONAL DIRECTORATE WITHIN THE EXISTING NSC PROCESS**
  - **LEADER IS RESPONSIBLE FOR DEVELOPMENT OF COMMUNICATION CAMPAIGNS FOR FOREIGN POLICIES**
  - **LEADER CONVENES INTERAGENCY AND COORDINATES IMPLEMENTATION OF CAMPAIGNS**

NEAR-TERM

Create and Integrate Information Statecraft Directorate (ISD) into NSC Process

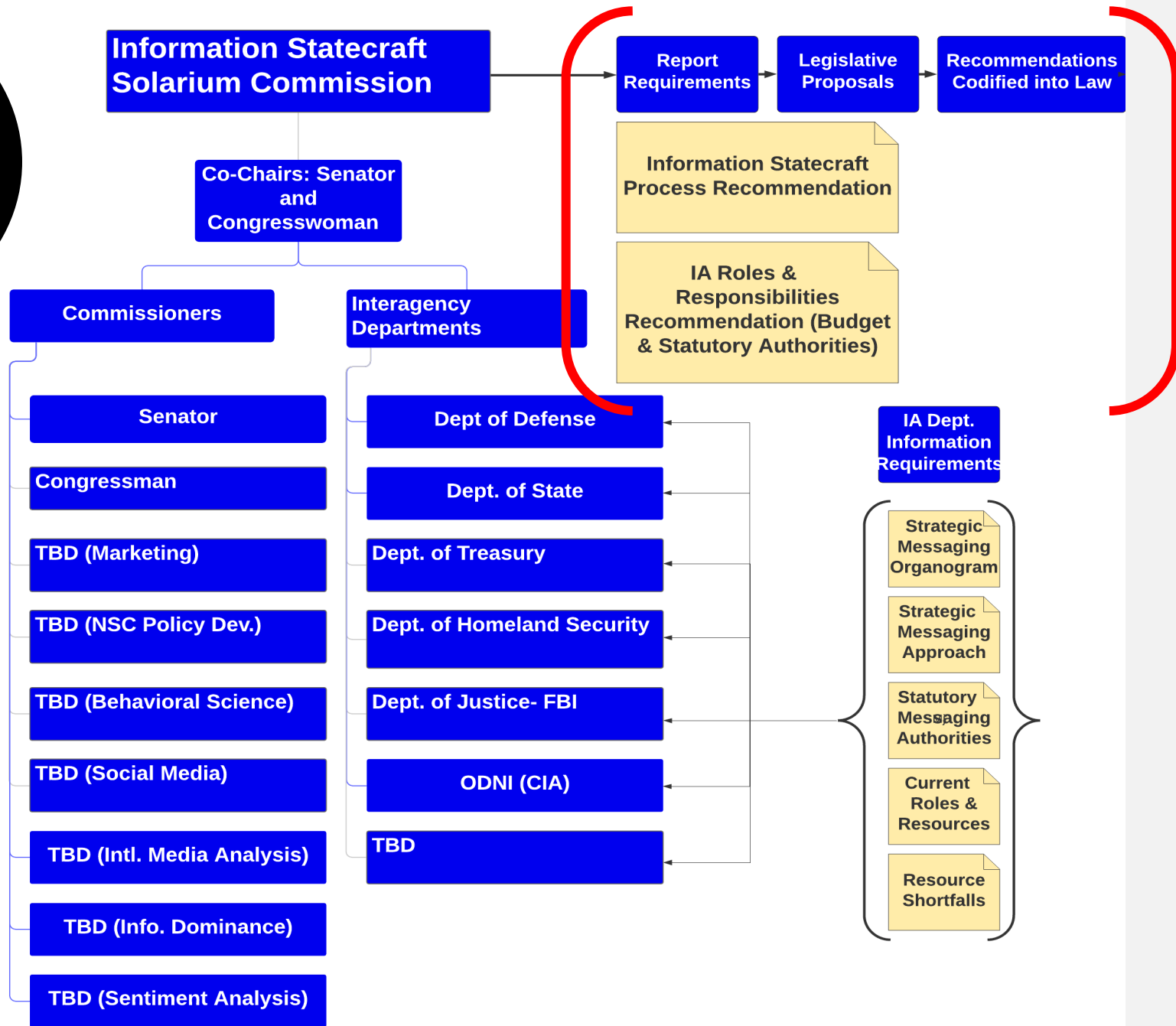


## RECOMMENDATION #2: PROCESS

### CONGRESS ESTABLISHES AN INFORMATION STATECRAFT SOLARIUM COMMISSION (ISSC)

- **GOAL: INFORMATION STATECRAFT PROCESS  
RECOMMENDATIONS CODIFIED INTO LAW AND APPROPRIATED**
  - **STUDY, EXAMINE, AND INVESTIGATE COMPLEX PROCESS**
  - **ENGAGE NON-GOVERNMENT EXPERTISE**
  - **FORGE CONSENSUS ACROSS INTERAGENCY**
  - **OVERCOME CONGRESSIONAL COMMITTEES' JURISDICTIONAL BOUNDARIES**
  - **COMMIT FULL-TIME FOCUS ON THE ISSUE**
  - **RAISE HIGH-LEVEL VISIBILITY OF PROBLEM**

