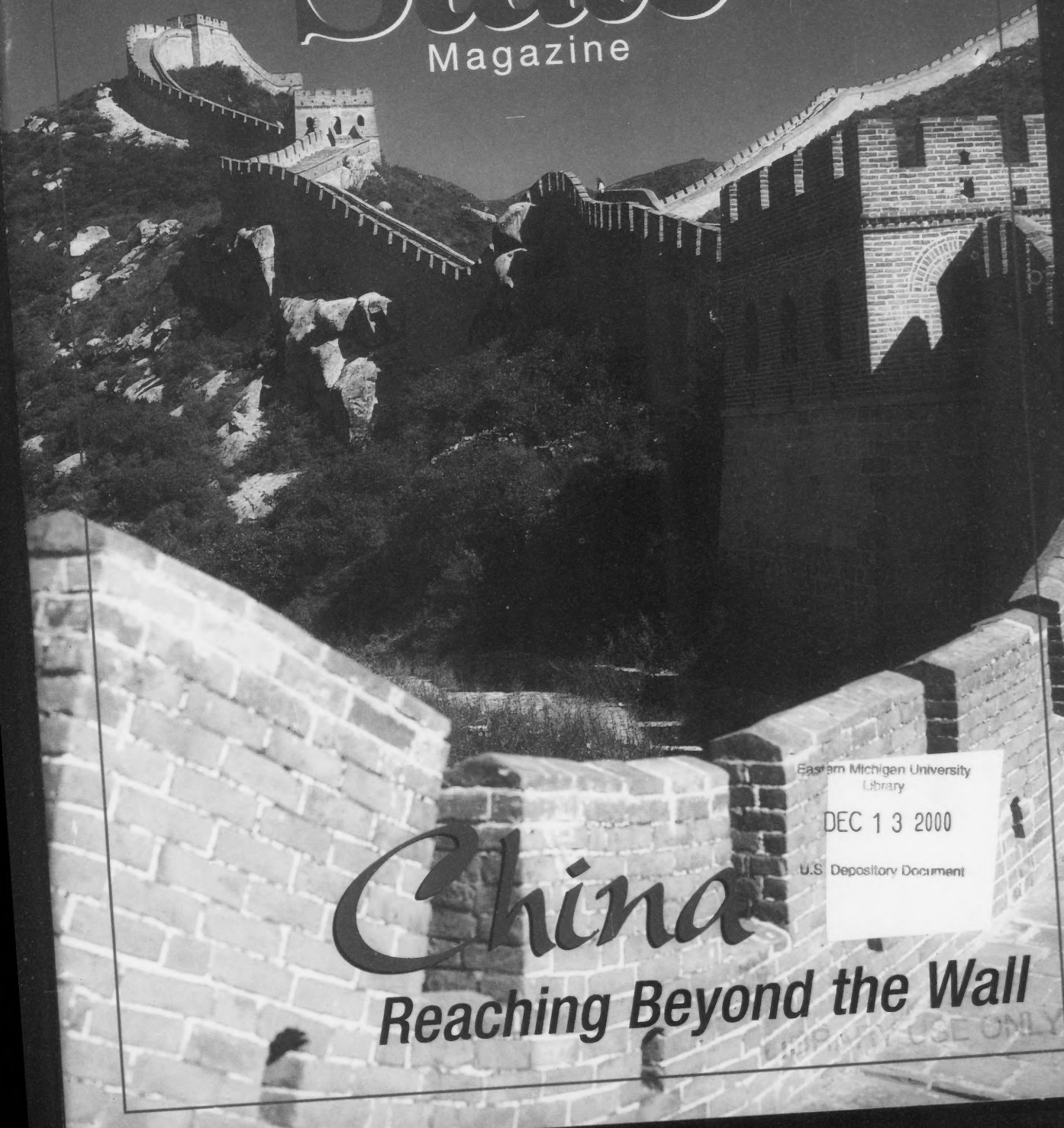


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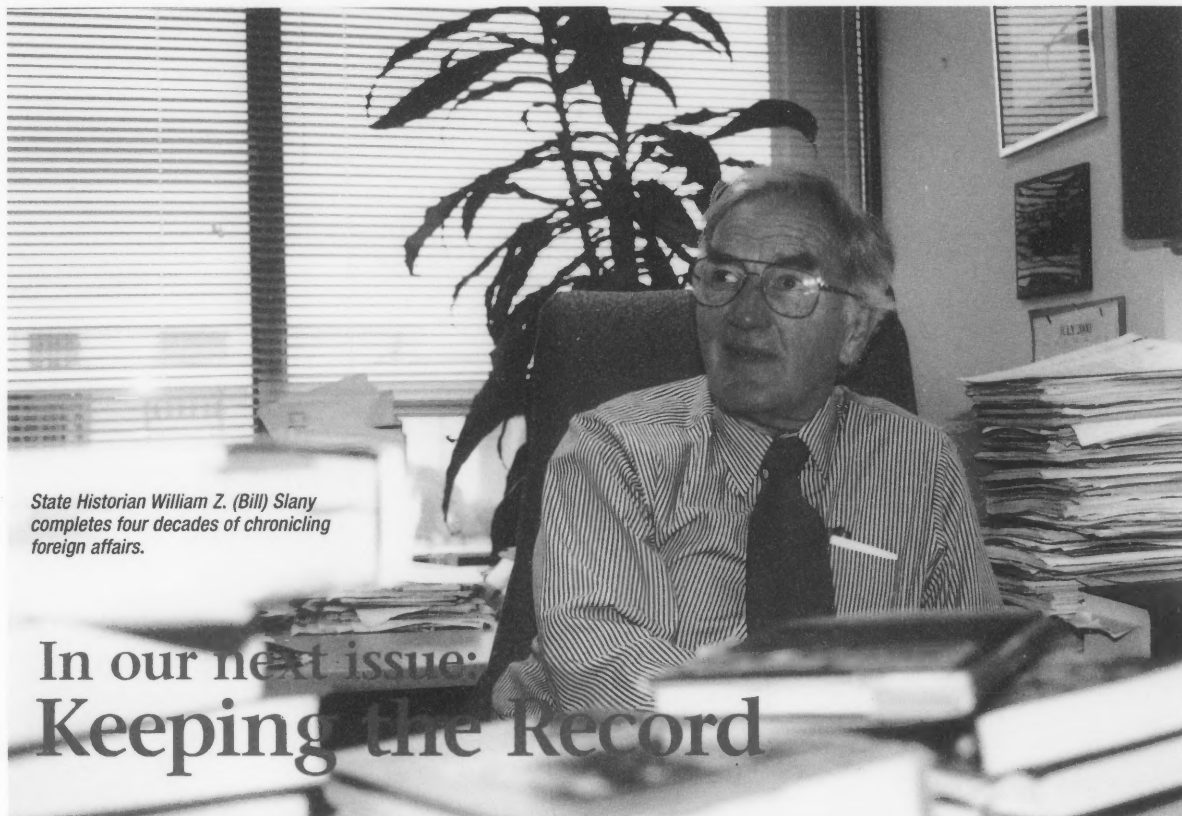
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China

Reaching Beyond the Wall

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State Historian William Z. (Bill) Slany completes four decades of chronicling foreign affairs.

In our next issue: Keeping the Record

State

Magazine

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On the Cover

Eastern Michigan University Library
China's Great Wall is more than 2,000 miles long. Completed in 204 B.C., the enormous structure can actually be seen from space.

DEC 13 2000



FROM THE SECRETARY

SECRETARY MADELEINE ALBRIGHT

A Decade of American Leadership

Through the miraculous working of our democracy, America will soon have a new President, who will be faced with the challenge of leading our nation through the first decade of the new century. It is a good time to pause and take stock of where we are headed and how far we have come since this new era began with the fall of the Berlin Wall.

I want to highlight briefly some examples of American leadership during the past 10 years.

When the superpower confrontation ended, we had to reevaluate our entire approach to national security in light of the political and technological revolutions that were transforming our world.

Our challenge was to make the most of the opportunities opened up by the possibility of east-west cooperation, while coping with the short-term disruptions and preparing to meet emerging threats.

At the same time, we had to fight the temptation of some Americans to declare victory and retreat from international affairs, while resisting the desire of others to involve our country in every crisis and conflict.

During President Bush's final two years, America began nuclear reductions with Russia, led in rolling back Iraqi aggression, revived the Middle East peace process and initiated a humanitarian intervention in Somalia.

During President Clinton's two terms, we have worked to consolidate post-Cold War gains by approving the Chemical Weapons Convention, extending the Nuclear Non-Proliferation Treaty, signing the Comprehensive Nuclear Test Ban and striving to ensure that no nukes would become "loose nukes" within the former Soviet Union.

We have proven the NATO pessimists wrong by expanding our alliance, updating its doctrine and developing strong partnerships with Europe's other democracies, including Russia and Ukraine.

We have helped lay the foundation for a new era of stability and increased tolerance in Southeast Europe by ending the war in Bosnia and reversing ethnic cleansing in Kosovo.

In East Asia, we have modernized our alliance with Japan, engaged China with firmness and principle and contributed to improved prospects for stability on the Korean peninsula.

President Clinton has made ground-breaking trips to South Asia, Africa and Latin America, reflecting our nation's global reach and promoting our people's democratic values.

Around the world, America has led for peace, helping to end a generation's violence in Northern Ireland, aiding a border settlement between Ecuador and Peru, talking sense to all sides in the various conflicts in Africa and leaving no stone unturned in pursuing a settlement in the Middle East.

We have also led for human rights and democracy, culminating last June in the landmark Community of Democracies conference, hosted by Poland, attended by representatives from more than 100 countries.

Closer to home, we have carried out a historic restructuring of our foreign policy institutions, bringing public diplomacy, nonproliferation and arms control into the decisionmaking process and creating new linkages with the U.S. Agency for International Development.

We have also blazed new trails of global cooperation on what I refer to as "people" challenges, such as terror, drugs, the environment, disease and trafficking in human beings. And we have made issues affecting the status of women part of the mainstream of our foreign policy.

Reinforcing all of this has been the fact that, as a result of sound policy decisions both domestically and overseas, America has moved from record deficits and sluggish growth to a position of international economic leadership.

On the surface, this may appear to be a very disparate list. But in our era, democracy, prosperity and security are intimately related. The connecting thread is our goal of encouraging nations everywhere to come together around basic principles of political freedom, open markets and the rule of law.

In this process, there are no final victories. But America's interests are served with every successful democratic transition, every conflict resolved without violence, every expansion in the world system of trade and every increase in respect for basic human rights.

The United States, and especially the Department of State, can take enormous pride in these and many other accomplishments of the past 10 years. Although resources remain far short of what we would like, America is embracing its responsibilities, acting in a bipartisan manner and influencing events for the better in every corner of the globe.

Of course, these achievements do not tell the whole story. There are also disappointments, a good deal of unfinished business and some interesting new opportunities. ■

LETTERS TO THE EDITOR

'Voyage to America'

Thank you for the photograph of the troopship *Henry Gibbins*, which appeared in your May issue ("The Class of 1950.") More than 50 years ago my mother, a British war bride, sailed aboard the ship when she first came to this country from Northern Ireland. She was very pleased to see the photograph. It brought back memories of her voyage to America.

Joan Vanderlyke
L/DL

A Bad Copy Day?

Your July-August issue ran a letter from my old friend Bruce Laingen about "Kreus" resident officers featured in your May issue ("The Class of 1950"). Either Bruce or your copy editor must have had a bad day. First, I believe it is Kreis, not Kreuz. Second, Bruce noted that he was among those serving in the consulate general in Hamburg issuing visas under the Displaced Persons Program "in a former German military camp at Wentorf outside Tehran."

Now I know that Bruce spent more time than he would have liked in Tehran under very trying circumstances and that Wentorf was no picnic either, but Wentorf is (or was) outside Hamburg, not Tehran.

Paul K. Stahnke
Minster-Counselor, Ret.
McLean, Va.

We stand corrected on both counts.

—Editor

Letters to the Editor

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

'The Tides That Embrace'

Thank you for the article "Life in the Slow Lane," in your July-August issue, about the charming city of Charleston, S.C., the Ashley River and the Paines who live and work there. I regularly spent part of my home leave at my brother's on the nearby Isle of Palms during my 30-year career with State. During those years, I developed an intimate knowledge of historic Charleston, a city my Danish-born wife loves as much as I do. Despite the great distance that now separates us, our deep affection



for Charleston and the surrounding low country is like the tides that embrace her—always pulling.

Bob Cumming
Information Management (Ret.)
Cedar Crest, N.M.

Corrections

The last name of U.S. Senator Ernest F. Hollings of South Carolina was misspelled in our July-August article about the opening of the new passport center in Charleston.

In the same issue, in our coverage of Department awards, Stuart C. "Stu" Toleman was identified as a deputy assistant secretary for operations in the Bureau of Administration. He is a senior policy analyst in the bureau's Office of the Procurement Executive. —We regret the errors.

From the Editor

Rather than focus on a particular post, we look this month at our mission in the People's Republic of China, where our diplomatic corps has grown from 14 people in 1973 to more than 300 at the U.S. Embassy and four consulates general. Today more than 15,000 Americans live in China and another 700,000 visit annually. With economic ties expanding, American diplomats are actively engaged in opening China's markets to U.S. goods and services. Trade last year between the two countries reached a record \$94 billion.

In a separate story related to China, we remember the so-called "China Hands," those four Foreign Service officers who bore the brunt of Sen. Joseph McCarthy's relentless search in the late 1940s and early 1950s for communists, especially in the State Department. Their hands, according to documents recently unclassified, are clean.

Historic Arlington Hall, at the entrance to the National Foreign Affairs Training Center in Arlington, Va., is undergoing a facelift that will restore the landmark to its former splendor. At the same time, the restoration is preserving a chapter in our nation's history.

Yuri Kim's fascination with the Foreign Service, explored in an article by our first journalism intern Jenny Clark, is a testament to the dedication and service of hundreds of junior officers like her. Not even the violent protesters outside the U.S. Embassy in Beijing, where she was serving when NATO bombs struck the Chinese embassy in Belgrade, could quell her enthusiasm.

Ms. Clark also describes the Department's alliance with the National Defense University as one forged by war and peace and a venue for State employees to learn more about their colleagues in the military.

A handwritten signature in black ink, likely belonging to the editor, positioned at the end of the "From the Editor" section.

Second Anniversary of the East Africa Bombings



Security guards lowered the American flag at the C Street entrance to the State Department to half-staff on the second anniversary of the East Africa bombings. The Department observed a worldwide minute of silence Aug. 7 at 10:38 a.m. to honor the 36 State employees, contractors and family members and 17 members of other U.S. government agencies who lost their lives in the tragedy.

Bureau of Administration Wins Perkins Award

The Department of State's Bureau of Administration was the only federal government entity this year to win the Small Business Administration's Frances Perkins Vanguard Award, recognizing the agency that has demonstrated the greatest commitment to small, women-owned businesses. The efforts of the various offices in the bureau helped the Department exceed its goal of awarding 5 percent of all contracts to such firms. In fiscal year 1999, the Department awarded 8.31 percent of its contracts to women-owned businesses.

Exhibit Features American Art

U.S. Embassies around the world will soon display works of art from the Friends of Art and Preservation in Embassies' "Gift to the Nation." But first, the collection of American works of art, including paintings, sculptures, photographs and decorative objects, will be exhibited in State's C Street lobby.

The art collection is a lasting legacy of donations and FAPE purchases. The exhibit at State includes such works as "Hockenheim," a mixed media work by Frank Stella, and "Stars and Bars," a Civil War-era quilt. "The Stars and Stripes at the Speed of Light," a lithograph by James Rosenquist, right, was donated by the artist to FAPE's original print collection and will be included in the exhibition.

Transit Benefit Update



Metrocheck applications are now available. State employees can pick up applications in room H-236, SA-1, or download them from the Office of Employee Relations' Intranet site:

<https://hrweb.hr.state.gov/>

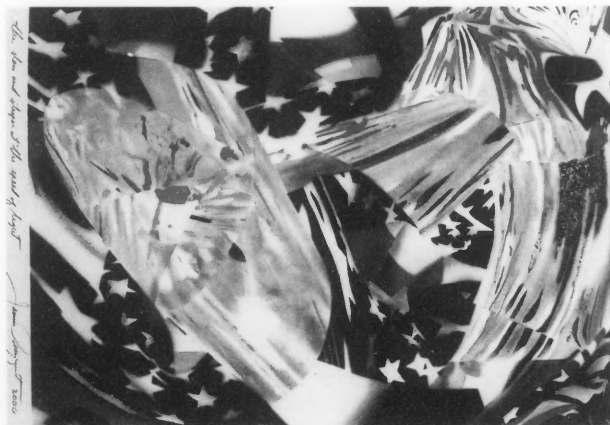
[er/index.html](https://hrweb.hr.state.gov/er/index.html). Employees are encouraged to read all the new transit benefit policy information, which can also be accessed from that site, to understand their responsibilities under the benefit program.

Health Insurance

The Federal Employment Health Benefits Program conducts its annual open season this November. For domestic employees, open season will be from Nov. 13 to Dec. 11. For all employees currently living overseas, open season ends 31 days after the materials arrive at post.

