

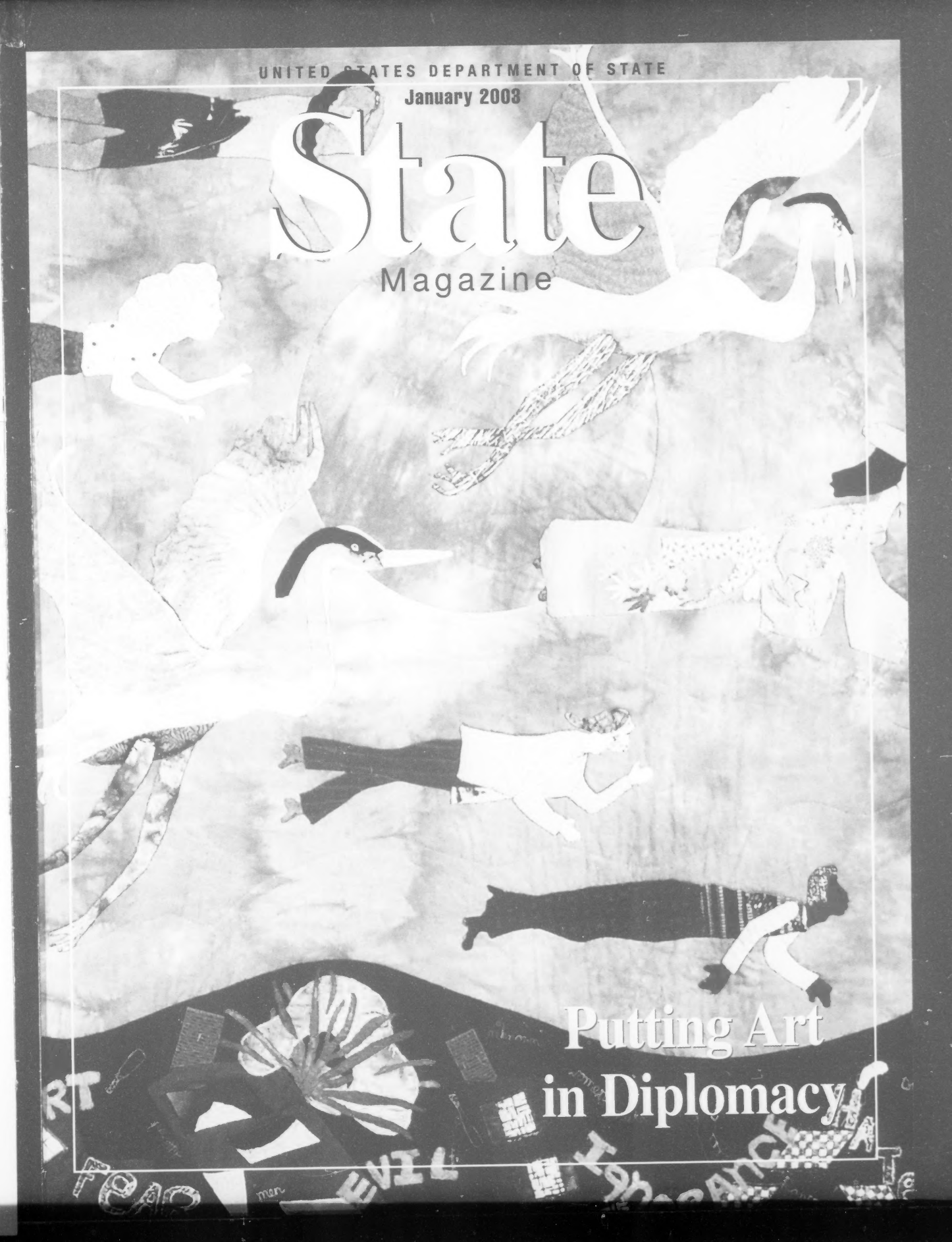
UNITED STATES DEPARTMENT OF STATE

January 2003

State

Magazine

Putting Art
in Diplomacy



In our next issue:

A Community of Democracies

Under Secretary for Global Affairs Paula Dobriansky greets Kassie Neou, executive director of the Cambodian Institute of Human Rights, at the Community of Democracies ministerial conference in Seoul.

State

Magazine

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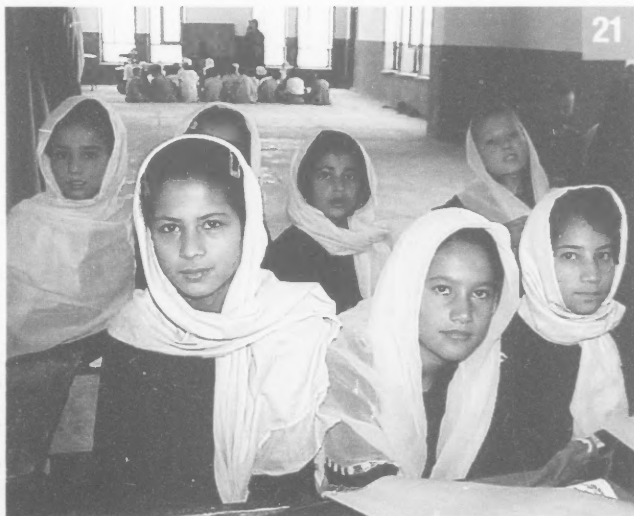


Photo by Sally Hodgson

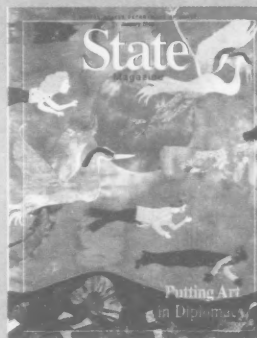
Girls, as well as boys, can now attend school in Afghanistan. Under the Taliban, girls over the age of eight were denied an education. Now, 30-35 percent of all students are girls.

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On the Cover

Peace Over Hate
Shirley Jo Falconer

Quilt crafted by the artist and scheduled to be displayed in the ambassador's residence in Islamabad. Photo courtesy of the artist, Hillsboro, OR



FROM THE SECRETARY

SECRETARY COLIN L. POWELL

Starting Off the New Year Right

In January 2001, when I first addressed the men and women of the State Department, I said that I looked forward to advancing President Bush's foreign policy as well as to being chief executive officer of the Department and leading its dedicated employees.

In just two years, we have accomplished much together for our country and the world. There is much more that we will accomplish together in 2003. I want to devote this opening column of 2003 to a subject near and dear to this CEO's heart: the quality of life improvements that Under Secretary for Management Grant Green and his team are making for our employees here and abroad.

Deputy Secretary Richard Armitage, Under Secretary Green and I believe that good management is good leadership. People are any organization's most valuable asset, and good State Department managers help good people make diplomacy work for our nation. We want to see good management practiced throughout the State Department, both at home and overseas. And we are confident that the various members of our M family will lead by example.

We depend on our first-rate administrators to equip and run our worldwide operations and our highly skilled information technology specialists to keep our communications systems up and running. Our human resources personnel and our instructors at the Foreign Service Institute must work in close partnership to get us the right people in the right places at the right time with the right training. Our resource management team must ensure that we find the best match of money and policy priorities. Our consular officers must stand ever vigilant on the frontlines of our homeland's defense, helping us prevent the entry of those who would do harm, even as we maintain the fundamental openness to the world that gives our country so much dynamism. In today's heightened threat environment, our diplomatic security team must stand ready 24/7, protecting our employees, information and facilities.

Whatever the component of our M family, the goal of all the purchasing, planning, hiring, wiring, training, tracking, coordinating and constructing is to create the most secure, efficient and hospitable conditions possible, so that the Department's men and women can best serve our country. Under Secretary Green and I are working closely to ensure that this happens. Here are highlights from 2002:

■ The Bureau of Overseas Buildings Operations has put in place our first strategic capitalization plan for constructing new, secure facilities and rehabilitating existing structures at our foreign missions. During 2002, 15 new embassy complexes were under construction and 45 rehabilitation projects were under way.

■ We are making great improvements in our domestic facilities. At the Harry S Truman Building, the cafeteria has undergone a

welcome facelift. The Associated General Contractors of America named the Foggy Bottom complex the best federal renovation project in the Washington Metropolitan Area. The Employee Services Center now has state-of-the-art communications and office equipment. Soon, we will have a sleeker, more modern look in the corridors that will improve aesthetics and ease navigation at headquarters. The 3,000 square-foot expansion of the Columbia Plaza Child Care Center is near completion and we now offer a child care subsidy program for eligible employees here in the United States.

■ We have disbursed \$2 million in student loan repayments to more than 400 employees, making the Department's program the largest in the federal government.

■ We have entered a partnership with America Online to equip U.S.-sponsored overseas schools with the latest learning tools.

■ In 2002, we hired record numbers—some 1,200 Foreign Service and 700 Civil Service employees, a net gain of about 780 Foreign Service and 280 Civil Service employees over attrition. That's more people to help us meet daunting 21st century challenges and relieve the stress of understaffing.

■ To expand training opportunities for our employees across the globe, the Foreign Service Institute's new FasTrac and SmartForce distance learning programs offer thousands of courses through Internet or OpenNet.

We have awarded new contracts to improve performance and customer service in handling household effects. Now, a single company will handle all of an employee's shipments. Liability also coverage has been increased significantly.

■ We obtained a new zip code for personal overseas pouch mail, shortening delivery times and eliminating irradiation damage.

■ We have expanded access to business class for our employees and family members when they must travel in excess of 14 hours. We looked at the provisions of the Fly America Act and made it easier to use foreign flag carriers between two overseas points, even if the trip originates or ends in the United States. And we have updated our airfreight regulations to reflect the needs of a modern American family.

■ To reduce the disincentive of overseas postings to Foreign Service employees nearing retirement, we have worked successfully within the Administration and with Congress to enact "virtual locality pay."

■ And we are well on the way to meeting our goal of bringing all 30,000 of our employees onto the OpenNet Plus system, putting Internet access and e-mail on each of your unclassified workstations by the end of 2003.

These are just a few of the improvements we have made to support our people. Others are in the works. Stay tuned for more in the New Year. ■

LETTERS TO THE EDITOR

Where Credit Is Really Due

In the October issue, Warrick Elrod rightly notes in his letter to the editor the key contribution the late Jacques Reinstein made in establishing the much-praised economics-training program at the Foreign Service Institute.

He is too modest to mention his own important role in setting up the program—probably more noteworthy than that of any other individual's. I was a member of the first FSI economics training class that ran from January through June 1966. Mr. Elrod did much of the teaching himself and was in daily contact with all 16 members of the class. None of us had ever previously studied economics seriously. His conscientious supervision and encouragement and his unbounded

enthusiasm made six months of total immersion in the dismal science both interesting and fun. He established a tradition of excellence that happily has been continued.

Intensive economics training is one of the most notable FSI success stories, but it would not have happened without Warrick Elrod's contributions.

Walter A. Lundy
*Retired FSO
Arlington, Va.*

More on Moving

I enjoyed Ryan Uyehara's article in the November issue describing a teen's view of moving as a member of the Foreign Service community. I am confident the article accurately portrays his attitudes and feelings.

I agree that the most difficult challenge we have faced during our 13-

year career has been breaking the bonds with those with whom we've shared the "post" experience. But I also believe life abroad offers our children many advantages that far outweigh the disadvantages.

Our biggest concern over the years was how our sons would adjust when they returned to the United States. I recently asked both if they would have preferred to remain stateside rather than spend their early lives overseas. Their answer: a resounding "NO."

Our sons, both college students, realize their experiences abroad, interacting with people of different religions and cultures cannot be equaled. They now have a "world-view."

Susan Street
*FMA
Panama*

From the Editor

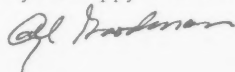
The Art in Embassies program, our Office of the Month, permits ambassadors to select outstanding examples of American art to display in their official residences while they're serving abroad. After a modest beginning in 1963, during President Kennedy's Administration, the program now has approximately 3,500 original works of art worth an estimated \$85 million in some 180 embassy residences.

The program offers American artists a unique way to become known in other countries and, as the program's first director, Nancy Kefauver, said, does "something constructive about those bare white walls in the embassies abroad."

Bare walls were pretty much what those returning to the former U.S. Embassy in Kabul found last December after U.S.-led coalition forces defeated the Taliban. The quarters may have been cramped and the food undistinguished, but life at "Kamp Kabul" was anything but boring, according to Sally Hodgson, a public diplomacy officer with the Bureau of Population, Refugees and Migration, who spent six months there.

The incidence of breast cancer is rising in Hungary and the U.S. Embassy has joined that country's government and others to forge a healthy nation program focused on prevention. This spring, the embassy will host an American scientist in residence who will help implement a healthy lifestyles program. Ambassador Nancy Goodman Brinker, who has spent most of her life fighting breast cancer, is leading the charge.

Finally, from all of us at *State Magazine* to all of you, Happy New Year.



Corrections

A photograph on page 12 in November's issue shows April Spear assisting a customer at the passport desk in AAFSW's housing section. The caption incorrectly identified her as Marguerite Fry.



In the article titled "Understanding the Past" by Valeria Brunori in the November issue, we incorrectly edited the text to say that Marcus Aurelius built the wall around the city in the third century. Ms. Brunori, the embassy curator, corrects our error by reminding us that, "The fortified wall around Rome was begun by Emperor L. Domitius Aurelianus in 271 AD and was completed under the reign of Emperor Probus."

Retirees Honored for Their Service

Known for his enjoyment of mingling with the "troops," Secretary Colin L. Powell recently presided proudly at a special ceremony marking the retirement of 111 Department employees with a combined service of 3,500 years.

"As you retire from the Foreign Service or Civil Service, you take much with you, but you also leave much behind," the Secretary told the honorees gathered Nov. 15 in the Benjamin Franklin Room before a crowd of more than 100 guests.

Whether as passport examiners or political officers, administrative assistants or assistant secretaries, the Secretary said, "You made important contributions to the success of American diplomacy."

