

UNITED STATES DEPARTMENT OF STATE

October 2003

State

Magazine



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MIGHT



In our next issue:
FSI Retools Consular Training

Students of the Advanced Consular Course visit Ground Zero.

Photo by Stuart Hatcher

State

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Photo by Colleen Quinn

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On the Cover

The sun rises over the city of Miami.

Photo courtesy Photodisc



The State of Strategy

In the management of U.S. foreign policy, there is no substitute for sound strategy. The President must have a concept that translates an understanding of major

global trends into policies that advance American interests and principles.

By strategy, I do not mean “grand strategy” in the classical European imperial sense, because we do not seek a territorial empire. We seek a world in which liberty, prosperity and peace can become the heritage of all peoples. By strategy I do mean implementing the President’s vision of a better world through the establishment of policy priorities.

There are many dangers facing the United States, its allies and its friends. There are also many opportunities before us. We would like to forestall every danger and take advantage of every opportunity. But we cannot do everything we wish all at once.

As powerful as the United States is, it is not omnipotent. As we have seen in Afghanistan and in Iraq, too, military victory is not the same as political success. The former may be a necessary condition for the latter, but it is rarely if ever a sufficient one. As wealthy as the United States is, it is not without economic limits. As wise as American leaders may be, they are not omniscient. And the world these days is not easy to understand.

So we must make judgments as best we can, and we must choose our policy focus. It is in making these judgments and choices that strategy comes into being.

President Bush has made choices, and he does have a strategy—presented in full form in September 2002 as the National Security Strategy of the United States. These choices make up a strategy that every member of our State Department team should take to heart.

Unfortunately, the National Security Strategy has often been read selectively. Some have focused to excess on what the document says about preemptive action. As a result, many others who have not read the document suppose that American strategy is mainly or only about preemption. Of course, it is not. The National Security Strategy features eight substantive chapters, none of them devoted to preemption. Only two sentences in one

section deal with preemption, and then only in the context of the war on terrorism.

The National Security Strategy does discuss, at far greater length, alliances and partnerships. It describes at length free trade and new American initiatives in economic development assistance. It illuminates the President’s determination to promote freedom and dignity in the world, and our efforts to control the proliferation of weapons of mass destruction. It delves into the mounting problem of managing global public health challenges and advances American proposals to solve that problem. It devotes a chapter, too, to managing relations with great powers.

It is natural that recent discussion of U.S. foreign policy be centered on the global war against terrorism. Terrorism hit home on September 11, 2001, and the American people understandably want to know what government is doing about it. But the President’s strategy is broad and deep, as it must be to deal both with terrorism and with other national security concerns.

Just as we are succeeding in the war on terrorism, so U.S. foreign policy is making progress in other areas. Relations with Russia, China and India all have improved simultaneously. Despite some bumps in the road, NATO is adjusting creatively to a new era as it retools and expands. Relations with Japan, Australia and other allies have achieved unprecedented levels of cooperation.

In conjunction with our allies, too, U.S. efforts are making progress in moving conflicts in the Middle East, Africa, the Balkans and Northern Ireland toward stable peaceful settlements. American diplomacy has also endeavored to move South Asia away from the brink of confrontation and toward reconciliation.

Not least, through the Millennium Challenge Account, the Free Trade Area of the Americas and the President’s initiative on HIV/AIDS in Africa, we are confronting head on the challenges of poverty and global public health on a worldwide basis.

The State Department’s leadership role in advancing President Bush’s foreign policy is central. But it is not enough that our Public Affairs specialists advocate American strategy, at home and abroad. Each of us, every day, in all the professional tasks we perform, must be an ambassador for American strategy. This Department as a whole must be the State of strategy. ■

Misinterpretation

In your June article by Leslie Hayden on the oral history session of a number of former under secretaries of State for Political Affairs, a point I made was misinterpreted.

To clarify, I said that if there were fewer assistant secretaries with larger and more significant areas of responsibility, that would enhance their role and authority both in the Department and the interagency process.

Thomas R. Pickering

*Retired FSO
Alexandria, Va.*

Editor: The mistake was in editing, not the author's.

A Good Friend of the United States

I enjoyed the July/August Post of the Month story on Sofia. I thought it odd, however, that you did not mention the name of Prime Minister Simeon Saxe-Coburg-Gotha (the once and possibly future king). He is one of the best friends the United States has in Eastern Europe, yet you only passingly refer to him in a

side note as "the democratically elected prime minister."

I believe his disposition to work with us is at least partially due to his having spent a year at a military school in the United States when he was 18 or 19. At the time (1957 to 1958), I headed the visa unit in Madrid, where he was living as a monarch in exile.

His secretary came to the embassy with his passport and requested a visa. I told him I would have to interview his majesty, but would be happy to go to his home to do so, out of respect for his status as a king. I did so and had a long and pleasant conversation with him. He told me he was confident that communism would one day collapse and that he would return to his country.

He was very far-sighted for such a young man.

J. Edgar Williams

*Retired FSO
Chapel Hill, N.C.*

Saving the Chimps

I was delighted to read in the July/August issue Brennan Gilmore's article on Sierra Leone's chimpanzees. While stationed at the U.S. Embassy in Freetown from 1995 to 1996, several of us (the Breed family in particular) regularly visited the Tacugama Chimpanzee Sanctuary.



Lizzie Slater

I often wondered if the chimps had survived the war. I raised about \$10,000 for the sanctuary and secured a number of "adoption" pledges to

provide food and medicines for the adopted chimps. But I had feared the worst due to the lengthy war and evacuations from the area.

I am glad to see that the chimps not only survived those turbulent years but that more people are taking an interest in their plight.

Lizzie Slater

*Information Program Officer
Port Louis*

From the Editor

You could say the Department pulls some weight in Miami. But it does so because it has pooled its resources and is cooperating closely with other agencies that have common interests in protecting the country's borders, fighting crime and advancing diplomacy. Reporter Paul Koscak visited the sun-drenched city recently. His report starts on page 24.

Majorie Stern isn't your typical consular officer. She has a condition that limits her vision, but the limitation has only inspired her to set her sights higher. In doing so, she has earned the admiration

of her colleagues for her determination and humor. Intern Lauren Frese interviewed Ms. Stern at her office in Hermosillo, Mexico. Her story appears on page 19.

If you're planning a party, you may look with envy on the Diplomatic Reception folks who are professional party people. But unless you've got contacts in high places, you may want to book a nearby restaurant. You can, however, check the menu on page 16.



light of HOPE

New Report Charts Progress in Democracy



The United States is one of the world's leading defenders of human rights and democratic freedoms. During the past 50 years, U.S. initiatives have helped to spread democracy from Latin America to Eastern Europe and they continue today in nations from Africa to Asia.

To highlight these successes, the Bureau of Democracy, Human Rights and Labor has released a new, congressionally-mandated report, *Supporting Human Rights and Democracy: The U.S. Record 2002/2003*. The report supplements the bureau's widely known *Country Reports on Human Rights Practices*. While the annual country reports cover human rights abuses in 196 countries, the new report details U.S. government efforts to fight human rights abuses and promote democracy in 92 of those countries.

Holding a copy of the first report at a ceremony celebrating its publication, Deputy Secretary Richard Armitage said, "In these pages you will find countries such as Burma and Burundi, where brutal regimes and relentless conflict have exacted a terrible daily toll of human misery." The United States and others have pressured both countries to release prisoners, respect human rights, reform their governments and reach for peace, Mr. Armitage said.

U.S. actions range from opening diplomatic channels to funding a variety of human rights and democracy promotion programs, to sponsoring academic exchanges, human rights training, election monitoring, Internet access and military training. The programs encourage religious freedom and freedom of the press and strengthen political and social institutions.

The report describes numerous U.S. efforts to advance democracy. In Azerbaijan, there's been dialogue with government authorities and funding to train election monitors and build political parties. In Morocco, millions of dollars have been invested in grants to reform the penal code, train women political candidates, strengthen political parties and raise awareness of the issues surrounding trafficking of persons and religious freedom.

Online

Supporting Human Rights and Democracy can be found online at www.state.gov/g/drl.

U.S. Mission in Italy Races for the Cure

More than 100 participants from the U.S. Embassy in Rome zipped through a five-kilometer course in this year's Race for the Cure, an annual benefit for breast cancer research. Running or walking over a historic route, the employees passed the Coliseum, the Roman Forum and Circus Maximus.

The Komen Foundation was established in Dallas more than 20 years ago by U.S. Ambassador to Hungary Nancy Goodman Brinker to honor her sister Susan



Resting and socializing in the shade at the Terme di Caracalla, participants relax after successfully completing the race.

by funding research to find a cure for the disease that took her life. The Race for the Cure is now the nation's largest fund raiser for breast cancer research, contributing \$600 million for research, education, screening and treatment.

The Komen Race for the Cure has grown from a local race with 800 participants to a world-wide race with an expected 1.5 million participants this year.

211,700

Projected number of deaths from breast cancer in 2003 (women and men combined).



Three Are Finalists for Service to America Medals

Three employees from the Department of State are among the 28 finalists for the 2003 Service to America Medals, which recognize pioneering federal employees who have exceeded the expectation of their duties.

Kimber Davidson has been nominated for the National Security and International Affairs Medal, Alyson McFarland for the Call to Service Medal and Andre Surena for the Career Achievement Medal.

The Partnership for Public Service, a nonprofit recruiting organization for the federal Civil Service, and the Atlantic Media Co. teamed up in 2002 to create the medals.

"I am pleased the Partnership for Public Service recognized the fine work of these three individuals," Secretary Powell said. "It is not only a tribute to them, but also to the other 47,000 men and women here in the United States and around the world who work tirelessly to create a more secure, democratic and prosperous world for the benefit of the American people."





"To completely see, hear, taste and smell the blue orb we have been given, Earth, a space observation system is necessary," Secretary Powell said in his opening remarks.

Secretaries of Energy and Commerce, Spencer Abraham and Don Evans, respectively, joined Secretary Powell in anticipating what the gathering could accomplish.

"Nothing is more important than measuring the heartbeat of mother Earth," said Mr. Evans, who views the summit as a "historic opportunity" in environmentalism.

With a panel of speakers, a roundtable discussion with representatives from each nation and several bilateral and multilateral working groups, the summit offered opportunities to devise plans for an international, integrated observation system.

Each nation confirmed its commitment to the system. Most delegates thanked the United States for hosting the summit, listed their domestic and multilateral commitment to sustainable development projects and emphasized the importance of a transparent and fully integrated system to observe climate change. Many echoed

the enthusiastic statements of the ambassador of New Zealand, John Wood, who stressed that continued research was vital but must not overshadow the need for

View From Above

State Hosts Earth Summit

Delegates and ministers from 35 countries attended the Earth Observation Summit held at the State Department.

Organized by the Bureau of Oceans, Environment and Science, the July summit offered a forum for nations to call for a fully integrated Earth observation system to help predict and protect the earth from climate change.

quick action to solve the variety of problems arising from climate change, such as floods, diseases and droughts.

Each nation will determine its own contributions to the system before reconvening in Tokyo next spring. The system should be capable of predicting climate change in 10 years, an objective set by the group last June.