The Annual Health Fair will be held Nov. 8 and will include such health screenings as fitness, skin damage, cholesterol and breast cancer. There will also be a mini Health Fair on Nov. 7 at the Foreign Service Institute.

The conversion of the federal employees health benefits premium to a pre-tax deduction is effective Oct. 1. Employees enrolled in the program will automatically have their premiums deducted from their pay before taxes are calculated and withheld. There will be no changes to employees' elected coverage or the premiums paid biweekly.



Briefing Underscores Awareness, Common Sense

Story and photo by Paul Koscak

*For many, it's old news.
For others, it's something new.
For everyone, it's required.*

Every employee of the State Department must know how to handle classified information and equipment, says Mr. Jim Trommatter, the Department's diplomatic security trainer—and sometime enforcer.

Telling employees—more than 7,000 so far—what they need to know to stay out of trouble is the core of Mr. Trommatter's briefing.

The presentation, which is highlighted with practical workplace anecdotes on properly handling classified material, better defines some of the security terms employees need to understand.

An infraction means that classified material was mishandled but the information wasn't read—or, in security-speak, compromised—by an unauthorized person, someone without the proper clearance. A violation happens when classified material is compromised or there's even the possibility of compromise, Mr. Trommatter explained.

Forgetting to secure a computer before leaving your desk is one example of an infraction. As for a violation, State's Trommatter offers an easy oversight: "Let's say you forget a classified document in a taxi."

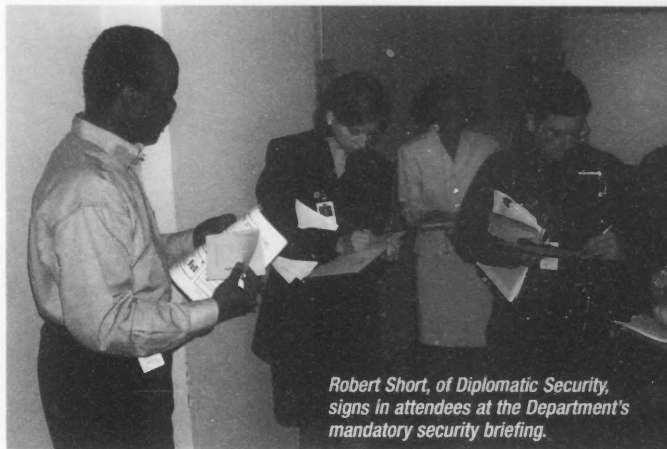
Compromising information can be as simple as discussing classified information on a cellular telephone. Today, listening devices can automatically lock-on to key words used in ordinary conversation. The security specialist said it's easy to listen in on wireless conversations.

"If your neighbors can monitor you just for giggles, imagine what the pros can do," he said. "If it's in the air or unencrypted, someone's listening!"

Frequently, it's not the nosy stranger or the obtrusive neighbor who gets a kick out of listening to cell phone conversations that spells trouble for employees in the everyday workplace—it's a lack of awareness or even common sense, the security trainer says.

Computers offer new challenges and demand more awareness from those handling classified information electronically. Mr. Trommatter said it's essential, particularly for those who use two computer systems, to never move a disk that has been in the classified machine to an unclassified system. Also, classified e-mail cannot be sent without the proper classification markings, known as headers.

Among the most common oversights:



Robert Short, of Diplomatic Security, signs in attendees at the Department's mandatory security briefing.

- Reading classified information in the cafeteria: "You could have foreign dignitaries, the press or other unclear individuals there," Mr. Trommatter cautions.

- Mixing classified material with other paperwork in recycling boxes: "Our cleaning people don't have clearances or a need-to-know and they could get a hold of this information," he warns.

- Not removing classified documents from photocopiers.

- Forgetting to lock safes: "Lock the safe, spin the dial and then come back and check it again," he says.

Overall, safeguarding classified material goes far beyond maintaining the integrity of the workplace or even preventing the State Department from looking incompetent or foolish.

"Please don't lose sight that you're hurting the country when you compromise national security information," Trommatter adds.

Those attending the briefing were impressed.

"It's a refresher, but a lot of common sense," Manuel Micallen, who works in the Operations Center, observes.

"Good briefing," says Robert Nealy, of the equal employment opportunity and civil rights office. "I'll be able to apply this."

"I'm now more aware that security needs to be a community effort," says Pricilla Linn, who works at the historian's office and is involved with establishing the new diplomacy center. "If everyone is helpful to everyone else, there will be fewer security violations."

Mr. Trommatter's refresher security briefing has been distributed on videotape for overseas employees.

The author is a writer-editor for State Magazine.

Mission of the Month:



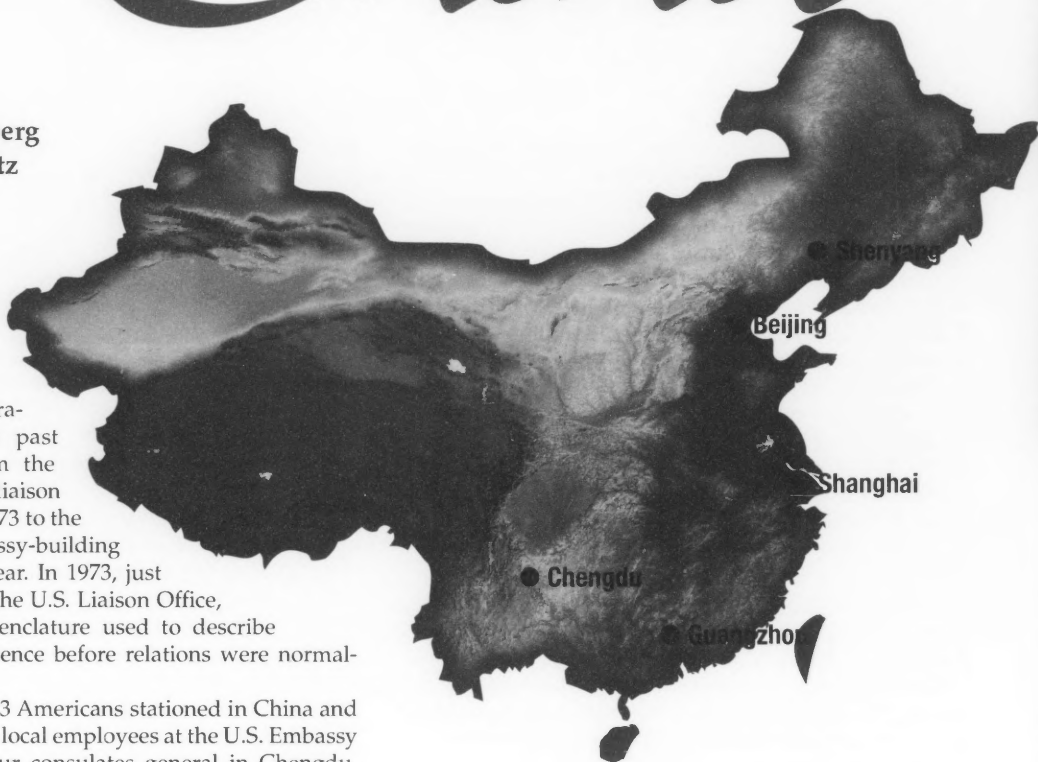
China

By Robert Goldberg
and Jonathan Fritz

America's official presence in China has grown dramatically over the past three decades—from the establishment of a liaison office in Beijing in 1973 to the start of a new embassy-building program this past year. In 1973, just 14 people served at the U.S. Liaison Office, the diplomatic nomenclature used to describe the official U.S. presence before relations were normalized in 1979.

Today, there are 323 Americans stationed in China and twice that number of local employees at the U.S. Embassy in Beijing and at four consulates general in Chengdu, Guangzhou, Shanghai and Shenyang. The Department has encouraged the creation of a "China corps"—officers who speak Chinese and have a broad knowledge of Chinese history and politics. State is also planning to replace outdated facilities, broaden diplomatic contacts and international communications and raise the quality of life for officers and their families.

The growth in the U.S. diplomatic establishment in China has allowed the United States to maintain an across-the-board comprehensive engagement with China, supported by six presidents, in good times and bad. Clearly, the choices made by China—an emerging international power with a fast-growing economy—affect core U.S. interests, from maintaining peace and stability in Asia and fostering a more open global trading regime to preventing the spread of weapons of mass destruction and combating global climate change.



Whatever the issue, officers at China posts find eager audiences for their work in the "Middle Kingdom."

A few statistics help illustrate the growth of U.S.-China relations. First, from the perspective of people, in 1975 the Liaison Office issued only 655 nonimmigrant visas to Chinese nationals. In 1979, the first year for which there are records, the same office issued 51 immigrant visas. Last year, U.S. consular officers in China issued 213,453 nonimmigrant visas and 24,197 immigrant visas. Today, nearly 50,000 Chinese students are studying in the United States.

Looking at the presence of U.S. citizens in China, the Liaison Office issued just eight passports to U.S. citizens and registered only 38 resident Americans in 1975. In 1999, China posts issued 1,745 U.S. passports and registered 3,610 resident Americans. Twenty years ago, fewer than



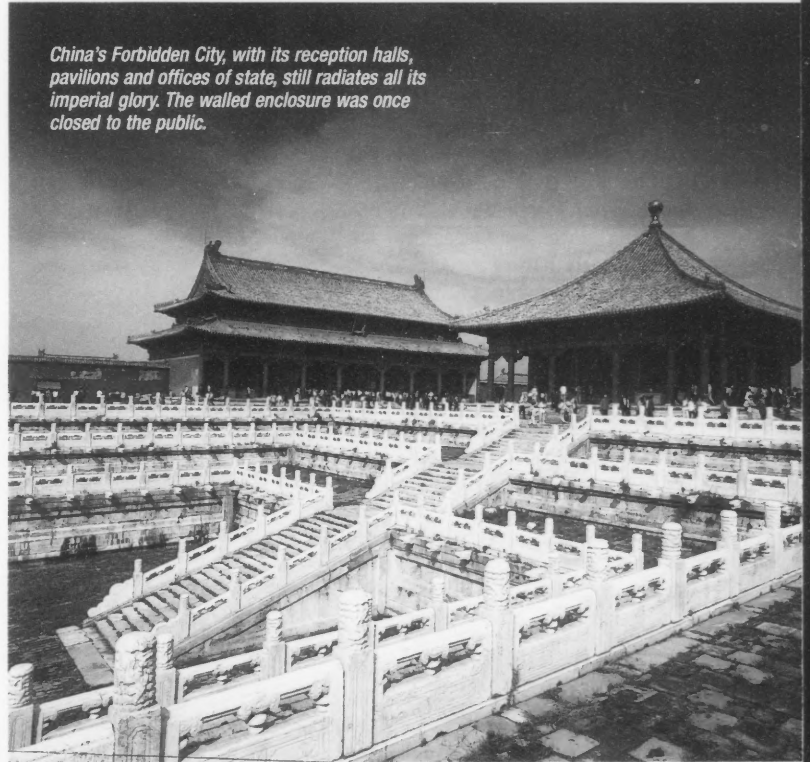
From left, Chuck Bennett, nominating vis chief; Joe Young, economic officer; Wu Xiao Chun, language instructor; Ann Kambara, political officer; Jim Zumwalt, economic officer; and Ju Li, language instructor at Silver Leaf Mount, near Beijing.

2,000 Americans lived and worked in China. Today that number is more than 15,000, with another 700,000 Americans visiting each year.

Even more dramatic has been the growth of the U.S. economic relationship. Eight percent annual economic growth in the 1990s and Beijing's continuing commitment to reform have made China extremely attractive to American businesses. U.S. exports to China have surged from about \$3.8 billion in 1985 to more than \$18 billion last year; two-way trade has gone from less than \$5 billion in 1980 to more than \$94 billion in 1999. Growth in U.S. investment, though less dramatic, has been strong, rising from a few million dollars in 1980, around the time of China's first joint venture legislation, to nearly \$5 billion in 1998. With economic ties expanding, American diplomats at China posts have been in the forefront of helping to open China's markets to U.S. goods and services, an effort that led last November to the signing of a bilateral agreement on China's accession to the World Trade Organization.

Since U.S.-China business ties have grown, posts have seen more visitors. As it has been

China's Forbidden City, with its reception halls, pavilions and offices of state, still radiates all its imperial glory. The walled enclosure was once closed to the public.





since the 1970s, China today is a magnet for Washington officials, state and local representatives, academics, businesspeople and others interested in understanding a dynamic country in the midst of an epic transition. Former Ambassador James Sasser was fond of noting that more than a quarter of the Congress visited China during his tenure (February 1996–July 1999). Ambassador Joseph Prueher (who has been in China since last December) has already hosted nearly half of the U.S. Cabinet as the bilateral relationship picked up steam this year after a downturn following last May's tragic accidental bombing of China's embassy in Belgrade. In the past three years, the mission has helped prepare Washington for the visits of President Jiang Zemin to the United States in 1997 and Premier Zhu Rongji in 1999. It welcomed President Clinton on his nine-day trip to Beijing, Xian, Shanghai and Guilin in 1998. Nearly every Cabinet Secretary has visited China. The Secretary of State, who has made four visits to China during her time in office, traveled there most recently in June.

Each China post has a distinct focus.

In Beijing, where the consular district stretches all the way from the Pacific coast to the Kazakh border, the embassy engages in

The main chancery, "San Ban," at the U.S. Embassy, Beijing. Below, Bai Xiao Wen, a supervisory accounting technician, works in the financial management office.



a broad range of national-level diplomatic work, including economics and trade, culture, science and technology, the environment and public diplomacy. The city itself boasts familiar cultural landmarks, including Tiananmen Square, the Forbidden City and the Temple of Heaven. Not far outside Beijing are the most popularly visited sections of the Great Wall.

Shanghai, the former "Pearl of the Orient" and the center of the fast-growing Yangtze Delta region, is the forerunner, countrywide, of new economic and commercial trends.

Guangzhou, Canton of old and the consular district where former leader Deng Xiaoping proclaimed that "to get rich is glorious," has served as China's premier export region and has attracted investors, including many from the United States, to its processing industries.

In addition, Guangzhou, which has China-wide responsibility for processing immigrant visas, has been a favored destination for Americans adopting Chinese babies, uniting an average of 5,000 orphans and abandoned children each year with caring American parents.



New parents with their recently adopted babies in the consular section at Guangzhou.

Doug Kelly, Chengdu's consular officer, with two Tibetans at Litang in Western Sichuan Province.



Chengdu, situated in Sichuan, the political and economic center of China's southwest and the place where China's late 1970s agrarian revolution got under way, serves as America's jumping-off point for understanding Tibet and monitors developments in China's interior.

Finally, Shenyang, the former capital of Manchuria, is responsible for tracking developments in China's state-owned enterprises and for keeping an eye on events in neighboring North Korea.

Obviously, China is a dynamic country going through an epic transition. ■

Robert Goldberg is deputy director for economic affairs and Jonathan Fritz is an economic officer on the China desk in the Bureau of East Asian and Pacific Affairs.

The U.S. Embassy in Beijing has produced a 27-minute video, "The Two Faces of China." Individuals who would like to receive the tape should contact Human Resources Officer Patricia Quinn by e-mail at quinnps@state.gov or visit the executive office of the East Asia Bureau in the Department.

50 Years Later, the 'China Hands' Are Clean



AP/Wide World Photos

Foreign Service officers whose careers were cut short after being accused by flamboyant Sen. Joseph McCarthy of collaborating with communists include, from left, Oliver Edmund Clubb, John Paton Davies, John Stewart Service and John Carter Vincent.

By William Z. Slany

More than half a century ago, Joseph McCarthy, a Republican senator from Wisconsin, launched his crusade condemning the State Department and its alleged policies of protecting, favoring and assisting international communism.

During a speech in Wheeling, W.Va., in February 1950, Sen. McCarthy claimed that he knew of 205 communists in the Department. In the following days and months, that number dwindled and the characterizations of the accused changed, but the senator continued to pursue his anti-communist crusade—in Congress and out. In the course of what has come to be called the McCarthy era, several hundred State Department and Foreign Service officers abandoned their careers or were dismissed from the Foreign Service after being accused or suspected of various degrees of disloyalty or pro-communist activity that undermined American foreign policy.

The attack on the State Department centered on a handful of mostly younger Foreign Service officers who were specialists in Chinese affairs and language experts. These so-called "China Hands" were accused of being communist sympathizers, or agents, who had steered American policy to support communist victory in China. The accusations came from members of Congress, particularly Sen. McCarthy, during State Department Loyalty Board hearings and investigations and in the press. The painful, some thought disgraceful, process that began

during the Truman presidency culminated after the election of Gen. Eisenhower. Secretary of State John Foster Dulles pushed to a frequently cruel conclusion the security reviews that forced able officers out of the Foreign Service or crippled their promising careers.

Four distinguished officers bore the brunt of the loyalty campaign aimed at the State Department: Oliver Edmund Clubb, John Paton Davies, John Stewart Service and John Carter Vincent.