Ambassador Ruth A. Davis, director general of the Foreign Service and director of Human Resources, congratulated the honorees for having made the "A List" through lifelong careers of dedicated public service reaching back nearly a half century, to 1957.

The group included eight ambassadors, an assistant secretary and employees from every bureau and nearly every Foreign Service post. Secretary Powell observed



Photo by Michael Gross

Colleagues applaud Mildred Carter for her long, dedicated service.

that with so many languages represented among the retirees, they could start a language school of their own.

While the retirees' average length of service was 30 years, Mildred Carter, who started as a secretary typist in 1957, took a bow as the longest-serving employee.



Director General Ruth Davis addresses retirees and their guests.

Photo by Michael Gross



The U.S. Air Force String Quartet performs at the ceremony.

Photo by Dave Krecke

Videoconferencing: Dialogues with Communities in Need

Preparing a post for a possible evacuation, whether authorized or ordered, is no easy feat. All members of the community must be accounted for. Who is staying? Who is leaving? How do employees and spouses get allowance payments? Who can apply to reside in a foreign safehaven? What are the differences between Department of State regulations and those of the military? Has everyone leaving post provided Washington with contact information? Who's flying out on what plane? What about schooling for the kids? The details are mind-boggling.

When management at the U.S. Embassy in Kuwait held a contingency planning workshop to prepare their community for a possible evacuation, the exercise raised even more questions. While printed material can prove a trusted source, post management sought a more creative way to answer questions still pending in the minds of their community. Working through community liaison officer Lois Riffle, the post held a digital videoconference with

the Family Liaison Office and representatives from the Office of Resource Management, the Office of Allowances, the Bureau of Near Eastern Affairs, the Operations Center and the military.

Ninety percent of the information about post evacuations is straightforward and available in FLO's publications and on its web site. "It's the remaining 10 percent that we worry about," says Faye G. Barnes, director of the Family Liaison Office. "I'm speaking of those little twists and turns that aren't answered in the Q's and A's, the interpretation of the regulations or special circumstances some families face and require careful attention on the part of FLO," she says.

The videoconference with Kuwait lasted one-and-a-half hours and with all assembled—in Washington and at the post—addressed many looming concerns and helped to better prepare all involved in the event of a crisis. This is the second time the Family Liaison Office has hosted a videoconference with an overseas post.



Action officers on the Washington side prepare to answer evacuation questions posed by the embassy in Kuwait.

Photo by Dave Krecke

Recycling Helps State's Families

Are you aware that the Department's recycling program generates over \$40,000 a year in tuition assistance for families with children at our Diplotots Child Development Center? Child care can be a 20 percent burden on some families' incomes. Please remember that when you recycle newspapers, mixed and white paper, cans, plastics, glass and toner cartridges, you are really helping deserving families and their kids. The Office of Facilities Maintenance Services is seeking to expand the recycling program beyond its current sites. If you do not have access to recycling resources, call (202) 647-6544. Your efforts make a difference for our kids.

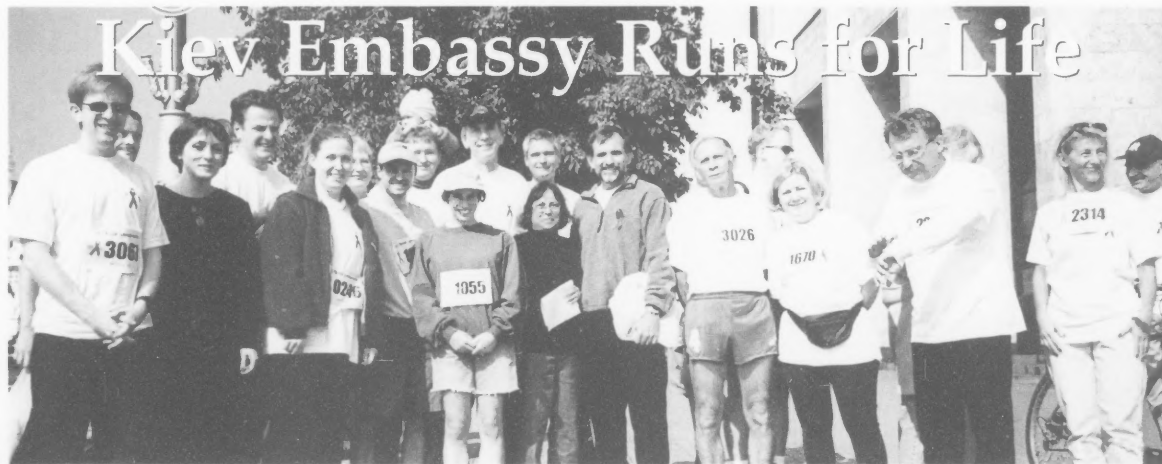
Diplotots is run by one of the most highly rated child care providers in the Washington area, and it provides full-time and drop-in care from 7 a.m. to 6 p.m. for infants

and children up to 5 years old. Its curriculum promotes strong language skills and social development with classes in computers, dance and foreign languages. If you need additional information on Diplotots or tuition assistance, call (202) 663-3555.



Photo by Karolina Walkin

Bureau of Administration recyclers help Diplotots feed the frog containing recycled cans.



Runners Raise Funds

More than three dozen members of the U.S. Embassy community participated in a three-kilometer run through the center of Kiev to raise money to fight Ukraine's growing AIDS epidemic. They joined 3,600 Ukrainians, including the minister of health, several pop stars and an Olympic gold medalist in the country's first annual race of its kind.

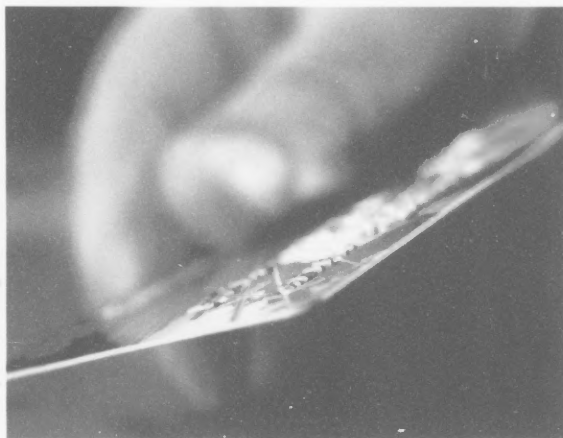
The race raised roughly \$5,000 for equipment and the renovation of an AIDS hospice. Ukraine has an estimated half million HIV-positive citizens and one of the fastest growing rates of infection in the world. AIDS awareness activities are relatively new to the country.

In addition to the Race for Life, the United Nations held a health fair and distributed information about AIDS prevention. Several other races were held on the same day in other cities around Ukraine.

Combating AIDS and preventing discrimination against people with HIV in Ukraine are key embassy priorities. USAID provides grants to organizations that help educate high-risk groups, supports a study of access to reproductive health services for HIV-positive women and funds a program to prevent transmission of HIV from mothers to children. U.S. Department of Labor programs support non-discriminatory practices and services in the workplace.

Guard Your Card

Photo by Bodien/Ledingham/Masterfile



Former Contractor Pleads Guilty to Wire Fraud

Former State Department contract employee Crystal N. Green pleaded guilty to one count of conspiracy to commit wire fraud in the U.S. District Court for the District of Columbia on Sept. 18.

According to the plea agreement, Ms. Green, who processed paperwork concerning employee travel credit cards, used her position to defraud money from several Department employees. She passed credit card and identifying information, under her control as part of her official duties, to three co-conspirators.

On at least 18 occasions in May 2001, Ms. Green and her co-conspirators posed as Department employees, provided Western Union with the employees' credit card and personal information, and then requested that money from those credit cards be paid to them and others without the employees' authorization. She and one of her co-conspirators even used employee credit cards for personal purchases.

Green admitted in court documents to defrauding employees and others of \$12,303.

An alert Diplomatic Security employee in the San Francisco field office learned of the scheme when Western Union called her to verify approval for a wire transfer from her Department Citibank credit card. Apparently, someone with her credit card and personal information was attempting to transfer funds to another unknown individual. The employee notified the DS Office of Professional Responsibility and the office started an investigation.

DS special agent Clay Swisher conducted a 13-month investigation that revealed at least 17 other State

Department employees had been victimized by this scheme. Some had not even realized there were fraudulent charges on their Citibank credit cards. Special agent Tim Pittman assisted Department of Justice trial attorneys during the plea bargain phase of the case and the subsequent investigation of Ms. Green for obstruction of justice.

The former contractor faces a maximum of five years in prison and a \$250,000 fine at her January sentencing hearing. As part of her plea agreement, she acknowledged that an increase in sentence would be appropriate for obstruction of justice for acts she committed after her indictment, including making a threatening phone call to a potential witness. Her three co-conspirators have also pleaded guilty and are awaiting sentencing.

Diplomatic Security reminds employees to diligently protect their personal information and pay close attention to their monthly credit card statements. Suspicious charges on Department Citibank travel cards should be reported immediately to Citibank and the Office of Financial Management and Policy. ■

Liberty Dances on the Embassy's Wall



Yamin Georgian, a Helsinki International School student, joins Ambassador Bonnie McElveen-Hunter next to a mural called "Liberty Dancing." Yamin painted her mural on a wall of the chancery.

Serrano Scholars Visit State

The State Department recently hosted nine students participating in Columbia University's Serrano Scholars Program as part of an initiative to prepare nontraditional college students for leadership roles in foreign affairs and national defense.

Human Resources recruiters briefed the students about the different career opportunities available in the Department, including the Foreign Service and Civil Service, as well as the various student programs State sponsors. Participants toured the Diplomatic Reception Rooms and the Operations Center and had a brief visit with Secretary Powell.

The Serrano Scholars Program is administered through a partnership with Hostos Community College, the City University of New York and Columbia University's School of General Studies and School of International and Public Affairs. The program honors José Serrano, U.S. representative for New York's 16th District, who was instrumental in the program's conception.

Last spring, the Department awarded a \$1 million grant to Columbia to start the program. This year, State awarded the university a \$1.5 million grant. The program is currently funded by grants from the Departments of State, Education and Defense.

The Serrano Scholars Program provides students with



Secretary Powell with Serrano Scholars.

scholarships that include tuition and fees, plus stipends for full-time study for six years—two at Hostos Community College and two each at Columbia's Schools of General Studies and International Public Affairs.

There are four students from academic year 2001-02 and five from year 2002-03. ■

President Signs Foti Bill



Photo courtesy of Anisha Foti

Seth and Anisha Foti in Hong Kong.

President Bush has signed a private bill granting Anisha Goveas Foti eligibility for permanent residency status. Anisha is the widow of diplomatic courier Seth Foti, who was tragically killed in the crash of Gulf Air Flight 62 off the coast of Bahrain on Aug. 23, 2000.

Seth and Anisha had been married only two-and-a-half months. He was the sixth person killed in the line of duty in the 82-year history of the Diplomatic Courier Service.

Congressman Tom Lantos (D-Calif.) was instrumental in the passage of the bill the President signed Nov. 5. Former U.S. Ambassador to Bahrain Johnny Young; Kendall Montgomery, director of the Office of Casualty Assistance; and others in the Bureau of Diplomatic Security worked tirelessly on Anisha's behalf.

DIRECT FROM THE D.G.

AMBASSADOR RUTH A. DAVIS

Diplomats in Residence

In August 2001 when I welcomed the first Diplomats-in-Residence to serve under the Secretary's Diplomatic Readiness Initiative, I challenged them with the highest of expectations. I told them that my number one priority was to hire the best people in the right numbers to make our personnel system whole again and that they were going to play a vital role in ensuring our success. In effect, we changed the focus of the program to put the DIRs on the front lines of our recruitment efforts.

Almost 18 months later, I am happy to report that there has been unprecedented interest in the Foreign Service Exam and record hiring for FY 2002 in the Civil Service and the Foreign Service. Our DIRs have been critical components in our recruitment success.

I asked these senior Foreign Service recruiters to expand recruitment beyond their campuses to their communities. They responded by extending their recruiting to military bases, professional organizations, high schools and career fairs, among other places.

Our Diplomatic Readiness Initiative allowed us to offer our DIRs new tools—from a nationwide ad campaign to a shortened hiring time frame—to assist them in their work. Most important, the program has the full support of the Secretary, the under secretary for Management and the Bureau of Human Resources.

The 14 DIRs for the 2002-03 academic year are posted at universities in Washington, D.C., New York, Georgia, New Mexico, North Carolina, Florida, Mississippi, Louisiana, Texas, Arizona, California and Oklahoma. Four schools—the universities of New Mexico, Arizona, Texas and Florida International University—have significant Hispanic enrollments. Howard University, Morehouse College, Jackson State and Florida A&M University are historically black institutions.

The 14 DIRs at these schools represent 364 years of collective experience. Among them are four former ambassadors. Going from chief of mission to DIR is not as difficult a transition as you would think!



The DIR's job is not an easy one. While some teach classes, moderate seminars or serve as guest lecturers, their primary role is representing and "selling" the State Department throughout their region. They encourage people to sign up and take the Foreign Service Written Exam. They mentor exam "passers," explain the oral assessment process and describe life in the State Department. They advertise openings for Foreign Service specialists. They circulate Civil Service vacancy announcements and distribute information about our varied student intern opportunities. They are the faces of the Department of State in their communities.