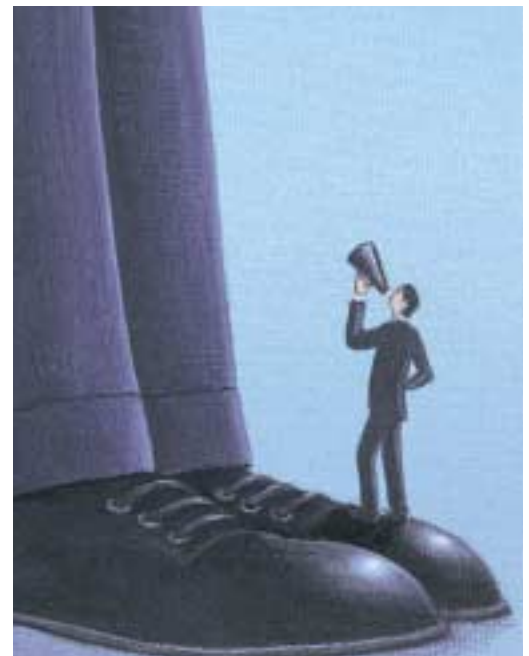
Small Business Boon

The State Department set ambitious goals to promote small business in fiscal year 2002 and has exceeded its own expectations.

Each year the Office of Small and Disadvantaged Business Utilization works with the Small Business Administration to offer more contracts to small businesses. While the federal minimum goal was a 23 percent increase in contract dollars to small businesses in 2002, State achieved a 47.1 percent hike.

The Department ranks first among federal agencies in the percentage of dollars awarded to small businesses owned by socially or economically disadvantaged citizens participating in SBA's Small Business Development program. The Department ranks second in terms of the percentage of total dollars awarded to small businesses. It also ranks second in the percentage of dollars awarded to businesses in historically underutilized business zones and third in contracts with service-disabled veterans.

The Department continues to champion the interests of small business. Applications for nominating small business firms are available at the Bureau of Administration's web site, <http://asdbu.a.state.gov>.



U.S. Mission in Kigali Remembers

The year 2003 marks the ninth anniversary of the Rwandan Genocide. Remembering the victims of genocide not only serves to honor and mourn them, but also to deter future genocide.

Even though the overall social, economic and political situation in Rwanda has improved significantly since 1994, the marks of the genocide's legacy remain. It claimed approximately one million lives, destroyed property and left in its wake widows, orphans, violated women and physically disabled citizens. The psychological trauma continues to disturb survivors.

The U.S. Embassy in Kigali held a memorial service last June and invited members of the victims' families.

The service recognized the loss of 28 mission employees to the genocide. In an ecumenical service, interfaith representatives from the Muslim Council, Seventh Day Adventist, Protestant and Catholic churches memorialized fallen colleagues in English and Kinyarwanda.

"Remember that their beloved's blood purifies our land and nation from every evil act," Mufti Swaleh Habimana said.

The name of each of the 28 victims and brief details about their families were read aloud and testimonies from survivors followed. Courageously, 15-year-old Fiona and 13-year-old Diana, whose parents, Mr. and Mrs. Emmanuel Kayitare, were murdered in their daughters' presence, recounted the event.

"The memorial service should always serve as a reminder of the responsibility all Rwandans share in seeing that genocide never occurs again," said Pierre Munyura, president of the Foreign Service National Committee, which helped plan the event.

"Unfortunately we cannot change the past, but we can and must draw on lessons learned from the past and influence the future," said François Ngarambe, president of IBUKA, the Survivors' Association. He appealed to the international community and the U.S. Mission in particular to continue as Rwanda's close partner in this effort.

Ambassador Margaret McMillion unveiled a plaque honoring the 28 mission employees. The plaque reads:

United States Mission
Kigali, Rwanda

IN MEMORIA
André Karani

Jean Nepomuscène Nicyolibera
Aloys Hakizimana
Modeste Kayitesi
Donath Mutuyeyezu
Theophile Kazungu
Eugène Nyirumulinga
Médard Mwumvaneza
Marc Bizimungu
Come Rusimbi
Edmond Bizumuremyi
Francois Mugenzi
Telesphore Ndayambaje
Andrew Gasana
Damien Mivumbi
Godelieve Kagoyinyonga
Félix Mupenzi
Pierre Claver Mulindahabi
Clement Sebera
Thaddée Ruzirabwoba
Emmanuel J. Kayitare
Pierre Gatera
Joseph Murangwa
Eugénie Mujawamariya
Viateur Rwamasirabo
François Ntaganira
Augustin Munyambonera
Celestin Nangwahafi

U. S. Mission Employees killed during
the genocide and war in 1994.
May your souls rest in peace.

WE SHALL NEVER FORGET YOU

Never Too Late to Remember

Story by Joe Whitmore

The U.S. Embassy in Copenhagen held a memorial ceremony recently for two former colleagues who died 44 years ago while serving their country.

Deputy Chief of Mission Livingston Lord “Tony” Satterthwaite and U.S. Air Attaché Col. James F. Hogan were killed August 26, 1959, along with five others when their helicopter crashed en route to the U.S. Air Force Base in Thule, Greenland. The helicopter disappeared 10 miles from the base on their flight from a

Qaanaaq village. They were transporting home a resident who had received medical treatment at the base.

Current Deputy Chief of Mission Sally Light hosted a lunch to welcome Mr. Satterthwaite’s widow, Mrs. Beatrice Kathleen “Kay” Satterthwaite, 83, who accompanied her husband to Copenhagen.

Nine other members of the Satterthwaite family also attended, including Mr. Satterthwaite’s three children, George, Henry and Janet. Embassy staff were unable to locate Col. Hogan’s family.

Danish and Greenland Home Rule representatives also attended the ceremony. Ten Foreign Service Nationals who worked at the embassy during that period also joined in remembering their co-workers.

Ambassador Stuart A. Bernstein, who presided at the memorial, said Mr. Satterthwaite’s family should take comfort in knowing their loved one helped advance the



Deputy Chief of Mission Sally Light, right, chats with Kay Satterthwaite.

Photo courtesy of Joe Whitmore

A final honor for two former colleagues who died 44 years ago.

cause of freedom during the Cold War. The family said the ceremony helped bring them a sense of closure.

On Foreign Affairs Day in May 2002, Mr. Satterthwaite was added to the list of 209 names on the Memorial Plaque in the State Department lobby, honoring Foreign Service officers who have made the ultimate sacrifice while serving their country overseas. The memorial unveiled at the U.S. Embassy in Copenhagen, inscribed with the names of Col. Hogan and Mr. Satterthwaite, is dedicated to “those who lost their lives near Thule in service to the United States, Denmark, and Greenland.” A small plaque adjacent to

the memorial describes the tragic accident and lists the names of all those who perished. ■

The author was an intern in the public affairs section of the U.S. Embassy in Copenhagen.



Photos courtesy of Sharon O'Neal

Karla Solomon, Liz Dickson and Sharon O'Neal of the Moscow International Quilt Guild exhibit its members' work.

Quilt Guild Displays Its Talent

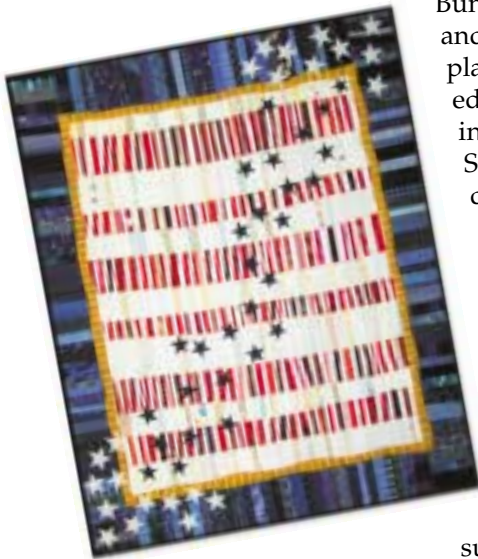
The Moscow International Quilt Guild exhibited its members' work in the chancery last May.

Susie Krage, a former member of the U.S. Embassy community, founded the guild in 1996, and it continues to meet monthly. Members come from a variety of countries, united by a love of color, pattern and fabric. An informal group, the guild has no roster, officers or dues. Anyone interested in quilting, regardless of experience, is welcome.

Liz Dickson, Kolla Bunch, Karla Solomon and Sharon O'Neal displayed work they created since the last exhibit in November 2002. Some members also displayed cloth dolls.

Ms. O'Neal began designing cloth dolls during her posting to Warsaw from 1991 to 1994. In Moscow, she filled shoeboxes with materials, trims and patterns and taught a cloth doll class this past summer to a group of

enthusiastic Russians.



Back to School for Foreign Service Officers

Diplomats-in-Residence are rekindling their college memories as they head back to colleges and universities to attract young talent and fresh minds to face today's foreign policy challenges.

They will be distributing information about careers with State and other foreign affairs groups, identifying candidates for student internships and guiding students through the Foreign Service exam. Some diplomats will provide public lectures, participate in academic discussions or even teach a class.

The Diplomats-in-Residence for the 2003/2004 academic year are:

Clyde Bishop, City College of New York

Pamela Corey-Archer, University of North Carolina at Chapel Hill

Harriet Elam-Thomas, University of Central Florida

O.P. Garza, University of Texas at Austin

Ronald Godard, University of Illinois-Chicago

James Ledesma, Morehouse College

Alice LeMaistre, Jackson State University

Roger Meece, Florida International University

Janet Sanderson, University of California Berkeley

Francis "Paco" Scanlan, Tulane University

Vladimir Sambaiew, University of Oklahoma

Ellen Shippy, University of New Mexico

Sylvia Stanfield, Florida A&M University

Donald Terpstra, University of California Los Angeles

Sharon Wilkinson, Arizona State University

Nicholas Williams, Howard University





Photo courtesy of the U.S. Embassy in Beijing

The Panda Express

Two panda bears, Le-Le and Ya-Ya, left China last April via a special Federal Express flight, The Panda Express, for their new home at the Memphis Zoo. Ambassador Clark T. Randt Jr. and two children from the U.S. Embassy in Beijing attended the farewell ceremony at Beijing Capital Airport. Le-Le and Ya-Ya were born in captivity and are now leased from the Chinese Association for Zoological Gardens. The association uses the money to protect pandas in the wild.



1,100 Estimated number of giant pandas remaining in the wild in central China.

Former Secretary Shultz Receives Achievement Award

The American Foreign Service Association has recently recognized the ceaseless dedication of former Secretary of State George P. Shultz in confronting the shifting challenges of foreign affairs throughout his career.

Secretary Powell presented Mr. Shultz with the American Foreign Service Association's Lifetime Contributions to American Diplomacy Award in June.

"AFSA could not have honored a more respected public servant or a more compelling proponent of American internationalism than George," Secretary Powell said. "No one is more committed than he is to strengthening this Department to meet the challenges of the future, and you cannot find a more passionate advocate for the people of this Department than George P. Shultz."

Looking back on morning briefings at the "ungodly hour" of 7 a.m. that he and former Secretary Shultz attended during the Reagan Administration, Secretary

Powell commended Mr. Shultz for always considering the future effects of present policy. His commitment to bilateral relationships, to "tending to the garden," as Mr. Shultz called it, paid off dearly in the aftermath of 9/11.

Secretary Powell praised Mr. Shultz for transforming the State Department through his nurturing leadership and for establishing the National Foreign Affairs Training Center that now bears Mr. Shultz's name.

In accepting the award, Mr. Shultz applauded Secretary Powell on his contributions, especially in training and recruitment. As a former secretary, Mr. Shultz felt "rewarded by finding people of extraordinary ability."

"Strength and diplomacy have to go hand in hand," he stated. Mr. Shultz constructively suggested the Department might improve the image and success of the Foreign Service by hiring young people directly out of college, training officers continuously and encouraging officers to stay longer in senior leadership positions.

