

UNITED STATES DEPARTMENT OF STATE

June 2003

# State

Magazine

Zambia  
*The Real Africa*



John and Larry Dinger at home in Iowa. John is U.S. Ambassador to Mongolia and Larry is U.S. Ambassador to Micronesia.

## In our next issue: The Ambassador Brothers

Family photo

# State

Magazine

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Zambia's famed Victoria Falls.  
Photo © Galen Rowell/  
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## FROM THE SECRETARY

SECRETARY COLIN L. POWELL



# Millennium Challenge Account: a New Tool for U.S. Foreign Policy

The headlines about Iraq and the continuing war on terrorism often obscure the many important efforts we are making to build a world free of fear and misery.

The worldwide advance of political and economic liberties has opened unprecedented opportunities to lift the lives of millions on every continent. And President Bush is determined that we seize those opportunities.

His innovative Millennium Challenge Account (MCA) will provide aid to countries that demonstrate a willingness to govern justly, invest in their people and open their economies to growth and entrepreneurship. As the President has said, the MCA is a powerful way to "draw whole nations into an expanding circle of opportunity and enterprise."

Proposed last March and awaiting congressional approval, funding for the MCA by FY 2006 will represent an historic increase of 50 percent over today's core U.S. development assistance. From 2006 onward, the MCA will maintain an annual budget of \$5 billion.

The MCA is part and parcel of a new approach to development assistance. It was forged at the U.N. Conference on Financing for Development in Monterrey, Mexico, in March 2002 and reinforced that September at the World Summit on Sustainable Development in Johannesburg, South Africa. Developed countries agreed to provide more and more effective, assistance to countries taking strong steps to create the political and economic conditions that generate growth, attract investment and empower their citizens.

This new thinking on development aid is featured prominently in President Bush's National Security Strategy with the major objective of unleashing the productive potential of people in all nations.

The challenge is immense. While many of us live well, and hundreds of millions far better than just 20 years ago, half of the human race still survives on less than \$2 per day. By spurring economic growth and helping countries finance their own futures, the MCA aims to help the world's poor put food on their tables, roofs over their heads and hope in their hearts.

Countries that qualify for MCA assistance will contract with the United States to meet shared goals. They will

receive aid based on performance criteria such as the accountability of their governments, their investment in health and education and their support for a vibrant private sector.

Recipient countries will propose that the MCA support specific programs to address the greatest obstacles to their development. Governments, nongovernmental organizations and private organizations will implement the programs. MCA funds, for example, could be used to train entrepreneurs, provide rural farmers with needed technology and otherwise help hard-working men and women harvest the self-respect that comes with earning a decent living.

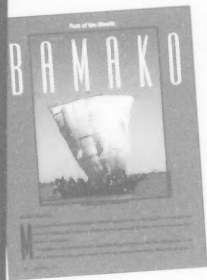
Unlike traditional aid programs, the MCA will be run as an independent government corporation. President Bush will nominate a CEO. I will chair a cabinet-level MCA board that will include the Secretary of the Treasury and the director of the Office of Management and Budget. The board will make final recommendations to the President about which countries to fund.

A lean and nimble MCA staff in both Washington and in the field will rely on tight collaboration with our embassy teams. The U.S. Agency for International Development will work closely with countries that seek MCA assistance to help them get to the point where they qualify for MCA aid. And the MCA will provide a natural bridge to discuss broader economic and political reform issues with developing countries.

I am looking to all of you, not just our economic officers and USAID staff, to help poor countries view the MCA as a chance to take the hard but needed steps for lasting progress. I need you to help potential candidate countries understand how they can qualify for assistance. Let them know that our purposes are rooted in partnership and in helping them help themselves. Help us monitor how MCA projects and countries are faring. Use the MCA to showcase President Bush's broad, foreign policy agenda – from encouraging good governance to bolstering economic freedom and promoting stability.

To advance democracy, prosperity and security in a 21st century world, we must apply all the tools of statecraft—political, economic, military and diplomatic. The MCA will give us a powerful new tool. ■

## LETTERS TO THE EDITOR



### More Than Mali

I was delighted to read your post feature on Bamako, Mali, in the April issue. The article offered some excellent insights into Mali and its rich cultural heritage. We in African Affairs share the ambassador's pride in her country team and delight that Mali will be featured at the Smithsonian Folklife Festival this summer.

At the same time, I would like to clarify a statement that appears in the article—that "Mali is the only Muslim country in Africa whose population supports the war on terrorism." Ties between Mali and the United States are indeed strong and growing. And we are thankful for Mali's support on the war against terrorism.

It would be unfair, however, to overlook other African nations with Muslim majorities or significant Muslim minorities that have been longtime friends of the United States and who have strongly supported U.S. efforts to fight terrorism.

#### Cynthia Efird

Director  
Office of Public Diplomacy  
and Public Affairs  
Bureau of African Affairs

### Coming to Terms

I was very disappointed to see the outdated term "nonessential" used four times in your April article "Evacuations Challenge Evacuees, Department." I thought that term had disappeared with the 1995 furlough. In the latest cable from the under secretary for Management authorizing departure for China posts, he used the terms "emergency and non-emergency."

If what we are doing is "nonessential" then we probably should not be doing it at all. While we value the contributions of all our hardworking and dedicated staff, in a crisis some things must be postponed until the situation improves. Everyone is essential to a successful post, including family members. Old habits are hard to break, but it is essential that we challenge ourselves to use terms that are current and appropriate.

Joseph Zadrozny  
Management Officer  
Shenyang, China

### Off the Chart

I call your attention to the chart, "Coca Eradication in Columbia," on page six of your April edition.

Indeed, it's about time the Maryland legislature cleaned up the streets of that model town.

Patricia Attkisson  
Foreign Service Officer  
International Information Programs

### A Place in History

Your April issue announced the restoration of the historic Talleyrand Hotel in Paris where the Marshall Plan was developed in detail.

You also reported in the same issue on the massive modernization of the Harry S Truman Building, already begun with "the oldest part of the building, built in 1939 as the War Department." Senior alumni will remember that oldest part as New State. In the summer of 1947 it became the focus of the disciplined preparations for the European recovery program enacted by Congress the following April.

Now that old New State is being worked on, I hope there are plans to honor its place in history with at least a bronze plaque or some appropriate words in stone. Secretary Marshall's office was right there on the fifth floor.

Al Toner  
Retired FSO  
Arlington, Va.

*The writer worked on the Marshall Plan in the committee branch of the Executive Secretariat.*

### 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](mailto:statemagazine@state.gov).

## From the Editor

Like parents, we're very fond of our People Like You feature. Obviously, what people do when they're not at their jobs speaks volumes about them. We introduced the feature back in 1997 and over the years we've met some pretty interesting folks—from entertainers and antique car collectors to re-enactors and knife makers.

We hope you enjoy the latest People installment—about our deputy director of recruiting who is also min-

ister of organ music at his church—and that you will continue to support the feature with your submissions and suggestions.

The June issue is much too varied to describe. Think of it as the kind of package you can pack easily with the beach towels, suntan lotion or camping gear and enjoy in the sun or shade.

# The State of 'Old State'

Buildings are more complex than their bricks and mortar. They are also the people who use them. And it's this human scale that planners must recognize and respect when building or renovating structures.

The Bureau of Administration has taken special note of this fact during the renovation of "Old State" by involving the proposed tenants. They include the Bureaus of Economic and Business Affairs, Arms Control, Verification and Compliance, Oceans and International Environmental Scientific Affairs, Democracy, Human Rights and Labor, and Intelligence and Research.

Involving the tenants has created a strong sense of inter-bureau cooperation and coordination, according to

William A. "Bill" Eaton, assistant secretary for Administration, who joined members of the "Old State" space planning team recently to celebrate the completion of the general office layouts for the building.

The bureau's special projects division has had the lead for the past two years, Mr. Eaton said, in meeting the challenges of maintaining the building's historic integrity while providing the latest technological advances in communication and environmental systems.

"Old State," the first phase of the Harry S Truman Building renovation project, will be ready for occupancy in 2005. The remainder of the building will be renovated in phases, with a target completion date of 2012.



Assistant Secretary of State for Administration William A. "Bill" Eaton, third seat, row one, celebrates with members of the "Old State" space planning team.

Photo courtesy of Bureau of Administration

# News Videos Seek to Enhance U.S. Image Overseas

Responding to anti-American rhetoric—particularly since the liberation of Iraq by coalition forces—and to encourage balanced coverage in the foreign media, the Department is distributing video news releases.

These video versions of printed news releases are usually two-minute packages that feature background footage, narration and interviews.

The releases offer views of United States policies and programs mostly ignored by overseas journalists, especially in the Middle East. The videos can be aired as presented or used for background footage by foreign broadcasters, according to Robert Tappan, the principal deputy assistant secretary who coordinates the new program for the Bureau of Public Affairs.

"We're trying to offer the perspectives of the Department and the Administration," he said.

The videos are produced in-house by the Office of Broadcast Services and transmitted via the Department's American Embassy Television Network to U.S. Embassies worldwide. Embassy officials then offer the footage to local media. A selection committee that includes Department spokesman Richard Boucher and

public affairs officers in the regional bureaus meets periodically to devise topics and plan strategy.

A recent video, for instance, shows Free Iraqi Forces being trained by the U.S. Army at Tazsar Air Base in Hungary. These noncombatant forces are composed of Iraqi volunteers from the United States and Canada who asked the Administration to include them in the rebuilding of Iraq.

The volunteers, many of whom left comfortable, sometimes prosperous lives as engineers and sales representatives, are being trained for humanitarian and public diplomacy missions as well as translators and guides.

Another video shows food and other aid being distributed within the first days of the war to free Iraq.

Although new, the program is showing results. Portions of the videos were broadcast in news or feature programs in nearly a dozen nations in March, including Panama, Taiwan, Georgia, Chile, Colombia, Albania, Mexico and Australia, according to placement reports from posts throughout the world.

"Many countries are starved for programming," Mr. Tappan said. "We offer prepackaged programs for free."

## Collection Goes on the Road

An exhibition of works from the collection of the Diplomatic Reception Rooms at the State Department opened April 11 at the Portland Art Museum in Portland, Ore., where it will remain through June 8.

The traveling exhibition, entitled "Becoming a Nation," contains 170 outstanding pieces of furniture, paintings, silver and porcelain from the Department's collection of Americana, according to curator Gail F. Serfaty.

The exhibition, including paintings by John Singleton Copley and Gilbert Stuart and silver by Paul Revere and Myer Myers, along with masterpieces of baroque, rococo and neoclassical furniture, was organized by the Office of Fine Arts in conjunction with the Trust for Museum Exhibitions.

After Portland, Ore., the works will be on display at the Georgia Museum of Art, Athens, July 3–Aug. 31; Fresno Metropolitan Museum, Fresno, Calif., Sept. 26–Dec. 14;

Society of the Four Arts, Palm Beach, Fla., Jan. 2–Feb. 8, 2004; Cincinnati Art Museum, Cincinnati, Ohio, Feb. 27–April 25; Huntsville Museum of Art, Huntsville, Ala., May 21–July 18; Sioux City Art Center, Sioux City, Iowa, Aug. 13–Oct. 10; and Portland Museum of Art, Portland, Maine, Nov. 4–Jan. 2, 2005.

You may view the exhibition's illustrated catalogue at [www.themagazineantiques.com](http://www.themagazineantiques.com).



# Iraq War Gets 24-Hour Coverage

The Iraq Task Force, staffed by more than a dozen bureaus and offices, has been monitoring events in Iraq and the Middle East since being activated March 18.

Through regional missions and other sources, the group gathers, evaluates and relays information about people and events, responds to breaking news, assesses rumors about missing persons and monitors print and broadcast news from both U.S. and foreign sources.

The task force is composed of the Bureaus of European and Eurasian Affairs, International Organizations, Counterterrorism, Economic and Business Affairs, Consular Affairs, Diplomatic Security, Political-Military Affairs, and Public Affairs as well as Population, Refugees and Migration. The Bureaus of Near Eastern Affairs, Economic and Business Affairs, and International Information Programs also make up the group. It works out of the Operations Center.

"Shifts run from midnight to 0800, from 0800 to 1600 and from 1600 to midnight," said Liz Dibble, a task



Debra Filipp, an evacuated office manager from Tel Aviv, works on the task force.