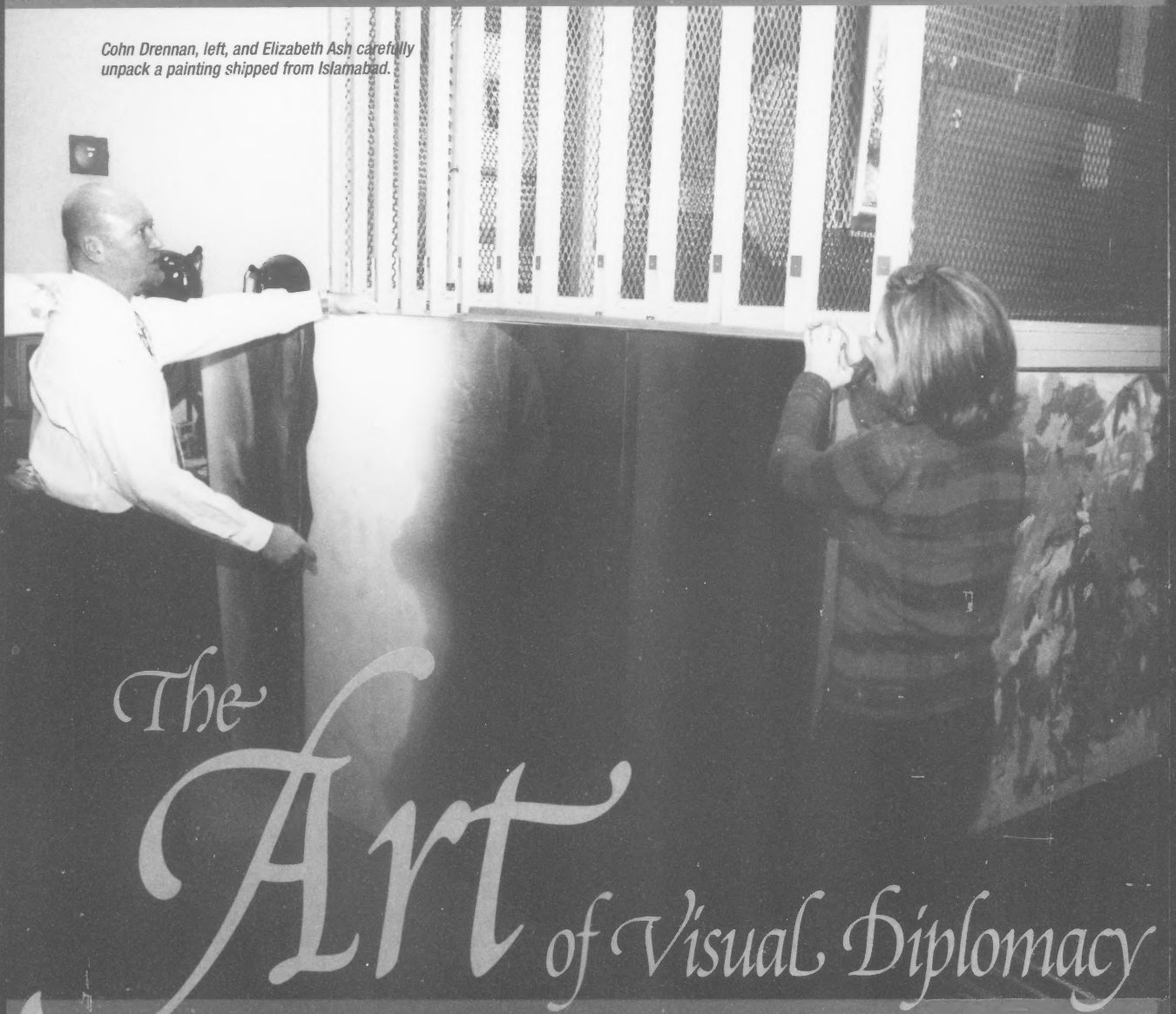
Steve Browning, our DIR at the University of California at Davis, attended a career fair recently in the San Francisco Bay area. The fair was targeted at students majoring in the hard sciences and engineering. Steve was there because he knows we are aggressively trying to bolster the ranks of Foreign Service officers who "speak science." Besides encouraging dozens of science majors to sign up for the Foreign Service Written Exam, Steve met with faculty members and explained career opportunities their students could have with the Department. The next day he received an e-mail message from a faculty member who was so enthusiastic about the concept of "science diplomacy" that he inquired about how he might join the Foreign Service.

Our DIRs are our most senior officers. They have taken the opportunity to give something back to the Department after long and very successful careers. They are dedicated and work long hours, often on their own time. But I know and they know that there is tremendous satisfaction to be gained through daily interaction with the young people who one day will walk through our doors. In fact, this year, as the program has expanded and the word has gotten out, we have had a banner year of bidders, and all DIR positions for next year have been filled.

Should you consider becoming a DIR? Absolutely, particularly if you want to encourage and shape the future leadership of the Department. What an enjoyable way to establish a legacy! ■

Office of the Month:
ART IN EMBASSIES

*Cohn Drennan, left, and Elizabeth Ash carefully
unpack a painting shipped from Islamabad.*



*"Each work of art becomes a diplomatic instrument,
each artist an ambassador."*

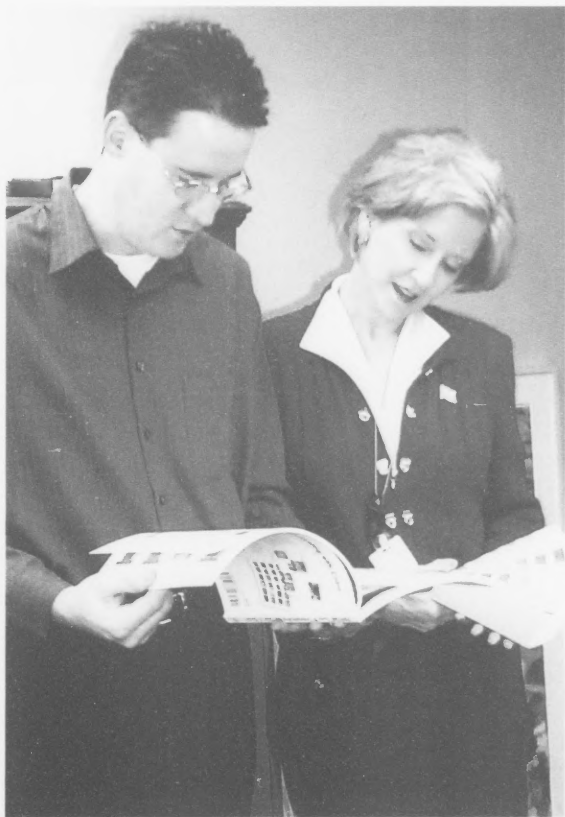
COLIN L. POWELL, SECRETARY OF STATE

Story by Elizabeth Ash
Photos by Dave Krecke

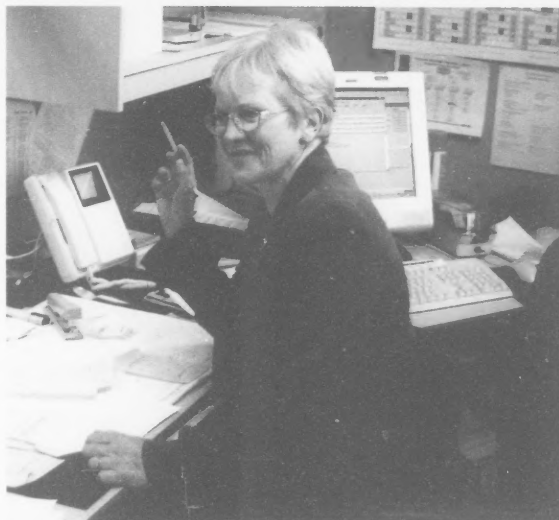
When Anne Johnson tells people she's the new director of the State Department's Art in Embassies Program, they often congratulate her for landing such a glamorous job. In reality, there's more work than glamour in the job. For Ms. Johnson and her staff, art is serious business.

Established in 1964, the Art in Embassies Program, part of the Bureau of Overseas Buildings Operations, exhibits original works of art by U.S. citizens in the representational or public rooms of U.S. embassy residences worldwide. These art exhibitions, on loan from a variety of sources, play an important role in U.S. public diplomacy. They showcase the quality, scope and diversity of our art and culture for the many international citizens who visit U.S. Embassy residences each year.

Lenders receive no financial compensation for their participation. They are motivated by a sense of civic generosity to share their work with international audiences and by an appreciation of art's power to bring people together



Michael Cole and Marcia Mayo study magazines for graphics ideas for the program's web site.



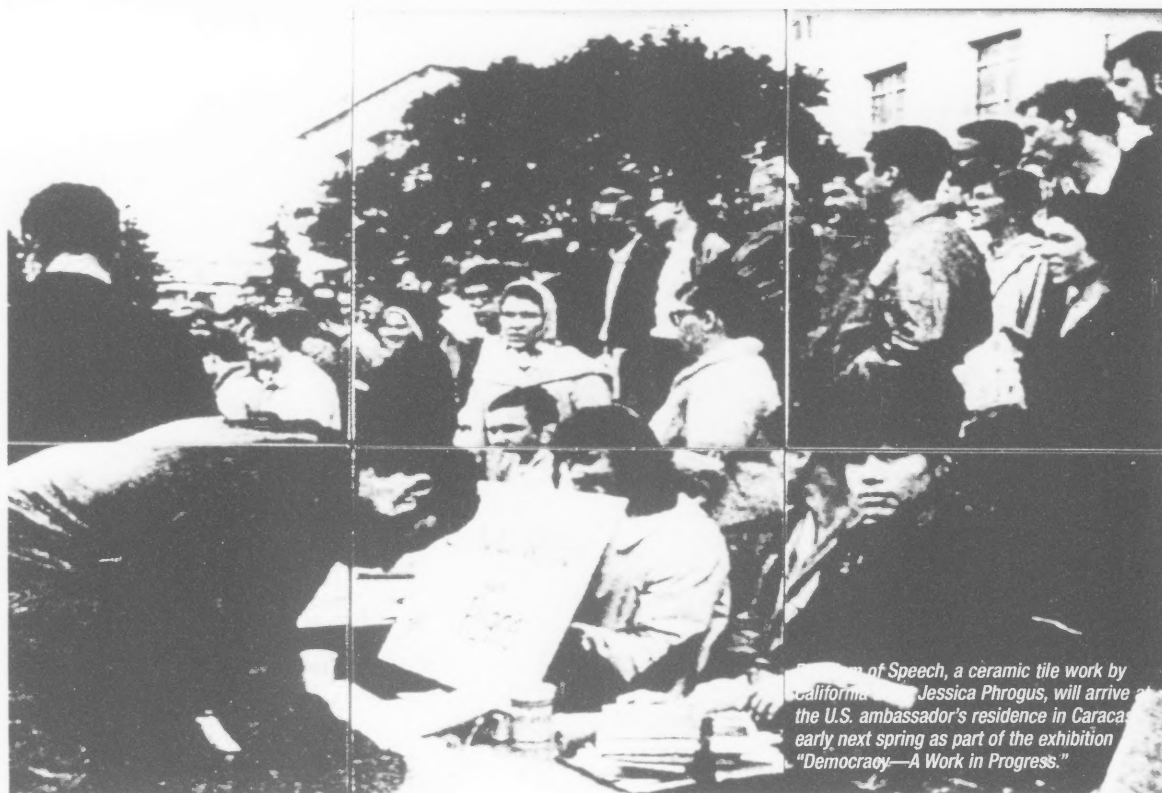
Hervy Wolff manages the program's Rosslyn office.

Dr. Elizabeth Broun, director of the Smithsonian Institution's American Art Museum, writes, "It makes me proud that the museum participates in a program that places the best of American art in our diplomatic residences abroad...giving voice to our ideals and helping make friends for our country overseas." Currently, there are more than 3,500 works exhibited in approximately 180 embassy residences worldwide.

An Art in Embassies exhibition begins when a newly confirmed U.S. ambassador meets with the program's curatorial team. To prepare for this meeting, curators determine approximately how many works of art will be needed, given the residence's representational rooms and the budget for shipping. The team considers such factors as security, climate and the host country's cultural traditions. The curatorial staff collaborates with the ambassador to develop a cohesive exhibition.

Once the curators have defined an exhibition's scope, they spend several weeks researching and eventually recommending artists and specific works of art to be included. Artists range from those with international reputations to talented regional and emerging artists. Works represent almost all media and styles. In the final stage of the curatorial process, the curators use floor plans, photographs and personal experience to place the art where it will have the most impact.

Once the artwork is secured and insured, the exhibition inventory goes to the program's registrar. Working with private fine art handling and shipping companies, the registrar coordinates the assembly of the works, their specialized packing and crating and eventual air shipment to post. The terms of loans, particularly those from museums, often include strict requirements to ensure that fragile and valuable works are delivered safely from Point A (an artist's studio in Lincoln, Neb., for example) to Point B (perhaps the ambassador's residence in Tirana, Albania).



Lenders, particularly museums, often require that the work be accompanied by a courier, not a diplomatic courier but someone who ensures that the precious cargo

is not bumped from a shipment or improperly loaded onto the aircraft. When an exhibition arrives overseas, the embassy's general service officers typically arrange for its delivery and installation.

Creating and shipping an exhibition usually takes about six to eight months from the initial meeting with an ambassador to installation. Once an exhibition arrives in country, it typically remains on view for the three years of the ambassador's tenure. During that period, hundreds, if not thousands, of local citizens will visit the embassy residence. The ambassador and embassy staff are encouraged to use the exhibitions as catalysts for discussing culture, values, interests and beliefs.

Ambassadors may request that the program produce 1,000 copies of a bilingual exhibition catalogue. The publications director works closely with ambassadors, public affairs officers and the Department's printing offices in Vienna and Manila to produce these catalogues. Each catalogue includes the ambassador's introduction, a color reproduction and description of each work, profiles of the artists and acknowledgment of the lenders. The catalogues are valuable for explaining the exhibition, but they are also attractive gifts for official embassy guests.

Art in Embassies has a new outreach program, American Artists Abroad, created to extend its exhibitions beyond the walls of embassy residences into local communities. American artists and lenders to the program visit foreign capitals where their works are on dis-



The author, left, and office director Anne Johnson discuss an artist's letter.

American Artists Abroad

The Art in Embassies program recently concluded the first round of its new American Artists Abroad initiative. From September to October 2002, six artist-lenders visited seven countries where they participated in a series of public cultural activities.

In Moscow, ceramist Karen Koblitz delivered lectures at the Stroganov Art Institute, visited Russian ceramists at their studios in the New Jerusalem Monastery and was invited to hold a one-woman show at Moscow's Museum of Applied and Decorative Arts in 2004.