RUTH A. WHITESIDE

Three Colleagues Are Finalists for Prestigious Service Award

The men and women of the Department of State, like many others who devote their lives to public service, do so mostly out of the limelight. Whenever our work receives public recognition, it is an honor not only for the individuals involved but also for the Department as a whole.

In July, the Partnership for Public Service named 28 national finalists for its prestigious Service to America Medals, a new national awards program honoring the achievements of federal employees. Three are Department of State colleagues: Kimber Davidson for the National Security and International Affairs Medal, Alyson McFarland for the Call to Service Medal and Andre Surena for the Career Achievement Medal. The winners will be profiled in *Government Executive* magazine, honored at a ceremony at the National Building Museum and given \$3,000 to \$10,000, depending on the award.

The National Security and International Affairs Medal recognizes contributions in national security and international affairs, including intelligence, defense and diplomacy. Mr. Davidson is a Foreign Service security officer now serving as supervisory special agent at the U.S. Embassy in Kabul. He and his team of special agents have been cited for their around-the-clock job safeguarding Afghanistan President Hamid Karzai. The Karzai Protective Detail, as they are known, also train local agents who eventually will assume control of the detail. Until then, Mr. Davidson and his team will continue to safeguard President Karzai and a new democracy in central Asia.

The Call to Service Medal recognizes the significant contribution to the nation of a recent entrant to the federal work force. Ms. McFarland has been identified for her work at the U.S. Consulate in Shenyang on a Presidential Management Intern rotation. During the summer of 2002, three North Korean refugees seeking asylum jumped over the wall of the U.S. Consulate, touching off negotiations among the U.S., Chinese and South Korean governments. Ms. McFarland, a Korean-language speaker and expert in Chinese/North Korean affairs, helped defuse the situation. She was among the first to interview the refugees and later supported the

negotiations that allowed them to fly to freedom in South Korea. This achievement is especially remarkable because Ms. McFarland, who entered the federal government as a PMI, has been with the State Department only three years. She is currently a Civil Service program officer in International Information Programs.

The Career Achievement Medal recognizes lifetime achievement in public service. Mr. Surena, a career member of the Senior Executive Service, recently retired as the Department's assistant legal adviser. He was recognized for 30 years of service as the chief negotiator in high-stakes Cold War spy swaps, the lead lawyer for Middle East peacekeepers and the architect of U.S. strategy for extraditing and prosecuting international



SERVICE *to*
AMERICA
MEDALS

drug traffickers and terrorists. As the partnership said in a recent press release, his career reads like a best-selling novel. In 1985, for example, he negotiated the largest-ever spy trade between East and West in Berlin, ensuring the safe return of 28 U.S. agents. Not only did he negotiate the trade, he also scripted the exchange, down to the location, time and street.

Although each of these individuals has been recognized for markedly different activities, they share a commitment to work for the good of our nation.

Public service is not just a slogan for us. It is a way of life, demonstrated each day through the remarkable work performed by more than 46,000 employees worldwide. The nominations of three of our colleagues put a face on the work of the Department of State. For this, we are grateful. For their achievements, we are proud. And we don't have to wait until Oct. 15, 2003, when the winners of the Service to America Medals are to be announced, to know that we already have three winners in our midst. Our heartfelt congratulations to them all. ■

*Sunset at the Kuwait Towers
in Kuwait City.*



POST OF THE MONTH



KUWAIT

A STEADFAST ALLY AND A STUDY IN CONTRASTS

By Colleen A. Quinn

Arguably our strongest ally in a region marked by ambivalence and animosity toward the United States, Kuwait is a study in contrasts. Five times per day, residents are treated to the haunting tones of the muezzin calling Kuwaitis to prayer, but often those calls are lost in the more mundane rings of the ubiquitous cell phone no Kuwaiti can live without.

The rabbit warrens of the old souks often end in the parking lots of newly opened shopping malls packed with Western retailers. The oft-photographed Kuwaiti Towers, undoubtedly the most recognizable symbol of the country, can best be viewed from the outdoor patio of T.G.I. Fridays, one of the many Western restaurants located on prime waterfront property overlooking the Gulf. Poised between East and West, between ancient traditions and modern mores, between conservative ideals and liberal reforms, Kuwait is involved in a constant balancing act.

The primary task of the U.S. Embassy in Kuwait is to deepen an already close relationship with this

strategic partner. The buildup to Operation Iraqi Freedom, the military campaign itself and the ongoing reconstruction efforts all required intense efforts by embassy staff, while the embassy's day-to-day business also had to be maintained.

Despite anthrax shots, smallpox vaccinations and missile alerts at all hours of the day and night, embassy officers found time to lobby for stricter controls on intellectual property rights and trafficking in persons. The mission is engaged in a continuing open dialogue with the Kuwaiti government on these and other issues such as women's rights, the Middle East Partnership Initiative and the Road Map for settlement of the Israeli-Palestinian conflict.

Located on extensive property bordering the Amir's Bayan Palace, the U.S. Embassy and housing compound reflect some of the same contrasts as Kuwait itself. The new building combines features saved from the old embassy—such as the original carved wood conference room door—with cutting-edge security technology—such as the biometric entry system for the chancery—to create a unique and appealing working environment.

Abundant green plants, natural light, fountains and a variety of yellow and blue mosaics add to the cool ambiance.

The lushness of the embassy grounds and housing compound is a welcome change from the often drab Kuwaiti desert and a tribute to the hard work and dedication of the facilities maintenance staff. The on-site facilities—cafeteria, tennis courts, playground, basketball court, pool, fitness room and clinic—make the compound “the place to be.” New arrivals eagerly seek on-compound housing. The mammoth common lawn at the housing compound’s center is one of Kuwait’s largest expanses of green and last year played host to the First Annual U.S. Embassy Kuwait Soccer Tournament. The tournament featured eight teams of Foreign Service National employees, local guards and a few brave Americans in hotly contested games over a period of two weeks. A team of local guards eventually won the soccer tournament, which united diverse sections of the embassy community and provided some welcome relief from the stresses of everyday life.

Although restrictions against alcohol and mixed gatherings limit nightlife in Kuwait, you can still spend time and money in and around town. Eating out is a favorite pastime in Kuwait’s ethnic and

popular American-style restaurants. Shopping is another popular pastime. Community liaison officer-sponsored trips to the various gold and carpet souks offer a welcome

change of pace. Reputable stores selling gold, Persian carpets, Indian furniture and Syrian tablecloths are the top attractions, but some intrepid shoppers favor the Friday market where you can buy industrial-size boxes of detergent, old telephones, broken computers, mismatched shoes and a complete set of furniture all in one afternoon.

During the war, the increased threat level and vast numbers of people on temporary duty inspired the American Employees Welfare Association to bring the souk to the embassy. Jewelers, carpet dealers and others set up shop in the Oasis Lounge and helped employees deal with their stress by relieving them of some of that danger pay. AEWA also boosted morale and created the most popular embassy souvenir ever when it ordered thousands of packs of the Iraqi Most Wanted playing cards with the embassy’s logo on the back.

Although most Kuwaitis are Western educated and friendly toward Americans, different cultural norms and religious constraints can make breaking into the family-oriented society difficult for newcomers. Male officers at the embassy are more easily able to cross this barrier through their participation in diwanias (informal weekly social gatherings) hosted by most families



Top: Kuwait City and the Arabian Gulf as seen from the Kuwait Towers. Middle: The downtown gold souk has hundreds of stores and is a favorite destination for evening shopping. Bottom: Embassy first responders take a short break for MREs after the first missile attack against Kuwait during Operation Iraqi Freedom.

Photos by Colleen Quinn

in Kuwait. Although the majority of diwanias are for men only, the embassy has hosted its own highly successful co-ed "American diwanias," and there is even a women-only diwaniya hosted weekly by a prominent women's rights activist and her family.

From temperatures that soar above 130 degrees F in the summer to blinding dust storms that reduce visibility to mere feet, desert weather can be the biggest threat most Americans face during a tour in Kuwait. But even here, Kuwait works for balance. Although those who arrive in summer can never quite bring themselves to believe it, by winter the evenings are cool enough to require a jacket. In spring, the harsh desert landscape is softened by a carpet of green grass and wildflowers. Many Kuwaitis maintain properties out in the desert where they go camping in the spring before the heat of the summer begins.

Every year, longtime contacts extend invitations to the embassy community to spend a day out in one of these desert farms to get a taste of this hidden side of Kuwaiti life. Many first-timers are surprised to discover that these outings include full household staff, satellite TV, lavish meals and portable generators to operate the air-conditioning. But by the end of the long hot day in the desert, most have warmed to camping Kuwaiti style.

Kuwait is a land of contrasts. You can drive into the desert to see strings of camels make their stately way across the sand, silhouetted against the clear blue sky, or drive down to Gulf Road to see teenagers cruise up and down the main strip exchanging cell phone numbers and shy smiles, backlit by the lights of amusement parks and restaurants. You can watch meteor showers on a sandy plain with no marked road, no lights and no people for miles or watch celebratory fireworks on your roof in the middle of the city surrounded by the entire population of the country. You can see people who suffered under Iraqi occupation 13 years ago work to alleviate the suffering of the Iraqi people today. You can see a country with much to admire and much that could be changed for the better. Sometimes you can even see a place not that much different from home. Kuwait is a land of contrasts, but hopefully some things—like its citizens' openness and hospitality—will never change. ■

The author is a political officer at the U.S. Embassy in Kuwait City.

AT A GLANCE



Country name: Kuwait

Government type: Nominal constitutional monarchy

Capital: Kuwait City

Independence: June 19, 1961 (from the United Kingdom)

Constitution: November 11, 1962

Population: 2.1 million

Religions: Muslim, Christian, Hindu and others

Land mass: Approximately 6,800 square miles

Approximate size: Slightly smaller than New Jersey

Languages: Arabic is the official language; English is widely spoken

Currency: Kuwaiti dinar (KD)

Per capita income: \$15,100

Internet users: 200,000

Natural resources: Petroleum, fish, shrimp and natural gas

SOURCE: CIA World Factbook 2002

OFFICE OF THE MONTH:
DIPLOMATIC RECEPTION

party pros

*Making Lunch and
Dinner Look Easy*

Story and Photos by Paul Koscak

It's just one party after another. Last year, there were 270. That's how many groups used the eighth-floor reception room.

Whether it's preparing meals for a visiting head of state, Kennedy Center honorees or the Secretary meeting a foreign envoy for lunch, the four full-time staff take dining seriously. The kitchen of the diplomatic reception rooms is where food is spiced with security and diplomacy.

Reception room dining is for weekday official government-sponsored functions. Only the Secretary, President and Vice President can hold weekend functions.

The eighth-floor kitchen is a fully equipped, commercial-sized food preparation area supporting 13 caterers who handle events for as many as 375 people. Caterers must meet strict guidelines to work at the Department.

"There are tastings, interviews, references and security requirements," said Lee Martinez, an administrative officer for General Services Management, the office that books the reception rooms. "Caterers must be able to do three functions per day."

Although caterers constantly solicit the Department, there's very little turnover, she added.

Reception room staff supervise all eighth-floor events, including those hosted by the Secretary or Deputy Secretary. They include Wileva Johnston, manager; Kimberly Barrett, assistant manager; Tyrone Powers, special events coordinator; and Candida Fernandez, executive chef.

"Our job is to make sure what needs to get done, gets done," Ms. Barrett said. "It's like running a hotel."



Feeding Up Diplomacy—Literally

Candida Fernandez left Spain for America, loved what she found and never looked back. The same thing might be said about what happened when she joined the State Department in 1964.

