

July–August 2002

# State



Center  
Honors  
Statesman

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Department of State • United States of America



Photo by Kathleen O. Ryan

Bronze statue of Benjamin Franklin, first U.S. envoy to France, sits in embassy courtyard.

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Photo by Dave Krecke

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Former Secretary George P. Shultz unveils plaque bearing his name as Secretary Powell and Vice President Cheney look on.

Photo by Bob Kaiser

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## FROM THE SECRETARY

SECRETARY COLIN L. POWELL



# Retirees Continue Their Contributions

**F**oreign Affairs Day (May 10, 2002) was a resounding success this year. Members of our extended family from the Foreign and Civil Service packed the Dean Acheson auditorium. I was especially pleased to see so many retirees come with their own families. More than one grandparent had a grandchild in tow. We like to get our recruits young.

We were all very much aware that we had last gathered for Foreign Affairs Day on Sept. 10, 2001, less than 24 hours before the terrorists struck. I told our retirees how proud I am of the way the men and women of the State Department have risen to the challenge of helping President Bush marshal the global coalition against terrorism.

Together, we have helped the people of Afghanistan form an Interim Authority and work toward establishing a representative government. We are leading the international effort to help Afghanistan recover from years of deprivation and devastation. And beyond Afghanistan, we are working with long-standing allies and forging new partnerships to pool intelligence resources, improve law enforcement, cut off terrorists' financial bloodlines and disrupt their networks.

State Department retirees are contributing to our post-Sept. 11 efforts. A State Department veteran with 25 years of counterterrorism experience now helps safeguard our country against chemical and biological attack. Another retiree applied his administrative know-how to help the Department respond to the many telephone calls from the public regarding travel safety and other consular matters in the aftermath of the attacks. Still another retiree became the first consular officer in Kabul following the reopening of our embassy.

The men and women of the State Department and their families truly serve on the front lines of the global campaign against terror—a reality brought home by the attack that claimed the lives of two members of our embassy family in Islamabad, Barbara Green and her daughter Kristen Wormsley. At this year's Foreign Affairs Day ceremony, we paid tribute to them and all the others who have lost their lives in diplomatic service to our country.

Even as we play an instrumental role in helping President Bush conduct his global antiterrorism campaign, we, the men and women of the State Department, also continue to advance his broader foreign policy agenda. Every day, U.S. diplomats help free human potential by promoting political and economic reforms. We open growth-promoting trade and investment opportunities. We work to stop the spread of weapons of mass destruction, end conflicts, combat HIV/AIDs and do so much more.

Our retirees support our vital mission of freedom, prosperity and peace in so many ways. They interest outstanding young people in foreign affairs and help us attract the best and the brightest to careers in the Foreign and Civil Services. Our retirees help to educate the public about how the State Department promotes America's interests and values around the world. And, by getting that message across to the American people, our retirees help to ensure that the dedicated men and women of the State Department get the resources that they need.

Perhaps our retirees' greatest contribution lies in the people whom they mentored and trained. These new generations of State Department employees are their living legacy—one that will keep giving to our nation and the world long into the future.

Every day, our retirees prove that there is no such thing as a former member of our State Department team. ■

### On Spouse Employment

Your article on spousal employment in the May issue contains such statements as "Energetic Spouses Find Work..." "To [look for new work opportunities] requires flexibility, creativity, self-confidence and a global network," and "Networking takes initiative."

These statements imply that spouses without meaningful jobs or careers are simply not energetic, inflexible, uncreative and lacking in self-confidence and initiative. This is unfair to family members who for years have been met with silly bureaucracy, laughable compensation and a total lack of respect.

Ironically, this article is simply more proof of State's attitude toward spouse employment issues. All of the problems are the spouse's fault, not State's.

**Roger Johnson**  
Vienna

### FLO Responds

The Family Liaison Office is acutely aware of the problems faced by spouses looking for employment overseas, both inside the mission and on the local economy. Employment advocacy is a major issue for FLO.

We know the bureaucracy is a stumbling block, but we are working to improve compensation and build respect for the contributions employed family members make in our mission communities worldwide.

FLO's employment team works hard to effect change and is committed to finding viable solutions for family member employment issues. Examples include our Family Member Employment Report, the Spouse Employment Assistance Program and the Employment Working Group, which meets weekly.

FLO staff members also brief ambassadors, deputy chiefs of mis-

sion, admin. officers, human resource officers, junior officers and specialists on spousal employment issues. We encourage all family members to share their employment experience via e-mail at flo@state.gov.

We are pleased to see spousal employment on the front burner for both Department managers and AFSA. We hope FLO's advocacy efforts ultimately create more success scenarios for family members wishing to work.

**Judy Ikels**  
Deputy Director  
Family Liaison Office

### Buckle Up

The author of the article on sport utility vehicle safety in the May issue should have mentioned the importance of using seat belts to ensure

survival in a motor vehicle accident involving an SUV.

I should know. I was one of the three occupants of the vehicle in a photo that accompanied the article. All three of us were wearing seat belts when the vehicle rolled, smashing the windshield and crushing the roof. Although improved roof supports in our SUV probably helped us avoid serious injury, our seat belts undoubtedly helped us escape the accident relatively unscathed.

**Steve Hubler**  
Regional Refugee Coordinator  
U.S. Embassy  
Addis Ababa, Ethiopia



## From the Editor

We combine our July and August issues to give you (and us) a break from the monthly routine. We know that many of you vacation during this time and have packed plenty of paperbacks for the beach or mountains. We won't try to compete.

When you do get around to reading this issue, you'll find ample coverage of Foreign Affairs Day and a look at junior officers taking on new initiatives. There's also a profile of a little-known office known as "H." The Bureau of Legislative Affairs has literally taken to the Hill, as in Capitol Hill, where a liaison office recently opened on the House side and another is planned on the Senate side. The Secretary, of course, is no stranger to these parts, and he is a strong advocate of a State presence there.

There's also a portrait of our mission in France, where Benjamin Franklin served as our first envoy. The renaming of the Department's training center in Arlington, Va., for former Secretary of State George P. Shultz, our cover story, was quite an occasion. It attracted the Vice President, five former Secretaries of State and two former Secretaries of Defense. The new name is a fitting tribute to Mr. Shultz, who championed the creation of the campus.

We hope you will find time to read your summer fare and us too.

## Howard University Receives \$1 Million Grant

Secretary Colin L. Powell announced a grant of \$1 million to Howard University's Ralph J. Bunche International Affairs Center in a ceremony May 17 in the State Department's Treaty Room.

The grant, which represents funding earmarked by Rep. Charles B. Rangel of New York state, supports the Secretary's vision of a more diverse Department and

Foreign Service. He told enthusiastic students and officials, "The world we look at is a world of many colors, many creeds, many faiths, and what we have to do to carry our value system out to the world is to show the world all of the diversity that is America, that is the strength of America."

Howard University President H. Patrick Swygert said Howard will use the grant to fund a summer institute for the study of international affairs for students from Howard and other historically black colleges and universities. The grant will also support overseas internships, online courses in international affairs and outreach to secondary school students as well as fellowships for undergraduate and graduate students in international affairs.

The Department and Howard signed Principles of Cooperation in December 2000 to increase the numbers of minorities who pursue Foreign Service careers.

Secretary Powell said the "diversity of our diplomats can help us make the case all around the globe that the keys to a better future are vibrant, tolerant, democratic societies, societies where citizens are equal under the law, and in which their contributions are valued."



At the ceremony from left: Rep. Rangel, Secretary Powell and President Swygert

Photo by Michael Gross

## Gays, Lesbians Celebrate 10th Anniversary

Gays and Lesbians in Foreign Affairs Agencies celebrated their 10th anniversary on May 10 by hosting more than 250 guests at Washington's historic DACOR Bacon House, home of Diplomatic and Consular Officers, Retired or DACOR.

The event highlighted achievements of gays and lesbians in the Department of State and the U.S. Agency for International Development. While acknowledging that discrimination still exists, the employees celebrated their progress in ending hiring discrimination, obtaining promotions and easing restrictions on overseas assignments with their partners.

Keynote speaker James Hormel, the first openly gay U.S. ambassador, who served in Luxembourg from 1999 to 2001, was recognized for his contributions in furthering gay and

lesbian equality in the federal government.

Among the public officials present were three assistant secretaries of State, USAID officials, District council members, former administration officials, prominent congressional staff members and representatives from several national gay rights organizations and foreign embassies.



Ambassador James Hormel, left, accepts award from GLIFAA President James Theis. Photo by Mary Diaz

# OBO Hosts Industry Day



*OBO officials and private-sector representatives compare notes on construction and commissioning during OBO's Industry Day.*

Photos by Terri Skender

Overseas Buildings Operations' first full-fledged Industry Day attracted more than 350 representatives from 300 private-sector firms.

The April 5 gathering at the National Academy of Sciences in Washington, D.C., sought to expand the base of firms doing business with OBO. Participants came from 33 states and the District of Columbia. They represented a diverse cross section of industries, with slightly more than half the participants from small firms.

OBO's director and chief operating officer, Charles E. Williams, gave the keynote address.

The day offered individual and small group consultations, models and displays, points of contact and handouts detailing OBO programs.

Information about Industry Day, including the keynote address, other briefings and a list of participants, can be found on the web at <http://obo.state.gov>.



*Participants listen to experts in real estate and property management in the National Academy of Sciences' Great Hall.*

## Volunteer Project Lights Up Georgian Museum

The art museum in Tbilisi, Georgia, is filled with gold works, religious artifacts, oriental rugs and paintings, among other pieces. When Peter Greenberg, a contractor for Overseas Buildings Operations, visited the museum while installing energy-efficient lighting at the U.S. Embassy, he was impressed with the collection but noted that the lighting was outdated and wasteful. Even worse, it was harmful to the artwork.

After completing his embassy work, Mr. Greenberg spoke with public affairs officer Sharon Hudson-Dean about the museum's poor lighting, and together, they devised a plan to correct the problem.

The contractor offered his labor free of charge and materials at cost. The embassy budgeted \$13,000 for the project and the Open Society Georgia Foundation paid the remainder.

Returning high school exchange students from the Freedom Support Act Future Leaders Exchange Program volunteered their labor, and the embassy's facilities maintenance officer, Troy Thompson, provided scaffolding and ladders.

Together, the team replaced the existing fixtures and installed electronic ballasts that dim the lamps and the highest quality tube guard lamps to eliminate harmful ultraviolet light. Museum employees can now dim their new, long-lasting lights to appropriate levels, reducing lighting energy consumption by 80 percent.

The team added new circuit breakers, cleaned light receptacles, installed ground rods and patched ceilings. They are also creating a CD-ROM guide to the museum's holdings for the museum to sell.

## Santo Domingo Celebrates Secretary's Day



Photo by Hilda Esquivel

*Paula Piazzì Guimond, office management specialist at the U.S. Embassy in Santo Domingo, center rear in sunglasses, hosted a Secretary's Day luncheon in the chancery garden for all mission secretaries. Janice Jacobs, deputy chief of mission, center, in front of Ms. Piazzì Guimond, also attended the event.*

## Center Boasts Special Equipment

The Bureau of Human Resources Office of Employee Relations officially opened its Center for Accommodation and Technology in May. The center is a prototype room with a variety of specialized computer equipment for employees with disabilities.

Grant Green, under secretary for Management, attended the opening, along with HR's deputy assistant secretary, John Campbell.

The center, modeled after similar ones at the Departments of Defense and Agriculture, complements the Americans with Disabilities Act in combating discrimination against disabled people and promotes employment of persons with disabilities. The center will remain open indefinitely.

Patricia Pittarelli, manager of ER's Work/Life Programs in the Bureau of Human Resources, travels wherever employees need reasonable accommodations. She assesses

embassies for access, space needs and assistive technology needs, security technical concerns and equipment emission levels. She also conducts disability awareness training with embassy staff. The center will assist her in educating supervisors and employees about the opportunities at State for accommodation. Employees can examine equipment and supervisors can assess how the equipment can improve their performance.



Photo by Matthew Ryan

*Paul Schafer demonstrates equipment for Grant Green, under secretary for Management.*

## Calling All Books

The Associates of the American Foreign Service Worldwide needs your books for its BookFair 2002 to be held in October in the Exhibit Hall of the Harry S Truman Building.

All proceeds from the BookFair are used for charitable donations and for advocacy on behalf of the Foreign Service community.

The AAFSW would welcome donations for the Art Corner and the Collector's Corner, especially rare books, as well as stamps and coins.

In the Department, donations may be dropped off in the Book Room (B816 of the Truman Building) Monday through Friday from noon to 2 p.m. or by appointment; telephone (202) 223-5796. In the Washington area, pickups may be arranged by calling Virginia Jones at the same number.

Employees overseas may pouch donations to the AAFSW Book Room, B816, Harry S Truman Building.

If you're moving or simply sorting things out, BookFair 2002 is there to help.



### New U.S. Embassy Scheduled in Berlin

*Berlin Mayor Klaus Wowereit, left, and U.S. Ambassador to Germany Daniel Coats signed a memorandum of understanding May 3 at historic Pariser Platz, near the Brandenburg Gate. If approved by the U.S. Congress and German Parliament, the U.S. Embassy would return to Pariser Platz for the first time since 1941.*



## Credit Union Awards Scholarships

The State Department Federal Credit Union's board of directors announced the winners of its 26th annual scholarship competition. Since the program's inception, the credit union has awarded more than \$120,000 in scholarships.

Students qualify to compete after completing 12 credit hours at an accredited college or university, achieving a 2.5 GPA, having a good standing on personal credit accounts, and demonstrating financial need. This year's scholarship competition winners are:

- David Bilinovich**, *National University*
- Tasha Campbell**, *Cornell University*
- Claudia Crowell**, *University of Washington*
- Paulette Grady**, *University of the District of Columbia*
- Helen Iwobi**, *University of the District of Columbia*
- Jehan Jones**, *George Washington University*
- Jessica Lieberman**, *George Washington University*
- Delicia Mckenzie**, *Towson University*
- Nune Pambukhchyan**, *George Washington University*
- Doris Robinson**, *Trinity College*
- Ewa Skoczylas**, *California Institute of Integral Studies*
- Cara Staley**, *University of Akron School of Law*

## Got a Great Story? Then Tell It!

State Department employees have great stories. They can talk for hours about surviving evacuations, helping Americans in trouble, preparing for high-level visits and making a big or small difference somewhere in the world. But rarely do they get the opportunity to share their stories with the public. Now is the chance.

To further its recruitment efforts, the Diplomatic Readiness Taskforce is collecting the best stories from active and retired Department employees, including members of the Foreign Service and Civil Service, Foreign Service National employees and family members. They will consider the stories for recruitment publications and posting on the web.

The task force is looking for stories that depict employees' and family members' lifestyles—adventures and hardships. Stories must be true and should not exceed 1,200 words. Submissions will be edited. Contributors are encouraged to submit photos with their stories.