Oliver Edmund Clubb, whose distinguished career stretched back to the early 1930s in Manchuria, was the last U.S. Consul General in Beijing before the United States severed relations with the new Communist regime. He was the Department's top China expert when the Korean War broke out, and he warned against the Chinese communist intrusion into North Korea in 1950. Mr. Clubb was suspended in January 1951 on accusations of pro-communist sympathies and connections. His State Department loyalty hearings in 1951, accompanied by blustery interrogations by House Un-American Affairs Committee members and staff, convinced the Loyalty Board of his loyalty. The Foreign Service officer was judged a security risk. He decided in February 1952, at age 51 and after 26 years of service, to retire rather than accept a dead-end, non-supervisory job in the Department's division of historical research.

Born of missionary parents in China, John Paton Davies served there from 1931 to 1945. State Department Loyalty Boards convened during the Truman presidency cleared Mr. Davies on several occasions. But he was smeared by

zealots on the House Un-American Affairs Committee staff who accused him of perjury because Mr. Davies refused to disclose sensitive information about an aborted covert operation aimed at Communist China. His refusal to submit to the committee's intimidation was seen as an attempt to hide an effort to plant communist agents in the U.S. government.

Responding to Sen. McCarthy's continued condemnations of Mr. Davies, Secretary Dulles convened a new loyalty panel, whose hearings included rancorous testimony by Generals Hurley and Wedemeyer, ultra-conservative special envoys to China during and immediately after the war, who focused on the officer's dissent from their rabid pro-Chiang Kai-shek policy recommendations in the last stages of the Chinese civil war. The special panel found no disloyalty but recommended that Mr. Davies be fired because of "demonstrated lack of judgment, discretion and reliability." Secretary Dulles wasted little time and fired the diplomat in November 1952.

John Stewart Service, born of missionary parents in China, served there from 1935 to 1945. His apparently innocent association with individuals convicted of pro-communist activities in the Amerasia case in 1945 hopelessly crippled his promising career. After seven State Department loyalty hearings and a bruising appearance before the Senate committee hearings Mr. Service was interrogated an eighth time. A Department Loyalty Review Board ultimately concluded in December 1951 that Mr. Service was neither disloyal nor a member of or sympathetic to the Communist Party after all. The board did conclude, however, that Mr. Service had intentionally and without authority disclosed information to persons in circumstances that could indicate disloyalty to the United States. Within hours of the board's decision, Secretary of State Dean Acheson ordered Mr. Service's dismissal. The Supreme Court reinstated him in 1957 because of the flawed Department loyalty procedures, and he finally retired in 1962.

John Carter Vincent served in China before and during World War II and was the most senior of the "China Hands" to fall victim to the McCarthy anti-communism scare. In December 1952 a special State Department Loyalty Panel recommended by a 3-2 vote that Mr. Vincent be "terminated" because of his "studied praise of Chinese Communists and equally studied criticism of the Chiang Kai-shek government throughout a period when it was the declared and established policy of the government of the United States to support the Chiang Kai-shek government." The board made this recommendation while neither accepting nor rejecting congression-

al committee accusations that the senior diplomat was a communist and under communist discipline, that he acted to bring pro-communist influences into the U.S. government and that he tried to bring about a change in U.S. foreign policy to favor the Chinese Communists. Incoming Secretary of State John Foster Dulles declined to allow a further special loyalty hearing for Mr. Vincent that was proposed by outgoing Secretary Acheson. Instead, while absolving the officer of disloyalty or being a security risk, Secretary Dulles persuaded him to resign rather than be fired.

The careers of other "China Hands" were affected by McCarthy's efforts to purge those young officers whom right wing fanatics blamed for the "loss" of China to the communists. After the victory of the Chinese Communists in the civil war and the end of nearly 20 years of American diplomatic relations with Beijing, many of the "China Hands" easily refuted the charges of pro-communism all too often cravenly pursued by the State Department. Still they found their careers ending prematurely after reassignment to other areas of the world.

In the 1990s, the McCarthy era, including the accusations hurled at the State Department, has been the subject of a fresh wave of historical scholarship based on new information from the long-secret files of the American and former Soviet governments. These studies have been fueled significantly by the long-delayed declassification of intercepted wartime communications (the Venona Papers) between Soviet spymasters in the United States and their leaders in Moscow (for more about Venona,



Sen. Joseph McCarthy.

AP/Wide World Photos

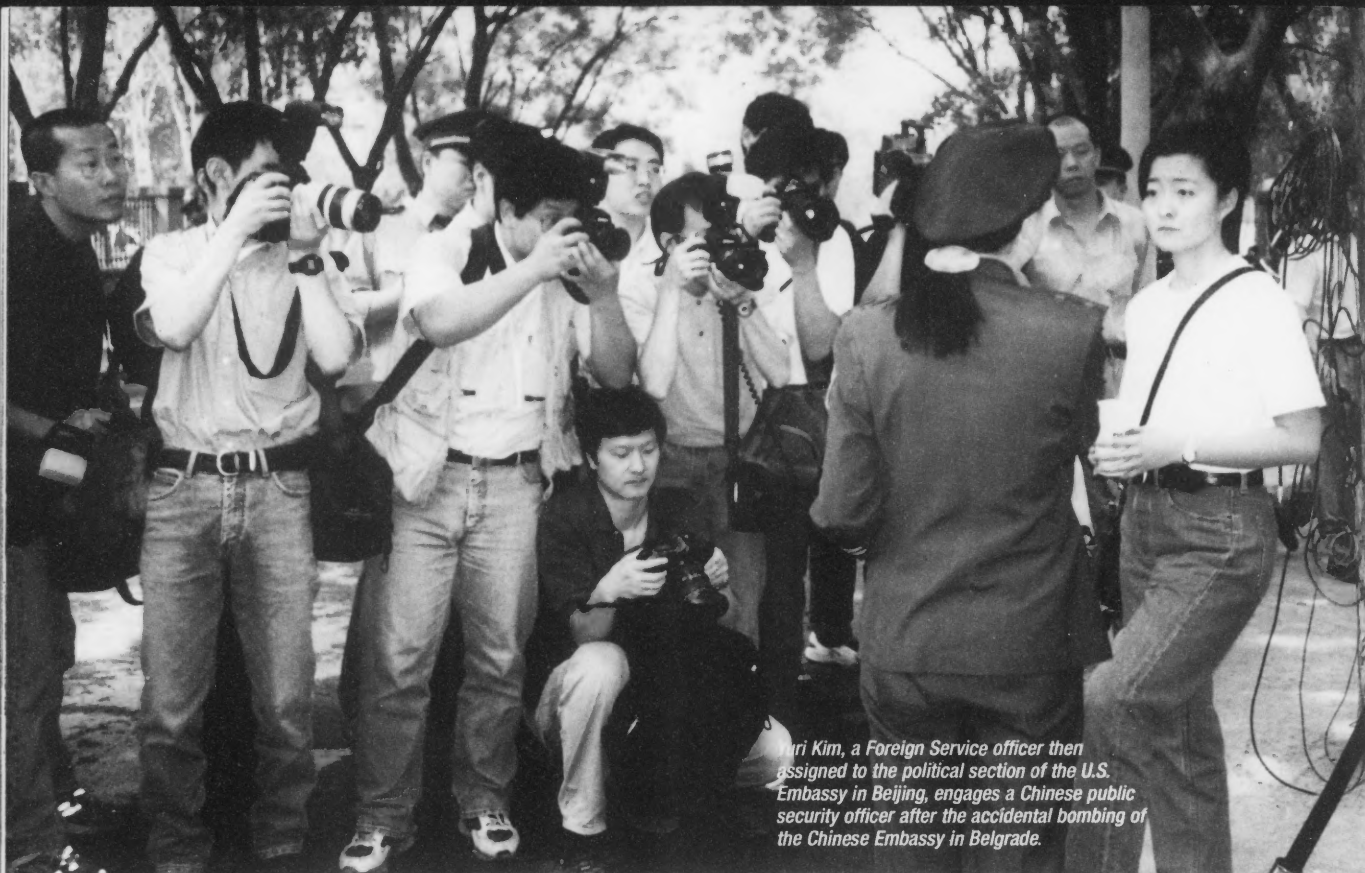
see "Preserving the Past and Future at Arlington Hall," page 30).

The new research concludes that the Soviet Union conducted a substantial espionage assault against the U.S. government and that Sen. McCarthy's charges were important in bringing the issue to the fore, even though his methods might have been deplorable.

The recently disclosed documents also confirm the identities of several hundred U.S. government employees who were actively spying for the Soviet Union or were witting or unwitting sources of information for communist spies.

A few State Department employees dismissed or incriminated at the time appear to have had their disloyalty confirmed or strongly suggested. None of those identified, however, was a "China Hand." ■

The author was the Department's historian until his retirement in September.



Yuri Kim, a Foreign Service officer then assigned to the political section of the U.S. Embassy in Beijing, engages a Chinese public security officer after the accidental bombing of the Chinese Embassy in Belgrade.

Bouquets and Bricks in Beijing: *Experiencing the Foreign Service*

By Jenny Clark

Diplomatic life is not all glamour.

Just ask Yuri Kim. She has already experienced both violence and jubilation in her short career as a Foreign Service officer.

Her first assignment in 1996 in Beijing was typical of a rookie Foreign Service officer's experience. She worked with four other junior officers in the consular section, processing hundreds of nonimmigrant visa applications each day. With only a few minutes to decide, Ms. Kim and her colleagues determined whether a person could enter the United States to visit or study. The work was stressful and tedious, but she took pride in knowing she had been trusted to make judgments that would impact people's lives.

Rotating out of the consular section, Ms. Kim, 29, spent the remainder of her Beijing assignment in the political

section's external unit, focusing on China's relationships with the rest of the world. It was a remarkable time to be in Beijing. She was there for the bouquets when President Clinton visited in 1997, and she was there for the bricks when demonstrators outside the U.S. Embassy protested NATO's bombing of the Chinese Embassy in Belgrade.

After the accidental bombing, the U.S. Embassy in Beijing and consulates throughout China witnessed violent, government-orchestrated demonstrations against NATO and the United States. While the ambassador and most officers were trapped in the embassy, Ms. Kim and other Asian-American officers organized a 24-hour watch. Mixing inconspicuously with the crowd outside the embassy, they reported on street activities. Although dangerous for the officers, the work was critical to the United States in the turbulent aftermath of the bombing.

"Few countries are so diverse that they can take their own people into a foreign country and have them mix with the locals," Ms. Kim said with pride.

Born in Korea, Ms. Kim immigrated with her parents to the U.S. territory of Guam in 1974. Growing up, she was aware of how fortunate she was to be in the United States where opportunities were plentiful. After becoming an American citizen, she vowed to give something back to the country that had given her and the Kim family so much.

While attending the University of Pennsylvania, she read a Department of State brochure about the Foreign Service. She realized such a career would be one way of repaying her adopted country. The work sounded exciting—living in foreign countries and learning new languages—and it seemed meaningful at the same time.

After completing her undergraduate studies and earning a master's degree from Cambridge University in England, Ms. Kim began what became a two-year-long application process for the Foreign Service. In those two years, she took the written and oral examinations and underwent security and medical clearances.

Finally, Ms. Kim received an invitation to join the Foreign Service. She entered the 80th A-100 orientation class in 1996. As she got to know her classmates, her reasons for joining the Foreign Service became clearer. She was amazed by the cross section of people she met at the State Department. Her A-100 class included people from all walks of life: a former ski instructor, a nuclear engineer and a musician; among others. They were a constant source of support and encouragement to each other during their training.

"Meeting people with such a solid commitment to public service and strong sense of duty was refreshing," Ms. Kim said. "I found these qualities at all levels, from my classmates to people like Assistant Secretary Mary Ryan, who found time to encourage and help me in many ways."

Commitment to service and a sense of duty involves tolerating the day-to-day drudgery of consular work, a far cry from an outsider's perception of the glamour of diplomacy. After she joined the Foreign Service, a trip

Yuri Kim, center, celebrates graduation and the start of a new career with 80th A-100 classmates in November 1996. From left, Cheryl Steele, Cairo; Robert Gabor, Kathmandu; Will Avery and wife, Carla, New Delhi.



Yuri Kim learns Japanese at FSI.

Photo by Jenny Clark

with her father to her native Korea helped Ms. Kim understand the significance of her long hours and hard work adjudicating visas. During the trip, Ms. Kim and her father went to the U.S. Embassy in Seoul to visit one of her Foreign Service colleagues.

"As we stood waiting for an elevator, my father turned to me and noted that the last time he had come to this U.S. Embassy, he was applying for his own immigrant visa," she said. Seeing the pride and wonder in his smile, she suddenly understood, in a personal way, the value of her work.

Ms. Kim's experience in Beijing also hit home in other ways. She saw how everyone at the embassy was deeply affected by the Chinese mistrust and anger over the embassy bombing, and Americans were concerned about the government-sanctioned demonstrations that followed. It was her first encounter with the danger of living and working overseas. She realized that Foreign Service officers were facing dangerous situations elsewhere. A third of her A-100 class experienced political violence, evacuations or both on their first tours. She learned that two close friends had been evacuated from Belgrade. The world's problems become more personal when friends are stationed in a hot spot. Ms. Kim respects Foreign Service employees who voluntarily put their lives on the line.

"Not everyone is out there trying to be a hero. On the other hand, these people are heroes for the things they do for their country every day," Ms. Kim said.

Being a hero is the furthest thing from Ms. Kim's mind. The most important thing for her is: "Knowing that what I have accomplished in a day's work matters to real people." ■

The author, a senior majoring in journalism at the University of Missouri, Columbia, was a summer intern for State Magazine.



What the World Needs Now

FSN Couple Adopts 13 Children in Chad

By Dan Tompkins

The story begins with two Canadian Baha'i leaving their family farm at mile zero of the Alaska Highway in Dawson Creek, British Columbia, and moving to Chad in 1976. Since then, there have been 13 adoptions, three schools founded, a farm started in Chad, repeated embassy closings and civil wars.

Nigel and Lynn Whitehouse are Foreign Service National employees at the U.S. Embassy in N'djamena, Chad. Nigel started as a general services specialist but has worked as the embassy's system administrator since returning from Yaounde, Cameroon, in 1981. Lynn is the embassy's budget analyst.

Two strands have tied their lives in Chad together over the past 24 years. The first is turmoil, the strife of war and the disruptions they bring to anyone caught in their wake. The second is Nigel and Lynn's compassion and selflessness, qualities that have brought stability and love into the lives of their 15 children and to hundreds more through their schools.

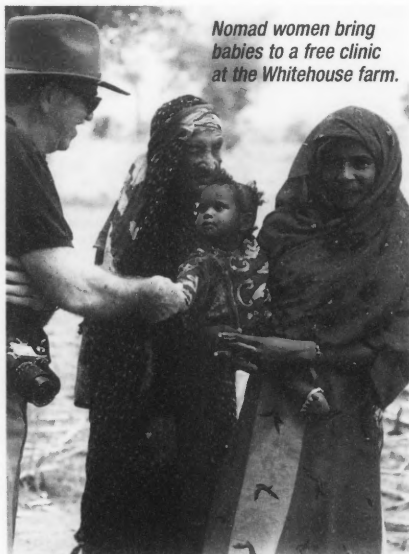
In 1978, a Chadian soldier and his brother-in-law walked into the Whitehouse home with a request that would turn a five-year tour of

Baha'i service into something much more powerful. The soldier was leaving soon for the north, called by the civil war. His wife had died, shortly after giving birth. Would the Whitehouses adopt his infant son, Dounia? The Canadian couple agreed to make Dounia part of their family. In February 1979, civil war broke out, turning N'djamena into a war zone. Nigel accepted a job at the U.S. Embassy in Yaounde and the whole family—their two natural children, Kelly and Elizabeth, and newly adopted Dounia—moved to Cameroon for almost two years.

In December 1981, the State Department asked Nigel to return to Chad and prepare for the embassy's reopening in the ambassador's former residence.

Little of the country's educational system remained in the war's aftermath, so Lynn arranged for a tutor to teach Dounia at home. When they learned of this arrangement, Nigel's FSN colleagues asked if they could send their children to study with Dounia. By the end of the spring, 30 students were crowding into the laundry room of the Whitehouse residence for their daily lessons.

Nigel and Lynn persuaded the Catholic bishop to let them use an old convent as a school, opening *Les Etoiles Brillantes* with an enrollment of 120 students. In the mid-'80s, the Whitehouses invested in land and materials to build another school.



Nomad women bring babies to a free clinic at the Whitehouse farm.



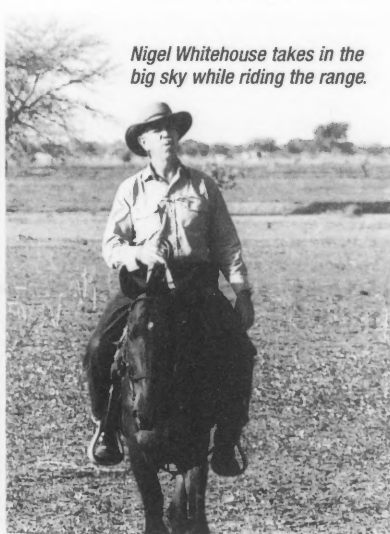
The Whitehouse gang, from left, Andje, Kande, Dounia, Trawala, Rosie, Ndakda, Justin on a camel, Belsou, Agoussoum, Tchiouna, Yaza, Belsou, Patbol and Inmy.