Artist Valentina DuBasky visited Riga, Latvia, and Tallinn, Estonia, where her works are exhibited in the U.S. ambassadors' residences. Ms. DuBasky lectured at both countries' national art academies and visited Latvia's ancient catacombs.

Painter Karen Gunderson traveled to Lomé, Togo, where she held a workshop with local artists. Impressed by their capabilities, but frustrated by the lack of supplies, Gunderson is collecting much-needed paints to send to Lomé.

In Cotonou, Benin, artist Johnny Johnson held workshops with schoolchildren and professional artists. The works created by the artists were exhibited at a large art opening attended by the cultural and diplomatic communities.

Installation artist Eve Andrée Laramée traveled to Ottawa and Montreal where she met with curators from Canada's National Gallery of Art and the Musée d'Art



Artist Karen Koblitz with Russian ceramists in Moscow.

Contemporain de Montréal. Ms. Laramée was also interviewed by the Canadian Broadcast Corp.

Nicholas Fox Weber, director of the Josef and Anni Albers Foundation, visited The Hague. Speaking to a variety of audiences—students, diplomats and museum professionals—Mr. Weber described the life and work of the late American artist Josef Albers.



Painter Karen Gunderson gives a radio interview in Lomé, Togo.



Artist Valentina DuBasky with Ambassador Brian Carlson in Riga, Latvia.

play and participate in a series of lectures, workshops and studio visits. These activities take place outside the residences, reaching a broad cross section of the local communities. American Artists Abroad debuted last fall to encourage cross-cultural dialogue and understanding through the visual arts. The results have been overwhelmingly positive. Artist Valentina DuBasky summed up her visit to the Baltic states in October: "Artistic exchanges are extremely important because they offer a more genuine, more realistic picture of who we are—and what our culture is about."

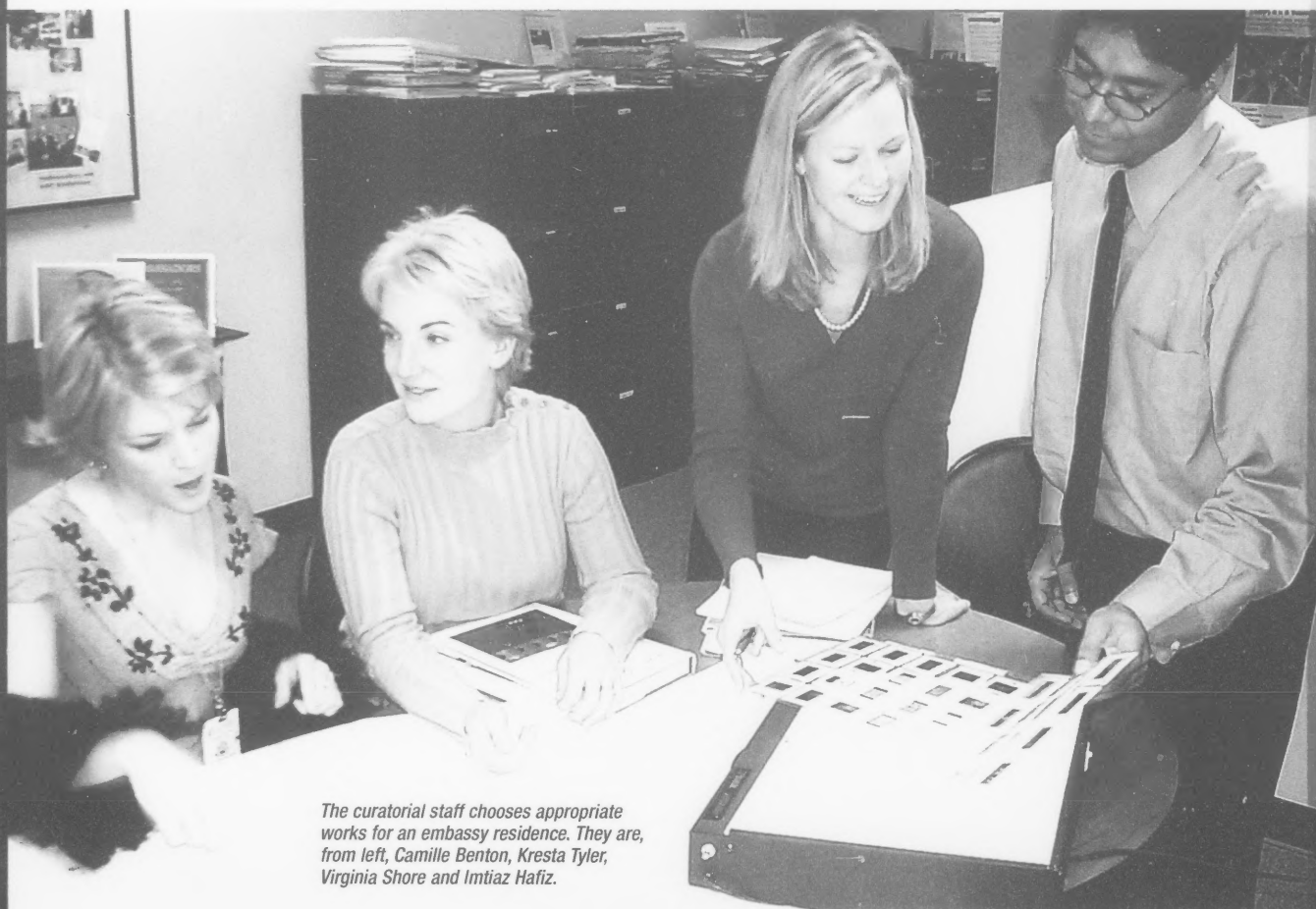
In truth, working with the Art in Embassies program does offer some glamour. Staff members occasionally visit art fairs and galleries across the United States to cultivate new lenders or attend opening receptions at embassy residences. Still, much of the program's behind-the-scenes work is anything but glamorous. Last April, for example, two members of the staff traveled as couriers aboard a FedEx cargo plane from Newark to Paris. Their odyssey began 14 hours before the aircraft left New Jersey, at the fine arts warehouse in Manhattan where the crates were loaded onto a truck bound for Newark. From

that point, the crates never left their sides, whether in the truck, at the airport's cargo bay, or on the cold, early-morning tarmac before they were loaded into the aircraft. Once they saw the works safely secured in the hold, the couriers strapped themselves into cockpit jump seats directly behind the FedEx pilots for the eight-hour flight to Paris. Shortly after touching down at Charles de Gaulle Airport, it was back to the hold to oversee the unloading of the art and then off to the ambassador's residence to install the exhibition.

The Art in Embassies program staff get great satisfaction in knowing that their exhibitions provide people in other countries—many of whom may never visit the United States—firsthand experience with our artistic life and heritage. And the program's lenders gain from participating in U.S. diplomacy designed to bring people together, no matter how diverse their cultures.

For further information about the Art in Embassies program, please visit <http://aiep.state.gov>. ■

The author is the program manager of the Art in Embassies program.



The curatorial staff chooses appropriate works for an embassy residence. They are, from left, Camille Benton, Kresta Tyler, Virginia Shore and Imtiaz Hafiz.





Post of the Month:
Banjul: The Gambia
A SMALL COUNTRY
MAKING BIG PROGRESS

By Douglas L. Sun

For centuries, The Gambia, the smallest country on the continent of Africa, remained a little-known part of the Sahel, the horizontal band of semiarid terrain where the Sahara Desert merges with the tropical forests of equatorial Africa.

In ancient times, The Gambia existed on the edge of the mighty Tukolor, Mali and Ghana Empires. Portuguese explorers sailing down the coast of West Africa discov-

ered the mouth of the River Gambia, from which the country takes its name, in the 15th century, just a few years before Christopher Columbus landed in the New World. First a trading post, the region later became a colony of the British Empire, a sliver of English-speaking territory nearly surrounded by Francophone Senegal.

Today, The Gambia is on the move. Despite its modest size, deep poverty and past missteps, it is poised to become a success story on a continent characterized by too much suffering and too little hope.



Photo by Douglas Sun

In the village of Tanji, vendors greet returning fishing boats. Fishing is an important livelihood for Gambians living on the coast.

Photos by Baboucarr Maiga



Financial specialist Mbasireh Manneh reviews a cable.

The Gambia has restored democratic rule through a series of free, fair and transparent elections. In October 2001, President Yahya Jammeh, who had taken power in a nonviolent coup in 1994, was elected with 53 percent of the popular vote in polling that Commonwealth, EU

and U.S. Embassy observers deemed free and fair, despite some shortcomings. In December 2001, President Jammeh used his inaugural address to promote national reconciliation by inviting the former president to return home from self-exile. In early 2002, The Gambia held successful legislative and local elections that also met international norms. The opposition remains active, though weak and divided. Newspapers represent diverse points of view. Human rights violations, a problem in the past, have diminished markedly, though some areas of concern remain.

In March 2002, the U.S. government determined that a democratically elected government had assumed office in The Gambia and lifted the sanctions imposed on most bilateral assistance as a result of the 1994 coup d'etat. Since then, the small staff at the U.S. Embassy in Banjul has redoubled efforts, in concert with others, to increase humanitarian and developmental assistance, focusing on girls' education and HIV/AIDS prevention. With more than 100 volunteers, the Peace Corps maintains a large, well-received program in The Gambia. After an eight-year hiatus, the United States has also reengaged with the Gambian military, primarily through the International Military Education and Training program.

For its part, the Gambian government has begun to rekindle and consolidate close relations with the United States, where many government officials and other Gambians received their education and training. The Gambia is a country where Muslims (more than 90 percent) and Christians (less than 10 percent) coexist in an atmosphere of mutual respect and tolerance.

The maintenance crew leaps into action.



The Gambia is a steadfast ally in the global war on terrorism. The leadership regularly condemns all forms of extremism, especially tribalism and Islamic fundamentalism. President Jammeh declared Sept. 11, 2002, a national holiday in memory of the victims of the terrorist attacks, including two Gambian nationals who perished in the World Trade Center. More than 600 Gambians from all walks of life—from senior government officials and political leaders to students and ordinary folk—spontaneously participated in a memorial event at the U.S. Embassy on the first anniversary of the Sept. 11 attacks.

The Gambia continues to seek prosperity from its centuries-old trading tradition. European and Arab traders first came to The Gambia seeking gold, ivory, salt, beeswax—and slaves. Today, The Gambia's liberal, market-based economy is based on the reexport of goods through Banjul's small but efficient seaport overland to other countries in the region, the export of groundnuts and tourism. Each year, The Gambia's miles of sandy beaches attract thousands of visitors, particularly from Europe, escaping winter's gloom. And The Gambia is a paradise for birdwatchers, offering more than 600 species of birds, some of breathtaking beauty.

The Gambian government and private sector eagerly seek foreign trade and investment, particularly from the United States. In consultation with embassy staff, authorities are working hard to qualify for preferential trade benefits under the African Growth and Opportunity Act.



The author, left, and Cliff Mass, information program officer, examine the chancery's satellite dish.



Photos by Baboucar Maiga

Consular officer Nancy Abella, left, and visa clerk Ida Mboob discuss a visa case.

Demonstrating the government's pro-private sector orientation, the Gambian president, vice president and several ministers participated personally in the first-ever U.S.–Gambia Business Forum, sponsored in September by the Washington-based Corporate Council on Africa. With World Bank financing, The Gambia is also establishing two export promotion zones at Banjul's seaport and FAA-certified international airport as part of its national strategy to attract greater foreign investment. The government hopes that cooperation will allow it to focus on health, education and infrastructure, including the construction of paved highways to bring the country's ground transportation network up to modern standards.

Despite its small size, The Gambia is home to numerous cultures and religions, and there are few places in Africa where so many different peoples live peaceably side by side. Most Gambians are proud members of the Mandinka, Wolof, Fula, Jola and Serehuli tribes, each with its own language and traditions. Although the population is predominantly Muslim, the Christian community is highly visible and active. People of all ethnicities and religions intermarry, celebrate each other's holidays and bless each other with Muslim and Christian prayers.

Gambians extend a particularly warm welcome to Americans. The Gambia is the home of Kunta Kinte, hero of *Roots*, Alex Haley's novel and television miniseries about Africans enslaved in what is today The Gambia and transported to America. Many African-Americans and other visitors make the pilgrimage to Juffureh, Kunta Kinte's home village, especially during the biennial International Roots Festival, to glimpse what life might have been for Africans before the cruelty of the slave trade uprooted them to the New World. ■

The author is the general services officer in Banjul.

Employees Can Help Modernize State's Communications

By Joe Lake

It's the 21st century—the Information Age—and global communication and knowledge management are defining concepts of our time.

The Department's communication system patches together a cable system dating from the 1940s with programs providing e-mail for electronic messages, word processing for memos and a myriad of other programs.

What's wrong with this picture?

In his column in the June 2002 issue of *State Magazine*, Secretary Colin L. Powell said he wanted "the State Department to set the standard within the U.S. government on harnessing the power of cyber-technology."

At focus groups and cross-bureau meetings, employees told us:

"The fact that we have so many systems is the biggest detriment to productivity."

"There does not seem to be any standard on how people generate cables or e-mails."

"We need Internet access!"

We listened to the Secretary. We listened to you. And we got to work to design and develop a messaging and retrieval system to meet your needs. The goal is to make it easier for the Department to fulfill its mission by providing all employees with a "smart" way to communicate. SMART—State Messaging and Archive Retrieval Toolset—is our effort to meet this goal.

Who are we? We are Department employees from a range of offices, all working together toward a common goal: a system that works. As chair of the steering committee, I lead the initiative, together with Larry Emery, program manager, and in cooperation with State's new E-Diplomacy office, headed by Ambassador Jim Holmes. But the people who are shaping this new system are you—employees throughout the Department and across the world.

Our vision is simple:

By 2004, the Department will have a new user-driven communication system that is smart, simple and secure.

The system must also improve the exchange of information within the foreign affairs community.

