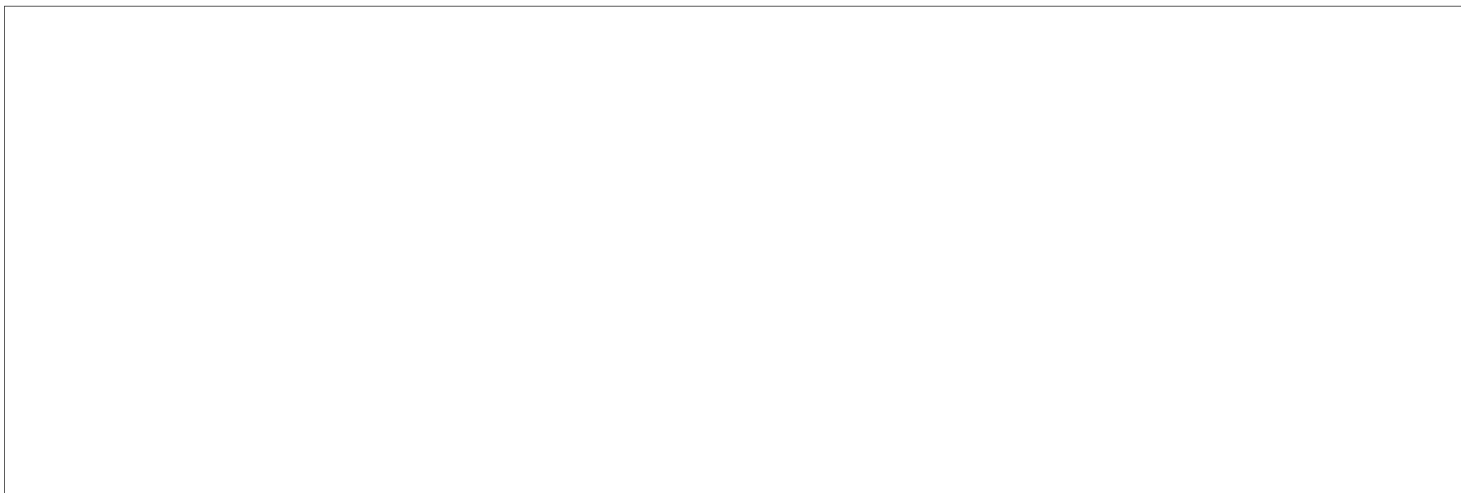


RELEASE IN PART
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From: McHale, Judith A <McHaleJA@state.gov>
Sent: Thursday, May 19, 2011 6:19 AM
To: H
Cc: Mills, Cheryl D; Sullivan, Jacob J
Subject: Branding

I am working on a paper for you on branding but thought I would give you a preview of my thinking while the formal recommendation works its way through the clearance process.

As you know the issue of branding continues to be a major challenge. Despite the fact that the USG spends billions of dollars each year administering a broad array of programs and initiatives, there is little recognition among foreign publics of the extent of our investments and assistance. There are literally hundreds of different logos and branding treatments across government departments and agencies with little or no reference to the United States. In many cases, specific branding requirements in contracts with our implementing partners are either waived or ignored. While it is relatively easy to identify the problem, finding a solution is difficult even within our own Department. There are probably a number of reasons for this --- everything from "institutional egos" to the need to focus on more immediate priorities. Yet each day that passes without a resolution of this matter is a day we lose to promote our national interests.



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I hope to have the paper to you for your consideration by the end of next week. In the meantime I'd be happy to answer any questions.

jm

Judith A. McHale

**Under Secretary for Public Diplomacy and Public Affairs
U.S. Department of State
Washington, D.C.**