The Iraq Task Force processes information.

force coordinator and public affairs officer at the U.S. Embassy in Syria, before her departure from Damascus. "We synthesize mountains of information."

The task force will continue its 24-hour vigilance until each bureau is able to service information requests independently, said Ron Schlicher, task force director. He will recommend to Executive Secretary Karl Hoffmann that the task force be disbanded when regular Department operations can handle Iraq-related issues.

"There's no one defining event that would close down the center," he added. "But I think there will be a collective sense of when that moment arrives."



DIRECT FROM THE D.G.

AMBASSADOR RUTH A. DAVIS

# The Diplomatic Readiness Initiative Up Close and Personal

**I**n my two years as director general, my highest priority has been implementing the Secretary's Diplomatic Readiness Initiative or DRI. Despite this focus, I realize many of you may be unclear about what we are doing, why DRI matters and where the initiative will lead us. Let me entertain those questions.

DRI fundamentally addresses our staffing shortfalls by hiring 1,158 new employees above attrition through 2004. We are now just past the halfway point in this three-year initiative. We are on target and on schedule for both Foreign Service and Civil Service hiring. For example, with the May 2003 specialist orientation class, we reached our office management specialist (OMS) and information management specialist (IMS) targets of 80 and 114, respectively, for this fiscal year. We used to hit these targets at five minutes to midnight on Sept. 30. Thanks to the timely intake of Foreign Service specialists, our new colleagues report for work much earlier.

As for junior officers, the 113th A-100 class, which began on May 5, 2003, was the 10th consecutive class of more than 85 JOs since the DRI was launched. We have hired more JOs, in fact, over the past 18 months than we hired in the six years between 1992 to 1997. For the Civil Service, we still have a staffing deficit of approximately 200 employees. That number has fallen, however, from nearly 480 at the onset of the DRI.

But DRI is much more than a recruitment drive. Yes, the higher numbers are important, but the real issue is what we are doing and will do with the significantly increased workforce. First, we have filled virtually all our overseas vacancies and we look forward to filling our domestic gaps as employees rotate back to the Department. Second, we have increased staffing overseas to effectively address our full foreign policy agenda at a growing number of posts—with openings in Kabul and soon in Iraq. These new positions and employees are also helping us meet the critical and expanding consular challenges of our post-9/11 environment. The Secretary fre-



quently has called the Department America's "first line of offense." DRI is putting clout in that offense.

Where this leads next is a matter of much interest and requires vision from us all. To put this in perspective, you may recall that we have just spent more than a decade operating beyond our corporate "red line" with our gas tank hovering on empty. Training has suffered as we put our priority on staffing instead. Career development also suffered as we necessarily avoided broadening assignments that would help us develop as future leaders and managers.

Those days soon will be behind us. After DRI, full staffing—plus an additional personnel complement to allow a greater corporate investment in ongoing training—will become the norm. Employees will have career-developing alternatives to challenging back-to-back assignments on front-burner issues. Language training will be given the attention it deserves in all career tracks and also for specialists who live and work abroad. Our investment in our future leaders and managers will help address concerns and perceptions that not all of our senior officers have prepared fully and properly for the challenges of leadership.

This is not small stuff. This goes to the core of our role, to the strength of our future, to our capacity for continued success on behalf of the American people. So, take a moment to reflect on what this means for you and your career. Is it time now for you to take advantage of this new flexibility by seeking training as your next assignment? Is it time really to improve your skill in a critical language to the 4/4 level? Or should you broaden your perspectives by taking your next assignment beyond familiar territory—in, say, the Bureau of Economic and Business Affairs, Oceans and International Environmental Scientific Affairs or Human Resources?

Think about it. We need to change our collective mindsets and our corporate culture about these and other issues. And thanks to the Secretary and DRI, we have the opportunity to do so. But it all starts with you. ■



*Zambia is home to one of the great natural wonders of the world, Victoria Falls. "The Smoke That Thunders" is what it was called at the time of Livingstone's arrival in Zambia.*

Post of the Month:

# ZAMBIA



By Anne Mozena

**A**gainst the thundering roar of Victoria Falls is the deep bone-chilling growl of a lioness cornering her prey. In Zambia, the wild is never far away. The country prides itself on being “the real Africa,” a place unspoiled by commercialization and deeply rooted in the culture and customs of its people.

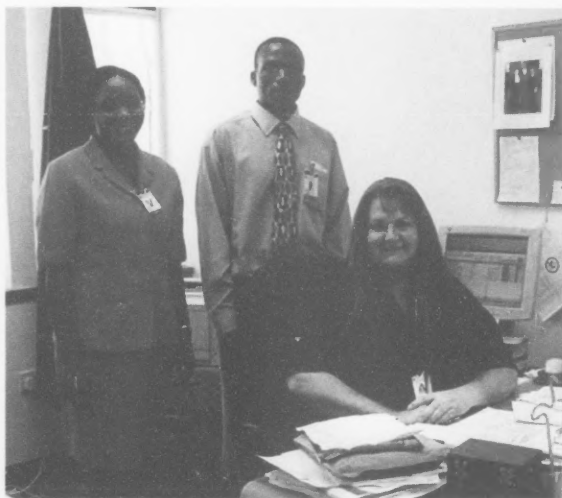
Eric A. Wessman/Stock, Boston Inc./PictureQuest



Chancery grounds at the U.S. Embassy in Lusaka.

Lusaka, the capital in the southern part of the country surrounded by rolling plains, is proud of its heritage and determined to enter the 21st century without losing its uniqueness.

The U.S. Embassy in Lusaka stands on the corner of Independence and United Nations Avenues, near State House, the home of Zambia's president. Flame trees shade the entrance and flowers bloom with abandon year round, thanks to a caring grounds crew. Melissa Jones, who supervises the crew of locally hired staff, remarked, "The gardeners have worked diligently to transform the embassy grounds into such lovely surroundings because they take great personal pride in the appearance of the chancery grounds."



Beatrice Mfula, Aggripa Namapama and Leslie Livingood from the consular section.

The embassy compound hosts a rich diversity of native birds and plants. As geckos zip up the white walls of the chancery, it's easy to forget you're in the middle of a city of more than a million people.

Besides State Department elements, the embassy hosts an active component of the Centers for Disease Control and Prevention and a new Defense Attaché Office. The CDC is working closely with the U.S. Agency for International Development and the Zambian government to combat AIDS, while the Defense element is working to make the country safe from land mines. USAID offices are just down the street from the chancery, while the American Center is in the heart of the city, perfect for walk-in visitors.

A mission priority is helping Zambia curb the AIDS pandemic. Thousands of people are infected every year and the



Photo by Neida Villines

Ambassador Martin Brennan, right, and his wife Giovanna visit Zambian farmers in a field of paprika.

number is growing. Those who are HIV positive have few opportunities for treatment, and the stigma attached to being HIV positive discourages many from being tested. USAID and CDC are working with government officials and other donors to establish and maintain a better infrastructure for testing and treatment. One of the most horrific aspects of the AIDS pandemic is the staggering number of children left orphaned and destitute by the disease. Caring for these orphans shows the true greatness of Zambia's heart as almost every family has taken in orphans.



Faye Dube, budget analyst, fields calls.

The 120 Peace Corps volunteers are helping those infected with AIDS, too. During their two- to three-year stays in Zambia, the volunteers also promote fish farming, health education and primary education.

Embassy staff members frequent the game ranches and preserves near Lusaka. Victoria Falls, which crashes into the Zambezi River Gorge, is a popular destination during a long weekend. This natural wonder spans the Zambia-Zimbabwe border and is worth every minute of the five-hour journey along a bumpy road. One can only imagine how Dr. Livingstone must have felt when he saw the falls for the first time. A drive to the game lodges of the Lower Zambezi River takes just three hours.

The embassy's political and economic section has teamed up with their USAID colleagues to help Zambia defeat poverty and tap the nation's bountiful resources. Despite its natural wealth, especially boundless arable land, ample water and rich mineral resources, Zambia's per capita income is only \$303. That's a third of what it was in 1964, when Zambia gained its independence from Britain. Working to reverse this trend, the embassy is helping Zambia strengthen small-scale agricultural production by promoting crop diversification and minimum tillage planting, and introducing technology and crop marketing. Complementing this effort, the mission is supporting small and medi-

um-size business development. To create an environment conducive to economic growth, the mission is supporting the government's efforts to root out the corruption that has sapped much of the nation's energy and wealth.

Lusaka's thriving art scene adds another dimension to the posting. There are frequent art openings, linking artists from around the country. Western-style rap music is popular. While Zambian rappers may borrow from the West, they infuse their music with legends and traditional instruments. This fusion of old and new creates a modern culture accenting its unique qualities.

Surrounded by neighbors ravaged by war and instability, Zambia is an oasis of peace and tranquility with natural resources and phenomenal beauty. Its possibilities are endless. The U.S. Embassy in Lusaka reflects the peace and beauty of its host.

Consular Officer Leslie Livingood observed, "It's not just the beautiful weather, the profusion of flowers, our comfortable homes and landscaped gardens, or even the herds of elephants, zebras and giraffes. It's the people." They are warm and friendly.

Junior Officer Lance Kinne added, "Since the day my wife and I arrived, we have been truly impressed by the collegial environment at the embassy and the warm welcome we have received here."

Welcome to the "real Africa."

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*The author, a 2002 summer hire at the embassy, is the daughter of Deputy Chief of Mission Dan Mozena.*



Surveying the chancery grounds are, from left, Melissa Jones, assistant facilities manager; Dan Mozena, deputy chief of mission; and Samuel Lungu and Malama M'soka, grounds crew.

# CDC Partners With U.S. Embassies

**H**eadquartered in Atlanta, the Centers for Disease Control and Prevention maintains a global health presence. As the recent cases of severe acute respiratory syndrome, or SARS, have shown, both new and old diseases in one part of the world, however remote, are just one airplane flight away from profoundly affecting the health and well-being of people in other countries.

CDC's many activities in Zambia range from tracking and preventing infectious diseases such as HIV/AIDS, malaria and tuberculosis to battling vitamin deficiencies. In range and scope, these activities reflect CDC's focus on five strategic areas: public health surveillance and response; infrastructure and capacity-building; disease and injury prevention and control; applied research for effective health policies; and exchange of information and lessons learned.

Zambia, for example, is one of 14 sub-Saharan African nations participating in the Global AIDS Program, or GAP. CDC's six-person office in Lusaka works with the country's Central Board of Health, Ministry of Health and National AIDS Council to support strong working relationships, train staff, build the infrastructure of clinics throughout the country and conduct research that will lead to more effective responses to both HIV/AIDS and other sexually transmitted infections, or STIs.

While HIV/AIDS and SARS are more recent arrivals on the communicable disease scene, TB is an old enemy that continues to take a serious toll around the world. In 2000, CDC's Zambia-based staff helped sponsor a national conference on TB that brought together healthcare workers, managers, teachers and representatives of the public and private sectors from 65 of Zambia's 72 districts. The conference was important in raising awareness about TB because many of Zambia's trained TB workers had moved on to other roles in the wake of national health reforms. Today, a newly trained group of workers includes community members who will help convey the message of TB prevention and treatment throughout the country, using a curriculum developed by CDC's Lusaka-based staff and their colleagues.

Much of public health's day-to-day work occurs behind the scenes, whether in Lusaka or Atlanta. In Zambia, CDC has helped refurbish the country's laboratories with new equipment and offers training so that diseases can be diagnosed accurately and quickly. Laboratories also are essential to public health research to identify specific strains of disease and to determine whether treatments are effective. For example, a current study is assessing the syndromic management of STIs among 1,500 Zambian STI patients. Results will contribute to updated treatment guidelines.

Whether it takes place in a laboratory, a provincial health clinic or on a researcher's computer, CDC's global public health work requires strong partnerships with counterparts in ministries of health, nongovernmental organizations and U.S. embassies around the world.

As Ross Cox, deputy director of CDC's Office of Global Health, puts it, "In country, we are both CDC and a part of the U.S. Mission. Our strongest working partnership is with the ambassadors and embassy staff who have the experience in supporting programs overseas."

In Zambia, as elsewhere, CDC's public health work dovetails with diplomatic, relief and foreign aid efforts. In the modern world, no disease outbreak is local and no health issue remains "just" a health issue for long. It's how public health becomes another powerful example of an interconnected world.