As a first step toward this goal, we developed a preliminary prototype version of SMART and tested it with more than 184 users worldwide. We're now analyzing the feedback we received and have already decided on changes to the prototype, based on user reaction.

You can find out more about SMART and about those involved by looking at the SMART web site, available on all major networks:

On the OpenNet at <http://messaging.irm.state.gov>

On ClassNet at <http://messaging.irm.state.gov>

And on PDNet at <http://messaging.pd.state.gov>

As we receive feedback from you, we'll be modifying and adding to this site on a regular basis, so check it out often. Let us know what you think. We want to hear from you. Help us produce a system we can all be proud of, one that indeed will "set the standard within the U.S. government on harnessing the power of cyber-technology." ■

The author, a former ambassador, chairs the Department-wide steering committee on the creation of a new messaging system

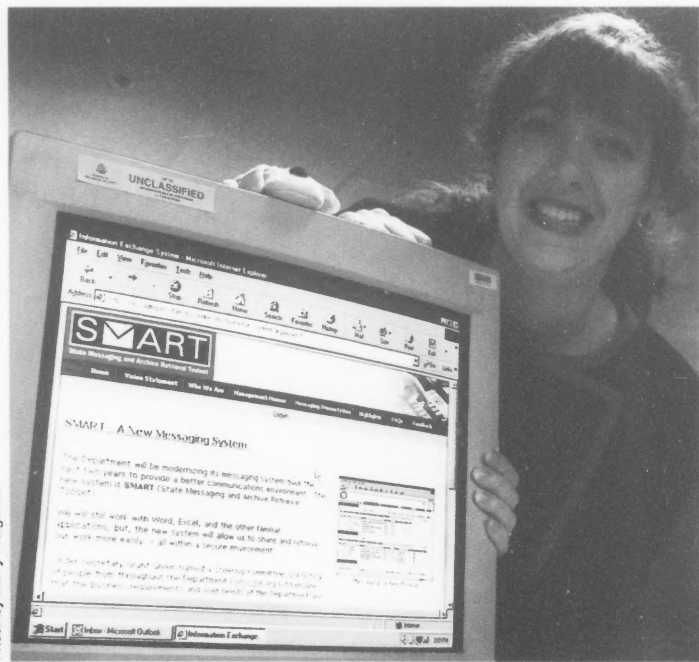
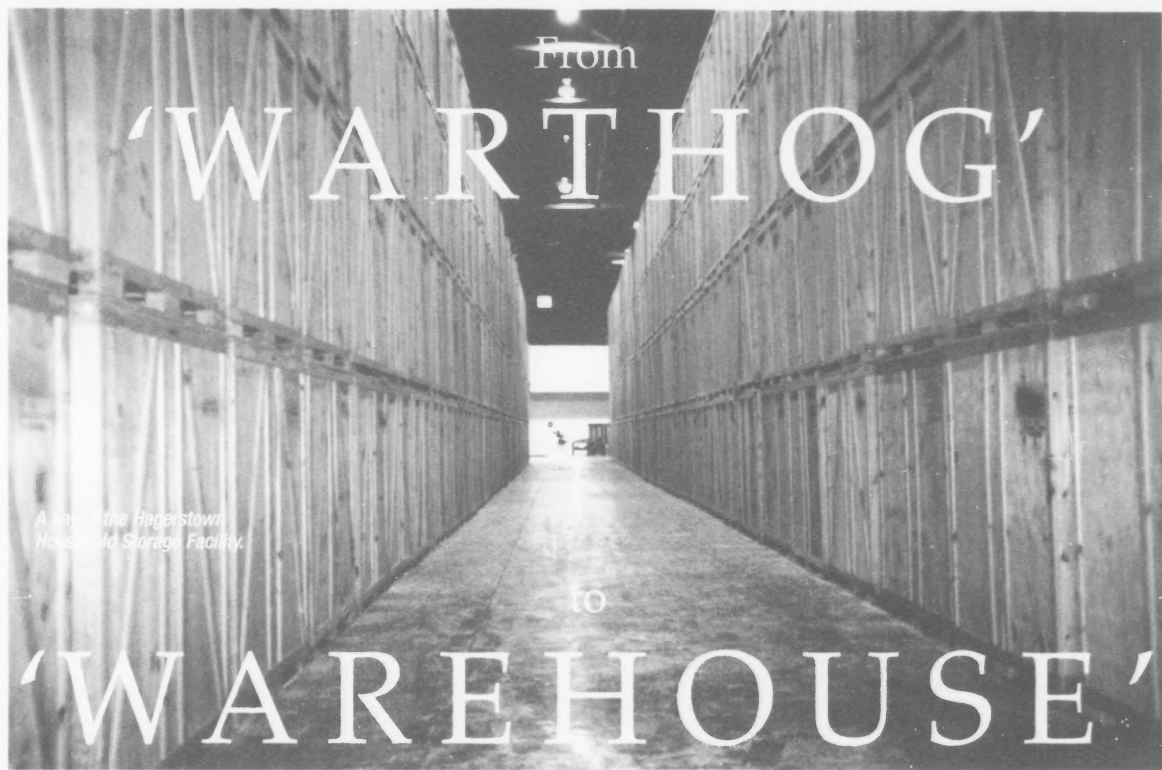


Photo by Barry Fitzgerald

Jody Rose Platt, editor of the SMART web site, offers a view of her home page. SMART stands for State Messaging and Archive Retrieval Toolset.



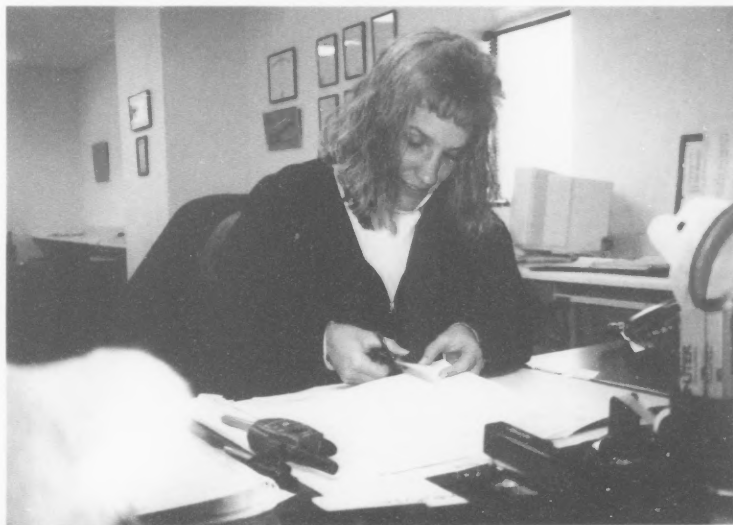
Story and Photos by Carl Goodman

The facility is located on the outskirts of Hagerstown, Md., in the corner of the state where the area's first snow seems to fall and about an hour's drive from downtown Washington, D.C. Residents remember it as the old Fairchild plane factory, where the U.S. Army's first A-10 "Warthogs" rolled off the assembly line. They continue to fly, but the plant closed in 1984.

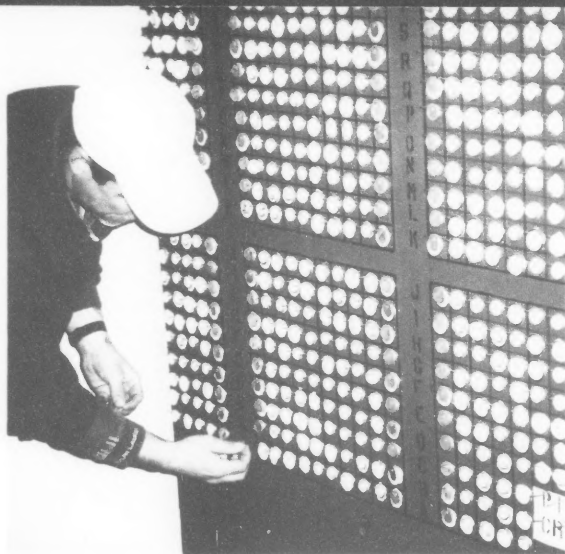
The Hagerstown Household Storage Facility (SA-25), as it's officially known, is the State Department's only domestic transit storage and handling facility for household goods from all corners of the globe. It handles everything, in fact, outside a 50-mile radius of the nation's capital.

Opened in 1988, the 370,000-square foot property is a cavernous complex of concrete and steel. The facility's two bays can handle up to 16 million net pounds of household goods. The average storage crate holds 1,250 pounds, and there are currently more than 8,000 storage crates stacked neatly in rows upon rows, creating a network of warrens and alleys only the Hagerstown employees can navigate confidently.

The man in charge of the facility, Chuck Borum, sporting his trademark ball cap, can be seen traversing the warehouse on a bike. "It's good exercise," he said. Mr. Borum worked 18 years with the Department of Defense prior to joining the Department in 1993. The only State employee onsite, he has 10 contract employees assisting him. During peak season, June to September, he brings



Receptionist Rikki Stup schedules access and segregation sessions at the Hagerstown warehouse.



Manager Craig Doyle works "the board" at the transit facility for household effects in Hagerstown.

on an additional five summer hires to assist with the workload.

When crates are needed for access and segregation, a process commonly referred to as A&S, they can be readily identified from a locator sheet in the employee's file

and are removed to an open area by a forklift operator. The A&S process may take from two to four hours, depending on the amount of goods to be sorted. Department employees are allowed to ship up to 18,000 pounds if they are going to unfurnished housing overseas, 7,200 pounds if furnished quarters await them.

The facility handles between 20,000 and 25,000 pounds of household goods daily, a routine marked by trucks of various sizes, from moving vans to 18-wheel trailers, arriving and departing. A&S takes place about eight times a month, Mr. Borum said.

The Hagerstown warehouse is operated by the Bureau of Administration's Office of Logistics Management. ■

The author is the editor of State Magazine.

STATS AT A GLIMPSE

Oct. 31, 2001–Sept. 30, 2002

Inbound shipments: 963 (2,986,261 net lbs.)

Outbound shipments: 1,013 (2,211,127 net lbs.)

Access and segregations: 103

Individual storage lots: 3,242

Total net pounds in storage: 8,360,497

HE KEEPS ON TRUCKING

Chuck Borum collects trucks.

The traffic management specialist at the Department's Household Storage Facility in Hagerstown,

Md., has been collecting model trucks from the facility's moving companies for about a decade now. And he has a "cabinet-level" collection to prove it.

Most are, in fact, parked on top of a row of cabinets in the reception area of the facility, a former aviation manufacturing plant, the Department opened in late 1988.

Needless to say, the collection—in a virtual rainbow of colors—is the envy of the many kids who gather in the area while their parents are accessing and segregating household goods on the main floor. So while mom and dad are doing their thing, the kids can do theirs.

Borum, a former Army employee admits to keeping "the big guys" out of reach of the "little guys." Instead, he hands out small matchbox trucks to the kids to play with and keep.

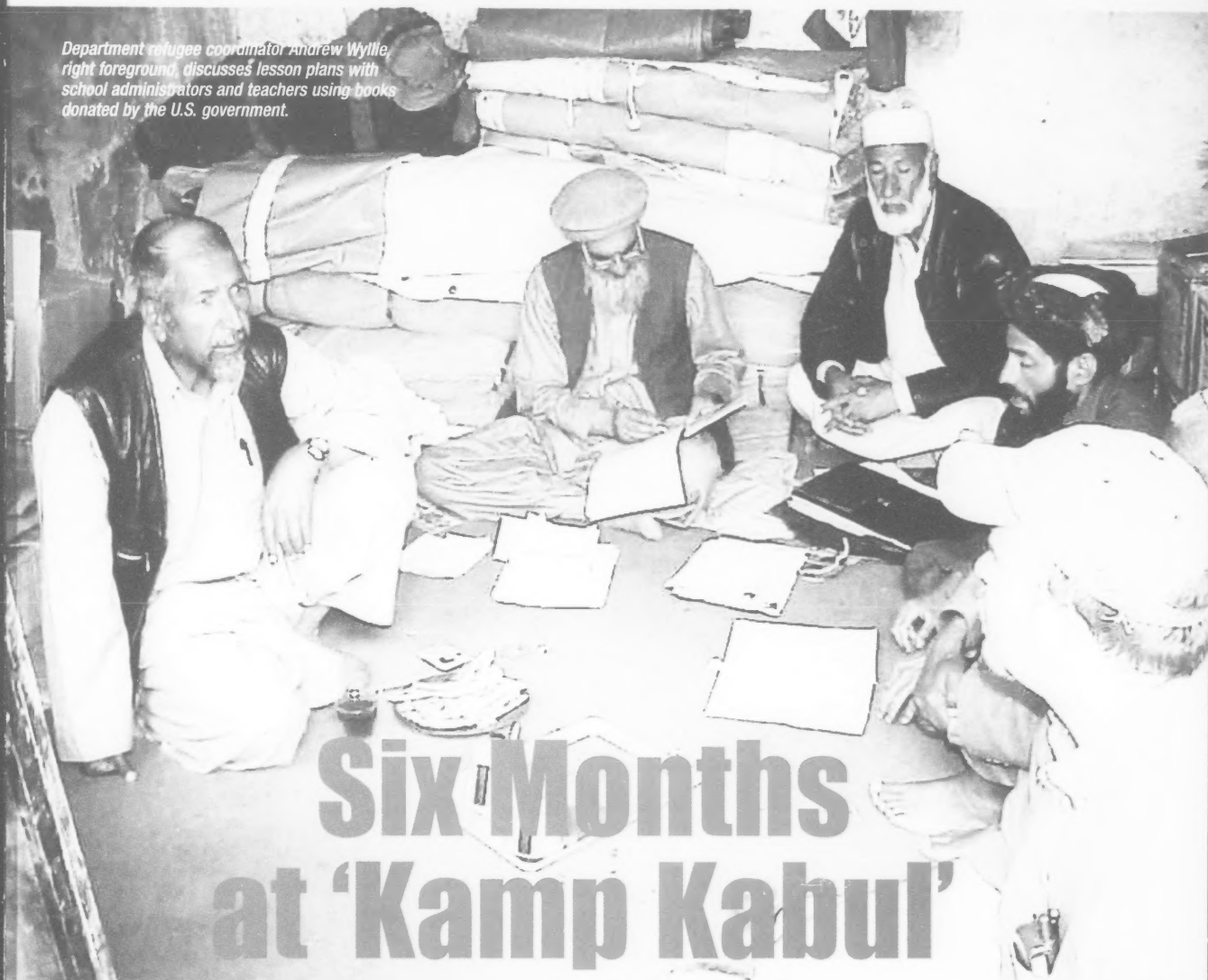
That way, the collection can keep growing.