The U.S. Embassy donated chairs and desks. Currently, the schools have an enrollment of 450 students, many of whom continue their studies at universities abroad after graduation.

Three children, jobs at the embassy and managing a school should have been enough to keep one couple busy. But it wasn't long before another child found his way into the Whitehouse home. An acquaintance told Lynn there was a boy at an orphanage who the staff thought was allergic to milk. There was no medical problem with milk. Nigel feels Justin Habib was "only allergic to institutions."

Two years later, Trawala, Kande and Andje, the children of an FSN who had died of hepatitis, arrived. After eight years of peace, civil war erupted once more, separating this nine-member family. The children were sent to Canada to live with several members of Nigel's family. The embassy remained open, and Nigel and Lynn remained in N'djamena.

With no children, things were quiet at the Whitehouse home. But not for long. A gentleman visitor came to see Lynn. His 15-year-old daughter had given birth and could not care for the child. After four months of bottle-feeding and mothering, Lynn said, "Rosie is ours to keep."



Nigel Whitehouse takes in the big sky while riding the range.

In 1998 when a colleague at the embassy became ill, he asked Nigel to look after his children should anything happen to him. When he died, Ndakda, Patbol, Belsou, Inmy, Yaza, Agoussoum and Tchiouna completed the Whitehouse family with 15 children.

The school, work at the embassy and seven children still at home keep Nigel and Lynn busy. But not so busy that they can't tend to their farm outside N'djamena that serves as a base for Lynn's eques-

trian instruction, yields a modest amount of food for the large Whitehouse family and gives the kids a retreat from the city.

Several of the younger children are still living with Nigel and Lynn. Ndakda lives at home and is working as a sales representative for Air France. Rosie, Patbol, Inmy, Agoussoum and Tchiouna are all still at home and in school. Justin is hoping to move to Kelowna, British Columbia, to finish high school and live with his older brother Andje, who works for a hardware firm.

Trawala is married and living in Victoria, where her sister Kande is a hairstylist. Dounia is attending college in the United States. Yaza attends a Baha'i school in Zambia and Belsou lives with family friends and attends high school in Tucson.

Kelly is a real estate agent near Vancouver with two children of his own. His sister Elizabeth has settled in Chad with her husband and four children. She makes it clear to her parents that "four [children] are enough for our family!"

How do Nigel and Lynn handle all of those jobs and keep track of their far-flung family? Nigel credits Lynn with the organizational skills.

The Whitehouse family is an amazing accomplishment. Many have served in remote areas of the world because of a personal calling. Many have devoted time, energy, talent and resources to improving education around the world. The Whitehouses have done it all. ■



Lynn Whitehouse relaxes with one of her favorite horses.

The author, a graduate student attending Syracuse University, served as an intern at the Financial Service Center at the U.S. Embassy in Paris last spring. He learned of this story when Nigel visited FSC Paris on consultation.

To Catch a Virus: Cyberterrorism in the 21st Century



By Teddy R. Payne

In the cyberworld of the 21st century, many computer users fear that a malicious-code virus will infect their computers, destroying vital information and attacking their machine's operating system. A computer virus is a software program designed to damage a computer without the knowledge or permission of the operator.

Since Robert T. Morris, a Cornell University graduate student, released the first computer worm in November 1988, the threat to data processed on the Department of State's automated information systems has become a major concern. It's a concern shared by the federal government, private industry and personal computer users alike. The earliest viruses were more nuisances than real threats. They caused little damage to computer systems and networks. In the intervening years, however, developers of malicious code have changed their ways. Viruses have transformed from relatively benign nuisances to more malignant threats.

Malicious-code viruses normally have a specific trigger date for activating their destructive payloads. While waiting for that trigger to fire, many viruses attempt to replicate themselves as other programs at every available opportunity. A malicious code program may have the capability to

- alter software programs to inhibit normal operation or functionality;
- cause corrupt data to be written to a data document or directory folder;
- delete data files or erase entire hard disk drives;
- deny service;
- display humorous messages;
- delete important files and software, causing systems to function erratically.

State's automated information systems vary in size, dimension and connectivity. The massive network of computer resources consists of local area networks, mainframe computers and stand-alone computer systems. Most of these resources are vulnerable to malicious-code infection or hackers. As new viruses were discovered, five per day, the Department launched the first-ever anti-virus program by negotiating a corporate license agreement in September 1995 for the Norton Anti-Virus products and for Trend Micro in June 1998. The Bureau of Information Resources Management manages the Department's anti-virus program to protect critical automated information systems against the threat of virus attack by using countermeasures throughout the agency's computer network.

The effectiveness of these security countermeasures was seriously tested during major virus outbreaks: *Melissa* in March 1999, *ExploreZip* in June 1999 and the recent *Love Bug* virus attack in May 2000. The *Melissa* and *ExploreZip* malicious codes had a significant impact on computer systems worldwide, but they paled in comparison to the *Love Bug* in overall infection and damage. *Love Bug* infected millions of computers, substantially damaging government and industry computer networks, disabling e-mail systems on Capitol Hill and the British Parliament and causing an estimated \$10 billion in damage and lost revenue.

In a story, "U.S. State Department Nips *Love Bug* in Bud," Reuters reported that the Department "caught the *Love Bug* computer virus, which had shut down electronic mail systems around the world, before it could do any



Department employees line up for anti-virus software.

damage to the hub of foreign policy." The State Department spokesman explained that the first *Love Bug*, commonly detectable using anti-virus software, carried an e-mail subject line of *ILOVEYOU* with an attachment of *LOVE-LETTER-FORYOU.TXT.vbs*. Because of its inviting message, many curious recipients opened the accompanying attachment.

During the May outbreak, more than 100,000 e-mail attachments containing the *LoveBug* virus were detected and deleted. Department Spokesman Richard Boucher summed up the impact of the *Love Bug* virus at State: "We found it in time to block ourselves off and then we got the virus fix. Now we are going through and eradicating it. None of the dangerous attachments carried on an e-mail message marked *ILOVEYOU* in the subject line actually got into the classified system."

After the initial release of the *LoveBug* virus, 29 new variants were discovered. These new bugs were as lethal, but with different subject lines: *Fwd: Joke*, *Mothers Day Order Confirmed*, *Dangerous Virus Warning*, *Virus Alert* and *Important! Read Carefully*. The later versions of the *Love Bug* were defeated by the Department's computer emergency response team, the virus incident response team and network control center. These teams kept senior management informed of the problem while they updated the Department's network of computer systems with the latest virus detection software. This incident reinforced the Department's take-charge posture regarding malicious-code viruses and *Trojan Horse* or hacker attacks on the Department's main computers.

The Department continues to update anti-virus software and encourages employees to take these issues seriously. These measures continue with the deployment of advanced software that can detect and destroy hostile viruses at all critical locations throughout the Department.

Fallout from *Love Bug* has spawned federal and state legislation to crack down on computer attacks. Pennsylvania Governor Tom Ridge, for example, signed legislation making it a crime to spread computer viruses in the Keystone State. "This month the world witnessed the crippling effect of a computer virus," Gov. Ridge said, "But today we created a new vaccine—severe criminal penalties for hackers."

As information technology flourishes at an astounding rate, the diplomatic community at domestic and foreign locations must become more aware of the damaging effects of computer-borne viruses. Department computer professionals remain alert for new variations of this malicious code.

To minimize the threat of future viruses, there are several simple rules to follow:

- If you don't know the person who sent you an e-mail message with an attachment, don't open the attachment.
- Highlight the entry and press SHIFT and DELETE. This will completely delete the entry from the Outlook inbox and deleted items locations.
- Contact your systems manager for assistance if you see anything suspicious on your e-mail system.

The threat of virus attacks is not going to fade away. It will take a concentrated effort by all State Department systems managers and administrators to keep the installed versions of anti-virus software, virus signature files, virus pattern and other safeguards updated. This approach is being supplemented by an anti-virus software giveaway for home use. Since June 1997, more than 35,000 copies of anti-virus software have been provided to State employees. ■

The author is the Department's anti-virus program manager assigned to the systems integrity division.

Alternative Dispute Resolution

Resolving Office Conflict Through Mediation

A supervisor has become so frustrated with a recalcitrant employee that she has been reduced to shouting.

The animosity between two staff members has reached the point where they fail to work together, leaving many tasks to fall through the cracks.

An office director wants support from his whole team on a vision statement.

A deputy chief of mission is spending an increasing amount of time counseling officers on recurring interpersonal or behavioral problems.

Even the best-run office and the best-intentioned individuals experience conflicts or disputes at one time or another. While conflict may be slightly more avoidable than death and taxes, it often causes as much grief and disruption as those twin scourges. Disagreements or miscommunication can divide an office and reduce its productivity.

It stands to reason that an organization interested in keeping productivity high would try to find a confidential, fast and satisfying way of resolving disputes before they fester and infect the morale of the entire office.

But how?



Craig Shaw, financial management officer, Bahrain, consults with ADR specialist Jody Lee.

Photo by Kathleen Goldynia

The State Department's alternative dispute resolution program was started as a pilot program in 1995 and reactivated in its current form in 1997. Federal law (the Administrative Dispute Resolution Act of 1996) and presidential directives commit the federal government to supporting alternative dispute resolution through mediation, facilitation and arbitration. These confidential, informal, non-adversarial processes can often resolve disputes in the early, informal stages, sometimes in hours instead of the weeks or months formal administrative procedures might take. A valuable management tool, ADR, in the hands of an experienced mediator, can reduce or eliminate the conflicts and miscommunication that poison morale and efficiency.

Jody Lee, the Department's dispute resolution specialist, is a leader in the field of federal ADR. She has a master's degree in conflict resolution and cross-cultural communication and years of experience as a mediator, trainer and facilitator. She was recently elected chair of the Steering Committee of the Attorney General's Inter-Agency ADR Working Group.

The Department's ADR program focuses primarily on the early resolution of conflicts, before they need formal administrative procedures. Mediation has successfully resolved issues at the Department relating to communication, performance, conduct, personality clashes and more. During a mediation session, the parties to a conflict meet with a neutral third party (the mediator) who helps them resolve their problem. Because the parties actively resolve the problem themselves instead of having a solution imposed upon them, solutions are generally more creative and resolve the problem more completely. And because the parties have a stake in the process, they are far more likely to adhere to the proposed solution.

The program is available to employees in the field as well as in Washington. Recently, the U.S. Embassy in Sarajevo asked Ms. Lee to mediate a dispute for an international organization in Bosnia. While she was in Sarajevo,

the embassy also requested her help to resolve a grievance filed by a Foreign Service National employee.

Remarkably, the parties mediated a solution within two hours. By having the dispute mediated instead of convening an FSN grievance panel, the embassy saved the panel's time and energy and reaped the benefits of the improved relationship between the parties. Overseas posts, with their close-knit communities, are particularly well suited for a mediator's confidential and neutral services.

Domestic field offices are also eligible to use the Department's ADR program. Ms. Lee traveled recently to a field office in Chicago to mediate with two employees involved in a conflict affecting the work of the entire office. This case, which had been festering for months, was mediated successfully with a signed agreement within hours.

While at a field office or embassy, Ms. Lee also consults on dispute system design, conflict management, training or group facilitation.

Any State employee, supervisor or bureau in Washington, around the United States or overseas can learn more about the ADR program by contacting Jody Lee in the Office of Employee Relations, Bureau of Human Resources. Embassies or field offices should phone or e-mail Ms. Lee to discover whether their conflict is appropriate for mediation or other ADR methods. If the contacting office and the dispute resolution specialist decide that the conflict is appropriate for ADR, then the requesting office will pay travel and costs for the mediator's trip.

Savings in time, energy and improved relations more than make up for the expense. And, while Ms. Lee may not be prepared to mediate where death and taxes are concerned, she has had a high degree of success in mediating office disputes and conflicts.

Jody Lee can be contacted at 202-261-8179, on Department e-mail at leejb@state.gov or at jodyleeadr@aol.com. ■

Beyond Workplace Disputes

Besides providing workplace problem-solving services such as mediation to Department employees, Jody Lee can help offices with other dispute resolution needs.

For example, she recently worked with the International Visitors Program in the Bureau of Educational and Cultural Affairs to facilitate groups and assess programs involving visitors from the Near East in Washington, Chicago and Los Angeles.

"Working with international visitors was a great experience," she said. "It was a chance for me to branch out, and the IV office was pleased to have someone familiar with their program goals who could give their international visitors as much time as they needed to help make this important program a success."

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Preparing for Disaster

By Dr. Gretchen A. McCoy

For the past 20 months the Office of Medical Services and other offices in the Department have been exploring ways to combat and respond to natural or man-made disasters overseas.

Since any disaster or crisis response will begin with the Foreign Service officers already there, it's critical that they have the skills and tools necessary to survive the disaster themselves. All emergency-action planners should assume that they will be on their own for hours—even days—until outside help arrives. Employees face an array of threats, both man-made and natural: chemical spills, radiation exposure, terrorist attacks, assaults by chemical or biological weapons, typhoons, hurricanes and earthquakes.

Medical Services has trained its health professionals to practice medical care and site management where there is no health unit, hospital or building of any kind and only meager medical equipment and supplies. They have been training and practicing these skills for nearly a year and have learned how to respond to uncommon attacks, set up decontamination sites, treat injuries and counter the symptoms of chemical or biological agents. They have also learned how to establish on-site recovery and treatment centers.

None of these good efforts can be accomplished without assistance. Disaster response teams must first rescue those who can be rescued without causing further injury. This requires skilled and trained embassy employees.

Whether they're the targets of those opposed to U.S. government policies or in harm's way from natural disasters, employees must realize that they are not helpless. There are actions they can take to save their own and others' lives without exposing rescuers to further danger.

Training State's medical staff in first-response procedures has been part of continuing medical education for the past two years. This includes training in chemical and



Dr. Charles Wright practices intubating with heavy, chemical-biological protective gloves during a course conducted in Cairo.

Photo by Gary Alexander

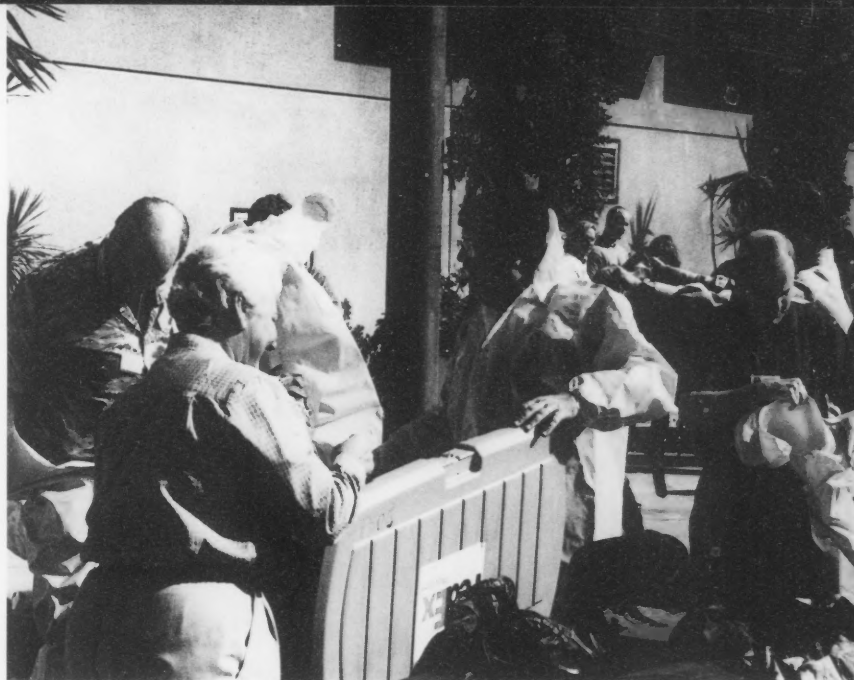
biological warfare, advanced trauma life support and more recently in community emergency response team training, or CERT. It will provide State's medical staff with the skills to assist in training overseas mission employees and family members to prepare for and respond to disasters.

This fall's training is based on the Federal Emergency Management Agency's domestic training model. For more than 10 years, CERT has taught nonprofessionals what to do in a disaster before local emergency services arrive. Fire departments in Los Angeles and several southeastern U.S. cities have trained laypersons in earthquake and hurricane-prone areas how to take care of themselves when 911 doesn't work or when emergency services can't get to damaged areas. This program has been very successful.

Extending this training to overseas communities will prepare them to help effectively during a disaster. CERT does not replace the Emergency Action Plan, the Security

Overseas Seminar or Safehaven training. CERT's basic strength is that it is transportable and everyone (medical and nonmedical professionals alike) can learn it. The course focuses on evaluating and considering potential threats and disaster risks. The resources discussed—medical, security, safety and support facilities—are specific to the post and the region. The goal is to give employees abroad the basic facts so they can take the correct first steps.

Medical officers have been asked to expand their local medical services to include information on emergency medical resources. With this information, Medical Services in Washington and regional medical resources will provide better support to missions in the event of a disaster. Such assess-



Foreign Service medical staff practices identifying chemical and biological agents during a preparedness course in Cairo.



