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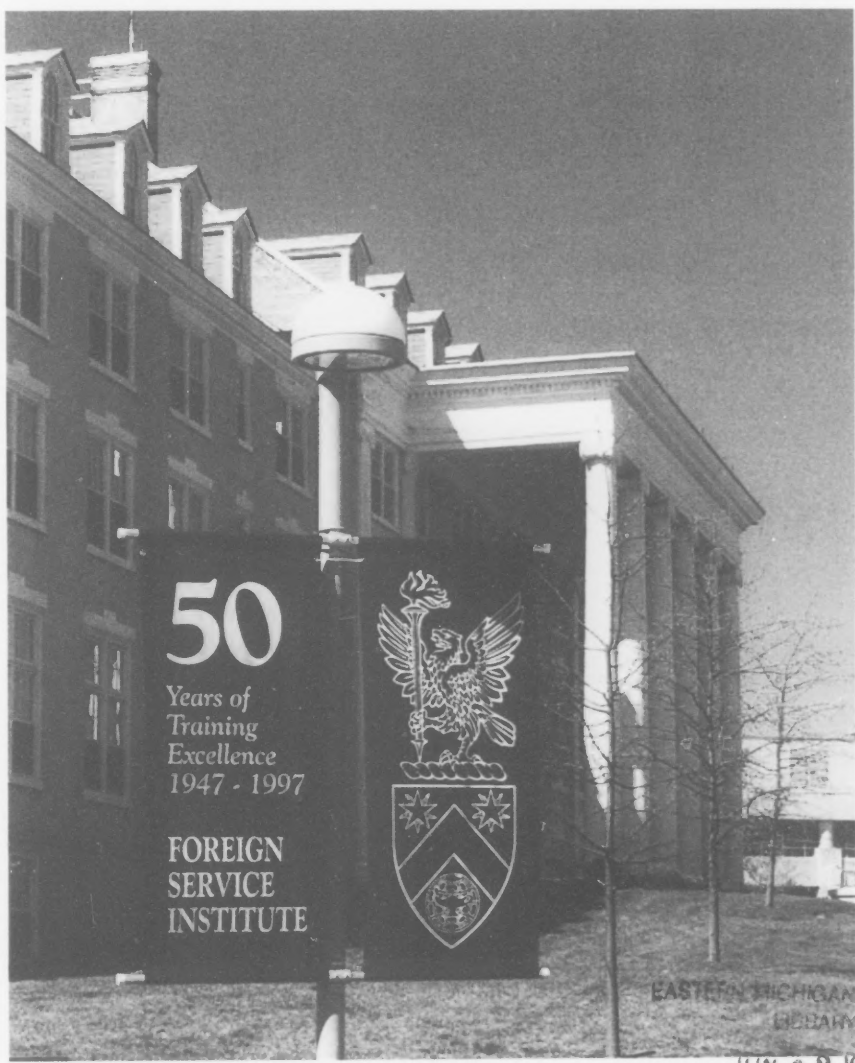
State Magazine

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United States Department of State

May 1997

FSI: focused on the future



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On the cover

State
Magazine

FSI: focused on the future



Banners herald FSI's 50th birthday
photo by Bob Kaiser

State Magazine

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State Magazine (ISSN 0278-1859) is published by the U.S. Department of State to facilitate communication between management and employees at home and abroad and to acquaint employees with developments that may affect operations or personnel.

The magazine welcomes State-related news and features. Informal first-person articles work best accompanied by photographs of the author in the environment written about. The magazine will also consider cartoons and poems related to life at State. *Please include your telephone number or a way to be reached.*

Articles should not exceed five typewritten, double-spaced pages. They should also be free of acronyms (with all office names, agencies and organizations spelled out). Photos should include typed captions identifying persons from left to right with job titles.

When possible, please submit material on Apple Macintosh or IBM PC-compatible disks. This includes Microsoft Word, WordPerfect and Wang. (Please include a hard copy with the disk.) Double-spaced articles may also be sent via e-mail to the editors, or faxed to (703) 812-2475. *Faxed material must be typed on 14 point or larger fonts.* The mailing address is **State Magazine**, PER/ER/SMG, SA-6, Room 433, Washington, D.C. 20522-0602. Contributions may also be left in Room 3811, Main State. The editors may be reached at (703) 516-1667.

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United States Department of State

May 1997

No. 405



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I have spent many happy years in an academic setting, so I was delighted to visit the campus of the Foreign Service Institute April 9 to join friends and colleagues in observing its 50th anniversary. The FSI has come a long way from the townhouse on "C" Street where it was founded to the present 72-acre campus.

The FSI has grown and changed as America has grown and changed. As with other institutions established in the years immediately following World War II, FSI is developing new ways of fulfilling traditional missions and sharpening its focus in response to changing times.

It was said in the 19th century that Great Britain's wars were won on the playing fields of Eton. I believe that American wars in the 21st century are being prevented in the classrooms of FSI. Here, the skills of modern diplomacy are taught. Here, the ability to turn the raw material of information into the finished product of American policy is developed. Here, the knowledge that will inform the peacemakers of tomorrow is conveyed. And here, America's future Kennans, Bunches, Athertons, Newsoms and Pickerings are produced.

The challenges they will face—and that we already face—in the new era are multidimensional; the diplomatic players include not only nations, but a host of non-state actors (and actresses); and the rules of the game change with every scientific advance. There are few constants, but among them is the need for American leadership.

That is why our diplomats must be well trained, well equipped, well led, well supported and well versed in the perils and opportunities of the information age.

It is why we must all strive to create an environment within the Department, and at our overseas posts, in which excellence is rewarded, diversity is practiced and family needs are met.

It is why we must use every opportunity to tell our story to the American people, so that we have the understanding and resources we need to operate effectively on their behalf and in their name.

Madeline Albright

News Highlights



Secretary helps FSI celebrate its 50th birthday

by Carl Goodman

The author is editor of *State Magazine*.

She once studied Polish at the Foreign Service Institute when courses were offered from cramped classrooms in Rosslyn, Va., Secretary Madeleine K. Albright told students and faculty gathered at the school's Arlington campus to observe its golden anniversary.

It was her first visit as Secretary of State to the 72-acre campus of the National Foreign Affairs Training Center, FSI's home, which opened in 1993. Ms. Albright praised former Secretary of State George Shultz for recognizing the school's need for a permanent home. "He is a terrific role model," she said of Mr. Shultz, who championed the school's cause with Congress and the Reagan administration.

Following her visit to a Russian language classroom, the Secretary struck an upbeat chord in her remarks April 9 to those assembled in the school's cafeteria.

The school, she said, embodies her two loves: academia and foreign affairs. She described FSI as "the key to carrying on an active, informed foreign policy."

Recalling her days as a professor at Georgetown University, the Secretary said staying ahead is no easy task, and she applauded the school's director, Ambassador Teresita C. Schaffer, for introducing new courses

The Secretary called FSI's role critical in developing, educating and supporting the nation's foreign affairs mission. Just as we have a world-class military, we must have world-class diplomacy, she asserted.

After meeting with students and faculty, Secretary Albright delivered a foreign policy speech in the George Kennan Auditorium, where she echoed some of the same themes: that

we must learn to think and act globally; that we must have world-class diplomacy to support global leadership and; that we must enter the 21st century with 21st-century skills.

Other activities marking the school's 50th birthday included a panel discussion on conflict and consensus in the 21st century, moderated by Undersecretary for Global Affairs Timothy Wirth, and a luncheon address by Robert Gallucci, dean of Georgetown University's School of Foreign Service, hosted by Deputy Secretary Strobe Talbott.

Among the former ambassadors and senior State Department officials attending the school's celebration were two members of FSI's first class (1947), David Newsome and Roy Atherton.



Secretary Albright addresses faculty, staff and students at FSI.

such as those in global affairs covering a wide range of issues—from health and environment to drugs and refugees.

Photos by Bob Kaiser

News Highlights



Teresita C. Schaffer, director of FSI.



Secretary Albright delivers foreign policy speech.

Secretary Albright welcomes a class of Foreign Service national employees, representing the six regional bureaus and 20 posts, attending a pilot training program in personnel management.





Secretary Albright visits with Russian language students **Sharon Hudson-Dean**, USIA, and **John Fox**, State. Ms. Hudson-Dean has been assigned to Moscow and Mr. Fox to Dushanbe.

Undersecretary Timothy Wirth, right, moderates panel on conflict and consensus with Brookings Institute **Richard Haass**, far left, and **Samuel Lewis**, Washington Institute for Near East Policy.



Deputy Secretary Strobe Talbott, right, greets **Robert Gallucci**, dean of Georgetown University's School of Foreign Affairs.

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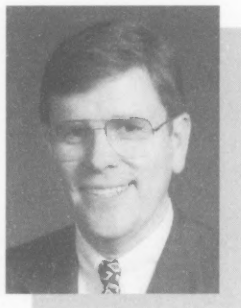
FSI's language school sets international standard

by Jim Bernhardt

The author chairs the Department of Asian, African and Slavic Languages.

When I was invited to join the Foreign Service Institute, I had some very clear ideas about the place. I first heard of the institute and its method for testing foreign language proficiency in a graduate seminar on testing and evaluation. That was about five years before the oral proficiency test swept the American Council of Teachers of Foreign Languages. By the early 1980s, university foreign language professionals, believing they were following a Foreign Service Institute system, jumped on the proficiency bandwagon, attending seminars, discussing numbers for students' language skills and whether Henry Kissinger's English merited a five.

When I joined the institute in 1987 as the Russian and Ukrainian language supervisor, I had doubts about proficiency as a concept and FSI's ability to produce good speakers of other languages. In academia, the common belief was that the United States had lost Iran, in part, because "none of our diplomats could speak Farsi." And after several years of debates about Kissinger's English, I had become a member of the anti-proficiency camp.



The School of Language Studies I discovered in the summer of 1987 was more interesting and diverse than I expected. The school had, in fact, refrained from joining the latest national proficiency fad. It improved but did not fundamentally revise the Department's system of language testing, incentive languages and language-designated positions, clearly understanding the centrality of the continuity of the system to the work of the institute and the Foreign Service.

In 1987, the institute was on the threshold of major change. The school had begun planning its move to Arlington Hall in earnest. Under the leadership of Secretary George Shultz, the Department finally moved the institute from rented office space in Rosslyn to a new facility. It opened Oct. 13, 1993, at the corner of George Mason and Arlington Boulevards. At long last we would be able to conduct language lessons without stopping every two or three minutes for airplane noise.

Meanwhile, following the October 1986 expulsion of Soviet employees from our embassy in Moscow, the Russian section grew. The institute began teaching

Russian to the American replacements for Soviet workers—plumbers from Oklahoma, electricians from Texas, city planners from Colorado and graduate students from Berkeley, along with traditional Foreign Service officers and military personnel.

The institute experienced other changes. As the bipolar world order unraveled, we added new programs and changed old ones. The School of Language Studies enhanced Russian language training, expanded Ukrainian and added programs for 13 other languages of the former Soviet republics. The school also added language programs for the nations of Albania, FYROM, Macedonia, Mongolia, Slovakia and Slovenia and revived programs in Khmer and Vietnamese.

One of the challenging tasks associated with opening some 20 new language sections was finding teachers who were well-educated native speakers, people who had spent at least 24 months of the last 10 years in their countries. We hoped to find people who understood the grammars of their languages and were creative enough to play a significant role in developing materials.

We succeeded by employing a variety of methods. We advertised in the papers, had interns go to the Library of Congress to find fraternal organization phone numbers, called churches and mosques and even stopped tourists on the street. I talked to two Kyrgyz tourists at the Arlington County Saturday morning farmer's market to find out if



they lived in the area or were staying with relatives who had moved to Arlington from Kyrgyzstan. I recognized them by the hats they wanted to sell. Only for Mongolian did we have to go to the country to find a qualified candidate. We're still working on solving the problem of computer fonts for many of these languages.

Our experiences during the fall of communism resembled those during the Kennedy administration,

in the early 1960s and remain on the staff today.

When you read a magazine ad promising that you can learn to speak like a diplomat using Foreign Service Institute materials, the company is hawking books and tapes produced here in the early 1960s.

As of January, Russian was the largest of the school's 58 language sections. (The top five are Russian, Mandarin, Spanish, Arabic and

institute's history. The first sea change emerged in the mid-1950s. The early years provided the context for that change.

In 1946 the Division of Training Services recruited Henry Lee Smith Jr. (1913-72) to create a School of Language Studies. Mr. Smith, best known for his pioneering work in phonetics, helped develop the U.S. Army method for learning languages. Some sources credit Smith with the idea of having native speakers record lists of words with pauses for repetition by students.

Mr. Smith became deputy director of the institute in 1947, in charge of the School of Languages. The plans for language training in the early years, detailed in the institute's second annual report (1949), were "to provide as much skill in foreign languages as possible for all officers and to teach language in such a way that maximum insight into the psychological patterns of the population involved is provided."

Best known of the early specialists in "psychological patterns" was Edward T. Hall. Before coming to the school in 1950, Mr. Hall worked as an archeologist and as a field anthropologist. Professor Hall is most well known for his books, *The Silent Language* (1959) and *The Hidden Dimension* (1966), both published after he left the institute in 1955. One scholar claims that the fields called intercultural communication and nonverbal communication emerged from Mr. Hall's methods for training diplomats.

Professors Smith and Hall left FSI shortly after the publication of a report from the Secretary's Public Committee on Personnel, chaired by Henry M. Wriston. The Wriston



A language lab at FSI.

when the school developed African language materials to support expanded interest in that continent. Under the direction of Earl W. Stevick, the institute hired native speakers to produce materials in Amharic, Chinyanja, Igbo, Kirundi, Kituba, Lingala, Luganda, More, Shona, Swahili, Twi and Yoruba. While many of these materials are still used around the nation, only Amharic and Swahili remain at the institute. Mulugeta Andualum and John Thiuri, who teach Amharic and Swahili respectively, were hired for the African development project

French.) Surprisingly, this differs little from 1949, when the top five of the 36 language sections offered were French, German, Spanish, Russian and Arabic. For most of the intervening years, Spanish and French were easily the largest sections. In the late 1960s and early 1970s, however, the largest section was Vietnamese. It even had its own bureaucracy, the Viet-Nam Training Center.

The collapse of the Soviet Union and the fall of communism caused the second major upheaval in the

News Highlights

committee and later groups deplored "the institute's pedestrian preoccupation with job mechanics" and stressed the need for greater proficiency in languages, the need for more up-to-date materials for language instruction and more experts.

In 1959, the proficiency test became mandatory for all officers. Each officer was required to take a test during home leave, and no one could be issued travel orders without taking the test. During the early years of language testing, the names of officers scoring a proficiency level of three or better were published in *State Magazine*.

Over the last 50 years, the School of Language Studies has grown and changed. The school switched from anthropological linguistics to proficiency-based intensive instruction, created a testing system that has become the standard for much of the nation, the NATO countries and Australia and produced textbooks for dozens of languages.

My April 1987 job interview with the institute was a taxing experience. I took two tests back to back: the first in Russian, the second in Polish. While my speaking score in Russian was double my score in Polish, I was proudest of my 2+ in Polish. I learned Polish in Pani Dobrowolska's kitchen on the west side of Warsaw and from my ninth-grade English students at Warsaw's Copernicus High School. As I flew back to Ohio that year, I was pleased that the Foreign Service Institute's proficiency test measured my success in Polish. I decided to take the job. □

The Senior Seminar

by Harry Gilmore

The author is dean of current seminars.

The Senior Seminar didn't exist when the Foreign Service Institute was created in 1947. It followed 11 years later as the Senior Officer Course, a nine-month seminar whose purpose, in the words of then-Deputy Undersecretary Crockett, was to give senior foreign policy specialists "an opportunity to step back and look at themselves, to get to know their country again intimately, to reevaluate their opportunities and responsibilities in its service and to think imaginatively about their profession and its problems." This purpose remains valid today.

Now in its 39th year, the Senior Seminar is the most advanced professional development program available to career foreign policy and national security officials. The goal of the Seminar is to ensure that its participants

- Enhance their executive skills and more fully realize their leadership potential in preparation for service in demanding, senior positions;
- Gain a deeper appreciation of the ideas and values that define our country and a broader comprehension of the domestic issues, institutions and conditions that shape our foreign relations;
- Better understand major international and national security issues and how policies are developed to address them; and

- Develop a fuller understanding of the role of the U.S. foreign affairs agencies and the Congress in order to improve overall communication, cooperation and coordination.

