

U.S. DEPARTMENT OF STATE
JANUARY 2004

State

MAGAZINE

OVERSEAS SCHOOLS

CHALKING UP
EXPERIENCE



Secretary Powell joins awardees at
2003 Departmental Awards Ceremony.



IN OUR NEXT ISSUE:

Ceremony Recognizes Awardees

State

MAGAZINE

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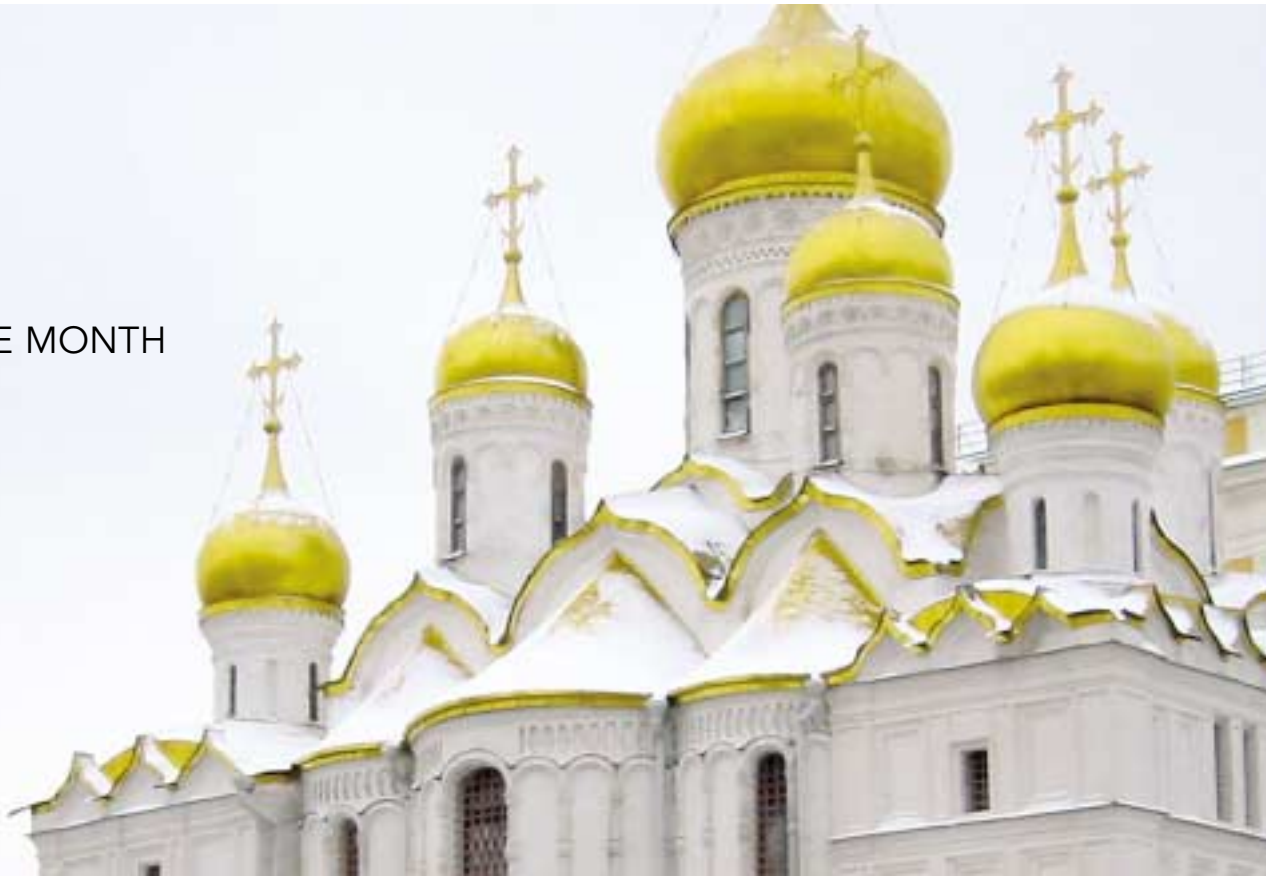
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Account Advances Development, Democracy and National Security

Sometime this month, Congress will approve start-up funds for the Millennium Challenge Account. That action is likely to make little news, as weightier and more urgent concerns fill the papers. But when we look back on this winter from the vantage point of January 2005 or 2006, MCA's transformation from vision to reality may be *the* key event of the season.

Thanks to President Bush's leadership, the international community is reshaping the development policy landscape in accord with the Monterrey Consensus. That consensus has shaped a new development strategy with three basic pillars.

First is a shared commitment to economic development based on sound methods that emphasize good governance and economic freedom. Second is a commitment to social development, for sound institutions can work only if people are healthy and educated enough to make use of them. Third is sound stewardship of natural resources. To be sustainable, development must be a trans-generational process that plants as well as harvests, invests as well as spends.

The key to the first pillar is the MCA—a new way of getting results for development. *And we need to get results.*

We care about poverty for obvious moral reasons, but we care about it for practical reasons, too. As President Bush wrote in the *National Security Strategy*, “A world where some live in comfort and plenty, while half of the human race lives on less than two dollars a day, is neither just nor stable.” Nor is that world safe.

Poverty and stark inequality are not “soft” policy issues but core national security concerns. There is a definite relationship between the war on terrorism and the challenge of development. While poverty by itself does not cause terrorism, it does breed frustration, hopelessness and resentment—and ideological entrepreneurs know how to turn those emotions into either support for terrorism or acquiescence to it.

More important when it comes to policy is the recognition that much poverty is man-made. Natural endowments matter, certainly; but social injustice and the bad government that perpetuates it often matter even more. Economic systems work when access to opportunity is

fair, so that free people may use their talents and drive to prosper. A free and fair economic system presupposes a political system where all citizens have access and voice, so that government may be wise, accountable and legitimate.

The essential policy implication for development is clear: The best way to eliminate poverty is to spur economic growth, and the best way to do that is to encourage good governance—and that's why the Millennium Challenge Account represents a revolution in American development assistance thinking. The MCA offers the developing world a contract modeled on the free market itself: We'll provide generous assistance if recipient governments commit themselves to advance societies of free minds and free markets.

The MCA is not a charity account, but an incentive system for good governance. It will advance economic processes that put a country's productive assets into the hands of efficient ownership. It will help unleash the creative potential of free people by providing them with the basic tools of their own prosperity. We will use the MCA not only as a development tool with countries that are already eligible, we'll help countries to *become* eligible—if they want our help.

Taken together, our three-pillar development policy constitutes the most ambitious approach to alleviating poverty since the Kennedy Administration. If fully funded by Congress over the next few years, the MCA alone would increase U.S. development investments more than the Marshall Plan. By FY 2006, total U.S. development assistance would be up 75 percent from FY 2001 levels.

It is hard to exaggerate what is at stake here. It transcends even the war on terrorism. That stake is whether global economic integration can be made to work for enough people in enough ways to produce a stable and prosperous world.

We know it can, but it won't happen by itself. We have to *make* it happen. We now have a policy to alleviate poverty that matches creativity and resources to the task at hand. It will take a sustained and determined collective effort, however, to make that policy a success. We will all need to put our shoulders to the wheel. Our national security depends on it. ■

Impressive!

The State Department is to be commended for the attention paid to its retiring employees. The retirement seminar followed by the job search is an outstanding service for State employees.

Then, the November 21st retirement ceremony hosted by Secretary Powell in the Benjamin Franklin Room was very impressive. Most striking to me was the fact that the Secretary had returned that morning at 3:30 a.m. from an overseas trip. Yet he was on time to the office and hosted the ceremony.

Lloyd C. Stevenson
Retired FSO
Fairfax, Va.

**A Team Effort**

For three years I have had the privilege of organizing the Department's annual retirement ceremony. The Secretary hosts the event and he deserves most of the thanks and credit for its pomp and good fellowship. Because my name is on the response card, I get many thanks from retirees who don't know about all the others who pitch in.

For the most recent ceremony, I had 29 volunteers from the Bureau of Human Resources who checked folks in and helped them find their places. The Office of Protocol provided food and entertainment, turned out the calligraphy for the invitations and made sure the

Benjamin Franklin Room was in tip-top shape. The Bureau of Administration folks ran the electronic cables, arranged the video feed and, with Public Affairs, took photos. Diplomatic Security put the "Diplomatic" in Diplomatic Security, with low-key but thorough and thoughtful scrutiny of our distinguished colleagues and guests. HR support staff arrived by 6:30 a.m. to set up chairs and make other logistical arrangements.

It was truly a team effort much appreciated by our guests.

Peter Whaley
Retired FSO/WAE
Bureau of Human Resources

LETTERS TO THE EDITOR

Letters should not exceed 250 words and should include the writer's name, address and daytime phone number. Letters will be edited for length and clarity. Only signed letters will be considered. Names may be withheld upon request. You can reach us at statemagazine@state.gov.

FROM THE EDITOR

With but a few hours sleep after returning from a trip with the President to the United Kingdom, Secretary Powell warmly greeted 142 retirees with a combined 4,000 years of service at a special ceremony in the Benjamin Franklin Room. The group included Foreign Service and Civil Service employees at all levels from across the Department. "You will always be welcome here," the Secretary said. And he meant it.

Good schools make good posts. Nobody knows that better than the Office of Overseas Schools. The office currently assists 188 schools in 132 countries. The schools enroll some 98,000 students. Of these, about 28,000 are U.S. citizens. Enrollment varies from 13 students in Iceland to nearly 3,000 in Singapore. Learn more, starting on page 16.

Hurricane Isabel didn't dampen the spirits of Foreign Service National employees in town for their

second annual conference. The diverse group represented 40 countries—large and small—and skill sets of all kinds. The mix prompted some lively discussions at the gathering designed to strengthen the role of FSNs in mission management. Page 26.

Chuck Greco and Bob Haukness have gotten to know each other pretty well. And well they should. They have been carpooling together for 25 years, logging nearly 300,000 miles. With Chuck's retirement this month, the "road scholars" are splitting up. For Bob, it means finding a new partner—at least until he turns in his pool pass. People Like You. Page 34.

In the meantime, Happy New Year from all of us here at *State Magazine!*

WELL- WISHERS



Mongolian crew works on wellness renovations.

Secretary Powell has emphasized improving the quality of life at overseas posts for employees and family members alike, particularly at high-differential posts. The Bureau of Overseas Buildings Operations is doing what it can to support this objective.

As part of these efforts, Director Charles E. Williams approved an experimental program to “make facilities well” at selected posts, addressing in a concerted way employee office needs and family housing requirements. Under this concept, small to medium-sized posts that normally could expect \$50,000 to \$75,000 annually for upgrades to government-owned or long-term leased properties are allocated \$1 million.

This is the Wellness Program.

Wellness seeks to clear a backlog of work that could languish for years under usual budget shortfalls. Eligible projects at houses could range from roof repairs and electrical upgrades to driveway paving and kitchen and bathroom renovations. Office work could involve constructing fire escapes, replacing antiquated water systems, repairing or upgrading heating and air-conditioning systems or reconfiguring office space.

Each program component is a separate project that requires all customary review by technical experts at post and in Washington, D.C. The major differences between wellness and the usual way of doing things are that the post has more money to work with and the funding is already approved. The primary concern for selected posts is not seeking project approval but rather implementing work.

The office conceived the wellness program in 2002 when Ulaanbaatar, Mongolia, and Lilongwe, Malawi, were authorized for initial inclusion. Since the office uses existing money rather than new funding, only two posts are eligible annually. Both test posts were isolated missions with challenging local infrastructures. Positive results justified continuing the program in 2004 at Jeddah, Saudi Arabia, and N’Djamena, Chad. Efforts at these posts have only begun but OBO believes that wellness makes a major difference.



Employees Give Iraqis a Reason for Hope

More than 100 Foreign Service and Civil Service employees were honored recently with a Group Superior Honor Award for their voluntary service in Iraq.

Joining Secretary Colin L. Powell at the podium on Iraq Recognition Day were Robert Pearson, director general of the Foreign Service and director of the Bureau of Human Resources, and William Burns, assistant secretary of the Bureau of Near Eastern Affairs.

“I am pleased to join you today,” the Secretary told the honorees, their friends, families and colleagues gathered for the Nov. 24 ceremony in the Benjamin Franklin Room, “to recognize and honor a group of men and women who have served in the finest traditions of the State Department on the frontiers of freedom in Iraq.”

He thanked the group for helping Iraq get back on its feet by rebuilding and restaffing the nation’s ministries and providing managerial, secretarial and technical support to the Coalition Provisional Authority.

“As a result of your contributions,” he said, “Iraqis now have reason to hope.”

The Secretary singled out two employees, Consul Beth Payne and Regional Security Coordinator Bill Miller, for a special tribute to their bravery and heroism.

He recounted the events of Oct. 26, when a rocket attack shook the employees from their beds in Baghdad’s Al-Rashid Hotel. Ms. Payne heard cries for help from Paula Wikle, an office management specialist, and scrambled through the wreckage to Ms. Wikle, whose arm was seriously injured.

“From the emergency medical training she had received before going to Baghdad,” the Secretary said, “Beth knew to apply a pressure bandage to Paula’s arm instead of a tourniquet, despite well-intentioned advice to the contrary.”

He described how Ms. Payne then quickly found help to bring Ms. Wikle down three flights of stairs and to a hospital. Once at the hospital, she stayed to help other injured Americans.

“Paula is now recovering in Florida,” the Secretary said reassuringly. “We wish her Godspeed.”

He then described Bill Miller’s heroism. When the rockets hit the hotel, the first thing Mr. Miller did was to make sure that everyone else was okay. He had heard that someone needed urgent help on the 11th floor,

where he found a seriously wounded Lt. Col. Charles Buehring. Without regard for his own safety, Mr. Miller stayed with the officer until help arrived.

“Sadly,” Secretary Powell said, “Col. Buehring later died. Our thoughts and prayers are with him, his spirit, his family and all who loved him.”

The Secretary presented Beth Payne and Bill Miller the State Department Award for Heroism.

Then, addressing the assembled group of Iraq volunteers, he said, “My friends, each of you has paid a personal price to bring peace to a faraway land. Those of you who set off for Iraq knew the hardships and the dangers you would face. Yet you went.”