Obviously, writing a story can be more difficult than telling it. If you prefer, someone will write it for you. E-mail the essential details to Kelly Adams-Smith at [adamssmithke@state.gov](mailto:adamssmithke@state.gov) or call (202) 647-3983. The story collection project closes at the end of the summer. So don't sit on those stories.

## FSI Recognizes Adjunct Faculty



Photo by Bob Kaiser

*Foreign Service Institute Director Kathy Peterson, left, recognized adjunct faculty recently for their contributions. Among those honored were Paula Jakub, vice president, American Foreign Service Protective Association; Wanda Gerard, Diplomatic Security specialist; Daniel Webber, chief of policy, Office of Retirement; Kathleen Davis, coordinator, Orientation Division, FSI; and Ellen Shippy, dean, School of Professional and Area Studies.*

# A Family Snapshot

I hope all of you have had the chance to look over the results of the Employee Satisfaction and Commitment Survey. We sent it out to all posts several weeks ago, but in case you haven't seen it, it is State 99200.

A number of things in the survey jumped out at me. But before sharing them with you, I want to thank all of you who participated. We made it available to all 16,000 members of our permanent U.S. work force—Civil Service and Foreign Service—and a quarter of you took time to complete it. Experts on surveys such as this tell me that 25 percent is a much higher participation rate than organizations usually obtain on these voluntary surveys. They add that, with such a high rate of participation, there can be confidence in the survey results. Moreover, many of you did more than put electronic checks on virtual boxes. You also provided 667 single-spaced pages of narrative.

So what did I learn from the survey? On the plus side, it seems pretty clear that we have a work force that is strongly motivated by public service and is not heading for the exits. Seven out of ten of our employees say they intend to work here for the long term.

You might also be surprised to learn that money isn't everything to the women and men working in this Department. Only 16 percent said "pay me more" when asked what the Department could do to induce them to stay longer. I found these responses highly significant because they indicate that people who work here want more than anything else to do valuable work for their country and feel their contributions are recognized.

It was also clear that the fault lines between Civil Service and Foreign Service and between Foreign Service generalists and Foreign Service specialists are clearly visible. The differences have existed since time immemorial, and while I believe we are making some inroads in changing attitudes, obviously we need to keep trying.

Our Foreign Service specialists' unhappiness requires not only our attention but the field's as well. I hope senior embassy leaders will pay closer attention.



Finally, I am concerned that almost half of all respondents believe that HR plays only a minor role in the assignment process and that more than 40 percent of our employees believe those assignments are not based primarily on merit.

So what do I do about it? Among other things, the survey shows we are on the right track in our initiatives to improve the quality of life for our employees. The survey also confirmed my determination to improve our leadership and management skills. We continue to need more than excellence in policy formulation if our work force is going to perform at its best and enjoy high morale.

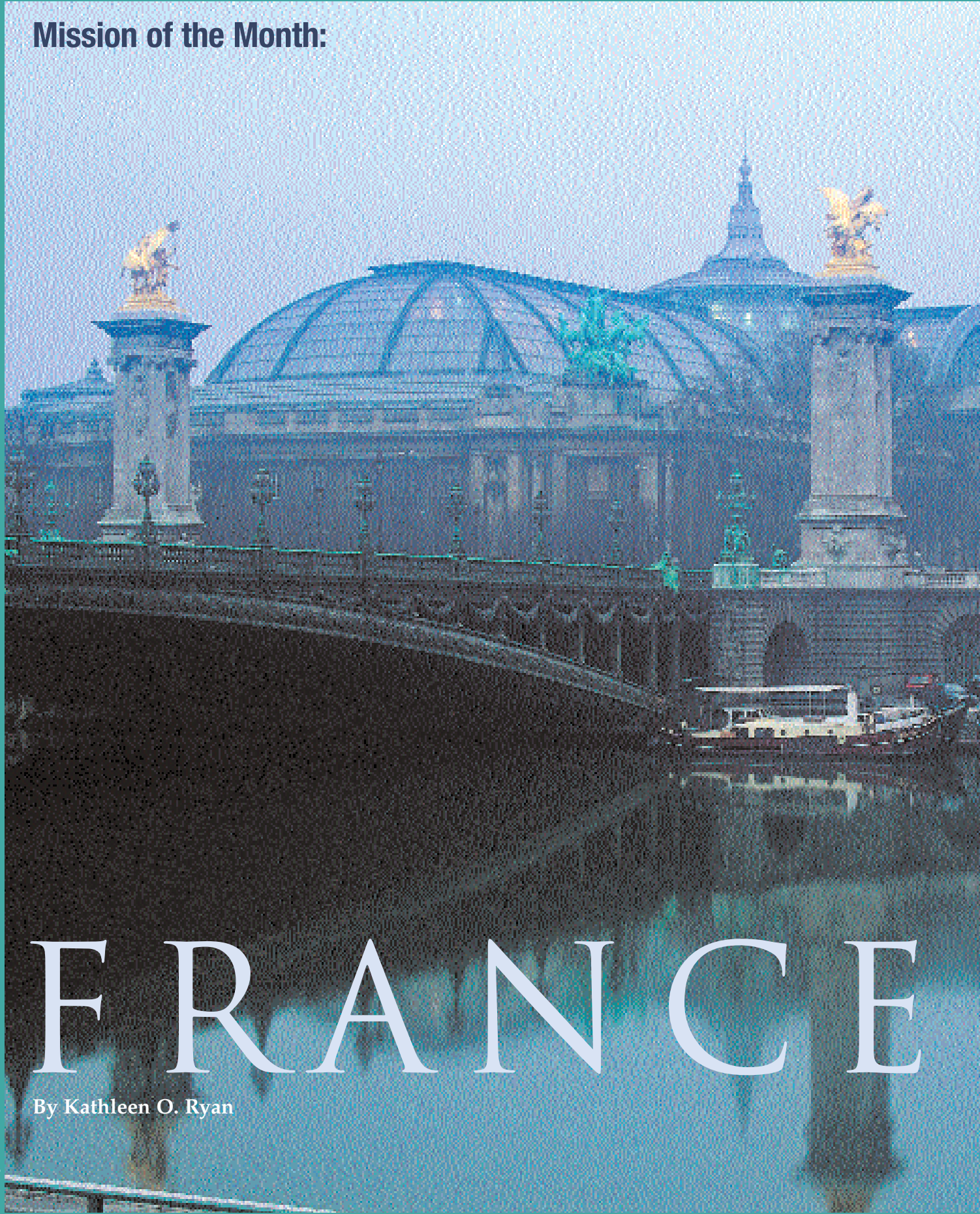
I've been trying to get this last point across to all levels of our senior service. It really is true that the D Committee and the DCM Committee look at leadership and management skills when considering people for senior assignments and our Department leadership pays very close attention to morale at our overseas posts. People who want to hold these responsible assignments need to hone their leadership skills. To help them (and everyone else), we devoted a lot of effort this past winter and spring to developing our program of leadership and management training milestones. If nothing else, the survey has validated the need for such training.

Intimately related to this is the need to move forward with our Diplomatic Readiness Initiative. We won't be able to spare people for this (or other) training if we remain strapped for personnel. Growing the Department means enabling better performance at all levels. That's why we're working so hard to prepare for and succeed in Year Two of the initiative.

The survey results also make it clear that management needs to improve customer service—find effective and imaginative ways to show all of our employees that they work on a team that really means it when it says "One Team, One Mission." And that we must develop programs that pull Civil Service and Foreign Service cultures closer together.

Stay tuned. ■

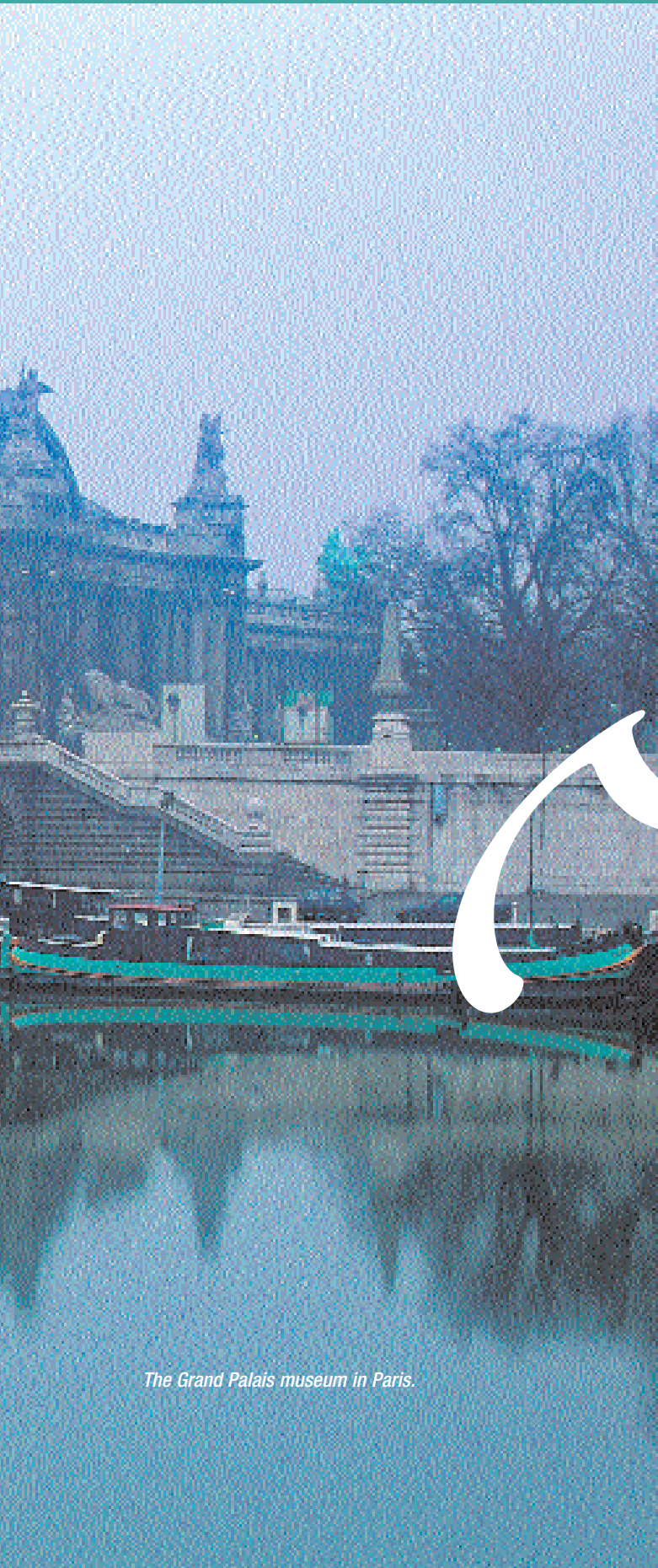
Mission of the Month:



# FRANCE

By Kathleen O. Ryan

Photo by David Mendolsohn/Masterfile



*The Grand Palais museum in Paris.*

Spanning more than 200 years, from the Battle of Yorktown to the Normandy landings to the war on terrorism, French and American diplomatic and military alliances have forged a dynamic relationship. America's first diplomatic mission overseas began in Paris in 1778 with Benjamin Franklin, continued under the guidance of Thomas Jefferson, followed by James Monroe and remains today, 900 people strong in eight cities across "la Belle France."

As the largest western European nation, France arguably has had a greater influence on western culture

than any other country. Since Jefferson's time, French culture has influenced American art, architecture, cuisine, fashion, science and education. Perhaps it is what the French call that certain, "je ne sais quoi" that makes it the top tourist destination in the world, drawing more than 44 million visitors yearly, roughly 2 million of them U.S. citizens.

Fifty U.S. government agencies and offices are represented by the three U.S. missions in Paris: the U.S. Mission to France, the U.S. Mission to the Organization for Economic Cooperation and Development and the U.S. Observer Mission to the United Nations Educational, Scientific and Cultural Organization. The U.S. Mission to France, while based in Paris, also represents U.S. interests through its two consulates, in Marseille and Strasbourg, as well as the five American Presence Posts in Bordeaux, Lille, Lyon, Rennes and Toulouse.



Photos by Kathleen O. Ryan

*Place de la Concorde is adjacent to the U.S. Embassy in Paris.*

Mission facilities include the beautiful Hotel Talleyrand that was once owned by Prince Charles Maurice de Talleyrand, Napoleon's foreign minister. Legend has it that Talleyrand still haunts the building and a bullet hole in one of the elegant mirrors is offered as proof. The story goes that while the building housed

*Candice Nancel, project coordinator, and Arnaud Dzialoszynski, deputy project director, Overseas Buildings Operations, review restoration documents at the Talleyrand Building.*





Foreign Service National employee Marijecz Hess heads the French language office.

the Marshall Plan headquarters, a guard on duty was startled by the ghost and fired his weapon at the apparition. The bullet hole remains, as do countless other marks of France's unique place in world history.

Since the end of World War II, France has emerged as a sophisticated and diversified global player. The top 15 export products for the United States and France are the same in three key sectors: defense products, agricultural goods, and services. With bilateral trade at \$45 billion per year, embassy officers spend considerable time on trade-related issues. The recent elections have demanded insightful reporting from the political section that must monitor the sophisticated network of French actors who are active in all international issues and take a keen interest in U.S. domestic policies as well.

The opening in the past four years of American Presence Posts (one officer supported by a few Foreign Service National employees) has made important inroads into the political, economic and cultural life of regional France, while assisting resident Americans with basic consular services. At the APP in Bordeaux, the consul focuses on local defense and agricultural industries, while also supporting the 60 U.S. companies that employ a

regional workforce of more than 10,000 employees. Public affairs, though integral to all mission work, is especially important at the APP in Rennes, where the largest newspaper in France, *Ouest France*, is headquartered.

Supporting the public affairs mission in Africa is the role of African Regional Services. Situated in Paris, ARS is a combination publishing house and news bureau. It sends U.S. experts to speak in Francophone Africa and has translated more than 1,300 books in the past 40 years. Predicting what materials might be needed next is the greatest challenge as publication often takes a year to complete. A few months before Sept. 11, ARS translated and published a

book about Muslim communities in North America that proved to be the right book at the right time.

The U.S. Mission to the Organization for Economic Cooperation and Development covers the waterfront of non-military security issues by the dozen agencies represented there. In the past year, OECD members have heard from First Lady Laura Bush, EPA Secretary Christine Todd Whitman and Treasury Secretary Paul O'Neill, among others.