Each year about 30 senior civilian and military officials are selected to participate in the Senior Seminar. In the current seminar, half come from the Foreign and Civil Service of the Department. They are joined by officers nominated by the Department of Defense, USIA, AID, the CIA, the National Security Agency, the FBI, and the Army, Navy, Marine Corps, Air Force, Coast Guard and National Guard. Officers from other agencies, such as Agriculture, Treasury and Commerce, have also participated in the seminar.

The seminar's program includes a core curriculum designed by the seminar staff and six major elective themes programmed by the participants in consultation with the seminar's dean and associate dean.

The curriculum includes modules on negotiations, public speaking and the media, crisis management, resource management, including International Cooperative Administrative Support Services (ICASS), diversity management, computer and Internet use and leading change in organizations. The six major elective themes are

- Leadership and management
- National security,
- The economy and the environment,
- The Constitution and the Congress,
- Crime and the criminal justice system, and
- The state of the nation.



Study trips throughout the United States are a central element of the program. They include five to specific regions and three focused on an in-depth look at each of the military services. These trips illustrate the seminar's topics by bringing participants into direct contact with current issues facing Americans and with the government and private sector leaders grappling with these issues.

During their study trips, participants engage in public affairs outreach activities, demonstrating to fellow Americans how foreign affairs and national security professionals project U.S. values abroad and promote important U.S. interests. □

Area studies: putting the world in context

What does State have that nobody else has? A task force of the Strategic Management Initiative interviewed a broad range of customers who overwhelmingly asserted that the Department's collective knowledge of foreign countries and cultures is unique. Area studies enhance the ability of foreign affairs personnel to understand, interpret and affect international relations. The functional, linguistic and cross-cultural skills of the foreign affairs practitioner—combined with the knowledge of local and regional cultures—affect the foreign, security and economic policies of the country in question. In short, area studies put the world in context.

The integration of academic and policy perspectives, both American and foreign, is what makes area studies at the Foreign Service Institute special. Area experts such as George Kennan (former Soviet Union), Stapleton Roy (China), Robert Pelletreau and Philip Habib (Middle East) and Chester Crocker (Africa) epitomize the invaluable role of such expertise. Each of the nine intensive regional studies programs and the 44 advanced area studies programs teams FSI area specialists with outstanding lecturers from universities, government and private organizations to facilitate learning through lectures, discussions, gaming, written and audiovisual materials and field trips.

The post-Cold War Foreign Service must be fully informed to handle complex analyses of new issues and regions that are increasingly fluid. Training in preparation for an overseas assignment is the key to a leaner workforce. The United States would not send poorly trained troops into combat. Similarly, foreign affairs personnel need a high level of preparation before carrying out American foreign policy in today's world.

The synergy of language training and area studies reverberates throughout the overseas stay. Knowledge of the culture leads to curiosity about the language. Skill in the language, in turn, leads to a deeper understanding of the culture. The

most effective employees are those with strong area and language skills who use their free time to explore the local culture, make friends and develop contacts.

General Norman Schwarzkopf wrote shortly before the Gulf War, "The single most valuable tool/visit/briefing I have had in preparation for my new assignment was FSI's area course. I wish I could make it mandatory for every officer in my headquarters." A principal officer in the Middle East stated, "there is a clear difference in the performance between those members of the foreign service, including officers, secretaries, communicators, and other staff...who have had FSI area training and those who have not. Even our academic competitors concede that FSI has the best area studies program in the country."

Area studies programs are open to all executive branch employees and their families. While those en route to an overseas assignment benefit from area studies courses, officers and analysts assigned to country or regional desks also find the training useful. Students enrolled in long-term language training receive half a day a week of advanced area studies. □

News Highlights

Secretary Albright visits Houston Passport Agency

Madeleine K. Albright recently greeted employees at the Houston Passport Agency in her first domestic visit as Secretary of State. Welcoming her were agency director William Malcolmson and Alison Leland, widow of Texas Congressman Mickey Leland, for whom the facility was named. Employees donned western garb to honor Houston's annual livestock show and rodeo.

Secretary Albright toured the facility Feb. 10 after being briefed on the agency's operations and history. She was recorded by television and newspapers nationwide as she observed a passport



Secretary Albright visits staff of the Houston Passport Agency.

specialist interviewing a customer and printed a passport book.

The secretary met with agency employees and shook hands with customers in the facility's public area.

She posed for photographs with the entire staff, who broke into cheers as she departed for a speaking engagement at Rice University's James Baker Institute.

San Francisco's Passport Agency is on the move

The San Francisco Passport Agency has moved into a stylish new office with all the modern amenities.

The controlled anarchy associated with moving an entire office was compounded by a long-anticipated upgrade to the new Travel Document Issuance System III computer system. Although the first few days were hectic, with learning a new computer system and moving into a new office, the staff pitched in with enthusiasm and good humor.

The formal Feb. 19 opening was attended by Kenneth Hunter, deputy assistant secretary for passports, and Larry Emery, managing director for consular affairs. Mr. Hunter presented

Regional Director Hans Hansen, who is retiring, with an award for overseeing the move. Mr. Emery applauded the state-of-the-art facility, calling it a "miraculous transformation."



Hans Hansen, center, receives award for overseeing the move from Deputy Assistant Secretary Kenneth Hunter. With them is Larry Emery.

State breaks record with CFC pledges

by Barbara Quirk

The author is deputy editor of State Magazine.

Employees and retirees at State gave a record \$1,212,092 to the Combined Federal Campaign last year, which aids over 2,500 organizations worldwide. The Department won the campaign's Pacesetter Award for raising 3.2 percent more in employee contributions than the previous year.

Thirteen bureaus were honored for exceeding their monetary goals in a ceremony at the Department March 18. Population, Refugees and Migration was the "champion," raising 118 percent of their goal. Political-Military Affairs and Personnel tied for second place, at 116 percent. International

Organization Affairs generated 113 percent; the Inspector General's Office, 110 percent; East Asian and Pacific Affairs, 109 percent; Administration, 105 percent; Democracy, Human Rights and Labor, 104 percent; Narcotics and Law Enforcement Affairs and Economic and Business Affairs, 103 percent each; and the Foreign Service Institute, Inter-American Affairs and the Legal Adviser's Office, 102 percent each.

Director General Anthony Quinton and Gail Becker, the campaign's "loaned executive", who spearheaded the drive at State, honored IO with the Chairman's Award for over 70 percent participation and an average \$100 donation per person. PRM earned the Merit Award for over 60 percent participation and an average \$50 contribution.

State Magazine won two silver cups for publicizing the campaign. Leroy Potts of the Inspector General's Office won "best feature story" for his article on working with boarder babies in the November-December issue. Graphics designer Rich Florence received an award for "best photo coverage." Barbara Quirk edited both projects. The magazine competed with federal publications nationwide.

Ms. Becker, a Department of Health and Human Services employee, received a special commendation for her six months' work on State's successful campaign. Employee Relations' Shelly Kornegay earned a certificate of appreciation for supporting the loaned executive. □

Loaned executive Gail Becker with the director general.



PRM "champions" Elizabeth White, center, and Evelyn Whittaker receive certificate from Director General Anthony Quinton.



Photos by Ann Thomas

State Magazine's Rich Florence and Barbara Quirk with silver cups.

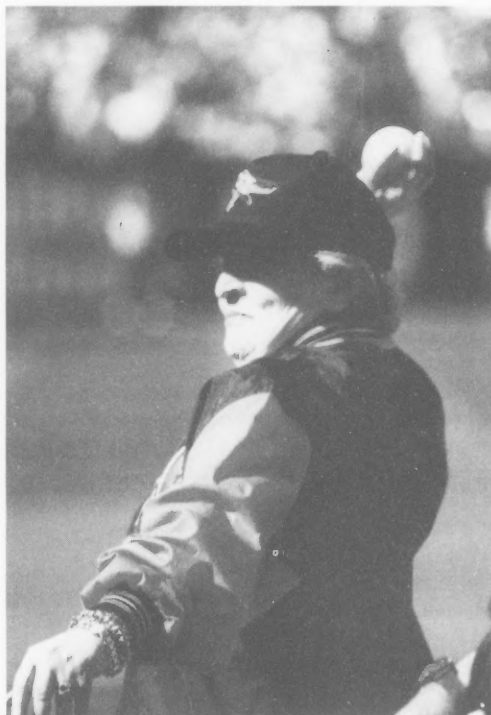


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Pinch pitching for the President

Secretary of State Madeleine K. Albright, pinch pitching for President Clinton, threw out the first pitch at Camden Yards before the Baltimore Orioles' opening day 4-2 win April 2 over Kansas City. While in the area, the Secretary met Orioles' star third baseman Cal Ripken, who has just extended his contract through the 1999 season, making it likely that he'll finish his career having played for only one team. In comments April 9 at the Foreign Service Institute's 50th birthday, Ms. Albright made a "pitch" for a baseball course.

Photos by Shawn Moore



Tales of the transition

by Richard M. Mills Jr.

The author is a staff officer in the Executive Secretariat.

In the beginning, I felt like an extra in a Broadway touring company, hopscotching from one glamorous capital to another with a charismatic heroine drawing cheering crowds and an adoring press.

In reality, I was a member of Madeleine K. Albright's official party during her first overseas trip as Secretary of State, a trip that proved more challenging than glamorous. The around-the-world visit to nine capitals in 11 days concluded my small part in the Department's transition from Secretary Christopher to Secretary Albright.

My supporting role began in November 1995 when Executive Secretary William Burns asked me to serve as the Secretariat's liaison to the small transition team he was assembling to advise the secretary-designate. Working under the direction of the deputy secretary, the team included Acting Undersecretary Patrick Kennedy, Deputy Legal Adviser James Thessin, Deputy Executive Secretaries Richard Shinnick and Gretchen Welch and Executive Assistant to the Deputy Secretary Eric Edelman.

The first issues were administrative. Since a new secretary would arrive after the inauguration, Mr. Shinnick and his staff in S/S-EX began refurbishing the first-floor suite that traditionally serves as offices for a secretary-designate and staff. Computers, office equipment, telephones (including a secure line)

and furnishings were installed by mid-November.

This work was done with urgency, knowing that a new secretary-designate could be announced and arrive at State as soon as Warren Christopher announced his resignation. Discretion was paramount, too, because Mr. Christopher would remain Secretary until Jan. 20, and none of us wanted to overshadow this fact or disrupt his final days.

While S/S-EX created these new offices, I reviewed past transition files and drafted timelines on issues to be addressed before a secretary-designate was named. (Terminology was important. H and L alternated as enforcers, rapping knuckles of those who forgot that the President only *names* a secretary-designate. It's up to the Senate to confirm a new secretary.) Delores Hicks of S/S assisted me with tasks ranging from assembling briefing papers to obtaining parking passes for the designate's staff.

We also had to identify secretarial candidates for the secretary-designate's core office staff. We didn't know if the nominee would come from inside or outside the Department, so it was important to have staff ready the day the designate was announced. Along with Delores Hicks, they are the unsung heroes of the transition: Katrina Feltes (ARA), Monica Sanchez (FMP), Shirley Adams (INL), Nichole Tucker (IO) and Joyce Rilly (NEA).

Our team met almost daily in Bill Burns' office, breathing a little easier as we checked items off our timeline. As November turned into December, no nominee was named. Although our friends and colleagues refused to

believe it, we had no inside scoop on Secretary Christopher's successor. This complicated one of our main tasks—preparing background and briefing materials for the secretary-designate. Not knowing if the nominee would be familiar with the key issues facing the Department generated a parlor-game atmosphere. Should we develop a list of the "50 hottest foreign policy issues" and have bureaus prepare background papers accordingly?

Instead, we asked assistant secretaries to draft memos for Secretary Christopher on major issues facing their bureaus in 1997. These papers, in turn, became road maps for identifying key topics for the Secretary-designate. We asked the bureaus for briefing materials on these issues. Once assembled, these materials, along with briefing books on the Department's management and budget, were given to the secretary-designate her first day in the transition office.

Our waiting ended Dec. 5 with the announcement of Ambassador Albright's appointment. I learned of the announcement a few hours before the President and secretary-designate greeted the press. In those interim hours, I also learned we weren't quite as prepared as we assumed when someone asked me whether the nominee should be referred to as "Madam" or "Madame" Secretary-designate. (Madam without the "e" is standard Department practice.) But overall our preparations paid off. We had office space, staff and papers ready, allowing the transition to begin smoothly. Ensuring a prompt flow of information to the secretary-designate on foreign policy and the

Tales of the transition

daily operation of the building now became our focus. The secretary asked Deputy Secretary Strobe Talbott to serve as transition coordinator and, under Mr. Talbott's direction, we identified additional issues for the secretary-designate. It quickly became apparent that Ambassador Albright was a voracious reader—good news for those of us who've toiled into the night on papers for the seventh floor, wondering if they're ever read. (Secretary Albright reads them and reads them closely.) But, as is the case with any secretary, the amount of paper she receives is enormous, underscoring the importance of concise, focused writing.

This point became crucial as we began working on the secretary-designate's confirmation hearing. Legislative Affairs and the Senate Foreign Relations Committee agreed to hold the hearing quickly to expedite the transition. Bureaus submitted Q&As to help Ambassador Albright prepare for the challenge. Deputy Assistant Secretary Meg Donovan warned us, "Anything can be asked on any issue—and will be."

In the week before her hearing, Ambassador Albright participated in a series of "murder boards"—mock hearings where Assistant Secretary

Barbara Larkin and others played the roles of senators. During these hearings, the secretary-designate's style emerged: direct, nonhierarchical and sensitive to the public message. I also observed her confidence in the Foreign Service, under-



Secretary Albright prints a passport book at the Houston Passport Agency with assistance from director William Malcomson.

scored by Thomas Pickering's selection as undersecretary for political affairs. She sought frank opinions from assistant secretaries and others at the mock hearings. In her remarks to employees shortly after her confirmation, she said she would pick up the phone and speak with any of us if she needed something. Don't be surprised if she does.

On the same day as the Senate's 99-0 vote, Secretary Albright and her staff moved to the seventh floor. For me, the transition was nearly over. After a few weeks working with the new staff and serving with Elizabeth Roberts of S/S on the "plane team" for the secretary's trip, I returned to my regular duties.

What did I learn from my supporting role in a bit of Department history? Despite its bureaucracy and seeming imperviousness to change, State does respond to direction from the top. It was encouraging to see how quickly management reacted to the new secretary's approach. Papers prepared for her soon reflected her interests in NATO enlargement and Latin America, among other issues.

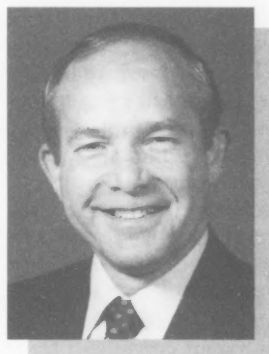
It also became clear that the public aspect of our work will be highlighted. It's no accident that the secretary's first domestic speech wasn't the standard East Coast foreign-affairs forum but a policy address at the Baker Institute in Houston, where she met business leaders and high school students and toured the Houston Passport Agency. This effort to "sell" what State does for America will be the hallmark of the next few years.

Finally, I learned a truism that applies to all of us, whether the secretary is a West Coast lawyer or an East Coast academic, in pants or a skirt: when your papers reach the seventh floor, the tabs had better be numbered, the text spellchecked and the secretary's name spelled correctly. □

Appointments

Gnehm is President's choice for personnel

Edward W. Gnehm Jr., U.S. deputy representative to the United Nations, has been named director of personnel and director general of the Foreign Service. The nomination requires confirmation by the Senate.



Mr. Gnehm, at the United Nations since 1994, joined the Foreign Service in 1969. After serving as commercial officer in Saigon, he became vice consul in Kathmandu in 1970. He served as a desk officer for Nepal and as a staff assistant in Public Affairs before reporting to Damascus in 1974 as economic officer.

After language training in Tunis and Beirut, Mr. Gnehm headed the U.S. liaison office in Riyadh from 1976 to 1978. He served as deputy chief of mission in Sanaa, 1978-81. After a stint as a Pearson fellow, he headed Personnel's Junior Officer

Division, 1982-83, before his selection as director of the Secretariat staff. In 1984 he was named deputy chief of mission in Amman. Mr. Gnehm served as DAS for Near East and South Asia at Defense before holding the same position at State, 1989-90. He was ambassador to Kuwait until 1994.