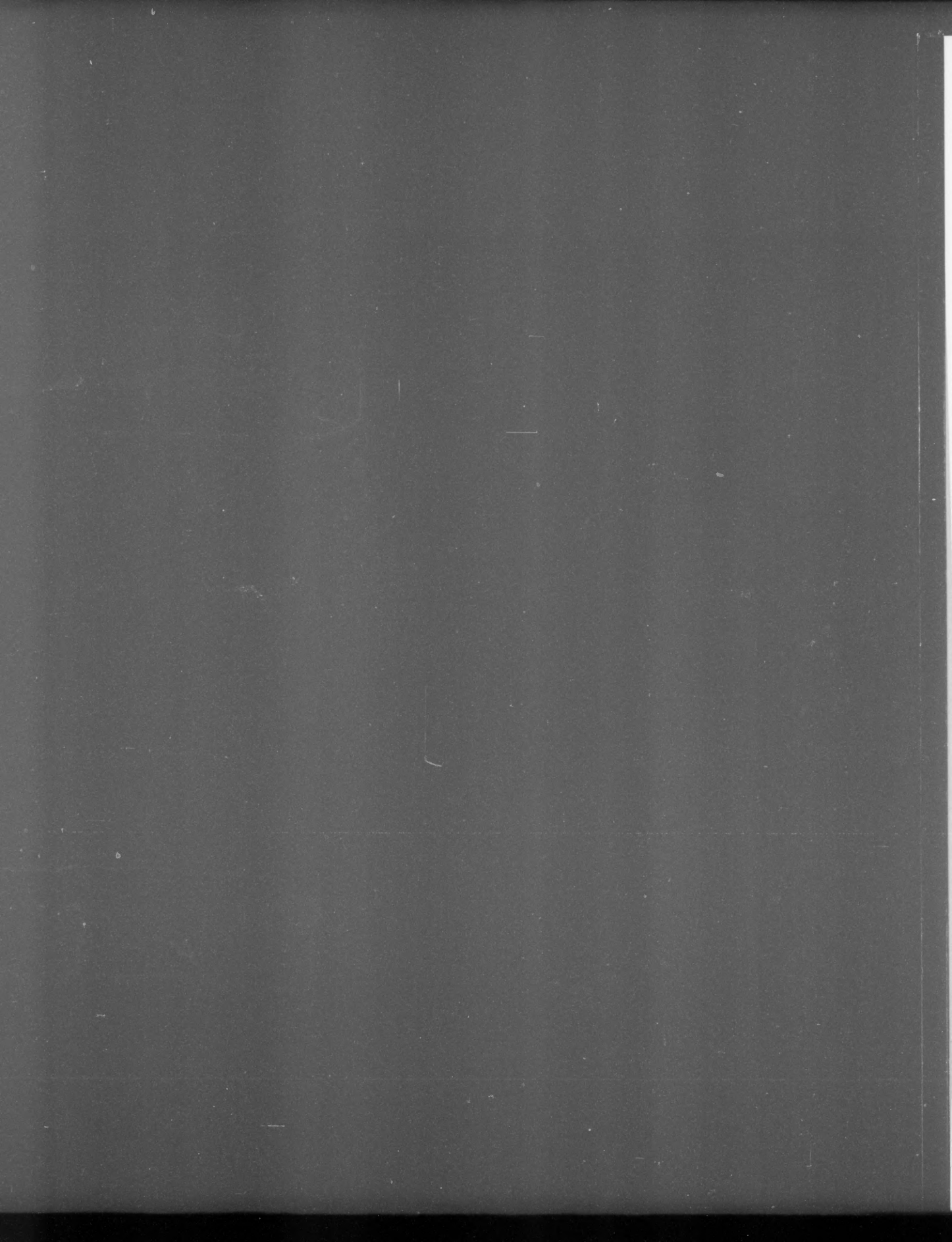
—Kristen McCall, CDC



Photo courtesy of CDC in Lusaka

Dr. John Ridderhof, right, and Davies Chisenga discuss the need for an upgraded centrifuge at the recently renovated Chest Diseases Laboratory in Lusaka, Zambia.







Office of the Month:  
MULTI-MEDIA SERVICES:  
It's Not Your



# Corner Print Shop

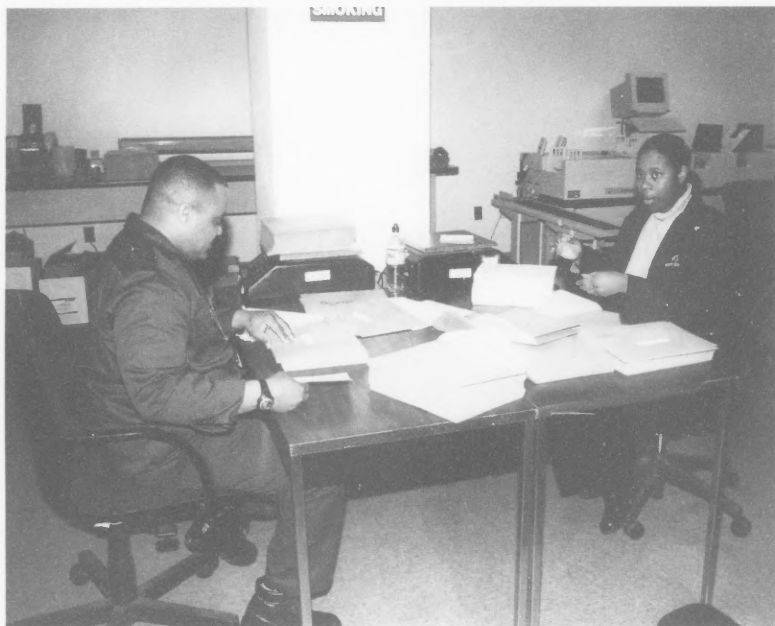
Story and photos by Paul Koscak

When it comes to media services, the State Department is its own biggest customer.

Think about it: booklets, posters, letterhead, manuals, even the perennial telephone directory—in fact, just about everything you work with that can be displayed, read, watched or listened to is likely a Multi-

Media Services product. That even includes compact disc duplication, conference badges, buttons and other promotional trinkets.

Somewhat hidden in the recently renovated basement at one end of the Harry S Truman Building, the Bureau of Administration's office of 70 employees—120 worldwide—handles more than 4,000 orders per year, according to Director Gregory Liverpool.



*Spencer Ingram, left, and Avonne Stewart prepare envelopes.*

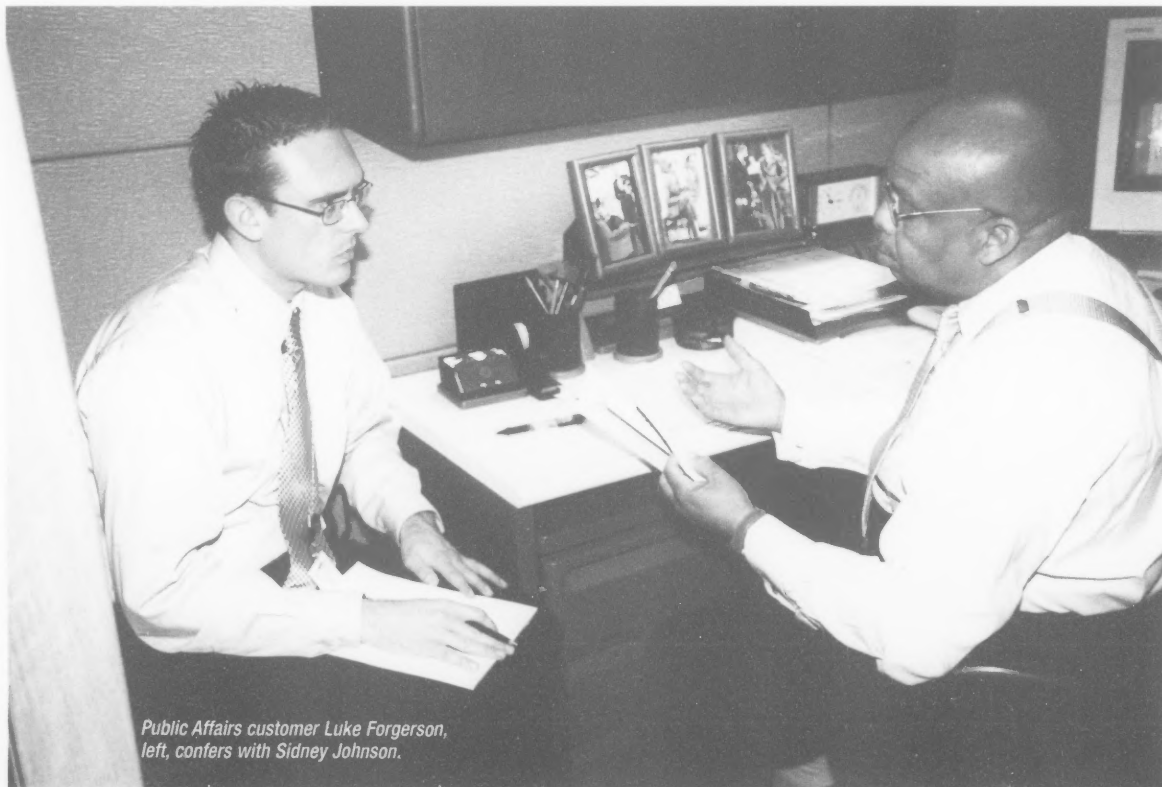
"We're not just printers anymore," he emphasized. "We like to think of the operation as 'diplomedia,' print strategies for the world."

The click-clack of well-linked offset presses isn't what you see or hear when entering the office's huge but tidy duplicating shop. Sure, a few offset presses remain. But most printing is now digital. Clean, computer-driven, high-speed duplicators, some as big as a Buick, quench the Department's thirst for copies.

Here in Washington, Multi-Media Services specializes in quick turn-around jobs of fewer than 5,000 copies. Larger orders with longer deadlines are printed in Manila, where the State Department operates newspaper-capable presses, Mr. Liverpool, a 36-year State Department veteran, said. Low Philippine labor costs help keep large orders competitive. Shipping costs, however, can sometimes offset that advantage, he noted.

Another shop in Vienna, Austria, employs seven. It's operated by the Bureau of European Affairs and also finds its niche in jobs of fewer than 5,000.

"Last year we did 400 million impressions," Mr. Liverpool said of the three facilities.



*Public Affairs customer Luke Forgerson, left, confers with Sidney Johnson.*

The emphasis on high-speed duplicators has improved efficiency and reduced overhead because there's no need for storage, overruns or wasteful press setups, Mr. Liverpool explained.

"We call it 'print on demand,'" he said. "It can be 10 or 1,000 copies. It doesn't matter."

The Washington facility, which keeps two eight-hour shifts busy Monday through Friday, also provides pre- and postpress services. Prepress is simply whatever is needed to prepare the job for the press. That could be as basic as design and layout assistance to reproducing an existing product for additional copies.

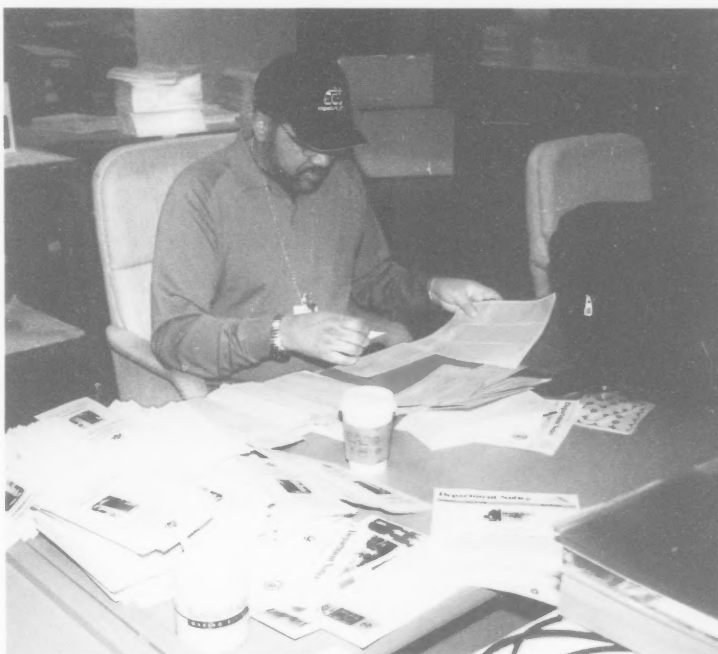
Projects usually begin with a meeting between the customer and office employee who helps design and plan a product. The customer service conference room displays trademark products, demonstrating the magic of paper and ink.