Recognizing the sacrifice the employees’ families made, he said, “They are the unsung heroes of American diplomacy who stand by you today. They also knew the risks and yet let you go.

“Altogether, you represent the best of America,” Secretary Powell said, “and we owe you an enormous debt of gratitude. So, on behalf of President Bush, myself, all of your colleagues here in the Department and especially on behalf of the American people, thank you for the selfless dedication you have shown on the front lines of freedom.”



Secretary Powell presents Consul Beth Payne (top) and Regional Security Coordinator Bill Miller with the State Department Award for Heroism.

Fulbright Program Returns to Iraq

Deputy Secretary of State Richard L. Armitage announced in October that the Fulbright academic exchange program will return to Iraq 14 years after it was suspended in that country. "Iraq is the birthplace of education," he said. "It is, after all, where both the written word and arithmetic were first discovered."

The program is scheduled to resume in 2004, supported by \$1 million for scholarships. The Department anticipates that an initial group of at least 20 grantees will pursue master's-level courses at U.S. universities in fields that will contribute to building a democratic society in Iraq, such as higher education, public administration, business, economics and public health, among others.

The first students may begin arriving in the United States as early as January of 2004 and will study in the

United States for 18 months to two years. Fulbright officials are working closely with Iraqi university leaders and officials from the Coalition Provisional Authority to design scholarship opportunities that serve the mutual interests of Iraq and the United States.

The program is expected to expand in the future to include sponsorship of Iraqi scholars who will travel to the United States to lecture, gather research and reconnect with their American academic counterparts.

Opportunities for U.S. academics to travel as Fulbright scholars to Iraq will be available on a limited basis later in 2004.

Established in 1946 to build mutual understanding in a war-torn world, the Fulbright Program is the American people's premier academic exchange program. It is funded through an annual appropriation from Congress and by contributions from partner governments and the private sector and administered by the Bureau of Educational and Cultural Affairs.

Offices Move Uptown

Headquarters for Passport Services, Overseas Citizens Services and the Public Affairs Diplomacy Center all have new digs at 2100 Pennsylvania Ave. The opening was made official Nov. 14 during a ribbon-cutting ceremony and workplace tour by Grant Green, under secretary for Management, although the offices have been operating since September.

The Department leases more than 65,000 square feet in a modern, eight-story building on the second, third and fifth floors that visitors enter through a high-rise glass foyer. The new annex, SA-29, hugs the northern edge of the George Washington University campus and is about a 10-minute walk from the Harry S Truman Building.

"One of the main reasons for selecting this location was its proximity to Main State," said James Stanley, passport facilities manager.

Moving the three offices to Pennsylvania Avenue creates temporary space in the Truman Building and other locations for employees uprooted by the building's massive renovation, he said.

Everything at the new address, which the Department will lease for the next 10 years, is new—from the refrigerator in the break room to the lobby's dark wood walls.

Officially opening 2100 Pennsylvania Ave., from left, Alice Moore, managing director, Overseas Citizens Services; Diane Andruch, deputy assistant secretary, OCS; Grant Green, under secretary for Management; Daniel Smith, principal deputy assistant secretary, Consular Affairs, and Frank Moss, deputy assistant secretary, Passport Services.



PHOTOGRAPHS: (LEFT): PAUL KOSCAK; (OPPOSITE PAGE): GEORGE C. MARSHALL FOUNDATION



David Rockefeller, left, presents Secretary Powell with the George C. Marshall Award.

Marshall Award Is Special Prize for Secretary

Secretary of State Colin L. Powell received the George C. Marshall Foundation award during a black-tie ceremony at the National Building Museum in Washington, D.C. It was fitting since Secretary Powell models himself after the legendary Army general and former Secretary of State.

“George C. Marshall is a personal hero of mine,” said Secretary Powell, who keeps the former secretary’s portrait in his office. “He was one of the greatest Americans who ever lived.”

Among the numerous colleagues, friends and supporters attending the reception were Merrill Lynch CEO Stan O’Neal, actor Robert Duvall, philanthropist David Rockefeller, Vice President Dick Cheney and historian Michael Beschloss, who served as master of ceremonies.

“I am deeply grateful to all of you who came to make this such a remarkable occasion,” said Secretary Powell.

He drew parallels between today’s war on terrorism and Gen. Marshall’s “superhuman challenge of organizing the Allied victory over Fascism in World War II.” Secretary Powell said Gen. Marshall would be proud of

the leadership the United States has shown in rallying the world against terrorism.

“George Marshall understood that an enduring peace had to be built on more than military might or a traditional balance of power,” he said. “A permanent peace could be achieved only in a world in which men and women everywhere could live in freedom, in dignity and in hope,” the Secretary told the more than 500 guests.

The general, who designed the Allied victory in Europe and as Secretary of State later rebuilt the devastated continent with his epic Marshall Plan, was also known as a team player who still made his point.

Gen. Marshall’s reputation as a resolute, steadfast leader, even if he didn’t agree with some positions taken by his administration, drew the Secretary’s praise. For example, Gen. Marshall raised objections when President Franklin D. Roosevelt selected Gen. Dwight D. Eisenhower to command the D-Day invasion and when President Harry S. Truman chose to recognize Israel in 1947. But he supported both measures.

“He had done his job. He had given the President his best advice,” Secretary Powell said. “It’s what serving this nation was all about.”

Created in 1997 to commemorate the 50th anniversary of the Marshall Plan, the prize comes with a \$25,000 award and is presented every two years. Past recipients include Helmut Kohl, David Rockefeller and George H.W. Bush. Secretary Powell was a trustee of the George C. Marshall Foundation from 1996 to 2001.

“In this town, nobody pays this kind of tribute to anyone who is either still alive or still in office,” the Secretary remarked. He said he planned to check himself into Walter Reed Army hospital the next morning.

To learn more about the award and the foundation, call (540) 463-7103 or visit www.marshallfoundation.org.



A SALUTE TO HISPANIC HERITAGE

They haven't gone on the road together yet, but opera tenor Plácido Domingo and Secretary of State Powell raised their voices to help the Department celebrate National Hispanic Heritage Month.

Among those attending the Oct. 15 event in the Dean Acheson Auditorium were the tenor's wife, ambassadors of Spain and Mexico and representatives of Hispanic national organizations.

Secretary Powell said diversity helps the Department "make the case across the globe that diversity doesn't have to be divisive and that freedom works." The Secretary also took the opportunity to recognize the work of locally employed staff in missions based in Spanish-speaking countries.

The Secretary praised the humanitarian work of Mr. Domingo, who has raised millions of dollars for

disaster victims in Mexico and Armenia. His charity also supports children worldwide, including orphanages in St. Petersburg, an AIDS organization in Paris, hospitals in Guatemala and villages in Mexico.

In a personal moment, Secretary Powell said the maestro calls him every year to sing "Happy Birthday" on his voice mail. The audience then joined in as the Secretary gave his own rendition of the song.

The following day, the Department held a job shadowing day for 17 Hispanic high school students from the Washington, D.C., area who were mentored by senior Department officials. Besides meeting with Deputy Secretary Richard Armitage, the students also toured the Department.

The Office of Civil Rights sponsored both events.

Retirees Tour Battlefields

Four retired Foreign Service officers, remembering civil strife they had witnessed abroad, toured Civil War battlefields last summer for a glimpse of their own country's struggle.

Paul Blackburn, John Reid, Jim Conley and Ben Fordney participated in Prelude to Gettysburg, a program sponsored by the Shenandoah Civil War Associates.

The program began at James Madison University with a presentation by Ernest Furgurson, author of *Chancellorsville 1863: The Souls of the Brave*. The next day, National Park Historian Frank O'Reilly guided the group around the Fredericksburg, Va., battlefield, the site of a critical Civil War engagement, where the Union Army suffered 12,600 casualties while the Confederate Army suffered half as many.

The following day, the group toured Chancellorsville, sometimes considered Confederate General Robert E. Lee's greatest victory. Here, General Lee sent General "Stonewall" Jackson on his famous march around the Union Army. Jackson's surprise attack on the Union's right flank pushed back the Federal line for two miles. General Jackson was wounded by his own men and died a few days later. The retirees visited the small house where Jackson died.

Eric Wittenberg, a specialist on Civil War cavalry actions, led the group around Brandy Station battlefield, scene of the largest cavalry engagement fought in North America. Here, Federal troopers attacked Confederate General Jeb Stuart's cavalry veterans.

The retired officers hope to return in June 2004 for a similar program at Gettysburg. Inquiries about next year's program may be directed to Ben Fordney, via telephone at (540) 433-2275 or e-mail at bfbaordney@aol.com.

At the burial site of General Thomas J. "Stonewall" Jackson's left arm, retirees follow the custom of putting their left arms behind them at the site. They are, from left, Jim Conley, John Reid, Ben Fordney and Paul Blackburn.



PHOTOGRAPH: HAROLD COOK



Meeting Future Crises

Last month I promised to preview some of the ideas we are considering to capitalize on the success of the Secretary's Diplomatic Readiness Initiative and to ensure the best possible

future for the Department of State. I would like to suggest a new perspective and a new way of thinking about how we meet our diplomatic priorities in times of crises.

For one thing, we need to improve the skills of the Foreign Service, develop flexibility within the Department's Civil Service and expand our capacity to conduct "operational diplomacy."

For another, we need to make ourselves a corps of highly trained, rapidly deployable, technologically savvy diplomats who serve normally, train regularly and are ready to step in when and where our expertise is needed.

Increasingly, the Department will be called upon to respond rapidly, with a full range of skills, using all our resources effectively. How do we do this? Most simply, we need enough people to provide a surge capacity—not only for the crises but also for the permanent demands that follow. Our team of Foreign Service and Civil Service employees will need up-to-date skills to tackle those crises and must refresh existing skills and add new ones.

Think of it as having a "major" and a "minor" in university education. You might "major" in the Middle East and speak Arabic and "minor" in Latin America and speak Spanish. You might have experience in both economics and public diplomacy. You remain "fluent" in both at any given time.

When crises occur, the pool of available specialists, generalists and Civil Service colleagues would be larger, fully trained and identified. Conversations that need to take place with families would occur earlier, making our employees psychologically and intellectually ready, with

families fully informed when temporary crisis-related deployment is required.

When the inevitable day comes and we're in another crisis, the Secretary of State must be in a position to say to the President: You need "x" people in "y" country. Here's the list from the Department of State. They're ready to go today.

I believe we should include the entire State Department in this effort, making the best use of the talents of our Civil Service, Foreign Service and Foreign Service National employees to create force multipliers for our diplomatic efforts. Strengthening these partnerships is a priority for me, and we will work with our colleagues in AFSA and AFGE for the best possible outcomes.

The 10 percent plus-up that the Diplomatic Readiness Initiative has provided us is effectively allowing us to fill positions, train throughout a career and respond to crises in a more organized and planned manner.

The DRI has let us staff our embassy in Kabul, the Middle East Peace Initiative, the HIV/AIDS office and Iraq, while keeping dislocations elsewhere to a minimum. It also has allowed us to implement a mandatory leadership and management-training continuum; increase training in public diplomacy and consular affairs; and extend language training for new officers from 26 to 44 weeks. In addition, the Department has made significant strides under DRI in diversifying the Foreign Service. In FY03, for example, more than 18 percent of new officers were minority candidates—a six to eight percent increase over previous years.

As a Department, we must continue to recruit above attrition rates, train beyond immediate needs and develop a rapid response mechanism that is organized in advance. Effective implementation of America's foreign policy priorities demands it.

I know from experience that the Department always has risen to the challenge, and with your insight and support I know this will be true again today and tomorrow. Our country and we deserve no less. ■

*Colorful onion domes of the
Cathedral of St. Basil the Blessed*





RUSSIA

BY THOMAS W. OHLSON

“Russia has 11 time zones?”

My sister Dawn looked astonished. I was describing my assignment to the U.S. Embassy in Moscow, and this was one of my answers to her question, “What is it like in Russia?” Not surprisingly, this was the same sister who once asked, “Which state?” when I told her I was working for the State Department.

Good thing I didn’t mention the Foreign Service or she would be telling my nieces that I was a Legionnaire.

Right: Consul General Rusty Hughes, center, meets with port officials in Murmansk. Below: Peterhoff Palace in St. Petersburg. Below right: Staff of the U.S. Consulate in Yekaterinburg travel by bus to serve customers in a district the size of the United States east of the Mississippi.



Knowing my sister, I cut her some slack. Like me, Dawn grew up during the Cold War era, when information about Russia was not readily available. Winston Churchill once said of Russia, “It is a riddle wrapped in a mystery inside an enigma.” The fortunate people living and working in Russia as part of the U.S. Mission have the incredible opportunity to look inside this mysterious and fascinating country.

Yes, Dawn, Russia does cover 11 time zones as it sprawls across nearly one-sixth of the Earth’s landmass. The Russian Federation is physically the largest country

in the world—stretching 6,000 miles from east to west and is home to more than 100 ethnic groups. The word “big” describes both the country and the U.S. Mission. The U.S. Embassy in Moscow and its three constituent posts in St. Petersburg, Yekaterinburg and Vladivostok have more than 1,500 employees. We are not just talking about physical size, however, but issues that emerge daily.

Russia has been, and remains, a principal focus for U.S. foreign policy. As a nation, an economy and a society, Russia engages us regularly on issues that often extend beyond its own borders. To contribute to all of these efforts, 28 federal agencies are permanently represented here and at constituent posts, addressing issues

PHOTOGRAPHS: THOMAS OHLSON; (BOTTOM RIGHT): U.S. EMBASSY IN YEKATERINBURG

ranging from chicken to Chechnya. In addition, the embassy supports thousands of temporary duty visitors each year, not to mention high-level visitors, including the President, the Secretary of State, other Cabinet officers and numerous congressional and staff delegations.

Many of the embassy's employees and family members reside in the New Embassy Complex, or NEC, located near the center of Moscow. Talk about living large. After lunch in a great cafeteria, I stopped by my doctor's office, then picked up my dry cleaning and ran by a gift shop. After walking home from work, I went to the gym with my wife while the kids swam in an Olympic-sized pool. Afterwards, I played basketball, my wife tried out a tanning bed and the kids played soccer. On the way home, we picked up videos and stopped to say hello to some friends at a bar, where they were watching a movie. All inside the NEC.