Ms. Fernandez is the Secretary's chef and she's cooked for every Secretary since Dean Rusk. "I love it," she responded when asked about her longevity.

It shows.

A naturalized citizen who learned her craft through years of cooking for herself and others, Ms. Fernandez takes every detail personally. She meticulously maintains the pantry of exclusive State Department china, silverware and white linens. She personally polishes the gleaming forks, knives and spoons as well as washes and irons the tablecloths and napkins. She knows how to keep flowers fresh for a week. Ms. Fernandez even has a sure-fire way of choosing what to cook:

"I just decide and serve it," she explains. "I've never had any complaints."

Ms. Fernandez specializes in "working" meals, usually breakfast or lunch, where the Secretary meets with one or two guests in one of the small, early American, eighth-floor reception rooms. After preparing a meal without recipes or cook-books, she becomes the server and waitress and then restores the room and kitchen to its pristine condition after the Secretary leaves. When the Secretary hosts larger gatherings at State lunch-



eons, Ms. Fernandez reverts to managing the caterers to ensure they convey her personal touch.

Preparing lunch begins the previous day, even for just one guest. She delicately sets a small table with American-made gold-rimmed china, white linens, silverware and two glasses. A large napkin crisply folded into a pointed circle and placed on each plate completes the tabletop geometry.

To guarantee top selection and freshness, Ms. Fernandez, who lives in Washington, D.C., shops for the food at local markets.

Each event makes for a long day. She regularly arrives at 6:30 a.m. and goes home only when everything is cleaned and stored, even if hundreds of guests were served.

A Civil Service employee for 36 years, she has a gallery of framed autographed photos of her former bosses, many with her included, in her small but cozy office near the eighth-floor kitchen.

A 16-year old who couldn't speak English, she arrived in America in 1951 with the Spanish Embassy and then worked two years for the Pakistani Embassy. Later, she worked for a Washington, D.C., socialite learning protocol and refining the culinary skills that would later define her State Department career. For a short time she was part owner of a Washington-based caterer.

Event planning moves ahead when a client tours the facilities, usually two weeks before the function. This is where questions are answered, details negotiated and special requirements hammered out. Customers then select caterers from the Department's security-approved list.

Breakfasts are limited to one-and-a-half hours; lunches, two-and-a-half hours; dinners, three hours and receptions two-and-a-half hours. Guest lists must be submitted two days before the event for security checks and no guest is allowed into the building more than a half-hour before the festivities. Last year, 38,492 guests were screened by security. In keeping with the decorum of the ornate and historic reception rooms, loud amplified music and dancing aren't permitted.

"Guards are assigned as needed," Ms. Barrett added.

Fall and spring are high-demand seasons, according to Ms. Martinez, while the summer season is slow, a time to clean the opulent chandeliers found throughout the reception rooms and particularly in the Benjamin Franklin State Dining Room. Cleaning those sparklers costs \$17,000, she said. No taxpayer money, however, is spent maintaining the rooms. Dollars for cleaning and other upkeep comes from the profit generated by renting the rooms to outside organizations.



The rent isn't cheap: \$5,000 for lunch, \$8,000 for dinner—up front—not including the caterer.

And General Services Management must approve all requests. State Department employees, on the other hand, are given a break and just pay for services at cost.

But it's not all protocol. There's time for fun, too.

At one working lunch, with Vice President Richard Cheney, Defense Secretary Donald Rumsfeld and National Security Adviser Condoleezza Rice, Secretary Powell requested silver dome food covers, recalls Manager Wileva Johnston.

"When the waiter lifted each dome, there was a single brown bag underneath," Ms. Johnston recalls. "The Secretary just looked over to us and gave the thumbs-up sign." ■

She Sees Few Barriers, Only Opportunity

Story and Photos by Lauren Frese



Marjorie Stern spends her workdays interviewing visa applicants she can't see. Ms. Stern, a new consular officer in Hermosillo, Mexico, has been a gatekeeper for waves of applicants anxious to enter the United States. And sometimes they'll try almost anything to enter.

But what her eyes don't see, Ms. Stern's keen instincts detect, and she's rejected many applicants just by the sound and inflection of their voices.

Diagnosed with a hereditary disease that left her visually impaired, she sizes up applicants through skillful questioning. She is assisted by her reader, Monica Douglas, a large-screen monitor, a closed-circuit television, a magnifying glass, specialized software and various writing aids. Monica Martinez, a Foreign Service National employee, also helps. Thus accommodated, Ms. Stern examines documents for fraud, missing stamps or perforations, columns aligned too neatly or photocopied lines.



ABOVE: Eloisa Castillo, left, a temporary duty officer from Nogales, assists Ms. Stern with data entry on questionable visa candidates. **RIGHT:** Consular Officer Bob King helps her make critical decisions on specific cases.



Ms. Stern's limited sight has inspired her to aim higher. A graduate of New York University and Fairleigh Dickinson, where she earned a master's degree in counseling, she served as a Peace Corps volunteer in Honduras. After completing her two-year tour with the Peace Corps, she remained in the country to work for two U.S. Agency for International Development contractors, the International Medical Corps and the National Rural Electric Cooperative Association.

"I am a jack-of-all-trades, master of none," she modestly suggested.

Ms. Stern's vision problems began while she was stationed in Central America. She sought medical attention in 1996 in Palos Verde, Calif., where her sister and mother live. The doctors diagnosed her with Leber's Hereditary Optic Neuropathy, a rare hereditary disorder unknown in her family.

First described by German ophthalmologist Dr. Theodore Leber in the 19th century, the disease causes the loss of central vision in both eyes over a few months. After some weeks, the eyesight stops getting worse. The disease usually affects people in their late 20s and early 30s, but symptoms can appear at any age. The gene changes associated with this diagnosis decrease the energy available to the cells of the optic nerve and retina, causing these cells to die, according to the LHON web site, <http://jim.leeder.users.btopenworld.com/LHON/lhonhome.htm>.

About 29,000 Americans carry one of the main LHON genes and 9,700 citizens—.01 percent of the population—suffer from Leber's, according to the U.S. Census Bureau. Among the people diagnosed with Leber's, 39.5 percent do not have family members who suffer from the disease. For every nine men suffering from Leber's, there's one woman.

While Ms. Stern maintains her peripheral vision, the disease has caused major lifestyle changes. She cannot drive or see details. "I have an eight-year-old makeup critic, my daughter Eden," she laughed.

Her newly discovered disability prevented her from returning to Honduras where resources for coping with her vision impairment were limited. Determined one day to be a Foreign Service officer, Ms. Stern moved to Lomita, Calif., and attended the Braille Institute. "I've always had this dream and I could not give it up," she said.

After passing the Foreign Service Oral Exam and proving her proficiency in Spanish, Ms. Stern moved with her daughter to Washington, D.C., in the fall of 2002 for six months of training.

Once she finished her training, she was assigned to the U.S. Consulate in Hermosillo. As she packed the night before the flight, excited to fulfill her dream, she worried about Eden, who would have to move once more and make new friends in another country. Employee Relations Specialist Patricia Pittarelli, who routinely visits posts to conduct disability awareness training, traveled to Hermosillo in advance of Ms. Stern's arrival. Ms. Pittarelli answered a variety of employee relations questions for the staff and also worked with administrative officer Eric Anderson to find a suitable school for Eden and a home for the family. They even lined the steps with white tape so Ms. Stern could see them more clearly.

Ms. Stern's disability isn't noticeable and doesn't affect her work. In fact, like her colleagues, she exceeds the expected norm for Hermosillo consular officers, who should conduct about 100 interviews a day, according to Consul General Marvin Brown. Her sharp memory helps the staff remember details about specific appli-

America Works Best When All America Works

U.S. Disabled Employees:

A disability is a “physical or mental impairment that substantially limits one or more of the major life activities of an individual,” according to the Americans with Disabilities Act. Some examples of major life activities are seeing, hearing, walking, climbing stairs, reaching, lifting or carrying.

According to the 2000 Census, 49.7 million people have a long-lasting condition or disability. That’s about one in every five citizens.

Of the 19.3 percent of the population of age 5 and above, 9.3 million, or 3.6 percent, had a sight or hearing disability.

Among the 30,554,000 individuals with disabilities between 21–64 years of age—considered as the working-age group—56.6 percent are employed. Among the 128,578,000 working-age persons without disabilities, 77.2 percent are employed.

By comparison, among the working-age population with disabilities in 1997, 78.2 percent were employed.

Among people with difficulty seeing words, 41.5 percent were employed.

Of the blind and visually impaired, 74 percent are unemployed or underemployed, according to the National Federation of the Blind.

Of those unemployed, 42 percent attribute attitudinal barriers, according to a 1998 poll by the National Organization on Disability/Harris Poll.

Federal Employment of Disabled People:

The federal government employed about 21,000 people with disabilities in 2001, according to the U.S. Office of Personnel Management.

Under a Presidential initiative to integrate disabled people into the national work force, OPM established a web site for federal jobs at www.opm.gov/disability.

Department of State Employees:

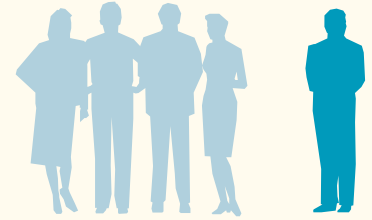
Five hundred eighty-seven individuals, or 2.52 percent of the employee population, have identified themselves as having a disability.

Employees with vision impairments number 60.

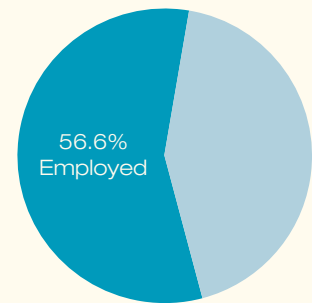
Seven employees are blind in both eyes and 28 are blind in one eye.

Sixteen employees said they can read ordinary-size print with glasses but lack peripheral vision. Nine cannot read ordinary print with or without glasses.

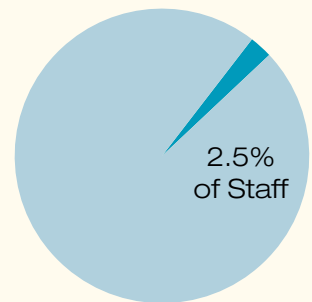
Among the accommodations for disabled employees are large-screen monitors, readers, interpreters, adjustable work schedules and adaptive equipment, according to the Office of Employee Relations which funds these accommodations.



1 in 5 U.S. Citizens Has a Long-Lasting Disability



56.6% of the Working-Age Individuals with Disabilities in the U.S. Are Employed



State Department Employs 587 Persons with Disabilities

cants. Recently, she detected a man who spent \$2,000 on fake documents trying to get a visa. “He must have really gotten overcharged if the papers couldn’t even get by a half-blind consular officer,” she said.

She also visits imprisoned Americans throughout the consulate’s large district and takes her turn as the consulate duty officer. During her time off, the Sterns enjoy the community pool or the beach.

She looks forward to assuming duties as chief of the non-immigrant visa section in Hermosillo and hopes to serve as a public diplomacy officer at a future post.

Ms. Stern has earned the admiration of her colleagues for her sense of humor, determination and iron will. With the relaxed and friendly style of someone confident in her abilities, Ms. Stern will likely remain a jack of all trades.

“She has an amazingly strong character,” observed Eloisa Castillo, a temporary duty officer from Nogales. ■

The author was an intern with State Magazine during the summer and is a graduate student at the George Washington University in Washington, D.C.