All is not work, however, in the country that reportedly "works to live" not "lives to work." *Joie de vivre* characterizes the sidewalk cafes, the symphony concerts and the dazzling nightlife. A trip to the countryside quickly rejuvenates the soul—with such historic sites as the royal chateau at Fontainebleau (about an hour's drive from Paris), culinary delights such as Chablis and Champagne wines (two hours from Paris) and charming villages to be discovered by high-speed trains that take you to every corner of France within a few hours. Monday will come all too soon, but there is always next weekend. ■

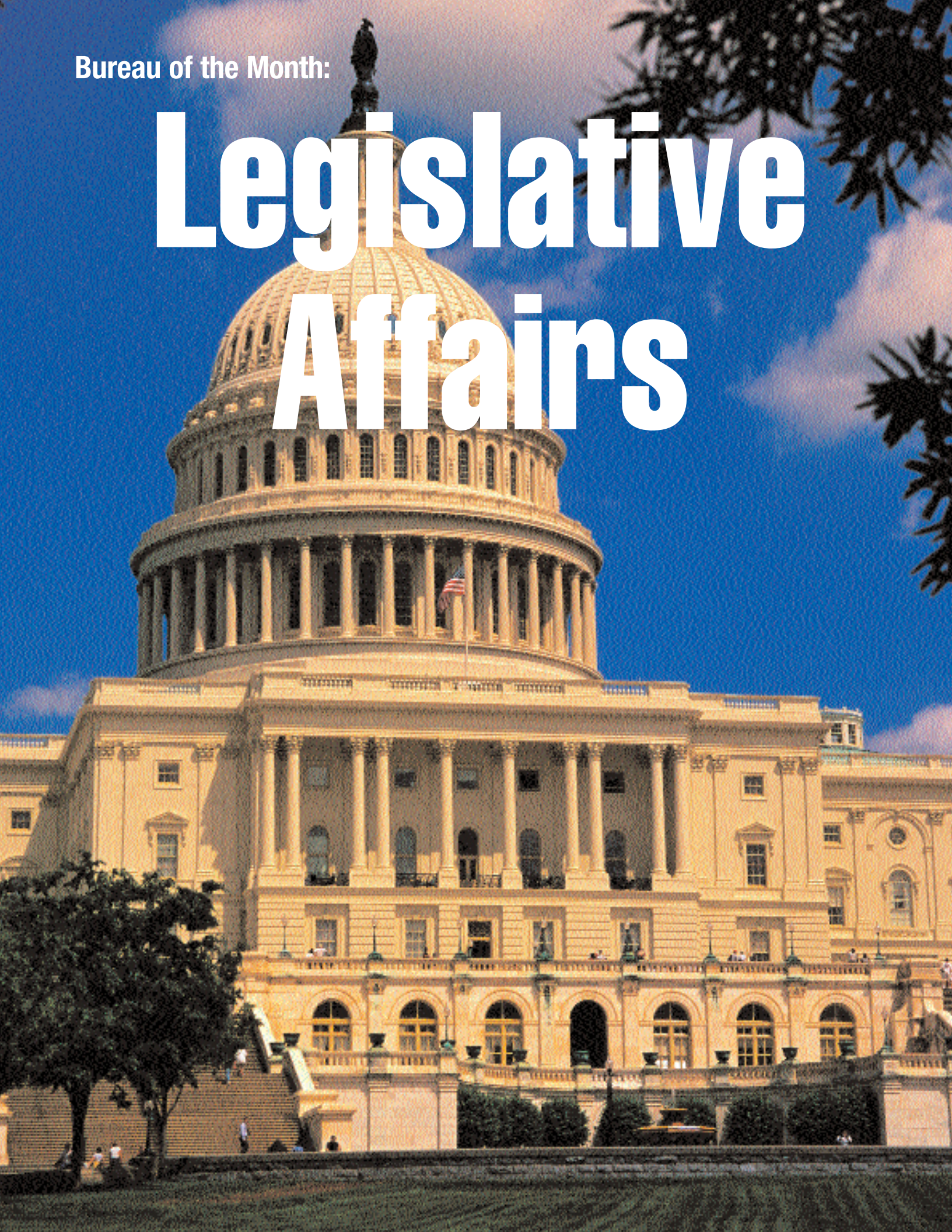


Jennifer Martin, left, assistant in the Office of Human Resources, confers with intern Daria M. Kaboli.

The author is a free-lance writer living in Paris and the spouse of a U.S. Embassy employee.

Bureau of the Month:

# Legislative Affairs



## By Gary Sharp

As Marvin Gaye might croon, "What's Goin' On?" The Department is hiring again, the budget is increasing, and there's even a budget supplement and a new State Department Liaison Office on the Hill.

Commonly known as H, the Bureau of Legislative Affairs, led by former Marine Col. Paul V. Kelly, has taken the Hill and has no intention of retreating. As one Department official complained after the long and grueling fall congressional session, "I always thought it stood for Hell."

Gone are the days of limiting, controlling and spinning individual bureaus' contacts with the Hill. Today, H considers itself a facilitator, providing guidance, strategy and advice but not monopolizing the action. They help realize the Administration's foreign policy interests on the Hill. They deliver the Secretary's policy team to make the case, but they also fight for the Department's equities by acting as Department agents in responding to myriad requests from members and staff.

H is an unusual bureau. There are no missions or programs, no external responsibilities such as licenses and reports. With a relatively small staff of 65, H's sole objective is to further the Department's and the Administration's legislative agenda. The composition is roughly one-third each Civil Service, Foreign Service and politically appointed



Secretary Powell talks with Rep. Jim Kolbe of Arizona in Afghanistan, where their paths crossed.

Photo by Rick Fox

personnel. The bureau structure is also atypical with recently restructured House and Senate staffs charged with developing and executing strategies with oversight committees. The way the staff interacts with the legislative management officers assigned to individual bureaus gives the bureaus a new level of service and some additional clout.

What can H do for you? Do you want to see cold hard cash from your bureau's budget request? Does your ambassador want to engage some congressional members but feels reluctant to do so? Need some information because you have heard a congressional delegation, or Codel, is headed your way? Has some congressional staff put a "hold" on your project's funding pending further clarification? Need help with strategy on a particular piece of legislation?

H does not perform miracles. It cannot ensure full funding or smooth consultations. Nor can H guarantee legislation or make your Codel disappear. But H can and will help with advice and efforts on your behalf. Your bureau's legislative management officer is your first point of contact with the legislative branch. They will then engage the House and Senate staffs to deal with your particular problem in the relevant committees. One thing is certain. The sooner you engage H in your congressional issues, the better. Often, people call H after it is too late to influence the course of events.

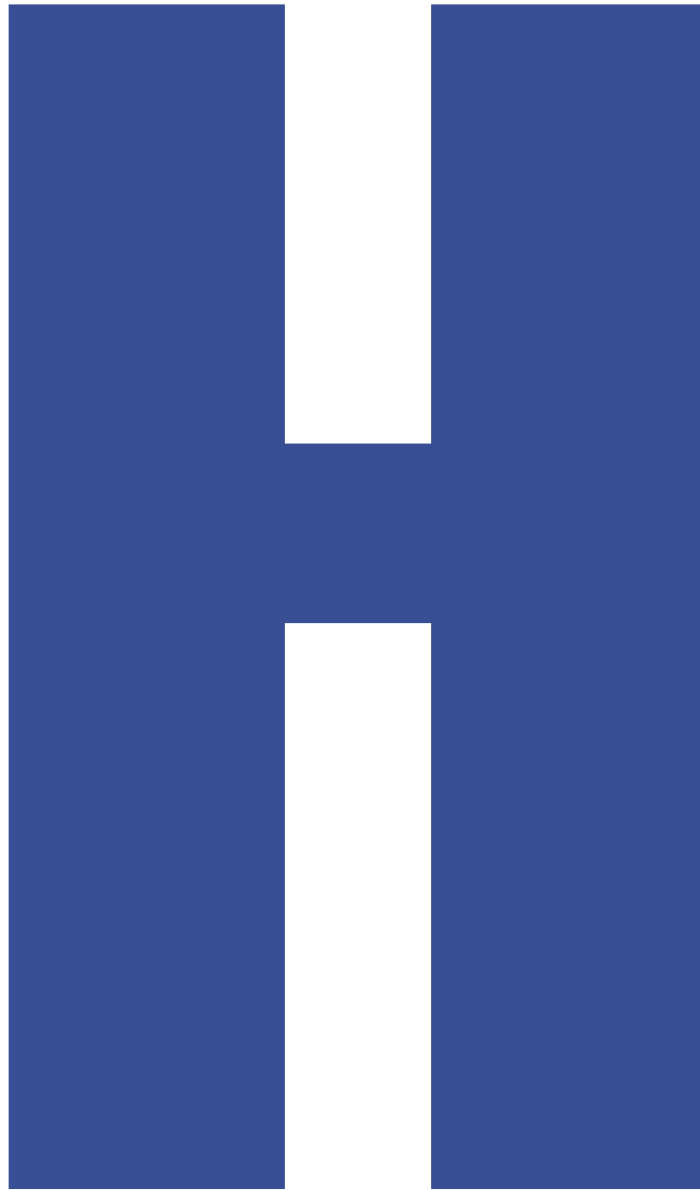


Photo by Roy Ooms/Masterfile





*Steve McIlvaine, left, Colin Newman and Christian Cullum head for the Hill.*

with congressional committees that have oversight responsibilities for foreign affairs and State Department operations.

Assistant Secretary Kelly has reorganized H to enhance the bureau's ability to engage congressional oversight committees and the congressional leadership. Each of four functions—Senate affairs; House affairs; regional, global, and functional affairs; and legislative operations and congressional support—is led by a deputy assistant secretary and supported by one or more directors and a team of legislative management officers.

The office of Senate affairs is responsible for the interaction with the U.S. Senate and State's oversight committees (Foreign Relations, Appropriations and respective subcommittees). Similarly, the office of House affairs is responsible for the House International Relations and House Appropriations and subcommittees.

The office of Senate affairs also manages the Department's nominations, confirmations and treaty ratification processes.

The office of regional, global, and functional affairs has two directors and a team of 19 legislative management offi-

H's primary mission is to ensure that the foreign policy priorities of the President and the Secretary are reflected throughout the legislative process. The bureau forges common ground between the executive and legislative branches by establishing broad professional working relationships



*H "troops" brief Deputy Assistant Secretary James Terry, center, after a hard day on the Hill.*

Photo by Colin Newman



After a meeting in the Cannon House Office Building, Deputy Assistant Secretary for Political-Military Affairs Robert "Turk" Maggi talks strategy with Colin Newman, H congressional adviser.

cers. The team tracks and works legislation, keeps bureaus informed of congressional views, coordinates with their House and Senate staff colleagues and then takes action on the Hill. They also coordinate Hill appearances of Department witnesses for foreign policy hearings.

The synergy of legislative management officers in all three of these offices adds value to the Secretary's agenda on the Hill. A sound congressional strategy ensures that those Department policies and programs can withstand scrutiny in the House and Senate and gathers the required congressional constituencies to argue the Department's cause during Hill deliberations.

Last, but certainly not least, the executive office has a director and 23 employees who facilitate official foreign congressional travel; respond to congressional communications; oversee the Office of Management and Budget clearance process; maintain records of hearings; and provide basic administrative support. This office annually handles some 1,500 pieces of legislation, 300 hearings, 12,000 pieces of correspondence, 1,000 reports and notifications, 20,000 inquiries and 2,000 congressional overseas travelers. The new Congressional Liaison Office is also part of the Executive Office.

How well is H performing? An article in a recent Congressional Quarterly Weekly commends Secretary Powell for how hard he has worked "to develop a warm relationship with both Republicans and Democrats on Capitol Hill, hearing out their concerns and seeking their counsel at critical times." The article also quotes a key House foreign policy aide that the Congress has "never had better relations with the State Department than we do now." ■

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*The author is an employee in the Bureau of Legislative Affairs.*

# Top five reasons for not getting

# H involved early in your issue:

## 5

You actually enjoy that sinking feeling in the pit of your stomach that comes when you first realize that your program is about to get the congressional ax.

## 4

The truth is your program, now the target of a congressional "hold," is a bad idea, after all, and deserves the intense congressional scrutiny it's receiving.

## 3

You don't have enough to do and you look forward to satisfying the "certification" requirement in that pending legislation and don't much care about having it removed.

## 2

Your post really doesn't need an ambassador who will only eat up the representational money.

## 1

You secretly want Mr. Armitage to make that dreaded phone call to your assistant secretary.



*Former Secretary of State George Shultz unveils the plaque bearing his name. Applauding, from left, are Secretary of State Colin Powell, Vice President Dick Cheney and FSI Director Katherine Peterson.*

# CENTER RENAMED FOR Former Secretary Shultz

Story by Matthew Ryan

Photos by Bob Kaiser

It was truly a stately affair.

There was Secretary of State Colin L. Powell hosting an event with a pantheon of dignitaries, including the Vice

President, five former Secretaries of State and two former Secretaries of Defense. The occasion was the renaming of the Department's training center for one who had championed its creation.

The National Foreign Affairs Training Center, home of the Foreign Service Institute, was officially renamed the



*Gathering before the ceremony, from left, are former Secretaries of State Alexander Haig, Henry Kissinger and George Shultz; Vice President Dick Cheney; former Secretary of State Madeleine Albright; Secretary of State Colin Powell; and former Secretary of State Warren Christopher.*



*Secretary Shultz reviews the proposed design with Under Secretary for Management Ronald Speirs, FSI Director Brandon Grove and members of the architectural firm VVKF/MNitchell-Girugola.*

George P. Shultz National Foreign Affairs Training Center in January and the ceremony was held on May 29. Former Secretary of State Shultz, who served under President Reagan, fought doubters, budgetary constraints and a reluctant Congress to ensure its construction.

The dignitaries included, besides Mr. Shultz, former Secretaries of State Henry A. Kissinger, Alexander M. Haig, Warren M. Christopher and Madeleine K. Albright; National Security Adviser Condoleezza Rice; Federal Reserve Chairman Alan Greenspan; and former Secretaries of Defense Frank C. Carlucci and Caspar W. Weinberger.

The outdoor ceremony, officiated by FSI Director Katherine Peterson, was held under sunny skies and looked like a college commencement. In a way it was. Only this commencement, instead of recognizing students' achievements, applauded the accomplishments of a statesman, mentor and grandfather.

Former Secretary Shultz was moved by the ceremony: "I see so many people here that I had the privilege of serving with that I'm just blown away by this event. It was so wonderful that my grandchildren and children came. We're just very, very thrilled."

Secretary Powell praised Mr. Shultz's leadership insights by citing a letter he received from the former Secretary. "I am always amazed at the way people presumed leaders in government focus almost exclusively on policy problems and their own ups and downs. But leadership is about the people under your charge. A real leader is conscious of what kind of institutional quality he leaves behind."

Secretary Powell declared that Mr. Shultz's vision and dedication were responsible for the NFATC.

"It is not we who honor George Shultz by naming this center after him; rather it is George Shultz who hon-

ors us and all who pass through these halls by lending his name to this facility," the Secretary said.

The Foreign Service Institute has come a long way from the townhouse it occupied on C Street in the District of Columbia and later the renovated parking garage in nearby Arlington, Va. The 72-acre campus opened at Arlington Hall Station in 1993, a place with a long history of education and government service. From 1942 until 1989, it was Arlington Hall Station military base. Before that it was Arlington Hall Junior College for young women.