Yes, aside from providing a completely self-contained and comfortable lifestyle, the embassy also has three dachas, a travel agency and weekly events sponsored by the Marine Security Guards and Community Liaison Office. Since the compound is secure, children can run free in a kid-friendly environment. Aside from lots of other children, the compound also has a playground, playing field (which doubles as an ice rink in winter) and the aforementioned gyms and swimming pool. During the summer it stays light out until 11 p.m., and throughout the year the embassy offers classes in fencing, karate and less-martial activities such as ballroom dancing. If you are not too busy with the embassy language immersion program or on an embassy-generated trip to another country, there is, of course, Moscow.

Moscow had always been one of the great cultural centers of Europe, with world-class theater, ballet, opera, symphonies and museums. This city of 9 million also has all the vitality you would expect of an economically booming modern capital. Historic buildings and churches have been renovated and restored. Chic restaurants, cafes and boutiques can be found throughout the city alongside modern department stores and supermarkets. You can still enjoy a "traditional" Russian evening, however, watching "Swan Lake" at the Bolshoi Theatre or listening to Tchaikovsky at the Great Hall of the conservatory named for him.

The heart of Moscow in every way—symbolically, religiously and politically—is the Kremlin. This is the same place where Ivan the Terrible and Stalin orchestrated their reigns of terror, where Napoleon watched as Moscow burned and where Lenin commanded his vanguard of the proletariat. In more recent times, it is

AT A GLANCE



Country name: Russia

Government type: Federation

Capital: Moscow

Independence: August 24, 1991
(from the Soviet Union)

Constitution: Adopted December 12, 1993

Population: 144.5 million

Religions: Russian Orthodox and Muslim

Land mass: Approximately 10.6 million square miles

Approximate size: 1.8 times the size of the United States.

Language: Russian

Currency: Russian ruble (RUR)

Per capita income: \$9,300

Natural resources: Oil, natural gas, coal, minerals and timber

Agricultural products: Grain, sugar beets and sunflower seeds

Export partners: Germany (9.3%), U.S. (8.3%) and Italy (7.5%)

Literacy rate: 99.6%

Television stations 7,306

SOURCE: CIA World Factbook 2002

Right: Annual 4th of July tug-of-war. Below: Vladivostok Consul General Pamela Spratlen and visiting speaker Rock Brynner with Vladivostok in the background.



where Gorbachev created *perestroika*, where Yeltsin struggled to preserve the newly democratic republic and where President Putin now oversees the policies of the Russian Federation.

Inside the Kremlin walls are the State Armory and Diamond Fund, containing Czarist treasures that rival those of the British royal family. Many visitors are also surprised to see so many beautifully preserved churches in what was once a stronghold of atheism. Adjacent to the Kremlin is Red Square. The historical center of Moscow, dating from the 15th century, includes Lenin's Tomb and St. Basil's Cathedral—a unique and beautiful church whose onion domes have come to symbolize Russian architecture.

Although Moscow is the seat of government and the country's business and financial center, there are other regions that are no less interesting or important to the U.S. Mission. St. Petersburg, with a population of nearly 5 million, is the second largest city in Russia. One of Europe's most beautiful cities, St. Petersburg is famous for its dazzling "White Nights" and spectacular setting on the Gulf of Finland. In the decade since democracy and the free market began to take root in Russia, the city has come a long way. Those lucky enough to serve in St. Petersburg find that it offers the fascination of post-Soviet society along with the conveniences of a Western city. The composition, role and work of the consulate general differ from that of the larger embassy in that opportunities to meet with leading political and cultural figures are commonplace. The consulate's size—some 30 Americans and 80 Foreign Service Nationals—

ensures a strong community spirit and employees relish the excitement and challenge the city offers.

The U.S. Consulate General in Yekaterinburg is currently the smallest of the four posts comprising the U.S. Mission to Russia. The consulate general is located in the Urals region, where much of the country's mineral wealth is produced. Its consular district is the size of the United States east of the Mississippi River and has approximately 40 million people. Yekaterinburg is a bustling city of 1.5 million, the third largest in the Russian Federation. By traveling and reporting throughout this vast region, American officers can observe firsthand the process of economic and political transformation that marks modern Russia.

Vladivostok is Russia's principal Pacific port and the largest city in the Russian Far East, with a population of about 700,000. Vladivostok's consular district encompasses an area larger than two-thirds of the continental United States but its population is only about 10 million. The consulate general employs 12 American officers and 57 FSNs and contract employees who work in one of the most interesting and beautiful regions in Russia. Although the Russian Far East lacks the variety of historic sites found in European Russia, it does offer a wide variety of beautiful scenery for the adventurous traveler. Numerous rocky islands, steep cliffs and isolated beaches mark the coast. Tour companies offer hiking

Countries Find Common Ground

By Thomas W. Ohlson

Before 1917, Russia was ruled by a succession of monarchs, who presided over an impoverished nation of peasants. In March 1917, an uprising forced Czar Nicholas II to abdicate the throne and a provisional government came to power. On Nov. 7, 1917, the Bolshevik Party, led by Vladimir Lenin, seized control of the government and eventually established the Union of Soviet Socialist Republics.

The USSR lasted 69 years. During much of this time, relations between the United States and

the Soviet Union were strained. On Dec. 26, 1991, the USSR was formally dissolved and on Dec. 27, 1991, Russia assumed the seat formerly held by the Soviet Union in the UN Security Council. Since that time, the United States has allocated more than \$11 billion in assistance to Russia, funding programs in security, humanitarian assistance and economic and democratic reform.

U.S.-Russian relations have continued to expand since Sept. 11, 2001. The tragic events of 9/11 drove home the fact that, in looking at the major threats and challenges of the 21st century, the two countries have similar interests—combating terrorism, coun-

tering the proliferation of weapons of mass destruction, curbing drug trafficking and fighting the spread of HIV/AIDS and other infectious diseases.

Presidents Bush and Putin recognized early on that by cooperating, rather than competing, mutual interests could be advanced more effectively. Recent

evidence of this cooperation includes the Moscow Treaty on radical cuts in strategic forces; a new framework for NATO-Russia relations; a productive commercial energy dialogue; and a rising level of trade and investment between the two countries.

Common interests represent one pillar of the new

U.S.-Russian relationship, but it is a commitment to the same values that will give the new partnership the quality of a long-lasting strategic alliance. In this respect, the trends in Russia's internal democratic development are encouraging. But the overall picture is still mixed. While the institutions of civil society are taking shape, the roots are sometimes shallow and the habits and practices of decades of communism still lie too close to the surface. The road ahead may sometimes be a bumpy and uncertain one. Nevertheless, the United States is confident that Russia is moving forward in the right direction and that the journey is well worth the effort.



Presidents Bush and Putin ratifying the Treaty of Moscow.

and camping tours to the taiga, Kamchatka's volcanoes and winter ski trips to Siberian ski areas. Hunting and fishing expeditions are also popular.

Politically, economically and socially, the Russian Federation is still transforming. Whether through cultural exchanges, visa services, liaisons with Russian officials or any of our other countless activities, the U.S.

Mission to Russia contributes to this political and economic transformation. Few missions offer such opportunities for professional and personal growth for employees and family members. ■

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



*Above: American Nicaraguan School in Managua.
Right: Singapore American School.*



Making the Grade

By Keith Miller

Chiefs of mission know the importance of having quality schools at their posts. Good schools attract good employees whose service overseas is critical to the conduct of U.S. foreign policy. To that end, the Office of Overseas Schools works to ensure the best possible educational opportunities for children of U.S. government personnel stationed abroad.

The office was established in 1964 in the Bureau of Administration to help consolidate overseas educational assistance programs in the U.S. Agency for International Development, the U.S. Information Agency and the Department of State. Today, the office's grants program is funded through the Department's Inter-agency Common Administrative Support Services. Under the sys-

tem, federal agencies overseas share the costs of administrative support services.

The Office of Overseas Schools currently assists 188 schools in 132 countries. These schools are nonprofit, nondenominational schools that vary widely in historical background, size, facilities, funding, governance, student bodies and faculties. They range from tiny primary schools (13 students in Reykjavik) to large K/12 schools (2,923 students in Singapore). About half the professional staff are U.S. citizens, the primary language of instruction is English and the schools' curricula are based primarily on U.S. patterns. The Department does not operate or control these schools. Ownership and policy control are typically in the hands of associations of parents who elect boards to develop policy and select administrators to oversee day-to-day operations.

The schools, while incorporating U.S. educational programs, are truly international. Of the 98,000 students enrolled, approximately 28,000 are U.S. citizens, 30,000 are host-country citizens and 40,000 are third-country citizens. U.S. dependents rub shoulders with children from around the world, many of whom will be the future leaders in their countries. Moreover, these schools are critical to our foreign policy objective of strengthening mutual understanding between Americans and the people of other countries.

The office staff includes a director, six regional education officers, education program specialists and administrative personnel. The director has likened his staff to the Marines: "A few good people." The office has always prided itself on its ability to leverage staff and funds to accomplish its mission.

The regional officers are drawn from various sectors of the education community, including public school systems, universities, foreign aid education programs and overseas schools. They have extensive contacts in educational organizations worldwide to

support the office's mission. Each officer is assigned a specific geographic region and averages 10 to 12 weeks annually visiting posts and schools and attending meetings of regional educational associations.

The officers work closely with U.S. government employees assigned overseas, U.S.-sponsored overseas schools, the Department regional bureaus, Office of

The office has always prided itself on its ability to leverage staff and funds to accomplish its mission.

Allowances, Family Liaison Office and Employee Consultation Service. They deal with parental educational concerns and issues of adequacy of schools, accreditation, opening of new schools and programs for children with special needs, counseling and college admissions.

The value of a regional officer's contacts and experience was evident in a recent meeting the office organized with Washington Metropolitan Area school superintendents to assess the impact of evacuations of U.S. diplomatic personnel. The superintendents agreed to adjust their school districts' registration procedures as much as possible to accommodate dependent children who have been evacuated and may be living in temporary housing or with relatives until their parents can make longer-term arrangements. The office worked closely with the Family Liaison Office on this issue.

Jakarta International School.





Above: Students and teachers at the American International School of Krakow, Poland. Below: Robert R. "Bud" Spillane, right, regional education officer for Europe, briefs Director Keith Miller about a recent trip to the "Stans."

The office has developed and sustained many productive relationships with outside organizations to enhance the quality of schools where dependents are enrolled. These include Johns Hopkins University, for advice on programs for children with special needs; NASA, for training overseas school teachers in space science; and the College Board, for college admissions guidance for dependents and promotion of Advanced Placement examinations abroad.

The office stays current on developments in U.S. education and continually expands its program to respond to new needs. Recent examples include:

- A virtual school project in conjunction with Thomas Jefferson High School for Science and Technology in Fairfax County, Va., using software that permits overseas schools to post their programs on the Internet and communicate with their students anywhere in the world. The first school to use the program was the International School of Islamabad during an ordered departure in 2002 when several returning dependents elected to continue their studies online. Eleven new schools in the Near East and South Asia have since been added to the program;



- Amendments to the standardized regulations allow overseas U.S. government employees to claim full expenses for Advanced Placement and International Baccalaureate examination fees for their school-age dependents; authorize these employees to receive supplementary funds for qualifying gifted children to enrich their education; and increase the amount of funding and greatly increase the list of allowable expenses available to parents who homeschool their children abroad; and

He Gets an A-Plus!

The National Association of Elementary School Principals recently honored William A. "Bill" Eaton, assistant secretary for Administration, with the Honorary National Distinguished Principal Award during a ceremony in Washington, D.C.

Each fall the association presents a distinguished principal award to an outstanding principal from each state and the District of Columbia and two each from the Department of Defense Education Activity schools and State Department-assisted schools. Awardees participate in a special program that includes a reception at the State Department and a black-tie awards banquet, when the Secretary of Education presents each principal with a certificate and an engraved school bell.

This past year's State Department honorees were Beth Pfannl, elementary school principal at the American School in Asuncion, and Judith Ann Drotar, middle school principal at the American International School of Dhaka.

The association occasionally recognizes public officials for their support of elementary school education with an Honorary National Distinguished Principal Award. Recipients have included President George H.W. Bush, President William Clinton, Secretary of Education Richard Riley and Assistant Secretary of State Patrick Kennedy.

Vincent Ferrandino, the association's executive director, cited Mr. Eaton's outstanding leadership in the field of international education and praised him for his contributions to enhancing elementary school programs in American-sponsored overseas schools.



Anthony Harduar, left, president of the National Association of Elementary School Principals, presents Assistant Secretary Eaton with the Honorary National Distinguished Principals Award.

- Grants to help overseas schools protect their students under the congressionally mandated "soft targets" program. The office worked closely with Diplomatic Security and Overseas Buildings Operations to distribute more than \$9 million to Department-assisted schools for shatter-resistant window film, two-way radios and public address systems. The second phase of the program will address those Department-assisted schools that could benefit from additional security enhancements because of the threat level or student population. A third phase being considered would help schools that currently receive no financial assistance under the Department's Overseas Schools Consolidated Program.

In 1967, the Department established the Overseas Schools Advisory Council to seek the advice of U.S. leaders from the business, foundation and educational communities. The council, chaired by Smith Barney Vice President Robert A. Wilson Jr., boasts senior executives

from 19 U.S. corporations with substantial overseas operations.

The council encourages U.S. firms to give financial and in-kind assistance directly to Department-assisted overseas schools and has assisted these schools in their own fund-raising activities. Last year, the schools generated more than \$12 million in such assistance from the United States, host- and third-country sources. The council has also established the Educational Assistance Program, which provides grants totaling \$150,000 annually for educational projects that reach the 98,000 students in the 188 Department-assisted schools.

You may contact the Office of Overseas Schools on the web at <http://www.state.gov/m/a/os>; on the Intranet at <http://aopros.a.state.gov>; by e-mail at overseas-schools@state.gov; by telephone at (202) 261-8200 or by fax at (202) 261-8224. ■

The author is director of the Office of Overseas Schools.