Office Finds and Freezes Terrorists' Money

By Paul Koscak



Travel, lodging, food and bombs might be all the ingredients for a terrorist cell, but even those basics don't come cheap. Cut off the money and you've done a lot to stifle terrorism.

That's what the Office of the Coordinator for Counterterrorism tries to do.

It's a daunting task.

With just a handful of money sleuths, the office is dedicated to finding, freezing and seizing funds that could end up in the pockets of the world's most notorious killers. During the past 18 months, the State Department, along with the Treasury and Justice Departments, froze more than \$134 million, according to Celina Realuyo, one of three financial policy advisers assigned to the office.

"Thanks to the Patriot Act, the State Department and Treasury have more power to impact foreign accounts," she said.

Much of the money is laundered through banks, phony companies and charities here and abroad. Even some convenience marts, Ms. Realuyo said, are fronts for terrorist organizations.

With the Justice Department, the office recently broke up a Hezbollah ring moving money from Paraguay to Brazil to Texas to New York and finally to Lebanon. The bizarre, circuitous route was intended to foil detection. (Hezbollah, a Lebanon-based Islamic militant group, is linked to the 1983 Beirut bombings of the U.S. Embassy that killed 63 and the U.S. Marine barracks that took the lives of 241 Marines.)

"They made it look like a business," Ms. Realuyo said.

The investigation revealed such a complex cluster of connections that the office printed a wall-sized flow chart to track all the bogus businesses and shady deals.

En route to Lebanon, the funds filtered through an international cellular telephone company in Miami, a

sushi bar and a string of nightclubs. Conspirators posing as customers channeled transactions through the Wells Fargo Bank in Los Angeles and Chase Bank of Manhattan on Long Island. Tristar Electronics and Mecca Electronic posed as commercial customers at other banks in New York and New Jersey to keep the money moving.

In another cooperative sting, the FBI arrested the ringleader of a U.S.-based Hezbollah syndicate who purchased thousands of cheap cigarettes in North Carolina and trucked them to Arab-owned convenience stores in Detroit. North Carolina taxes cigarettes at 5 cents a pack. Michigan charges 75 cents. Each trip would net profits up to \$10,000 that the smugglers would send to terrorists in Lebanon, according to the Justice Department.

In Paraguay, the office coordinated a Treasury-Justice team that led to the arrest of Hezbollah supporter Sobhi Fayad. Because Paraguay lacks laws barring money laundering, the State-led team used other charges against Mr. Fayad.

"It's usually not just an individual behind the money," Ms. Realuyo added.

Much of the work takes place outside the United States, particularly in the "front-line" states, as the office refers to certain countries in the Middle East, Latin America and Southeast Asia. Front-line states, whose names are classified, are considered vulnerable to terrorist financing.

"Our mission is capacity building—to reinforce the legal, law enforcement and financial systems in those countries to help officials there detect and disrupt terrorist financing networks," Ms. Realuyo explained.

That means training foreign bank officers to detect the schemes international money launderers use. Ms. Realuyo recently took a one-week sweep through Asia, meeting with high-level finance officials in Seoul, Tokyo and Hanoi and offering State Department strategies for nabbing terrorist money launderers "We don't call it training—that's patronizing," she said.

The training, or capacity building, focuses on detecting anomalies. Someone makes weekly deposits of \$2,000, and then the amount jumps to \$5,000. Or someone sends \$5,000 deposits to a nation known to support terrorists.

"There's software that can detect this, but it's important that bank officers spot these patterns and report them to their law-enforcement authorities," she said.

Mike Gayle, a colleague, said the office is committed to making it tougher for terrorist groups to function.

Behind a Desk and Hot on the Money

Tracking down terror money has some 007 appeal but little of the glamour. Once frequent travel to exotic locations becomes old, the rest of the job becomes a grind of meetings, reports, assessments and inter-agency red tape.

Celina Realuyo knows.

"You have all these agencies competing for the mandate and the money," she said about the government-wide effort to combat terrorism. "The policy is run out of the White House. It's like a bunch of people vying for Dad's attention."

Ms. Realuyo, a former Foreign Service officer, recently returned to the State Department, leaving a high-paying job as an international banker with Goldman Sachs in London. Her finance experience and fluency in several languages is the kind of talent the Office of the Coordinator for Counterterrorism covets.

After some coaxing from her former boss, Ms. Realuyo decided that following the money mattered more than making it. Being in a "position to do something about terrorism" won her over.

She spends about half of her time overseas and the other half writing reports about her last trip, coordinating the next trip and managing routine classified tasks.

"I probably spend half the day running up and down the stairs to try to coordinate things—coordinating trips, finding money for training programs, finding trainers," she said.

While freezing funds may not derail a sinister plan, it makes it easier to detect, he said.

"It increases the chances of being caught," Mr. Gayle said. "We're trying to narrow the options and make everything harder. We've made a dent in disrupting the terrorist financing network."

How large a dent? Mr. Gayle said that information could compromise the office's operations.

Intelligence reports show that half the financial support terrorists received for the 9/11 attacks came from Saudi Arabia. But after that nation was attacked May 12, 2003 by suicide bombers sympathetic to al Qaeda, Saudi officials began cooperating more closely with the United States. "The Riyadh bombings made a difference," said Gary Novis, another counterterrorist finance adviser. "There's now an actual threat to the Kingdom."

The office has also helped the Philippine government this year strengthen its money laundering laws and avoid international sanctions. "There were lots of loopholes," Mr. Novis said.

Sadly, it doesn't take a lot of money to perform a terrorist act. The Bali bombing in Indonesia last year, which killed some 200 nightclub patrons, is estimated to have cost less than \$60,000, Ms. Realuyo said.

Despite many challenges, the office has made progress since its formation last October. For example, it's now assisting 12 of the 14 front-line states. ■



miami MIGHT

Offices Pool Resources
in the Sunshine State

Story and Photos by Paul Koscak

The pace of south Florida keeps the Miami Field Office busy and State Department offices as well. A terminus of cultures and a global crossroads, particularly for those arriving from Latin America, the region has an international flavor that draws heavily on the Department.

In fact, beyond Washington, D.C., the Department has more influence in south Florida, with some 200 employees, than most anywhere else.

Office of Four

At Miami International Airport, Diplomatic Security operates a satellite office. Located in a less-traveled American Airlines terminal, its agents have boosted arrests by forging close working relationships with the airport's other law enforcement agencies and sharing resources. Among the agencies that look to Diplomatic Security to help nab illegal entrants are the U.S. Immigration and Naturalization Service, U.S. Customs Service, Transportation Security Administration—all now part of Homeland Security—the

U.S. Marshals Service, the FBI, the Secret Service and the Miami-Dade police.

The office routinely receives dozens of calls daily regarding detained arrivals with questionable paperwork, said Agent Richard Rowan, one of four agents assigned to the satellite office.

Many times a sharp-eyed Diplomatic Security agent spots the phony passport of a fugitive wanted for other crimes. Arresting a passport forger often takes a drug trafficker or worse off the street.

That very scenario occurred about 18 months ago when airport agents arrested a Maryland man on passport fraud who was wanted for attempted murder.

"Suspects are not always who they say they are," Mr. Rowan said.

To find out ahead of time, agents use a federal intelligence center to investigate inbound passengers. "We can pull the



Manager Bill Reyes inspects parcels in the courier vault before they're shipped.



Passport Specialist Pierre Laguerre works the window at the customer service counter.

manifest to see if anyone has an outstanding warrant," he said.

Even for traditional protection services, the satellite office involves its contacts. "When the president of the German parliament arrived we worked with other agencies to ensure a smooth transition," Mr. Rowan said.

Other duties include helping armed foreign security agents process through the airport and simply prowling for suspicious activity along the airport's wide corridors and escalators.

"It's getting to know the people," Mr. Rowan observed. "That's big around here."

Vault in a Warehouse

A short walk off the tarmac, beneath the American Airlines concourse, is the Department's new courier vault. Just a year old, it's a marked improvement from the older storage area. Nearly four times the size of the old vault, the new facility is really a secure 4,200-square-foot warehouse complete with forklift. Inside, rows of metal shelves hold big orange plastic sacks filled with classified documents.

A team of contract handlers pack and stack the documents. Shipments are tagged and assigned to one of 12 couriers who accompany the shipment to somewhere in the Western Hemisphere, according to Bill Reyes, the vault's director.

The new space is sure to come in handy. Tighter security standards now require more escorts than ever before, even for bulky items such as computers and office equipment. "Anything that goes into a controlled environment must now be escorted," said Patrick Connelly, who supervises courier operations from the Florida Regional Center in Fort Lauderdale.

The vault serves 29 posts in Latin America through contracts with American Airlines and United Parcel Service. Havana deliveries, however, are done separately through a Miami charter service.

Regional Center, Fort Lauderdale

The Florida Regional Center is another south Florida hub. It provides human resource support and medical evacuation to 50 posts throughout Latin America, the Caribbean and Canada through the Bureau of Western Hemisphere Affairs. The center specializes in providing administrative, technical support and training to small and medium-sized posts without adequate full-time staff.

Located in a renovated BellSouth telephone building, the center also maintains the combination locks found on most Department doors and procures office equipment and construction supplies. The Marines and the Navy Seabees also have detachments there.

"People at the posts are too bogged down with administrative tasks that we can do here," said Fred Cook, the center's new director. He plans to promote the center's services. Previously the deputy chief of mission in Caracas, he envisions the facility as a multi-function support center, especially for conferences and training. It recently opened a training room equipped with dozens of laptop computers and videoconferencing equipment.

"Web-based training can be a niche service," said Doyle Lee, the center's information management director who expects the center to handle a lot of the training now done by the Foreign Service Institute. "FSI is saturated. WHA [Western Hemisphere Affairs] owns this training center and it can be an alternate training location that's closer to the posts we serve."

Diplomatic Moves

Employees assigned to Latin American posts will likely find their goods moving first through Miami.

The Miami Despatch Agency manages household goods, vehicles, office supplies and even specialty shipments for the Department of Agriculture and other agencies.

Five staff and two contractors ensure that employees are moved to their destinations as smoothly as possible. They plan the packaging and pickups, load shipping containers and choose the best time to authorize transportation—all without lifting a single box. The actual move is contracted with a local warehouse and freight company.

That's where savvy management comes in. Because nations have different transportation regulations, it's up to the Miami Despatch staff to arrange each move so household goods arrive on time and at the best price, said Betsy Pratt, director of the Miami Despatch Office.

"We must comply with a nation's shipping and customs requirements," she said. "Sometimes we can mix household goods with vehicles and supplies. Sometimes we can't. We have to economize for the government while meeting our customers' needs."

It takes from two to six weeks to clear shipments through customs in Latin America. That's in contrast to about two days for goods arriving back into the United States, she added. If needed, the agency ships "immediate household goods," such as clothes and utensils, by air to get an employee quickly settled until the rest of the household goods arrive.

Formerly located next to the airport, the agency recently moved to a suburban office park about four miles away for better security.

Animal tissue, biological cultures and insect eggs are among the specialty shipments the office handles for the Department of Agriculture. "Bugs for research," Ms. Pratt explained.

Passports Galore

Downstairs from the Miami Field Office is the Miami Passport Agency. "Passport and DS are conveniently collocated to allow for easy interviews or—if needed—an arrest," said Stephanie Deaner, who manages the passport office.

"When I first arrived and noticed all the State Department offices here I just thought it would make sense for everyone to get to know each other."