Renovations and restorations have recaptured the beauty and preserved the southern charm of the colonial revival college building, built in 1927. It is now an integral part of the Shultz Center, housing the Leadership and Management School, the Transition Center and the School of Applied Information and Technology. Future expansions, including one scheduled for comple-



*Secretary Shultz observes core sample drilling at Arlington Hall during a visit to the construction site in November 1988.*



*NFATC's inauguration, Oct. 13, 1993.*

tion in 2006, will protect campus green space. A historic core of 20 acres will remain undeveloped.

The rolling hills and serene location make the Shultz Center ideal for concentrated learning, as well as a retreat from the urban capital. When it was a women's college,

Arlington Hall survived the Great Depression in part by becoming a summer resort. For \$3 a day, including all meals, Washingtonians could escape the heat of the city on the campus.

Arlington Hall was a center for army intelligence and intelligence support from 1942 until 1989, when those activities were relocated to Fort Belvoir, Va. The property was later transferred to the State Department to be transformed into the NFATC campus. Today, the center conducts 400 courses and trains more than 43,000 students annually for 40 different government agencies. The NFATC offers video teleconferencing, information technology training and multimedia language labs. Scores of languages are offered, including Arabic, Farsi, French, Pashtu, Portuguese, Tajik and Swahili. The Foreign Service Institute also offers seminars and provides instruction in leadership.

The May 29 event concluded with remarks by former Secretary Shultz, who discussed the challenges of his tenure, the importance of public diplomacy and the war on terrorism. He said the greatest challenge facing the United States today is the struggle for the hearts and minds of the world's people. Many still claim not to know the difference between a terrorist and a freedom fighter.

"Terrorists use random violence on as large a scale as possible against civilian populations to make their points or get their way. Anyone who claims to be confused at this point in history will have to face up to being known as an apologist for terrorism," Mr. Shultz said.



*Invited guests, students and staff attend the renaming ceremony on May 29, 2002.*

Properly trained diplomats are essential for meeting the international challenges of the 21st century. "I salute the members of the Foreign Service and this center for learning the practice of diplomacy. We are lucky that you and your leaders are strong, experienced and wise. You have lots of work to do."

The renaming ceremony was a deserving tribute to a distinguished statesman. Months of planning and execution by FSI staff culminated in a stunning and intimate event. There were no caps and gowns, but there was plenty of warmth and enthusiasm for the former secretary. ■

*The author, a graduate student at the University of Kentucky's Patterson School of Diplomacy and International Commerce, is an intern at State Magazine.*



*Construction progresses on the NFATC campus in April 1992.*



*Roger D. Counts III, Diplomatic Security, said, "I was pleased to see all the former secretaries relating to each other. They all truly believe that having a state-of-the-art training facility like the Shultz Center is something State's needed for a long time."*



*Juliana Hamilton-Hodges, a new Foreign Service officer, said, "It was impressive and inspiring to see so many former Secretaries of State together. They care so much about the Foreign Service and that means a great deal to us."*



*David Womble, general service officer trainee, said, "I appreciated Secretary Shultz's remarks. He didn't just say thank you. He took the time to give a policy speech, explaining his perspective on diplomacy and the war on terror."*



*Gillian Stubblefield, wife of Foreign Service Officer Laviris Stubblefield, said, "Secretary Shultz's remarks on foreign policy were powerful, especially how he distinguished a terrorist from a freedom fighter."*

Photos by Matthew Ryan

# RETIREES SAVOR COUN

## Story and photos by Carl Goodman

**T**he trains roll through Shenandoah Junction daily, their whistles blowing through the apple orchards and fencerows of West Virginia's panhandle. If you listen closely, as Roger and Delores Forsythe do, you can tell which ones are carrying freight and those ferrying passengers.

The Forsythes, who are retired and in their early 60s, live on 77-acre Tackley Farm not far from where they grew up. They purchased the 1840 brick farmhouse in 1975. The Georgian-style architecture has earned the farmhouse's listing on the National Historic Register. The property is just off of Route 9 and sits at the end of a tree-lined lane.



*Delores and Roger Forsythe enjoy their pastoral view.*

The Forsythes have leased most of the farm's acreage to a neighbor who raises horses. The seven remaining acres Roger mows provide hay for the horses as well. Sadly, development is encroaching on three sides, threatening their pastoral view.

"It's just a matter of time," observed Roger Forsythe, who worked for the Navy and State Department before retiring from the Civil Service in 1988. He used to commute to work by train. They may move eventually, but it won't be far. Their roots are in the panhandle, and for now they are content to enjoy the horses grazing and running on their land.



*Retirees Roger Forsythe, left, and Ernest Johnston chat in Shepherdstown, W.Va.*

Ernest Johnston, who retired from the Foreign Service in 1982, lives with his wife Joan in an 1860 farmhouse just outside of Shepherdstown, W. Va., a quaint college town whose historic downtown appears at first to be a movie set. They enjoy the setting as well as canoeing on Antietam Creek with their grandchildren and exploring the Civil War battlefield. The only

problem is the winter snow that drifts and denies them access to the main road. He wonders out loud whether he'll be able to plow it out 10 years from now when he's 82.

Eighty miles east, in Washington, D.C., David and Judy Shinn, also retired and in their early 60s, have sounds of their own—only they are city sounds: fire engines, police sirens, ambulances and traffic. Yet, they prefer their urban digs to an earlier one in Fairfax City, Va., a commute that David Shinn said just got to be "too much."

He retired from the Department in 2000 and is teaching at George Washington University. On a recent weekend, the Shinns greet neighbors outside their row house on Capitol Hill before heading to Eastern Market, which dates from the 1850s. It's where they shop on weekends for fresh-cut flowers, fruits and vegetables. For staples, they drive to a supermarket. Otherwise, the car stays mostly parked.

Their red brick row house is on a busy thoroughfare connecting the city's southeast and northeast. "You get used to it after awhile," David Shinn said. They had considered selling and moving out of the city in 1996 but decided to stay. "If you want to stay engaged in international affairs, Washington is where you have to be," observed Mr. Shinn. It's also ideal for culture. The Shinns are especially fond of the local theater.

Cecil S. "Cy" Richardson and his wife Pearl both grew up in New York City and had given some thought to mov-

# TRY, CITY LIFESTYLES

ing back there when he retired from the Foreign Service in 1988. Today, they still live in an apartment in the northwest part of Washington, D.C., which they find “manageable.” The Richardsons, who are in their late 70s, enjoy the city’s culture, too. “With senior citizen discounts for both tickets and public transportation, it’s a real bonus,” he said.

Whatever the bonuses, the Washington area remains popular with State retirees. Of the more than 14,000 retired from the Foreign Service, approximately 6,000, or roughly 42 percent, live in the District, Maryland and Virginia. Beyond Washington, D.C., Florida and California are the most popular locations. The least popular states for retirement are Alaska and the Dakotas, according to the Bureau of Resource Management.

Civil Service retirees from State number just over 12,000, according to the U.S. Office of Personnel Management. While no geographic breakdown was immediately available from OPM, the percentage of retirees remaining in the Washington area is thought to be much higher than for the Foreign Service.

Although the precise number of retired Americans is difficult to pin down, the 2000 Census reports that the number of Americans age 65 (the normal retirement age) and over is just under 35 million—an increase of 12 percent since the 1990 census.



*Judy and David Shinn shop at Eastern Market on Capitol Hill.*



*Retiree “Cy” Richardson strolls near the Kennedy Center.*

With interstates intersecting and slicing through the countryside, few retirees interviewed said they were far from shopping malls or urban centers. Many have returned to their hometowns or home states. A number of those interviewed live near children and grandchildren. Many retirees said they continue to travel and to work part-time.

The retirement literature is rife with the pros and cons of city versus country retirement. Most experts on the subject agree that retirement is more than a state. It is just as much a state of mind. ■

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*The author is editor of State Magazine.*

## YOUR TOWN

Retirees, tell us about your community and why you chose to retire there. If possible, include a photo (or two) of your downtown or of a local icon and its significance. Please keep your profile brief (250–300 words) and include the year you retired. You may e-mail text and photos to the editor at [goodmancw@state.gov](mailto:goodmancw@state.gov) or by conventional means (see mailing address on inside front cover of the magazine). Photos will be returned upon request.



# Foggy Mountain Chancery

*An Abandoned  
U.S. Consulate  
Rests in a  
Remote  
Honduran  
Mining Camp*

By Scott Heckman

**F**rom 1873 to 1917, U.S. consular officers in Honduras operated out of a mining camp known as El Rosario in the mountains high above Tegucigalpa, site of the present-day U.S. Embassy. Clinging to an impossibly steep mountainside overlooking the village of San Juancito, the consulate was co-located with the main office of a large

U.S. mining company. Now a ghost town, the camp is home to stray chickens that roam the former office building grounds, while vultures circle in thermal currents above the abandoned American community.

The New York and Honduras Rosario Mining Co. began building the camp in the 1860s after silver and gold were discovered in the mountains above San Juancito. Known locally as El Rosario, the company town was accessible only on foot or horseback. Tools, machinery and building mate-



*El Rosario mining camp (upper left),  
San Juancito (lower right), circa 1937.*

Photos courtesy of the author



*Mules, horses and donkeys, means of transport for gold and materials for the El Rosario mine, circa 1935.*

rials were brought in (and silver and gold taken out) by mule train along a difficult, three-day overland trail to the Gulf of Fonseca on the Honduran Pacific coast. For many decades, El Rosario ranked as one of the world's top silver-producing mines. The U.S. company finally ceased operations in Honduras in 1954.

Today, visitors can travel to El Rosario by car, but only after a bone-jarring ride up a narrow jeep trail, with sheer cliffs on one side and rock walls on the other. The former consulate building still stands, along with the camp foreman's house and a few other permanent structures. Some mining company buildings are occupied by local squatters, others remain abandoned. The original mine and several lesser ones remain as well, including one that continues more than a mile through the mountain range and out the other side.

Farther up the trail from El Rosario is La Tigra National Park. The park opened in the 1960s on land donated to the government of Honduras by the U.S. mining company. La Tigra is a pristine cloud forest where orchids and other plants grow on every branch, drawing

moisture from the clouds that sweep over the mountaintops. A canopy of tropical hardwoods reaches 100 feet into the air while huge fern palms and other exotic foliage create a prehistoric, Jurassic Park-type environment at ground level. The park has a number of waterfalls and several species of rare tropical birds.

Visitors to the national park often encounter abandoned mine tunnels, reminders of times when a U.S. company owned the property and U.S. consular officers shared their remote, mountainside headquarters. ■

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*The author is the administrative officer at the U.S. Embassy in Tegucigalpa.*



*Embassy employees visit the former U.S. Consulate in El Rosario (front view). They are, from left, the author; Ramon Best, general services officer; Xaida Torres, telephone operator; and Jack Moore, systems manager.*

# Coffee, Culture and Leadership

WHA JUNIOR OFFICERS TAKE ON NEW INITIATIVES

By Colette Marcellin

**A**s home bureau to 330 junior officers or 30 percent of the worldwide junior officer pool, posts in the Bureau of Western Hemisphere Affairs rely heavily on JO contributions. It's only natural, then, that WHA mission leadership and their junior officers share a

keen interest in JO development. Coffee talks, cultural programs and leadership seminars are all part of many new junior officer initiatives springing up in WHA posts.

## Larger Posts, Unique Opportunities

Posts with many different agencies offer junior officers a unique opportunity to see the full scope of U.S. foreign



Junior officers from 14 WHA posts attend a basic leadership training course in Port of Spain.

Photo courtesy of WHA



*Michael Greenwald, left, information officer, and Michael Toyryla, Costa Nicolaidis and Emily Mestetsky, vice consuls, participate in a question and answer period in São Paulo's MTV studios after a videoconference with Secretary Powell.*

policy during their tours. Bogota's junior officers have capitalized on their chance to learn about their mission's 20 different agencies by hosting weekly "coffee talks" with selected agency representatives. The sessions feature discussions on money laundering, intelligence gathering, drug eradication, U.S. military operations and other topics. Of course, all sessions offer fine Colombian coffee.

"With such an active and diverse mission, it is a constant challenge to keep everyone interested in and informed of others' priorities," says Barbara Moore, deputy chief of mission. "There is no problem piquing the interest of our JOs and these coffee talks, organized at their initiative, have proven an excellent way for them to stay up to date on the range of U.S. engagement in Colombia."

In Guatemala, JOs have complemented a formal DCM-junior officer briefing and rotational program with a cultural program that encourages them to visit nontouristic parts of the country they wouldn't normally see. They have visited squatter camps and city dumps; Peace Corps farm cooperatives and eco-tourism projects; a medfly program facility and other projects sponsored by the U.S. Department of Agriculture and USAID. JOs discover that these events help them make better consular decisions, improve their reporting skills and increase their interaction with employees of other U.S. agencies in the country. DCM Steve

McFarland is always looking for nontraditional training opportunities. Two JOs escorted Guatemala Command and Staff College students to the United States. In the process, they learned about U.S. and host country military issues. Two other Guatemala JOs served as election observers in neighboring Nicaragua.

Three years ago, Linda Watt, chargé at the U.S. Embassy in Santo Domingo, created a consular team-building committee of junior officers and FSNs. The committee addressed workplace concerns and developed a better work environment while it improved services to the public. The committee consists of five standing subcommittees—cultural, feedback, outreach, social and work-

place—each co-chaired by a JO and an FSN. In addition to sponsoring ongoing activities, the committee hosts an annual consular team-building day. This year's session, titled "Scaling the Walls That Divide Us," was a success in overcoming the organizational and hierarchical barriers that often block the flow of good ideas.

Santo Domingo supports JO development and job satisfaction in other ways. Under the post's junior officer country travel program, JOs visit areas throughout the Dominican Republic, representing the embassy and report-



*Vice Consul Rian Harris, second from left, her husband Chris and their dog Coney visit Peace Corps volunteers Michelle McNally and Joe Damm in Comalapa, Guatemala.*



*JO outing to Café Indio coffee farm in Tegucigalpa, Honduras.*

ing back to the post and to Washington about what they learned. The travel enhances their experience while it broadens the scope of the post's reporting. Individual JOs propose and carry out research and other special projects related to their cones. Santo Domingo has been a proponent of JO exchanges with other posts. Consular JOs trade places with counterparts in other missions in the region. Since the JOs switch both jobs and houses, there is little time lost in orientation. Each post funds its JO's travel. Again, the benefits of these exchanges are not just for the JOs. Both receiving and sending posts gain from the new perspectives the exchangees bring to their temporary posts.

### **Smaller Posts, Creative Programs**

The U.S. Embassy in Port of Spain may have only six JOs, but Port of Spain has been exporting its JO ideas to other posts and will be hosting a five-day leadership seminar for junior officers that was developed by FSI and Port of Spain (see related article on the next page). In addition to sponsoring monthly JO leadership lunches with discussions stimulated by local guest speakers, DCM David Stewart negotiated six free seats for JOs at a Franklin Covey Leadership Development Program in exchange for delivering the local keynote address.