Mr. Gnehm is a native of Carrollton, Ga., and earned a bachelor's and a master's from George Washington University. He speaks Arabic and French. His honors include Superior and Meritorious Honor Awards, the Defense Department's Medal for Meritorious Civilian Service and George Washington University's Distinguished Alumni Award. He is married to Margaret Scott; they have a daughter, Cheryl, and a son, Edward Jr.

Inderfurth named for top South Asian slot

Karl F. Inderfurth, alternate representative for special political affairs at the United Nations, has been nominated to become assistant secretary for South Asian affairs. The position requires Senate confirmation.

Mr. Inderfurth began his career in 1970 as a staff assistant to Senator William Proxmire. After working as a field organizer in the McGovern presidential campaign, he joined Senator Gary Hart's staff on the Select Committee on Intelligence in 1975. He was a staff assistant to national security adviser Zbigniew Brzezinski, 1977-79, then served as deputy staff director of the Senate Foreign Relations Committee, 1979-81.

Mr. Inderfurth served as Moscow and national security correspondent for ABC News, 1981-91. He was a consultant to the Eurasia Foundation, 1991-92, and a project director



at the Center for National Policy, also in 1992. He served as a consultant to the Department before assuming his U.N. position in 1993.

A native of Charlotte, N.C., Mr. Inderfurth holds a bachelor's from the University of North Carolina and a master's from Princeton. He also attended Duke Divinity School and Glasgow's Strathclyde University on a Fulbright Scholarship. His foreign language is Russian. He has received an Emmy, an Emmy nomination and the Dupont-Columbia Award for Excellence in Broadcast Journalism. He is married to Meredith Roosa Inderfurth. They have three children: Ashley, Allison and Jean.

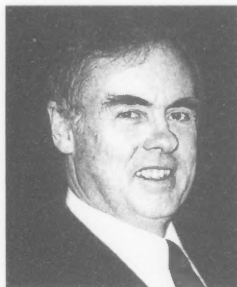
Direct from the D.G.

This column was written by Anthony C.E. Quainton, director general of the Foreign Service and director of personnel.

One severe challenge the Foreign Service faces as the 21st century approaches is defining the nature of its work and the added value it provides in formulating and implementing our foreign policy. At a recent Georgetown University seminar on the theme "Do We Need Embassies?" a senior military officer dismissed the question as irrelevant. Of course, he said, there was no question that we need embassies as platforms for our overseas programs. What was not so clear, he added, was the nature of the diplomatic profession. There was, he asserted, a need to define its role and its relevance.

If we are going to update our role and revitalize our mission, we must review the content of Foreign Service jobs and the blend of skills needed to perform them. In short, we need a "job analysis." Such an analysis will enable us to update our entire personnel system from recruitment, examination and selection through promotion, training and egress: All of these issues are of current concern to the members of the Foreign Service.

We are, in fact, about to launch such a study of the jobs performed by Foreign Service generalist officers and DS special agents. This study will be a systematic and detailed assessment of the knowledge, skills and abilities needed for these jobs.



The study itself will not directly produce policy or procedural changes, but it will provide comprehensive and current job-related and job-specific data to base new departures on or affirm existing programs. The study will

“If we are going to update our role and revitalize our mission, we must review the content of Foreign Service jobs and the blend of skills needed to perform them.”

enable us to consider whether to amend our recruitment and selection processes (including coning-on-entry procedures), whether to change our EER form and whether to reorient training priorities.

The last comprehensive analysis of all Foreign Service generalist jobs was in 1983. It is time that we bring our data up to date and take a hard look at ourselves and how we manage our personnel system.

We have just let a contract for such an analysis. The conclusions of this study should be in hand by the end of the year. Immediately thereafter, we will begin assessing what changes we should make in how we do business. The contractor selected, American Institutes for Research, has a superb reputation, is at the cutting edge of job analysis methodology and already knows the Foreign Service well. We have been fortunate, also, in having the services of Dr. Michael Campion, professor of management at Purdue and a nationally recognized leader in job analysis, as our expert consultant for this project. In short, we will be working with an absolutely first-rate professional team.

Every generalist officer and every DS special agent will be invited to participate directly and personally in the job analysis process in one or more ways. The contractor will conduct personal interviews, focus groups, written surveys, post and office visits and various briefings. I know we can count on the full and enthusiastic support of everyone contacted. The study's conclusions and the personnel system based on them will only be as good as everyone's ideas and suggestions. This will be your opportunity to help determine the future of the Foreign Service. It is an opportunity not to be missed. □

Ask Dr. Dumont

Q.

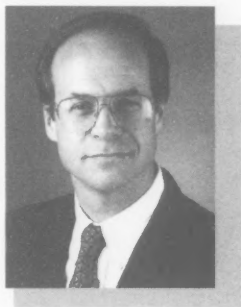
I am at a remote post where communication is very poor. For example, when my father passed away recently, I had to instruct my family in Iowa to gather the names and telephone numbers of the hospital and physician in charge, and to call the Department to request emergency visitation travel. Isn't there something that can be done to make this process easier during a very emotional and stressful period?

Central Europe

A.

First, my condolences to you and your family on the death of your father.

Emergency visitation travel (EVT) can be granted in the event of an immediate family members death. The Office of Medical Services need not be advised of the death nor contacted by the physician. Post authorizes travel in these cases. The traveler should return to post with a copy of the death certificate and submit it with the travel voucher. Only in cases of serious illness or injury should the Office of Medical Services speak with the attending physician or hospital staff. Family members may contact the office



This column by Cedric Dumont, M.D., chief of the Department's Office of Medical Services, appears monthly in State Magazine. Whether you are serving overseas or at home, you are encouraged to get your questions answered on these pages. Write to the editor or to Dr. Dumont directly. In either case, your post will not be identified.

directly at (202) 663-1662. Ask the caller to provide the employee's name, post and agency and the sick or injured family member's name, the relationship of the sick or injured person, a hospital name and phone number and the name and phone number of the physician in charge. To recommend emergency visitation travel at government expense, a family member's life must be in doubt, and only one trip can be authorized per illness.

There are conditions that, while serious, have good survival expectations, and emergency visitation travel would not be recommended in these instances. Depending on family needs, however, one may travel at personal expense.

EVT travel applies to parents or surrogate parents, but not both.

Travel may be authorized in the event of the death of siblings and/or step-siblings, but not in the event of serious illness or injury.

After normal business hours in Washington, the Operations Center should be notified of a request for emergency visitation travel at (202) 647-1512.

To expedite the process, I recommend that you provide this information to your relatives before leaving for post.

Q.

In October we will have our first baby. I'm returning to my hometown to deliver. I will need to buy things for the infant to send back to post, but I have no experience with this. I know that it's important to buy the right crib, but I don't know specifically what that means. Can you provide some guidance?

NIS

A.

Providing a safe environment for your new infant is of vital importance. The newspapers often report inadvertent injuries to infants from faulty or poorly designed baby furniture and other devices designed for babies.

Ask Dr. Dumont

The Consumer Product Safety Commission recommends these safety checkpoints: (1) Corner posts should not extend more than 1/16 inch above the top of the end panel. Corner post extensions can be a catch point for objects or clothing. (2) Mattress support hangers should be secured by closed hook. (3) Bumper pads, if used, should: (a) Fit around the entire crib. (b) Tie or snap into place and (c) Have at least six straps located at each corner and in the middle of each long side. To prevent the baby from chewing on the straps or becoming entangled in them, trim off the excess length after tying. Use the bumpers only until the baby can pull up to a standing position, then remove them so that the baby will not use them to try to climb out of the crib. (4) Remove and destroy all plastic wrapping materials. Before throwing the plastic away, tie it in knots. Children have suffocated while playing with plastic wrap. Never use thin plastic dry cleaning or trash bags as mattress covers. The plastic film may cling to children's faces and cause suffocation.

The following safety tips should be followed as well: (1) If you place a crib next to a window, make sure that there are no drapery or window blind cords within the child's reach. (2) Never hang any stringed object, such as a toy on a string or a

laundry bag, on the corner post or so close that a child could become caught in it and strangle. If you have toys with cords or elastic, cut them off. Never put a loop of ribbon or cord around your child's neck to hold a pacifier or for any other reason. (3) Always lock the side rail in its raised position whenever you place the child in the crib. (4) Remove large toys from the crib when the child is standing. An active toddler can use them to climb out of the crib. (5) Replace any missing parts, such as screws, bolts or mattress support hangers, from any children's furniture. At 35 inches in height, your child has outgrown the crib and should sleep in a bed.

Q.

My 14-year-old stays up late at night and then will not get up in the morning for school. This pattern is disruptive to our morning routine. I don't know if I should be worried or just annoyed at this behavior.

AF

A.

Teenagers have a biological excuse for such behavior. Puberty resets adolescents' biological clocks to favor later bedtimes and wake-up times. Also, rapid growth and hormonal activity means that teens need about an hour more sleep than preteens do. Both boys and girls experience a two-year adolescent growth spurt that adds about eight inches to their height and about 15 percent to their weight. Most teens need between nine and 10 hours of sleep at night. Studies show that more than half don't get it. Instead they tend to get one to two hours less than they did as preteens because of academic, social and work commitments. As a result, most teens are chronically sleep-deprived. When they try to catch up on weekends, they further upset their biological clocks, breaking the cycle by going to bed even later at night and having even more trouble getting up in the morning.

Parents can emphasize the role that sleep plays in maintaining good health and make it, like good nutrition, a family priority. Try to help your teen avoid overscheduling. Teens with more than 20 hours a week of extracurricular activities are more likely to suffer from sleep deprivation. If a sleep problem is causing difficulties, work together to set up a contract that governs late night activities, irregular naps and oversleeping on school days. □

Bureau of the Month

On the front lines: International Narcotics and Law Enforcement Affairs

by Sherman Hinson

The author is a narcotics specialist in INL.

Once, diplomacy was simpler. Diplomats and foreign ministries dealt with war and peace. Asking help from another government to enforce criminal law was the exception, as when the United States asked Bolivia to extradite Butch Cassidy and the Sundance Kid a century ago. Crime was a country's internal affair. Diplomats did other things.

That world has changed utterly. Butch and Sundance are to modern transnational criminals what the local telephone operator is to the Internet. The immediate personal danger Americans face at home from illegal drugs and other crimes that originate abroad is what INL is about.

Drugs in foreign policy

For decades, State played a central role in treaties and organizations dealing with traffic in illegal drugs. A Bureau of International Narcotics Matters (INM), however, was created only in 1978. INM (changed to INL in 1995) has an unusual, dual function as a policy shop and as an assistance agency.

INL promotes measures in our foreign relations to prevent the production of illicit drugs and their smuggling to the United States and advises the secretary and other bureaus on drug control. In concert with domestic drug law enforcement and regulatory agencies, INL represents America in international bodies dealing with drugs. It



On tour. Senior adviser Jim Dandridge, left, accompanies Undersecretary of State for Global Affairs Timothy Wirth on an overflight of coca fields in the Upper Huallaga Valley of Peru in October 1995. The INL helicopter in the background is operated by Peruvian police.

prepares the annual *International Narcotics Control Strategy Report* on global drug production, traffic and abuse, and manages the drug control certification process required by a 1986 law.

Drug control assistance

Since 1978, INL has also conducted the International Narcotics Control part of the foreign assistance program, providing training, technical and material support to institutions of other countries responsible for programs against illegal drug production, traffic or abuse.

With \$195 million for drug control (and an additional \$20 million for criminal justice programs) in FY 1997, INL has activities in 85 countries. Most are small and limited.

For example, INL funds DEA, Customs, Coast Guard or other agencies to train foreign officials to inspect aircraft, vessels, vehicles, cargo or passengers, to serve as drug investigators or as drug abuse treatment specialists. Each U.S. mission has a coordinator for narcotics affairs (usually the DCM in major drug source or transit countries) who oversees INL assistance and coordinates U.S. drug law enforcement, diplomatic or other drug-related activities.

In a few major source or transit countries; multimillion-dollar INL projects assist governments in preventing drug production, traffic and abuse. Separate narcotics affairs sections (NAS) responsible for such

Bureau of the Month



On the bridge. Standing on the "new" Mostar Bridge spanning the Drina River in Bosnia is INL's Robert Gifford.

larger projects exist today in the Bahamas, Barbados, Bolivia, Brazil, Colombia, Ecuador, Guatemala, Laos, Mexico, Pakistan, Panama, Peru, Thailand and Venezuela. (INL positions also exist in Miami for the Caribbean, at USEU Brussels and for law enforcement/drug control programs in Bosnia, Russia and, starting this summer, South Africa.)

The smallest NAS may consist of one narcotics control specialist or generalist assigned to an INL slot and a few host-country nationals handling a few hundred thousand dollars annually. In the primary cocaine source countries—Peru, Bolivia and Colombia—NAS direc-

tors supervise dozens of employees—FSOs, contractors, DOD aviators working for INL, and local nationals, managing millions annually.

Once thought of as basically a police program, the INL mandate was broadened by Presidential Decision Directive 14 of November 1993 to include what formerly was military and economic/security assistance for drug control. INL assists not only police, but also prosecutors and courts, military elements with drug control missions, rural development programs to reduce cultivation of illicit drug crops and drug education programs. NASs work in close cooperation with DEA, AID, DOD and other agencies to support the national drug control strategies of those governments.

Many countries also receive assistance from State's only aviation unit, 46 helicopters and 18 fixed-wing aircraft owned and supported by INL. Most of the helicopters are operated by local authorities in Bolivia and Peru.

Fixed-wing aircraft include Ayres TurboThrush "crop dusters" which spray herbicides on illicit drug crops, most recently in Colombia, Venezuela, Panama and Guatemala.

An INL regional aviation support office at Patrick AFB, Fla., supervises a corporate contractor that provides logistics support, some maintenance personnel and pilots for spray aircraft.

International crime

In 1993-94, INL's traditional focus on drugs was broadened to include "thugs": money launderers, traffickers in stolen vehicles, arms or other contraband, alien smugglers, and other forms of transnational crime. INL's name was changed in early 1995 to reflect this broader scope.

INL now manages Support for East European Democracy (SEED) and Freedom Support Act (FSA) programs to help states in Central Europe and the former Soviet Union develop criminal justice institutions appropriate to democratic societies. INL worked with the FBI to estab-



In poppy fields. Visiting legal poppy fields in Tasmania are INL's Kimberlee Fordyce, far left, along with U.S. and host-government scientists.

lish the International Law Enforcement Academy (ILEA) in Budapest

and is now organizing support for an institutional review of criminal law in South Africa. INL represents State in the Financial Action Task Force established by the G-7 and promotes treaties on stolen vehicle recovery in this hemisphere. INL seeks to combat transnational crime by increasing awareness of the problem in the global community and by assisting institutions of other nations in combating it.

Other INL activities new in the nineties are major police institutional development or rehabilitation projects in direct support of peace-keeping activities in Haiti and Bosnia. INL delivers advice, training and technical assistance to create or restore public order institutions eroded by domestic violence or related problems.

State and law enforcement?

In his address to the 50th anniversary session of the U.N. General Assembly, President Clinton called the need for governments to protect their citizens against transnational



In the valley. Crews aboard INL-owned helicopters inspect a clandestine airstrip in the Upper Huallaga Valley of Peru.

crime a major challenge for the post-Cold War world. Crime transcends boundaries, and criminals ignore them with increasing ease, just as Al Capone or the Barkers learned to use automobiles across state lines decades ago.

Drug production and traffic and other transnational crime are as complex and threatening as war and peace. The important difference is, as the U.S. National Drug Control Strategy states, that "Wars are expected to end."

Attempting to control these transnational threats and protect Americans from their consequences is a new aspect of the old profession of diplomacy. Most Americans see traditional issues of foreign policy as remote from their lives. Drug abuse and associated forms of crime strike individual citizens where they live.

INL essentially is about government doing its best to shield its people from harm. □



Inspecting. INL's John Brennan inspects an illegal poppy field in Burma.

Bureau of the Month



In processing. INL staff from the Office of Criminal Justice help process illegal Chinese aliens on Wake Island in August 1995.



Eradicating. Engaged in Thailand opium eradication program are Peter Loverde, left, NAS field project coordinator, and Dennis Drony, American consul, Chiang Mai.



Assisting. INL training officer Alice Adams, far right, with U.S. Customs training team in Tajikistan in February 1997.