Todd Schneider and Angie Chin assign an evacuation priority to earthquake "victim" Kathleen Lively during a first-responder drill in Tokyo.

Photo courtesy of the health unit, U.S. Embassy Tokyo

ments are part of every comprehensive medical emergency response plan in the United States. The Department is using these assessments for its overseas emergency action plans.

Medical Services is exploring the possibility of positioning caches of backup emergency medical supplies in centers around the world where they could be quickly transported to a disaster site.

In the response arena, the office is engaged in ongoing planning and discussions with the Office of Emergency Preparedness in the Departments of Health and Human Services and Defense to care for overseas casualties.

Psychological support and counseling following a disaster are central to recovery. Medical Services is working to supplement Foreign Service mental health providers, should the need exceed the Department's capabilities, with a team of civilian mental health workers experienced and trained in providing services to disaster survivors. Recovering emotionally from a crisis or disaster takes time, just as any physical injury requires time to heal.

Clearly, emergency preparedness is a broad issue requiring effort and action by all elements of an organization. The Department understands that employees are capable of assisting and supporting each other in the wake of disasters abroad. ■

The author is a physician and Foreign Service medical officer in the Office of Medical Services.



War and Peace:

The State-National Defense University Alliance

Story by Jenny Clark
Photos by Kathleen Goldynia

As her military colleagues shouted “Wassup” at each other across the table at a National War College social gathering, a fellow State Department officer leaned over to Judith Baroody and whispered, “Now *this* is a subculture that needs to be studied.”

As Ms. Baroody and her State colleague discovered, being in a predominately military environment is an unusual experience for most civilians. But despite their differences, the armed forces and the U.S. Department of State share a common goal.

For more than half a century, the National War College and the Industrial College of the Armed Forces have been bringing together some of the nation’s brightest military and civilian minds. Together and alongside the other entities of the university, they offer State employees the

unique opportunity to learn more about their military counterparts and their role in diplomacy.

Employees of both institutions dedicate their careers and their lives to keeping the United States safe and prosperous at home as well as abroad. The two bodies are so parallel that it makes sense to bring them together before they meet each other in war zones and disaster areas. The National Defense University proves that this relationship is crucial and produces advantageous results.

As senior institutions, the War and Industrial colleges are the two largest entities at NDU. Each college offers a one-year academic program with courses covering a broad range of relevant topics such as national security, strategy, history, political science, economics and leadership. Together the colleges enroll about 500 students each year. Successful graduates of the program receive master’s degrees in national security strategy from the War College or in national resource strategy from the Industrial College.

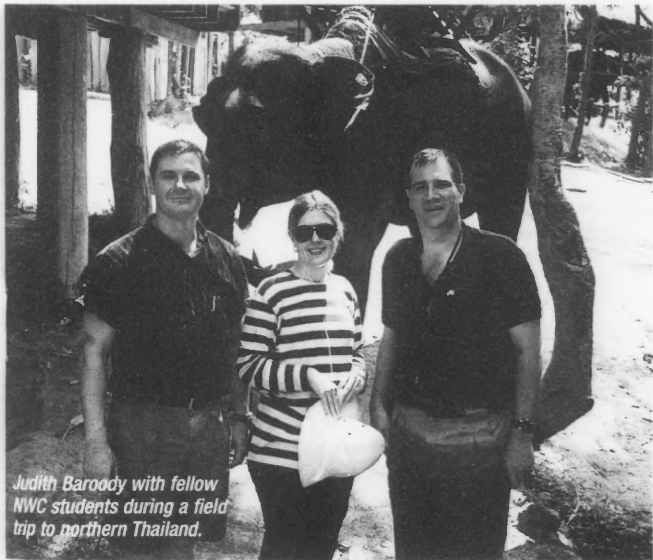
"The programs offer an education that is valuable to any students who want to broaden their minds, hone their skills and learn to think strategically," said Sidney Reeves, deputy director of the Regional Support Center in Frankfurt, Germany, and an alumnus of the Industrial College. "It also provides students with a clearer understanding of the need for inter-agency cooperation."

Inter-agency cooperation, or "jointness," is a particularly important part of the NDU experience and is present at several levels. On one level, the university offers an arena for all the arms of the military to work together in a classroom setting. This relationship is critical to helping cut down on the rivalry and competition among branches of the armed forces, which is too often a barrier, said Ambassador Daniel Simpson, vice president at NDU.

Beyond inter-military jointness is the concept of cooperation between the military and civilians. Both State and military students bring unique experiences and interesting perspectives to the table. Military officers share their experiences living and working in danger zones. They know how to handle security and how to deal with war and natural disasters.



NDU Vice President Daniel Simpson.



Judith Baroody with fellow NWC students during a field trip to northern Thailand.

"War is a continuation of politics by other means," said Ms. Baroody, deputy director of the public diplomacy office in the Bureau of Near Eastern Affairs and a recent graduate of the War College. "Understanding our nation's arsenal is as important as understanding politics, economics and history."

The military also has much to gain from the alliance. State employees, particularly Foreign Service officers, know what it's like to live and work in foreign countries. The military can benefit from State's experience in dealing with the local people on a day-to-day basis and in their language.

The great cross section of students also proves valuable in the amount of networking it encourages. State employees get to know the military officers and international students in their classes. They learn to appreciate each other's capabilities and eventually form relationships, both professional and personal, with people who may someday be working beside in a crisis.

"We all had something in common," Mr. Reeves said. "We were fighting the same battles: inadequate budgets, lack of personnel, too few training opportunities for our people."

Relationships that State employees forge with the international students at NDU are also extremely important. Foreign students who attend the university are among the brightest in their native countries. NDU encourages networking between U.S. students and the international scholars because they provide yet another unique point of view on many of the subjects discussed in class. State and military officers may one day discover that their international colleagues are leaders in their own countries. The connections and understandings gained from NDU would be beneficial to all parties involved.

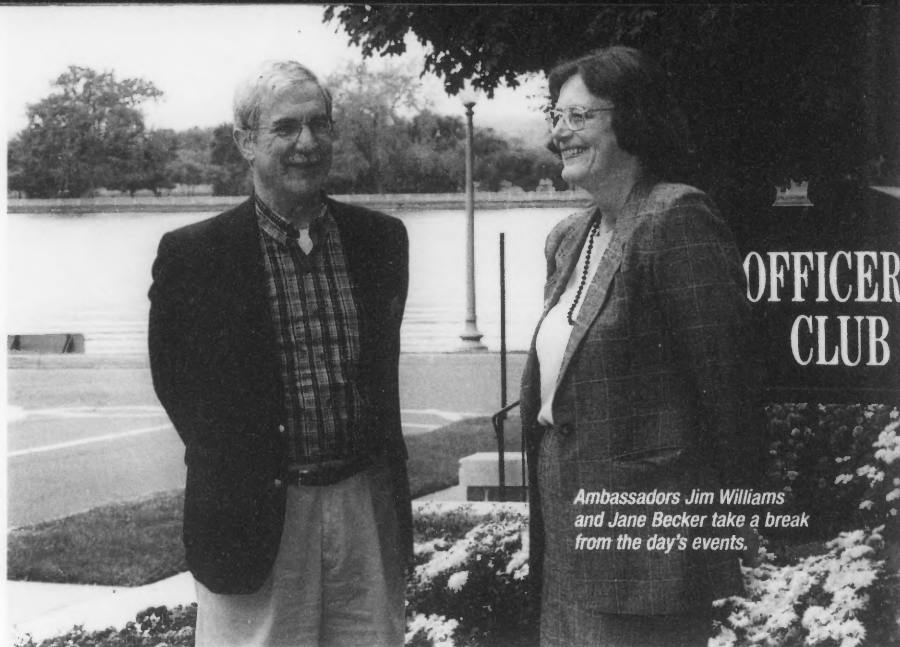
The chance to participate in NDU programs is particularly valuable for State employees because it gives them time to be students, said Ambassador Jim Williams, international affairs adviser at the War College and faculty member from State. State employees are busy people and have little occasion to take time off from their demanding schedules. A year at NDU exposes them to new technology and ideas.

"At NDU State employees are able to do reading, thinking and learning that they otherwise would never have time for," Ambassador Williams said.

Students are not the only ones who benefit from a year at NDU. The school's faculty, a combination of high-ranking military and State officers, find their exchanges with their hand-picked students equally rewarding.

"It's challenging for the faculty," said State's Ambassador Jane Becker, the international affairs adviser at the Industrial College. "Students have unique experiences and offer new perspectives on the subjects we discuss."

Even before the creation of the university, the War College and the Industrial College enjoyed much prestige for training the nation's most promising leaders. The War College began in 1943 as the Army-Navy Staff College to



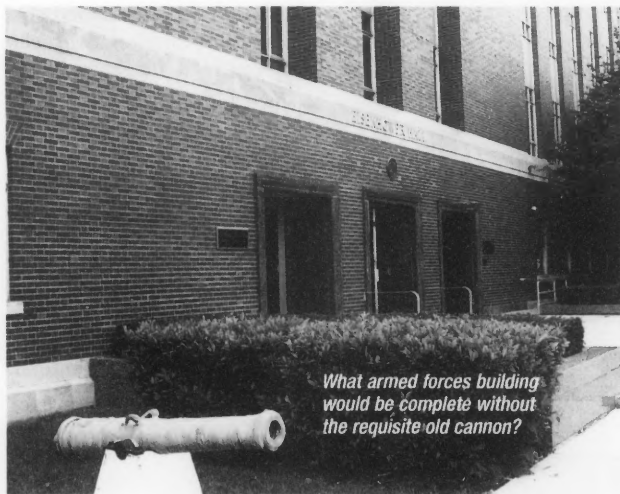
Ambassadors Jim Williams and Jane Becker take a break from the day's events.

train the Army and Navy in the same environment. The trials of World War II demonstrated the need for a closer relationship among not only the different military branches but also between the military and the diplomatic community. The War College was established to extend this joint training to include the entire armed forces as well as civilian leaders from State and, later, other federal agencies. Today, 75 percent of the student body is composed of military officers and the remaining 25 percent civilian leaders from State and other federal agencies and international fellows.

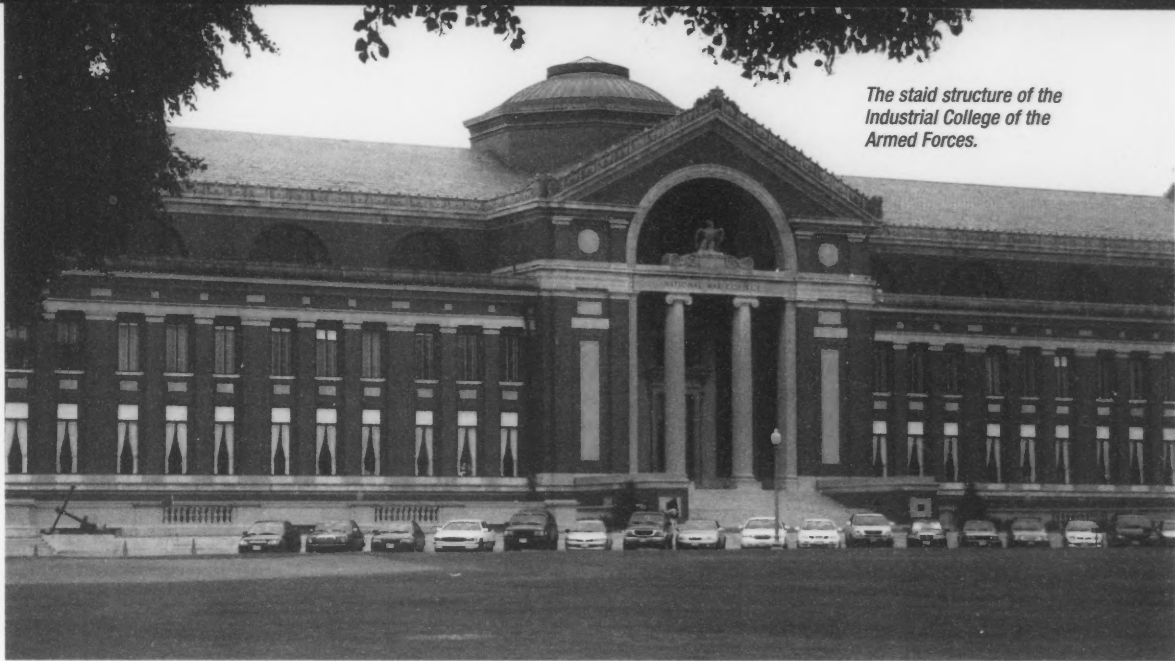
World War II also prompted the birth of the Industrial College, the successor to the Army Industrial College, which trained military officers in modern war strategy and the military-technology relationship. In 1946, it became the Industrial College of the Armed Forces to reflect the inclusion of each branch of the armed forces.

Today, most of its students come from the military; followed by State, other federal agencies, international military and the private sector.

The National Defense University brought the War College and the Industrial College under its umbrella in 1976 to help streamline administration and share resources. Both colleges were teaching national security and strategy and it made sense that they work together. The Armed Forces Staff



What armed forces building would be complete without the requisite old cannon?



The staid structure of the Industrial College of the Armed Forces.

College, the Information Resources Management College and the Institute for National Strategic Studies later joined NDU. The most recent addition to NDU is the Center for Hemispheric Defense Studies.

Although NDU has a campus in Norfolk, Va., the main campus is at Fort Lesley J. McNair in Washington, D.C. Built in 1794, Fort McNair is the third-oldest working Army base in the United States, after West Point and Carlisle Barracks, Pa. It also houses the clinic where Major Walter Reed discovered the cause of yellow fever and the grounds on which the Lincoln conspirators were tried and executed. Perhaps the only thing more impres-

sive than the grounds of Fort McNair are the people who pass through its historic buildings.

It is an honor to be selected for the university because the selection process is meticulous and the competition stiff. State employees must be of the class FS-1 or GS-14 and be up for their next assignment. Qualified candidates are reviewed and graded by a committee and are then placed on a list. The candidates at the top of the list are invited to attend NDU.

State employees know how prestigious these programs are, and most jump at the chance to spend a year at the university. Many graduates of the program go on to high positions in their respective organizations.

"On a personal level, the Industrial College was a feather in my cap," Mr. Reeves said. "It was an honor to attend this prestigious college and to know that, in offering me this opportunity, my superiors at State have confidence in my abilities and leadership qualities."

Among the complex relationships between war, peace and globalization, the State-NDU tradition grows increasingly important. In working together, both institutions gain insight into the minds of their counterparts and learn how to work together more efficiently.

"Today, military and civilian leadership overlap more and more," Ambassador Simpson said. "If we can prepare the military and civilians to think and work together we are doing something that is going to benefit everyone." ■



The NDU campus also houses the historic Walter Reed Clinic.

The author, a senior majoring in journalism at the University of Missouri, Columbia, was a summer intern for State Magazine.

New Consular Center

Breaking ground at the site of the future home of the Kentucky Consular Center in Goldbug, Ky.



Opens in Kentucky

By Nyda Budig

To increase its capacity for processing immigrant visa applications domestically, the Bureau of Consular Affairs is relocating its Diversity Immigrant Visa Lottery program from the National Visa Center in Portsmouth, N.H., to Kentucky.

The new facility, known as the Kentucky Consular Center, opened Oct. 1 in Goldbug, Ky., in time to begin processing applications for the next Diversity Visa lottery (DV-2002) for visas to be issued in fiscal year 2002.

Last April, U.S. Representative Hal Rogers (R-Ky.) joined Assistant Secretary for Consular Affairs Mary A. Ryan in announcing plans for opening the new center at the former Lion Apparel manufacturing facility near Williamsburg.

Diversity visa is a congressionally mandated program that allows up to 55,000 persons from nations historically underrepresented in migration to the United States to qualify each year for immigrant visas. The program is also known as the "visa lottery" because visa recipients are selected through a random drawing from among the 10 to 12 million people who enter each year. DV programs already under way (DV-2000 and 2001) will continue to be handled by the National Visa Center.

In her remarks, Ambassador Ryan said the move is in line with State Department efforts to reduce administrative presence overseas when possible. "The State

Department has a policy to provide administrative support for our overseas operations from domestic locations wherever feasible and cost-effective," she said. "Domestic locations are less expensive to staff and operate than most overseas missions; they are easier to protect from foreign-based threats of terrorism and fraud; they can coordinate more effectively with other government agencies involved in the immigration process; and they provide jobs in the United States."

The expansion to Kentucky supports this policy, Ambassador Ryan said. John Coe, a Foreign Service officer who has played a key role in planning for the center, will direct the new facility. Day-to-day operations will be managed by Statistica, Inc., which expects to employ between 25 and 70 people, depending on the time of year. Statistica is also the prime contractor at the New Hampshire center. Gene Schneider, Statistica's project manager at the Portsmouth facility, expects a smooth transition of the DV program to Kentucky. "We anticipate there may be some minimal relocation of existing Statistica staff to Kentucky, but most of the staff at the new facility will be hired locally in Southeastern Kentucky," Schneider said.

Meanwhile, the National Visa Center is expected to increase its workload significantly over the next two to three years as it assumes additional responsibilities connected with processing applications for immigrant visas. ■

The author is a public affairs specialist in the Bureau of Consular Affairs.