The U.S. Consulate General in São Paulo's enrichment program has four segments: specific consular training on Wednesday afternoons; exchange rotations and trips; other section and agency presentations; and seminar attendance. Each JO enrichment segment has a different focus and is intended to hone management and leadership skills to enhance career development. São Paulo JOs have participated in job exchanges, consultations and TDY coverage of staffing gaps at other Brazilian posts and have assisted other sections and agencies within São Paulo.

"My one-month TDY in the embassy's front office in Brasilia gave me the chance to see firsthand the differences between missions," notes Tom Coleman, first tour JO. "Now I better understand the dynamics that exist between them and the importance of working together countrywide to achieve common goals."

These enrichment programs give JOs greater insight into the Foreign Service and their own roles within the mission and result in stronger teamwork and more innovation.

Andrew Parker, another DCM, encouraged Georgetown's JOs to divide Guyana into four regions and take responsibility for each. The JO takes the lead on a variety of activities for a region, including arranging ambassadorial visits, coordinating representational events and American town hall meetings, maintaining regional contacts, drafting briefing memos and reporting cables.

"Our JO program is a great way for me to strengthen my organizational skills and step beyond my regular duties," says JO Judes Stellingwerf. "It is a welcome challenge to organize regional visits for the ambassador, meet with local dignitaries and focus on political and economic issues."

The executive office in the Bureau of Western Hemisphere Affairs tries to promote its JO programs and best practices by encouraging posts to share their ideas with each other and by posting these programs in the Best Practices section of the bureau's web site. This exchange of ideas is helping posts like Tegucigalpa and Panama develop their own programs.

Tegucigalpa started a program this January that tasks a junior officer with developing an event for each month. Visits to coffee farms, Peace Corps sites and border crossings are planned for this year as well as brown bag lunches and a counter-narcotics event.

Panama's new program consists of DCM-JO monthly mentoring sessions and JO-mission monthly lunches where JOs meet with senior mission leadership or guests from the diplomatic corps or Panamanian government. Panama's JOs also organized a "Lideres Jovenes" evening with up-and-coming leaders in Panama's political parties. This event gave JOs a chance to expand their contacts and exchange ideas with Panamanian colleagues.

Although many posts take different paths to overall junior officer development, the goal for all bureau posts remains the same: invest time and energy in junior officers to bring short-term benefits to posts and long-term benefits to the Department.

Steve McFarland, DCM in Guatemala, summarizes it best. "I see three benefits in taking extra time and resources to train JOs at post," he says. "First, it boosts the effectiveness and morale of the JOs during their first tours. The Foreign Service has invested enormous resources in getting highly qualified officers to our posts. We protect and add to that investment by exposing these officers to as much of the Foreign Service experience as we can. Second, we're investing in our future. When these JOs move up the ranks, we want them to be as experienced as possible. Third, we can repay the efforts of those outstanding leaders who worked to develop us when we were more junior." ■

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*The author is a post management officer in the Bureau of Western Hemisphere Affairs.*

# Basic Training

JUNIOR OFFICERS LEARN THE FUNDAMENTALS OF LEADERSHIP IN PORT OF SPAIN

By Bart Putney

**W**ell removed from Washington and isolated in the southern Caribbean, officers at the U.S. Embassy in Port of Spain, Trinidad and Tobago, picked up clear signs in early 2001 that things were changing in the Department.

Secretary Powell's speeches hammered on the need to develop tomorrow's leaders and to give them the resources to succeed. The new Leadership and Management School proposed mandatory training for newly assigned office directors and section chiefs. Cables from Grant Green, under secretary for Management, spoke of nurturing a new culture, one that "encourages and rewards leadership and innovation at all levels."

The signs were good. The Department brass was focused. It appeared they were serious and were going to do something to invigorate management within State.

Upon further reflection, though, junior officers in Port of Spain asked if it was really the time to play interested observers. Instead, they chose to see the message coming from Washington more as a challenge than a promise. As one officer put it, "We are the Department." They felt a responsibility to do what they could with the resources available to support leadership and management development at their own post.

The officers immediately enlisted the support of David Stewart, their deputy chief of mission. He offered guidance and his own perspectives on management challenges. The group also identified the available resources. A retired business professor, the father of a junior officer, was coming to post and was willing to offer his insights. Business leaders, who were excellent embassy contacts, were likely to be willing to share their ideas about strong leadership. The JOs themselves brought a variety of experience from previous jobs that could enliven discussions. The officers decided to tap these and other resources to develop a monthly "leadership lunch" series featuring guest speakers.

For more than a year, junior officers in Port of Spain gathered to discuss, among other topics, managing in a Trinidadian context, risk and responsibility in leadership, performance incentives and motivation. They were able to negotiate free attendance at a Covey Leadership Seminar in exchange for the chargé's giving the keynote address. They heard a former president of Trinidad and Tobago give his perspectives on leadership.

While the program continued, the JOs discussed next steps and additional resources with the regional bureau and the Foreign Service Institute's Leadership and Management School. With the support of the bureau's executive office and FSI, Port of Spain was able to host a pilot overseas initiative in April to train first- and second-tour officers in basic leadership skills. Twenty-three officers from the Caribbean and Central America came to Trinidad for a week of intensive interaction.

"The fact that the bureau, the Leadership and Management School and 14 posts were willing to contribute resources to the program," Mr. Stewart said, "shows a growing commitment to leadership development. This training really represents an investment at a critical time. It is hitting these officers in stride, as they take on those early challenges new FSOs face in managing overseas."

The officers brought with them specific management challenges they had faced at their posts. Two FSI trainers provided the conceptual framework for the officers to assess those experiences. U.S. Ambassador Roy L. Austin opened the conference, focusing on Secretary Powell's tenets of leadership and management. From the insights gained from their colleagues and the trainers, participants developed their own most effective leadership approach. They also established connections with 22 other officers with whom they could discuss future challenges, opportunities or ideas on leadership and innovation in the new Department of State.

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*The author is a political officer in Port of Spain, Trinidad and Tobago.*

## CORPORATE PLACEMENT PROGRAM:

# A Cable Car Named Opportunity

By Patty Hayes

**A**s the State Department looks to the private sector for ways to manage change, its Corporate Placement Program is a wonderful opportunity for Foreign Service officers to learn firsthand about their corporate colleagues.

As the first human resources officer from State selected to participate in the program, I have worked for the past year with the San Francisco Bay Area Economic Forum, a public-private partnership of business, government, university, labor and community leaders working to support the economic vitality and quality of life in the Bay Area.

The area is rich in innovation—innovation reflecting a highly skilled, diverse work force, a strong culture of entrepreneurship that rewards risk-taking and collaboration between academia and private industry. Research shows that companies succeed in the Bay Area because they maintain a flexible management system that takes change in stride. As a result, the region is an economic powerhouse nationally and globally.

During my tour with the forum, I have surveyed area business leaders about their innovative employment practices and organized a forum to dis-

cuss the findings of a recent survey on Silicon Valley immigrant entrepreneurs and professionals who are key drivers of the Bay Area's high-tech industry. I have also been updating the content of several programs on the forum's web site and organizing public outreach events on subjects as varied as biotechnology, aging and genetic diseases—a testament to the scientific research that is a cornerstone of the Bay Area economy.

The assignment has had its personal benefits as well. San Francisco is my hometown. I have always kept close ties with my family and friends in the Bay Area during

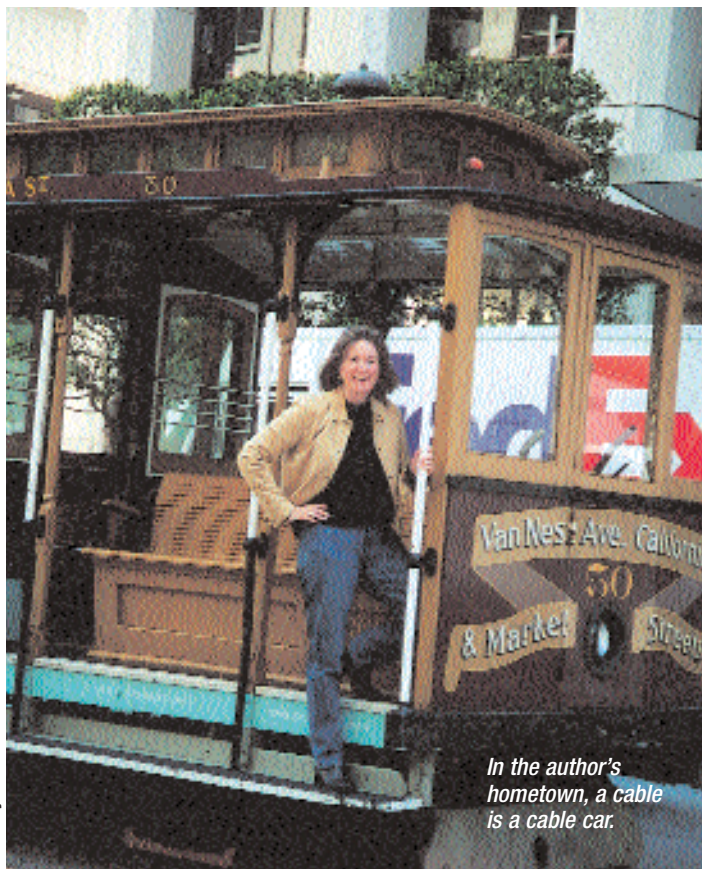
my Foreign Service career, but there's no substitute for being back home.

There are no downsides to these opportunities. They recharge the batteries, provide excellent training and renew one's commitment to public service. They also put a face on the Foreign Service and encourage participants to tell their communities about the important work of the Department.

For more information about the Corporate Placement Program, contact June O'Connell in the Bureau of Human Resources at (202) 647-4523. ■

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*The author, a Foreign Service officer, returns to Washington, D.C., in September to join the Office of Recruitment, Examination and Employment.*



*In the author's hometown, a cable car is a cable car.*

Photo by John Brosnan

# FOREIGN AFFAIRS DAY

PUBLIC SERVICE  
RECOGNITION WEEK IN REVIEW

~ Foreign Affairs Day ~

~ Names Added to AFSA Memorial Plaque ~

~ AAFSW Volunteerism Awards ~

~ DG and DACOR Cups Awarded ~

~ Mexico Cultural Section Receives Prestigious Award ~

MAY 10, 2002



# Foreign Affairs Day Binds State Family

By Dave Krecke

**T**hey came from as far away as France and Spain, from 21 states, including Washington, California and New Mexico, and from every region of the country.

Some, like Bill and Pat Kushlis, a retired tandem couple, flew in from Albuquerque. Others, like Bruce Byers and his wife Ingrid or Ray King and his wife Ly, drove from the suburbs of Northern Virginia.

Still others, like Mary Jo Simons, 92, widow of former ambassador Tom Simons and mother of retired former



Photo by Dave Krecke

Pat and Bill Kushlis attended the events and visited their son Christopher, who works in Washington, D.C.



Retirees register for Foreign Affairs Day events.

Photo by Carl Goodman

ambassador Tom Jr., commuted from neighboring Maryland. Another 73 participants were only a short drive or a few Metro stops away in the District of Columbia.

From wherever they came, Foreign Service and Civil Service retirees attended the second annual Foreign Affairs Day in unprecedented numbers, packing the Harry S Truman Building's 750-seat Dean Acheson Auditorium.

Ruth Whiteside, principal deputy assistant secretary in the Bureau of Human Resources, welcomed participants



Photo by Dave Krecke

Ingrid and Bruce Byers from Herndon, Va., check out the day's schedule.

to the event and introduced the keynote speaker, Ambassador Francis X. Taylor. The Department's coordinator for counterterrorism reminded those who might have forgotten that the last Foreign Affairs Day had taken place on Sept. 10, 2001. While attendees that day were celebrating the accomplishments of the new administration and reviewing the foreign affairs challenges that lay ahead, terrorists had already launched their plot of death and destruction that would, in a matter of hours, reorder the civilized world's agenda for years to come.

Recounting the decisive moves the U.S. government and its allies made in the wake of the Sept. 11 attacks, Ambassador Taylor emphasized the central role the Department played in building the coalition that ended repressive Taliban rule in Afghanistan and put al Qaeda terrorists on the run. After delivering his prepared remarks, the counterterrorism coordinator responded to questions from the audience.

The retirees took a brief break for coffee and dispersed for candid, one-hour briefings and

## AFSA MEMORIAL PLAQUE

*We remember with heartfelt gratitude thirteen colleagues who have lost their lives in the line of duty while serving overseas.*

**Livingston Lord Satterthwaite**  
Greenland 1959

**William Dale Fisher**  
Ethiopia 1961

**Gustav Crane Hertz**  
Vietnam 1967

**Rose Marie Orlich**  
Nicaragua 1972

**Thomas F. Olmsted**  
Cambodia 1975

**Richard Aitken**  
Sudan 1981

**Philip Robert Hanson**  
Togo 1981

**James David Marill**  
Cameroon 1986

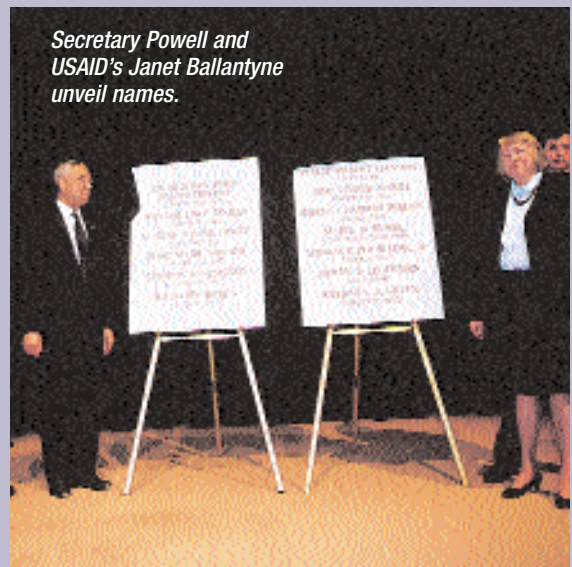
**Rebecca Lambert Roberts**  
Israel 1987

**Marie D. Burke**  
United Kingdom 1989

**Thomas P. Doubleday, Jr.**  
Liberia 1993

**James T. Lederman**  
Egypt 1994

**Barbara J. Green**  
Pakistan 2002



Secretary Powell and USAID's Janet Ballantyne unveil names.

Photo by Michael Gross



Photo by Dave Krecke

*Ly and Ray King from Arlington, Va., grab a quick glass of juice in the Delegates' Lounge before the opening session.*

discussions with senior Department officials from the Bureaus of Consular, Western Hemisphere, African and Near Eastern Affairs. Scores of employee-volunteers registered and assisted guests throughout the day.

Returning to the auditorium, the audience was delighted to see a lively Director General Ruth A. Davis back at the podium in her familiar role of introducing Secretary Colin L. Powell.