Post of the Month

Hong Kong: an American presence since 1843

by Richard A. Boucher

The author is consul general in Hong Kong.

A consul general has represented the United States in Hong Kong since 1843, shortly after Britain took possession of Hong Kong Island from China following the Opium War. Today 150 Americans and 200 local national employees of the U.S. consulate general, representing 14 U.S. agencies, work in three buildings in Hong Kong's central district. The post also represents U.S. interests in the Portuguese-administered territory of Macau, across the mouth of the Pearl River, which reverts to Chinese sovereignty in December 1999.

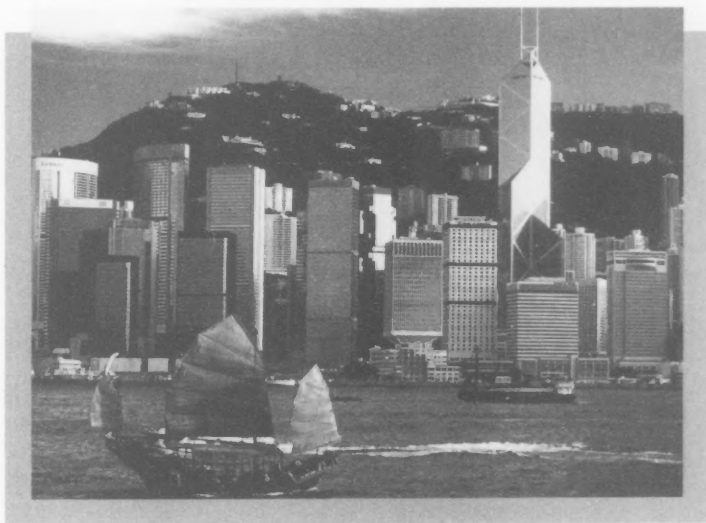
Hong Kong, Asia's most visited city, is the world's most active container port, the eighth-largest trading entity and Asia's second-largest financial market. Bordered on the north by China's Guangdong Province and surrounded on three sides by the South China Sea, Hong Kong consists of Hong Kong Island, the Kowloon peninsula and the New Territories, including 235 outlying islands. The total land area is one-third that of Rhode Island. Six million ethnic Chinese from many regions make up 97 percent of the population. Hong Kong is a cosmopolitan blend of Chinese regional influences, Asian and Western cultural and religious traditions and information-age capitalism.

On July 1 Britain restores Hong Kong to Chinese sovereignty, when it will become a special administrative region of the People's Republic of China. Under its mini-constitution, Hong Kong is guaranteed a high

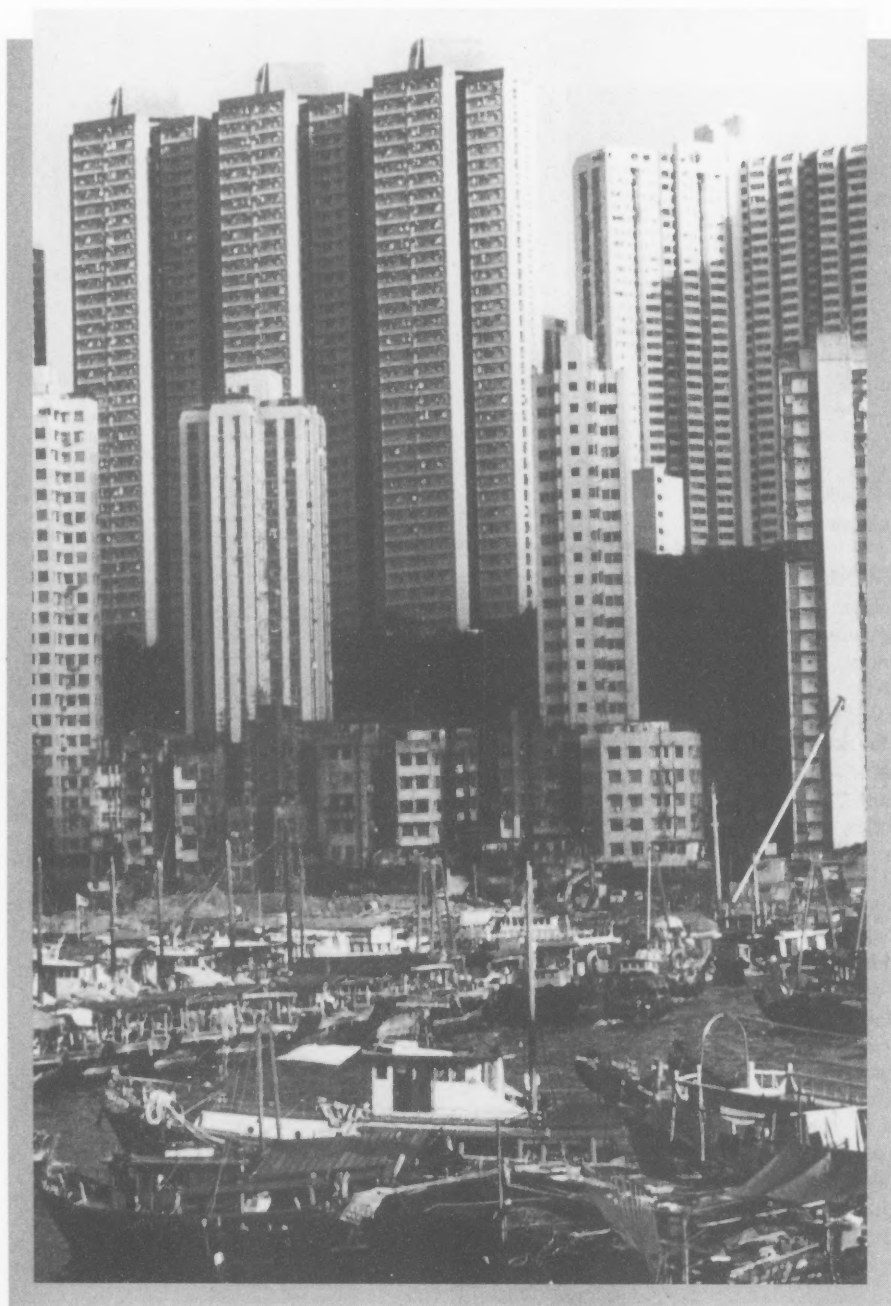
degree of autonomy except in foreign affairs and defense matters, the responsibility of China's central government. Hong Kong will retain its own immigration and currency, judicial system, civil service and

cooperation with foreign consulates in all the areas of its autonomy. Members of the consulate general family, representing U.S. interests during Hong Kong's historic transition, are featured as part of our continuing series.

A fishing junk passes Hong Kong's skyline.



Post of the Month: Hong Kong



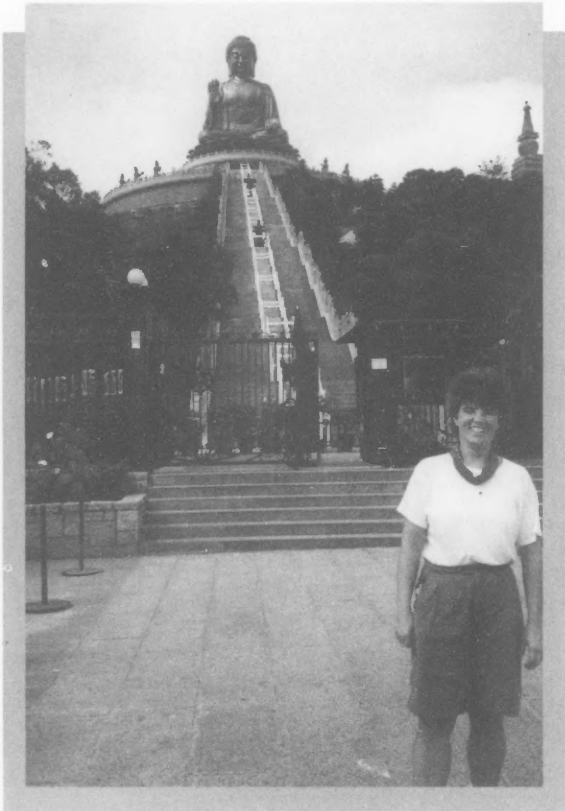
Some Hong Kong residents live aboard junks, while others reside in high-rise apartments.

Consular Officer **Paul Mayer** at the Ten
Thousand Buddhas Monastery.

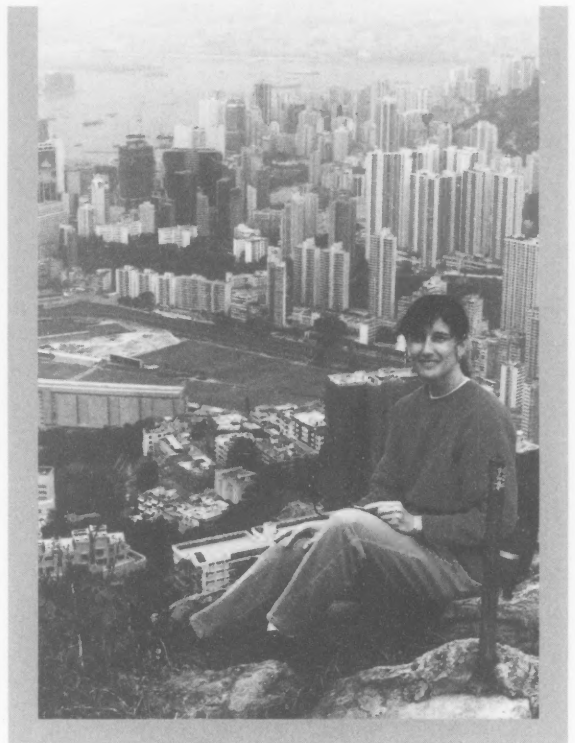


Lion Dance during Chinese New Year.

Post of the Month: Hong Kong

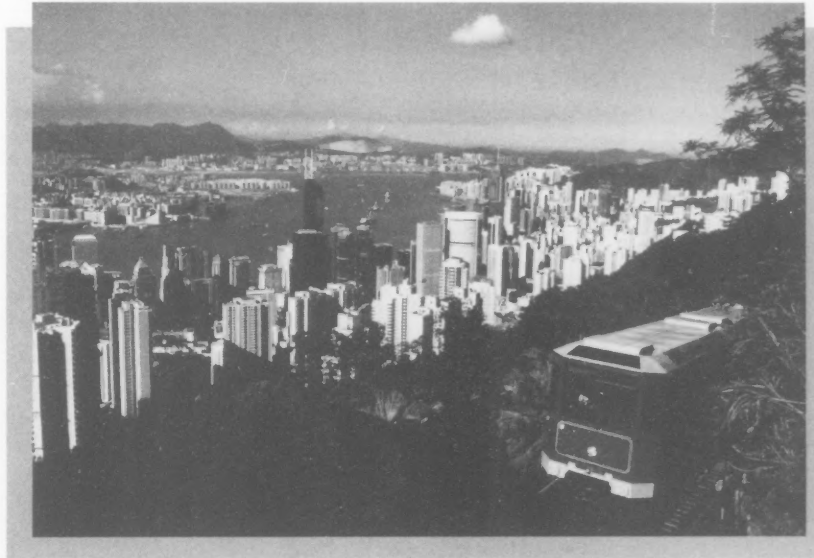


Sherri Stremel, wife of general services officer John Stremel, at the world's tallest Buddha, on Lantau Island.



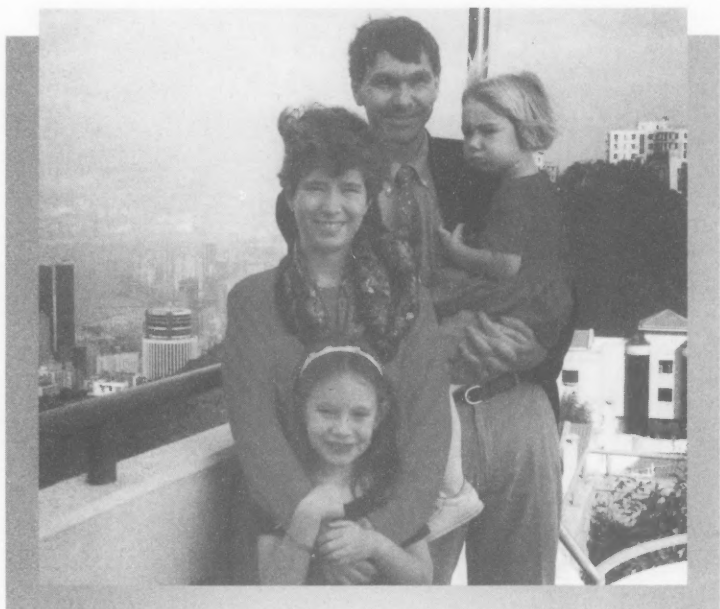
Economic Officer Lynn Whitlock overlooking the city.

View of the city.



Kowloon, one of the most densely populated spots in the world.

Post of the Month: Hong Kong



*Foreign commercial officer **Rosemary Gallant** and her husband, **Jonathan**, with daughters **Melissa** and **Martha**.*

A Chinese junk in Sai Kung Harbor.



Foreign Agricultural Service officer
Garth Thornburn at "Love's
Generosity" gate at a temple in Sha Tin.



Employees of Sung Dynasty Village, which
illustrates Chinese life from 960 to 1279.



Aboard a junk on Repulse Bay, from
left: Economic Officer **Laurent
Charbonnet**, Economic Journal editor
George Shen and Deputy Principal
Officer **Stephen Schliakjer**.



Who the heck is Murphy, anyway?

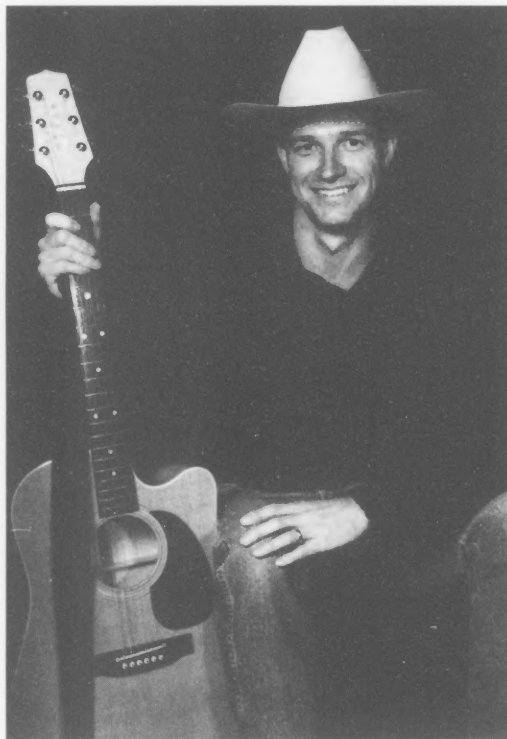
by Ned W. Arcement

The author is minister-counselor for administrative affairs in Ottawa.

Murphy's law, as we all know, is the pessimistic axiom that predicts that if anything can go wrong, it will. "Murphy's Law" also happens to be the title of the newly released hit by Jim Combs, Embassy Ottawa's own country music star. Paradoxically, his "Murphy's Law" is not about things going wrong but about everything going right—for Jim Combs.

Jim Combs is the assistant regional security officer at the embassy. At least, that's his day job. At night, Jim changes hats. Literally. He dons a cowboy hat, boots and jeans and goes to work at his other occupation—as an award-winning country music singer and songwriter. Jim makes the occupational transition effortlessly. But just to keep things in perspective and his two careers totally separate, he performs under his stage and recording name, Jim Logan.

In Ottawa since 1995, Jim has been making steady inroads into Canada's country music industry—no simple feat for a Canadian citizen, much less a foreigner. For a country that's produced such singing sensations as Anne Murray, k.d. lang,



Singer-songwriter Jim Combs.

Terri Clark and Shania Twain, country music in Canada is an incredibly difficult business to break into. Jim's success puts a new spin on the long-held belief that country music artists in Canada had to head due South for a shot at the big time.

Jim is no neophyte to country music. It's in his genes. Hailing from Richmond, Va., he got his first guitar at age nine. He learned to play by listening to

his father, John Combs, an aspiring country music artist in the 1960s. Jim's younger brother, Jeff, also a musician, sings and plays bass guitar with a rock band in Richmond.

Five years ago, Jim began writing songs. On his own and with other songwriters, he's produced a suitcase full of sensational originals, including "Fort Wayne, Indiana," "Rag-gedy Ann" and "My Heart Made Me Do It."