Frankfurt consulate employees pack it in.



The Frankfurt Consulate Hits the Road

By Liz Montagne and Cindy Foster

The U.S. Consulate in Frankfurt has launched a new "outreach" program for American citizens in Germany, visiting eight military bases in the spring and four last fall. The program was created to encourage more use of the consulate's military courier system and to publicize services offered by the Immigration and Naturalization Service and the Federal Benefits Unit.

Outreach is a "best practice" policy that foreign affairs agencies are employing abroad as limited resources dictate that they find new ways to educate the American public about their services and to eliminate crowded waiting rooms. The consulate also wanted to strengthen its network of contacts and meet face to face with the military and civilian officers who work with the consulate and the military public it serves. Further, outreach is a rewarding way for consulate employees to get out of their offices for a day and learn more about the consular district.

The road team included a passport chief, a vice consul, an INS officer, an FBU representative, three Foreign Service National employees and a driver. Twice a week in the spring, they packed up their passport supplies—seals and passport applications—in a big van and visited eight distant military bases in the consular district. The bases have names familiar to any member of the American Armed Forces who has served in Germany since World War II: Ramstein, Ansbach, Stuttgart, Heidelberg,

Schweinfurt, Kaiserslautern, Rhein Main and Spangdahelm.

Spangdahelm, a typical base community, is located in the beautiful rolling hills not far from the Mosel River and the Luxembourg border. Navigating the curvy byways of German wine country, the driver almost always kept the team from getting lost. But even the best-laid plans can go astray. No one is quite sure how the van ended up in Rothenburg, the year-round Christmas town in Bavaria, when the destination was nearby Ansbach. Or how the team got completely lost in Heidelberg, only to be rescued by an off-duty American soldier who personally led them in her car to the right building on the right base.

With such a large military clientele, the Frankfurt consulate issues more than 26,000 passports and approximately 6,500 birth reports annually—more than any other post abroad. Some 14,000 of those passports are issued to the U.S. military community stationed at 35 bases throughout Germany. The consulate's military courier system continues to be the most rapid and efficient way to handle the tremendous numbers of passports for the military community in Germany. Military couriers carry the paperwork and passports between the consulate and the bases on a regular schedule.

As the Frankfurt team toured the region, its work sites ran the gamut from elegant, ballroom-like spaces to rudimentary basements. The teams smoothly processed a high volume of passport applications at each base.

Continued on page 29

Ambassador Gene Scassa: A Diplomat and a Scholar

By Larry Hufford

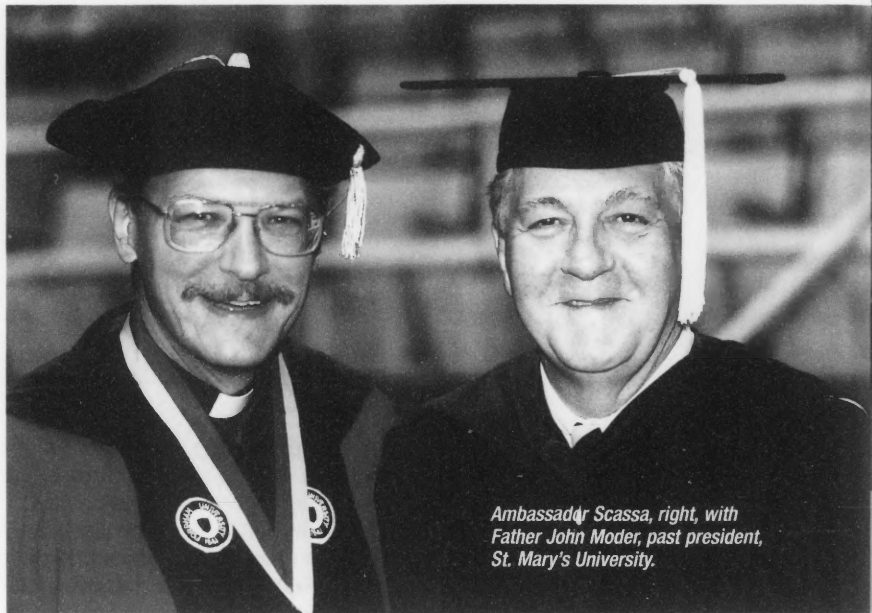
It's not often you can be a diplomat and a scholar.

Ambassador Eugene Scassa arrived at St. Mary's University in San Antonio, Texas, in 1994 as a Diplomat-in-Residence. After retiring from the Foreign Service in 1997, he taught at St. Mary's until he retired from the school's faculty last May.

Founded in 1852 by the Society of Mary, St. Mary's University enrolls 4,700 students, 65 percent of whom are of Hispanic origin. The school excels nationally in preparing its students for medical and dental schools and for social science doctoral programs. Originally an all-male institution, St. Mary's now has more female than male students.

St. Mary's has a proud tradition of public service, including the Foreign Service. Cresencio Arcos, former U.S. Ambassador to Honduras and now retired, attended St. Mary's, and Ambassador James Creagan, also ambassador to Honduras, was a professor of political science there before entering the Foreign Service. The current U.S. Ambassador to Nicaragua, O.P. Garza, and the U.S. Consul in Calgary, Alberta, Roy Chavera, are both St. Mary's graduates.

When Ambassador Scassa was assigned as Diplomat-in-Residence, his responsibilities were not defined beyond teaching one upper-level undergraduate course and conducting an occasional graduate seminar. Father Norbert Brockman, the director of undergraduate international relations, who submitted the school's request for a Diplomat-in-Residence, wanted to give Ambassador Scassa the opportunity to design a job that fit his own strengths. With that latitude, the senior career diplomat could have given himself a soft assignment: one class and an occasional public lecture. But that's not the Scassa style.



Ambassador Scassa, right, with Father John Moder, past president, St. Mary's University.

He created a course on transnational issues to introduce students to the roles ambassadors and embassies play in tackling global issues such as internal ethnic and religious conflict, immigration, the environment, drugtrafficking, economic assistance, overseas investment, education, women's issues and the role of nongovernmental organizations. This course became one of the most popular interdisciplinary electives on campus. While the content was important, students also wanted to enroll in the class because Ambassador Scassa was sincerely interested in each one of them. He gave students his home phone number and an open invitation to visit him and his wife Susan in their home.

In addition to teaching his own classes, Ambassador Scassa visited faculty and students across the campus, whether they were in the schools of engineering, biology, business, the humanities or law. His style and commitment ignited a campus-wide interest in public service.

Ambassador Scassa was skilled in capturing the imagination and idealism of St. Mary's students, many of whom were the first in their families to attend a university. He promoted government service, particularly with



Ambassador Scassa discusses career opportunities with St. Mary's students.

the State Department, through student internships. Over the years, he arranged State internships for more than 60 St. Mary's students. These interns worked in Washington, D.C., and in countries as diverse as Lithuania, Croatia, Uruguay, Mexico, Chile and Nicaragua. All returned to school with a stronger commitment to public service.

During his six years at St. Mary's, Ambassador Scassa invited more than 25 high-level Foreign Service officers to campus to lecture and participate in small group discussions with students interested in Foreign Service careers.

Community service is an important part of the university's mission and an obvious part of Ambassador Scassa's code of professional responsibility. He became involved with the San Antonio World Affairs Council and was invited to serve on its board. He brought many speakers to San Antonio but, more significantly, he helped the council organize and sponsor an annual model Organization of American States (OAS). The first model OAS gathering took place near Washington, D.C. Students from more than 20 colleges and universities throughout the Southwest and Mexico now participate in the conference each year. Last year, Ambassador Scassa invited the former president of Honduras and the deputy permanent representative of the U.S. Mission to the OAS to address the conference and engage students in discussions.

Ambassador Scassa started an outreach program at the International School of the Americas, a magnet high school in San Antonio, and he tutored St. Mary's students attending the annual model Arab League meetings.

Committed to supporting and encouraging students to pursue careers in the Foreign Service, St. Mary's

University is proud of its young alumni currently serving abroad in Israel, Mexico, Swaziland, the United Kingdom and Curaçao. Others have passed the written and oral examinations and are waiting to enter the Foreign Service. In recent years, four Hispanic students from St. Mary's have been awarded Woodrow Wilson Foreign Affairs Fellowships.

As a Diplomat-in-Residence and as a professor, Ambassador Eugene Scassa set high standards as a mentor, community activist and promoter of government service. If the Foreign Service is interested in diversity, then sending Diplomats-in-Residence to quality minority institutions is a wise investment, especially if they follow the Scassa model. To Ambassador Scassa, being a Diplomat-in-Residence was at least a 12-hour-a-day job. St.

Mary's University recognized this exemplary public service by bestowing on him an honorary doctorate. ■

The author is the director of the Graduate International Relations program at St. Mary's University.

Frankfurt *Continued from page 27*

Although most cases were routine, American soldiers are as diverse as the clientele in the United States. In one case, the team had to verify citizenship law affecting an applicant from the Marianna Islands and another from Panama.

Preparation for the public relations side of the outreach program began at least two months before the first trip. Public diplomacy officers at the America House in Frankfurt provided guidance for press releases and interviews. Some team members even became media stars in a manner of speaking. Kathleen Cayer, Frankfurt's consular section chief, was interviewed on Armed Forces Network Television, broadcast to each of the bases in Germany.

Will these outreach visits continue?

Yes. The teams gained a tangible sense of satisfaction from the visits, and the work statistics confirm their success. ■

Liz Montagne is chief of the passport citizenship section and Cindy Foster is the FSN supervisor of the military courier unit at the U.S. Consulate in Frankfurt.



Preserving the Past and Future at Arlington Hall

By Kathryn C. Skinner

The stately colonial revival building with white columns and dormer windows stands proudly in Arlington, Va., draped in scaffolding, like the recent restoration of the historic Washington Monument only a few miles away.

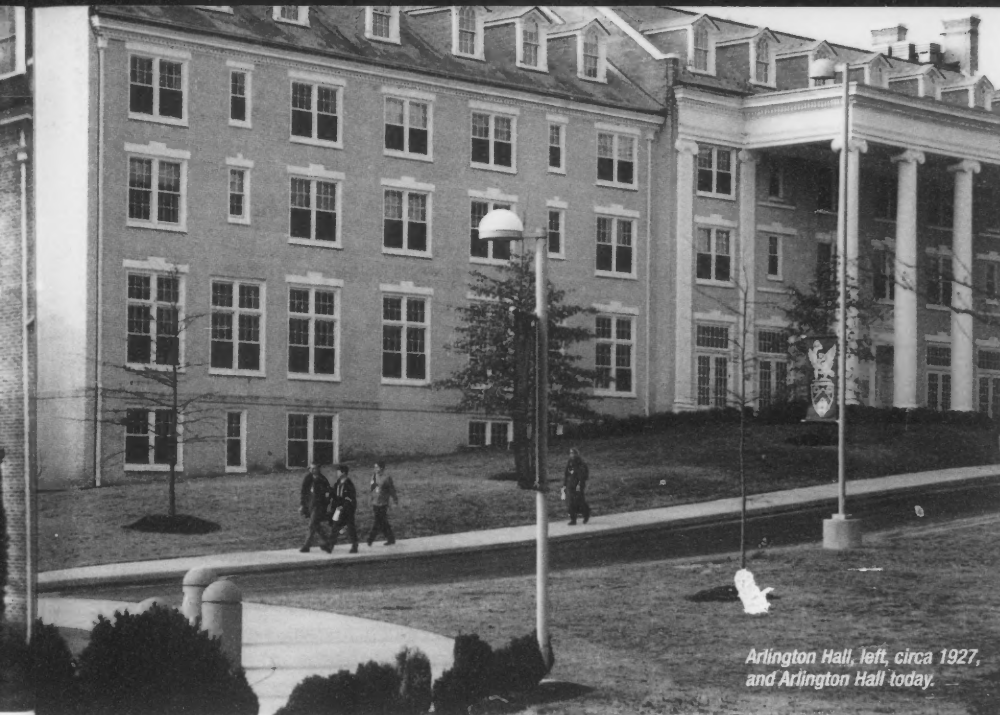
Originally a college for young women, the buff-brick Arlington Hall (now known as Building E) guards the Arlington Boulevard entrance to the National Foreign Affairs Training Center (NFATC), home to the Foreign Service Institute (FSI). The imposing structure is undergoing a facelift to help preserve its past and future.

The building's past dates from 1927 when William E. Martin, president of Sullins College in Bristol, Va., founded Arlington Hall Junior College. One of the first institutions of higher education for women in the Washington, D.C., area, the college offered a privileged group of young women the chance to live in an idyllic setting, board their horses, entertain young men on the school's calling list and enjoy all the cultural offerings of the nearby national capital. They also took courses to prepare for business occupations and marriage.

In addition to a separate gymnasium with an indoor pool, Arlington Hall itself boasted administrative offices, a chapel, library, art and music studios and reception rooms on the first floor. The second and third floors were dormitory rooms. The fourth floor contained classrooms, while the basement accommodated laboratories, a dining room and kitchen. The surrounding grounds featured landscaped paths with a fountain, a recreational pond, stone benches, mature trees and two stone footbridges that stand today over a mostly dry creek bed. An east wing was added to the main structure in 1928. It was replaced later by NFATC's dining and conference facility.

The Depression of the early 1930s threatened to bankrupt the school, but it survived the financial challenges through reorganization. Arlington Hall became a resort hotel in the summers. For \$3 a day, including all meals, Washingtonians could escape the heat of the city in bucolic Arlington.

Then, in 1942, the Army sought space to expand its intelligence activities and identified the campus as a desirable property because it was close to Washington and secluded. While Arlington Hall Junior College was happy to offer its facilities for the duration of the war, the Army wanted to purchase the property outright. It origi-



Arlington Hall, left, circa 1927, and Arlington Hall today.

Photos courtesy of the Foreign Service Institute.

nally offered \$600,000, which was not enough to cover the college's mortgage. A court increased the settlement to \$650,000, enough to pay off the debt but not enough to relocate. The college was forced to close its doors for good, a casualty of the war effort.

During World War II, Arlington Hall housed the Army's Signal Intelligence Service. At first, heavy code machines installed on the first floor imperiled the building's structure. When the first few hundred military and civilian personnel assigned there swelled to thousands, Arlington Hall Station boasted dozens of "temporary" buildings, large and small, on more than 86 acres. The site would continue to house intelligence activities throughout the Cold War.

During its tenure, the Army Signal Intelligence Service and its successor organizations deciphered Japanese and German codes and developed American code. And even while the Soviets were officially allies, Arlington Hall housed the then-ultra-secret, but now much-praised, Venona project. From 1943 to 1980, Venona partially deciphered Soviet codes and revealed an extensive Soviet spy network in this country. In 1948, British analysts were also assigned to Arlington Hall, and cooperation between the two countries, and with the FBI, lasted for the life of Venona.

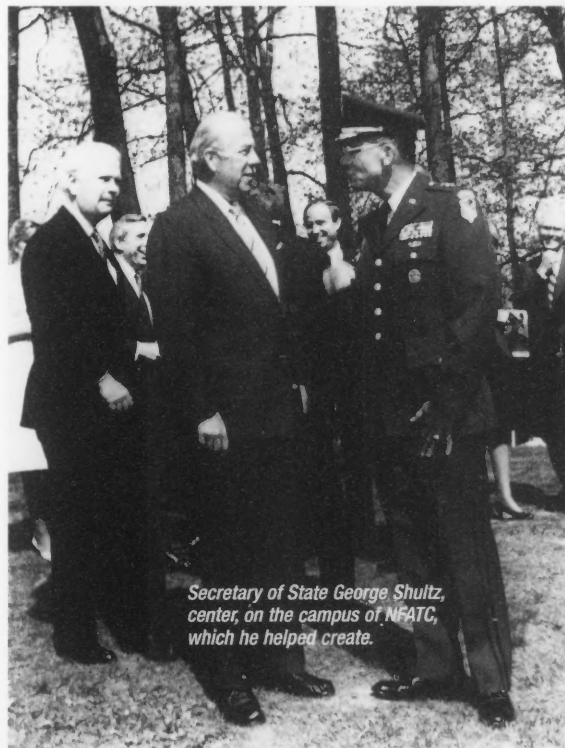
In 1995 the National Security Agency revealed the fascinating story of the project and released the first of more than 2,200 declassified translations of Venona material. The first documents released concerned Soviet intelligence operations against the Manhattan Project. The cables revealed the identities of Julius and Ethel Rosenberg.

Over the decades, Arlington Hall Station lived through many military intelligence incarnations. The end of

World War II, the Korean War and the Cold War all brought frequent reorganizations, but the station housed intelligence or intelligence support tenants until 1989, when the intelligence activities moved to Fort Belvoir, Va. Later, most of the property was turned over to the State Department to be transformed into today's NFATC campus.

Time and weather have taken their toll on Arlington Hall. The building's interior was thoroughly renovated during NFATC's creation, preserving fireplaces, mantels and an intricately carved mirror. Even windows were faithfully replicated, but it was recognized that more would

have to be done for the exterior when further funding was available.



Secretary of State George Shultz, center, on the campus of NFATC, which he helped create.

Photo courtesy of the Foreign Service Institute.



Scaffolding envelops Arlington Hall.