The Secretary welcomed the retirees to a reunion, he said, that “binds us all as one State Department family.” He shared his experiences during what he called “the longest eight hours of my life,” when he learned of the attacks while on a trip to Peru and immediately returned home. The Secretary called the attacks a test of what we as a nation were made of.

## Outstanding Volunteerism 2002

**I**mpressed by the outstanding service Foreign Service families serving abroad perform, Mrs. Susan Baker, wife of the former Secretary of State James A. Baker III, established this award in 1990.

On Foreign Affairs Day, AAFSW recognized six deserving individuals—one from each geographic bureau and one from Washington, D.C.—as volunteers who made a remarkable difference in their communities, both American and host country.



### **Eleanor Geiger, Lima**

Eleanor Geiger worked with the people of Huancavelica, a remote, desolate Peruvian village, with the goal of helping them become self-sufficient in the modern world while remaining faithful to their traditions and culture. A talented seamstress, she identified ways to market locally crafted textiles. She sought to preserve traditional art while developing sources of income for the local artisans. A role model among Americans in Lima, Eleanor has brought attention and assistance from the Lima community to the people of Huancavelica.

### **Carol Ayers, Bucharest**

For the past four and a half years, Carol Ayers has devoted herself unselfishly to improving the lives of hundreds of needy children and elderly people in Bucharest and throughout Romania. She has worked tirelessly



and with tangible impact by volunteering her time, money and skills to improving the lives of Romania's poor. Her most notable achievement was her lead role in establishing the Pro Child Romania Federation, a community-based network of 20 independent organizations involved in child welfare issues. She has been a magnet drawing in others to help the less fortunate.



**Janice Schofield Skoog, Beijing**

With abundant energy and imagination, Janice Schofield Skoog contributed successfully to the well-being of the American community in Beijing while improving the lives of numerous Chinese children. Janice helped to establish

the U.S. Embassy Community Outreach Group, developed its by-laws and recruited volunteers. Through several major projects, which she conceived, the group secured contributions of money, clothing and other articles for needy children in Beijing. Janice also served on the boards of the American Employees' Association and of the International Newcomer Network with characteristic drive, creativity and enthusiasm.

**Edward Brown, Islamabad**

Personifying the spirit across America since the tragic events of Sept. 11, Ed Brown was instrumental in maintaining the quality of life at a front-line post during a time of crisis and the ongoing war against terrorism. With local staff resources depleted because of the evacuation of most embassy families, Ed assumed managerial responsibility for the large commissary and recreation association and became the acting community liaison officer, performing both tasks magnificently. In meeting its many urgent and important responsibilities, the post had to support, feed, house and entertain countless VIP visitors and temporary personnel



during a very tense, potentially dangerous period. Ed's innovative management and advocacy for the community contributed immeasurably to the spiritual and material well-being of the embassy community.



**Laurie "Sibo" Bopp, Gaborone**

In a country ravaged by the HIV/AIDS crisis, Sibbo Bopp has had a dramatic impact on improving the capabilities of local organizations and through her personal involvement upon the lives of the people they serve. She has focused on three institutions: Shining Stars, a day care center

for orphans and children of AIDS patients 300 miles from the capital; the Gaborone Women's Shelter, a haven for battered women; and the Holy Cross Hospice, which cares for those dying of AIDS. By showing these organizations sources of assistance, grant application skills and sound institutional management she has ensured their future viability.

**Claire M. Bogosian, Washington, D.C.**

For seven years, Claire has provided leadership and unflagging commitment to the details of AAFSW's Award for Outstanding Volunteerism Overseas. She has shown graceful efficiency in the review process and salutory wit under pressure. She has also shown great personal sensitivity to the needs and concerns of the award winners and their families. Her hard work in the United States to ensure official recognition of outstanding volunteer contributions by members of the Foreign Service community serving abroad reflects the personal service she has so selflessly given in her years as a Foreign Service family member at home and abroad.



“And we responded powerfully,” he said. “The coalition is holding.” He added that the nation’s U.N. and NATO allies are making solid contributions to the war against terrorism.

One of the most reassuring post-9/11 developments, the Secretary noted, has been the strengthening relation-

ship between the United States and Russia. He pointed to Russia’s cooperation in counterterrorism, the planned reductions in ballistic missiles and even deeper cuts in strategic arms.

“Chickens,” the Secretary shouted, with a broad smile and an expression of feigned bewilderment. He explained

## DG and DACOR Cups Awarded

### Princeton N. Lyman Awarded Director General’s Foreign Service Cup for 2002

Ambassador Princeton N. Lyman had a remarkable career in the Foreign Service, inspiring and mentoring younger officers in the Department of State and the Agency for International Development. As assistant secretary for International Organizations, deputy assistant secretary for African Affairs, director of U.S. refugee programs and U.S. Ambassador to Nigeria and South Africa, his was one of the most diverse and distinguished Foreign Service careers of his generation.

Since his retirement from the Foreign Service in 1998, Mr. Lyman has continued to promote positive U.S. engagement in foreign affairs. He is active at the

Aspen Institute, the Corporate Council on Africa and the United States Institute for Peace. Besides sitting on the boards of directors of several nongovernmental organizations, he continues to publish persuasive writings on international issues.

Ambassador Lyman inspires young people through his teaching at the School of Foreign Service at Georgetown University and through a busy schedule of speaking engagements at universities throughout the United States. Even in retirement he pursues a busy, globe-trotting schedule leading delegations to promote democracy and observe elections.

In recognition of his distinguished Foreign Service career and his contributions to the community since retirement, Ambassador Lyman was awarded the Director General’s Cup for the Foreign Service for 2002.

### John T. Sprott Awarded Director General’s Civil Service Cup for 2002

In recognition of his outstanding record of achievement at the Department of State over a 33-year career, Ambassador John T. Sprott was awarded the Director General’s Civil Service Cup for 2002.

Mr. Sprott served as U.S. Ambassador to the Kingdom of Swaziland from 1994 through 1996.

He devoted most of his career at the Department to developing diplomatic talent at the Foreign Service Institute, beginning in 1965 with the first economics training curriculum, a program that continues to train economics officers for all foreign affairs agencies. He served as dean of the School of Professional Studies and then, for 13 years, as deputy director. While he was dean of Professional Studies, he argued for



Photos by Michael Gross

Princeton Lyman, left, and John Sprott receive their Director General’s Service Cup awards.

that the progress the two global powers are making can be measured best by the nature of their current conflicts. "Today," the Secretary said, "we're in a chicken crisis with Russia. While we were paying attention to other pressing matters, Russia was becoming the world's largest importer of U.S. chickens." He said trade issues are becoming more

important between the two countries than arms issues, and that's a positive development.

Secretary Powell observed that the Department's relationship with Congress has also improved dramatically. Congress has agreed to make up for long-standing funding shortages and the Department, in turn, has proven to



*Willard A. De Pree is awarded DACOR's Foreign Service Cup for 2002.*

the development of ConGen Rosslyn, a successful consular training program celebrating its 25th anniversary this year.

The highlight of Mr. Sprott's service was the contribution he made to the design, construction and relocation of FSI to its current campus in the fall of 1993. That project stands as a living memorial to everyone who took this dream and made it a reality.

All those who work and study at the Foreign Service Institute are the beneficiaries of his work. His influence will be felt by generations of Department employees in the service of the United States.

**Willard A. De Pree Awarded  
DACOR's Foreign Service Cup for 2002**

Diplomatic and Consular Officers, Retired, or DACOR, honored Willard De Pree with the organization's Foreign Service Cup for 2002. His long and distinguished Foreign Service career took him to Accra and Freetown in his earlier years as an "African hand."

He later served five challenging years as the first U.S. Ambassador to newly independent Mozambique. He was director of Management Operations during a critical period and went on to another difficult post, U.S. Ambassador to Bangladesh. His expertise was put to good use in his final assignment as a senior inspector.

Ambassador De Pree's service did not end with his retirement in 1993. He continued to apply his many talents to support DACOR and the American Foreign Service Association. He represented the best of DACOR as a key adviser to its educational program, as a governor and as an enthusiastic participant in all its programs. In AFSA, Bill De Pree served as interim president, as retiree vice president and as a member of a number of important task forces. He chaired a task force on work force planning—ensuring that the Department had enough employees to fill empty slots and to cover training and gaps in embassies. Many of the recommendations of this task force were adopted by Secretary Powell in the new "Readiness Plan" when he assumed office.

One of Bill De Pree's most important recent accomplishments was the inauguration of an Elderhostel program devoted to explaining the work of the Foreign Service to the American public. In more than 50 one-week programs reaching an audience of 2,700 professionals from 46 states, participants learned about the importance of the Foreign Service and the need to convince their congressional representatives to fund the Department at a suitable level. Ambassador De Pree envisions molding these voluntary supporters into a "Friends of the Foreign Service" advocacy group, building a sorely needed constituency for the Department.

DACOR was pleased to award its Foreign Service Cup to one of the nation's most dedicated diplomats, who continues to play a role as a true advocate of the Foreign Service.



Photos by Dave Krecke

*Ruth A. Davis, director general of the Foreign Service and director of the Bureau of Human Resources, introduces Secretary Colin Powell on Foreign Affairs Day.*

be a responsible steward of those increases by bringing embassy costs down 20 percent. The Department now has an office on the Hill on the House side and will open another on the Senate side soon. He said Congress's new attitude toward the Department could be summed up in three words: "We trust you."

Ending his remarks on a light note, the Secretary recommended that his listeners visit the Department's web page to get acquainted with Flat Stanley, who traveled with him abroad, and Momma Duck, who brazenly chose a protected corner of the Harry S Truman Building's grounds to raise her brood.

Mette Beecroft, president of Associates of the American Foreign Service Worldwide, read the names and profiled the accomplishments of those selected to receive the Secretary's Awards for Volunteerism for 2002 (see accompanying sidebar). Secretary Powell presented

one of the awards to Laurie "Sibo" Bopp, the only awardee present for the ceremony.

John K. Naland, president of the American Foreign Service Association, officiated at a somber ceremony adding 13 new names to the plaque of Foreign Service colleagues who lost their lives in the line of duty while serving overseas (see sidebar for the list of names). A U.S. Armed Forces color guard presented the colors and Secretary Powell joined Janet Ballantyne, counselor of the U.S. Agency for International Development, in unveiling the plaque and laying a wreath. Secretary Powell concluded the ceremony by reading a message from President Bush.

Immediately following the plaque ceremony, a second group of seminars featured senior managers from the European and Eurasian, East Asian and Pacific, South Asian and Public Diplomacy Bureaus.

Foreign Affairs Day ended with a luncheon in the Benjamin Franklin Room honoring three distinguished retired employees—Princeton N. Lyman, John T. Sprott and Willard A. De Pree (see sidebar). ■

*The author is a retired Foreign Service officer on the staff of State Magazine.*



*Volunteers James Yorke, left, from AFSA and Carmen Cantor and Erik Doman from the Bureau of Human Resources review the program before assisting Foreign Affairs Day participants.*

# Cultural Section at U.S. Embassy in Mexico Earns Prestigious Award

Each year, the Public Employees Roundtable, a Washington, D.C.-based educational coalition of more than 30 organizations representing government employees and retirees, celebrates Public Service Recognition Week. Its prestigious Public Service Excellence Awards go to deserving organizations in eight categories.

This year, a panel of judges chaired by Robert J. O'Neill, president of the National Academy of Public Administration, chose the cultural section of the U.S. Embassy in Mexico City for the award in the international category.

As U.S. Embassies do worldwide, the cultural section in Mexico seeks ways to promote dialogue on bilateral concerns and foster an overall atmosphere of mutual trust and respect. The section also assists the host country toward democratization and free market goals. The United States shares many issues with Mexico—narcotics and law enforcement, migration, trade and environmental problems—that aren't easily solved in seminars or conferences. Yet, there is plenty of demand from Mexicans for information on how governments could work to improve accountability, transparency, effectiveness and community participation.

In response, the cultural section in the embassy's public diplomacy office developed a four-year plan to work with Mexicans on the fundamentals of good government, drawing on resources within the Department and leading public administration organizations in the United States, such as the American Society of Public Administration and the National Association of Schools of Public Analysis and Administration. They helped recruit speakers and consultants on the topics of personnel administration, strategic performance, evaluation, ethics and anticorruption. Mexican reformers were fascinated by U.S. efforts to reinvent government and were eager to find valid models for their own system.

The cultural section used all the Department's resources to program dozens of speakers during the four-year period and arranged for Mexicans to meet U.S. counterparts on International Visitor and Voluntary Visitor programs. The Benjamin Franklin Library in Mexico developed a

basic bookshelf of U.S. classic textbooks on public administration to present to key Mexican universities and government offices. Small grants were given to organizations to focus on public administration approaches to different problems and an Educational Partnership grant supported a long-term program of the U.S-Mexico Consortium of Public Administration Faculties. With public diplomacy support, Mexicans attended and addressed key U.S. professional associations.

When President Vicente Fox took office, he immediately announced his intention to create better government through a newly established Office of Government Innovation and through a widespread effort to reduce corruption in all government ministries. Officials in responsible offices sought out additional advice and assistance, even during the transition period, giving the embassy early working-level access to the new administration and its staff.

The cultural section, the award notes, played a key role in establishing enduring relationships between Mexican and U.S. practitioners and scholars, relationships that will benefit both countries in an ongoing exchange of ideas and practices.



Photo courtesy of U.S. Embassy Mexico

*The award-winning cultural section assembles on the chancery terrace in Mexico City.*



# FSI

# Changes Course

**Story and photos**  
by Kelly Adams-Smith

Derivatives. Dirty floats. Monopsony. Dollarization.

When the Foreign Service Institute's Economic and Commercial Studies Program begins each September, most students have little knowledge of these terms. Just 36 weeks later, much to their surprise, they are prepared to go head to head with professional economists, central bankers and officials from the World Bank and International Monetary Fund. Educating Foreign Service officers in today's economic issues is one of the main goals of the course.

In the 1960s, the Department realized it needed a cadre of officers trained in economics. Then, just as it does today, the Foreign Service was recruiting generalists—bright individuals flexible enough to succeed in a variety of positions in tough overseas environments. Even those officers who specialized in economic issues were not required to have had any formal training in economics.