Jim's really in his element, however, when he steps on stage. He belts out heart-wrenching songs about shattered dreams and broken hearts that galvanize an audience's attention. And while he's at his best singing ballads, he can switch gears, pick up the tempo and move

easily into Texas Swing. With his clean-cut looks and easy smile, he's a natural entertainer.

Jim's big break came in 1996, when he entered the annual "New Country" talent contest sponsored by Ottawa's radio station, CKBY. After a series of local competitions, Jim placed first in the finals with his original song, "Murphy's Law." A large contingent of embassy colleagues—from Marine guards to the charge—traveled more than 20 miles one rainy night to cheer Jim on to victory.

His grand prize was CKBY's invitation to record a promotional CD with the song of his choice. In

January "Murphy's Law" hit the airwaves at radio stations across Canada. It didn't take long for Jim to get noticed—on both sides of the border. Several days after winning the

contest, Jim received a congratulatory call from Garth Brooks in Nashville. (The embassy operator who put the call through is still recovering from shock.)

The following week, Jim was approached by one of the "New Country" contest judges, a representative of Warner Records, who urged him to send a demo tape to Toronto. This, in turn, led to an audition with the vice president of Warner. A recording contract just might be in the offing.

Jim manages to balance his multifaceted life—as a security officer, entertainer, husband and father of three young sons—with apparent ease. While he contin-

ues to pursue a promising Foreign Service career with the Bureau of Diplomatic Security, he's keenly aware that, given the right opportunities, he might have some tough decisions to make in the near future.

Many of his embassy colleagues believe that one day they'll be paying big bucks to see Jim Logan perform his magic on stage. In the meantime, it's pretty neat to hear his distinctive voice heating up the airwaves.

Perhaps the key to his success lies embedded in the lyrics of "Murphy's Law," the hit song Jim coauthored with songwriters Slugger Morissette and Dave McConnell:

*...cause it's the attitude that sets
the mood
for every twist and turn...
...you can call it fate, call it what it
ain't,
there's always gonna be a lesson
learned...
...and who the heck is Murphy,
anyway... □*

“ He belts out heart-wrenching songs about shattered dreams and broken hearts that galvanize an audience's attention. ”

Working on the railroad for the fun of it

by Rin M. Musser

The author is a consular associate in Mexico City.

When my wife Susan was assigned to the American Embassy in Beijing as an information management officer, I received a surprising and tremendous fringe benefit. As an incorrigible, die-hard steam train enthusiast, I was suddenly in my element!

China is the last outpost of steam railroads, and my grand passion was to videotape these super-dramatic, awesome monsters as they perform their daily routines lest they disappear all too soon.

In Beijing I met another train buff, Ron Hollander, a Fulbright Fellow and professor at China's Xixhua New Agency School of Journalism. We hit it off right away.

While serving as consular assistant in the Embassy's American Citizen Services Office, I spent weekends visiting Beijing railroads and yards in nearby cities. My wife joined me sometimes, and Ron at other times.

On one occasion, Ron and I rode in the cab of a huge Chinese-built locomotive. It was a grand event in more ways than one. As we crossed a level stretch of snow-covered Chinese countryside, the engineer let us sit in the engineer's seat. To direct this thundering steam monster across the frozen landscape was an unforgettable, once-in-a-lifetime experience.



A steam locomotive in China.

Through my steam train hobby, I met a working class of Chinese few foreigners see. During these photo safaris, railroad workers offered us shelter from the cold and heat. They were universally friendly, sincere, cordial and curious. They puzzled over our fascination and fixation for these

commonplace, dumb locomotives. For most of the workers, the trains were not disappearing marvels but unavoidable, everyday obtrusions. Our persistent, relentless curiosity about their railroads nurtured their curiosity about us. What made us tick? We didn't have to speak Chinese to read their minds.

Just outside Beijing is a local quarry with a narrow-gauge rail line. Scrounging about this area one Saturday, we were befriended by an engine crew and repairmen. They were flattered by our interest in their jobs—all too humdrum, prosaic and uninspiring to them. It was a hot day, so why were we tramping, sweating, lugging our cameras over places difficult to access? I'm a former Marine and ex-football player—a lot heftier than the average Chinese. The door-frame into the engine cabs was definitely not designed to accommodate me. On another occasion, laden with cameras and wearing a knee-length parka, I got myself wedged in one of the apertures. I couldn't move forward or

backward. A crew member took some of my cameras, and I finally cleared my way into the cab. Meanwhile, the Chinese crew was trying to resist laughing out loud at my embarrassing slapstick comedy routine.

Doing the diesels

While steam engines are 19th-century technology, the Chinese have added some 20th-century innovations. For example, all the engines have radio communications and updated gauges with the latest railroad brake technology. Most interesting and rather amusing was the audio speed limit indicator. Whenever the train exceeded the posted or safe speed limit, the audio alarm would sound. An insistent and somewhat annoying female voice would tell the engineer he was going too fast, sort of an electronic back-seat driver. The alarm sounded frequently, and they always hit the reset button as soon as it sounded. The alarm, of course, would repeat itself until the train slowed to the proper speed.

Riding in the cab of a steam locomotive is thrilling but uncomfortable. The cabs are covered in coal dust. In winter, it's drafty and cold. If you're lucky enough to sit near the fire box, at least your front is warm. Sitting toward the back on a jump seat is cold. Steel wheels, leaf springs and steel tracks don't make a smooth ride! An engineer in the all-enclosed heated cab of a diesel locomotive works in comparative luxury, unbuffered by the weather. Here's where seniority counts. All the steam locos are engineered by younger men, often under 30, while the older men have the diesels.

The high point of our China steam experience was a six-day trip to Harbin and Nancha in northern China, home of working steam locomotives. Harbin was what you might call the capital or



Susan Musser, information management officer, at one of Chengde's train yards.

hub of the northern Chinese rail transportation system. For fully operating steam trains, these two locations couldn't be beat. It was both an expedition and a pilgrimage.

Learning the ropes

With typical pack mule loads of equipment, you would have thought we were mountain climbers. First airline tickets to Harbin, and then we knew it would be another eight hours by rail to Nancha. We rested the first night in the Harbin Railroad Hotel, then turned out early to buy train tickets to Nancha. Here, as at other stations later on, purchasing tickets was the most challenging, time-consuming and frustrating part of our trip. How many lines did we stand in only to find it was

the wrong one? All the signs were in Chinese. Where was the special one for foreigners? A few natives tried to help us, but with minimal success. At last, after more than two hours, we secured two first-class, soft seats.

After the eight-hour train ride, we arrived in Nancha at dark. Our first night we met a tour group of 15 train buffs from America and Europe. They departed the next morning and gave us a handwritten schedule of arrivals and departures for Nancha Hill. It was a most pertinent gift.

Hitching on the rails

It wasn't exactly our charm and I won't say that we conned them—perhaps it was a little of both—but we found ourselves in the cab of a locomotive leaving the yard for parts east. With Ron's 20

words of Chinese plus gestures and sign language, we asked to ride with them to the next town. They weren't too sure if they could do that, but after some consultation among themselves they gave us a grin and a thumbs-up approval.

We were pulling a string of 30 empty coal cars. They made a special unscheduled stop for us an hour and half later, startling the yard master, who descended from his tower to see what was wrong. He was even more startled to see two foreigners emerge from the cab. We waved a greeting to him and hurried on to hitch another ride back to Nancha. In less than 10 minutes we were riding in the cab of another locomotive, this time at the head of cars loaded with coal. □

Throwing frogs to the dogs in Nairobi

by Janis Benson

The author, a former correspondent for the Nairobi Times, is the wife of Philip Benson, former cultural attache in Kenya.

When you live in Kenya, you expect to hear strange sounds at night. On safari in the game parks, distant roars, sinister stomps and odd grunts filter through the canvas of your tent.

But I never thought the weirdest noises would come from my own back yard. In the dry season, these sounds—from cats and dogs, mostly—were monophonic, but during the rains we had stereo. The woofers and tweeters rose to full volume.

First, the woofers. A gang of dogs in our neighborhood seemed compelled to defend their territory from all dangers: a falling leaf, an engine revving up six blocks away, a watchman's footstep. The slightest breeze in the leaves sent these dogs—at least eight, judging from their varying barks—into a frantic paroxysm of yips, yelps and woofs. We eventually

adjusted to this manic behavior, waking briefly before drifting back to sleep.

Now, the tweeters—or croakers, really. We had a small fish pond in our garden on Grevillea Grove, decorated with seashells, plants and a small waterfall. We stocked the pond with golden carp so tame they nibbled out of our hands.

Imagine our chagrin when a convention of frogs descended upon this idyllic scene. They weren't the pale pink, finger-sized variety that chirp when darkness falls. These were big, bass-voiced bullfrogs and their mates—or blowzy girlfriends.

As we sat reading in the living room one rainy evening, we heard a deep croak-croak-croak emanating from the pond. We paid little attention at first until we realized it was a vast frog chorale. The neighborhood dogs combined with their croaks to provide an all-night concert—in dissonant chords.

The next night we ventured with flashlights out to the pond, where we witnessed an X-rated orgy of several dozen frogs coupling poolside, in the water and under the waterfall. They

lollled, legs spread, on the rocks, stroking each others' breasts and flopping wetly on the surrounding grass. Deep-throated and balloon-chested, they croaked to each other constantly. Where had they all come from?

With fishing nets and a bucket, we set about capturing every last frog, releasing them into a drainage ditch down the road. This effort took several nights, but we finally did it. We destroyed Sodom and Gomorrah and found peace again.

A few weeks later, the aftermath of the orgy showed itself in the squiggly, black shapes of hundreds of tadpoles. We launched another campaign to rid the pool of progeny.

Weeks passed with nothing but a few chirpy tree frogs and, of course, the unremitting dogs. Then one night, we heard it again—that deep croak-croak-croak. We rushed out to track down the culprit before he could inform his friends that our home was a free-for-all spa.

We believe in wildlife preservation, but we resolved to throw this frog to the dogs. Any frogs in *our* pond became an endangered species. □



ABIDJAN—Ambassador Lannon Walker, center, presents certificate of appreciation to Marines, from left: Sgt. Siciliano, Cpl. Elmore, Sgts. Gillon and Smith and Cpl. Heffernan.

J. Paul Getty and the 'Stated States of America'

by Samuel R. Gammon

The author, a retired Foreign Service officer, served in Milan from 1955-1958.

In late 1958, oil billionaire J. Paul Getty visited the consulate general in Milan. Mr. Getty, with a platoon of lawyers, needed notarial services. The mission was shorthanded, because our sole consular officer had left and a successor hadn't been named. I was summoned down the hall to fill in for the departed officer.

A few weeks earlier, our worn impression seal began acting up, squeaking ominously and refusing to do its duty despite the oil we lavished on its rheumatic joint. We retired the aging seal to a safe and fished out a backup.

Mr. Getty, it seemed, needed to sign the seventh codicil to his then-final will and testament and have it notarized. Our notariats clerk,

Mario, pored over the papers, surrounded by the legion of lawyers. While this was going on, Mr. Getty told me he had a question. I leaned forward, hoping for a tip on the oil industry or a comment on the stock market. Mr. Getty asked, "Is the ice cream safe to eat in Milan?" After receiving my assurance, we performed the ceremony: taking his signature to the codicil, administering the oath and applying the seal. Mr. Getty's lawyers paid the requisite fee and the phalanx went on their way.

About two weeks later, Mario came into my office and said, "Sir, there's something I don't understand." He held out a plain white sheet of paper to which the impression seal had been affixed. To my dismay, I saw that the embossed letters surrounding the great seal read "Consulate General of the Stated States of America." Someone

at the Bureau of Printing and Engraving must've been suffering from a terrible hangover when he engraved that seal. We quickly restored the ancient seal to its former duties, and, in accordance with the Foreign Service Manual, mutilated its heir with a hammer and chisel.

For years afterward, I waited patiently for the demise of Mr. Getty and a summons from around the world. I expected to be called as a key witness at the probate of his will after lawyers detected a specious notarial to the seventh codicil. But by the time Getty died—over a decade and probably three or four wills later—my free trip to England or California hadn't materialized.

I've got one regret. Why wasn't I smart enough to unscrew and save the seal of the Stated States of America? It would have made a priceless souvenir. □

ZAGREB—Political officer **Jeff Hovenier**, right, receives Superior Honor Award from Ambassador **Peter Galbraith**.



Finding quiet and history in an American cemetery

by Nickolas J. Manring

The author is a consular officer in Mexico City.

Looking for U.S. history in our embassy in Mexico City? Or quiet in the world's largest city? The chances of finding either seemed remote when I arrived at my first overseas post in August 1994. Nothing associated with the cemetery seemed old. The building itself dates only from 1964. One evening, however, while staffing the control room for a vice-presidential visit, a fellow first-tour officer suggested I talk to Paul Badgley.

Checking the embassy's phone directory, I found Mr. Badgley the sole occupant of the American Battle Monuments Commission's Mexico City office. I called and was invited to his office. It adjoins the oldest U.S. national cemetery outside the United States.

Days later, a mile north of the embassy, I rang the cemetery gate's bell. The cemetery is in one of the most densely populated parts in this, the world's most populated city. Paul Badgley greeted me warmly and apologized for the gate being locked. Inside was an immaculate, green park—a virtual Garden of Eden in the midst of miles of concrete and traffic.

"We started locking the gate after we kept finding Romeos and Juliets behind the shrubbery and occasional wafts of strange bluish smoke from behind the trees," he said. "It didn't seem to make the place very hallowed."

Tombstone territory

Between the cemetery itself and the records in his office, I discovered a mother lode of history about U.S. presence in Mexico City. The cemetery consists of two long walls of crypts six high, with an almost one-acre park between the walls. Walking the grounds, Mr. Badgley recited its history: founded in 1851, three years after the end of the Mexican War, to inter 750 U.S. soldiers killed around Mexico City. From that time until filled in 1924, 813 more soldiers were buried here, including several high-ranking Confederates who fled the United States after the Civil War, a number of U.S. diplomats, and a few dislocated European nobles.

The cemetery's volumes and files of late 19th-century reports and letters mirrored long-past consular duties in Mexico City. For a time, burials were permitted only if authorized by the consul general. He had to verify the American citizenship of the deceased. Permission to use the cemetery grounds for anything out of the ordinary was also up to the consul general. In March 1887, the consul general wrote the cemetery's superintendent, asking him to "Please permit the bearer and his friends to make their preparation, for the usual annual celebration or whatever it may be termed, at the grave of Jose Maria on Saturday next."

Consular officers oversaw transfers of funds to and from the cemetery, ordering tombstones and obtaining supplies (such as the five wagonloads of manure authorized

in February 1893). In 1889, the consul general was lobbying the U.S. Army against additional interments:

"The American Colony of this city, now numbering some 4,000, are abundantly able, and most necessarily will very soon secure other grounds for a cemetery, outside of the city limits."

Fleeing fast

In 1916, during the tumultuous period of the Mexican Revolution, the consul was tasked to make sure the cemetery superintendent was able to flee Mexico City with the rest of the mission's staff. The cemetery superintendent wrote to Washington, D.C., "The American Consul stated the best chance to get away is now. He is leaving."

When problems of greater magnitude arose, it was not unusual for the ambassador to become involved. In 1911, Ambassador Henry Luce Wilson wrote repeatedly to the Foreign Ministry, asking that the local government stop all the commotion caused by construction near the cemetery and, later, that a felled tree be removed from near the cemetery entrance.

After an hour or so of sifting through the cemetery archives and comparing my own consular experience in Mexico City with my predecessor's, I thanked the superintendent for his lesson in diplomatic history and bade him farewell. I then returned to the noise, crowds and pollution of the world's largest city. □

The right 'stamp of approval'

by Allen Kepchar

The author, former deputy chief of mission in Sanaa, is now with the Office of the Inspector General.

You may not be a stamp collector, but have you ever wondered how countries decide which topics to commemorate with postage stamps?

In the United States, the process comes complete with marketing plans, theme committees and design competitions. Smaller nations, with less experience, typically rely on international events, such as U.N. anniversaries or the Olympics, for topics. This results in many countries issuing stamps on the same themes—with few, if any, local ties.

Like the United States, many countries view stamps as sources of revenue and contract with private companies to



issue new stamps. That's why American entertainers and European art often are found on their stamps.