Photos by Bob Kaiser

In 1997, the Facilities Management Services staff, in consultation with FSI, began documenting the condition of Arlington Hall. The Ionic columns of the entrance portico were structurally sound but in need of repairs to their stucco coatings and cast concrete bases. The 42 dormers with complex muntined arched windows all needed stripping and painting. A large hole in a sill revealed that at least one squirrel was residing at the base of the Palladian window—the focal point of the south center façade. Lead-based paint was found on the original exterior surfaces and would have to be removed.

By 1999, when the Office of the Inspector General urged funding for the project, the architectural and engineering design had been completed and construction estimates received. The old Arlington Hall main building has spent



Workmen strip and paint one of the 42 dormer windows.

the spring and summer of its 73rd year dressed in scaffolding and the protective garb of hazardous materials abatement. Work was begun last May when the contractor—a firm experienced in historic preservation of federal buildings—erected scaffolding on the south side. The project is scheduled to be completed in November, but as with any historic preservation project, unexpected conditions may be uncovered that would require additional time.

When the building emerges, it will have the same impressive façade as when it opened in 1927. Its facelift acknowledges the remarkable achievement it has seen and its investment for the future. ■

The author is a technical librarian in the Bureau of Administration, Facilities Management Services.

More for the Curious

Anyone with an unsatisfied curiosity about Arlington Hall's history and architecture can easily learn more. The Library of Congress houses the Historic American Buildings Survey of the National Park Service. Arlington Hall is well documented there with numerous photographs, historical narrative, architectural description and a site map. Much of this material can be accessed on the Internet, although photographs are still being digitized. To see those, you'll have to visit the Prints and Photographs Reading Room on the third floor of the library's Madison building.

The Virginia Reference section of the Arlington County Library contains several linear feet of archival material from Arlington Hall Junior College, including yearbooks, newsletters, college catalogs, scrapbooks and photographs.

An Internet search for Arlington Hall yields photographs and reminiscences from the building's military intelligence days. The National Security Agency's official web site contains extensive Venona material, both images of the original translations and explanatory monographs. Start at <http://www.nsa.gov/docs/venona/index.html>. Displays of significant messages are on view at the National Cryptologic Museum, at the intersection of Maryland Route 32 and the Baltimore/Washington Parkway. All released messages are available for review in the Museum's library. Their style may not be worthy of John le Carré, but their true-life plots are more intriguing than any novel's.

Mission Quite Possible

An Information Technology Strategy for the 21st Century

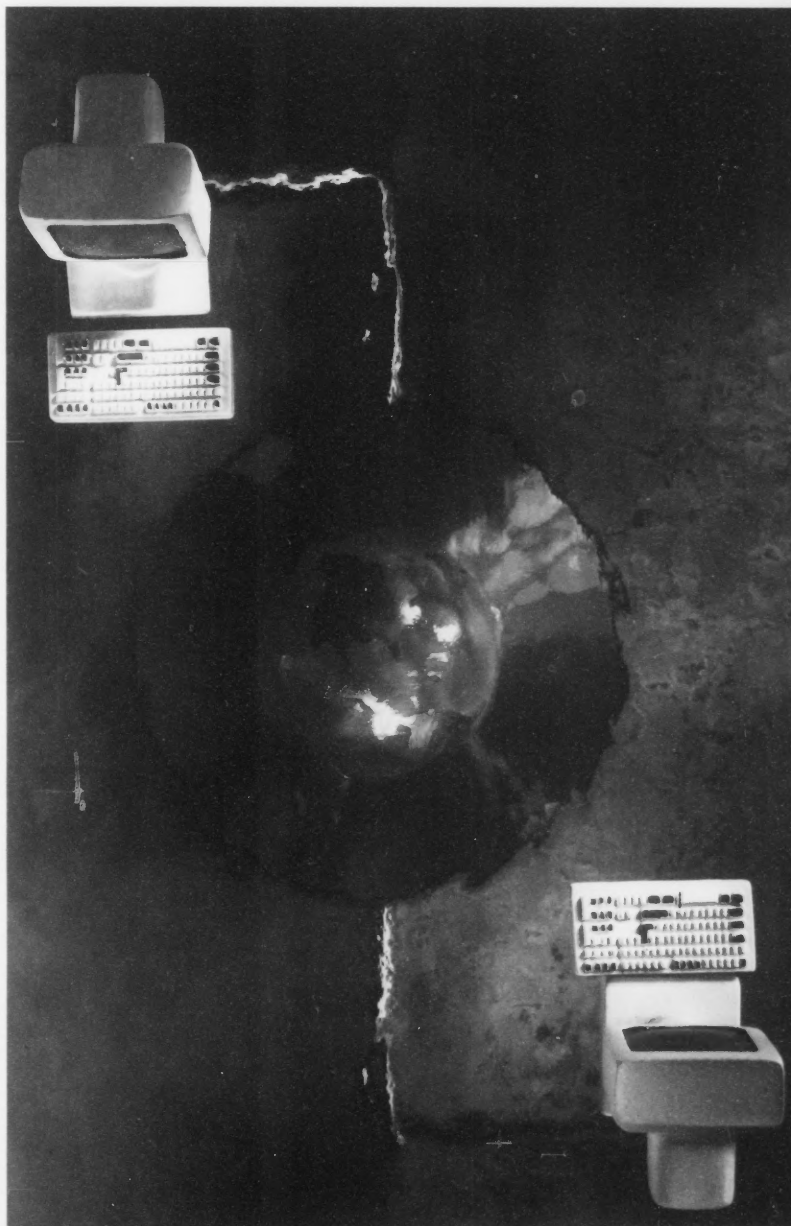
By Ken Alms

How is it that Tom Cruise in *Mission Impossible* has instant, secure communication with people anywhere in the world and we are still carrying cables to communications centers?

Hollywood aside, the Department of State Information Technology Strategic Plan demonstrates how strategic goals can be more easily met through technology. The State Department is moving ahead to take advantage of the tremendous strides in technology, but information technology changes are not instantaneous.

The strategic plan moves State toward a new vision of the future with worldwide resources linked together in an electronic global village. Capitalizing on the resources available in the commercial sector—electronic commerce, the Internet and high-speed communications—the Department will create an electronic environment that supports U.S. diplomatic interests and priorities effectively. The leadership role of the United States in international affairs demands the development of a fully responsive, yet secure, IT system. Using the latest systems and tools, State employees will access, manage and share up-to-date information and collaborate with others to address foreign policy issues.

The strategic plan fully supports the Overseas Presence Advisory Panel's recommendations and promotes effective exchange of information and collaboration among the federal agencies represented at our diplomatic missions overseas. Many government guidelines are driving the Department in this direction, including the Government Paperwork Elimination Act, e-government and e-commerce initiatives.



Eric Kamp/Index Stock/PictureQuest Photo

By 2005, State's IT environment will be greatly improved with:

- Significant investment in desktop tools for Department employees—ready access to information sources and effective document management and retrieval.
- A web-based e-diplomacy environment that incorporates the Internet and electronic commerce.
- Replacement of the current cable system with an integrated suite of commercial off-the-shelf products for informal and formal exchanges of information of all types and for central administration and management.
- Consolidated and centralized management, servers and databases to realize the concept of the "dataless post," where sensitive information is not stored locally—substantially reducing security risks and far-flung technical support requirements.
- A centrally funded, deployed and operated infrastructure that ensures universal, consistent, high-capacity and high-performance networks, and servers.
- Reliance on commercial communications services to ensure high performance and high levels of availability of our unclassified networks.

When this vision is a reality, it will change the way employees conduct business:

- **Virtual teaming:** Through networks and software solutions, State employees will be able to participate in

virtual teams to focus on both foreign policy and administrative issues. Location will be irrelevant for many activities, as video teleconferencing and on-line meetings become the norm. This concept of knowledge management will ensure that Department employees have instantaneous access to the information needed to perform their mission, regardless of the location of the people, the computers or the information.

Diplomatic communications will change in this virtual teaming environment. No longer will employees be required to communicate vital information via outmoded and inflexible cables. In the future, communication will be like the web—immediate, interactive, multimedia and flexible in format and style. Materials under development by team members will be made readily available for real-time or off-line review and discussion—all via easy-to-use network facilities. Employees worldwide will contribute to a document, reviewing each other's work in ways that suit their personal styles.

- **User empowerment:** Many operational and administrative processes, such as human resources and procurement, will be highly automated and standardized—enabling self-service for many functions. For example, employees will be able to update most of their personnel information either online, via the web or by telephone as people today do their banking and stock trading electronically. In addition, data collection and transfer will

Wiring for the Future

By Robert C. Wood

From the summer of 1997 to the end of 1999, the information technology revolution of the Department of State transformed telecommunications at the U.S. Embassy in The Hague and the U.S. Consulate General in Amsterdam.

The two-year effort involved dozens of Information Resource Management Bureau professionals and many administrative and logistical employees. The effort speaks well of the information technology team at The Hague who overcame institutional obstacles to achieve their goal.

Every piece of telecommunications gear that carries electrons into, around and out of these two posts was replaced during those two years. The Bureau of European Affairs funded the replacement of all personal computers. These were ordered in September 1997 and installed, along with new internal circuitry, before ALMA (A Logical Modernization Approach—the new model for local area network infrastructure at each post) installations began in 1998.

ALMA teams provided an efficient base for consular applications in Amsterdam and sufficient bandwidth for rapid and efficient communications with the Department. In The Hague, ALMA installations established an efficient internal LAN system, on which the embassy's information systems center placed new financial, general services and personnel applications. But for months the powerful computers and applications that worked so well internally were hamstrung by insufficient bandwidth to support them to the Department.

This glimpse of future possibilities fueled the embassy's desire to carry out a complete transmission facility upgrade, many times scheduled and many times postponed during the previous decade. Finally, after several setbacks, the Diplomatic Telecommunications Service Program Office and the embassy overcame all obstacles and installed the new transmission facility and bandwidth sufficient for the foreseeable future. With the upgrade in November came International Voice Gateway lines (telephone tie lines to federal facilities) and new secure telegraphic, e-mail and data capabilities.

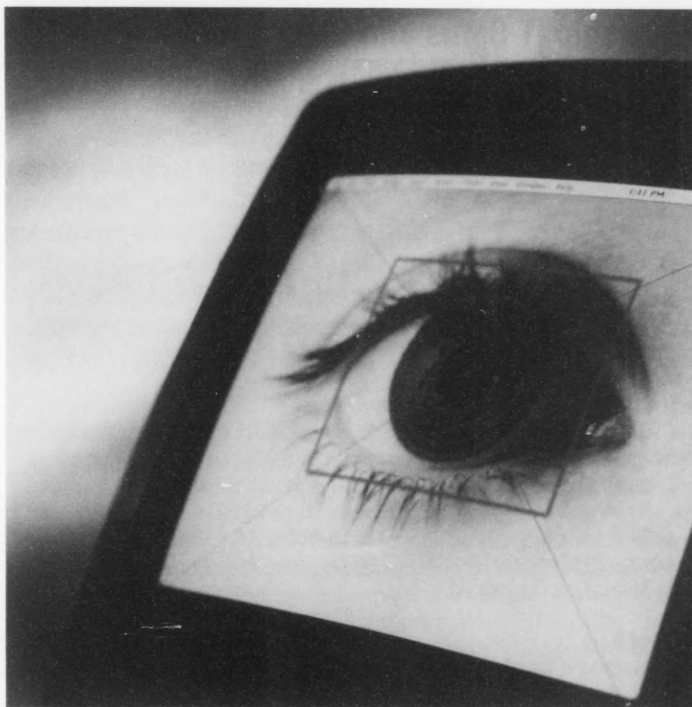
The long delays in scheduling the upgrade actually resulted in two bonuses.

be facilitated. Users will not have to repeatedly submit information already available in Department systems. When employees move, their electronic information will move with them.

The Embassy of 2005 might look like this:

- **The embassy environment:** Many administrative activities will be performed via self-service, easily accessed central systems. The operating environment will be better integrated than it is today. All members of the country team, regardless of agency, will communicate with one another via a standard network and will participate in the virtual teams. The post will interact more frequently with other posts and with external organizations—through the Internet, video conferencing and online communities. In selected cases, the Department will move toward dataless posts—especially in high-threat areas where data will be maintained centrally rather than at post.

- **Consular operations:** Consular officers will be connected directly to their peers at other posts and to headquarters, enabling



First, by the time the upgrade was accomplished, CABLEXPRESS, the Department's new program for telegram dissemination and filing, was ready to go; a hearty effort by the planners resulted in The Hague becoming the ninth post to receive this service. The Foreign Service Institute trained all users in a program praised heavily by experienced veterans for its simplicity and the expertise of the trainer.

The second benefit came from the integration of the Arms Control and Disarmament Agency (ACDA) and the U.S. Information Agency into State. The Hague had both a USIS office (in the embassy) and an ACDA-led U.S. Delegation to the Organization for the Prohibition of Chemical Weapons

across town. Although plans for integration were sketchy in 1997 and 1998, embassy officers foresaw the likelihood that USIS and ACDA telecommunications would merge with State's and worked with DTSPO, USIA and ACDA to integrate the systems. Staffing was adjusted, new circuits to the delegation office were laid, and the public diplomacy section was integrated with State systems—all in conjunction with the major upgrade at post.

USIS at The Hague brought two significant telecommunications innovations to the merger that complete the millennium package. The first was Lotus Notes, the basis of CABLEXPRESS. The second was an Internet infrastructure sufficient to form the base of an Internet LAN for the embassy, reaching all agencies that desire it and administered through ICASS (at great savings over stand-alone units and separate Internet subscriptions). At the embassy in The Hague, the so-called "third enclave"—communications via Internet and systems outside State's closed, classified and sensitive but unclassified systems—is a reality.

Anecdotes abound about the backwardness of American diplomatic telecommunications, stories promulgated by blue-ribbon panels and by the media in sound bites. Don't believe them. The Department and its overseas posts have a unique telecommunications mission which outsiders find difficult to appreciate. We perform it well.



The IRM Team in The Hague, left, front row: Rob Buthker, Harry Rivers and Stefan Galewicz; back row: Ron Kamman, Richard Moody, Harry Holland, Allen J. DeLucia and Barry R. Peterson.

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

Strategic IT Goals and Objectives

Goals	Strategic Objectives
Goal 1 A Secure Global Network and Infrastructure	■ Objective 1A Commercial-Style Global Network for Class. and Unclass. Communication
	■ Objective 1B A Continually Updated Equipment and Software Base
	■ Objective 1C Robust Infrastructure Security Services
	■ Objective 1D Effective Infrastructure Management and Support Services
Goal 2 Ready Access to International Affairs Applications and Information	■ Objective 2A Worldwide Access to International Affairs Information Resources
	■ Objective 2B IT Support for Effective Collaboration
	■ Objective 2C Effective IT for Public Diplomacy
Goal 3 Integrated Messaging— A Modern Worldwide Approach	■ Objective 3A Business Quality E-mail
	■ Objective 3B Standard Utilities and Services for Information Exchange
Goal 4 Leveraging IT to Streamline Operations	■ Objective 4A User-empowered Administrative Systems
	■ Objective 4B Consolidation of Information Technology Facilities
Goal 5 Sustaining a Trained Productive Workforce	■ Objective 5A A Rewarding Workplace for IT Specialists
	■ Objective 5B An Effective Distance Learning Program

Note: The Information Technology Strategic Plan for FY 2001–2005 lays out five key goals and 13 objectives, each of which has clear milestones and performance measures to gauge progress.

information to be shared effectively for border security and visa processing. Biometrics—fingerprints, voice, retina patterns or other biological measurements—will be used extensively for identification, and the Department will experiment with fully electronic travel documents much as the airlines have done. These enhanced services will be available to Americans overseas.

• **Political and economic work:** Political or economic officers' days will be more dynamic and demanding in the future, and information technology will enhance their ability to meet those demands. The volume of information will be overwhelming. State's officers will be expected to keep up by using sophisticated tools to search for and obtain the data they need. The Department will provide systems and tools to aid them—specialized desktops or toolkits for officers in the political, economic, consular and administrative fields. They will also spend more time in interactive work groups, coordinating with peers at other locations and in other organizations, bringing their special expertise to bear on the problems of the day.

To be successful, the plan's goals and objectives will require major changes in the Department's culture and the supporting IT systems.