SUDAN RISES

OFFICIAL FINDS SUDAN EAGER FOR PEACE AND INTERNATIONAL RESPECT

Imagine arriving at your assignment in the middle of the night only to be whisked away to your hotel. The next morning you rush to open the drapes for the first glimpse of your destination. As you gaze out, your first thought is, “What was I thinking when I agreed to come here?”

You see a bleak, sand-colored urban landscape of rubble and crumbling buildings. There are no trees, no landscaping and no greenery. Across the street a family is living in a roofless structure in the hot, stifling climate. Vehicles are fighting their way through streets without traffic lights or signs.

Welcome to Khartoum, Sudan.

Sudan’s topography ranges from savannah to desert. Its economy has endured international sanctions and a 20-year civil war between the Islamic government in the north and two rebel groups in the south. There are severe shortages of food and medicine and serious dis-

eases abound. Still, the city thrives with limited commerce and cultural activities.

I was in Khartoum attending the first Chemical Weapons Convention conference of African nations, which in 1997 wrote a treaty banning poison gas as a weapon. Panama, Singapore, the Czech Republic and Uzbekistan hosted previous meetings. This was Khartoum’s first. Currently, 157 countries have signed the U.S.-negotiated treaty.

Thirty-two nations participated in the conference, including four African nations that haven’t yet embraced the treaty. Among the goals of the meeting was to help nations establish legislative bodies to pass laws banning poison gas to comply with the treaty. Members spoke about what they’d done to make this happen. I spoke about how the United States is prepared to help nations meet their treaty obligations.

STORY AND PHOTOGRAPHS BY EDNA SIDLER



Left: The author's first view of Khartoum from the Meridien Hotel as the city awakens. Below: A truckload of Sudanese soldiers patrols the streets of Khartoum. Bottom: Some of the participants at the first Chemical Weapons Convention conference of African nations.

Sudan hosted the meeting to show its commitment to fighting terrorism. Sudan's minister of foreign affairs, Mustafa Osman Ismail, spoke about his vision for Africa as a continent free of chemical weapons. The Sudanese were eager to show the world they're shedding past links to terrorists like Osama Bin Laden, a former resident of Sudan.

The conference generated considerable interest from the Arab media. Two weeks before I arrived, Sudan marked the fifth anniversary of the U.S. cruise missile attack on the Al-Shifa pharmaceutical plant, which was suspected of producing chemical weapons. Sudanese officials demanded that the United States apologize for the attack and compensate the victims.

The day after I spoke headlines in *Al Rai Al Am*, the daily newspaper, read "America Pledges to Provide Technical Assistance." The paper reported that "the delegate from the United States presented a detailed review of her country's experience and affirmed

Washington could provide technical help." An American presence seemed to have a positive effect on the media—not a word was written about Al-Shifa and past U.S.-Sudan conflicts.

Eight countries accepted the U.S. offer for technical assistance.

Is Sudan really changing or just trying to improve its image? Recently, Sudan has



accessed to international agreements, such as the poison gas treaty, the biological weapons convention and accords on child labor and workers' rights. Sudan lobbied in Geneva to improve its human rights standing and recently announced its intention to join OPEC. Additionally, the government has been working with the United States and the international community to broker a peace agreement with the Sudan People's Liberation Army to end Africa's longest-running civil conflict. Secretary Colin L. Powell visited Sudan during the recent peace talks to encourage an agreement.

By hosting the conference and continuing to work with the international community, Khartoum hopes to convince not only the United States but the world that it's committed to change. ■

The author is a Foreign Service officer in the Bureau of Arms Control.



STRENGTHENING THE CHAIN

BY MARY LOU
BARTOLETTI

Take a minute to look around your office. You're likely to find a computer keyboard, a desk chair or two, maybe even a package that arrived via diplomatic pouch and mail.

What do these everyday items have in common? They've all passed through—and are part of—the State Department's supply chain, an extensive logistics network that ensures employees have the material they need to do their jobs at domestic offices and overseas posts.

Now the supply chain is getting a major upgrade, courtesy of the new Integrated Logistics Management System. Selected domestic bureaus began deploying this unified, web-based information system last May. It will replace the outdated systems that currently support logistics operations.

With its automated features and ability to handle transactions currently requiring more than 25 separate systems, ILMS will make the supply chain more efficient and responsive to the needs of employees, its operators and customers. It will also fulfill the long-standing goal of integrating the supply chain with the Department's financial systems.

Initial ILMS deployments completed in 2003 are already producing real benefits.

At the Department's classified and unclassified diplomatic pouch and mail facilities, ILMS has automated the pouch build, send and receipt processes, enabling staff to increase productivity from an average of 500 to an average of 750 pouches daily. It also gives customers the ability to track accountable items on the web.

When the fiscal year ended, the four bureaus using ILMS purchasing and procurement applications—the Bureaus of Administration, Resource Management, Human Resources and Legal Affairs—demonstrated the importance of the system's integration with the central financial management system. This integration allows the Department to commit and obligate funds in real time for faster and improved budget reconciliation, a feature that helped ILMS users in those bureaus and the Office of Acquisitions Management to process smoothly last-minute purchase requests.

This past October, ILMS distribution applications began arriving at the Department's SA-7, SA-10 and SA-21 warehouses to provide personnel a standard, integrated approach for receiving, tracking, shipping and inventoring materials. The applications will also improve visibility of the status and point-to-point movement of items—from office furniture to computer monitors—in warehouse facilities.

Additional domestic deployments of ILMS applications for procurement, inventory and other supply chain functions will continue this year. The Office of Logistics Management is also considering a longer-term effort to deploy ILMS at overseas posts. ■

The author is an information specialist in the Bureau of Administration.



A rescue worker rests on the rubble of a house that collapsed in the Algerian town of Boumerdes.



HELPING HAND

FSN RELIEF FUND NEEDS YOUR HELP

Hurricane Isabel exposed those of us living along the mid-Atlantic seaboard to natural catastrophes we have little control over. Unfortunately, in many countries that suffer from hurricanes, earthquakes, floods, volcanic eruptions, civil war and other national calamities, there are no support systems or insurance to cover losses.

The FSN Emergency Relief Fund helps Foreign Service National colleagues cope with these unanticipated catastrophes. A quick, nonbureaucratic source of aid, the fund has been tapped frequently in the past year to assist FSNs experiencing the Algerian earthquake, floods in Haiti and continuing West African civil wars.

As a result, donations are needed urgently to replenish the fund.

In recent years, the fund has disbursed more than \$300,000 to FSNs in some 20 countries in Africa, Asia, Europe, the Middle East and South America. Donations come from many sources: U.S. and FSN colleagues; individuals and groups of U.S. employees; FSN and employee recreation associations; AFSA, AAFSW and DACOR; and Department and embassy-wide appeals.

Organized in 1983 as the Fund for Assistance to U.S. Government Employees at Overseas Posts following the bombing of the U.S. Embassy in Beirut, the fund was created initially from donations from Americans and

FSNs at the U.S. Embassies in Chile, Mexico, Nicaragua and Lebanon and from DACOR's donation to the U.S. Ambassador in Lebanon to aid bomb victims. It was renamed in 1994 as the Emergency Relief Fund for Foreign National Employees and given permanent status.

An FSN or group of FSNs may seek compensation for losses from natural disasters or unanticipated calamities. They may submit their request through their FSN association, Human Resources office or regional bureau. A review committee considers each request before it's forwarded to the under secretary for Management for final approval, according to Donna Bordley, fund coordinator.

Tax-deductible contributions may be made by check, credit card or through payroll donations. Check contributions may be sent to Fund Coordinator Bordley, RM/CFO, Room 11157, Main State HST. Checks should be payable to the "U.S. Department of State" with the notation "FSN Emergency Relief Fund." Donors should include a return address to receive a receipt for charitable tax deduction purposes.

For more information about how to contribute to the fund, contact Donna Bordley by e-mail at bordleyds@state.gov or fax (202) 647-8194. ■



FSNs gather for a group photo at FSI.

Conference Call

FSNs Hold Second Annual Conference | By Mandeep Kaur

Hurricane Isabel couldn't dampen the spirits of the Foreign Service National employees from more than 40 countries attending the Department's second annual FSN Worldwide Invitational Conference.

Sitting in a power-deprived Virginia hotel, the 49 attendees toasted the successful conclusion of the conference at the Harry S Truman Building and the Foreign Service Institute in mid-September 2003.

The gathering, sponsored by the Office of Overseas Employment and FSI, was a forum for discussing key FSN issues, improving communication with American employees and encouraging a better understanding of U.S. culture and management style.

Building on the success of the previous conference, this year's sessions expanded the scope of issues dis-

cussed and the number of invitees. Participants included six FSNs from U.S. Agency for International Development missions worldwide. Three FSNs from last year's meeting—Daisy Dominquez from Havana, George Mimba from Nairobi and I—served as “continuity FSNs” to bridge the two conferences and contribute to professional and personal interaction among both sets of participants.

“The best part of the conference was Secretary Powell,” said one attendee, expressing a view obviously shared by all of her colleagues. Shortly after leading Department employees in a moment of silence for those who lost their lives during the terrorist attacks of Sept. 11, 2001, the Secretary welcomed conference participants in the Loy Henderson Conference Room. He

shared his foreign policy vision with us, explaining the new challenges U.S. Missions around the world face and the critical role he believes FSNs play in implementing the nation's foreign policy goals.

Many participants noted that the tone of the conference was set by the Secretary's warmth, direct and humane approach and his ability to reach out to FSNs, reassuring us that we are part of his mantra of "One Team, One Mission."

For a window on diversity in American society and academic life, we visited historic Howard University. The 130-year-old university is vibrant—with distinguished architecture, museums, galleries and the latest computer facilities. During our walk through the campus, we glimpsed a traditionally African-American university balancing the old with the new, where historical achievements are cherished just as much as cutting-edge information technology.

Ambassador Ruth Davis—former director general and an enthusiastic supporter of both FSN conferences—now directs the Rangel Fellowship Program at Howard. In her welcome, she described how the program was established to encourage young American minority students to join the Foreign Service.

One of the most significant strengths of the conference was its diversity. Our conference brought together FSNs from more than 40 countries—big and small, developed and developing. They were also from different grades and a range of mission sections: political, economic, public affairs, consular affairs, and management and development programs. Lively and passionate discussions following presentations by guest speakers at both locations gave us a better understanding of how different issues such as cross-cultural awareness affect countries around the world. The conference's interactive sessions also helped foster a greater sensitivity to the challenges faced by colleagues from various sections within the mission in their daily work.

The conference focused on a comprehensive range of issues aimed at strengthening the roles of FSNs in mission management by improving our understanding of American work culture, compensation policy and the redress mechanism against discrimination in the workplace.

There were several lively discussions on salary surveys, leadership, empowerment, communicating across mission sections, bridging cultural differences, FSN associations, management controls, Computer Assisted

Job Evaluation, FSN access to equal employment opportunity, the role of the Office of Inspector General and the Center for Administrative Innovation.

The conference also provided information on upcoming State Department initiatives such as SMART—a computer system being developed to enable user-friendly electronic access to documents, filing, online searches and communication.

In an age of result-oriented activity and action, one might well ask what this conference meant for those of us who participated and what we took back home.

Another interesting part of the conference was the making of a cross-cultural video commissioned by FSI. The video consists of 10 short vignettes based on real-life cross-cultural misunderstandings between Foreign Service officers and FSNs from different cultures across the globe. It is an imaginative and humorous video to help FSNs appreciate the differences between U.S. and host-country cultures. Several conferees honed their acting skills in the vignettes as the camera rolled and the director shouted "Action!"

Our conference was action all the way during the fun-filled, half day of ice-breaking and networking activities that helped throw inhibition out the window as every participant and group tried to outdo the other in team-building activities. As a colleague said, "The team-building activities were great—they allowed us to put our skills together to accomplish common goals. We were also able to give ourselves candid feedback on what worked and what did not."

In an age of result-oriented activity and action, one might well ask what this conference meant for those of us who participated and what we took back home. The conference was the unfolding of a vision to effectively integrate FSNs around the world into the U.S. government team and mission worldwide. I cannot put it more aptly than my fellow FSN colleague, who said, "We are all one." ■

The author is a cultural affairs assistant at the U.S. Embassy in New Delhi.



Secretary Powell gives retirees “thumbs up,” while Director General Pearson looks on.

With Honors

Secretary Rushes Home to Honor Retirees

Though he returned to Washington from the United Kingdom at 3:30 a.m. and had slept only about two hours, an energetic Secretary Powell presided over a mid-morning retirement ceremony he hasn't missed since assuming office.

Before introducing the Secretary in the Benjamin Franklin Room Nov. 21, Robert Pearson, the new director general of the Foreign Service and director of Human Resources, recited an impressive list of the retirees' collective accomplishments. He said the 142 retirees present had contributed a staggering 4,000 years

of government service, held a wide a variety of Civil Service and Foreign Service positions, including six as ambassadors and one as assistant secretary, spoke 26 foreign languages and served in 123 different Foreign Service posts.

In his own brief remarks, the Secretary demonstrated that the transatlantic flight hadn't blunted his sense of humor. He said he hoped the group didn't share the view of a retiree from another organization who claimed he was leaving with mixed emotions: "I'm so happy to leave this place, I could cry."

Story by Dave Krecke

“You will always be part of the State Department family. You will always be welcome here, whether in sharing war stories with your colleagues or enjoying the offerings of our new cafeteria.”



Left: Steven E. Steiner, left, and Steven B. Steiner may have similar names, but they don't look alike. Above: Marva Long, left, and her niece Janifer Dinkins chat before the event.

The Secretary expressed his own and President Bush's appreciation for the honorees' lengthy service, their expertise, leadership and willingness to contribute under difficult and often dangerous circumstances. Turning toward the invited guests—spouses, family members and friends—he recognized their contributions and sacrifices, frequently serving far from the comforts of home.

“You will always be part of the State Department family,” the Secretary told the honorees. “You will always be welcome here, whether in sharing war stories with your

colleagues or enjoying the offerings of our new cafeteria.” He enjoined each retiree to spread the word to citizens in their communities to help them better understand the Department's work and to encourage promising young people to seek careers with State. At the conclusion of his remarks, the Secretary shook each retiree's hand and posed for a personal photo.