For the past two years in Yemen, Ambassador David Newton, Regional Medical Officer Scott Kennedy and I collaborated with local postal authorities to change the image of Yemeni stamps. We were successful in convinc-

ing them that their country could enhance its image with stamp collectors by selecting themes native to Yemen. Our efforts resulted in something more lasting and important than any "official" accomplishment in our annual rating reports.

The Republic of Yemen has only existed since 1990. Before that, it was divided into various states with stamps issued at various times by the

Yemeni Kingdom, the Yemen Arab Republic, the British Protectorate in Aden, the South Arabian Federation and the People's Republic of Yemen. Few of these stamps are listed in major catalogues because they were never used for postage and were issued by private companies, using such themes as space exploration, European art and various international expositions, solely to earn revenue. Few collectors have sought Yemeni stamps because they are nondescript and uninteresting.

Ambassador Newton began collecting Yemeni stamps and postal history during his first of three tours in Yemen in the mid-1960s. I began my collection during my tour there in the early 1980s. During my most recent tour, I pursued another hobby—scuba diving—previously banned in Yemen.

Dr. Kennedy, an avid bird photographer, and I joined forces in early 1995 for a week-long birding and diving trip to the Yemeni Red Sea Islands, popularized by Eric Hansen in his book *Motoring With Mohammed*. Dr. Kennedy, who continues to be an active "birder," persuaded the leading local hotel to

publish a collection of his bird photographs in its 1995 calendar.

Over a period of months and after several meetings, Ambassador Newton and I convinced Yemeni postal authori-



ties that something needed to be done to increase the world interest in their stamps. The officials finally agreed, but declared there were no funds to hire photographers. I arranged slide shows and lectures to educate them on the wealth of Yemen's bird and marine life. Two sets of postage stamps now have been issued, and Yemeni officials have a greater appreciation of their country's uniqueness.

Last October, the Yemeni government used Scott Kennedy's slides as the subject of five stamps and a souvenir sheet depicting Yemeni birds. In November, three of my underwater photographs were combined with those of Italy's ambassador to Yemen, Vitaliano Napoleone, to create stamps of Yemeni marine life. Since then, Yemen has issued stamps showing rare plants—an indication of their growing sensitivity to their country's biological wealth.

Sure, stamps are a small part of a country's self-image, but for an emerging nation like Yemen, they can be a significant boost. □

Accent on Outreach

The web is changing
how we do business

by Diana Weston

The author is a public affairs specialist in the Office of Public Communication.

Have you visited your web site lately? If not, you're missing out. Secretary Madeleine K. Albright, along with millions of students, journalists, businesses and web users worldwide, has browsed to the Department of State's Foreign Affairs Network (DOSFAN at <http://www.state.gov>). In just two years, DOSFAN hits increased from 8,000 to 1.7 million.

The Internet and the World Wide Web have revolutionized how the Department communicates with the public. Secretary Albright has embraced the web as a tool to communicate more directly with the American people and convey our foreign policy message. She has her own web site at <http://secretary.state.gov>, which carries all her remarks.

The secretary gets involved personally with net users. In Moscow, she became the first Secretary of State to hold a "web chat" with some 3,000 students in 50 states and 47 countries through the GLOBE education network (for a transcript, look under "Meet the Secretary" at <http://secretary.state.gov>). In another first, she adopted the first public e-mail address for a secretary of state at secretary@state.gov. Immediately after its release, Secretary Albright received 1,000 e-mails, most from school children congratulating her on becoming secretary. Since then, the public has sent about 300 e-mails per week.

The Bureau of Public Affairs also responds to about 200 e-mails to the Department's main web site each month requesting information ranging from foreign policy issues to how to get e-mail addresses of embassies and employees. In addition, some bureaus, such as Consular Affairs, have web sites linked to DOSFAN, which responds directly to the public.

The upsurge in web use fundamentally has changed the way bureaus and posts provide public information. PA has shifted from predominately printing hard copy to electronic publishing via the web and CD-ROM. While the drafting, editing and clearing processes remain the same for releasing information to the public, the similarities end there. Web publishing is fast-paced and inexpensive, and our users expect regular updates and current information. If the public can't find what they're looking for, their comments are just an e-mail away, as *State Magazine* has found since going on-line last August.

The public is finding more current information on the web than was ever available on paper. All of the secretary's remarks, for example, are on-line. The daily press briefing transcript is available to the public at the same time it reaches the press. Hundreds of pages of reports to Congress on such topics as human rights, narcotics and terrorism are also available to the public as soon as the press embargo is lifted. Companies and individuals interested in doing business overseas can access information on trade policy, per diem rates, country reports and travel warnings. They also can link State's site to those of other agencies, such as the Department of Commerce.

State employees with access to the Internet also reap benefits. They can retrieve information quickly that in hard copy is scattered across the Department, easily keeping current with policies and events in other areas. For those without net access, the Department's library has three customer work stations, with four more on order.

PA is working with other State offices to create a comprehensive Department presence on the World Wide Web. Key bureaus are already on the web, and PA's goal is to create web pages for each one by the end of the year. Some bureaus and offices, including Consular Affairs and the Office of the Procurement Executive, use Internet service providers to maintain and upload their own material in coordination with PA. While posts overseas work through USIA, PA and other bureaus, such as EB, seek more involvement in information on existing web sites. To ensure that U.S. businesses and other members of the American public have direct access via the web, all posts are being encouraged to create web sites.

PA established a cooperative arrangement with the federal depository library at the University of Illinois to connect all Department Internet sites. In 1993, when PA first discussed an "electronic partnership" with the library, few envisioned the public's rapid acceptance of this new means of communication. Next year, according to Department spokesman Nick Burns, hits should increase from almost two million a month to one million daily. □

Education & Training

Courses: National Foreign Affairs Training Center

Program	June	July	Length
Intensive Area Studies			
Africa, Sub-Saharan (AR 210)	9	—	2 Weeks
East Asia (AR 220)	9	—	2 Weeks
Europe (AR 291)	9	—	2 Weeks
Inter-American Studies (AR 239)	9	—	2 Weeks
Near East/North Africa (AR 240)	9	—	2 Weeks
South Asia (AR 260)	9	—	2 Weeks
Southeast Asia (AR 270)	9	—	2 Weeks
Successor States-Soviet Union (AR 281)	9	—	2 Weeks

Advanced Area Studies

Albania (AR 563)
 Andean Republics (AR 533)
 Arabian Peninsula/Gulf (AR 541)
 Baltic States (AR 588)
 Benelux/EU/NATO (AR 568)
 Brazil (AR 535)
 Bulgaria (AR 564)
 Caucasus (AR 585)
 Central America (AR 539)
 Central Asia (AR 586)
 China/Hong Kong/Taiwan (AR 521)
 Czech Republic/Slovakia (AR 518)
 Eastern Africa (AR 511)
 Fertile Crescent (AR 542)
 Former Yugoslavia (AR 562)
 France (AR 567)
 Francophone Africa (AR 513)
 German-Speaking Europe (AR 593)
 Greece/Cyprus (AR 589)
 Haiti (AR 536)
 Hungary (AR 519)
 Iberia (AR 591)
 Insular Southeast Asia (AR 571)
 Italy (AR 594)
 Japan (AR 522)
 Korea (AR 523)
 Lusophone Africa (AR 514)
 Mainland Southeast Asia (AR 572)
 Mexico (AR 531)
 Nordic Countries (AR 596)
 Northern Africa (AR 515)
 Poland (AR 587)
 Romania (AR 569)
 Russia/Belarus (AR 566)
 South Asia (AR 560)
 Southern Africa (AR 512)
 Southern Cone (AR 534)
 The Caribbean (AR 538)
 Turkey (AR 543)
 Ukraine (AR 565)

These courses are integrated with the corresponding languages and are scheduled weekly for three hours. Starting dates correspond to language starting dates.

Diplomatic studies association seeks president

The Association for Diplomatic Studies and Training, a nonprofit corporation affiliated with the Foreign Service Institute, seeks a new president to oversee its activities beginning this fall. The president's responsibilities include supervising the association's programs, financial support and eight staff members. The position requires diplomatic experience, contacts in the foreign affairs community, management and fund-raising experience.

Send resumes to 4000 Arlington Blvd., Arlington, Va., 22204, by May 30. For more information, call (703) 302-6900.

Education & Training

Courses: National Foreign Affairs Training Center

Program	June	July	Length
SLS, Basic Language Courses (Full-Time Training)			
French (LFR100)	30	—	24 Weeks
Spanish (LQB100)	30	—	24 Weeks
SLS, Familiarization & Short Term (FAST) Language Courses			
Arabic Refresher (LAD 201)	30	—	6 Weeks
Chinese Refresher (LCM 201)	30	—	6 Weeks
Hebrew Refresher (LAD 201)	30	—	6 Weeks
Japanese Refresher (LJA 201)	30	—	6 Weeks
Korean Refresher (LKP 201)	30	—	6 Weeks
Russian Refresher (LRU 201)	30	—	6 Weeks
Vietnamese Refresher (LRU 201)	30	—	6 Weeks
Administrative Training			
Budget & Financial Management (PA 211)	—	7	7 Weeks
Contracting Officer's Rep. (COR) Trng/Construction (PA 125)	9	—	3 Days
Contracting Officer's Rep. (COR) Update (PA 173)	24	—	1 Day
Customer Service (PA 143)	19	—	2 Days
FSN Classification and Compensation (PA 232)	—	21	2 Weeks
General Services Operation (PA 221)	9	7	12 Weeks
How to Be a Certifying Officer (PA 291)	—	—	Correspondence Course
How to Be a Contracting Officer Rep. (PA 130)	—	—	Correspondence Course
How to Write a Statement of Work (PA 134)	—	—	Correspondence Course
ICASS Executive Seminar (PA 245)	18	9	1 Day
Introd. to Simplified Acquisitions & Req. Overseas (PA 222)	—	—	Correspondence Course
Management Control Workshop (PA 137)	23	—	2 Days
Management Controls Workbook (PA 164)	—	—	Correspondence Course
NEPA Trng Domestic Operation (PA 129)	—	28	1 Week
Overseas Contracting Officer's Warrant Trng (PA 223)	23	—	4 Weeks
Administrative Training			
Personnel Course (PA 231)	30	—	7 Weeks
Property Management for Custodial Officers (PA 135)	5	—	2 Days
Orientation Workshop for Narcotics Affairs Officers (PA 202)	—	21	2 Weeks
Training for Overseas Cashier Superior (PA 294)	—	—	Correspondence Course
Training for Overseas Cashier (PA 293)	—	—	Correspondence Course
Training for Overseas Voucher Examiners (PA 200)	—	—	Correspondence Course
Working With ICASS (PA 214) (Internet. Cooperative Admin. Support Services)	30	15	4 Days
Consular Training			
Advanced Consular Course (PC 532)	—	14	3 Weeks
Congen Rosslyn Consular (PC 530)	—	—	Continuous Enrollment
Consular Orientation (PC 105) (6 Days)	—	—	Continuous Enrollment
Immigration Law and Visa Operation (PC 102)	—	—	Correspondence Course
Nationality Law and Consular Procedures (PC 103)	—	—	Correspondence Course
Overseas Citizens' Services (PC 104) (6 Days)	—	—	Correspondence Course
Passport Examiner's Correspondence Course (PC 110)	—	—	Correspondence Course

Applications for child care tuition currently accepted

The Diplotots, Inc., Child Care Tuition Assistance Committee is now accepting applications for tuition assistance for the 1997/98 school year. Application forms are available at the Columbia Plaza Child Care Center, SA-1, Room L105 and A/OPR/RP, Room 1878, MS.

Awards will now be based on a 16-month funding period, instead of the current 12-month period. The 1997/98 funding period is May 5-Aug. 31. Applications are accepted throughout the year. For more information, call Norman C. Brown, (202) 647-6753, or Donna Mavritte, (202) 647-2955.

Courses: National Foreign Affairs Training Center

Program	June	July	Length
Curriculum and Staff Development			
Basic Facilitation & Delivery Workshop (PD 513)	11	—	3 Days
Visual Aid Basics (PD 520)	6	—	1 Day
Strategic Planning & Performance Measurement (PD 529)	17	—	2 Days
Training Design Workshop (PD 512)	25	—	3 Days
Economic & Commercial Training			
Advanced Economic Review Seminar (PE 501)	—	14	5 Weeks
Applied Economics/Non-Economic Officers (PE 280)	—	7	6 Weeks
Aviation Policy and Negotiation (PE 130)	—	21	3 Days
Country Data Analysis (PE 504)	—	21	2 Weeks
Economic Tradecraft (PE 124)	—	7	2 Week
Energy and the Environment (PE 128)	23	—	1 Week
Export Promotion (PE 125)	23	21	1 Week
Political/Economic Tradecraft (PG 140)	2	28	3 Weeks
Resource Reporting Officer Training (PE 103)	—	22	2 Weeks
Science, Technology & Foreign Policy (PG 562)	16	—	1 Week
Senior Commercial Course (PE 290)	23	28	2 Days
Telecommunication Policy (PE 131)	—	24	1 Day
U.S. Commercial Interest in the Power Sector (PE 132)	—	28	1 Day
U.S. Environmental Technology Industry (PE 133)	—	29	1 Day
Leadership & Management Development			
Deputy Chiefs of Mission (PT 102)	8	13	2.2 Weeks
EEO/Diversity Awareness for Managers and Supervisors (PT 107)	5	10	2 Days
	12	16	
	16	21	
	25	30	
	30	—	
Introduction to Management Skills (PT 207)	23	23	1 Week
Introduction to Business Process Re-Engineering (PT 128)	3	3	0.5 Day
Information Management Training			
Access 2.0 Intermediate (PS 151)	25*	—	2 Days
Access 2.0 Introduction (PS 150)	18*	16	2 Days
	—	28	
Banyan Vines Administration (PS 260)	23	—	1 Week
C-Lan End User Training (PS 223)	17	8	1 Day
	—	29	
Corporate Systems & Administration (PS 654)	30	—	4 Weeks
Excel 5.0 for Windows (PS 170)	2	14	2 Days
	12	17	
	16	28	
	30	—	
Excel 5.0 for Windows Intermediate (PS 171)	—	7	2 Days



ANTANANARIVO—Ambassador Vicki Huddleston, left, presents Meritorious Honor Awards to personnel assistant Viviane Rakotomavo-Ramanitra and computer assistant Ramiandrisoa Denis.

* These classes are full. Since all computer classes fill quickly, please contact the Office of the Registrar at (703) 302-7144 to find out about the enrollment status.

Education & Training

Courses: National Foreign Affairs Training Center

Program	June	July	Length
PowerPoint 4.0 for Windows, Introduction (PS 140)	9*	7	2 Days
Internet, Concepts (PS 218)	23	21	1 Day
Introduction to Windows (PS 123)	13	11	1 Day
	27	25	
	3	1	1 Day
	—	15	
	17	29	
Managing Information Programs (PS 213)	9	—	3 Weeks
Microsoft Project (PS 180)	—	—	2 Days
MS Mail 3.5 Administration (PS 267)	—	28	1 Week
NT Server 3.5 Administration (PS 265)	9	21	1 Week
PC Survival Skills (PS 112)	2	14	1 Day
	16	28	
	30	—	
PowerPoint 4.0 for Windows, Intermediate (PS 141)	—	—	1 Day
Windows for Workgroup User Skill (PS 162)	13	8	1 Day
Windows NT 3.5 Administration (PS 264)	2	14	1 Week
Workgroups for Windows Administration (PS 262)	17	—	3 Days
Word 6.0 for Windows (PS 132)	4	2	2 Days
	11	9	
	12	16	
	18	17	
	25	23	
	26	30	
	—	31	
	—	—	
Word 6.0 for Windows Intermediate (PS 133)	4*	2	2 Days
	18	16	
Warrenton—Information Management Training			
Backup-Limited Communications Operations (YW-119)	23	21	2 Weeks
CIHS - Classified Information Handling System (YW-166)	16	—	4 Weeks
ET - Enhanced Terminal (YW-174)	2	—	2 Weeks
CLAN - Classified Local Area Network (YW-177)	9	14	4 Weeks
TERP V - Terminal Equipment Replacement Prog V (YW-184)	9	7	2 Weeks
CLAN Operator Course (YW-223)	16	21	1 Week
PINS - Post Integrated Network System (YW-554)	—	14	2 Weeks
TEL/KEY SYS - Intro to Telephone & Key Systems (YW-140)	9	14	1 Weeks
SX-50 - Mitel PBX SX-50 (YW-219)	16	21	1 Week
SX-200D - Mitel PBX SX-200 (YW-220)	23	28	1 Week
SX-20/200A - Mitel PBX SX-20/200 Analog (YW-222)	30	—	1 Week
SX-2000 - Mitel PBX SX-2000 Analog (YW-221)	2	7	1 Week
Meridian 61C (YW-497)	16	21	2 Weeks
Professional Development (YW-164)	2,9,	7,14,	1 Week
	16,23,	21,28	
	30		
ADP - Automated Data Processing (YW-190)	16	28	4 Weeks
Networking with Windows for Workgroups 3.11 (YW-210)	9	7	1 Week
Basic PC Maintenance (YW-224)	2,9,	14,21	1 Week
	23		
Windows NT Local Area Network Administration (YW-225)	6	14	2 Weeks

* These classes are full. Since all computer classes fill quickly, please contact the Office of the Registrar at (703) 302-7144, to find out about the enrollment status.