"Sometimes they don't know what they want," said Sidney Johnson, a customer representative with 32 years in the printing business at the State Department.

"We show them samples, work up cost estimates and refer them to our graphic artist if necessary."

Spiral binders with black and white text and a color cover is the most prolific product. Posters are not far behind, he said.

Anything that can be collated, folded, stapled or laminated is done in-house as well. That includes perfect binding, a process that uses an adhesive to bind pages and that is commonly used to hold together paperback books or directories.



*Joseph Brooks affixes labels in the bindery area.*

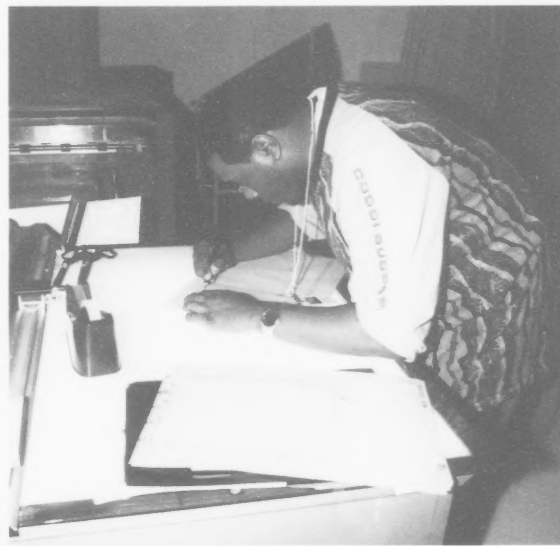
Multi-Media Services distributes employee literature such as Thrift Savings Plan and health insurance books and pamphlets, said Spencer Ingram as he prepared some booklets for shipment.

Although enthusiastic about all the upgrades that have transformed his operation from print shop to multi-media center, Mr. Liverpool is still focused on old-fashioned customer service.

"I want people to feel comfortable that—no matter what it takes—the job gets done." ■



*Clarissa King enjoys the recently refurbished office.*



*Maurice Bullock prepares negatives.*

# Getting the Royal Treatment... So to Speak

Story and photos by Paul Koscak

Hmmm, let's see...

Picked up at Dulles International Airport; whisked by limousine to the National Air and Space Museum—guided tour, of course; then lunch—downtown at Mackey's.

There's a meeting, though, with the director of Diplomatic Security's training center. But then it's off

to the Double Tree Hotel. Dinner at Alexandria's Potowmack Landing Restaurant is at 6 p.m. And let's not forget the movie afterward at Potomac Yards. Wow—it's 10 p.m!

Within a few yawns, the limo drives you back to the cozy Double Tree. You'll need a good night's rest. Tomorrow's a full day of touring, restaurants, antiquing and botanical gardens.



Agent Joe Burnette, right, leads VIP actor Cheryl Coviello and agent candidate Rima Nassar, left, to a limousine.



Agent Matthew Lappé, left, keeps the crowds away from stand-in VIP during visit to the Smithsonian. HR's Marquita Barnes, right, tags along.

Sounds like a vacation. Right?

Wrong.

It's just a workday.

The two-day itinerary—motorcade and all—throughout greater Washington is really an exercise in protective services, capping the standard seven-month training course for new Diplomatic Security agents, according to supervisory special agent Jeffrey Riner, who manages the protective operations training unit at Dunn Loring, Va.

"It's a very demanding operation," he said of the VIP training. "You've got to be ready for something to happen at any time. A terrorist needs to be lucky just once."

Applying the protective tactics in the real world gives agents experience in making quick decisions as conditions change. They're forced to think on their feet, Mr. Riner said—to say nothing about being on their feet for hours.

At the Smithsonian, for instance, keeping a cordon around the mock VIP, Cheryl Coviello, a State Department employee, without being obtrusive proved challenging. As the protective detail went from exhibit to exhibit through throngs of patrons, people occasionally wandered between the agents and Ms. Coviello, the human resources specialist who graciously agreed to act as VIP.

"It was a learning experience," she said.

Overall, she praised the detail for its professionalism, commitment and tact. "Everything was handled very tastefully. At restaurants the agents were at a nearby table and gave me my space."

So what's it like getting the royal treatment for two days?

"You never have to worry about parking your car," the Foreign Service officer notes. "Directions are taken care of. But I personally wouldn't want that kind of life. You

don't have any personal time. You have people around you all the time. Spontaneity is gone."

Diplomatic Security prefers giving the VIP role to Department employees to "give them an appreciation for what goes into setting up a protective detail," Mr. Riner said.

The best scenarios offer agents several days to prepare. That's enough time to do advance work, such as studying motorcade routes, inspecting locations and working with business owners to accommodate luncheons or other visits.

"Ideally, we like to tell them [business owners] what's going on," he said. "We don't want to bully waiters or managers. We don't go in and say 'this is how it's going down.' We don't want to infringe on businesses."

At times, the task can be a major production.

"Nelson Mandela's visit was a logistical nightmare," he said. "It involved 300 agents, coordination with the Air Force and travel throughout dozens of cities."

Protecting foreign dignitaries can be especially challenging because of cultural protocols or sensitivities, said Mr. Riner, who's been an agent for 16 years.

Guiding a VIP along a sidewalk and into a puddle, for example, could be as damaging to diplomacy in some societies as exposing the diplomat to danger. "We must be careful not only to protect the principal but to prevent embarrassment," said Mr. Riner. "We also can't let politics interfere with our mission. Foreign ministers of unpopular states might be pretty controversial characters but we have to focus on their security, not on what they've done."

In reality, Mr. Riner adds, many protective details are scheduled on short notice with just enough time to form a motorcade and drive to the airport to pick up an arriving dignitary. Only then do agents learn about the dignitary's itinerary, preferences and other special needs. "We tell our agents to buy a lot of maps," Mr. Riner said.

"This only looks easy on TV or in the movies—a bunch of guys just standing around." ■



VIP actor Cheryl Coviello, left, enjoys a Smithsonian tour from guide Bob Kavalchik, center, as agent Joe Burnette, right, keeps an eye out for trouble.

# Embassy Kuwait:



Photo by Colleen Quinn

*Embassy staff don gas masks and gather in a safe haven during a missile alert.*

**By L. Kirk Wolcott**

"This is not a drill....Scud missiles have been launched from Iraq...duck and cover...gas, gas, gas...."

So it began on Thursday, March 20, at 12:33 p.m., the first of 23 missile alerts to come and the start of an exceptional time at the U.S. Embassy in Kuwait.

Some of us were at home when the Marine security guard made this disturbing announcement, sending us

scurrying to our safe havens, anxiously wondering what would happen next. Many of us were at the embassy, hearts racing, scrambling for gas masks, dashing under desks, the Marines running in all directions to secure exits and entrances.

Still others were en route, listening to the wailing sirens, questions racing through their minds. How many missiles launched? Did they contain chemical or biological agents? Would the Patriots do their job?

## On the War's Edge

Unlike the August 1990 invasion of Kuwait when Saddam Hussein caught everyone off guard, this was different. We had spent months preparing for this event. The regional security office led us through regular drills, the embassy's office of military cooperation briefed us on potential dangers, while other sections gathered and distributed critical information.

Meanwhile, the health unit offered vaccinations—anthrax shots for 270 people and smallpox for 75 during a hectic three-day period. They briefed us on chemical and biological terrorism, including how to self-administer atropine injections without snapping your femur.

Throughout the next three weeks, after the initial missile attack, we became conditioned to barking orders and screaming sirens disrupting our work and sleep. Like a colony of insects in our protective masks, we would meet together in safe havens, swap jokes to lessen anxieties or share war stories. We'll dine on those for years.

The embassy's operations center, staffed around-the-clock by employees from nearly every section, coordinated the information flow and fielded myriad telephone calls. Watch-standers counseled and consoled agitated Americans who had chosen not to leave Kuwait. They helped the families of NBC journalist David Bloom and *Washington Post* reporter Mike Kelly, who died in Iraq.

During one 24-hour period, shortly after fighting began, the operations center received more than 600 calls from Kuwaitis voicing support for the U.S. military effort and expressing sympathy for America's wounded and dead. Some offered to donate money, others blood. Every call was positive.

Sometimes, entire Kuwaiti families would get on the line, father passing the phone off to mother and to their young children. One carefully coached two-year-old Kuwaiti girl told a duly impressed embassy watchstander in decent English: "God bless George Bush. God bless Colin Powell. God bless Donald Rumsfeld."

Throughout this ordeal—from the months of buildup to the bombing of Baghdad and beyond—Kuwait was an indispensable ally. Its support never wavered, despite harsh criticism from its Arab neighbors.

In contrast to other missions, the regional security office had the pleasant task of managing the crowd for a pro-American rally at the embassy's front gates, where dozens of Kuwaitis placed signs and laid flowers in appreciation. During a series of meetings and diwanias (nightly gatherings of Kuwaiti men), the ambassador, deputy chief of mission and others received praise for U.S. efforts. The only criticism expressed was why it took us so long to return and finish the job.

In the end, the Patriots did their job. Saddam's missile attacks failed. Of the 15 launched, they either were knocked out of the sky or landed harmlessly in the Gulf or empty desert. Only one, a surface-to-surface "Seersucker" that slipped under the radar system, caused material damage to a waterfront mall. Had it struck hours earlier, when hundreds of people were shopping at the seaside mall, the outcome would have been different.

But that's another story. ■

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*The author is serving a consular-economic tour at the U.S. Embassy in Kuwait.*



Photo by Colleen Quinn

*Mike Gallagher, information management office director, and Carolann Marino, office management specialist, oversee activities in the embassy's makeshift operations center.*

# Diplomats Support Army Civil Affairs Mission in Afghanistan

By Richard Norland

**D**iplomacy, Afghan style: It's one mighty challenge. But thanks to a handful of adventurous diplomats working with U.S. Army civil affairs teams, it's working.

Winning the "hearts and minds" of newly liberated people can sour quickly. In a political tinderbox, it's easy

to see how a misplaced word, offending gesture or ignored request could easily mushroom into an international issue. The United States is careful not to repeat the mistakes of past powers that allowed hubris to impose order on this proud and independent nation.

Last October, it was my turn to help win some hearts and minds. Assigned to Mazar-I-Sharif, I was one of three diplomats working in Afghanistan's most remote regions

*The author, lower right, poses with U.S. Army civil affairs team.*



Photos by U.S. Army civil affairs





Factional leader Gen. Rashid Dostum, center, in green robe, marvels at the cache of weapons gathered in the successful effort to disarm the local population.

with the civil affairs troops. My job included meeting faction leaders, gauging humanitarian needs and building political stability.

The United States is supporting President Hamid Karzai as he builds a legitimate, democratic, central government. After 23 years of war, Afghans long for law and economic growth. Sadly, Afghanistan guidebooks written in the 1960s describe a more peaceful, prosperous land than exists today.

Washington decided in the summer of 2002 to place diplomats in important regional centers to help the central government extend its authority into the provinces.

In the Afghan capital, I attended numerous briefings. Embassy officers joined me for a brief respite from their harried and confined existence at the virtual fire-base that is the embassy in Kabul. U.N. officials, non-governmental organizations, a Turkish commanding general and Afghan officials—all seemed very interested that the United States was broadening its diplomatic presence.

Soon, I was heading to the outback aboard a small, turboprop U.N. plane looking down at the majestic Hindu Kush. An hour out of Kabul, the plane descended from the mountains and landed on a partly bombed runway in

Mazar. Standing on the runway amid a small pile of baggage, men in battle dress utility uniforms carrying M-16 rifles approached me.

"Are you Dick Norland?" one of the U.S. Army civil affairs soldiers asked.

"You must be Major Wade Cook," I replied.

Civil affairs teams, usually supported by Special Forces, make diplomacy possible. These teams of about eight soldiers, usually reservists, have the delicate mission of earning the trust of the local population.

Our missions complement each other. Without a military presence, the risks in these remote areas would be too great. The Army provides protection, quarters and vital information on villages and leaders and channels humanitarian assistance.

The soldiers, widely welcomed by local populations, give our diplomatic presence real clout. Diplomats become prized contacts for residents and local officials anxious to deliver "messages" to America or to Kabul.