Honorees included the following:

- John Danylyk, an economic intelligence analyst in the Bureau of Intelligence and Research, retired a year ago with 40 years of federal service. He has been training to be a docent for visitors to the Library of Congress and highly recommends the course as a refresher in U.S. history. John's wife Suzanne joined him at the ceremony.
- Nancy Johnson, whose 25 years in the Foreign Service included assignments to several Near Eastern posts, invited her sister Carol Cramer, wife of retired Foreign Service officer Dwight Cramer, to the event. The sisters had lived abroad, daughters of a Foreign Service officer.
- Retirees Warren “Nick” Nixon and Al Erlandsen, Foreign Service officers who served together in the

Right: Proud grandmother Maggie Westmoreland shares a moment with her grandson, Army Pvt. Claude Ferebee. Below: Their work completed, retirement ceremony volunteers Emily Soroko, left, Gloria Glasgow and Homi Variava enjoy the event. Below right: Jane Phelps, left, her daughter Angela and Frances Suter relax after the ceremony.



administrative section of the U.S. Embassy in Ottawa, joked with Nick's wife about the need for an "earmuff allowance" at that hardship post.

- Jane Phelps began her 32 years of service as a Foreign Service National employee in Baghdad in 1960. She married John Phelps, a U.S. military employee, in Tehran in 1967 and worked in a variety of embassy positions in the Near East until 1983, when her husband was assigned to the United States. Jane started working at the Foreign Service Institute that year and continued until her retirement this March. Jane and fellow retiree Frances Suter have been friends at FSI for 20 years. Ms. Suter retired with 29 years of federal service at the Department of Defense and FSI, where she worked in consular training in the School of Professional Studies.
- Marva Long worked at the U.S. Information Agency for more than 20 years before taking a Department assignment in Lagos in 1990 as a Foreign Service office management specialist. She also served in La Paz, Accra and Mbabane for a total of 36 years of government service.
- After retiring from the Department in the same year, both Steven E. Steiner and Steven B. Steiner hope the curtain has finally fallen on the era of misaddressed e-mails, letters, voice mail and official messages that have linked the two unrelated Steiners for much of their

Department careers. Steven E. was a Foreign Service officer who specialized in nuclear disarmament and served in the former Soviet Union. Steven B. was a Civil Service employee who served 27 years mainly in Overseas Buildings Operations and more recently in the Bureau of Resource Management. To confuse matters further, Steven B. also spent a year on an excursion assignment in Moscow.

- Margaret "Maggie" Westmoreland, a Foreign Service officer with more than 25 years of service at USIA and State, invited her grandson, Army Pvt. Claude Ferebee—just home from duty with the 299th Engineering Battalion in Iraq—to the ceremony. Retirees are encouraged to sign up early for Foreign Affairs Day, May 7, by sending an e-mail to foreignaffairsday@state.gov or writing the Office of the Executive Director, Bureau of Human Resources, Room H-1103, SA-1, U.S. Department of State, Washington, DC 20522-0108. ■

Fans Pay Tribute to 'Ragtime Bob' Darch

By John Bentel

The Foreign Affairs Recreation Association and the State of the Arts Cultural Series recently hosted a colorful variety of entertainment for State Department employees. The series included Latin dances, classical and ragtime piano, French art songs and a cellist.

The series began with ample servings of tango and salsa by the First Dance Impressions Ballroom Dance Co., whose co-founder Deborah Joy joined dancers Ray Bugnosen, Fabio Bonini, Danielle Avenco, Brian Bloch and Krasmui Petkov.

Returning for his fourth performance, pianist Carlos Cesar Rodriguez presented a riveting recital. The virtuoso pianist, who teaches piano and coaches young artists in the Washington area, generated lots of excitement with his Spanish repertoire.

A memorial concert for "Ragtime Bob" Darch stirred the State audience. The musician, who died in October of 2002, had appeared in the cultural arts series on several occasions. Alan Mandel, former professor of music at American University, led the tribute with a stirring

ragtime selection and "Kitten on the Keys," a novelty piece. Sue Keller and Susan Cordell, close friends of Mr. Darch, played a tribute using two pianos, including the old upright that Bob had played. Mr. Darch's son, Bill Darch, and daughter, Abby Ehlers, were guests of honor.

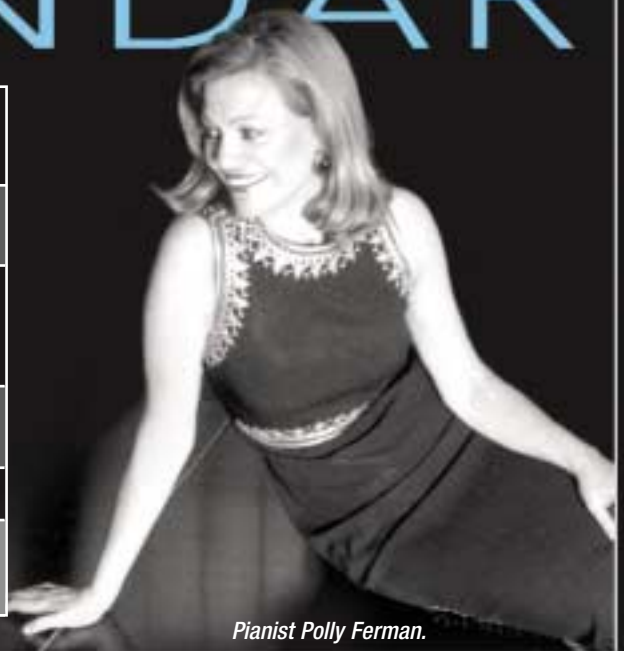
Festa della Voce, Washington's premier professional vocal chamber ensemble, offered a concert of "French Romance and Melodie." Performers included Mary McReynolds, soprano; Jessi Baden, mezzo-soprano; Peter Burroughs, tenor; James Rogers, baritone; and Michael Crabill, piano. The ensemble performed works by Massenet and Fauré.

Cellist Nathaniel Chaitkin and pianist Marie-France Lefebvre, a husband-wife team, stirred the audience's emotion with their blended instruments. Mr. Chaitkin is a member of "The President's Own," the U.S. Marine Corps band, and has performed numerous times at official State functions. Ms. Lefebvre is a diction coach and pianist with the Washington Opera. ■

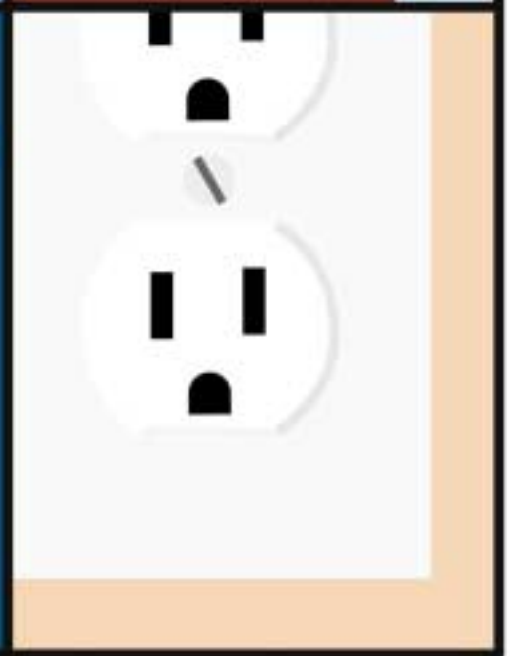
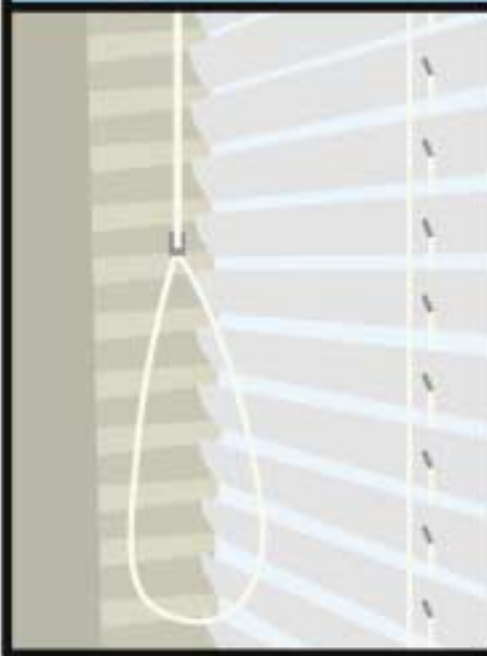
The author is a computer specialist in the Executive Secretariat.

CALENDAR

Jan. 14	Baroque arias from Sylvia Fubini, contralto, and Carol Ann Johnson, pianist
Jan. 28	Pianist Polly Ferman and dancer Valeria Solomonoff
Feb. 11	World Jazz Ensemble with Frank Gaskin Jr., guitar, and Zicpor Chase and Mamadi Nyasuma, percussionists
Feb. 25	Violinists from the West Louisville Talent Education Center; Keith Cook, director
March 3	John Tarcza, classical marimba
Performances are on Wednesdays at 12:30 p.m. in the Dean Acheson Auditorium.	



Pianist Polly Ferman.



Home, Hazardous Home

Story by Eileen Verity

Changing residences? Your family arrives at your new house. In your children's eagerness to explore their new home they run quickly from room to room. You lose track of them till you hear a "thunk." You dash to where the noise came from and find your child rubbing his head and looking at what appears to be an open wall. Unfortunately that open wall is actually a glass door without any markings.

More than likely there are other hidden hazards in your home.

Most people think that the home is the safest place to be. It's not. And that fact hasn't changed in the past four decades, according to the National Safety Council. The council found nearly a half century ago that more accidents happened in the home than in the workplace. And it's still true today. The reported mishaps in Department residences also support their finding.

What are the most common hazards?

Windows are near the top of the list. Too often pieces of furniture, especially cribs, are placed in front of windows. Furniture that children can climb or jump on should not be placed anywhere near windows. And remember, screens on windows are designed to keep bugs out, not children in. Look at the end of the strings on your blinds. Are they separated so that your children cannot loop them around their necks and strangle?

Another hazard is hot water. Is the water out of the faucet or shower too hot? To prevent scalding, it should be no more than 120 degrees Fahrenheit. Don't worry that it's not hot enough to clean the dishes in the dishwasher. Most dishwashers have a heating unit to make sure the water is hot enough.

What about those railings? The balusters of railings around balconies or stairways should be no more than four inches apart. If spacing is wider, children can slip through. Horizontal bars are an invitation to climb. If there is a large landing at the top of the stairs, you may be tempted to use this as a seating area. Don't put the couch along a railing. Again, children will be tempted to climb and jump on the furniture and may tumble over the railing.

For sure, appliances in your new home may not operate the same as the ones in your old house. Look for and read the manuals that come with them or check out the manufacturers' web sites for information if they are not available.

And your utilities? Where is the emergency cutoff for the electricity? Gas? Water? It's best to be familiar with their locations and how they work before they are needed. Even if the only space on the wall is in front of the access panel for the emergency cutoffs and you think you probably won't need to use them—don't block the access. It's hard to move a bookcase.

If the heat sources in the house are gas, oil or even a fireplace or wood-burning stove, the best defense against carbon monoxide poisoning is a well-maintained appliance and flue. Have the flue inspected periodically. A secondary protection is the use of carbon monoxide alarms. These should be installed at eye level in any hallway or other area that leads to bedrooms.

We are increasingly dependent on electrical devices such as microwave ovens, coffeemakers and toothbrushes. These may put an excessive load on the electrical system. If the breaker in your residence trips often, the system is probably overloaded. Have it checked out by a qualified electrician. Outlets in wet areas (within six feet of a water source), whether inside or outside, must be equipped with a ground fault circuit interrupter. These will stop the flow of electricity if there is a short circuit. They are available for 110- and 220-volt electrical systems.

Finally, if there is a pool, make sure that there is at least a four-foot-high barrier with a self-closing, self-latching gate. This helps control the use of the pool and ensure parental supervision.

Suffice it to say there can always be hazards around the house. Most can be spotted easily and need not result in injuries. Take the time to recognize and correct those that could cause injuries and you and your family will have many safe years in your home. ■

The author is a safety and occupational health specialist.

ROAD SCHOLARS

IF THERE WERE CAR-POOL OLYMPICS, THEY WOULD GET THE GOLD

BY PAUL KOSCAK



Chuck Greco, left, and Bob Haukness in front of the Harry S Truman Building.

Since 1978, Charles Greco and Robert Haukness—Chuck and Bob, as they prefer—have been road warriors, making the commute from their homes in Reston, Va., to Foggy Bottom. The duo is the car-pool nucleus that at times grows to four riders, its current complement. Inevitably, though, transfers and new schedules push someone out of the group, making room for another to jump in—but only in the back seat. Chuck has squatter rights to the front. “After 25 years, that’s my seat,” he asserts.

So while passengers come and go, Chuck and Bob, well, they keep on truckin’.

“When we first started, we rotated driving,” recalls Chuck, who heads the budget and finance office in the Bureau of African Affairs. “Now Bob drives all the time.”

Bob drives a 1985 BMW—with 276,000 miles, that is. Before that, a 1986 Ford Taurus with 160,000 miles; a 1979 Mazda with 100,000 miles; and a 1971 Pontiac Grand Prix. “You should have seen the hood on that thing,” Bob noted about the Prix’s battleship-like size.

While some carpoolers meet in a central location, Bob prefers to pick up and drop off his passengers, all Reston residents. The trip originally went east on Route 7, to the George Washington Parkway, to Washington. Later, as traffic patterns changed, he switched to the Dulles toll road and Route 66. That change chopped 15 minutes from the weekday trek, reducing the drive from 45 to 30 minutes, claims

Bob, who heads the Bureau of Administration’s financial management division.

During all of those years on the road, the two men have forged a friendship that includes their wives. “In fact, Chuck bought his house from my wife, who’s a real estate agent,” adds Bob.

For the future, the camaraderie promises to outlast the \$4-per-day car pool. Chuck, who entered the Foreign Service and switched to Civil Service in 1975, will cap a 40-year career when he retires this month. But don’t look for him on some Florida beach sipping margaritas. He’s launching an African art appraisal business the day he walks out the C Street door.