ALMATY—Ambassador A. Elizabeth Jones snowboarding in Kazakstan's Tien Shan mountains.

Courses: National Foreign Affairs Training Center

Program	June	July	Length
Microsoft Mail Administration (YW-335)	2,30	28	1 Week
Banyan LAN - Local Area Networks (YW-640)	16,30	—	2 Weeks
PC B/A - Personal Computer Basics/Advanced (YW-641)	9	—	3 Weeks
DATAComm - Introduction to DATACOM (YW-173)	23	21	2 Weeks
Wide-Band Digital Transmission Networking (YW-213)	9	7	2 Weeks
BPS - Black Packet Switching (YW-334)	2,23	14,28	1 Week
IDNX/90 EXS, IDNX/20 and IDNX MICRO/20 (YW-850)	23	21	1 Week
Junior Officer Training and Orientation Training			
Orientation for Foreign Service Officers (PG 101)	16	—	9 Weeks
Orientation for Designated Posts (PN 112)	—	2	2 Days
Orientation for Civil Service Employees (PN 105)	10	—	3 Days
Orientation for Foreign Service Specialist (PN 106)	2	—	3 Weeks
Introduction to Working in an Embassy (PN 113)	4	—	2 Days
Washington Tradecraft (PT 203)	—	7	1 Week
Office Management Training			
Better Office English: Written (PK 225)	2	—	2 Weeks
Better Office English: Oral (PK 226)	16	—	2 Weeks
Civil Service Training for Entering Personnel (PK 104)	—	14	2 Weeks
Professional Development Seminar (PK 302)	16	—	2 Weeks
Drafting Correspondence (PK 159)	—	28	1 Week
Employee Relations (PK 246)	—	24	2 Days
Files Management and Retirement (PK 207)	12	23	1 Day
Proofreading (PK 143)	—	16	2 Days
Travel Regulations and Travel Voucher for Secretaries (PK 205)	26	—	1.5 Day
Writing Effective Letters and Memos (PK 241)	—	7	1 Week
Political Training			
Negotiation Art & Skills (PP 501)	16	—	1 Week
Labor Officer Functions (PL 103)	—	14	3 Weeks
Political Tradecraft (PP 202)	—	7	3 Weeks
Workers Rights Reporting (PP 504)	—	18	1 Day
Multilateral Diplomacy (PP 211)	—	23	3 Days
Executive Congressional Relations (PP 204)	—	30	3 Days
Security Overseas Seminar			
Advanced Security Overseas Seminar (MQ 912)	10	15	1 Day
	24	29	
SOS: Security Overseas Seminar (MQ 911)	2	7	2 Days
	16	21	



AMMAN—Public affairs officer **Marcelle Wahba** receives a 10-year length of service certificate from Ambassador **Wesley Egan Jr.**

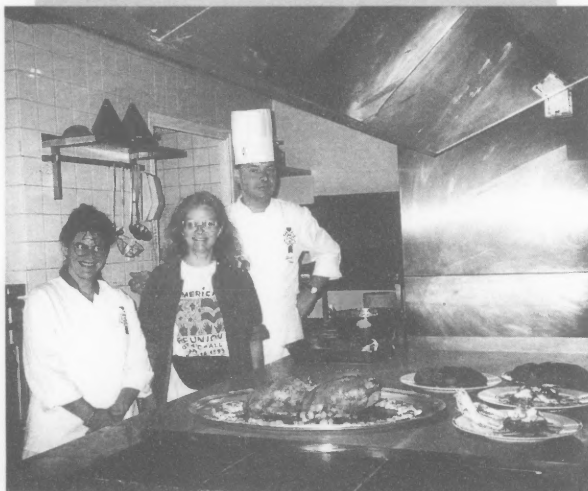
Education & Training

Courses: National Foreign Affairs Training Center

	June	July	Length
Overseas Briefing Center (non-SOS)			
Deputy/Chief of Mission (MQ 110)	16	21	3 Days
English Teaching Seminar (MQ 107)	—	29	3 Days
Life After the Foreign Service (MQ 600)	—	8	2 Days
Post Options for Employment and Training (MQ 703)	7	—	1 Day
Promoting United States Wines (MQ 856)	—	9	0.2 Day
Protocol and U.S. Representation Abroad (MQ 116)	28	—	1 Day
Overseas Health Concerns (MQ-857)	25	—	0.2 Day
Regulations, Allowances and Finances (MQ 104)	—	16	3 Days
Targeting Job Market (MW 704)	5	—	2 Days
Career Transition Center			
Job Search Program (RV 102)	30	—	14 Weeks
Retirement Planning Seminar (RV 101)	23	—	1 Week

Students should check with the Office of the Registrar (703-302-7144) to confirm course dates.

Coming in June:



- In praise of public service
- Duty in the Sinai
- What's cooking in Paris
- Open Forum turns 30

Safety Scene

This column is written by Stephen Urman, director of the Office of Safety/Health and Environmental Management. You may send questions to Mr. Urman, A/FBO/OPS/SAF, SA-6, Room L-300, Washington, D.C. 20522, or write to the editor. (Your privacy will be respected.) Department policy prohibits reprisal actions against employees who express concerns regarding unsafe or unhealthful working conditions.

Q.

I am responsible for the car repair facility at my post. I notice that some boxes of brake pads carry a warning about asbestos dust. Should I be concerned about danger to the mechanics who install brake pads?

Africa

A.

This warning is usually found on automotive products, such as brake pads and clutches, that contain asbestos. Asbestos fibers are released during driving and the removal and installation of new products. The notice warns workers who use these products to take precautions to prevent exposure to asbestos. Persons exposed to high levels of asbestos fibers are more likely to have certain diseases than the general population, including asbestosis (scarring of the lungs), lung cancer and mesothelioma, a rare cancer of the tissue lining the chest and abdominal cavities.

There are several ways to reduce the mechanics' exposure to asbestos. First, purchase nonasbestos brake



and clutch products. All General Services Administration replacement shoes and clutch parts are asbestos-free. If this is impossible, reduce exposure during replacement with tighter controls. For example, prohibit workers from using compressed air to clean brake components. Appendix A in the Safety, Occupational Health and Environmental Management Resource Guide lists three methods of controlling asbestos during brake replacement. Two of the methods involve using solvents to wet the brakes before their removal. A third recommends enclosing the brakes and exhausting the area using a vacuum with high-efficiency filters. Each step is explained in the Resource Guide and is illustrated with photographs.

Q.

Every post I have been assigned to has shredders to destroy documents. What precautions should we take with shredders?

NEA/SA

A.

While shredders have many safety features, their function requires special precautions. A Department employee was hurt seriously a few years ago during a shredder maintenance operation.

Most shredders reduce documents to pieces no larger than 1/64 inch square by cutting the paper in two directions. While the feed throat is designed to prevent adult-size fingers from entering, small children's fingers may still fit through. It is almost impossible to pull paper, ties, scarves or badges from the cutters under operation. Special care must be taken with jewelry, long hair or clothing. (Newer models have a large red emergency stop button on the control panel which, when pushed, will instantly shut the shredder off.) Do not attempt to shred anything but paper. Avoid paper clips, overhead transparencies and staples.

Finally, only qualified personnel should perform maintenance. This individual should unplug the machine prior to maintenance, avoid using rags to clean the chain drive or cutters during operation and test the shredder to ensure proper operation after maintenance.

Safety Scene

Q.

I'm concerned about potential contaminants from the photocopier in our office. What can be done about this?

ARA

A.

Maintaining the photocopier and locating it in a well-ventilated area should ease concerns about emissions. Photocopier manufacturers design their products so that significant levels of contaminants such as ozone are not produced. This assumes that the copier is functioning properly. In addition to electronic components, filters require periodic replacement. A maintenance technician should be notified of strong odors coming from the photocopier. There are established ventilation criteria for photocopier rooms. If a copier is located in a room not designed for

such equipment, ventilation may be inadequate. Office space planning should incorporate ventilation requirements to ensure the comfort of occupants.

Q.

What's this I hear about the Environmental Protection Agency changing air pollution standards? Why are they doing this?

Washington, D.C.

A.

Last fall, the EPA proposed new air quality standards for particulate matter (soot) and ground-level ozone (smog) and solicited comments on the proposed changes. The changes are based on a review the EPA is required to conduct every five years under the Clean Air Act to determine whether the nation's air quality standards are adequate.

The particulate matter standards were proposed because smaller-sized particles penetrate deep into the lungs and have been linked with many health problems, including respiratory illness, asthma and heart attacks.

The EPA estimates that the new standards would cut premature deaths linked to particulate pollution by 50 percent or approximately 20,000 each year, reduce aggravated asthma by more than 250,000 occurrences a year, cut chronic bronchitis cases by 60,000 annually, lower respiratory-related hospital admissions by 9,000 and improve visibility by as much as 77 percent in some areas.

According to the EPA, the proposed change in the ozone standard would result in 1.5 million fewer cases of breathing problems, reduce episodes requiring medical treatment in asthmatic children, decrease illness in children overall and significantly reduce lost work time or activity restrictions due to respiratory problems. □



GUANGZHOU—Armed with immigrant visas, these adoptive babies are ready to accompany their parents to the United States.

Civil Service Personnel

Promotions (April)

GG-8

Fulton, Billie Ann, International Organization Affairs

GG-9

Herdes, Jacqueline, International Organization Affairs

GG-10

Padovano, Constance J., International Organization Affairs

GS-6

Thornton, Christine, Consular Affairs

GS-7

Alfred, Tia D., Languages Services
Cargile, Mary L., New Orleans Passport Agency

Dave, Bruce E., New Orleans Passport Agency

Durante, Mary E., Foreign Buildings Office
Henderson, Helen Marie, Foreign Buildings Office

Hung, Donna C., Bureau of Public Affairs
Moten Jr., William G., Consular Affairs
Ozretich, Bart T., Seattle Passport Agency
Sinceno, Yolanda W., New Orleans Passport Agency

GS-8

Albin, Barbara, Executive Secretariat

GS-9

Dupuis, Christa Angelika, Administration
Gaddie, Charleane, Office of the Chief Financial Officer

Kidd, Patricia E., Population, Refugees, and Migration

Poole, Jennifer Carleen, Bureau of Public Affairs

Smith, Carter M., Operations Center
Stevens, Elizabeth Joanne, Consular Affairs

GS-11

Esser, Barbara Elisabeth, Economic and Business Affairs

Green, Angela, European Affairs
Holland, Dwayne A., Consular Affairs
Kaplan, Alma V., Consular Affairs

Key, Keith Andrew, Consular Affairs
Littlefield III, Rudolph N., Boston Passport Agency

Nist, Sally J., European Affairs
Pusateri, Karen W., New Orleans Passport Agency

Ross, Thelma C., Consular Affairs
Walker, Michael D., Office of Information Management

Wright, John L., Office of Information Management

GS-12

Boettcher, Ruth S., Consular Affairs
Burr, Caysandra, Office of the Legal Adviser

Heflin, Susan Buck, Administration
Jeter, Edward L., Languages Services
Kulesza, Stephen George, Office of Information Management

McKee, Tanya Donaldson, International Narcotics and Law Enforcement Affairs
Munson, Sharon B., Languages Services
Na'im, Intisar R., Office of Information Management

Somma, Christina L., Near Eastern Affairs

GS-13

Board, John M., New Orleans Passport Agency

Fishel, Eugene Michael, Intelligence and Research

Gary, James P., Bureau of Personnel
Ghitelman, Steven G., Intelligence and Research

Henderson, Tracy L., Consular Affairs
Kaplan, Samuel I., Consular Affairs
Lippman, Betsy Ann, Population, Refugees, and Migration

Meyer, Nancy B., Political-Military Affairs
O'Neill, Amy W., Intelligence and Research
Smith, Deborah B., Intelligence and Research

GS-14

Devergie, Alain C., Foreign Buildings Office
Gausseres, Richard Francis, Foreign Buildings Office

Kelley, Mark Antwine, Office of the Chief Financial Officer

O'Reilly, Kevin, Foreign Buildings Office
Puschel, Karen Lynn, Office of the Secretary
Simpson, Roger A., European Affairs

GS-15

Margolis, Jonathan Ari, Oceans Bureau
Wiesnet, Timothy Michael, Los Angeles Passport Agency

Appointments (April)

Bigler, Mary E., Diplomatic Security
Calder, Kent E., East Asian and Pacific Affairs

Carney, Joseph P., Near East Asia/Europe Division

Carson, Julie A., New Orleans Passport Agency

Daniels, Chad M., Los Angeles Passport Agency

Daugherty, Maria M., Seattle Passport Agency

Dowd, Charmae S., New Orleans Passport Agency

Gammon, Gregory A., Seattle Passport Agency

Harper, Danna, New Orleans Passport Agency

Irick, Kenneth W., Office of the Chief Financial Officer

Ivy, Richard J., Office of the Chief Financial Officer

Jensen, Rose M., Seattle Passport Agency

Lai, Joleen G., Honolulu Passport Agency

Lawton, Ralph, Consular Affairs

Leforbes, Kimitra Y., Los Angeles Passport Agency

Pimentel, Victor C., Los Angeles Passport Agency

Quickenden, Christine L., Office of the Legal Adviser

Rivas-Vazquez, A. Victoria, Office of the Secretary

Schwab, Carol M., Office of the Legal Adviser

Shaul, James D., Office of Information Management

Singleton, Ocenetta, New Orleans Passport Agency

Sprinkle, Julianne, Office of the Legal Adviser

Thompson, Catherine S., Seattle Passport Agency

Trevett, Karen A., Los Angeles Passport Agency

Webster, Tiny K., New Orleans Passport Agency

Welday, Marjorie D., Los Angeles Passport Agency

Young, Maura Anne, Office of the Inspector General

Reassignments (April)

Cintron, Josephine, Near Eastern Affairs to Inter-American Affairs

Griffith, Benjamin P., Office of Information Management to Executive Secretariat

Jefferson, Yvonne B., Office of Information Management to Office of the Chief Financial Officer

Stanley, Dumar G., Office of Information Management to Political-Military Affairs

Walle, Colin Patrick, Los Angeles Passport Agency to Seattle Passport Agency

Civil Service Personnel

Resignations (April)

Anderson, Beverley L., Executive Secretariat
Batt, Amanda J., Bureau of Public Affairs
Berlowitz, Arthur, San Francisco Passport Agency
Best, Cynthia A., Office of the Inspector General
Boorstin, Robert D., Office of the Secretary
Casto, Sean M., Foreign Buildings Office
Childs-Johnson, Erica J., Foreign Buildings Office
Cintron, Christian, Foreign Buildings Office
Clinton, Cheri, Consular Affairs
Daks, Nongkran T., Consular Affairs
Dixon, Derrick Anthony, Population, Refugees, and Migration
Gee, Cynthia S., Washington Passport Agency
Gelber, Herbert D., International Organization Affairs
Guarracino, Theresa R., Office of the Inspector General
Hall, Crystal R., East Asian and Pacific Affairs
Hodge, Carla J., Consular Affairs
King, Chanda P., Foreign Buildings Office

Lee, Anthony E., Diplomatic Security
Malvaso, Matthew, Office of the Secretary
Mansell, Marinn, Languages Services
McCarthy, Iris R., Consular Affairs
Mulkey, Renetta L., Executive Secretariat
Nix, Crystal L., Democracy, Human Rights and Labor
Odom, Bahia Z., Office of the Inspector General
Oliver, Marc J., Washington Passport Agency
Ossi, Gregory J., Office of the Legal Adviser
Paul, Ellen F., International Organization Affairs
Peterson, Jack E., Seattle Passport Agency
Quinones, Catherine C., Bureau of Public Affairs
Reeder, Yusuf K., Office of Information Management
Richardson, Lakishan T., Office of Information Management
Scott, David D., Consular Affairs
Stange, Charles H., International Organization Affairs
Streets, Theodore M., Foreign Buildings Office
Wade, Denise O., East Asian and Pacific Affairs

Wade, Tracy E., Los Angeles Passport Agency
Woody, Kevin R., Office of the Inspector General
Yang, Elaine P., Houston Passport Agency
Young, Maura A., Office of the Inspector General

Retirements (April)

Cassell, Marie A., Bureau of Personnel
Gedrich, Frederick R., Office of the Inspector General
King, Joseph D.B., Medical Services
Krumm, Donald M., Intelligence and Research
McKittrick, Janet L., Inter-American Affairs
Niebel, Harold H., Office of Information Management
Raslavsky, Roger J., Office of Information Management
Scully III, Cornelius D., Consular Affairs
Snow, James A., Foreign Service Institute
Thomas, Bradford L., Intelligence and Research



ADMINISTRATION—Harry Obst, right, director of language services, receives the Secretary's Career Achievement Award from Patrick Kennedy, acting undersecretary for management at his retirement.