One issue confronting many villages is landowner compensation. The governor of Balkh Province, for instance, asked me to persuade authorities in Kabul to compensate owners for property seized by factional leaders during the fighting to overthrow the Taliban.



*The author, far right, accompanies the governor of Faryab Province, center, on a town tour.*

Overall, village and town leaders, weary of banditry and economic stagnation, welcome the security and reconstruction the U.S. forces provide.

The civil affairs team quickly accepted me. We shared a house ringed by sandbags and concertina wire and guarded by Afghan soldiers. The U.S. soldiers who pulled guard duty every night graciously declined my offer to help. Our Afghan cook deep-fried almost everything we ate—mainly potatoes and meat patties, which we called “hamsters.” My sleeping bag on an Army cot in my own room made for an austere but comfortable existence.

After a week, we moved to a larger compound in a section of town serviced by the Uzbekistan power grid. But the power proved as sporadic as Mazar’s ability to pay its electric bill. Water soon was intermittent, too—but not because of tardy bills. Water in the pipes leading from the converted Russian fuel tank that served as our water tank froze as temperatures dove.

Meeting local officials with my civil affairs counterparts consumed most of my workday. I called on the Balkh provincial governor, recognizing his authority with Kabul. Soon, I met the two factional leaders in the region—the men who controlled the guns—Generals Abdul Rashid Dostum and Ustad Mohammed Atta.

Gen. Dostum led efforts to disarm villages in the rugged Dara-i-Suf region south of Mazar, where U.S. forces joined the Northern Alliance to topple the Taliban. His skill at haranguing villagers and militia factions to give up their weapons eventually produced a pile of several hundred weapons under U.S. guard.

For three nights I enjoyed the magnificent Afghan night sky. The November air was frost laden and there were no lights for miles around. The nights were cold, but a layered Army sleeping bag kept me warm.

Staying in contact with both of these factional leaders is the political officer’s job in Mazar. While some are willing to cooperate, others are really intent on resisting President Karzai and are just biding their time, given the vagaries of Afghan-American politics. The civil affairs team and I visited the central government’s provincial representatives. These leaders, isolated from their own capital, want even greater U.S. support.

As winter snow and rain arrived and turned the dirt roads into channels of claylike mud, travel became a challenge. Undaunted, the Army used chains to tow stuck vehicles,

and trips to the most remote and isolated locations were completed successfully.

Afghan hospitality is legend. Despite the suffering and destruction, the people share what little they have while looking to the future without self-pity.

After three months, when I become more fluent in the language, I learned how to gauge those with worthwhile information. Fortunately, I was able to overlap for six days with my successor in Kabul, sharing all I knew about Mazar.

I prize the small American-flag patch that one of the sergeants gave me from his uniform the day I departed Mazar. But the bigger prize is seeing the Afghan and American flags fluttering together, the Hindu Kush forming a dramatic backdrop to an emerging partnership.

The return flight to Maymena took 40 minutes. Given the mud and horrible roads, the same route took 12 hours by car two weeks earlier. Later, our plane landed in Bamian, where the Taliban used artillery to destroy the ancient mountainside Buddha statues.

Although a land of war-torn, isolated populations, Afghanistan is a place where U.S. diplomats can still offer stability simply by their presence and demeanor. There are nearly a dozen slots for State Department officers to spend six to 12 months assisting the Army in rebuilding a broken nation. ■

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*The author is to be deputy chief of mission at the U.S. Embassy in Riga, Latvia, in August.*

# Keeping the Oral Tradition Alive

By Leslie Hayden

Four former under secretaries for Political Affairs and junior officers from the Operations Center and the Line participated recently in an oral history project on the office of the under secretary for Political Affairs.

Sharing their experiences and stories were former Under Secretaries Joseph J. Sisco, 1974–1976; David D. Newsom, 1978–1981; Robert L. Kimmitt, 1989–1991; and Thomas R. Pickering, 1997–2000. The March 26 event, in cooperation with the Association for Diplomatic Studies and Training, captured the stories and traditions of the Department's leaders for future generations of Foreign Service officers.

The office of under secretary for Political Affairs was officially created in 1959. With the exception of three non-career appointees, the position has been the senior career position in the Department.

Ambassador Sisco recalled that he was primarily a crisis manager and that the assistant secretaries who served under him reported directly to the Secretary. He said it's important not to be a bureaucratic layer that hinders others from doing their job.

Ambassador Newsom said events during his tenure were seen through a Cold War prism. He noted that he always seemed to be the bearer of bad news who completed unwanted tasks.

Ambassador Kimmitt, the only noncareer appointee represented on the panel, said it's important to surround yourself with good career officers. He recounted the hectic feeling of "policy formulation on the run," such as overseeing the Cambodia cease-fire agreement in the midst of the Gulf War. Mr. Kimmitt recalled that Department power flowed from a small group of officers and political appointees who lunched frequently with Secretary James Baker.

Ambassador Pickering recalled his role of making sure relevant players had the opportunity to influence decisions and ensuring that issues the Secretary and Deputy Secretary had not addressed were included in the political process. Mr. Pickering said assistant secretaries should have strong, broad responsibilities and warned that reducing the number of assistant secretaries would increase their authority.

Current Under Secretary Marc Grossman observed that his job description most resembles that of Ambassador Sisco, although today the role of the Operations Center and the Management bureaus allow him to convene crisis managers rather than manage crises himself.

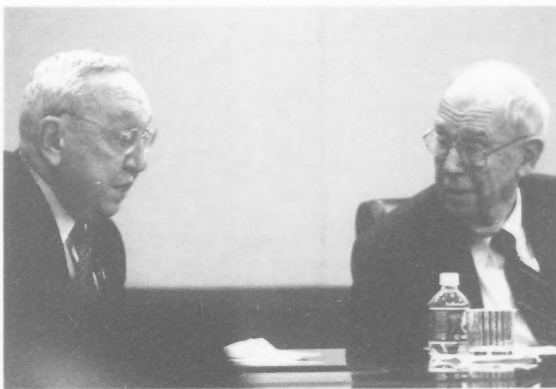
The under secretaries had this advice for tomorrow's leaders:

- Public diplomacy is increasingly important. Ambassador Kimmitt said 3 percent of his duties consisted of public diplomacy. Mr. Grossman spends 30 percent of his time on public diplomacy.
- Important policy often generates disagreement. The under secretaries agreed the best papers include different points of view.
- Use computers. Officers abroad can read the *New York Times* and the *Washington Post* online hours before Washington wakes and send press guidance to desk officers before the workday begins.
- Good special assistants well connected to the bureaus can offer valuable inside views to policy differences.
- Successful officers use common sense, love their jobs and aim to do something every day for their country.
- Interact with Congress and take advantage of overseas congressional visits to learn about foreign policy concerns.
- Personal and team skills are needed to work throughout the Department and with other agencies.

Finally, the under secretaries urged officers to maintain a moral compass. Although we work in ambiguous circumstances, there are right and wrong choices. Those without a strong sense of values will be overwhelmed by difficult decisions.

The Association for Diplomatic Studies and Training also plans to interview the under secretaries who didn't attend the March event. For further information on this and other oral history projects, please contact the ADST at (703) 302-6990 or [www.ADST.org](http://www.ADST.org). ■

*The author is a watch officer in the Operations Center.*



Former Under Secretaries Joseph Sisco, left, and David Newsom share experiences.

Photo by Robert Stuart

# HISTORIAN LEARNS FROM HIS BOLIVIAN STUDENTS

By James Siekmeier

**A**s a visiting Fulbright teacher, I found teaching a graduate class in the history of United States–Latin American relations at the Universidad Mayor de San Simón, in Cochabamba, Bolivia, a unique form of outreach.

Fulbright grants support international teacher exchanges. An American teacher goes overseas and a foreign teacher gets to teach in the United States. Since Fulbright grants cover all expenses from traveling to living, I took unpaid leave for three months.

As a State Department historian specializing in U.S.–Bolivian relations, I chose to teach there. It's my second Fulbright tour to that nation.

Bolivia is attempting to modernize its university system, offering more specialized master's degrees, as in economics with an emphasis on sustainable development. Many of my students hoped to parlay a degree in political science into a position as a policy analyst.

I taught the course in Spanish. It may surprise some that Spanish is a second language in Bolivia. Many Bolivians grow up speaking an Indian language, primarily Quechua, which is prominent in central Bolivia. None of my students spoke English. Few could read it.

There was a wide range in student age, from 22 to 52 years old, and ability. Overall, I was impressed with the students' enthusiasm and patience with my American-accented Spanish. Many Bolivian schools still use rote-learning techniques, but the more ambitious students can make subtle arguments backed up with good evidence. More commonly, students simply explain themselves on paper by copying the textbook. Bolivia's weak economy encourages university officials to admit anyone who can afford graduate school, forgoing standards common to American universities.



James Siekmeier, outside his Columbia Plaza office.

Photo by Paul Koscaak

The course offered some interesting insights. Students tend to be anti-American in class, but express more balanced views on paper. They're also more quick to see race and racism influencing international relations compared with American students studying the same topic. Race, however, is prominent in international relations courses in the United States. At the same time, there's a sense of dependency on the United States and other nations that have historically bolstered Bolivia's economy. Students feel this dependency is shared by other Latin Americans.

Students often view Latin America's relations with the United States through a Bolivian lens, and I persistently tried to expand their outlook. Many Bolivians, for instance, criticize the United States for working to eradicate coca leaves used to produce cocaine. Cochabamba happens to be in the Chapare, a part of the Amazon basin that's the second-largest coca-leaf cultivation area in South America.

The Andean people make a sharp distinction between coca and cocaine. They use coca for chewing, medicine and offerings to their gods. Shamans also "read" coca leaves as some read tea leaves in other places. Although reports vary widely, about 70 percent of the coca grown for cocaine production was eradicated during the past five years—largely with U.S. funding.

Some growers voluntarily gave up coca production for an alternative crop, receiving funds for the transition. Many Bolivians are unhappy with this policy because Bolivian coca farmers have become impoverished at a time when Bolivia's economy is weak.

Cochabamba was an excellent place to live. Situated near the center of the country, in a beautiful valley, its central location attracts people from throughout Bolivia—and even South America. Both the mountains and the lowlands are easily accessible. It's one of the centers of folklore culture in Bolivia. Music and traditional dancing are popular.

The weather is springlike all year and prices are low for those with dollars. The exchange is nearly six bolivianos to the dollar. That means a two-bedroom house can be rented for about \$250 a month and a full-course meal, including tip, can be bought for \$10.

For people from industrialized countries, the main inconvenience is coping with a public water system that shuts down at 5 p.m. Most middle-class families have a backup pump.

Although petty crime has increased—mainly because of the nation's sagging economy—Bolivia is still one of the safest nations in Latin America or the Third World.

Pollution, however, is a major problem. There are emission laws, but they're hardly enforced. Left unabated, the pollution that sometimes irritates the eyes may one day spoil much of Cochabamba's excellent features. Those with influence or polluters willing to bribe an official can easily avoid the law. The Cochabamba area is one of the nation's most industrial and continues to grow.

Bolivia's mountains, some of the most beautiful in the world, offer hiking, mountain climbing and, increasingly, mountain biking. Tour companies offer packages in cities or outback.

Bolivia is famous for world records that attract thrill-seeking tourists: the highest navigable body of water, Lake Titicaca; the largest salt flat; the highest ski slope with a rope tow; the most dangerous road in the world; and a jungle with the most biodiversity in the Americas. For archeology and history buffs, Bolivia has the best South American pre-Inca archeological site, Tiawanaku.

Some visitors are understandably concerned about adapting to the altitude. La Paz and the altiplano, the high plain, are at 12,000 feet and 14,000 feet, respectively, and it takes a day or so to adjust. After the initial adjustment, there are few effects.

Many tourists appreciate the seemingly timeless culture: adobe villages with thatched roofs, llama herders tending their flocks and festivals with native dancers. In reality, Bolivia never stays the same. It's a unique mixture of the traditional and modern. ■

*James Siekmeier is a historian in the Bureau of Public Affairs.*

## About the Author

James F. Siekmeier, 41, grew up in Ann Arbor, Mich. An honors graduate of Oberlin College, he worked briefly for the Federal Reserve Bank of Cleveland as a research assistant. After receiving his doctorate in history from Cornell in 1993, he taught Latin American history and inter-American relations at colleges and universities in Iowa, Texas and Bolivia. As a State Department historian, he compiles sections of the *Foreign Relations of the United States*, journals tracing U.S. relations with South America.