As for Bob, he’s not far behind. After 33 years of government service, he said retirement looms in the future, too. “I haven’t decided when.”

So for now, what may be State’s most enduring car pool continues. “I’ll have to find a replacement,” Bob said.

And maybe apply some car-pool diplomacy for that coveted front seat. ■

EDUCATION & TRAINING

The Department's Mandatory Leadership and Management Training Requirements

The Secretary of State has mandated leadership training from mid- through senior-grade levels for Foreign Service officers and Civil Service employees to ensure that they have the necessary preparation for increasing levels of responsibility. FSI's Leadership and Management School offers the required courses to meet these mandatory training requirements and other courses for all employees.

Mandatory Courses

- FS 3/GS 13: Basic Leadership Skills (PK245)
- FS 2/GS 14: Intermediate Leadership Skills (PT207)
- FS 1/GS 15: Advanced Leadership Skills (PT210)
- Newly promoted FS-OC/SES: Senior Executive Threshold Seminar (PT133)
- EEO Diversity Awareness for Managers and Supervisors (PT107)

Security	FEB	MAR	Length
SOS: Security Overseas Seminar (MQ911)	2,17	1,15	2D
ASOS: Advanced Security Overseas Seminar (MQ912)	24	9	1D
TDY SOS: Security Overseas Seminar (MQ913)	2,17	1,15	1D
Youth Security Overseas Seminar (MQ914)	21		1D

Foreign Service Life Skills	FEB	MAR	Length
Regulations, Allowances and Finances (MQ104)	10		3D
English Teaching Seminar (MQ107)		30	2D
Making Presentations: Design to Delivery (MQ111)	24		3D
Protocol and U.S. Representation Abroad (MQ116)	21		1D
Tax Seminar (MQ117)		3	2.5H
Going Overseas Without Children (MQ200)		13	1D
Singles in Foreign Service (MQ203)	7		0.5D
Going Overseas for Families (MQ210)		13	0.5D
Going Overseas Logistics for Adults (MQ220)	25	13	2.5H
Going Overseas Logistics for Children (MQ230)		13	2.5H
Post Options for Employment and Training (MQ703)		25	1D
Long-Distance Relationships (MQ801)		20	0.5D
Communicating Across Cultures (MQ802)		5	1D
Emergency Medical Care and Trauma Workshop (MQ915)		6	1D

Career Transition Center	FEB	MAR	Length
Retirement Planning Seminar (RV101)	24		4D
Job Search Program (RV102)		1	8W
Financial and Estate Planning (RV103)	26		1D
Annuities & Benefits and Social Security (RV104)	25		1D

Length: H = Hours, D = Days, W=Weeks

Some Non-Mandatory Recommendations for all FS and GS employees:

- Employee Relations Seminar (PK246)
- Managing People Problems (PT121)
- Teambuilding (PT129)
- Performance Management Seminar (PT205)
- Creative Problem Solving Workshop (PT212)
- Managing Conflict Productively (PT214)
- Influence by Design (PT224)
- Valuing Diversity in the Workplace (PT225)
- Productively Managing Stress (PT251)
- Managing Up (PT252)

For more information, contact FSI's Leadership and Management School at (703) 302-6743, FSILMS@state.gov or <http://fsiweb.fsi.state.gov/fsi/lms/>.

WHAT'S NEW?

Student Records Online. Need to know your class schedule or want an unofficial transcript of training taken through FSI? Visit the FSI Registrar's Office web page on the Department of State OpenNet at <http://www.fsi.state.gov/admin/reg>.

School of Language Studies

Increased language enrollments due to the Secretary's Diplomatic Readiness Initiative have required FSI's School of Language Studies to change class schedules. Classes are being run in double sessions. The morning session may begin as early as 7:30 a.m. and afternoon sessions may end as late as 5:30 p.m.

FasTrac Distance Learning Program: Learn at Your Own Pace, When and Where You Want!

All State Department employees, LEs and EFM's, are eligible. FasTrac offers more than 3,000 courses. Training is conducted online through the Internet and the Department's OpenNet. Students may complete courses to include on their official FSI transcript or take a course module they need to "get the job done." Course lengths vary from two to eight hours and knowledge preassessments may shorten learning plans. To view the complete FasTrac catalog, visit the FasTrac web site at <http://fsi.state.gov/fastrac>. For additional information, please contact the distance learning coordinator at the Office of the Registrar, (703) 302-7497.

NOTE: Smartforce courses originally offered through the School of Applied Information Technology are now a part of the Skillsoft library, identified as "Skillsoft IT." Please review these courses when taking advantage of the FasTrac program.

For additional information, please contact the Office of the Registrar at (703) 302-7144.



BEHIND THE NUMBERS

WHAT THE PROMOTION STATISTICS MEAN **BY CYNTHIA NELSON**

The results of the selection boards are published annually in *State Magazine*. The statistics profile generalists and specialists who competed for promotion and those promoted by class and cone/skill group, providing promotion rates, average time-in-class and average time-in-service information for each group.

These statistics provide employees with information they can use in their career planning. Examining trends or averages over several years is generally more useful than focusing only on the most recent statistics because promotion rates and average time-in-class and average time-in-service vary from year to year. Officers often find reviewing the average times-in-class of their current grade over the past few years helpful in predicting when they can first expect to be promoted.

Analyzing both the promotion numbers and promotion rates is key to correctly interpreting the data. In many cases, promotion numbers appear evenly distributed among the cones while the promotion rates (the percentage of officers promoted out of the total that were competing) seem inequitable. In other cases, the opposite appears true. These differences among the cones and skill groups are due to variances in the number of employees eligible for promotion in each group.

I have examined the aggregate data for generalists and specialists for the past four years (2000/2003, the period since integration of the U.S. Information Agency into the Department) and noted the following trends:

Generalist promotions since State and USIA integration have increased by about 11 percent, from 643 in 2000 to 716 in 2003. Overall promotion rates increased from 27 percent in 2000 to 29 percent in 2003.

Promotion numbers and rates within the Senior Foreign Service were somewhat lower this year than in the recent past and about the same across the senior threshold. Promotions to career minister decreased from five last year to four this year. Promotions to minister counselor decreased from 53 in 2002 to 46 this year; promotion rates fell from 24 percent last year to 19 percent. The lower promotion rate was due in part to an increase in the number of officers competing at the minister-counselor level: 241 in 2003 compared to 221 in 2002. Across the threshold, promotions and promotion rates increased slightly, from 75 (17 percent) in 2002 to 77 (18 percent) this year.

Promotions and promotion rates in the mid-grades were substantially higher this year than in 2002 and in

the past four years. Promotions to FS01 increased from 136 in 2002 to 156 this year; promotion rates increased from 16 to 18 percent. Since integration, FS02 to FS01 promotions and promotion rates have increased from 129 (16 percent) in 2000 to 156 (18 percent) this year.

Both promotions and promotion rates to FS02 increased this year. During the past four years, promotions have increased from 214 in 2000 to 224 this year; promotion rates have increased by 12 percentage points, from 35 percent in 2000 to 47 percent this year.

The number of promotions from FS04 to FS03 increased significantly, jumping from 150 in 2002 to 209 this year. Promotion rates to FS03 increased slightly,

THESE STATISTICS PROVIDE EMPLOYEES WITH INFORMATION THEY CAN USE IN THEIR CAREER PLANNING.

from 71 percent last year to 76 percent. The increase in promotions is due primarily to the growth in the number of employees eligible to compete for FS03. Over the four-year period, the number of promotions and promotion rates has fluctuated because of year-to-year differences in the number of employees eligible to compete for promotion.

The total number of multifunctional promotions has increased from 93 in 1999 and 108 in 2000 (post integration) to 122 this year. Overall promotion rates for officers competing multifunctionally for OC, FS01 and FS02 have increased from roughly 16 percent in 1999 to more than 20 percent in 2003. The multifunctional promotion rate in 2000 mirrors that of 2003. Both the number of multifunctional promotions and promotion rates for all classes were higher this year than in 2002.

Among the specialist skill groups, promotion numbers have varied during the five-year period, depending on deficits in each skill group and changes in administrative promotion levels. Overall promotion rates for specialists for the five-year period have fluctuated between 20 percent this year and 24 percent in 1999 and 2000. Given the diversity of career paths among the specialist skill groups and recent changes in some of the skill groups, examining promotion rates by class does not reveal any significant patterns. ■

The author is a program analyst in the Office of Resource Management and Organization Analysis.

2003 FOREIGN SERVICE PROMOTION STATISTICS

The Bureau of Human Resources has prepared the following statistical summary of promotions granted on the basis of recommendations made by the 2003 Selection Boards. The data show the number of members who competed, the number promoted and the percentage of those competing who

were promoted. Additionally, the data give the average time-in-class and length of service of employees eligible to compete for promotion and those promoted. Readers should note that the data have little significance for competition groups with relatively small numbers of promotion opportunities.

The data are organized by class and primary skill code (i.e., functional field for generalists and occupational category for specialists). Multifunctional promotions of generalists in

	Number Competed	Number Promoted	% Competed Promoted	Average Time-in-Class of Competed	Promotees' Average Time-in-Class	Average Length of Service of Competed	Promotees' Average Length of Service
FEMC TO FECM (Classwide competition of all eligible officers)							
Management	21	0	0.0	6.3	0.0	28.2	0.0
Consular	11	0	0.0	6.8	0.0	29.7	0.0
Economic	27	1	3.7	6.3	9.7	29.0	29.8
Political	41	3	7.3	6.2	8.3	29.6	27.9
Information Tech Manager	1	0	0.0	7.6	0.0	37.5	0.0
Psychiatrist	1	0	0.0	13.7	0.0	23.0	0.0
Security Officers	1	0	0.0	6.4	0.0	27.7	0.0
Medical Officers	6	0	0.0	7.5	0.0	16.7	0.0
Science Officers	1	0	0.0	4.7	0.0	25.7	0.0
Public Diplomacy	13	0	0.0	6.4	0.0	28.3	0.0
TOTAL	123	4	3.3	6.4	8.7	28.5	28.4

	Number Competed	Number Promoted	% Competed Promoted	Average Time-in-Class of Competed	Promotees' Average Time-in-Class	Average Length of Service of Competed	Promotees' Average Length of Service
GENERALIST FEOC TO FEMC (Classwide competition of all eligible officers and competition by cone)							
Management	50	7	14.0	3.9	3.8	24.3	28.1
Consular	34	9	26.5	3.9	4.3	24.5	25.3
Economic	41	7	17.1	3.4	3.6	23.6	23.2
Political	62	17	27.4	3.6	4.0	23.5	23.8
Public Diplomacy	54	6	11.1	3.9	4.8	23.7	21.2
TOTAL	241	46	19.1	3.7	4.1	23.9	24.3

	Number Competed	Number Promoted	% Competed Promoted	Average Time-in-Class of Competed	Promotees' Average Time-in-Class	Average Length of Service of Competed	Promotees' Average Length of Service
FS-1 TO FEOC (Multifunctional competition of all eligible officers and competition by cone; Eligibles include only those requesting threshold review)							
FUNCTIONAL PROMOTIONS							
Management	85	12	14.1	6.0	5.3	21.3	19.4
Consular	62	8	12.9	6.4	8.3	23.2	23.8
Economic	70	8	11.4	5.6	4.7	21.4	18.0
Political	114	10	8.8	6.3	5.8	21.7	21.1
Public Diplomacy	79	13	16.5	7.8	7.7	19.8	17.2
MULTIFUNCTIONAL PROMOTIONS*							
Management	18	3	16.7	6.0	4.0	19.9	17.9
Consular	38	5	13.2	7.6	5.9	23.5	21.3
Economic	37	5	13.5	6.5	6.1	21.4	20.7
Political	78	12	15.4	6.6	5.3	21.5	19.4
Public Diplomacy	11	1	9.1	8.1	6.6	17.7	17.4
Narcotics	2	0	0.0	7.7	0.0	13.5	0.0
TOTAL	438	77	17.6	6.4	6.1	21.3	19.7

	Number Competed	Number Promoted	% Competed Promoted	Average Time-in-Class of Competed	Promotees' Average Time-in-Class	Average Length of Service of Competed	Promotees' Average Length of Service
FS-2 TO FS-1 (Multifunctional competition of all eligible officers and competition by cone)							
FUNCTIONAL PROMOTIONS							
Management	161	23	14.3	5.6	5.5	16.5	16.3
Consular	135	16	11.9	5.4	7.7	16.1	16.7
Economic	175	21	12.0	5.3	6.8	15.9	16.9
Political	239	25	10.5	5.3	5.9	16.2	17.3
Public Diplomacy	128	28	21.9	6.5	8.1	15.0	15.4
MULTIFUNCTIONAL PROMOTIONS*							
Management	30	6	20.0	6.2	4.9	18.1	14.8
Consular	55	9	16.4	6.4	6.3	16.7	16.1
Economic	58	7	12.1	6.3	5.8	17.0	15.6
Political	108	17	15.7	6.7	6.2	17.2	15.5
Public Diplomacy	21	4	19.0	5.6	8.3	13.9	15.7
Narcotics	1	0	0.0	12.9	0.0	12.9	0.0
TOTAL	882	156	17.7	5.6	6.6	16.0	16.2

	Number Competed	Number Promoted	% Competed Promoted	Average Time-in-Class of Competed	Promotees' Average Time-in-Class	Average Length of Service of Competed	Promotees' Average Length of Service
FS-3 TO FS-2 (Multifunctional competition of all eligible officers and competition by cone)							
FUNCTIONAL PROMOTIONS							
Management	47	26	55.3	4.6	4.4	11.0	11.8
Consular	115	33	28.7	4.7	6.1	10.8	12.9
Economic	104	38	36.5	4.5	5.4	10.2	11.0
Political	116	44	37.9	4.3	4.6	9.6	10.0
Public Diplomacy	45	30	66.7	4.7	4.2	9.3	9.2
MULTIFUNCTIONAL PROMOTIONS*							
Management	14	2	14.3	4.6	5.2	11.0	11.3
Consular	30	12	40.0	4.9	4.8	10.1	9.7
Economic	41	14	34.1	4.7	4.6	10.2	9.8
Political	57	23	40.4	4.6	5.0	9.8	9.3
Public Diplomacy	8	2	25.0	4.2	6.2	10.4	14.9
TOTAL	480	224	46.7	4.6	4.9	10.2	10.7

* A number of officers were competed functionally and multifunctionally. Thus, they are included in both competition groups and the totals are greater than the actual membership of the competition group. If members were promoted multifunctionally in the first session, they were not competed functionally in the second session.

classes 01, 02 and 03 are shown in separate groups by cone. A summary explanation of the various skill code groups at each

level is provided below; detailed information on this aspect may be obtained from the 2003 Selection Board precepts.

