

RELEASE IN FULL

MEMORANDUM

TO: S

FROM: ANNE-MARIE

RE: LEGACY SPEECHES AND SUBSEQUENT BOOK

As you enter the home stretch of your time in office, you have an opportunity to crystallize some of the most important dimensions of your new and distinctive approach to foreign policy in a way that will have resonance long beyond your tenure (in addition to the QDDR, of course!). Many of the perceptions, concepts, and habits of mind that come naturally to you as you look at the world, and that you have done so much to try to institutionalize within the State Department, are still quite a reach for the foreign policy establishment.

If you were to give three speeches over the next year on a new generation of global problems, a new set of solutions, and a new understanding of power and leadership, it would allow you both to sum up and reflect on much of what you have accomplished that is often out of the public eye and would provide the foundation for a short book that could be published in the year after you step down. It would not take the place of your memoirs, should you want to write those as well, but would be more like a credo that would help cement your place in American foreign policy not only as one of its most successful practitioners, but also as a thinker and visionary.

- 1) **A NEW GENERATION OF GLOBAL PROBLEMS:** This is already part of your mantra in many speeches, beginning with your first major policy speech when you declared that the majority of 21st century problems are *global* problems, problems that all nations worry about (non-proliferation, counter-terrorism, disease, climate change, resource scarcity, the state of the global economy) and that no nation can solve alone. By focusing on that basic point again now you could point to all the things you have done to address those problems (new energy and CT bureaus, water and food security initiatives, global health, economic statecraft, etc)
- 2) **A NEW SET OF SOLUTIONS:** Here is where you emphasize all the solutions that go beyond the state as part of government to society and society to society diplomacy. You have brought new players into foreign policy through PPPs and outreach to state and local governments. You have developed solutions and strategies that focus on different segments of society (women, youth, entrepreneurs, civil society, diasporas). You have integrated technology into both diplomacy and development as a game-changer (all the ways mobile technology is helping women, farmers, teachers, etc; Mwomen, Tech at State, etc). *All* of this can be rolled into 21st century statecraft.
- 3) **A NEW UNDERSTANDING OF POWER:** This speech would be the most conceptual, but I think you could bring it down to earth with countless great examples. Essentially you would