Chuck Borum collects trucks.



REBUILDING AFGHANISTAN:

Department refugee coordinator Andrew Wyllie, right foreground, discusses lesson plans with school administrators and teachers using books donated by the U.S. government.



Six Months at 'Kamp Kabul'

Story and Photos by Sally Hodgson

Many colleagues thought we were crazy to have volunteered for temporary duty at the U.S. Embassy in Kabul, but even more were puzzled as to why we enjoyed working there in the middle of a war zone.

We were luckier than our predecessors, who had to clean out the embassy building and were limited to one shower every three or four days shortly after the embassy reopened in December 2001.

When I arrived at the embassy two months later, conditions were comparable to a bad summer camp: sleeping in a small room in the embassy's underground



Hamid Karzai acknowledges the crowd's support after being elected president of Afghanistan's transitional government.

bunker with at least three mates; sharing one shower and one toilet with 20 others every day (the earlier you showered, the better, since hot water ran out after the fourth person—it was a race to be at the front of the line by 5:00 a.m.); and eating naan bread with peanut butter for breakfast every morning (with jam, if a new arrival brought it from home) or the obligatory soup every night (we had three colors: red, a watery tomato base; brown, a decent lentil soup; or white, a really good homemade potato soup.).

The food may have been boring, but life was not. We had threats to our security (rockets fired over the embassy roof, chemical weapons alerts, ongoing terrorist threats and three earthquakes just in the six months I was there). The hours were long and the wildlife less than



Officials hand-count ballots for president of Afghanistan's transitional government during the Loya Jirga last June.

endearing (we regularly shook out our shoes and clothes, hoping not to find scorpions)—but no one at “Kamp Kabul” minded much.

We were part of an important mission “on the other end of Ground Zero,” as one of my colleagues described Afghanistan. We were energized by the resilience, receptivity and generosity of the Afghan people and by our work with humanitarian assistance and reconstruction projects.

We saw incredible progress made by a nation and people breaking free from decades of war, repressive rule and a loss of hope. And the United States played a pivotal role in all those achievements.

After the U.S.-led coalition defeated the Taliban, the United States took the lead in rushing emergency food aid to Afghanistan, through the United Nations World Food Program. In December 2001, the program delivered an unprecedented 116,000 metric tons of food to Afghanistan, bringing to 200,000 metric tons the amount of emergency food aid delivered in the last quarter of 2001. With these international efforts, the allies averted a famine that winter that had placed nearly seven million Afghans at risk of starvation. As of November 2002, the United States had provided an estimated 75 percent of all food aid to Afghans through the WFP. WFP and other agencies continue to work to gather enough food stocks to handle Afghanistan’s most critical needs this winter.

Since the end of Taliban rule, Afghans have voted with their feet, with the largest refugee repatriation in the world in the past 30 years. The international organization in charge of refugees, the U.N. High Commission for Refugees, had planned for 800,000 returnees, but more than two million have returned so far.

The U.S. government provided close to \$145 million last year to help the massive numbers of refugees reintegrate into Afghan society. Returning refugees receive a travel stipend, food and household articles to help them return to their home communities and rebuild their lives. U.S. funds also supported the construction of thousands of shelters to ensure that refugees and their families were not living in the open during the harsh winter months.

Another landmark event was the reopening of schools for both boys and girls on March 23, 2002 (the Taliban had banned education for girls over the age of 8). The United States provided approximately 15 million textbooks, 30,000 instructional kits and school supplies to children throughout the country, from grades 1 to 12. The United Nations Children’s Fund, the lead agency in the back-to-school initiative, received \$2 million in U.S. assistance to get Afghan schools up and running. At the school opening ceremony, everyone was moved as chairman Hamid Karzai fought back tears of joy, describing the progress his country had made in such a short time after the defeat of the Taliban.

The Loya Jirga, the traditional Afghan council held last June to elect the transitional government of Afghanistan, was another example of how the majority of Afghans want to put aside the decades of fighting and begin a new era. The United States helped the Afghan government

and the United Nations, which facilitated the gathering, by providing important logistical support, training some women delegates and transporting many of the delegates to Kabul for the nine-day meeting.

Afghanistan was one of the least developed nations in the world before its 23 years of war, four years of drought and five years of repressive Taliban rule. The tasks facing the new transitional government with the aid of the international community are enormous. The government struggles to exert its influence nationwide. The country's infrastructure lies in ruins (there is no nationwide telephone system, although cell phones are taking hold in many areas now) and cities and villages are still without electricity and potable water (the embassy had its own electric generators and devoured huge amounts of bottled water).

Although many challenges remain in Afghanistan, a strong commitment by the United States and other donors can make a difference and build upon the progress made in little more than one year. ■

The author, the public diplomacy officer in the Bureau of Population, Refugees and Migration, served on temporary duty at the U.S. Embassy in Kabul for six months.



U.S. Ambassador Robert P. Finn helps distribute wheat flour and other foodstuffs to Afghan war widows and their children in West Kabul.



Afghan war widows register to receive U.S.-donated wheat flour under a program run by CARE in West Kabul.

Thomas R. Pickering



Secretary Powell with current Pickering Fellows.

Foreign Affairs Fellows

The Pickering Foreign Affairs Fellowship Program prepares outstanding students for Foreign Service careers with the Department of State. By drawing students from diverse backgrounds, the fellowship provides trained men and women dedicated to representing America's interests abroad.

Pickering Fellows are selected for their leadership ability, academic achievement and financial need. While in the program, the fellows pursue coursework that develops skills the Department needs, and they receive professional preparation for their Foreign Service careers.

A total of 172 students have participated in the Pickering Fellowship since it began in 1992. The first cohort of fellows entered the Foreign Service in 1996. To date, 82 have been sworn in as junior officers. There are 83 fellows in school working toward their master's degrees.

To prepare them for the Foreign Service, the fellows serve one domestic and one overseas internship. Foreign Service officers mentor them during graduate school.

The Pickering Fellowship Program has been so successful in bringing diverse, talented students into the Foreign Service that Congress doubled the program's funding, providing 20 undergraduate and 20 graduate fellowships.

Applications for the Pickering Fellowship were mailed to colleges and universities nationwide. Additional information and application instructions are available in the student programs section of the web site: www.careers.state.gov.

Applications from college sophomores must be received by Feb. 21. College seniors or those entering graduate school in fall 2003 must submit their applications by Feb. 28. ■

A Pickering Experience

By Lia Miller

Where else in eight short weeks (or one summer internship) can you meet Colin Powell, ask Condoleezza Rice a question and go to the White House to witness a presidential diplomatic reception of the Polish president? Nowhere else but the State Department.

Last summer I had the privilege of working in the Operations Center. As a newcomer to the "world of government," I found the experience a realistic and informative introduction. In two months I observed the mechanisms of State and the intricacies of interagency coordination as well as the people who made it all work. I saw world issues from the perspectives of countries abroad and through the eyes of our leaders. I learned firsthand the importance of maintaining positive bilateral and multilateral relations on a variety of issues—major and minor.

I was able to do and learn these things as a Thomas R. Pickering Fellow.

The Pickering Fellowship Program is a wonderful opportunity for individuals fortunate enough to participate. Through this program you can obtain an advanced degree, be mentored by a current Foreign Service

officer, gain experience working in the international arena, join a lifelong network of support and assistance through both Pickering alumni and State in general, and much more. This program offers fellows the opportunity to strengthen their writing and oral communication skills and their analytical and research skills and meet with Foreign Service and Civil Service employees from all levels.

The program, administered through the State Department and the Woodrow Wilson National Fellowship Foundation, benefits the fellows, the Department and ultimately the United States. As future diplomats representing our diverse country, we touch many lives, relate to many experiences, improve international relations and make a difference. Speaking as a fellow who has benefited from the program, I am pleased to see it expanding and hope that it will continue to keep pace with changing times and the new face of U.S. diplomacy.

In the wake of Sept. 11 and in the uncertainty of these times, programs like the Pickering Fellowship offer hope that things will change for the better.



The author, a Pickering Fellow, is a graduate student at Syracuse University.

CELEBRATING OF THE FOREIGN

By Doug Frank and Joyce Marshall

"An amazing opportunity to experience and to get to know Foreign Service National colleagues from different cultures and countries and to discover that we share many of the same concerns."

That's how one FSN from an embassy in the Middle East described the Invitational FSN Worldwide Conference, a joint effort of the Bureau of Human Resources' Office of Overseas Employment and the Foreign Service Institute, held Sept. 20-27, in Washington, D.C. Forty-five Foreign Service National employees from 41 different countries and six continents joined in discussions of issues they have in common.

Participants from Afghanistan to Nigeria, Saudi Arabia to Taiwan and Australia to the Ukraine spent seven days in large- and small-group discussions and meetings with high-level Department managers. The grand finale was the annual Department awards ceremony in the Benjamin Franklin Room.

"This conference brought together wonderful minds from around the world to share experiences and to learn from each other about how to make things better at post," commented an FSN from West Africa. The participants, a



FSNs participate in a group exercise during the conference. The invitees are, from left, Sheridan Smart, Melbourne; Mandeep Kaur, New Delhi; and Evandro Ferrandini, Brasilia.



Boussoura Fall-Diop, Dakar, and Dalia M. Elsoudani, Riyadh, get acquainted during a conference break.

mix of general administrative, consular, economic, human resources, political and public diplomacy employees, learned about subjects as specific as the new Computer-Aided Job Evaluation system and the Office of the Inspector General and as cross-culturally general as "Managing Up in the American Workplace" and gained a better understanding of the U.S. government's ethics system and workplace expectations of American supervisors.

From FSN participant evaluation sheets and feedback from American speakers, it appears that this experimental conference accomplished important goals. What exactly was accomplished? Are there any practical results?

Secretary of State Colin L. Powell and Ambassador Ruth Davis, director general of the Foreign Service and director of Human Resources, welcomed the representatives of 30,000 colleagues worldwide and encouraged their active participation in improving the work of overseas posts.

An FSN from South Asia praised Secretary Powell for sharing his vision of foreign policy and the leadership role that he saw FSNs playing in its implementation worldwide.

THE FUTURE FOREIGN SERVICE

The Secretary connected immediately with the FSNs and they commended him for listening to and responding with genuine interest to a range of concerns, including the imprisonment of FSNs in Afghanistan and Eritrea, compensation for FSNs injured or killed during embassy bombings, professional training for FSNs and better communication of mission policies with FSNs.

Improving communication and teamwork between American managers and their foreign national colleagues was a recurring theme throughout the conference. Matt Burns, director of the Center for Administrative Innovation, reaffirmed his office's reliance on FSN suggestions for improving post management. Ambassador Prudence Bushnell discussed the crucial role her FSN staff played in responding quickly to the August 1998 bombing of the U.S. Embassy in Nairobi.

In these and other sessions, conference participants discussed how to improve communication. When communication is good, foreign national colleagues can become the fully functioning team members they and American managers want them to be. For example, many FSNs lamented that they sometimes do not understand their post or mission objectives because they are not briefed on or are not allowed to read or contribute to individual Mission Program Plans.

Consequently, they cannot contribute to or help implement the plans, even the unclassified portions. Similarly, although FSNs, like their American colleagues, are very concerned about post and personal security, American post managers often forget or neglect to brief them about ongoing security concerns. As a result, some managers miss the opportunity to add FSNs' unique perspectives and insights to the team effort needed to maintain and improve post security.

Another practical outcome of the conference will be the production of a cross-cultural video using contributions from the conference. Since conference organizers reviewed more than 280 nominations from 110 posts before making their final selections, the video is expected to illustrate and

disseminate for discussion many conference issues and provide posts with a practical training and orientation tool for Foreign Service officers and Foreign Service National employees alike.

Despite occasional frustration and disappointment in the uneven progress made in incorporating FSNs into the "One Mission, One Team" concept enunciated by Secretary Powell, conference participants unanimously reiterated their pride in representing their colleagues worldwide in this groundbreaking collaboration. Most commented that they would return to post with a renewed sense of energy and motivation, eager to share what they had learned with their FSN colleagues and American co-workers.

Preparing to return to post and apply expanded professional skills and knowledge, one participant noted, "I truly enjoyed and profited greatly from the wealth of detailed information, the cross-cultural friendships and networking opportunities, and the wonderful experience of this conference. You will never know what this week meant to me!" ■

Mr. Frank directs the Office of Overseas Employment and Ms. Marshall is the FSN training coordinator at FSI.



Participants in a Saturday team-building exercise are, from left, Linda Bawazir, Djibouti; Mandeep Kaur, New Delhi; Samuel Karn, Monrovia; Deborah Newbold, Nassau; Ingrid Barzel, Tel Aviv; Volodymyr Pasichnyk, Kiev; Boussoura Fall-Diop, Dakar; and Oksana Nikitina, Minsk.

Toward Cross-Cultural Understanding in the Workplace

By Joel Wallach and Paul Folmsbee

Munir is a new embassy employee. Although he passes a number of Americans as he enters the compound each morning, few ever say "Good morning" or acknowledge him in any way. He worries that he's doing something to cause the Americans to be so unfriendly.

Judi, a mid-career Foreign Service officer, is frustrated today with her usually efficient Tanzanian secretary, Salome, who failed to tell her that she would be unable to meet an important deadline. Now Judi has to explain to the ambassador why the report will be submitted late. Salome, on the other hand, is frustrated with Judi. She seems oblivious to the effort Salome expends to meet the many deadlines she sets. Now she has made one mistake and Judi is angry.