	Number Completed	Number Promoted	% Completed Promoted	Average Time-in-Class of Competed	Promotees' Average Time-in-Class	Average Length of Service Completed	Promotees' Average Length of Service
FS-4 TO FS-3 (Tenured junior officers competed classwide; FP generalists competed by cone or management subfunction)							
Management	43	33	76.7	2.7	2.2	4.6	4.0
Consular	58	39	67.2	2.9	2.7	4.8	4.7
Economic	75	60	80.0	2.2	2.2	3.9	3.9
Political	67	53	79.1	2.4	2.4	4.1	4.0
Public Diplomacy	33	24	72.7	2.5	2.2	4.3	4.2
TOTAL	276	209	75.7	2.5	2.3	4.3	4.1

	Number Completed	Number Promoted	% Completed Promoted	Average Time-in-Class of Competed	Promotees' Average Time-in-Class	Average Length of Service Completed	Promotees' Average Length of Service
Specialists FEOC TO FEMC (Competed by occupational category)							
Financial Management	1	0	0.0	2.5	0.0	17.8	0.0
Information Tech Mgmt	9	0	0.0	3.0	0.0	22.4	0.0
Diplomatic Courier	1	0	0.0	3.6	0.0	36.7	0.0
Psychiatrist	2	1	50.0	4.5	6.4	8.8	10.7
Security Officer	19	3	15.8	3.8	4.5	26.1	26.7
Construction Engineer	2	0	0.0	4.5	0.0	17.8	0.0
English Language Specialist	1	0	0.0	4.9	0.0	23.5	0.0
Medical Officer	7	1	14.3	6.6	6.4	12.9	11.0
Health Practitioner	2	0	0.0	3.6	0.0	23.8	0.0
Printing	1	0	0.0	3.6	0.0	14.8	0.0
TOTAL	45	5	11.1	4.1	5.3	21.8	20.3

	Number Completed	Number Promoted	% Completed Promoted	Average Time-in-Class of Competed	Promotees' Average Time-in-Class	Average Length of Service Completed	Promotees' Average Length of Service
FS-1 TO FEOC (Eligibles include only those requesting threshold review)							
Financial Management	17	1	5.9	5.5	7.7	20.8	28.9
Information Tech Mgmt	25	3	12.0	4.3	3.0	22.9	19.7
Diplomatic Courier	3	0	0.0	4.4	0.0	25.9	0.0
Psychiatrist	3	1	33.3	4.5	5.1	2.9	5.1
Security Officer	27	8	29.6	4.4	4.7	21.5	18.4
Security Engineer	13	1	7.7	7.2	10.7	18.4	18.2
Construction Engineer	9	0	0.0	9.0	0.0	17.2	0.0
Facilities Maintenance	4	0	0.0	5.2	0.0	17.0	0.0
English Language Specialist	3	0	0.0	9.0	0.0	18.3	0.0
Information Resource	4	0	0.0	6.5	0.0	14.9	0.0
Medical Officer	3	1	33.3	5.1	6.1	5.1	6.1
Health Practitioner	5	0	0.0	4.7	0.0	21.8	0.0
Printing	1	0	0.0	7.0	0.0	17.4	0.0
TOTAL	117	15	12.8	5.5	5.1	19.7	17.6

	Number Completed	Number Promoted	% Completed Promoted	Average Time-in-Class of Competed	Promotees' Average Time-in-Class	Average Length of Service Completed	Promotees' Average Length of Service
FS-2 TO FS-1							
Financial Management	45	2	4.4	5.6	11.7	11.5	28.7
Human Resources	16	3	18.8	5.5	6.0	22.6	23.7
General Services	24	2	8.3	5.0	4.7	17.7	13.5
Inform. Tech Mgmt	112	5	4.5	5.7	7.3	19.3	20.3
Diplomatic Courier	6	1	16.7	4.5	2.7	21.6	10.2
Security Officer	178	17	9.6	5.7	7.2	17.3	16.9
Security Engineer	60	3	5.0	7.9	9.7	15.1	15.5
Construction Engineer	15	5	33.3	4.2	5.1	8.4	8.9

	Number Completed	Number Promoted	% Completed Promoted	Average Time-in-Class of Competed	Promotees' Average Time-in-Class	Average Length of Service Completed	Promotees' Average Length of Service
FS-3 TO FS-2							
Facilities Maintenance	5	2	40.0	4.7	2.7	10.3	10.3
English Language Specialist	7	1	14.3	6.4	15.4	13.4	18.9
Information Resource	2	1	50.0	3.3	2.7	9.2	8.8
Medical Technologist	2	0	0.0	3.7	0.0	23.3	0.0
Health Practitioner	10	1	10.0	4.7	3.7	13.9	12.5
Printing	1	0	0.0	15.4	0.0	20.9	0.0
TOTAL	483	43	8.9	5.9	6.8	16.7	16.4

	Number Completed	Number Promoted	% Completed Promoted	Average Time-in-Class of Competed	Promotees' Average Time-in-Class	Average Length of Service Completed	Promotees' Average Length of Service
FS-4 TO FS-3							
Financial Management	19	9	47.4	2.9	3.0	3.8	4.9
Human Resources	5	4	80.0	4.3	4.7	7.5	8.1
General Services	40	5	12.5	4.7	6.1	13.1	24.0
Information Management	150	28	18.7	4.3	4.6	15.5	14.8
Information Mgmt Technical	59	12	20.3	5.7	6.9	13.6	15.0
Diplomatic Courier	15	2	13.3	6.2	4.7	21.1	11.5
Security Officer	121	38	31.4	6.4	5.9	14.2	13.0
Security Engineer	12	7	58.3	2.7	2.7	4.6	4.5
Construction Engineer	5	3	60.0	3.3	2.7	5.3	5.2
Facilities Maintenance	15	3	20.0	4.7	6.0	8.2	8.9
Information Resource	4	3	75.0	2.8	2.7	3.6	4.4
Medical Technologist	2	0	0.0	4.7	0.0	22.1	0.0
Health Practitioner	18	6	33.3	3.1	3.2	4.6	6.0
Printing	1	1	100.0	3.2	3.2	3.2	3.2
Office Mgmt Specialist	12	0	0.0	5.4	0.0	30.1	0.0
TOTAL	478	121	25.3	5.0	4.9	13.6	11.9

	Number Completed	Number Promoted	% Completed Promoted	Average Time-in-Class of Competed	Promotees' Average Time-in-Class	Average Length of Service Completed	Promotees' Average Length of Service
FS-4 TO FS-3							
Human Resources	10	6	60.0	1.3	1.3	3.7	3.6
General Services	36	9	25.0	2.6	4.2	3.9	6.3
Information Management	208	50	24.0	3.2	3.4	8.5	8.5
Information Mgmt Technical	37	13	35.1	2.5	2.6	4.1	4.3
Diplomatic Courier	47	2	4.3	3.4	1.7	8.1	4.2
Security Officer	208	106	51.0	1.7	1.6	4.2	4.1
Security Engineer	28	9	32.1	1.8	1.9	2.9	3.1
Security Technician	30	2	6.7	1.2	1.2	3.8	3.8
Construction Engineer	6	3	50.0	2.3	2.7	2.3	2.7
Facilities Maintenance	69	10	14.5	4.0	5.9	4.1	6.3
Medical Technologist	2	2	100.0	1.8	1.8	4.7	4.7
Office Mgmt Specialist	110	6	5.5	5.2	6.0	22.8	24.5
TOTAL	791	218	27.6	2.9	2.5	8.1	5.8

	Number Completed	Number Promoted	% Completed Promoted	Average Time-in-Class of Competed	Promotees' Average Time-in-Class	Average Length of Service Completed	Promotees' Average Length of Service
FS-5 TO FS-4							
Office Mgmt Specialist	160	23	14.4	3.9	4.5	14.6	14.5
TOTAL	160	23	14.4	3.9	4.5	14.6	14.5

	Number Completed	Number Promoted	% Completed Promoted	Average Time-in-Class of Competed	Promotees' Average Time-in-Class	Average Length of Service Completed	Promotees' Average Length of Service
FS-6 TO FS-5							
Office Mgmt Specialist	257	47	18.3	3.0	4.4	6.9	9.8
TOTALS	257	47	18.3	3.0	4.4	6.9	9.8

APPOINTMENTS



U.S. Ambassador to the Republic of El Salvador. H. Douglas Barclay of New York, a partner in the firm of Hiscock & Barclay, LLP, is the new U.S. Ambassador to the Republic of El Salvador. A specialist in banking and administrative law, he has been a partner in the 140-

attorney firm and its predecessors since 1961. Mr. Barclay served 20 years in the New York State Senate as chairman of the Senate judiciary committee, the select task force on court reorganization and the Senate Republican conference. He was a delegate to the Republican national conventions in 1988 and 1992, vice chair of the Bush/Quayle campaign in 1988 and chair of the campaign in 1992. Mr. Barclay was a delegate to the 2000 Republican national convention, New York co-chair of Lawyers for Bush and a member of the Bush-Cheney transition advisory committee. He has been a member of the board of trustees of Syracuse University since 1979 and was chairman of the board from 1992 to 1998. He and his wife Sara have five children.



U.S. Ambassador to the Republic of Suriname. Marsha E. Barnes of Maryland, a career member of the Senior Foreign Service, class of Counselor, is the new U.S. Ambassador to the Republic of Suriname. She was a special assistant to the deputy secretary, chief of the European

assignments division in the Bureau of Human Resources and deputy executive director of the Bureau of Consular Affairs. Ms. Barnes directed the Office of Caribbean Affairs from 1999 to 2002. She has served abroad in Georgetown, Bonn, Berlin and Moscow. She is married to Robert A. Bradtke, a deputy assistant secretary in the Bureau of European Affairs.



U.S. Ambassador to the Czech Republic. William J. Cabaniss of Alabama, chairman and chief executive officer of Precision Grinding, Inc., is the new U.S. Ambassador to the Czech Republic. From 1964 to 1967, Mr. Cabaniss served in the U.S. Army as an Airborne Ranger

officer. After his military service, he returned to his hometown of Birmingham, Ala., and began his business career with the Southern Cement Co., a division of Martin Marietta Corp. In 1971, he resigned as director of market development at Southern Cement and acquired the assets of a small metal-company. Since then, he has built Precision Grinding, Inc., into a successful steel plate processing and metal machining business, where he remains chairman of the board and chief executive officer. Mr. Cabaniss served in the Alabama House of Representatives from 1978 to 1982 and in the Alabama State Senate from 1982 to 1990. He and his wife Catherine have two daughters and two grandchildren.



Assistant Secretary for International Narcotics and Law Enforcement Affairs. Robert B. Charles of Maryland, president of the Charles Group, a consulting firm in Gaithersburg, Md., is the new assistant secretary for International Narcotics and Law

Enforcement Affairs. From 1999 to 2003, he managed his firm and taught government and cyber-law at Harvard University Extension School. As a U.S. Navy Reservist, Mr. Charles volunteered for active duty after Sept. 11, serving as a trainer and watch officer at the Crisis Watch Center for the Chief of Naval Operations. From 1995 through 1999, he was chief counsel and staff director to the U.S. House of Representatives Subcommittee on National Security, International Affairs and Criminal Justice and chief staff member of the Speaker's task force on counter-narcotics. Deputy associate director of policy development in the first Bush Administration, Mr. Charles clerked on the U.S. Court of Appeals, Ninth Circuit, from 1987 through 1988 and practiced law in New York and Washington, D.C. He and his wife Marina have two children.

APPOINTMENTS



U.S. Ambassador to the Republic of Tajikistan. Richard E. Hoagland of the District of Columbia, a career member of the Senior Foreign Service, class of Minister-Counselor, is the new U.S. Ambassador to the Republic of Tajikistan. He directed the Office of Caucasus and

Central Asian Affairs in the Bureau of European and Eurasian Affairs from 2001 to 2003. As director of the Office of Public Diplomacy in the Bureau of South Asian Affairs from 1999 to 2001, Mr. Hoagland also served as a special adviser to the National Security Council for public diplomacy on Afghanistan. He was press spokesman at the U.S. Embassy in Moscow, served one tour in Uzbekistan and two in Pakistan. He spent his first Pakistan tour working with the Afghan resistance during the Soviet-Afghan War from 1986 to 1989. From 1991 to 1992, he was deputy special envoy for Afghanistan after serving as lead analyst for Afghanistan in the Bureau of Intelligence and Research from 1989 to 1991.



U.S. Ambassador to Ireland. James C. Kenny of Illinois, executive vice president of Kenny Construction Co. and president of Kenny Management Services, is the new U.S. Ambassador to Ireland. Kenny Construction is a 75-year-old Chicago firm involved in nationwide projects,

while Kenny Management is a new division that oversees complex projects such as the expansion of Midway Airport and the construction of a new stadium for the Chicago Bears football team. Mr. Kenny has also devoted considerable time to public service. In 1991, Illinois then-Governor James Edgar appointed him to the Metropolitan Pier and Exposition Authority Board. President George H.W. Bush appointed him to the National Corporation for Housing Partnerships. He also served on the transition teams for Illinois Governors James Edgar, 1991, and George Ryan, 1998 to 1999, and President George W. Bush, 2000 to 2001. He and his wife Margaret have four children.