Photo by James Siekmeier

*Bolivian university students celebrate a holiday.*

# Baltic Summit Offers High 'Return on Investment'

By Victoria Middleton

**O**n a sunny September day, 100 women business leaders from the United States, Estonia, Latvia, Lithuania and Russia descended on Helsinki's venerable House of Estates for the latest summit in the city that hosted many during the Cold War.

What motivated 50 American women chief executive officers to meet with 50 of their counterparts in the Baltic Sea region? They included CEOs whose companies generate \$450 billion in annual revenues and employ 2.2 million workers—women like Muriel Siebert, Nancy Evans, Tammy Longaberger and Jane Friedman.

The Helsinki Business Women Leaders Summit, that's what.

The summit is an innovative public-private partnership targeted to promote regional economic development and entrepreneurship by sharing secrets for success among U.S. business women and their counterparts in the Baltic Sea region.

The brainchild of Ambassador Bonnie McElveen-Hunter, herself a successful entrepreneur and former CEO of Pace Communications, the largest U.S. custom publishing firm, the summit was a testament to the entrepreneurial spirit in attaining prosperity and economic independence. In the United States, 70 percent of all new businesses launched



Photo by Phillip Hummicky

Participants in the Helsinki summit at Georgetown University.

today are women owned, generating \$3.6 trillion in annual sales and employing more people than the Fortune 500 companies combined.

Finland is one of the world's most egalitarian and innovative societies. And while women enjoy positions of leadership in the political arena, they are underrepresented in business circles, where fear of failure often inhibits risk taking. In the Baltic and north-west Russia, women are only just beginning to take leadership roles in commerce.

Ambassador McElveen-Hunter shared her vision when she presented her credentials to Finnish President Tarja Halonen, who gave her personal pledge that the Finnish government would be a full partner in making the summit a success.

The summit's format was threefold. First, there was the summit itself, held Sept. 27-29, 2002, in Helsinki, with 100 CEOs sharing their best practices on accessing capital, secrets for success, surviving failure and giving back by being good corporate citizens.

The U.S. government underscored its commitment with a strong delegation that included Maria Cino, director general of the U.S. and Foreign Commercial Service; Melanie Sabelhaus, deputy administrator of the Small Business Administration; Heather Conley, deputy assistant secretary of State for European and Eurasian Affairs; Anita McBride and Cindi Williams, White House, and Charlotte Ponticelli, senior coordinator, Office of International Women's Issues.

Other governments also had impressive representation, namely the presidents of Finland and Latvia, Finland's prime minister and minister of trade and industry; the mayor of Helsinki; Jorma Ollila, chairman of Nokia; and Sari Baldauf, Europe's number one businesswoman entrepreneur.

The summit's second phase brought the Finnish, Russian and Baltic CEOs to the hometowns of their partners for a three-day mentoring program. While their partners did the actual hosting, the Bureaus of European and Eurasian Affairs and Educational and Cultural Affairs helped coordinate the visits. During their visits, the visiting CEOs learned about best practices in marketing and human resources management and participated in their host companies' inner workings.

One Finnish participant was impressed to see how women in the United States "invest in each other."

The last phase was a two-day seminar at Georgetown University's McDonough School of Business in Washington, D.C. The U.S. Embassy in Helsinki, working with the university and Department colleagues, created a follow-on program to draw lessons learned from the shadowing experience and to fold those lessons into take-home action ideas and plans.

Other highlights included a newsmakers conference at the National Press Club, receptions at the Lithuanian and Finnish embassies and a question-and-answer session at



Photo by Juha Raikonen

Ambassador Bonnie McElveen-Hunter, right, with Finland's President Tarja Halonen, left, and Latvia's President Vaira Vire-Freiberga.

the White House with President Bush and National Security Adviser Condoleezza Rice—followed by a meeting at the State Department with Secretary Colin Powell and Deputy Secretary Richard Armitage.

The summit would have been impossible without a public-private partnership that contributed 28 percent of overall funding from the U.S. government and 72 percent from private and other sources. The summit has added a new term to the public diplomacy vocabulary of the embassy staff: "return on investment," or ROI. It's a term now firmly entrenched in staff thinking about how it conducts results-oriented diplomacy, both traditional and public.

Many public relations executives volunteered their time and expertise, including Judy Milestone of CNN, Myrna Blyth of the *Ladies Home Journal*, and Barbara Taylor of Edelman Communications.

To quantify the public diplomacy results of the summit, staff used commercial advertising rates to estimate the value of the coverage in newspapers and magazines and airtime on radio and television. The total was more than \$1 million. Compared to the \$144,000 the U.S. government invested, primarily for travel, the ROI was more than 600 percent.

The summit also generated a number of potential partnerships for trade and travel.

There's more to come. Finnish alumni of the summit plan an entrepreneurial delegation to Lithuania this spring, and President Vaira Vire-Freiberga of Latvia has pledged to host another summit in Riga within the next two years. There is talk of exporting the summit's best practices to the Middle East, China, Eastern Europe, Africa and Latin America.

Ambassador McElveen-Hunter described the summit as a trans-Atlantic link whose time has come. ■

*The author is the public affairs officer at the U.S. Embassy in Helsinki.*

# H O W T O I N F O R M

By Robin Holzhauer

**M**any Foreign Service officers lament that people in their host countries have a "McHollywood" view of the United States, knowing little about America beyond what television syndicators and franchise operators feed them. At the same time, officers have difficulty finding money for cultural programming, even with the post-Sept. 11 awareness that missions need to reach out to mass audiences to explain American values and ideals.

But there is hope.

The U.S. Office in Pristina found a way to inform and impress local audiences and achieve mission goals for less than \$50 by using mission teamwork, cultivating contacts and working with the press.

The public diplomacy goal was to give local residents an opportunity to learn more about U.S. history, encourage mutual understanding and promote the use of English. But they had to do it with little money. They used National Women's History Month as a theme and presented a series of talks open to the public and focusing on important women in U.S. history.



*Audience members explore the selection of publications handed out at the National Women's History Month speaker series.*



*Susan Strawn, from the Department of Justice, discusses the evolution of women in sports.*

For the program to be a success, officers from other mission elements needed to get involved. So, the public diplomacy section recruited people to give the weekly talks. Officers from the economic-political section and the Department of Justice volunteered to speak on topics related to the National Women's History Month theme, gathering information from books and the Internet and making use of International Information Program's web site: <http://usinfo.state.gov>.

In addition to discussing the history of women in the United States, speakers linked the values women fought for with today's American values. Audiences received a history lesson and gained insights into American ideals at the same event.

The next hurdle was finding an appropriate venue for the talks. In exchange for being listed as a sponsor, the National Library offered its auditorium free of charge.

With no advertising budget, the public diplomacy organizers devised ways of notifying people without resorting to costly ads. They targeted exchange program alumni, informing them about the program and encouraging them to e-mail their own contacts to spread the word. English-language and American studies faculty at

# F O R F I F T Y D O



# M A N D I M P R E S S

the university informed their students and public diplomacy staff distributed fliers and posted information while they visited the campus.

Working closely with the press yielded two benefits. It publicized the events, and, more important, it informed thousands of people who could not attend the speeches about the achievements of women and U.S. foreign policy.

In one television interview, for example, the conversation turned to the issue of trafficking in women. The speaker discussed the mission's policy and work in that area. After attending one of the speaker programs, a writer from one of the largest daily newspapers wrote an article about aviator Amelia Earhart. These stories were in a local language so people who did not know English also learned about U.S. history and values.

The chief of mission in Pristina introduced the first talk. Three main television stations showed clips from the series on the evening news and several newspapers wrote reviews. One newspaper also published the U.S. official's opening remarks on the value of recognizing diversity and women's contributions to society.

Each week, the public diplomacy section sent press releases reminding people about the program and gave additional interviews. Programs distributed at the event included profiles of the women featured in the talks.

The embassy bought "Women's History Month" posters from the National Women's History Project and posted them in the library to promote the series—the only financial investment in the program.

In addition to the press coverage that reached thousands, more than 50 people attended the English-language speaker series each week to listen and ask questions.

The series also stimulated local activism. Several women's groups were so impressed with the educational aspects of National Women's History Month that they decided to organize their own speaker series next year, focusing on the achievements of Kosovar women.

By tapping the talents of mission officers, working with contacts and cultivating press interest, the U.S. Office in Pristina managed to promote the English lan-



*Stephanie Miley, of the economic-political section, greets audience members after her talk about journalist Ida B. Wells.*

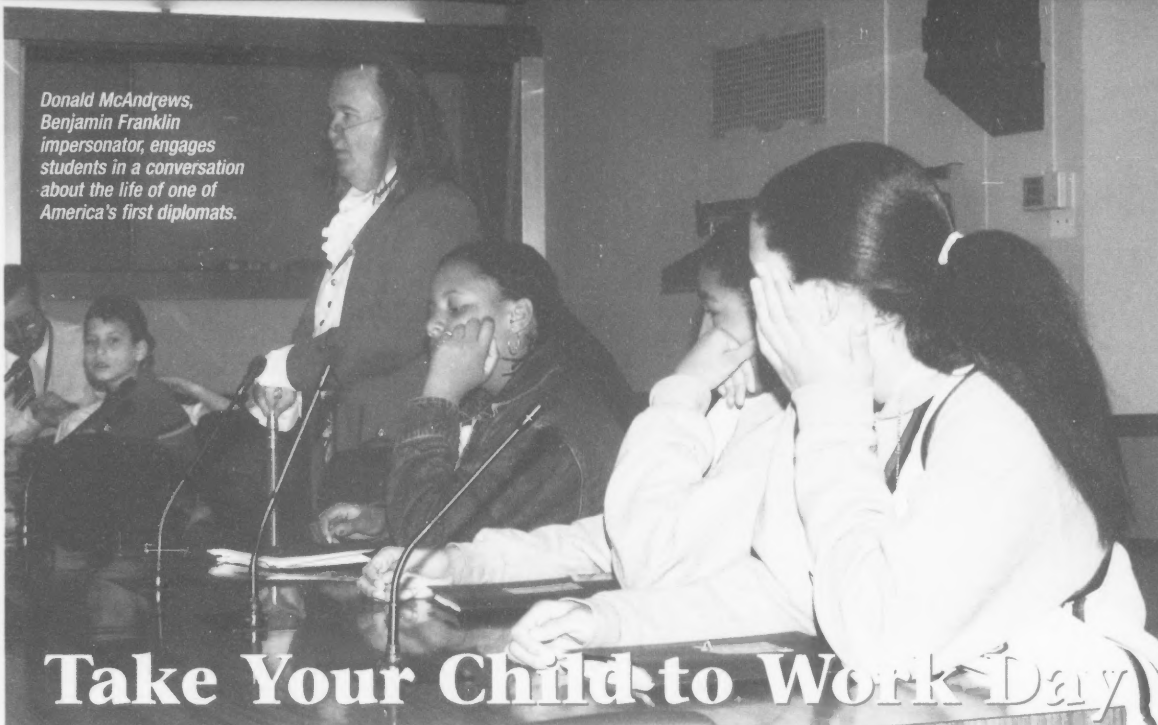
guage and convey insights into the history and values of the United States. While a modest speaker series may be no substitute for the Art in Embassies or Jazz Ambassadors programs, it is a way to tell America's story to the world for \$50 or less. ■

*The author is the assistant public affairs officer in the U.S. Office in Pristina, Kosovo.*

## STEPS TO SUCCESS FOR \$50 OR LESS

- Pick a topic
- Recruit volunteers to give talks
- Find a venue (library or university)
- Target program alumni and American Studies/English students
- Publicize like mad in the press
- Ask the ambassador or COM to give opening remarks

# L A R S O R L E S S



Donald McAndrews,  
Benjamin Franklin  
impersonator, engages  
students in a conversation  
about the life of one of  
America's first diplomats.

## Take Your Child to Work Day

Photos by Dave Krecke

**M**ore than 630 sons and daughters of State Department employees raised their right hands and repeated the oath while Secretary Powell swore them in as honorary "employees for a day," launching Take Your Child to Work Day.