The agency, which has East Coast counterparts in Boston; Norwalk, Conn.; Philadelphia; and Washington, D.C., performs "expedite work," she said. Applicants willing to pay a higher fee receive passports in three days. "Forty-one percent of our work is expedited," Ms. Deaner stated.

Call it what you want, it's still a production house.

Passport lines sometimes stretch from the agency's customer service windows to outside the office and down the hall. Post offices, courts and certain city offices throughout Florida, South Carolina and the Virgin Islands also submit passport applications.

The heavy volume keeps 21 contractors busy scanning the applications and entering data and 42 employees evaluating the applications. Passport fees go directly to Pittsburgh's Mellon Bank, which records the transaction and deposits the money directly into the United States Treasury. Last year the agency processed 270,535 passports.

The passport office keeps a high community profile by promoting itself and the State Department at shopping malls, schools, universities, libraries and business events. With its colorful kiosk, brochures and other handouts, the agency is educating south Florida residents about the passport system.

Agent Daniel Kenney inspects evidence secured in a special lockup.





Richard Rowan, Diplomatic Security agent assigned to Miami International Airport, confers with Grazyna Stasiulis at the Miami-Dade Aviation Department.

Serving Foreign Diplomats

With 38 foreign consulates scattered throughout greater Miami and south Florida, the new Office of Foreign Missions in Coral Gables couldn't be better placed. Located in a renovated Spanish provincial-style office building, the office serves a region stretching from the Atlantic Ocean to the Mississippi River and north to Kentucky and West Virginia—nine states and Puerto Rico.

The office oversees the motor vehicles, taxes, real estate and travel of foreign diplomats and their families living in the United States. It also defends Americans from foreign diplomats who abuse their privileges and immunities and it seeks better treatment of American officials abroad.

"There are about 3,000 foreign consuls and 175 honorary consuls in the region," according to Terry Daru, the director. "Nationwide, the Office of Foreign Missions accounts for about 114,000 foreign government personnel and their families."

Mr. Daru said the office also works with foreign consuls to help them understand and comply with U.S. law

and policies, and it helps foreign officials carry out their duties. For example, the office may work with local and state officials to help a foreign consul obtain documents or navigate the bureaucratic hurdles in a real estate purchase or work with police to locate a missing person.

A lot of effort, however, is placed on building good relations with foreign officials. Mr. Daru and his deputy, Carolyn Parker, travel frequently throughout the region visiting foreign officials. They also work closely with the region's city, county and state officials. They teach law enforcers how to deal with diplomatic immunity and how international agreements impact police work.

In Coral Gables, the office enjoys close ties with City Hall. "We really are part of the community," he said.

Getting Together

While these offices have diverse missions and are miles apart, they meet more often and work more closely than most offices sharing the same floor at Main State. Each month the managers share ideas and pool resources over lunch at various Miami locations.

"When I first arrived and noticed all the State Department offices here I just thought it would make sense for everyone to get to know each other," said Mike Johnson, who directs Diplomatic Security's Miami Field Office and began the monthly tradition about a year ago.



Muscle beach

Miami Agents Build Cases with
Old-Fashioned Detective Work

Duhane Nelson exists only on the phony birth certificate he used to apply for a passport in Florida. Diplomatic Security arrested him after a West Palm Beach sheriff stopped him. The scofflaw's fingerprints revealed his real identity—Krishean Thompson, a Jamaican accused of shooting two people and killing one in Maryland. It was the passport violation, however, that helped Maryland police snare their man.

Agents Nick Collura and Dave Nieland nailed a fugitive fleeing to Honduras from a murder charge. When the agents learned the suspected killer was on his way to pick up his passport, they waited outside the building. When a Ford Explorer roared up and a man fitting the fugitive's profile dashed out, the agents grabbed him.

When agents raided a Miami house being used as a phony document mill, they arrested one resident and seized dozens of passports, passport photographs, biographical information and bank records. They also confiscated a 2003 Hummer H2, an assault rifle, two handguns, 400 rounds of ammunition and \$65,000 in cash. The agents soon discovered the suspect had laundered more than \$1 million through a local casino.

Diplomatic Security agents may spend hours protecting VIPs, but they're also on the street in the thick of law enforcement. And at the Miami Field Office, that's truer than anywhere else in the country.

With 31 agents, Miami is the third largest field office. Miami also manages satellite offices, with 20 other agents, in New Orleans; Atlanta; Charleston, S.C.; and San Juan.

Located in downtown Miami next to the district court, the office has all the trappings of a precinct station. There's a holding cell monitored with a video camera. There's a booking area where paperwork and fingerprints of arrested suspects are processed. There's an evidence lockup securing everything from money to computers. And there's a weapons locker stocked with machine guns and Uzi's.

About 25 percent of the 2,067 arrests Diplomatic Security has made since October 1999 for visa and passport fraud were by Miami agents, according to Mike Johnson, the special agent in charge.

In just the first half of 2003, Mr. Johnson said, the office opened 406 new cases while actively pursuing nearly 1,400 criminal investigations. It seized more than \$500,000 in cash and property and opened 15 undercover operations targeting illegal document vendors.

"People will do anything to get into the United States," Mr. Johnson said. "There are so many angles it's amazing. They come into the United States, get temporary immigrant status and then apply for permanent status."



Agent Eduardo Santos sets up a receiver to pick up transmissions from informers or other agents.

Agents arrested members of a Brazilian group using chemicals to remove and replace visa photos. They recently broke up a West African ring that pays homeless people to marry West African women. Once in the United States, the women receive Social Security benefits, welfare and other entitlements. Dubbed Operation Body Double, the agents made nearly a dozen arrests.

Detective Joe Friday would feel right at home at the Miami Field Office. But instead of the Dragnet regimen of robberies and homicides, agents with a global outlook pursue document fraud. They ferret out leads, do surveillance, conduct stakeouts and question suspects.

Take Agent David Nieland. He's identifying key players in a passport smuggling ring that operates in the Virgin Islands, Jamaica and New York City. "We'll do some buys, make an arrest and then move up the hierarchy," he said. "Some of these passports are going for \$4,000 each."

The FBI called him seeking information about individuals and companies trading arms with Iraq. Sometimes, Mr. Nieland said, "the FBI provides serial numbers that allow us to run down the dealer."

Agent Richard Rowan got a call from the DEA seeking help in trying to find the owner of a fake passport found during an arrest.

Later, the passport office asked him to question a suspicious applicant. He also interviewed a person who approached a Department employee with information about terrorists.

"The person had some mental instabilities," Mr. Rowan said. "But you have to follow up on all leads."

Between tasks, he searched motor vehicle records for clues on another case.

Most of the time, the action is on the street.

A typical operation early one morning starts when a dozen agents rendezvous at a shopping center parking lot. Within an hour they plan a SWAT-style raid on a nearby house where the owner is suspected of trafficking in phony documents.

To ensure a swift, sure and safe strike, Agent Marc Fiorini, the strike team's supervisor, verbally walks the agents through each segment. Like a choreographed production, everyone has a part.

First, the entry team. An agent knocks. Another stands waiting to smash in the door with a battering ram if the owner doesn't open it. Either way, a line of agents—called a stack—will rush into the house, Mr. Fiorini explained. "They're literally in a line as you make entry."

At the same time, another team surrounds the house to prevent any escape. Armed with a search warrant from the U.S. attorney, agents inspect the residence thoroughly before it's declared secure.

"We once found a fugitive hiding in the ceiling insulation," he recalled.

They don bulletproof vests, check weapons and ready battering rams and crowbar-like picks that can pulverize a doorframe in seconds. With their distinctive bright yellow Federal Agent emblazoned shirts, dark paramilitary

uniforms and sunglasses, the team projects a lethal and conspicuous image.

"No matter how long you've been doing it, the adrenaline is pumping just before you hit the door," said Mr. Johnson, a 20-year veteran who still prefers the tactical tasks to the meetings and paperwork that come with his rank.

"This is the fun stuff," remarked Agent Lauren Neiland, 26, who joined Diplomatic Security four years ago right out of college. Her husband, a former North Carolina police officer, is Agent David Neiland.

Mr. Fiorini finishes his briefing. He grins as he glimpses the shabby apartments bordering the shopping center in clear view of the no-nonsense gathering.

"There's a lot of toilets flushing now," he concludes.

The raid itself is the culmination of countless hours of police work.

Agents spend days staking out locations and shadowing suspects to gather evidence. Learning about a person's lifestyle, habits and associations is crucial to obtaining a search warrant and knowing when to strike, Mr. Johnson said.

"We consider who's in the house," he explains. "Is there a wife? Are there kids?"

To leverage its resources, the office has forged close partnerships with the region's law enforcement community. It supports the U.S. Marshal's office in tracking fugitives and the FBI in its South Florida Joint Terrorism Task Force. A Diplomatic Security agent is assigned full-time to the FBI's Miami office.

The office even extends its reach overseas. Through Operation Global Pursuit, agents assist embassy staff and local authorities in cutting off phony documents at their source. When a Pakistani was arrested in Orlando this year on a fake visa charge, he drew a map showing where the documents were being made in Doha, Qatar.

"We faxed the map to the embassy and they worked with local police to make an arrest," recalls Mr. Nieland. "The guy was right where we were told he'd be."

The cooperation leading to the forger's arrest is typical not only of Global Pursuit but the inclusive culture the Miami office encourages among the region's law enforcement agencies.

"Our goal," Mr. Johnson says, "is to catch people inside and outside the United States." ■



Diplomatic Security agents review details of a raid they're about to conduct.

Don Petterson beams after completing his 3,677-mile journey on the San Francisco side of the Golden Gate Bridge.



Photos courtesy of Don Petterson

California by Bike or Bust

By Dave Krecke

Don Petterson's not the type of guy you'd expect to wile away retirement in New Hampshire as a couch potato watching daytime television. Instead, he's living his retirement like he lived his career, always looking for new challenges. He served tours in nine different African countries, four of them as chief of mission and several during periods of civil unrest.

Two years ago, the fit 71-year-old retiree was looking for a new challenge. A former pilot, he considered flying an ultra-light aircraft from New Hampshire to his native California. But a few rides taught him that flying an ultra-light was nothing like flying a one-engine Cessna. Furthermore, the Federal Aviation Administration had placed severe post-9/11 restrictions on general aviation that would have required him to file



The prairie is mile after mile of boring scenery, but at least it's flat.

mountains of paperwork to gain permission for his coast-to-coast flight.

Still committed to his California-or-bust mission, Don decided to propel himself from Brentwood, N.H., to San Francisco on a touring bike (a Cannondale T-800). "Except for riding to work for a few weeks in Zanzibar from 1963 to 1964 and to classes at Stanford from 1966 to 1967," he says, "I had rarely been on a bike since I was a kid."

He began training in the late fall of 2001 and, "Once the New England winter set in, I tried to keep in shape by running and doing some spin cycling at a local gym."

On May 8, 2002, Don Petterson began his journey. Staying on "blue" highways all the way, he biked west across southern New Hampshire and Vermont, over the Appalachians, across New York from Albany to Buffalo, southwest along the shore of Lake Erie to Erie, Pa., and Ashtabula, Ohio, then south and southwest through Ohio, west through Indiana, Illinois and Missouri, across the Mississippi at Hannibal, south past Topeka and west across what he calls "wonderfully flat Kansas from Emporia to Tribune," across Colorado from Pueblo to Grand Junction, on to Green River, Utah, then north to Price.