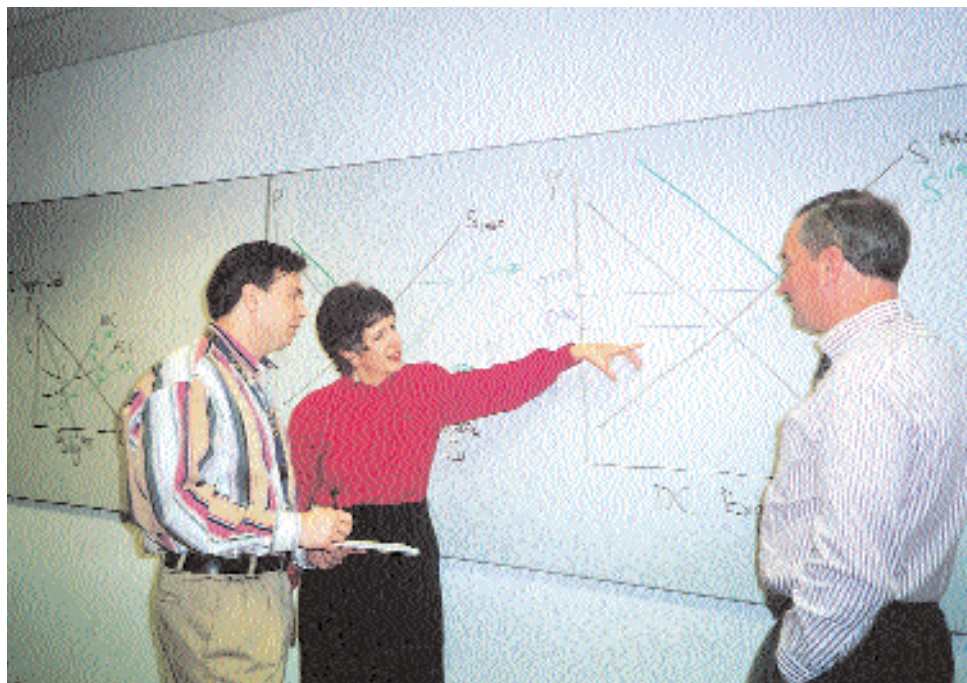
Yet their jobs required them to meet and negotiate with well-trained host government finance ministers and central bankers, many of whom had earned graduate degrees in economics from some of the top American universities. To represent the United States effectively, Department officials had to be well prepared.

In 1966, FSI offered the first Economic and Commercial Studies training course, designed to provide economic officers and certain Civil Service employees with the skills needed to report on economic developments and to engage professional economists from host country ministries, think tanks and international financial institutions.

Over the years, the course developed a reputation for being rigorous—a rigor

required to achieve a high level of professional competence in a short time period. This year's students will tell you the program lives up to its reputation. For nine months, students study and are tested on core economic theory in classes such as micro and macroeconomics, statistics, trade, international finance and money and banking. They also take 25 applied courses, covering such issues as intellectual property rights, aviation, competition policy, financial market innovations and trade dispute settlement. By the end of the academic year, students have completed coursework equivalent to a strong bachelor's degree in economics, with much of the work at the graduate level.

But the course goes beyond traditional academic programs in economics. Students learn economic theory, but they also put that theory into practice. The curriculum in-



*Chris Dunnett, left, discusses trade issues with Lisa Fox, course director, and Barry Blenner, academic director.*



*Jim Loi, left, and Richard Boly visit the New York Stock Exchange.*

cludes case studies and role-playing with students acting out situations similar to those they will encounter as embassy economic and commercial officers. They write cables, study negotiation strategy and learn state-of-the-art computer and briefing skills to illustrate and bolster their analytic arguments.

They spend several days in New York, meeting with officials at the New York Stock Exchange, the Federal Reserve Bank and the major investment houses. Students also spend a week at the International Monetary Fund Institute, where they put together a macroeconomic stabilization package. At the end of the course, they have the opportunity to work for a U.S. company for a few weeks to try out their new skills in a corporate setting. In previous years, students have completed these mini-internships with such companies as Boeing, Merck and MCI.

The students themselves make the course unique. As mid-level Foreign Service officers, they bring impressive international experience and professional confidence to lively, thought-provoking class discussions. The instructors, whether tenured professors from local universities, Ph.D.s from the World Bank, researchers from economic think tanks or managers from Fortune 500 corporations, all conclude that they learn as much from the students as the students learn from them.

One of the strengths of the program is that its directors continually adapt it to meet the changing needs of the Foreign Service. Lisa Fox, the course's director, explains that when she joined the staff in 1985, it was vastly different.

"The course was only six months long and was not at all focused on the special needs of Foreign Service learners," she observes. "By lengthening the course to nine months, dropping some of the more abstract subjects such as econometrics and adding applied modules on issues such as telecommunications and country data analysis, we have designed a program that gives these adult learners practical skills they can use right away in the field."

Both Ms. Fox and the program's senior economist, Barry Blenner, keep in touch with graduates to improve the course. Mr. Blenner confides that he receives e-mails each week from former students posted overseas who are grappling with complex economic issues.

"From these e-mails we get a good idea of where we are succeeding and where we need to improve the course," he says.

In the quest to perfect the program, they sometimes visit graduates at their overseas posts to get a firsthand look at how their former students are putting their knowledge to use.

Why should officers take the course? This year's students are confident that the knowledge and professional contacts they have gained during the nine-month course will benefit them and the Foreign Service throughout their careers.

Chris Dunnett, a current student, compares the study of economics to the study of foreign languages. "Just as the Department officials need to know the languages of the countries to which they are posted, economic officers need to know the language of central bankers and the



*Donn-Allen Titus and Chris DeAngelis at the New York Stock Exchange.*

international financial community. This course helps economic and commercial officers become fluent in the specialized language of their profession." ■

*The author is a student in the current Economic and Commercial Studies Program.*

## Coming to Terms

**Derivative:** A financial instrument whose value is based on an underlying asset.

**Dirty Float:** An exchange rate policy in which the value of the rate is mostly market determined, but in which there is some central bank intervention.

**Monopsony:** A market structure where there is a single buyer.

**Dollarization:** The formal or informal use of a foreign currency in domestic transactions.

# Making Swimming Safe for Toddlers

By Lisa Levine

**S**wimming pools and toddlers are a perilous combination. Drowning was the leading cause of accidental death for toddlers at foreign posts between 1989 and 1999. While there have been no drownings since 1999, near drownings requiring resuscitation continue to occur. Clearly, more needs to be done.

Toddlers' physiological and developmental characteristics make them vulnerable to swimming pool injuries. They have proportionally larger heads and shorter legs than older children and adults. So, when toddlers bend over near the side of a pool, they are more likely to fall in because their center of gravity is much higher on the body than it is for older children and adults. Combined with a lack of coordination, no understanding of what is happening and an inability to cry for help, a toddler who falls into a pool can easily drown unnoticed.

Even if the toddlers are found quickly, their odds of unblemished survival are small if pulled from the bottom of a pool. A toddler's window of resuscitation is only about three minutes, compared with six minutes for older children and adults.

Another physiological difference that plays a critical role when trying to revive toddlers who have been found in a pool is their tongues. Due to size and location, a toddler's tongue is a major obstacle to obtaining a clear airway for resuscitation. It is vitally important, therefore, that a rescuer certified in CPR restart the breathing process at the earliest possible moment to minimize the risk of permanent brain damage, even if the toddler is still in the pool. Caregivers should learn first aid and CPR for both toddlers and children because the lifesaving techniques are dramatically different than for adults.

While swimming lessons are fundamental for older children, they are not the solution to a toddler's risks and may actually increase the likelihood of drowning. Toddlers lack the psychological awareness and developmental skills necessary to master water safety techniques such as survival flotation, energy conservation swimming and safe poolside behavior. The American Academy of Pediatrics

discourages swimming lessons for children until they reach age five because they are not developmentally ready. Teaching a younger child to swim does not reduce the child's risk of drowning and may give parents a false sense of security. Furthermore, swimming programs reduce children's fear of water and may unwittingly encourage toddlers to enter the water without supervision.

Swimming can still be a fun family activity. But family members must do their jobs. Drowning can be prevented only if there is uninterrupted and dedicated adult supervision of pools and adequate barriers. Barriers should completely surround pools and be equipped with self-closing, self-latching and lockable gates. Parents should not bring their children to a pool that lacks these features.

A drowning or near drowning has never occurred at a post where there were adequate barriers and uninterrupted adult supervision. With these precautions in place, parents can feel secure and kids can be kids.

Any questions regarding swimming pool safety can be directed to the author in the Office of Safety/Health and Environmental Management. The office's Intranet Web site at <http://obo.state.gov/opssaf-shem> contains many references on swimming pool safety. ■

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*The author is an industrial hygienist in the Office of Safety/Health and Environmental Management.*



Photo courtesy of the author

*Pool barriers are a toddler's best friend.*

# People Like You



Mark McGovern sits atop the Wienermobile outside the State Department in the summer of 1995.

Photo courtesy of Mark McGovern

**M**ark McGovern may not be the only hotdogger in the Foreign Service, but the new Foreign Service officer is almost certainly the first one qualified to drive the Oscar Mayer Wienermobile.

After graduating from college, he applied to be an official “Hotdogger” and was one of 12 chosen from among hundreds of applicants to attend “Hotdog High” at Oscar Mayer’s corporate headquarters in Madison, Wis. After three weeks of training, he mastered the art of driving and—what was more challenging—parking the 27-foot-long, fiberglass hotdog sandwiched between two giant buns.

Linked to their peculiar vehicle for a year, Mark and a colleague donned their bright, wiener-wear outfits and set out on a search for a new five- or six-year-old to sing Oscar Mayer’s jingles in the company’s television commercials.

“Not everyone would relish the job,” says the unapologetic punster. “We hauled our buns across the country from one supermarket parking lot to another, listening to an endless

## Hot Dog! He’s an FSO.



FSO Mark McGovern on break from the A-100 course at FSI.

parade of kindergartners singing, ‘I wish I were an Oscar Mayer wiener.’”

They made at least three trips through Washington, D.C., that year and got their “buns” touched up at a Silver Spring body shop each time. Wherever they went, the Wienermobile went with them. Mark soon discovered that only the most intrepid date was willing to drive to the movies in a Wienermobile.

After hotdogging for a year, he took a similar job with Polaroid, traveling around the country for six months in a vehicle shaped like a Polaroid camera and taking more than 50,000 Polaroid photos. Later, he worked for the Immigration and Naturalization Service in Hawaii and Montreal. He joined the Department in 1999, serving as a diplomatic courier for two years in Korea and one in Frankfurt.

By at least one measure, Mark McGovern may be the most persistent and determined person in his 95-member class. He took the Foreign Service exam a staggering eight times before passing both the written and oral examinations. ■

—Dave Krecke

Upcoming Calendar

- ◆ **Sept. 25** Paul Junior High Charter School Jazz Ensemble
- ◆ **Oct. 9** Winner of the International Young Artist Piano Competition
- ◆ **Oct. 23** Francesc de Paula Soler, the Poet of the Guitar
- ◆ **Nov. 6** Memorial concert for composer Eugene Sheffres

*Performances are on Wednesdays at 12:30 p.m. in the Dean Acheson Auditorium, unless otherwise noted.*

# Art Series Offers Everything from Bach to Chopin

By John Bentel

Photos by Caryl Traten Fisher

The Foreign Affairs Recreation Association presented vocal performances and piano recitals during its State of the Arts Cultural Series.

Peruvian tenor Jose Sacin offered a broad program, ranging from opera, lieder, operetta, art songs and oratorios to Spanish zarzuela. Anastassia Ivanova, Mr. Sacin's Russian wife and an internationally renowned pianist in her own right, accompanied him on the piano.

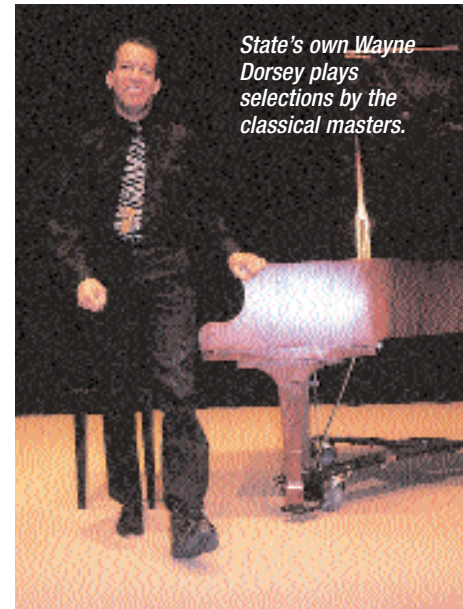
The talented couple began their performance with Peter Tchaikovsky's "Kuda kuda" from *Eugene Onegin*.

Mr. Sacin's splendid tenor voice was highlighted by his wife's precise playing. They then segued into Guiseppe's "De Miei bollenti spriti" from *La Traviata*. A minor key selection, "Dicilencello Vuie," by Rodolfo Falvo, was their befitting encore.

Wayne Dorsey, back by popular demand, present-



Anastassia Ivanova, pianist, accompanies her husband, tenor Jose Sacin.



State's own Wayne Dorsey plays selections by the classical masters.

ed a well-balanced piano recital with selections from early Baroque music through the Romantic period to contemporary.

Mr. Dorsey's musical growth was evident by his self-assuredness and sensitive expression. Especially challenging was the J.S. Bach "Partita No. 1 in B Flat Major," which he performed beautifully.

Although his program was not in historical order, Mr. Dorsey's decision to end with Chopin's "Scherzo" was more dramatic. ■

*The author is a computer specialist in the Executive Secretariat.*

## APPOINTMENTS



**U.S. Ambassador to the former Yugoslav Republic of Macedonia.**

Lawrence E. Butler of Maine, a career member of the Senior Foreign Service, class of Counselor, is the new U.S. Ambassador to the former Yugoslav Republic of Macedonia. He was deputy chief of mission at the U.S. Embassy in Copenhagen from 1999 to 2002 and

director for European Affairs at the National Security Council from 1997 to 1999. Mr. Butler was deputy chief of mission at the U.S. Embassy in Dublin from 1996 to 1997 and in Belgrade from 1994 to 1996, where he was chargé d'affaires for the first eight months of 1996. Since joining the Department in 1976, he has also served two tours in Helsinki and one each in Sofia and Brasilia. Mr. Butler and his wife Linda have one son.

**U.S. Ambassador to Afghanistan.** Robert Patrick John Finn of New York, a career member of the Senior Foreign Service, class of Counselor, is the new U.S. Ambassador to Afghanistan. He was diplomat-in-residence and Munir Ertegun visiting professor of Turkology at Princeton University from 2001 to 2002 and U.S. Ambassador to Tajikistan from 1998 to 2001. Mr. Finn was deputy chief of mission at the U.S. Embassy in Zagreb from 1995 to 1998 and in Baku from 1992 to 1995. Since joining the Foreign Service in 1978, he has also served four separate tours in Turkey and one in Lahore. A Peace Corps volunteer from 1967 to 1969, he taught English at a Turkish high school and university. He and his wife Helena, also a Foreign Service officer, have one son.



**U.S. Ambassador to the Federative Republic of Brazil.**

Donna Jean Hrinak of Virginia, a career member of the Senior Foreign Service, class of Career-Minister, is the new U.S. Ambassador to the Federative Republic of Brazil. She was U.S. Ambassador to Venezuela from 2000 to 2002, to Bolivia from 1997 to 2000 and to the Dominican

Republic from 1994 to 1997. She was deputy assistant secretary for Caribbean and Mexican affairs in the Bureau of Inter-American Affairs from 1991 to 1994 and deputy chief of mission at the U.S. Embassy in Tegucigalpa from 1989 to 1991. After joining the Department in 1974, Ms. Hrinak also served tours in Caracas, São Paulo, Bogota,

Warsaw and Mexico City. She and her husband, Gabino M. Flores, have one son.