This year, parents registered their children and the kids chose their favorite activities online. Nearly 50 activities were offered, each introducing the younger generation to their parents' workplace and to its mission.

On April 24, some kids crossed the river to Overseas Buildings Operations to learn how to design a new U.S. Embassy in Nairobi. Others visited the embassies of Germany, Croatia or Lithuania. Some explored the heating and cooling system on a behind-the-scenes tour of the mechanical areas of the Harry S Truman Building. Others heard refugees describe their escape to freedom. Many watched spellbound as bomb-sniffing dogs and their handlers combed the Dean Acheson Auditorium for explosives.

"Mom, that's the best day I've had in a long time," exclaimed the daughter of Kathleen Stemplinski, deputy director of the Office of International Conferences, after visiting the Embassy of Croatia and having her picture taken with the ambassador.

She wasn't alone in praising the well-planned program.

"The kids I know thoroughly enjoyed it," said Julie Oettinger, an attorney in the Office of the Legal Adviser, "and they may even have learned a thing or two about the State Department."

In her e-mail thanking Employee Relations' Sydnee Tyson and her team for all their hard work in planning and staffing the event, Emilia Puma, a policy analyst in the Bureau of International Narcotics and Law Enforcement Affairs, commented, "The activities were enjoyable

and educational and really opened the children's eyes to our work and our world. I feel privileged to work with such generous and creative colleagues who took time out of their busy workdays to reach out to these visitors."

Ms. Puma offered special thanks to Ambassador Prudence Bushnell, dean of the Leadership and Management School at FSI, "who kept the kids (and the adults!) involved in her lively presentation on the history of diplomacy and, of course, to the Secretary. It means a tremendous amount to the children, and to me personally, that he takes such an active interest in the people important to those he leads."

After expressing his appreciation for the effort that went into organizing the program, Larry Mandel, director of ICASS, added, "I have no doubt events like this serve as positive recruiting tools, years from now."

—Dave Krecke



Secretary Powell greets employees and their children before swearing in the "honorary employees."

# FLO Celebrates 25 Years of Advocacy and Service



Photo by Ann Thomas

Director General Ruth A. Davis praises FLO for being nimble and flexible.

## By Sarah Genton

Before 1978, Foreign Service families were pretty much on their own. Then along came the Family Liaison Office, and things haven't been the same since.

About 200 people gathered March 18 in the Benjamin Franklin Room to celebrate FLO's 25th anniversary, which was hosted by Secretary Powell, reflect on the office's accomplishments and honor the many families and employees uprooted during the recent wave of evacuations.

In his remarks, Secretary Powell addressed the importance of supporting employees and their families overseas. He congratulated FLO and its staff for personifying "our commitment to the State Department family." A former military officer familiar with frequent moves, Mr. Powell said, "It's never easy to move your family from place to place or deal with the curveballs that a life of service throws at you."



Photo by Sarah Genton

Some 200 people turned out for the FLO anniversary celebration.

The Secretary applauded FLO for being "a lifeline to Department families on the move" and for helping the Department remain "a nimble 21st century place to work."

In her remarks, Ruth A. Davis, director general of the Foreign Service and director of Human Resources, also praised FLO for its "nimbleness and flexibility that allows it to change directions when the times require it." She said FLO recognized that "We do not just send employees overseas. We send people...." They are people, she said, concerned about their children and how they will be educated and whether their spouse will be employed.

E-mails and cables also praised FLO for its contributions. Daniel C. Kurtzer, U.S. Ambassador to Israel, wrote: "We are indebted to FLO for its ongoing advocacy of issues and policies that promote and recognize the value of family members and make the Foreign Service a better place for us all." The ambassador described FLO's support during the Iraq crisis as "exemplary."

Special guests at the occasion were Mrs. Gay Vance, wife of the late Secretary of State Cyrus R. Vance, and Lesley Dorman. Both women were instrumental in FLO's founding. Mrs. Vance was also recognized at the event for contributing to an oral history of spouses in the Foreign Service.

To view the full text of the Secretary's remarks, visit FLO's Intranet web site at <http://hrweb.hr.state.gov/FLO/History/historyhtml>. Copies of a special edition of *FLO Focus*, with a historical retrospective, are available on the same site and on the Internet at <http://www.state.gov/m/dghr/flo/c7156.htm>. ■

*The author is the publications coordinator in the Family Liaison Office.*

## A Voice for the Community

Doreen Carlson-Doyle of the Jerusalem Community Liaison Office remembers when there was no Family Liaison Office, no friendly CLO to greet you at post or on e-mail.

It was 1975 and she was a new Foreign Service spouse heading to New Delhi with no one to ask what the post would be like for her or her children. She was used to relying on her immediate family. The only other people to look to for support were other spouses, she said, "and they were in the same boat as I was."

The employee was the central focus, she recalled, "and we accepted that."

Then along came FLO—which began advocating on their behalf. "Our concerns were validated," she said. "The years have changed, but the concerns are the same. We now have a voice for the community at large."

# From 'Fatalities' to 'Saves'

By Eileen Verity

Shortly after arriving at post, a first-tour family with twin infants was saved from carbon monoxide, or CO poisoning, when the CO alarm in their residence sounded danger one evening. The family and post responded according to the Department's emergency protocol.

A carbon monoxide alarm also alerted a Foreign Service officer and her visiting daughter that hazardous levels of CO were accumulating in their residence in the middle of the night. The post occupational safety and health officer, or POSHO, identified several locations in the residence for CO alarms. The occupant followed post emergency procedures by immediately notifying post when the alarm sounded. Post and the host country utility company responded without delay and measured CO levels in the home. As a result, the furnace was taken out of service until repairs were completed.

In another incident, the mother of a three-year-old son had just removed his armband floats and was preparing to leave the swimming pool. When she stepped away from the child momentarily to collect their belongings, he jumped back into the pool. A lifeguard rescued him when he began to panic and sink.

What made the difference in these scenarios? An active post safety, health and environmental program.

During the past two years, the division of Safety, Health and Environmental Management has begun using the term "saves" instead of "fatalities." The shift owes much to the safety officers' efforts. Through their diligence in implementing a carbon monoxide alarm program, there have been 18 reported "saves" from carbon monoxide poisoning during the past three years.

For almost a decade, two toddlers drowned, on average, annually. No toddler has drowned at post during the past four years. No doubt, adequate barriers and lifeguards have contributed to this decrease.

Ever wonder about those articles in the community newsletter or who organizes safety and health training? Who makes sure that your overseas residence is inspected for minimum safety requirements? It's the safety officers. They are responsible for managing a comprehensive safety and health program in difficult and complex work and residential environments. They're also responsible for the safety of visitors, family members and residences.

The role of safety officer is a collateral duty that management officers, general services officers or facilities managers shoulder. While the role may appear minor, it affects the safety and well-being of all who work or reside in Department facilities overseas. The safety officer keeps safety on everyone's mind.

The POSHO of the Year Award began six years ago to recognize safety officers' extraordinary accomplishments. To date, 30 have received the monetary award. Outstanding efforts include safety fairs, extensive training for all post personnel, articles in post newsletters, thorough mishap reports and follow-through on corrective actions.

During the past five years, safety and health programs at posts have improved significantly, due primarily to the safety officer's efforts and leadership. By ensuring that Department safety and health requirements are met, serious incidents have decreased—resulting in a shift from tragic investigations of mishaps and fatalities to reporting lives saved. ■

*The author is a safety and occupational health specialist.*



Photo by Petra ten Hove

*Daniel Russel, right, deputy chief of mission in The Hague, and Rodney Coe, safety officer, display a certificate recognizing Mr. Coe's accomplishments in Hong Kong.*

## PERSONNEL ACTIONS

### Foreign Service Retirements

Agostini, Olive M.  
Bridges, Thomas W.  
Filby, Robert Wallace  
Halpin, Dennis Patrick  
Huff, Bobby R.

McGuire, Harriet C.  
Million, Adda J.  
Molinaro, Cornelia W.  
Simmons, Eleanor M.  
Skelly, Mary Ann Frances

Szabados, Joan M.  
Szabados, Rudolph L.  
Watson, Dennis L.

### Civil Service Retirements

Cassis, George G.  
Clarke, Richard Alan  
Hegarty, Patrick H.  
Mitzel, Rita D.  
Nyo, Tin

Reilly, Daniel Raymond  
Shields, Shirley C.  
Suter, Frances E.  
Waters, Betty P.  
Younger, Victoria

George P. Shultz National Foreign Affairs Training Center

# Education & Training

## The Department's Mandatory Leadership and Management Training Requirements

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

### Mandatory Courses

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

## Some Nonmandatory Recommendations for all FS and GS employees:

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

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

Transition Center	July	Aug	Length
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Dates for FSI Transition Center Courses are shown below. For information on all the courses available at FSI, visit the FSI Schedule of Courses on the Department of State's OpenNet at <http://fsiweb.fsi.state.gov>. FY03/04 dates are now available in the online catalog. See Department Notices for announcements of new courses and new course dates and periodic announcements of external training opportunities sponsored by FSI.

### Security

SQS: Security Overseas Seminar (MQ911)	14,28	4,11,18,25	2D
ASQS: Advanced Security Overseas Seminar (MQ912)	8,22	12,19	1D
TDY SOS: Security Overseas Seminar (MQ913)	14,28	4,11,18,25	1D
YSOS: Youth Security Overseas Seminar (MQ914)	8,15,22,29	5,12	1D

### Foreign Service Life Skills

Regulations, Allowances & Finances (MQ104)	16		3D
Deputy Chief of Mission Spouse (MQ110)	21	11	3D
Explaining America (MQ115)	12	8	1D
Protocol & U.S. Representation Abroad (MQ116)	12	23	1D
Young Diplomats Day (MQ250)	14,28	11	1D
Post Options for Employment and Training (MQ703)		29	1D
Targeting the Job Market (MQ704)		27	2D
Communicating Across Cultures (MQ802)		16	1D
Realities of Foreign Service Life (MQ803)		2	1D
Promoting U.S. wines (MQ803)	30		2.5H
Emergency Medical Care and Trauma Workshop (MQ915)		13	1D

Transition Center	July	Aug	Length
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### Career Transition Center

Retirement Planning Seminar (RV101)	29		4D
Job Search Program (RV102)		4	8W
Financial and Estate Planning (RV103)	31		1D
Annuities & Benefits and Social Security (RV104)	30		1D

### School of Language Studies

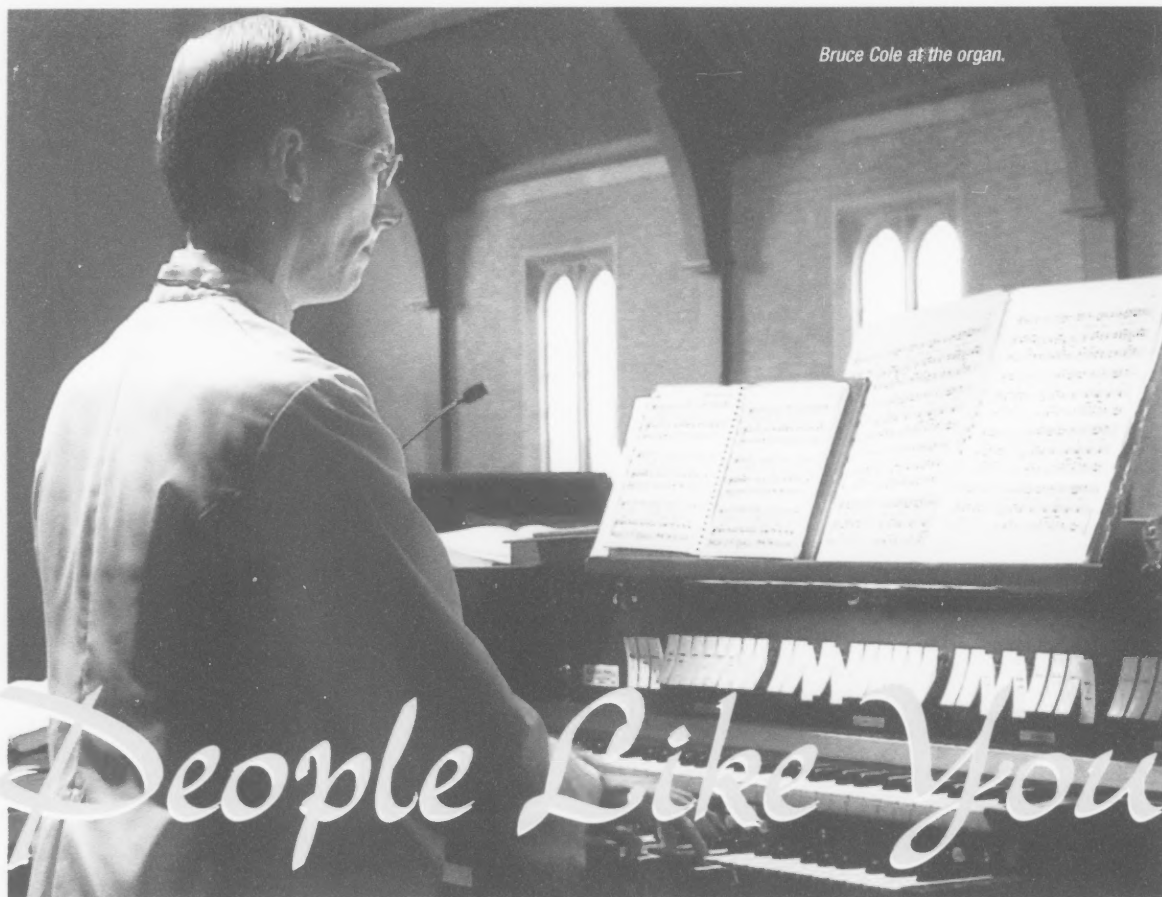
Increased language enrollments due to the Secretary's Diplomatic Readiness Initiative have required FSI's School of Language Studies to change class schedules. Classes are being run in double sessions. The morning session may begin as early as 7:30 a.m. and the afternoon session may end as late as 5:30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