From his diary:

The temperature had climbed to over 95 degrees that afternoon in June 2002 as I neared Price, Utah. Four days earlier I had crossed the Rockies at Monarch Pass (elevation 11,312 feet). By the time I reached Grand Junction, Colorado, the heat had begun to build up. Despite the rising temperatures, which could get even more intense in the arid country west of Salt Lake City and in Nevada,



I was confident I could complete my solo ride across America. Then, a quarter mile shy of the Price exit from U.S. Route 6, about 2,700 miles from my starting point, a car traveling at 55 mph swerved from the roadway onto the shoulder where I was riding and smacked into me. I went flying and ended up with a broken collarbone, cuts, bruises and abrasions.

Don flew his battered bike and body back to New Hampshire to recuperate, vowing to finish the journey. That autumn, he got back on his now-repaired bike and rode when weather permitted, staying in shape throughout the winter.

In mid-May 2003, he and the bike flew to Utah to pick up his transcontinental journey where it had been so rudely interrupted the year before. Two days after arriving in Price, he rode north from the spot where the car had hit him, arriving in Salt Lake City two days later. He rode west to Wendover a day after that, traversed basin and range across Nevada, crossed the Sierras, California's Central Valley and coastal range and rode across the Golden Gate Bridge on May 30, 977 miles from Price.

More from his diary:

There were times last year in the early days of the trip when, struggling to surmount steep hills in near gale-force winds, or lashed by near-freezing rain I asked myself what the hell I was doing. And times when hours on a bicycle saddle produced a fair amount of pain. But there were many sublime moments—among them, cresting the summits of the Rockies and Sierras, soaring downhill, riding 125 miles in one day, gliding through forests of tall trees in the stillness of a cool early morning—that made the trip more than worth the effort. The journey by bicycle was a great adventure, an extraordinary opportunity to experience in the fullest sense of the word the wonderful diversity and majesty of our part of North America. Icing on the cake were the many interesting conversations I had with people I met along the way.

Traveling an average of 70 miles a day over 62 elapsed days, Don Petterson completed his coast-to-coast journey. It shouldn't take him long to find a new challenge. ■

Don Petterson can be contacted via e-mail at donpetterson@comcast.net.

Crossing the Continental Divide doesn't mean it's all downhill to California.



Toolkit Offers Tips for Entry-Level Officers

By Mary Rose Axiak

Approximately 30 percent of the Department's junior officers work in the Bureau of Western Hemisphere Affairs. That prompted a group of the bureau's mid-level officers to build an Entry-Level Officer Toolkit, with useful professional information for these officers. "The idea was to develop a series of professional development tools that entry-level professionals—junior officers and specialists—could access from their posts," according to Colette Marcellin, a WHA post management officer.

At a junior officer leadership conference in Port-of-Spain, Ms. Marcellin picked up on the need for more

professional resources. So, she and a few colleagues formed a team to develop a toolkit. They distributed surveys, consolidated and analyzed the results and met with other bureaus and offices to gather materials. WHA's webmaster, Larry Clemons, designed web pages for the WHA's intranet site (website.wha.state.gov/Leadership/JO.htm) featuring those tools.

"The toolkit would begin where the A-100 course and intake training leave off," Ms. Marcellin said, "and provide continuing education modules and programs that entry-level officers can use for professional development either as individuals or in junior officer groups." By putting professional resources at their fingertips, the toolkit will also help level the playing field for entry-

level employees located in small consulates where senior mentors such as ambassadors, deputy chiefs of mission and high-level visitors may not be as accessible.

The team began by surveying entry-level professionals, asking them about experiences at posts and for suggestions for tools that might improve their overall experience.

Another survey went to WHA ambassadors, seeking candid responses on success in the Foreign Service. The answers were straightforward and provided real insights about how the ambassadors succeeded in their own careers. The survey asked the ambassadors for their observations about new employees, what junior officers and specialists are doing well and how they might improve. "It is instructive that ambassadorial respondents covered all functional cones and yet highlighted similar themes for achieving success. Their assessment of junior officers was uniformly high," said Roland Bullen, former deputy director of WHA's executive office, who informally coached the toolkit group.

The toolkit includes a *Professional Development Guide* distributed last fall to all WHA posts to promote entry-level professional development in the bureau. The guide provides ideas and best practices from worldwide programs so posts can adopt good ideas or develop new model programs.

The team also wanted to include information on reporting skills. A survey designed to identify reporting strategies, tips and techniques went out to winners of the Director General's Award for Reporting. "These officers know what works," said Bart Putney, a toolkit team member and the junior officer who organized the Port-of-Spain conference. "We thought it made sense to tap that expertise so that new reporting officers could pick up some helpful hints from the Department's best." Respondents to the survey also submitted their own, personally developed resources, such as *Writing for the State Department: Words of Advice, A Guide for the Weary Cable Drafter* and *Getting Your Products Through the Edit Process*. Eventually, the kit will include a collection of award-winning cables with short annotations by prominent ambassadors. "Knowing what senior officers find useful," said Richard Miles, a WHA desk officer, "is half the battle to understanding how policy is made in Washington."



Kim Hoffstrom, left, Richard Miles and Bart Putney review the progress of "reporting tools" for the toolkit.

The toolkit is a clearinghouse of resources that new hires may find useful. It includes a variety of resources on preparing employee evaluations, a list of the Department's professional development videos, a glossary of acronyms of agencies represented at posts overseas with an explanation of their roles and a "cheat

“ Knowing what senior officers find useful is half the battle to understanding how policy is made in Washington ”

sheet" comparing Foreign Service ranks and titles with counterparts in various branches of the military.

The team's goal is for entry-level professionals to take ownership of the toolkit, adding and deleting material to fit their professional needs. All submissions will be considered and should be sent to Jennifer Bantel at banteljm@state.gov.

Officially unveiled at WHA's entry-level officer conference in Guatemala last May, the toolkit includes conference PowerPoint presentations and handouts so that the many entry-level officers who were unable to attend can access the material. The toolkit will be incorporated into the HR/CDA/EL web site on best practices for entry-level officers so that junior officers and specialists worldwide will have access to these valuable tools. ■

The author was an intern in WHA/EX from January to April 2003 and is studying international relations.

brain & brawn

Putting Money and Muscle into Public Diplomacy Training

In the aftermath of the 9/11 attacks, the Foreign Service Institute has inaugurated a new series of professional training courses for public diplomacy officers and other Department employees assigned to those positions overseas. The new courses address America's outreach to foreign audiences.

Public diplomacy officers worldwide said FSI's standard three-week PD tradecraft course needed augmenting to provide the level of skill and knowledge necessary to manage the Department's range of PD programs, products and services.

In response, FSI's public diplomacy training division assembled a team of experienced PD officers to design courses that engage students by drawing them into the educational process and making them responsible for their own learning. The new courses include a one-week orientation to public diplomacy, two eight-week

courses—one for information officers and another for cultural affairs/exchange officers—and a two-week course on managing a public affairs section for new public affairs officers.

The new courses contain few lectures. Instead, trainees are active in role-plays, simulations, digital videoconferences, computer-based exercises and research projects as they learn the skills associated with public diplomacy. As an added instructional aid, each student is assigned a laptop computer with access to the Internet and preloaded software for self-study and group activities.

PD officers must master a daunting combination of managerial skills and substantive knowledge to creatively manage PD programs, supervise large staffs, reach out to foreign publics and comply with federal regulations. The public affairs officer or cultural affairs officer—running a complex exercise like the International Visitor Program or a major two-way educational exchange such as the Fulbright Program—must use a variety of management skills, including budget allocation, federal grant administration and monitoring, analytical reporting, fund raising and representing the embassy on a binational commission.

Pat McArdle, director of FSI's public diplomacy division, leads the course design team in a brainstorming session.



Photo by Bob Kaiser

Information officers must arrive at post knowing what it takes to organize and run an effective media operation for a cabinet- or presidential-level visit. IOs must thoroughly understand the local media climate, know how to draft press statements, arrange interviews, set ground rules, face the press in crisis situations, manage the mission Information Resource Center and advise the ambassador, deputy chief of mission and other embassy officials on dealing with the media.

FSI's initiative was well timed, given the recent intense media focus on America's public diplomacy outreach. Barry Wells, deputy director of FSI, said, "Public diplomacy is an integral part of what all our foreign affairs professionals do."

Pat McArdle, training director, said, "The goal is to prepare officers serving in public diplomacy positions to effectively and creatively support U.S. policy objectives and foster mutual understanding between Americans and foreign publics."

The course curricula authors were challenged to translate their considerable field experience into exercises and activities that conveyed not just the technical skills but also the spirit and ethic of service that animates public diplomacy work abroad.

Several PD junior officers in language training at FSI volunteered as test students for exercises developed for the new courses. In one exercise they took the roles of

deputy chief of mission, political counselor and other senior mission officers in an International Visitor selection committee role-play. The instructors who observed the simulation were impressed with the students' enthusiasm and savvy as they performed their assigned roles.

“ The goal is to prepare officers serving in public diplomacy positions to effectively and creatively support U.S. policy objectives and foster mutual understanding between Americans and foreign publics. ”

Secretary Powell, in his May 2003 *State Magazine* column, said, "In times of war and of peace, our public diplomacy and public affairs efforts are crucial to the success of American for-

ign policy and they must be integral to its conduct. They are essential to conveying our story to the world and to securing the support of the American people for sustained international engagement."

Today, the Department annually spends almost one-half billion dollars on more than 100 public diplomacy programs worldwide. The challenge that Edward R. Murrow once described as "telling America's story to the world" has never been greater or more demanding. Future generations of students at FSI will experience a completely new approach to public diplomacy training that will prepare them well to take on that challenge. ■

The author, a retired Foreign Service officer, works part time at FSI.

Public Diplomacy Basics

The PD training division is now offering Public Diplomacy Basics, an interactive, three-day course for employees who want to learn more about how the Department's public diplomacy function supports America's foreign policy goals. This course is highly recommended for junior officers who are not assigned to public diplomacy positions overseas and is open to other employees on a space-available basis. The course is also the prerequisite for all professional PD training courses.

Students consistently rate the course as "very or extremely effective." They learn about PD activities and programs throughout the Department and say the course is actually fun. Classroom activities include films, games, role-plays, case studies, slide shows and much more. After taking the course, many students have said they now plan to bid on PD jobs overseas. PD Basics is offered every month. In FY 04 it will be offered 14 times. Check FSI's online catalog for upcoming dates.



To Build Continuity, Ops Center Begins Training Its Trainers

By Paul Koscak

New watch officers in the seventh-floor operations center of the Harry S Truman Building may find the going a little easier now that the center is training its trainers.

Instead of learning on the job, new officers will enjoy a one-day orientation course before tackling one of the shifts at the 24-hour information-processing center. The course, designed with the Foreign Service Institute, aims to sharpen watch officer's training skills so they can train their replacements more effectively. Watch officers serve 13-month tours.

About eight watch officers—a mix of Foreign Service and Civil Service employees—staff the center at all times, according to Kathleen “Kay” McGowan, a watch officer who helped plan the new course along with watch officers David Meron and Matthew Dolbow. The center is a clearing-house for diplomatic communication, including tracking information, handling requests and documenting the Secretary's telephone calls, Ms. McGowan said.

“We work under a lot of pressure,” she said. “Add to that the night shifts and settling into a new home for those who just returned from overseas and it can be hectic.”

The course, she said, should “eliminate the lack of continuity between shifts” caused by using many trainers and prevent the new officers from being overwhelmed.

While all the watch officers assigned to the center during the past few months have taken the orientation course—18 in May alone—it's too early to measure the training's effectiveness, Ms. McGowan said.