Ramat had been with the embassy for 23 years. He has seen many Americans come and go. He realizes that most know very little about Tanzanian culture. Despite knowing this, he found himself feeling upset recently when he was hospitalized and his American supervisor did not visit him.

Although specific to Tanzania, these scenarios reflect the types of issues that can arise in any embassy. Similar situations served as grist for discussion in cross-cultural training sessions organized recently for all the staff of the U.S. Embassy in Dar es Salaam.

Recognizing the importance of culture in the workplace, the embassy initiated a series of training sessions to help American and Tanzanian staff appreciate and understand cultural differences in the workplace. Both groups participated in a specially designed four-hour workshop and, in some cases, received a total of eight



Trainer Joel Wallach, standing, encourages participants to consider adopting new behaviors. Participants are, from left, Philip Bukida, Hussein Mbata and Geraldine Fabian.



Ambassador Robert Royall congratulates workshop participants. They are, from left, Hussein Mbata, Olivia Masimusi and Mohamed Mganga.

hours of training. The goal was to enhance morale and productivity throughout the mission.

Poor communication and an ensuing loss of productivity were endemic. The work entailed increasing participants' understanding of both Tanzanian and U.S. cultures, sensitizing them to those areas of cross-cultural misunderstanding common in the workplace and teaching behavior changes to foster better working relationships. Everything from expectations of American supervisors when a death occurred in a Tanzanian family to American supervisors' desire to hear all the bad news first was covered. For Tanzanian staff, at least, learning how to succeed and advance in a U.S. government organization was part of the goal.

Such concepts as "confidential," "urgent" and "fair" are open to cultural interpretation. They can be looked at from dramatically different cultural perspectives and translated into very different behaviors. The program addressed these and other issues specific to the workplace that Americans and Tanzanians typically approach differently. Among other topics discussed were giving and receiving feedback, time lines, schedules, work plans, being proactive and dealing with conflict. Focus group interviews with American and Tanzanian employees formed the basis for the issues raised.

More than 300 mission staff, from the ambassador to drivers and laborers, participated in the program. They came away with a common language for

talking about cultural differences as well as a greater understanding of differences in how people look at the world of work. All identified specific behaviors that they could adopt to make working with those from the other culture easier and smoother.

Did it work? Here is a sampling of reactions from Tanzanian participants:

"This program has helped me to be more effective, especially to know what I ought to do and what I ought not to do, to say 'yes' when I mean it and not otherwise."

"In meetings with my American supervisors, I will be able to present my ideas. In the past, I thought that whatever was said by Americans must be accepted."

And from American participants:

"This program put in context concept of ethics and morality in this society."

"The tips were helpful both in the office and outside—real-life tools I can

use right away."

American and Tanzanian staff in Dar es Salaam now have a common language for talking about cross-cultural differences. They are able to identify frustrations based on cultural differences and find ways to resolve them. In addition, they have developed a sense of camaraderie and teamwork. ■

Mr. Wallach is the former Peace Corps director in Tanzania and Mr. Fohnsbee is administrative counselor in Dar es Salaam.



Trainer Johari Kandoro, far left, gets feedback from workshop participants. They are, from left, Jane Mulungu, Aisha Qayyum, Hosiana Mmbaga and Rachael Mtimavalye.

Health Diplomacy Turns Chain Bridge Pink

By Nina M. Fite

Before becoming the U.S. Ambassador to Hungary, Nancy Goodman Brinker spent most of her life fighting breast cancer. As a promise to her dying sister, she founded the Susan G. Komen Breast Cancer Foundation. Since 1982, the foundation

has heightened cancer awareness with successful events such as the Race for the Cure, raised more than \$400 million and supported nearly 600 research projects worldwide.

It was only natural, then, that since her arrival in Hungary in September 2001, the Hungarian government and numerous nongovernmental organizations and medical associations have sought Ambassador Brinker's help

Historic Chain Bridge linking the cities of Buda and Pest is bathed in pink lights, symbolizing the battle against breast cancer.

on health issues.

You wouldn't expect to find so many health problems in a nation soon to be a member of the European Union. But surprisingly, Hungarians have life expectancies nearly 10 years shorter than the European average. Hungary also suffers from some of the highest cardiovascular and cancer mortality rates in Central and Eastern Europe. Lung cancer is the most prevalent form of cancer in men, breast cancer in women. Unlike elsewhere in Europe, the incidence of breast cancer is actually rising in Hungary.

To tackle the problem, the Hungarian government developed a Healthy Nation program, focusing on lifestyle changes as well as improved screening and increased preventive measures. The Ministry of Health and NGOs have asked for U.S. assistance in implementing preventive health care measures and learning from U.S. successes in marketing fitness campaigns (such as the president's physical fitness program), anti-smoking measures and other lifestyle changes.

Ambassador Brinker eagerly led the embassy's response to the Hungarian government's requests. With health minister Judit Csehak, she initiated a series of Walks for Health, enticing sports stars, television personalities, politicians from all parties and the Hungarian public to incorporate fitness into their everyday lives. When Health and Human Services Secretary Tommy Thompson visited Budapest in early October, she drafted him for the walking campaign. Capitalizing on already strong ties between Hungarian and U.S. scientists, the embassy has joined the Hungarian Health Ministry with specific National Institutes of Health and other health programs to target the problem areas. In spring 2003, the embassy will host an HHS Scientist in Residence, who will help implement a healthy lifestyles program.

With long experience in the field, the ambassador has been most frequently asked to provide moral support and advice on breast cancer awareness, detection and treatment programs. Hungarian NGOs have been particularly interested in the American model of public-private partnerships and sustainability.

In August, they suggested that, with the ambassador's moral support, a U.S.-type event be staged in Hungary to raise awareness of breast cancer and gain support for its detection and treatment. Working together, five cancer-related NGOs formed an alliance and



Ambassador Brinker, right, greets Hungarian participants in the Walk for Health.

approached several corporations—principally GE and Eli Lilly—for support. The embassy team brought together Ministry of Health officials with the NGOs and their corporate partners to plan a symposium and sunset walk across Budapest's historic Chain Bridge.

Dalma Madl, wife of the Hungarian president, served as honorary chairperson of the event. Prominent Hungarian women artists and entertainment personalities lent their names and time to the effort. The public was educated on how the color pink has become the universal symbol of breast cancer awareness. On Oct. 27, Hungary's first lady, the ambassador and minister of health flipped the switch to bathe the Chain Bridge in pink lights. Hundreds of people participated in the symposium and many more joined in to walk across the Danube on one of Hungary's most beloved landmarks.

For the NGOs, the project was an enormous learning experience.

Over the past decade the embassy in Budapest, through bilateral aid and democracy-strengthening programs, has worked with the Hungarian NGO community to develop financial and institutional sustainability and to foster greater coordination among them. This project encouraged the organizations to see these principles in action and fully understand the benefits of working together and creating alliances with business and government. The corporate partners shared information and expertise on marketing, publicity and basic organizational skills with the NGOs. Besides their role as good corporate citizens, the corporations extended their NGO and government networking range and gained positive name recognition at a time when pharmaceutical and medical companies are embroiled in contentious pricing discussions with the Hungarian government.

As a result, the embassy helped create a sustainable model for enduring NGO-government-private sector cooperation, the United States was portrayed in a very friendly light, public support for Hungarian anti-cancer NGOs was bolstered and public awareness was raised for an important health issue. Health diplomacy has proven to be a platform to build strong ties with the government and with the Hungarian public. ■

The author is a regional environment, science and health officer based in Budapest.

Gaining Control by Giving In

Editor's Note: The author is a recovering alcoholic and former Foreign Service officer.

Today I have a choice. I can choose not to drink. That may seem to be a given to most people, but for us alcoholics it is true freedom that comes, ironically, by giving up control.

Consider actual events that occurred by not having that choice. Maybe you heard about the guy who was escorted to the airport and expelled from a mission after he created his own maelstrom during a hurricane? That was me. How about the guy who ended his Foreign Service career in such a state of unmanageability that he had to have his sister fly halfway around the world to help him complete the simple task of packing two pieces of luggage and getting on the plane? That was me, too. If you're alcoholic and nothing like that has happened to you yet, well, there is always your "yet," if you work hard enough for it.

I entered the Foreign Service with my drinking firmly "under control" and reveled in the conviviality of A-100 outings to the watering holes. It felt so exhilarating and "normal," something I desperately wanted to be. A few hangovers here and there didn't seem out of the norm. I was even blessed in my first assignment with a group of people who fit the Foreign Service paradigm for me: Work hard in the office, play hard in the evenings and on weekends. How great it felt to be part of the Foreign Service culture and living life to its fullest!

It's hard to make it into the Foreign Service with-

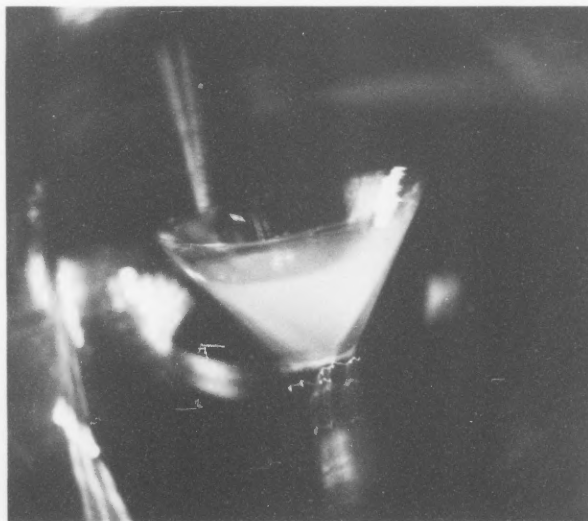
out having just a little bit of a "control" problem. For normal people, it's a dubious luxury. For an alcoholic, it can be lethal. The progression of alcoholism can take years, or a situation can start a downward spiral in which life becomes unmanageable in a very short period of time. Although the result is usually the same, I had the bad fortune of catching the fast train to the bottom.

Unexpectedly, another person became involved in my life. But no task is too difficult to take on for the dedicated alcoholic. It didn't matter that there were double-digit time zones of distance, children, two marriages and people involved. I could manage all of that and get what I wanted now. Eighteen months later, I unpacked the same two suitcases that I started with, having no career, an unnecessarily bitter divorce, children emotionally stretched to the limit and love turned to deep spite. Well, I guess I wasn't as good as I thought at managing things.

No one wants to admit to being an alcoholic. No one wants to admit to being "different" from everybody else.

In the midst of all of this, I was given the chance to get help from Medical Services. I don't ponder the "ifs" now because, for me, it took what it took to get me where I am. But that doesn't mean others can't benefit from the experience I had after refusing the help of Medical Services.

I did my best to convince Medical Services that I wasn't alcoholic because that would interfere with my control of the situation (and what about my security clearance and career implications?). I



Min Roman/Masterfile

feared the consequences of admitting to a problem, and then having to reveal it to someone who would then flee from my "sickness."

My inability to admit to a lack of control of the situation had only one unavoidable result—a total loss of control. Every alcoholic has a different bottom, even though we are all somewhat similar. The elevator only has a down button. It's just a question of where you get off, if you have the courage to ask for help getting off.

Today, I do not regret the past nor wish to shut the door on it. As Popeye says, "I am what I am and that's what I am." I have a new career and am rebuilding a healthy relationship with my children. I get freedom and a daily reprieve from a deadly disease by doing something I have never done before in my life: admitting powerlessness and giving up control. In my case, Alcoholics Anonymous provided the solution and gave me hope. Like many, I turned to AA as a last resort, when I was emotionally bankrupt.

Medical Services provides a number of different choices to those who are willing to accept help. AA ultimately was my choice. It's funny that sometimes friends and relatives who know my story tell me how my life has been turned around because I've "taken control of things."

How little they know. Being an alcoholic does have its humorous moments.

For additional information about services for substance abuse, contact the Alcohol and Drug Awareness Program, (202) 663-1904. ■

Safe Harbor

Are you using illegal drugs like marijuana, cocaine, ecstasy or heroin? If you are and want help without the Department finding out, help is there. As part of the Drug-Free Workplace Program, State has established a Safe Harbor.

You can enter by calling the Alcohol and Drug Awareness Program at (202) 663-1904. But you must contact the program office before the Department discovers you are using illegal drugs and before you are notified that you will be screened for drug use. Your contact with the program remains confidential—unless you authorize staff in writing to talk to someone.

Under the Safe Harbor provisions, the Department will not initiate disciplinary action against any employee who meets the following three conditions:

- Voluntarily identifies him- or herself as a user of illegal drugs prior to being identified through other means;
- Obtains counseling or rehabilitation through an Employee Assistance Program; and
- Refrains from using illegal drugs.

Down on the Server Farm

Science fiction writer Isaac Asimov said, "machines should be doing the drudgery so the humans can do more creative things." The Bureau of Information Resource Management admits such a utopia is still beyond reach, but believes it has the next best thing—Enterprise Server Operations Center.

The new state-of-the-art center opened officially Oct. 2 in room 1921 of the Harry S Truman Building. Some 100 officials, including representatives from 17 bureaus, attended the ribbon cutting.

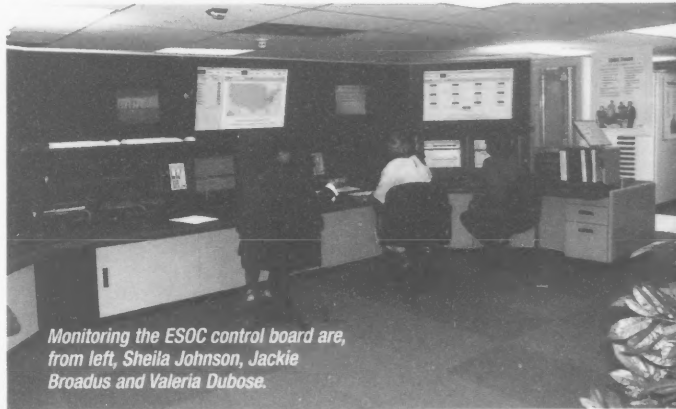
The center, known unofficially as the "server farm," makes space, connectivity and services available to any office or bureau. Moving servers into the center allows those bureaus to concentrate on their core mission and leaves the information technology workload to the center's system administrators.