# MID-TERM

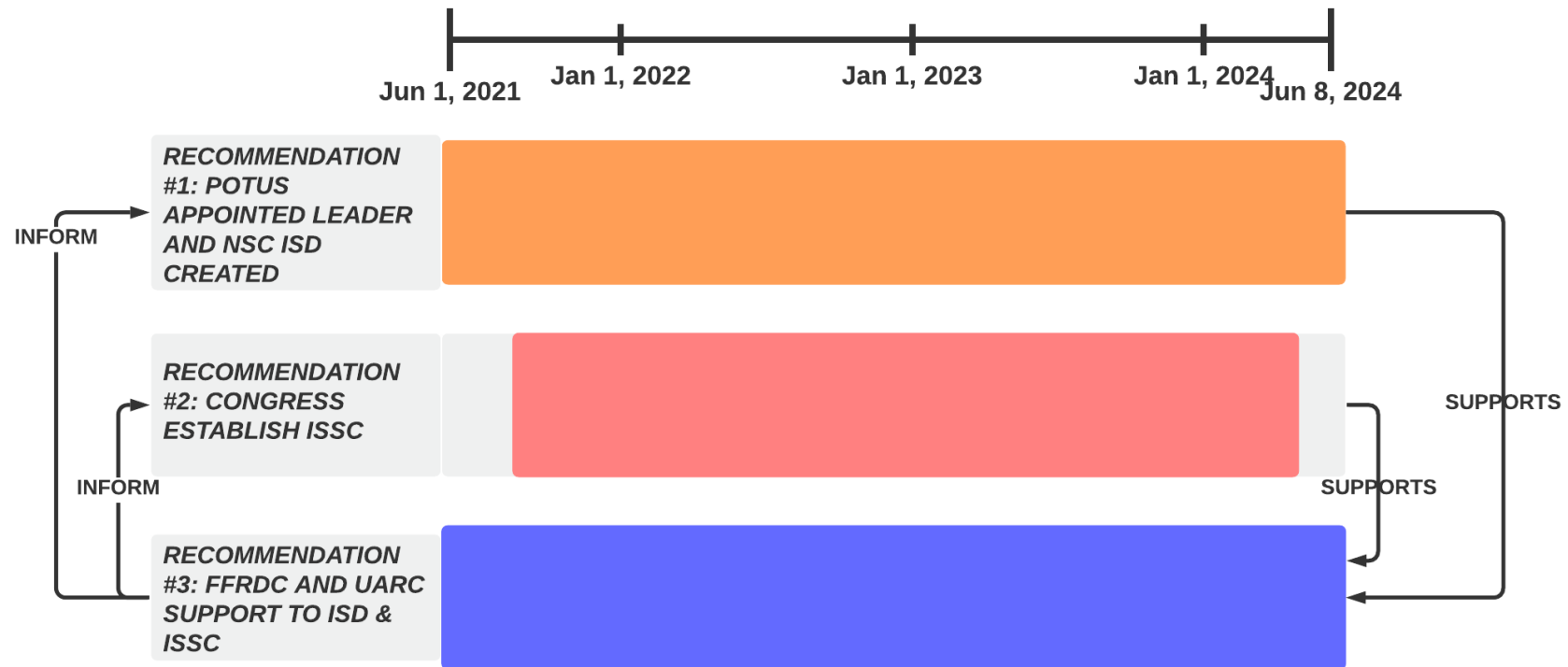


## **RECOMMENDATION #3: SUPPORT**

### **NSC ISD LEADER AND ISSC LEVERAGE SUPPORT OF EXISTING FEDERALLY-FUNDED CENTERS**

- **GOAL: INFORMATION STATECRAFT COMMUNICATION CAMPAIGNS PROVIDED NECESSARY RESOURCES & SUPPORT**
- **FEDERALLY FUNDED RESEARCH AND DEVELOPMENT CENTERS (FFRDC) AND UNIVERSITY ASSOCIATED RESEARCH CENTERS (UARC) HAVE RESEARCH SKILLS TO SUPPORT PROCESS DEVELOPMENT IMMEDIATELY**
- **FFRDC AND UARC POSSESS THE TECHNOLOGICAL AND ANALYTIC MEANS TO SUPPORT COMMUNICATION CAMPAIGN IMPLEMENTATION AND ASSESSMENT ACROSS THE IA**

# RECOMMENDATIONS TIMELINE



# CONCLUSIONS

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## Appoint a Leader

The USG must have one person who is responsible for the information statecraft process who can be held responsible for overseeing the USG's implementation of communication campaigns for each foreign policy priority.

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## Establish the Process

Congress must codify the information statecraft process in a manner that provides the statutory and budget resources the interagency departments require to implement presidentially directed communication campaigns to achieve America's long-term national security objectives.

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## Compete

The USG must leverage information statecraft in a continuous manner to empower America's voice at the volume, velocity, and precision needed to be compete in the political warfare in today and tomorrow's global competition.

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**tomorrow**

*(noun)*

a mystical land where 99% of all  
human productivity, motivation and  
achievement is stored

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CONCLUSION