**Designated Chief of Mission to Burma.**

Carmen Maria Martinez, a career member of the Senior Foreign Service, class of Minister-Counselor, has been designated chief of the U.S. Mission to Burma. She joined the Foreign Service in 1980 and served her first tour in São Paulo, a post she returned to as consul general from 1999 to 2002.

She was deputy chief of mission in Maputo from 1997 to 1999 and consul general in Barranquilla from 1993 to 1994. She also served in Quito, Bangkok and Caracas. She and her husband, Victor Reimer, have one son.



**U.S. Ambassador to Georgia.**

Richard M. Miles of South Carolina, a career member of the Senior Foreign Service, class of Minister-Counselor, is the new U.S. Ambassador to Georgia. He was U.S. Ambassador to Bulgaria from 1999 to 2002 and chief of the U.S. Mission to Serbia-Montenegro from 1996 to 1999. Mr. Miles was

deputy chief of mission at the U.S. Embassy in Moscow from 1993 to 1996 and chief of mission of the U.S. Embassy in Baku from 1992 to 1993. He was principal officer at the U.S. Embassy in Berlin from 1991 to 1992 and consul general in Leningrad from 1988 to 1991. Mr. Miles has also served two other tours in Belgrade and one in Oslo. Before joining the Foreign Service in 1967, he was a noncommissioned officer in the U.S. Marine Corps. He and his wife Sharon have two children.



**U.S. Ambassador to Bulgaria.**

James W. Pardew of Arkansas, a retired U.S. Army officer, is the new U.S. Ambassador to Bulgaria. He was special adviser for Southeast Europe in the Bureau of European and Eurasian Affairs from 2001 to 2002 and principal deputy special adviser to the President and Secretary of State for democracy in

the Balkans from 1999 to 2001. From 1996 to 1999, Mr.

## APPOINTMENTS

Pardew was U.S. special representative for military stabilization in the Balkans. He was the Secretary of Defense's special representative to the Bosnia peace negotiations from 1994 to 1995 and directed the Balkan task force of the office of the Secretary of Defense from 1992 to 1995. He was vice director for intelligence of the Joint Staff in Washington, D.C., from 1992 to 1994 and director of foreign intelligence and chief of current intelligence of the Army General Staff from 1988 to 1992. Mr. Pardew served two overseas tours with the U.S. Army in Germany and one each in Japan, Turkey, Somalia and Vietnam, where he earned two Bronze Stars and one Air Medal. He and his wife Mary K. have three sons.



**U.S. Commissioner to the International Joint Commission, United States and Canada.** Dennis L. Schornack of Michigan, special adviser for strategic initiatives in the office of the governor of Michigan, is the new U.S. Commissioner to the International Joint Commission, United States and Canada. He held the position

of special adviser for strategic initiatives since 1991 and was a commissioner on the state's Low-Level Radioactive Waste Authority during the same period. Mr. Schornack chaired the Michigan Biologic Products Commission from 1995 to 1999 and was a legislative assistant to the Senate majority leader of the Michigan State Senate from 1984 to 1991. He is married to Linda K. McClune-Gobler.



**U.S. Representative to the Economic and Social Council of the United Nations with the rank of ambassador.** Sichan Siv, a senior adviser to the International Republican Institute, is the new U.S. Representative to the Economic and Social Council of the United Nations. He was a delegate to the 57th U.N. Commission on

Human Rights. From 1989 to 1993, Mr. Siv served in the administration of President George H.W. Bush as deputy

assistant to the President for public liaison and in the Department as deputy assistant secretary for South Asian Affairs. He has also held positions in human services, international development, public relations and investment management. Mr. Siv was born in Cambodia and resettled as a refugee in Wallingford, Conn., in 1976. He is married to Martha Pattillo Siv.



**U.S. Ambassador to Luxembourg.** Peter Terpeluk Jr. of Pennsylvania, managing partner of the American Continental Group, a Washington, D.C.-based government relations consulting firm, is the new U.S. Ambassador to the Grand Duchy of Luxembourg. He was the firm's managing partner from 1994 until he assumed his ambassadorial position.

He was president of Peter Terpeluk and Associates from 1985 to 1989 and again from 1993 to 1994. He was managing director of SR Wojdak and Associates of Washington, D.C., and Philadelphia from 1989 to 1993. Mr. Terpeluk was executive director of the Greater Philadelphia Economic Development Corporation from 1984 to 1985. He was acting deputy administrator of the U.S. Small Business Administration during 1983 and regional administrator of the Bala Cynwood, Pa., office from 1981 to 1984. He and his wife Diane have two children.

## O B I T U A R I E S



*William E. Ball, 78*, a retired member of the Foreign Service, died Nov. 2 of lung cancer in Venice, Fla. He joined the Department in 1964 and served in East Pakistan, Saudi Arabia, Germany, Yemen, India and Israel before retiring in 1979. He served in the U.S. Army during World War II, joined the U.S. Air Force in 1946 and retired from the

Air Force in 1964. Mr. Ball worked in the air attaché offices in Afghanistan from 1959 to 1961 and in Yugoslavia from 1961 to 1964. He and his wife Alma were active in resettling Cambodian refugees in their community.

*Mary Jean Breeland, 68*, a retired Foreign Service secretary, died April 1 in Greensboro, N.C. She joined the Foreign Service in 1963 and served in Baghdad, Madrid, Moscow, Asuncion, Caracas, West Berlin, Tokyo, Ankara, Washington, D.C., and Munich before retiring in 1988.



*Edward L. Dorset, 84*, a retired member of the Foreign Service, died March 24 from chronic pulmonary disease in Sarasota, Fla. After serving in the U.S. Army in the Pacific during World War II, he worked for the Department of Defense as a civilian employee. He joined the State Department in 1965 and was posted to Accra, Monrovia, Bonn

and Washington, D.C. After he retired in 1976, Mr. Dorset accompanied his wife, also in the Foreign Service, to her assignments in Morocco and Malta.

*Dorothy Shaw Faust, 98*, widow of Foreign Service officer John Bernard Faust, died Sept. 24 in Norman, Okla. Between 1929 and 1950, Mrs. Faust accompanied her husband on assignments to Argentina, Paraguay, France, Portugal, Chile and Lebanon. After her husband retired, Mrs. Faust served as an administrative assistant in the Department's Miami Reception Center, meeting and helping foreign visitors with their appointments.



*Alma Rebecca Herman, 92*, a retired Civil Service employee, died March 6 at her home in Titusville, Fla. She joined the Department in 1940 and served much of her career as a budget analyst in the Bureau of Far Eastern Affairs until she retired in 1976.



*Helen R. Levin, 90*, a retired member of the Foreign Service, died April 2 from renal failure in Silver Spring, Md. Ms. Levin served in Germany, South Africa, the Philippines, Ghana, India, Barbados and Washington, D.C. Prior to her service with the Department, she was chief clerk at the Middletown, Pa., Air Material Command.



*Joseph Limprecht, 55*, a career Foreign Service officer and U.S. Ambassador to Albania since 1999, died May 19 of a heart attack in Albania. He joined the Foreign Service in 1975 and was stationed in Washington and Bonn before serving at the U.S. Mission in Berlin from 1985 to 1988. From 1988 to 1991 he directed anti-narcotics operations at the U.S. Embassy in Islamabad. In Washington, he was deputy director of the office of Israel and Arab-Israeli affairs and served in what was then the Bureau of Personnel. From 1996 to 1999 he was deputy chief of mission at the U.S. Embassy in Tashkent.



*Alice L. Marty, 73*, a retired Foreign Service secretary and wife of retired Foreign Service officer Gus N. Marty, died May 27 in Spring Hill, Fla. The couple met and married in Amman, Jordan, in May 1959. She and her husband served in Moscow, Helsinki, Addis Ababa and Ankara. Mrs. Marty retired in 1984.



## O B I T U A R I E S



*Dorothy "D.J." Miller, 76, a retired member of the Foreign Service and widow of Foreign Service officer Paul Miller, died Feb. 22 from complications following a stroke she suffered in Sarasota, Fla., on Christmas Eve. Mrs. Miller's overseas posts included Burma, Tunisia, South Africa, Russia, Indonesia, Taiwan, Vietnam, Yugoslavia, Liberia and the Philippines.*



*Harold Owens Perry, 90, a retired Foreign Service officer, died Feb. 16 of complications from heart surgery. He served in World War II and the Korean War as a U.S. Army intelligence officer. From 1956 to 1958, Mr. Perry directed the refugee relief program in Tokyo. After returning to the United States, he served with the division of language services in the Department.*



*Teri C. Miller, 61, a retired Civil Service employee, died May 10 of lung cancer in Longview, Texas. She worked in the Office of International Conferences in the Bureau of International Organizations as a travel officer supporting official U.S. delegates to international conferences. She retired from the Department in 1995 after 33 years of service.*



*Isabelle Pinard, 96, a retired member of the Foreign Service, died in Charlottesville, Va., on April 18. She retired from the Foreign Service after serving in Lima, Guatemala, Warsaw, Madrid, Bern, Ottawa, Frankfurt, Tokyo, Montreal and Lisbon.*



*Joanne L. Moot, 75, a retired Foreign Service officer, died April 18 of cancer in Bethesda, Md. She joined the Foreign Service in 1952 and served in Luxembourg. She also served in Athens, Bombay, Jakarta, Singapore, Nairobi, Mexico City, Tijuana and Washington, D.C. Ms. Moot retired from the Department in 1983.*

*Robert Randolph "Randy" Raven, 89, a retired Foreign Service officer, died May 12 in Massachusetts of pulmonary embolus following surgery for a broken hip. Born in Shanghai, the son of a missionary's daughter and a Shanghai businessman, he was a journalist for a British newspaper. At the beginning of World War II, he left China for the United States, arriving in San Francisco the day after the attack on Pearl Harbor. During the war, he worked for the Office of War Information and at the end of the war joined the Department. He served in Rangoon, Tokyo, Kuala Lumpur, Taiwan, Hong Kong, Bangkok and Perth. He retired in 1971.*

## P E R S O N N E L   A C T I O N S

### Foreign Service Retirements

Adams, William L.	Ford, John Seabury	Parker, Sarah Virginia
Bader, Jeffrey A.	Haas, David	Parkhurst, Roseann
Bauer, Mary K.	Harter, Dennis G.	Roberts, Douglas K.
Benedicto, Kathryn S.	Hilts, Joseph A.	Skinner, Frank W.
Bialecki, Paul A.	Hurley, Paul F.	Talbot, Joseph P.
Binger, Lawrence E.	Maertens, Thomas R.	Tello, John L.
Bradley Jr., Harry C.	Miles, Richard M.	Tracy, Mary M.
Dobbins Jr, James F.	Noziglia, Charles David	

### Civil Service Retirements

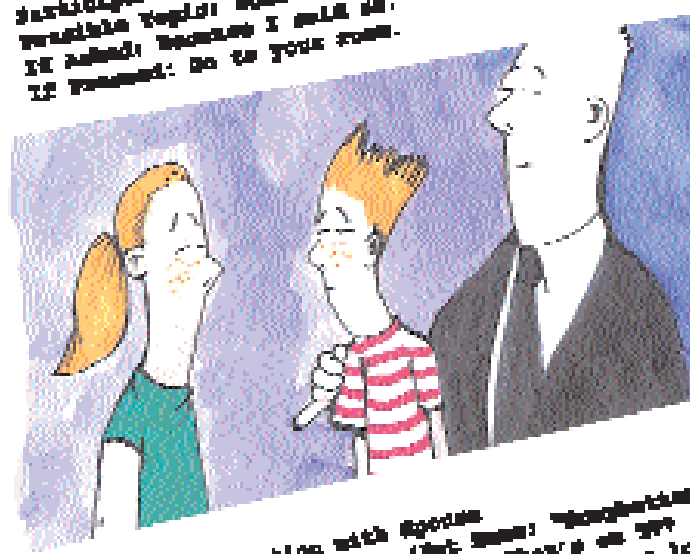
Bowden, Eugene C.	May, Nancy Corey
Boyd, Marjorie E.	Rodriguez, Antonio
Clemmer Jr., Dan O.	Miguez
Ellis, Lula J.	Schmidt, Virginia L.
Kim, Yang W.	Strickland, Kenneth R.
Kline, Paul B.	Talak, Ronald
Leach Jr., Carl Celester	Young, Gloria T.

# Ambassador Bluestone's Talking Points For the Evening

**Event:** Cocktail Reception  
**Participants:** Usual suspects  
**Notes:** For greater Malibu and Fresno served with a glass  
**Possible Comments:** Oh-look, you got that night, says you  
**If asked:** Sure, I'll have another.  
**If refused:** Hey, I think I know when I've had enough!



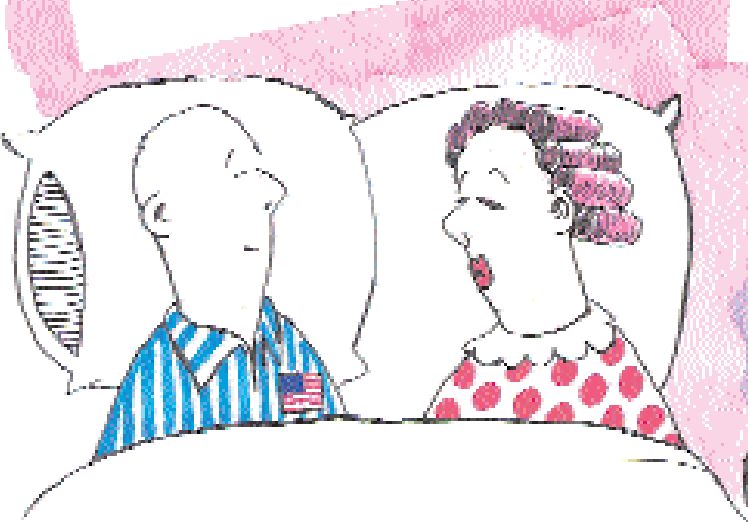
**Event:** Interaction with Children  
**Participants:** Gwendolyn (12), Dandelion (10)  
**Possible Topics:** School (Notes: Gwendolyn talking nonsense)  
**If asked:** Because I said so.  
**If refused:** Go to your room.



**Event:** Dinner Reception with someone whose name  
You Can't Remember  
**Participant:** Old Man's name/face  
**Possible Comments:** How long has it been?  
**If asked:** Of course I remember who you are!  
**If refused:** Whoops, look at the time - gotta go!



**Event:** Interaction with Spouse  
**Participants:** Wilhelmina (Pet Name: "Sugarbuns")  
**Possible Topics:** Children (2). What's on TV?  
**If asked:** No, that credit doesn't make you look fat!  
**If refused:** Not appropriate...



**Event:** Sleep  
**Participant:** You  
**Possible Activity:** Counting Sheep (Notes: Contact Myers  
if you prefer to have your sheep counted for you.)