Currently, the center supports 11 bureaus and offices. Discussions are under way with an additional five. While some 100 servers are being used, the center has the capacity and connectivity to support approximately 1,000. Unlike existing systems scattered throughout the Truman Building and annexes, the new center is a secure network management system that can monitor all mainframe and client server systems, is staffed around the clock and can

provide rapid response to both system failures and disasters. In addition, there is a corporate contingency operations center, complete with workstations, conference facilities and connectivity at an off-site facility where it can mirror remote data systems.

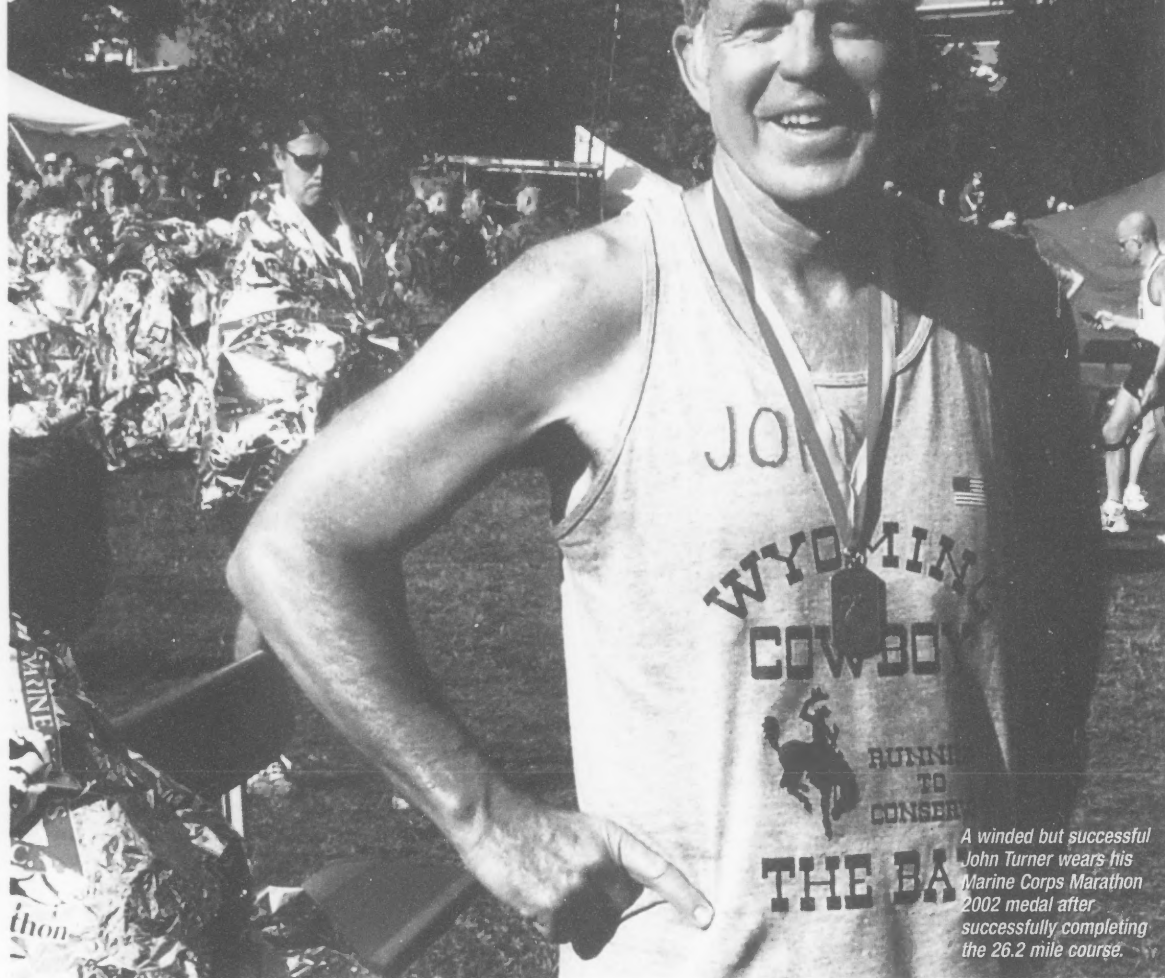
You are invited to drop by the Enterprise Server Operations Center or call Rich Genders on (202) 647-9247 for an appointment.

—Mary Swann



Monitoring the ESOC control board are, from left, Sheila Johnson, Jackie Broadus and Valeria Dubose.

People Like You



A winded but successful John Turner wears his Marine Corps Marathon 2002 medal after successfully completing the 26.2 mile course.

Photo by Christine Fanning

John F. Turner, assistant secretary for Oceans and International Environmental Scientific Affairs, is a restless Wyoming cowboy always looking for new challenges. Not long after his last birthday, he challenged his 60-year-old body to run 26.2 miles without stopping.

Inspired by his son, who successfully completed the Marine Corps Marathon in 1999, he set out on a seven-month-long training regimen of his own design to tackle the same course. "Washington's a great place to run," Mr. Turner says, estimating that he ran about 700 miles altogether, along the C&O Canal towpath, the George Washington Parkway, Haines Point, Roosevelt Island and

He's No Slow 'Poke'

even up the hill to the Iwo Jima Memorial near his home, those dreaded final yards to the marathon's finish line in Arlington, Va. He also trained early in the morning while traveling abroad.

Not content with only challenging himself, the lifelong conservationist turned his personal quest into a fund-raising effort for a worthy cause. Through pledges, he raised more than \$150,000 for the Chesapeake Bay Conservation Challenge, a cooperative government and private sector partnership he spearheaded as president of the Conservation Fund from 1993 to 2001. The goal of the Challenge is to reverse the deterioration of the Chesapeake Bay, one of the nation's largest and most valuable estuaries.

Dressed in specially designed T-shirts proudly proclaiming dad's Wyoming origins, the entire Turner family cheered him on at several points over the grueling run. He completed the course in slightly more than five hours, running all the way except for brief walks at water stops. Not bad for a "poke" raised on the family's Triangle X Ranch near Jackson Hole, Wyo., and more accustomed to navigating marathon distances on horseback.

In recent years, the State official has spent more time working inside the Beltway than running the family ranch with his brothers. After serving 19 years in the state legislature, representing the northwestern part of Wyoming, he was appointed director of the U.S. Fish and Wildlife Service by President George H.W. Bush. At the conclusion of the first Bush Administration, Mr. Turner was chosen president of the Conservation Fund, one of the nation's leading environmental nonprofits. The fund protects land and water resources in partnership with other organizations, public agencies, foundations, corporations and individuals. Headquartered in Arlington, Va., the fund has helped its partners safeguard more than 3 million acres of wildlife habitat, greenways, community green spaces and historic sites throughout the United States.



Assistant Secretary Turner in his seventh floor office.

Photo by Dave Krecke

In 2001, eager for the challenge of addressing the enormous global environmental problems that begin at the water's edge, Mr. Turner gladly accepted President George W. Bush's offer to serve as assistant secretary of OES. "The world needs help with major environmental issues," he says, including "depleted marine resources, deforestation, toxic wastes, climate change, clean water, public sanitation and clean energy, among others. And we are the world leaders in developing programs and

technologies that can address these problems."

Mr. Turner emphasizes the importance of listening actively when engaging in international environmental dialogues. "It's rather arrogant and ineffective to try to impose our solutions on people from different cultures," he says. "Together, we can make improvements, but the discussion should begin with listening."

The assistant secretary has been impressed with the expertise of the bureau's professionals, with their savvy and their skill at marshaling the resources of other federal agencies and of the private sector in attacking environmental degradation. "The United States understands partnerships," he says. And like the 26.2 miles of the marathon, John Turner and his team clearly have the energy to build those global partnerships without stopping. —*Dave Krecke*

PERSONNEL ACTIONS

Foreign Service Retirements

Anderson, Michael G.	Daniels, Joseph A.
Barr, William R.	Dehmlow, Jay L.
Bemis, H. Jonathan	Deutch, Ronald James
Ben Aida, Ali	Edgett, Russell
Boshoven, Nancy	Erlandsen, Allan W.
Bowen IV, John W.	Googins, Brian Anthony
Boyls, R. Wayne	Hartnett Jr., Lawrence A.
Buchholz, Roy E.	Hatton, Charla
Castellana, Althea D.	Keil, Charles F.
Chapman, Geoffrey W.	McCarthy, Daniel R.
Charles, Howard R.	Metelits, Michael D.
Cheshes, Martin L.	Michal, Edward Joseph
Clapp, Priscilla	Miller, Ronald L.
Crow, John Michael	Moore, Charles G.
Curtain, Marlene L.	Mosher, Robert Allen
Danforth, Kathleen D.	Myers, Martin H.

Nelson, Karl G.
Nixon, Warren P.
Patterson Jr., Charles N.
Percival, Bronson E.
Pierce, James A.
Salazar, John M.
Sardinas, Martha
Sherwood, Nicholas A.
Skop, Arthur L.
Southwick, E. Michael
Springer, Craig Butler
Stewart, Curtis M.
Swihart Jr., James W.
Tadie, Eugene Phillip
Williams, James Alan

Civil Service Retirements

Anderson Jr., Walter J.	Miles, Sandra E.
Blair, Franklin H.	Pryor, Robert A.
Crook, John Robert	Ryan, Mary A.
Evans, Bennie M.	Taylor, J. Albert
Hopes, Carolyn Sue	Wulf, Norman Alan
Jones, Cornelius D.	

O B I T U A R I E S

Clarence E. "Birgy" Birgfeld, 96, a retired Foreign Service officer, died Sept. 19 in Winter Park, Fla. Mr. Birgfeld's assignments took him to South America, France, Greece, England and Belgium, where he retired as Minister of the U.S. Mission to the European Communities. He served as an officer in the U.S. Army during World War II.

Culver Gleysteen, 78, a retired Foreign Service officer, died Sept. 22 of cardiac arrest at a nursing and rehabilitation center in Wayland, Mass. Mr. Gleysteen, who was raised in China by missionary parents, joined the Foreign Service in 1947 and was posted to Manchuria, a tour interrupted by the Communist takeover; two tours in Moscow; Bonn; Jakarta; Paris and Leningrad, where he served as consul general. He was also detailed to the Arms Control and Disarmament Agency. During World War II, he served as an officer in the U.S. Navy. He retired in 1978.



Margaret L. "Marge" Hitchcock, 80, wife of retired Foreign Service officer Wilbur W. "Bill" Hitchcock, died Oct. 27 in Atlanta of complications from multiple sclerosis. She accompanied her husband on assignments to Korea, Monrovia, Vientiane, Bangkok, Quebec and Buenos Aires. Mrs. Hitchcock formed puppetry groups at several posts that performed for local charities. The Hitchcocks retired to Atlanta in 1982.

Daniel J. James, 82, a retired Foreign Service officer, died Sept. 16 of respiratory failure at a hospital in Denver, Colo. Mr. James joined the Foreign Service in 1963 and was posted to Taiwan, India and Germany, where he was foreign policy adviser to the commander in chief of U.S. Army forces in Europe. Prior to joining the State Department, Mr. James served with the UN Food and Agricultural Organization in Chile and with the Agency for International Development in Korea. He served with the U.S. Army in England during World War II. He retired in 1980.



John Charles "Jack" Leary, 78, a retired Foreign Service officer, died of cancer Aug. 4 at his home in Alexandria, Va. Mr. Leary joined the Foreign Service in 1950 and held posts in Europe, Asia, North America and South America. His last posting was Grenada, where he was charge d'affaires. He also served as a U.S. representative to the U.N. Industrial Development Organization. He retired in 1988. A fighter pilot and flight instructor during World War II, he received the Distinguished Flying Cross.



Algirdas J. "Al" Rimas, 61, died Oct. 19 of pancreatic cancer at his home in Reston, Va. Mr. Rimas joined the Foreign Service in 1967 and served in Guyana, Germany, Ecuador, Iceland, Ireland, Canada and his native Vilnius, Lithuania, where he was deputy principal officer. Before joining the Foreign Service, Mr. Rimas served as an infantry lieutenant in the U.S. Army. He retired in 1994 and was active in the Lithuanian American community.



Jack W. Ronto, 85, a retired Foreign Service officer, died of cancer Oct. 24 at his home in Silicon Valley, Calif. Mr. Ronto, who joined the Foreign Service in 1941, served in various capacities in Hungary, Portugal, Belgium, Iran, Nicaragua, Japan, Colombia, France, Mexico, the United Kingdom, Germany and Korea. Mr. Ronto served in Budapest during the Nazi and Soviet occupations. On his last assignment there, he served as the Department's liaison with Cardinal Mindszenty during his imprisonment by the Soviets. During World War II, he was a combat photographer in the Philippines. He retired in 1980.

A MAGICAL VISIT TO THE ENCHANTED EMBASSY

BEWARE-DARK LORD
SNOOTHGLOB WILL SMITE
YOU ALL AND ENSLAVE
THE WORLD!

WELL, IF THAT'S NOT
AN ARGUMENT FOR
VIGOROUSLY IMPOSED
ECONOMIC SANCTIONS,
I DON'T KNOW WHAT IS!



CAN YOU CHECK
THAT TASKER
AGAIN AND MAKE
SURE THIS IS
MY ACTION?



I JUST LOVE
THESE HUMAN
RESOURCES FOLKS!



EVER NOTICE HOW EVERY STAFF MEETING,
NO MATTER WHAT THE TOPIC, PUTNAM MANAGES
TO BRING THE DISCUSSION BACK TO UNICORNS?



YOU KNOW, IT'S JUST
NEVER EASY GETTING
YOUR MEMO CLEARED
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