“People say it's more calm and less hectic now.” ■



Is It SARS or Is It the Flu?

Get Your Flu Shot and You'll Know What It's Not.

There is more than one reason to get your flu shot this year. Infectious disease specialists anticipate that the Sudden Acute Respiratory Syndrome or SARS epidemic will re-emerge sometime this autumn, possibly in many different countries around the world.

Early symptoms of SARS are virtually indistinguishable from influenza. Those who receive flu immunization and develop fever and cough, while they won't feel any better, may help their health care providers diagnose their diseases—particularly SARS—by ruling out flu as one possibility.

This is important because, as the Office of Medical Services points out, viral and respiratory illnesses are the most frequent reason for health unit visits around the world. Influenza and rhinoviruses that cause the common cold are the most frequent causes of these viral and respiratory illnesses. In the medical community, professionals learn the saying, "If you hear hooves, think horses, not zebras." This means that a single patient is more likely to have the flu than SARS. By removing this culprit from the list of suspected causes for upper respiratory disease, the provider can appropriately consider less common causes such as SARS.

Another reason for getting the flu shot this year is more practical. Many people dismiss influenza as an inconvenient wintertime nuisance. And for most people it is. Let's not forget, however, that last year influenza caused approximately 36,000 deaths in the United States alone. SARS, on the other hand, caused only 800 deaths worldwide. Particularly at risk are young children, pregnant women who will be in the second or third trimester during the influenza season, persons with chronic illnesses and the elderly.

Influenza is responsible for many hours of missed work and school. For those in the Foreign Service, the illness has a direct impact on diplomatic readiness. By immunizing American employees, Foreign Service Nationals and families, including spouses and children, the Department is protecting the community from the temporarily incapacitating effects of the flu.



This year, don't put off your flu immunization. The disease is easily prevented by a single yearly immunization. This year, as every year, the vaccine is developed to fight the anticipated strain of influenza virus. Children under age 9 require two injections. Generally, the side effects are minimal, because the vaccine is made from "killed virus." Contrary to "old Foreign Service tales," the influenza immunization cannot cause the flu.

The reasons to get the vaccine may appeal to each individual differently. Whatever reason appeals to you, and even if none of them is particularly appealing—after all, who wants a shot?—this is the year for you and your family to pull up your sleeves and get your flu shot. ■



Photo by Paul Koscak

Martin Kushinsky with partner Louise Albin.

Putting His Best Foot Forward

Story by Paul Koscak

Martin Kushinsky catches Saturday Night Fever even during the day. While most people are working, the former U.S. Information Agency public affairs officer is rocking and rolling—and waltzing and tangoing and swinging and cha-chaing. You name it, he most likely is dancing it.

Whatever the style, it takes plenty of practice to keep all those movements sharp and nimble, said Mr. Kushinsky, who retired in 1974 and has an affinity for Latin dances.

“The dances are Tuesday, Wednesday and Thursday afternoons and the first and third Sunday of the month,” he said. “Usually there are snacks followed by dancing and a mini lesson.”

And those sessions, about two hours’ worth, are just the casual gatherings. That’s not counting the 27 formal dances he attends each year wearing a tuxedo and twirling effortlessly around a grand ballroom. At 83, Mr. Kushinsky is a man in motion. When he’s not dancing, he’s enjoying water aerobics and swimming or spending an hour on his treadmill, or yoga or maybe a half-hour of calisthenics.

The dances are all local, usually within a few miles of his residence in southwest Washington, D.C. And,

unlike his other pastimes, seasons and weather don’t get in the way. One sweltering July afternoon, for instance, while shoppers carted groceries to their cars under a broiling sun, Mr. Kushinsky was swinging and swaying in an air-conditioned basement dance studio at an Arlington shopping plaza. As Stevie Wonder’s “Signed, Sealed, Delivered, I’m Yours” 70s pop hit filled the air, dots of light bounced off a rotating crystal ball mounted on the ceiling, flooding the darkened hall with motion.

Also enjoying the moment was Louise Albin, Mr. Kushinsky’s frequent dance partner, who retired from the Arms Control Disarmament Agency in 1994. “I’ve always been involved in some kind of dancing,” she said.

Not so for Mr. Kushinsky. Friends persuaded him to give dancing a try in 1995 and he quickly took to the challenge. Before that, much of his retirement was sedentary and academic. He and his wife, who died in 1994, took courses at George Washington University.

“Since I did my mid-career training there, we were able to audit the courses,” he said. “We took everything—religion, political science, philosophy. It was for fun.”

More fit and trim than many half his age, Mr. Kushinsky finds dancing an enjoyable way to stay in shape and socialize.

“I meet people from all walks of life—doctors, lawyers, government workers.” ■

O B I T U A R I E S



Robert Lyle Brown, 83, a retired Foreign Service officer, died of cancer June 13 at home in Arlington, Va. Mr. Brown served briefly in the U.S. Navy before joining the Foreign Service during World War II. He served in China, Japan, New Caledonia, Morocco, Belgium and at the United Nations. He was inspector general

of the Department, political adviser to the Supreme Allied Commander in Europe and deputy executive secretary to Secretaries Dean Rusk and William Rogers. After retiring, he served as a consultant to the Department, Secretary Alexander Haig and the Hudson Institute.



Leo G. Cyr, 93, a retired Foreign Service officer, died July 27 in Sterling, Va. He served with the National Recovery Administration, the Rural Resettlement Administration and the National Archives before joining the Department in 1941. He helped establish the Bureau of African Affairs in the early 1950s and

served as deputy director and director of the bureau from 1952 to 1957. Mr. Cyr served in Tangier, Yaounde and Tunis. After a year as Diplomat-in-Residence at Ohio University in Athens, Ohio, he was appointed U.S. Ambassador to the Republic of Rwanda and served in Kigali for five years. He retired in 1971.

Barbara Ann Elbinger, 59, wife of Foreign Service officer Lewis Elbinger, died suddenly June 13 in New York. She accompanied her husband on assignments to Oman, Saudi Arabia, Sudan, Germany, Kenya and India. She served as housing coordinator for USAID in Kenya and for the U.S. Embassy in New Delhi. Mrs. Elbinger also taught at the American School in Saudi Arabia.



Sandor A. "Sandy" Johnson, 59, a retired Foreign Service officer, died December 3, 2002, of sudden cardiac conditions in Encinitas, Calif. Mr. Johnson served four years in the Peace Corps in Ambala City, India. He joined the Foreign Service in 1969 and was posted to Ankara; Belize City; Karachi; Bangui; Washington, D.C.; Buenos Aires; Mexico City; and Brussels. After retiring, he taught, lectured and chaired the Foreign Service Association of Southern California.



Mayme Ruth Saxon Merriwether, 93, a retired Civil Service employee, died June 20 in Maryland. She joined the Department during World War II and retired as a supervisory clerk in the cashier office. She also worked for the Purity Baptist Church.

P E R S O N N E L A C T I O N S

Foreign Service Retirements

Agan Jr., Andres	Churchill, Paul G.	Rapoport, Sheldon J.
Ampofo, Lorraine Mary	Dailey, Dona Leah	Rice, Jonathan K.
Bigott, Louise B.	De Salvo, Gerald L.	Stein Jr., John J.
Castro, Benjamin H.	Durbin, John F.	Stratton, Theodore L.
Cayer, Kathleen M.	Guichard, Miriam E.	Street, Roger Lee

Civil Service Retirements

Atwood, Richard B.	Meighen, Clayton T.
Ayer, Margaret F.	Morrow, Richard J.
Brown, Constance J.	Patin, Theresa Marie
Charlson, Donald G.	Sevier, Ida M.
Chavez, Pamela R.	Shields, Anthony
Hassan, Jeanne Marie	Spruell, Mary L.
Hitts-Christophe, Beverly	Targonski, Rosalie
Hockett, Brenda Ruffin	Thompson, Catherine S.
Kennedy, Loretta G.	Turpin, Katherine R.

O B I T U A R I E S

Flemming E. Nyrop, 78, a retired Foreign Service officer, died of cancer June 26 in Alexandria, Va. Mr. Nyrop served in the U.S. Army Air Corps from 1943 to 1945. He taught drama at Boston University and then at Brandeis University. After joining USIA, he served as a cultural and public affairs officer in Thailand, Vietnam, Indonesia, Norway and Germany. Mr. Nyrop programmed American artists overseas with USIA's "Arts America" program. He retired in 1986 after more than 30 years of federal service.

William Paul O'Neill Jr., 87, a retired Foreign Service officer, died June 19 in Needham, Mass. He served in Canada, Tunisia, Germany, Belgium, Indonesia, the United Nations, Kenya, Zimbabwe and South Africa.



Roy V. Peterson, spouse of retired Foreign Service Specialist Charlene M. Peterson, died of leukemia June 4 in Minneapolis. He accompanied his spouse to Panama City, Bonn and London. Mrs. Peterson retired from the Foreign Service in 1993.



Ann T. Ruegsegger, 95, the mother of Mrs. Donald J. McConnell, died July 17 in Asmara, Eritrea, where her son-in-law is the U.S. Ambassador. Mrs. Ruegsegger was well known to the Foreign Service and local communities in Africa, Europe and the Middle East where she lived with the McConnells for over 25 years.



Philip F. Vandivier, 81, a retired Foreign Service officer, died May 30 at his home in Franklin, Ind. After serving in the Army Air Corps in World War II, Mr. Vandivier joined the Foreign Service in 1948 as a diplomatic courier. He worked mainly out of China, Pakistan, the Philippines and West Germany. Later, as a Foreign Service officer, he served in the Philippines, Malaysia, Indonesia, the Netherlands and New Zealand. After retiring in 1975, Mr. Vandivier was a journalist, a volunteer at the Indianapolis Children's Museum and a lecturer.

In the Event of Death

Questions concerning deaths in service should be directed to the Employee Services Center, the Department's contact office for all deaths in service: Harry S Truman Building, Room 1252, Department of State, Washington, DC 20520-1252; (202) 647-3432; fax: (202) 647-1429; e-mail: EmployeeServicesCenter@state.gov.

Questions concerning the deaths of retired Foreign Service employees should be directed to the Office of Retirement at (202) 261-8960, Retirement@state.gov.

Questions concerning the deaths of retired Civil Service employees should be directed to the Office of Personnel Management at (202) 606-0500, or through their web site at <http://www.opm.gov>.

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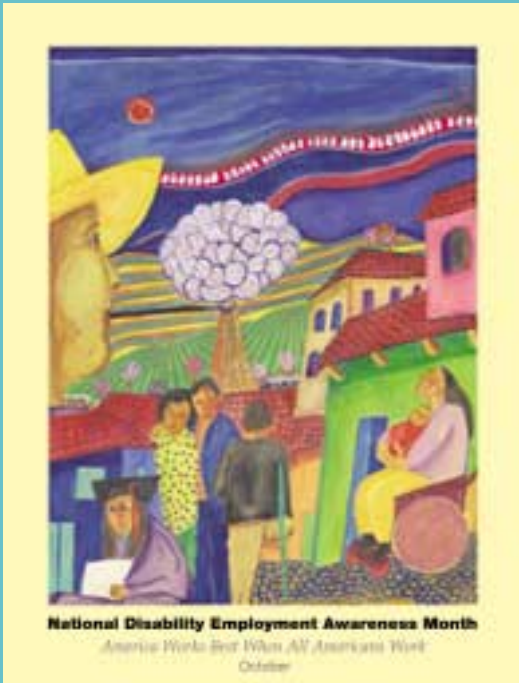
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