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

FSI is accepting applications for the FasTrac distance learning program. All State Department employees, LES and EFM's are eligible. FasTrac offers over 1,800 courses covering numerous topics. Training is conducted online through the Internet and the Department's OpenNet. Students may complete courses for inclusion on their official FSI transcript or take a course module they need to "get the job done." Course lengths vary from two to eight hours and knowledge preassessments may shorten learning plans. To view the complete FasTrac catalog, visit the FasTrac web site at <http://fsiweb.state.gov/fastrac>. For additional information, please contact the Distance Learning Coordinator at the Office of the Registrar, (703) 302-7497.

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

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



Bruce Cole at the organ.

Photos by Lloyd Johnson

# People Like You

## Call It Luck or Divine Intervention

By day, Bruce Cole helps oversee recruiting for the State Department.

When he's not doing that, he's doing what he has always wanted to do—play an organ.

That opportunity came out of the blue more than two decades ago when his priest at the Episcopal Church of Our Saviour in Silver Spring, Md., called to say the church had lost its organist and needed Mr. Cole to play for the service that Sunday and next. He remembers the call vividly. It was the week before Easter of 1981.

He had never played the organ before and found the pedals challenging, but he was able to use his piano and harpsichord training to figure out the organ keyboards. Afterward, he took organ lessons every week for more than a year and practiced countless hours until he had mastered the keyboards and pedals.

Music has always been part of Mr. Cole's life. He began taking piano lessons when he was 6. When he



Organist Bruce Cole.

was in high school in Beltsville, Md., he accompanied instrumentalists, singers and the school's choir. Later, at the University of Maryland, he played harpsichord for the university's Madrigal Singers and accompanied other musicians and singers.

As minister of organ music at his church, which serves some 400 households representing more than 35 countries, Mr. Cole plays for Sunday services as well as for weddings and funerals.

He has had his moments. One Christmas Eve, while practicing for the first service, the organ locked into its loudest volume possible. It would have been great for "O Come All Ye Faithful"

but not for "Silent Night." Fortunately, a technician who happened to be driving on the Beltway nearby got the repair call and came to his rescue.

Call it luck or divine intervention. —Carl Goodman

## STATE OF THE ARTS

### Upcoming Calendar

- ◆ **June 4** Classical Trio with Li-Ly Chang
- ◆ **June 18** Soprano Elizabeth Kluegel
- ◆ **July 9** Jamie Turner on glass harmonica
- ◆ **July 23** Classical pianist Larissa Smith
- ◆ **Aug. 6** Mezzo-soprano Marquita Raley
- ◆ **Aug. 20** Russian music



Mezzo-soprano Marquita Raley.

Performances are on Wednesdays at 12:30 p.m. in the Dean Acheson Auditorium.

## Celebrating Black History Month and Early Music

By John Bentel

To celebrate Black History Month, the State of the Arts Cultural Series and the Foreign Affairs Recreation Association presented a concert by pianist Kinisha Forbes, 17, a student at Georgetown University. She had performed earlier, with the Dunbar High School Drill Team, at the Equal Employment Opportunity Commission. Demonstrating an intuitive sense of music, she performed works by a wide variety of composers—from Orlando Gibbons and Demetri Shostakovich to Brazilian composers Piazzolla and Nazareth.

As a tribute to early music, the musical group Duo Encino performed an assortment of madrigals in March. Versatile Mark Cudek, who played an unusual assortment of instruments, including the vihuela, cittern, lute



Madrigal performers: tenor Peter Burroughs, soprano Rebecca Ocampo, alto Caitlin Hughes and bass Brian Chu.

and renaissance guitar, accompanied soprano Kristen Toedtman, whose lyrical voice blended well with the instruments' timbre.

Other madrigal performers were soprano Rebecca Ocampo, alto Caitlin Hughes, tenor Peter Burroughs and bass Brian Chu.

Returning for his third solo performance, classical pianist Wayne Dorsey overcame a stuck key to perform admirably a difficult Bach *Prelude and Fugue in A Minor* and the familiar Chopin *Scherzo No. 2 in B-flat Minor, op. 31*. The audience's applause earned a Chopin encore. ■

The author is a computer specialist in the Executive Secretariat.



Photos courtesy of Caryll Traten Fisher

Duo Encino, luteist Mark Cudek and vocalist Kristen Toedtman.

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

*Paul Boeker*, 64, a retired Foreign Service officer, died April 2 of a brain tumor at his home in San Diego. He served in Germany and Colombia and was appointed U.S. Ambassador to Bolivia by President Jimmy Carter in 1977. Mr. Boeker served on the Policy Planning Staff under Secretaries Henry A. Kissinger and George P. Shultz and was director of the Foreign Service Institute from 1980 to 1983. As U.S. Ambassador to Jordan from 1984 to 1987, Mr. Boeker brokered meetings between Jordan and Israel. After retiring from the Department, he served for 14 years as president of the Institute of the Americas at the University of California at San Diego.



*Frank J. Haughey*, 87, a retired Foreign Service officer, died April 11 after a long illness at his farm in Browntown, Va. He served in Brussels, Hong Kong, Edmonton, Aruba, Athens and Port-au-Prince. Mr. Haughey also served with the U.S. Army in Europe during World War II. His wife, Francine, was a French instructor for 20 years at the

Foreign Service Institute.

*Kenneth C. Humborg*, 75, a retired Foreign Service officer, died March 31 of lung cancer in Arlington, Va. He served abroad in Iran, Venezuela, Honduras, the Netherlands, Australia, South Vietnam, Turkey and Brazil and in Washington, D.C., in the Office of Munitions Control and the Office of Security Enhancement. Before joining the Department, Mr. Humborg served in the U.S. Navy from 1945 to 1947.



*Donald W. Mulligan*, 78, a retired Foreign Service officer, died of prostate cancer April 5 at his home in New Carrollton, Md. A pre-med student when World War II broke out, Mr. Mulligan joined the Army as a medic. Dissuaded by his service on the battlefields of France and Germany from becoming a doctor, he returned to school at the end of

the war and majored in philosophy and international relations. He joined the U.S. Information Agency in 1951, serving first as a librarian and then as a cultural affairs officer in Uruguay, Spain, Brazil, Argentina, Trinidad/Tobago, Ecuador, El Salvador and the Philippines. In retirement, Mr. Mulligan wrote a novel about Henry Clay.

*Thomas F. Murray Jr.*, 61, a retired Foreign Service communications specialist, died of cancer April 19 in Tampa, Fla. He served in France, Ethiopia, Germany, Norway, Canada and India.



*George W. Ogg*, 70, a retired Foreign Service officer, died Jan. 29 of idiopathic pulmonary fibrosis in a Rockville, Md., hospice. He lived in Potomac. After serving as a pilot and photo intelligence officer in the U.S. Air Force in Japan in the early 1950s, Mr. Ogg joined the Foreign Service in 1957. He served in Togo, Morocco, Guyana, Venezuela, Costa Rica, Ottawa and Vancouver, where he was consul general. He taught foreign relations at the National Defense University and served on a White House task force on reorganization of technical assistance for USAID.



*Idar Rimestad*, 86, a retired Foreign Service officer, died Feb. 13 of complications due to Alzheimer's disease at his home in San Diego, Calif. He began his federal service with the National Youth Administration in 1941 and worked in several civilian positions in the War Department until 1949, when he joined the Foreign Service. He served in Frankfurt, Bonn, Moscow and Paris. In 1967, President Lyndon Johnson appointed Mr. Rimestad deputy under secretary of State for Administration, a position he held from 1967 to 1969. In 1969, President Richard Nixon appointed him U.S. Representative to the United Nations Organizations in Geneva, where he served until his retirement in 1973.



*Virginia M. "Ginny" Wallace*, 77, a retired Foreign Service specialist, died June 15, 2002, in Tucson, Ariz. She served in Antananarivo, Moscow, Bern, Seoul, USNATO in Brussels and Bonn. She was personal secretary to Mrs. Dean Rusk during the Kennedy Administration and later served in the Office of Protocol. From 1981 to 1983, Ms. Wallace was special assistant to the Deputy Secretary of State. After retiring in 1990, she was a volunteer with the Smithsonian Institution.



# SOME UNWRITTEN RULES AT STATE

COMMENTS IN COUNTRY TEAM MEETINGS SHOULD BE BRIEF AND, IDEALLY, RELEVANT TO OTHERS IN THE MEETING.

... SO THEN I TOLD WALLY HE NEEDED TO FILL OUT A JF-1039 OR FIND US A NEW LANGUR MONKEY...



THE AMBASSADOR'S FORAYS INTO COLORFUL LOCAL GARB ARE ALWAYS TASTEFUL AND APPROPRIATE, AND ANY COMMENTS SHOULD REFLECT THIS FACT.

WELL, DONE, SIR - CULTURALLY SENSITIVE AND SWANK, TOO!



THE FULL BENEFITS OF EQUIPMENT UPGRADES MAY NOT BE IMMEDIATELY APPARENT...

IS MY NEW TERMINAL SUPPOSED TO DO THIS?

NOT UNTIL YOU'VE CHANGED YOUR PASSWORD...



WHEN ASKED TO CLEAR ON A CABLE, COMMENTS SHOULD GENERALLY BE CONFINED TO THE SUBJECT OF THE CABLE.

SURE THIS IS ABOUT ECONOMIC SANCTIONS, BUT IT NEVER HURTS TO INCLUDE SOME HELPFUL INFORMATION ON UPCOMING PERFORMANCES OF "RIVER DANCE."



AN EMPLOYEE'S CUBICLE, NO MATTER THE DIMENSIONS, SHOULD BE TREATED AS A PRIVATE OFFICE.

BOYD, WE NEED TO TALK - CAN YOU COME TO MY OFFICE?



AGGELER 2003

Department of State, USA  
Bureau of Human Resources  
Washington, DC 20520

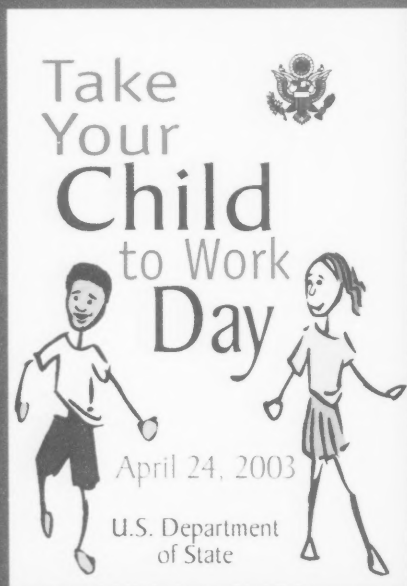
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**The day was a success.  
See story on page 30.**