While bringing about these changes will take time, various pilot programs are already under way at several embassies. In Bangkok, a large classified local area

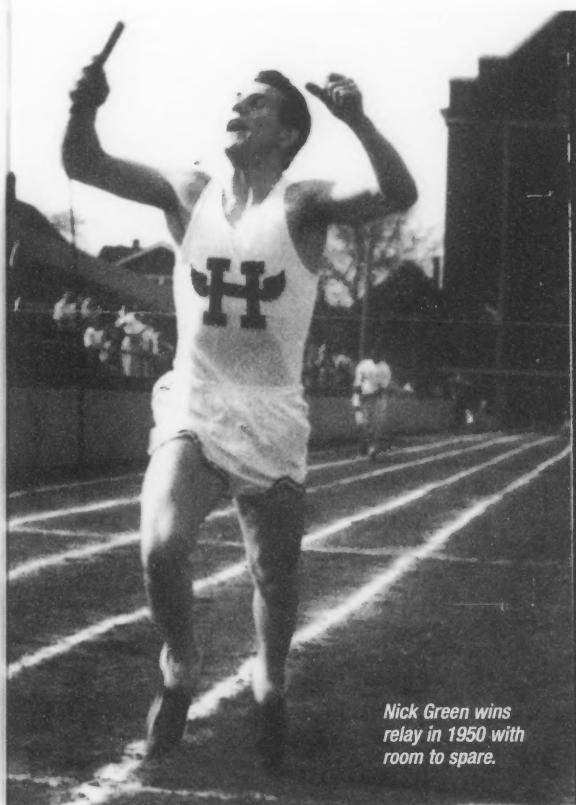
network is operating using software that provides classified telegraphic and e-mail access to all offices within the embassy. Defense elements used the classified system successfully during a recent joint U.S.-Thai military exercise, coordinating not only with various mission elements but also with other U.S. military commands. Pilot Overseas Presence Advisory Panel programs that demonstrate how a common interagency IT platform will work are scheduled to begin in Mexico City and New Delhi in the next fiscal year. Elsewhere, as in the Netherlands, modernization is already taking place. (see *Wiring for the Future* sidebar).

So, while we have not caught up with Hollywood, State is moving forward with a plan that has received a warm welcome from the Office of Management and the Budget and from Congress. Employees' active involvement in launching this plan will ensure its success.

The author is acting chief of the information technology planning division in the Bureau of Information Resource Management.

The IRM Bureau welcomes comments and suggestions about its Information Technology Strategic Plan, available on the IRM Planning website. For a hardcopy, contact irmplanning@state.gov.

People Like You



Nick Green wins relay in 1950 with room to spare.

Retired RSO Inducted into Hometown Hall of Fame

Nick Green, a retired regional security officer from Michigan who served tours in London, Lagos and San Salvador and held senior positions in the Bureau of Diplomatic Security, was recently inducted into the Hamtramck High School Sports Hall of Fame. Beginning his varsity career while still in junior high school, Mr. Green earned a total of 12 varsity letters—six in football and six in track and field.

He ran an average of 4.5 yards per carry as a fullback and cocaptain of the school's football team and was a member of Hamtramck's mile-relay team. That team placed third in the 1950 DeVilbiss relays, a three-state competition among the top high school track and field athletes from Michigan, Ohio and Illinois.

Mr. Green joined the Bureau of Diplomatic Security in 1977 after serving as a U.S. Army officer. While assigned to the bureau's field office in Los Angeles, he earned the Department's Award of Valor for preventing the possible assassination of the Iranian Queen Mother and Princess Shams Pahlavi, sister of the Shah of Iran, during their visit to the United States.

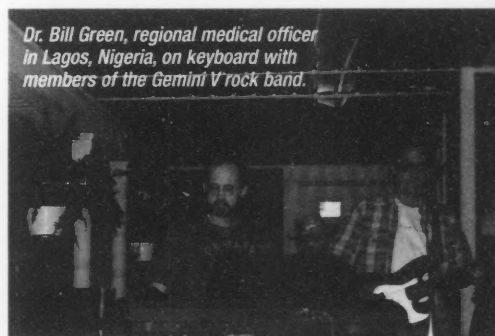
As chief of the bureau's Emergency Action Plan Division, Mr. Green traveled to West Africa, where he contracted a serious illness that left him paralyzed. He retired in 1991 with 31 years of federal service and now lives in Northville, Mich., with his wife Jennifer.

Medicine and Music Mix

Decades after the Stones and the Beatles, Dr. Bill Green still knows how to rock and roll. As regional medical officer at the U.S. Embassy in Lagos, Dr. Green spends his days traveling the roads of Africa and tending to the medical needs of the mission community. But despite his busy schedule and much to the "dismay" of his neighbors, he finds time to play around on his 88-key piano-weighted synthesizer. Dr. Green's keyboard stylings are not just pipe dreams.

In the late '60s, Dr. Green played keyboard and guitar in a variety of bands that made the college bar circuit in Youngstown, Ohio. His first band, the Gemini V, consisted of his brother and a few friends. They performed songs by such popular groups as the Beatles, the Rolling Stones, the Animals, and Paul Revere and the Raiders.

Thirty years after their last gig, the retro rockers took the stage at their high school reunion. With Dr. Green on keyboard and guitar, the Gemini V's reunion show was a smash. The band has been bitten once again by the rock and roll bug and plans to do more reunion performances in the future and maybe even a CD.



Dr. Bill Green, regional medical officer in Lagos, Nigeria, on keyboard with members of the Gemini V rock band.

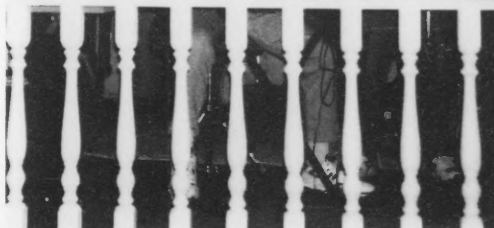


Photo by Patti Mauer

APPOINTMENTS

U.S. Ambassador to Barbados, Antigua and Barbuda, Dominica, Grenada, Saint Lucia, Saint Kitts and Nevis, Saint Vincent and the Grenadines. James A. Daley of Massachusetts was recess appointed as U.S. Ambassador to Barbados, Antigua and Barbuda, Dominica, Grenada, Saint Lucia, Saint Kitts and Nevis, Saint Vincent and the Grenadines. Mr. Daley has held senior management positions in corporations, participated in the leadership of many organizations and served as director on numerous boards including the Board of the Massachusetts Convention Center Authority and the LoJack Corporation. He has also served as chief executive officer, owner and developer for long-term care facilities.



Photo by Couvrette/Ottawa

Special Coordinator for Cyprus. Thomas G. Weston of Michigan was accorded the rank of ambassador during his tenure as special coordinator for Cyprus. Mr. Weston is a career member of the Senior Foreign Service, Class of Minister-Counselor. He joined the Foreign Service in 1969 and has held assignments as deputy assistant secretary for European and Canadian Affairs and deputy chief of mission to the European Union. He also served in Canada, Germany and the Congo.

Chief of Mission and Consul General to Jerusalem. Ronald Lewis Schlicher was appointed as chief of mission and consul general to Jerusalem. Mr. Schlicher joined the Foreign Service in 1982. Since then he has held assign-

ments in Cairo, as chief of the Civilian Observer Unit in the Sinai and as deputy chief of mission in Beirut. He most recently was director of the Office of Egyptian and North African Affairs.



U.S. Ambassador to Norway. Robin Chandler Duke was recess appointed as U.S. Ambassador to Norway. She has served as vice chairman on the Board of the Institute of International Education and as cochair of the Millennium Project of the Friends of Art and Preservation in Embassies. Ms. Duke formed the original committee for the Restoration of Blair House in the Kennedy Administration. She is currently a director of the U.S.-Japan Foundation, the Lucile and David Packard Foundation and the United Nations Association of the United States.



U.S. Ambassador to the Slovak Republic. Carl Spielvogel of New York was recess appointed as U.S. Ambassador to the Slovak Republic. He created and served as the chief executive officer of Backer & Spielvogel, Inc. and Sacker Spielvogel Bates, Worldwide, Inc. Mr. Spielvogel also was vicechairman of the Interpublic Group of Companies, Inc. and CEO of the United Auto Group, Inc.



Gallaudet Dance Company performs.

Celebrating Disability Awareness Month

To celebrate National Disability Employment Awareness Month, the Gallaudet Dance Company will present its program, "45 Years of Dance," Oct. 17 at 11 a.m. in the East Auditorium at Main State. This year's theme is "Ability You Can Bank On."

PERSONNEL ACTIONS

Civil Service Retirements

Clark, Irene B., Consular and Int. Programs Div.
Flynn, Barbara A., Political Affairs
Harrower, Maura B., Central Allotment Section
O'Rourke, Thomas J., Support Services Division
Osullivan, James T., Prog. Sys. and Integration Div.
Soloway, Irving Harry, Anti-Terrorism Asst. Div.
Taylor, Kathryn M., Immediate Office of Asst. Sec.
Taylor, Shirley T., Historian
Whitlow Jr., William R., Policy Rev. and Interag. Liaison

Foreign Service Retirements

Alexander, Leslie M., Diplomat-in-Residence
Andersen, Paul John, Congress
Bostock, Cecily Jane, Kampala
Bradshaw, Alvin R., Florida Regional Center
Bredeck, Duane R., Accra
Brown, Norma Ruth, Eur. Security and Political Affairs
Coffman, Robert William, Jakarta, Java
Daniels, Rita Kay, Hanoi
Feifer, Theodore, Secretary of Defense
Garnett, Nancy Ruth, Nassau
Jenista, Frank L., Policy Analysis and Public Dip.

Joyce, David C., Euro. and Can. Area Branch
Karaer, Arma Jane, In Transit
Ocallaghan, James F., Lome
Orlando, Jack P., Team li
Piekarz, Emil M., Office of Foreign Buildings
Rogers, Gale Ellen, Language Training
Sveda, Russell J., Bureau of Human Resources
Tabb, Vandoster L., The Trans. Center—Dean's Office
Warner, Joseph Lacy, Bureau of Human Resources
Wright, Donna Maye, Office of the D.G. of the Foreign Serv. and Dir. of Per.

Foreign Service Grievance Board Summary

In this issue, *State Magazine* continues publishing summaries of selected Foreign Service Grievance board decisions. Our aim is to help employees better understand the important role the board plays in resolving disputes between employees and the Department, as well as to highlight examples of Board decisions that might be of particular benefit to employees and supervisors.

Reported cases will provide general information about matters that can be grieved, remedies available through the grievance process and significant grievance board precedent. As a principle of good management, disputes and grievances should be resolved through discussion among the parties or mediation at the lowest possible level. An employee whose grievance has been denied by the agency or has not been resolved within the 90-day statutory period for agency review, however, may appeal to the Foreign Service Grievance Board.

Further information on the grievance process is available in 3 FAM 4400-4470 and at the grievance staff (HR/G) homepage on the Department's OpenNet at <https://hrweb.hr.state.gov/grievance/index.html>.

'Borrowing' Prompts Suspension

A Department employee assigned abroad grieved the Department's decision to suspend him for 10 days and place a letter of suspension in his official personnel folder for removing government property (a piece of computer equipment) without permission and for making a false statement in the course of an official investigation.

In his grievance, the employee acknowledged installing the component in his personal computer at home, but asserted that he was merely borrowing a component that was not being used by the embassy. The grievant added that he had not intended to keep the component, but merely to use and return it at a later time. The grievant also acknowledged that he had made a false statement to the Diplomatic Security agent who questioned him about the missing component. But, the grievant argued, he had been nervous and panicked; after his initial panic, he had cooperated, returned the component and told the truth. Finally, the grievant argued that a 10-day suspension was unduly harsh and inconsistent with discipline imposed in other cases.

The Department argued that the grievant's assertion that he had merely borrowed the computer component was difficult to accept, since it had remained in his possession approximately nine months. The Department noted that the grievant told the truth only after the Diplomatic Security agent informed him that the serial number on the component in his computer matched the serial number of the component missing from the embassy. Finally, the Department argued that a 10-day suspension was not unreasonable and noted that the discipline cases the grievant cited where lesser penalties had been imposed involved instances of less severe employee misconduct.

In its decision, the board observed that, "typically, borrowing is done with the knowledge and permission of the person from whom borrowed." The board noted that the grievant "lied to the [DS] agent when the agent had no proof against him. He then told the truth only after the agent had very strong proof." The board found that a 10-day suspension was not unduly harsh when compared with relatively similar discipline cases.

The grievance was denied.

FSGB Case No 2000-023

OBITUARIES



Donald P. Black, 73, a retired Foreign Service officer, died April 22 in Washington, D.C. Joining the Foreign Service in 1959, Mr. Black directed the Czechoslovak Broadcast Service of the Voice of America and served as a negotiator in the Multilateral Arms Control Negotiations. He also worked in the Bureau of Intelligence and Research, the United Nations General Assembly and the Bureau of International Environmental Affairs. Mr. Black served twice in the Navy, from 1944 to 1946 and from 1952 to 1954.

Patricia Ann Crum, 54, a Foreign Service specialist, died May 12 in Sarajevo, Bosnia-Herzegovina. Ms. Crum joined the Foreign Service in 1985 and also served in Washington, D.C., Italy, Kenya, Hungary and the United Kingdom.



Joachim von Elbe, 98, a retired State Department employee, died June 8 in Madison, Wis. During World War II, he served in the U.S. Army. Mr. von Elbe joined the American military government in Berlin and eventually became legal adviser to the U.S. Embassy in Bonn. He retired in 1969. In 1982, President Ronald Reagan appointed Mr. von Elbe Justice to the Supreme Restitution Court in Munich.



Frank Kemler, 86, a retired Foreign Service officer, died Feb. 2 in Arlington, Va. He served in the U.S. Army during World War II and joined the State Department in 1948. During his career with State, Mr. Kemler served in South Korea, Germany, France, Vietnam and Washington, D.C. He retired in 1974.



Bert C. Moore, 65, a retired Foreign Service officer, died of cancer June 8 in Homosassa, Fla. He joined the State Department in 1961 and served in Washington, D.C., Canada, the former Rhodesia, Malawi, France, Zaire, Iran, Spain, Nigeria, Indonesia and India. Mr. Moore was one of the 52 American diplomats held hostage in Teheran,

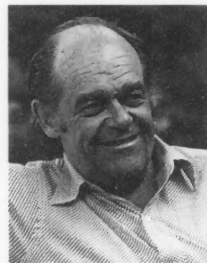
Iran, from 1979 to 1981. He received the Department of State Award for Valor. He retired in 1990 as a minister counselor but continued to work for State on various short-term assignments until 1999.



Robert H. Phinny, 78, former ambassador to Swaziland, died May 11 in Wilson, Wyo. He served in Swaziland from 1982 to 1984 and was a specialist in South African affairs. Mr. Phinny served as a lieutenant in the U.S. Navy from 1942 to 1945 and was in the Naval Reserve from 1946 to 1956.



George M. Spoth, 78, a retired Foreign Service officer, died of cancer May 27 in Springfield, Va. He joined the State Department in 1942. From 1943 to 1946, Mr. Spoth served in the U.S. Navy and in 1946 rejoined the State Department. In Washington, Mr. Spoth was chief of the passport investigations branch and special agent in charge of the Washington field office. He retired in 1974.



George Sweeney, 78, a retired State Department employee, died of a lung ailment May 22 in Washington, D.C. He served as the administrator of the alcohol awareness program in the Office of Medical Services, traveling to many Foreign Service posts to deliver briefings. Mr. Sweeney retired in 1995. During World War II, he served in the U.S. Army.



Bradford L. Thomas, 68, a retired State Department geographer, died of a heart attack Feb. 22. He was an internationally recognized expert on boundary and sovereignty issues, specializing in the Middle East, Latin America and the South China Sea. At State, Mr. Thomas served as chief of the Cartography and Boundary Analysis Division, Office of the Geographer and Global Issues. He retired in 1997.

V.I.P. VISITOR FROM HELL!

WE WENT THROUGH THE SITE SCENARIOS...

... AND THEN MR. BEELZEBUB WILL VOMIT GREEN GOO AND BREATHE FIRE, SIGNALLING THE END OF THE MEETING.

AND THEN THE EXCHANGE OF GIFTS? OR IS THE GOO THE GIFT?



EVERYTHING SEEMED NORMAL: THE ADVANCE TEAM...

WE'LL NEED 50 EXTRA PITCHFORKS BEFORE THE SUNDAY MORNING COUNTDOWN MEETING.

WILL MATCHLITE BRIQUETTES BE OKAY?

AND HELLFIRE - LOTS OF HELLFIRE!



ADMINISTRATIVE CHALLENGES...

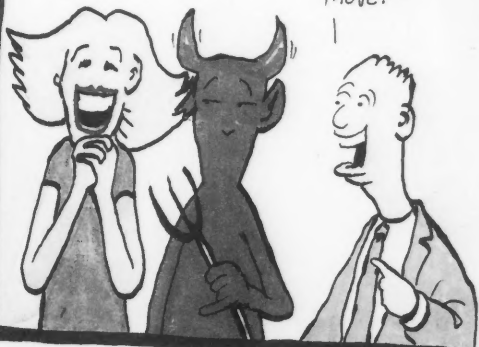
I MEAN IT - NOBODY IS COMING OUT OF THE PORTALS OF HELL WITHOUT TRAVEL ORDERS!



EVERYBODY WAS THRILLED WHEN THE V.I.P. FINALLY ARRIVED...

GOSH, I'D SELL MY SOUL FOR A PICTURE WITH HIM!

I ALREADY SOLD MINE, BUT I THINK IT WAS A GOOD CAREER MOVE!



ALL IN ALL, IT WAS A NORMAL V.I.P. VISIT, EXCEPT...

DID YOU NOTICE ANYTHING UNUSUAL ABOUT THAT VISIT?

WELL, THEY DID RETURN ALL OUR CELL PHONES...



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**Historic Arlington Hall
gets a face-lift. —page 30**