U.S. Permanent Representative to the Organization of American States. John F. Maisto of Pennsylvania, special assistant to President Bush and senior director for Western Hemisphere Affairs for National Security Advisor Condoleezza Rice, is the new U.S. Permanent Representative to the Organization of American States. He held the White House positions from 2001 to 2003. Mr. Maisto was U.S. Ambassador to Venezuela from 1997 to 2000 and foreign policy adviser at the U.S. Southern Command from 2000 to 2001. Mr. Maisto served as U.S. Ambassador to Nicaragua from 1993 to 1996 and as deputy assistant secretary for Central American Affairs from 1992 to 1993. He was deputy U.S. Representative to the OAS from 1989 to 1992 and deputy chief of mission in Panama. He also served in Manila, San Jose and La Paz. He and his wife Maria Consuelo have three children.



Assistant Secretary for Western Hemisphere Affairs. Roger F. Noriega of Kansas, U.S. Permanent Representative to the Organization of American States from 2001 to 2003, is the new Assistant Secretary for Western Hemisphere Affairs. Before his OAS appointment, he was a senior staff member for the Committee on Foreign Relations of the U.S. Senate. He was a senior staff member for the Committee on International Relations of the U.S. House of Representatives from 1994 to 1997. From 1990 through 1993, he was the senior policy adviser and alternate U.S. Representative at the U.S. Mission to the OAS and senior adviser for public information at the OAS from 1993 to 1994. Mr. Noriega has also served with the U.S. Agency for International Development and the Bureaus of Inter-American Affairs and Public Affairs. He was press secretary and legislative assistant for then-Congressman Bob Whittaker from 1983 to 1986.

APPOINTMENTS



Chair of the U.S. Section of the International Joint Commission, United States and Canada. Dennis L. Schornack of Michigan, formerly a senior official in the office of the governor of the State of Michigan, is the new chair of the U.S. Section of the International Joint

Commission, United States and Canada. From 1991 to 2002, Mr. Schornack served as special adviser for strategic initiatives, directed the Office of Health Care Reform and Policy Development and was senior policy adviser to Governor John Engler. Mr. Schornack had been on John Engler's staff since 1984, when he was executive assistant for legislative affairs to the majority leader of the Michigan Senate. He is married to Linda Gobler.



Coordinator of U.S. Government Activities to Combat HIV/AIDS Globally. Randall L. Tobias of Indiana, chairman emeritus of Eli Lilly and Co., is the new Coordinator of U.S. Activities to Combat HIV/AIDS globally, with the rank of ambassador. He joined

AT&T's Indiana Bell Telephone Co. subsidiary in 1964. Shortly afterwards, he served two years on active duty as an artillery officer assigned to the faculty of the U.S. Army Artillery School at Fort Sill, Okla. Following his military service he returned to AT&T in Indiana. In 1977, Mr. Tobias was transferred to Illinois Bell in Chicago to become vice president. Four years later, he was moved to corporate headquarters in New Jersey, where he ran AT&T's worldwide long distance and network businesses. He served as AT&T's vice chairman from 1986 to 1993 and as chairman and chief executive officer from 1991 to 1993. In 1993, he left AT&T to become chairman, president and chief executive officer of Eli Lilly and Co. Under Mr. Tobias's leadership, the company experienced a dramatic turnaround, enjoying one of the most successful periods in the firm's history. He retired from Eli Lilly in 1999 and was named chairman emeritus. He served for 12 years as a trustee of the Colonial Williamsburg Foundation and 13 years as a trustee of Duke University. Mr. Tobias and his wife Marianne live in Washington, D.C., and Indianapolis, Ind. He has two children, two stepchildren and eight grandchildren.



U.S. Ambassador to Switzerland and, without additional compensation, U.S. Ambassador to the Principality of Liechtenstein. Pamela P. Willeford of Texas, chairman of the Texas Higher Education Coordinating Board, is the new U.S. Ambassador to Switzerland

and, concurrently without additional compensation, U.S. Ambassador to the Principality of Liechtenstein. Under her leadership as chairman for the past five years, the board has developed a higher education plan for the state called "Closing the Gaps by 2015." Ms. Willeford began as a teacher in Dallas public and private schools 30 years ago. She served as a trustee of St. Andrew's Episcopal School in Austin. She has devoted considerable time to community service projects, including as director of development and coordinator of the Texas Capitol rededication for the State Preservation Board. She has been founding board member and executive committee member of the Texas Book Festival since 1996. Ms. Willeford has also served as chairman of the advisory committee for the Laura Bush Foundation for America's Libraries. She is married to Dr. George Willeford III.



U.S. Ambassador to the Republic of Colombia. William B. Wood of New York, a career member of the Senior Foreign Service, class of Minister-Counselor, is the new U.S. Ambassador to the Republic of Colombia. He was principal deputy assistant secretary in the

Bureau of International Organization Affairs from 1998 to 2002. He was chief of the political section at the U.S. Mission to the United Nations, where he was chief negotiator in the Security Council. He has served abroad in Uruguay, Argentina, El Salvador and Italy; as a member of the U.S. negotiating delegation at the 1992 Commission on Security and Cooperation in Europe summit in Helsinki; and as lead U.S. negotiator at the NATO High Level Task Force on conventional arms control. Mr. Wood has served on the policy planning staff for Latin America, as a special assistant in the Bureau of Political-Military Affairs and as an expert in Latin American affairs on the staff of the Under Secretary for Political Affairs.

O B I T U A R I E S

Findley Burns Jr., a retired Foreign Service officer, died at his home in Southern Pines, N.C., on Oct. 14. He joined the Foreign Service in 1941 and was posted mostly in Europe until the latter part of his career. He served as ambassador to Jordan from 1966 to 1968 and ambassador to Ecuador from 1970 to 1973. He retired from the diplomatic corps after his service in Ecuador and joined the United Nations as director of its Office of Technical Cooperation. He remained with the UN until 1980.



William S. Caldwell, 82, a former Foreign Service officer, died Nov. 1 of cancer in Northridge, Calif. He served in the Foreign Service from 1945 to 1950—first as a third secretary at the U.S. Embassy in Rome and later as director of the U.S. Information Service at the U.S. Consulate General in Palermo. He provided

U.S. support to the Christian Democratic Party, which defeated the Communist Party in the Italian elections of 1948. The election was a crucial turning point in preventing the spread of communism to Western Europe. After retiring, he participated in several international groups, including the League of Sister Cities and the United Nations Association. He served in the U.S. Army during World War II.



Mary Pearl Dougherty, 88, a retired Foreign Service secretary, died Nov. 13 of cancer at the Methodist Home of Washington, D.C. She began her federal career on the eve of World War II with the War Department. When she joined the State Department, it was considered the most segregated federal agency. On her first

assignment to Liberia, she served as the ambassador's secretary. Later postings included Vietnam, the Central African Republic, Zaire, France, Germany and Romania. She crisscrossed Europe in a Volkswagen and in Vietnam invited Vietnamese people to receptions in her home. She mentored young black Foreign Service officers, including Edward Perkins, the first black U.S.

Ambassador to South Africa. On her 75th birthday, friends surprised her with a party, including Ambassador Perkins. He attended even though he was also invited to a reception honoring Nelson Mandela, who was visiting the nation's capital. She came out of retirement to work at Howard University and as a consultant to the National Association of Negro Business and Professional Women's Clubs. She led a delegation of club members to West Africa. As a volunteer, she escorted State-sponsored international visitors throughout the United States.



William J. Fox, a retired Foreign Service officer, died May 28, 2003, at Marian Community Hospital in Carbondale, Pa. He joined the Foreign Service in 1948 and served in Paris, Brussels, New Delhi, Tel Aviv, Bangkok, Frankfurt and Rome. His wife Catharina Jansen Fox accompanied him on all his

assignments. He retired in 1988. A prisoner of war in Germany during World War II, he received the Purple Heart.



Charles Marshall Hanson Jr., 88, a retired Foreign Service officer, died Oct. 1 in Rockville, Md., after a brief illness. He joined the Foreign Service in 1948—the third African American to do so. He had passed the Foreign Service exam in 1941 but was denied entry on racial grounds.

President Truman desegregated the armed forces and civilian services after World War II. Fluent in six languages, Mr. Hanson served two tours in Liberia and one tour each in Switzerland, India, Trinidad and Tobago, Nigeria, Ghana, Curaçao and the United Nations. In Ghana, he served as deputy chief of mission to Ambassador Shirley Temple Black and as consul general to the Netherlands Antilles. During World War II, he served with the all-black 92nd Infantry Division in Italy with his brother Herbert. Ironically, shrapnel from the same shell that wounded him killed his brother.

O B I T U A R I E S



Dorothy Basham McCormick, 80, a retired Civil Service employee, died of a brain tumor at her home in Arlington, Va., on July 29, 2003. Mrs. McCormick began her federal career in 1941 as a secretary with the Reconstruction Finance Corporation, where she worked until 1951. She then worked for

the Office of Defense Mobilization until her first daughter was born in 1954. Mrs. McCormick returned to work in 1970 at the U.S. Tax Court. From 1971 until her retirement in 1983, Mrs. McCormick worked at the Foreign Service Institute. Her daughter, Eileen McCormick Place, is a public affairs officer in the Bureau of Public Affairs.

Robert R. Schott, 82, a retired Foreign Service officer, died of an aneurysm on Oct. 19 while vacationing in Sweden. He joined the diplomatic corps in 1945 and served his first assignment in Basra, Iraq. Subsequent posts included Tehran, Salonika, Meshed (where he served as consul) and Nicosia. The partition of Cyprus between Greece and Turkey occurred during this turbulent period. After retiring in 1970, he remained active as a business consultant in Tehran and Athens. He served in the U.S. Army from 1943 to 1944.



Elayne Jeannette Urban, 61, a retired Foreign Service officer, died June 28, 2003, of cancer at Suburban Hospital in Bethesda, Md. After a brief stint at the Census Bureau, she joined the State Department in 1966. She was posted to La Paz, Madrid, Bogotá, Santo Domingo, Mazatlán, Guadalajara and

Washington, D.C. After retiring in 1994, she returned to the Department as a contract employee and worked on a special counterterrorism project until March 2000. She returned to the project part time after the terrorist attacks of Sept. 11, 2001, and remained until October 2002, when her cancer treatments began.

Richard E. Usher, 84, a retired Foreign Service officer, died Nov. 11 in Potomac, Md. He joined the State Department in 1942 and served in Canada and Ceylon before being called to active duty as an Army intelligence officer in Ceylon and Burma. After the war, he served as vice consul in Rangoon. Other postings included Brussels, a second tour in Rangoon, Manila and the Middle East. In Washington, D.C., he served as desk officer for Ceylon and Burma, deputy director of South East Asian Affairs, director of East Asian Regional Affairs and director of the Office of Philippine Affairs. He retired in 1974.

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

FOREIGN SERVICE RETIREMENTS

Adams, Charles H.	Dubrow, Jeannette P.	Lippincott, Stephen A.
Anderson, Donna J.	Dunkerley, Craig G.	Mathews, Linda Marie
Austin, Henrietta C.	Dworken Jr., Morton R.	McIlvaine, Stevenson
Beech, Floyd Richard	Feeney, John J.	Mong, Susan J.
Bell, Randolph M.	Gallagher, Michael J.	Pinkham, Shirlie Carol
Bigler, Alan O.	Gleason, Steven R.	Ramirez III, Adolfo A.
Blohm, Robert J.	Hacker, Paul	Raymer, Robert Thomas
Brown, Stuart V.	Hauptmann, Jerzy J.	Richardson, Joseph P.
Cady, Nancy H.	Himmelsbach, Russell F.	Riegg, Nicholas H.
Carter-Tripp, H. Marshall	Itoh, William H.	Ries, Eric Ralph
Chin, Alvin H.	Jennings, Hartford Terry	Romanski, Anna M.
Collins, Richard Paul	Kaneda, Robert James	Schwering, Katherine A.
Dailey, Grace G.	Kilgore, Gloria J.	Smith, Joan V.
Davis, Kenneth B.	Kinney, Stephanie Smith	Spakauskas, Anthony
Deibler, Roy A.	Koenig, Steven	Spector, J. Brooks
Delaney, Thomas J.	Kragen, Robert Edward	Waldrop III, Neal A.
Dipasquale, Domenick	Kursch, Donald B.	Wright, Georgia Tyiska
Dittmer, Lyle A.	Laurance, Laurie	Young, James M.
Drain, Robert Wilder	Lino, Marisa R.	

CIVIL SERVICE RETIREMENTS

Aleshire, Marilyn E.	Lightel, Nancy M.
Atwood, Richard B.	Maitland, Duncan H.
Carey, Peggy	McLaughlin, John A.
Cartron, George Joseph	McMahon, Joanne C.
Cochran, Carolyn J.	Micker, Richard C.
Compton, Paula B.	Moore, Margie W.
Couts, Elizabeth E.	Murrell, Lena G.
Ford Jr., Carl W.	Paz, Maria Teresa
Kelly, James F.	Rockmaker, Sigrun
Kurland, Roger Benedict	Steinberg, Morris
Leader, Judith K.	Talbert, Paula C.
Lee, Arnold Don	Thounhurst, Thomas E.

LYING IN STATE: ANALYZE THIS!

SHERM, I WANT TO TALK TO YOU ABOUT THIS MEMO YOU DRAFTED.

I GOT FIFTEEN CLEARANCES, BUT I'M STILL WAITING ON ANOTHER EIGHT...



THIS IS SUPPOSED TO BE AN URGENT ANALYSIS OF THE CURRENT CRISIS...

RIGHT - WITH ONE AND A QUARTER INCH MARGINS!



BUT CAN YOU OFFER ANY USEFUL INSIGHTS?

WELL, AS I WROTE, ANY CHANGE IN THE CURRENT SITUATION IS LIKELY TO HAVE AN IMPACT IN ONE DIRECTION OR ANOTHER...



BUT THAT'S NOT REALLY SAYING ANYTHING...

WHAT WE CAN SAY IS THAT TIME WILL PROBABLY SAY HOW THIS CRISIS WILL PLAY OUT.



SO ALL YOU HAVE IS PLATITUDES AND GENERALITIES - NOTHING DEFINITE?

IT DEFINITELY REMAINS TO BE SEEN WHAT WILL HAPPEN!



SHERM, DO YOU FEEL YOU CONTRIBUTE ANYTHING OF VALUE TO THE POLICY PROCESS?

IT REMAINS TO BE SEEN JUST HOW VALUABLE I MAY OR MAY NOT BE!



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