Foreign Service Personnel

Appointments (April)

Kerksiek, Dale A., Foreign Service Specialist Intake
Kinnett, Toby J., Foreign Service Specialist Intake
Reynolds, Suzann E., NATO, Brussels
Vizer, Brian J., Office of Information Management
Williams, James Keith, Foreign Service Specialist Intake

Transfers (April)

Avery, William H., Pre-Assignment Training to Madras
Barneby, Stephen A., Pre-Assignment Training to Guadalajara
Ben Aida, Ali, Abu Dhabi to Tirana
Bjorkdahl, Roger J., Tokyo to Office of the Secretary
Bolton, Deborah Anne, Foreign Service Institute to Hanoi
Brazill, Elizabeth D., Nicosia to European Affairs
Bremner, Sue Lenore, European Affairs to NATO Brussels
Briggs, Jacquelyn L., Bureau of Personnel to African Affairs
Byrd, Robin K., Nairobi to Addis Ababa
Carter III, Phillip, Economic and Business Affairs to Foreign Service Institute
Castor, Margaret Ann, Bishkek to Panama
Castro, Christian M., European Affairs to Foreign Service Institute
Chapman, Todd Crawford, Operations Center to Lagos
Childs, Albert Luther, Office of Information Management to Bureau of Personnel
Clapp, Priscilla, Bureau of Personnel to International Organization Affairs
Climan, Douglas P., Luanda to Bureau of Personnel
Crosby, Colin T., Pre-Assignment Training to Manila
Curtain, Marlene L., Barcelona to Guayaquil
Degler, Paul G., Manila to Population, Refugees, and Migration
Dolezal, Carole Ann, Paris to Bureau of Personnel
Drouin, Philip Raymond, Economic and Business Affairs to African Affairs
Duncan, William H., San Salvador to Operations Center
Duvall, Gerald Raymond, Lagos to San Jose
Enstrom, Karen L., Operations Center to European Affairs
Ferguson, David R., Office of Information Management to European Affairs

Ford, John Seabury, Nassau to Bureau of Personnel
Fritz, Jonathan, Chengdu to Guayaquil
Gadzinski, Peter S., Kathmandu to Brasilia
Giegerich, Steven Scott, Nassau to Tashkent
Gonzalez, Antonio J., Luanda to Bureau of Personnel
Goodnough, Billy Lewis, Office of Information Management to European Affairs
Hachey, Shirley P., Bureau of Personnel to Executive Secretariat
Haney, Barry L., San Jose to Bangkok
Harty, Maura A., Office of the Secretary to Bureau of Personnel
Hassani, Frederic C., Mexico City to Durban
Hecklinger, Richard E., European Affairs to Office of the Inspector General
Hill, Steven Don, Political-Military Affairs to Foreign Service Institute
Hobbs, David L., Office of the Inspector General to European Affairs
Howell, Edward L., Monrovia to African Affairs
Jones, Franklin Denoval, San Jose to Bureau of Personnel
Kalupa, Marni, Inter-American Affairs to Quito
Keil, Charles E., Tijuana to Medical Complement
Kessler, Jonathan Stuart, Lisbon to Operations Center
Kessler, Kurtis M., European Affairs to Tallinn
Kim, Henry K., Department of Commerce to East Asian and Pacific Affairs
Krc, Jan, Istanbul to Frankfurt
Kreft, Randy, Office of Information Management to Frankfurt
Lamoreaux, Adam Duane, Seoul to Jerusalem
Lee, Long N., Hanoi to Suva
Leon-Guerrero, Jennie M., Nairobi to Monrovia
Lopez, Linda, Lima to Bucharest
Major, Laurie M., Office of the Secretary to Consular Affairs
McCann, Tim I., Office of Information Management to Foreign Service Institute
McPartland, Suzanne, International Organization Affairs to Office of the Secretary
Morris, David T., Foreign Service Institute to Political-Military Affairs
Nasri, Sylvia A., Casablanca to Damascus
Papp, Allan E., European Affairs to Geneva
Parmer Jr., Dale, Inter-American Affairs to Mexico City

Pattison, Stephen R., Consular Affairs to Foreign Service Institute
Peterson Jr., David A., International Organization Affairs to Bureau of Personnel
Piekos, Barbara Lee, Paris to Luxembourg
Power, Joyce J., Bureau of Personnel to Bureau of Public Affairs
Riley, Timothy J., Diplomatic Security to Beirut
Rodgers, Barbara A., Santo Domingo to Inter-American Affairs
Ryan, Lola May, Abu Dhabi to Port-au-Prince
Sharrier, Elizabeth, Dushanbe to Warsaw
Shaw, Brigitte Ruth, Singapore to Bonn
Sickler Jr., Clarence Henry, Foreign Service Specialist Intake to Monrovia
Slatin, Steven R., Dushanbe to Foreign Service Institute
Spaulding, Kenneth, Lahore to Caracas
Stuebner, Christine D., Pre-Assignment Training to Almaty
Thompson, Kathleen C., Political-Military Affairs to European Affairs
Valenti, Rose Marie, Bureau of Personnel to Office of Information Management
Vandenbroucke, Lucien S., Department of the Army to Nairobi
Veasy, Michael A., Pre-Assignment Training to Mexico City
Wazelle, Holly A., NATO Brussels to East Asian and Pacific Affairs
Williams-Manigault, Bisa, International Organization Affairs to Office of the Secretary
Wilson, Jewellene E., Manila to Port-au-Prince
Windsor, Robert A., Foreign Service Institute to Bureau of Personnel
Wise, N. Ridgeway, Geneva to Berlin
Yeager, Kenneth R., Vienna to Rabat

Resignations (April)

Alexander, Gary R., St. Petersburg
Berntsen, Rebecca A., Kathmandu
Bolar, Joycelyn Kay, Frankfurt
Burns, Virginia Staley, Berlin
Carpenter, Janie M., Bogota
Cunningham, Rhonda L., Bucharest
Darragh, Kim H., Mexico City
Degnan, Regina Mary, Lima
Egholm, Kimberly K., Office of Information Management
Ellis, Albert C., Belgrade
Fabian, Pamela S., Madras
Fullen, Stephanie T., Warsaw
Giebler, Alan J., Office of Information Management

Foreign Service Personnel

Gordon, Caren F., Tegucigalpa
Greene, Randa H., Damascus
Hahn, Luisa M., Leave Without Pay
Hoff, Julia S., Leave Without Pay
Johnson, Kimberly Kaye, Frankfurt
Klanderman, Andrea F., Islamabad
Lassiter, Immy Rose N., Nairobi
Lawrence, Nancy J., Istanbul
Lynch, Linda R., San Salvador
Mashuda, Maria Antonia, Conakry
Morris, Robert B., Kuala Lumpur
Offenberger, Adria Renee, Nicosia
Schoch, Deborah A., Brussels
Shukan, Clare Voisey, Cotonou

Suty, Sandra K., Foreign Service Institute
Zupan, Nicole B., Lagos

Retirements (April)

Albright, Carole, Brussels
Berube, Elizabeth J., Consular Affairs
Black, Jimmie Ray, Port-au-Prince
Cheek, James Richard, Argentina
Fletcher, James B., Office of Information Management
Gaskins, Eydie S., Bureau of Personnel
Hooper, James R., Warsaw

Kozlowski, Patricia S., Bern
Kuchel, Roland Karl, Zambia
Martinez, Pedro, Intelligence and Research
Mortensen, Ronald W., Foreign Service Institute
Ogden, Janice Zeszutek, Santiago
Peashock, David J., Tunis
Peck, Juliana Seymour, Political-Military Affairs
Vertocnik, Robert Anthony, Foreign Buildings Office



SANTIAGO—Ambassador **Gabriel Mondragon**, second from right, honors three retiring FSNs, from left: **Edgardo Francke** (32 years of service), **Baldur Konig** (31 years) and **Pedro Lehuede** (30 years).

Letters

Camille Gerwig: A Tribute

Dear Editor,

As many of you read the obituaries this month, we know that your hearts, like ours, will be saddened to learn that a friend and former colleague Camille Napoletano Gerwig passed away. We had both known and loved Camille for over 20 years.

Camille will be missed by many, since she touched the lives of everyone she met. She was one of life's special treasures—she always brought a smile to her day and saw positives where others would see negatives. She was also the consummate professional who took pride in her work and her country.

Camille had been ill for a while before her death, but was ever hopeful that she would conquer her illness. When she realized that she couldn't, with great courage and dignity she let her friends and family know of her situation. Camille's farewell note epitomized her zest for life. She concluded by thanking friends for being a part of her life and then asked that we sip a glass of fine wine in her

memory! This is the Camille we will always remember.

Jacalyn Stein
Administrator's Office, USAID

Janice Yeadon
Personnel

the Foreign Service, as that term is defined by the Foreign Service Act.

John O. Grimes
Arlington, Va.

State Magazine welcomes letters from all of its readers, including FSNs.

A more inclusive view of FSNs?

Dear Editor:

I refer to "Direct from the D.G." (*State Magazine*, Jan./Feb.) and note the director general's surprise that a senior FSN should characterize American Foreign Service employees abroad as "grasping, selfish and self-centered."

If this comes as a revelation, there has, indeed, been a lack of sensitivity—and perhaps communication. In line with the D.G.'s call for a more "inclusive view," may I suggest that the *Letters* department of *State Magazine* be opened to FSNs and that they be encouraged to use it? After all, FSNs do constitute the majority of members of

From the web...

...enjoyed reading magazine on Internet.

Debra Jean Nelson
Fishkill, N.Y.

This is an excellent web site. Good work.

Chih-Cheng Lo
Taipei, Taiwan

I am pleased to acknowledge the Department of State's role in securing foreign and domestic relations and their ability to positively affect U.S. interests anywhere in the world. I had limited knowledge of the organization's purpose until this web page became available.

Vandy J. Alderman
Aviano, Italy



Lloyd W. Pratsch, *State's* procurement executive, left, presents Certificate of Appreciation to William L. Zlater, A/FBO, for improving the automated procurement database to streamline reports to Congress on small and disadvantaged business procurement actions. (Photo by Peggy Ranivand)

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State of the Arts

By John Bentel

The author is a computer specialist in the Executive Secretariat.

Ullman: packing 'pucker power'

Christopher Ullman, press aide to Congressman John Kasich, demonstrated an unusual talent in the East Auditorium March 5: he's the 1996 national and international whistling champion. Pianist Bo Ayars complemented but never overshadowed this energetic sound.

Mr. Ullman chose Mozart's "Concerto for Oboe in C Major" as his introductory selection. He had the stamina to execute this classical work, and the audience signaled their pleasure with resounding applause. Rossini's "William Tell Overture" was the perfect vehicle for Mr. Ullman to showcase his "pucker power." His ease and unaffected facial expressions made his wonderful sounds all the more enjoyable.



To celebrate St. Patrick's Day, Mr. Ullman whistled two mellow Irish tunes before launching into a beautiful rendition of Andrew Lloyd Webber's "Memory" from the Broadway play, *Cats*. His final piece, "When the Saints Go Marching In", left us breathless—even though *we* hadn't whistled.

Kreysa: combining 'richness and range'

Costa Rican soprano Guadalupe Kreysa presented a program of classical music at the State of the Arts

series March 19. Ms. Kreysa graduated with honors from the Academia d'Arte Lirica e Carale, where she studied with Antonio Tonini, who coached Pavarotti and Callas. In 1988 she won the coveted Pavarotti International Voice Competition. Pianist Miguel Valdes accompanied her.

Ms. Kreysa's opening number, "Se tu m'ami", by Italian composer G.B. Pergolesi, radiated her love for her profession. An enthralled audience marvelled at the richness and range of her voice, which resonated throughout the Dean Acheson Auditorium. Giacomo Puccini's "O mio babbino caro", from the opera *Gianni Schicchi*, demonstrated Ms. Kreysa's sense of the dramatic. She again awed her audience with her flawless delivery. In Teresa del Riego's "Homing", the soprano displayed her ability to hold a note almost indefinitely, and she received a standing ovation. □



BRIDGETOWN—Ambassador Jeanette Hyde, third from left, honors employees at award ceremony. With her are Margot Grannum, Brian McNamara, Dorothea Armstrong, Pritchard Alleyne, Sophia Cave, Vere Clarke, Kay Hinds, Mary Frances Wilson and Dolores Codrington.

Obituaries

Elsie M. Boelter, 91, a retired foreign affairs officer who specialized in treaty matters, died in Billings, Mont., Feb. 20.

Ms. Boelter began her career at State as a stenographer in 1934. She later worked as a secretary in the Office of the Economic Adviser and as a division assistant in the Bureau of Far Eastern Affairs and the Research and Publications Division. In 1946 she began her 18-year career in the Office of Legal Affairs. She headed the foreign treaties section before retiring in 1964.

Ms. Boelter was a native of Birmamwood, Wis., and earned a bachelor's from the University of Montana. She leaves a sister, Arlene Boelter, of Billings, and several nephews and nieces.

Clark M. Dittmer, 60, former deputy assistant secretary for diplomatic security, died of a heart attack at Fairfax Hospital in Falls Church, Va., Feb. 17.

Mr. Dittmer joined the Foreign Service in 1967 and became a special agent in Washington, conducting security investigations and providing dignitary protection. In 1971 he became regional security officer in Paris. The following year he was posted to Tehran. After an assignment in the Washington field office, he became regional security officer in Brussels in 1978. Three years later he returned to the Department as principal assistant secretary for diplomatic security and director of



the Diplomatic Security Service. He served as a coordinator for counterterrorism operations before retiring earlier this year.

Mr. Dittmer was a native of Elkland, Mo., who earned a bachelor's from the University of Missouri. Before State, he served with the Army Intelligence Corps and the Office of Naval Intelligence. He held the Department's highest honor, the Distinguished Honor Award. His survivors include his wife of 34 years, Diana Dittmer, two sons, a sister and three brothers.

Camille Napoletano Gerwig, 50, retired Foreign Service secretary, died of colon cancer in Albuquerque, March 20. (See tribute, *Letters*.) She was the wife of retired communicator Harold Gerwig.

Beginning in 1969, Ms. Gerwig held assignments in Islamabad, Brussels, Abidjan, Tel Aviv, Athens, Paris and Washington. In 1977 she was named State's "secretary of the year" for her performance at the embassy in Israel.

Ms. Gerwig was born in Houston, Sept. 11, 1946. Survivors include her husband, of Albuquerque, three stepchildren, her mother, a brother and a sister.

Roger Joseph Hartmann, 67, retired communications officer, died of cancer in Orlando, Fla., Oct. 3.

Mr. Hartmann joined the Foreign Service in 1956 and became a mail and records clerk in Seoul. After a tour in Oslo, he went to Niamey as an administrative assistant in 1960. He held similar positions in Jerusalem and San Salvador before becoming a general services assistant in Rangoon in 1967. Two years

later he became a diplomatic pouch assistant in Rome.

After a posting to Manila, Mr. Hartmann was assigned to the Office of Communications in 1973. He served in Frankfurt before returning to Washington in 1977. In 1979 he became a consular officer in Porta Delgada. He had a second tour in Frankfurt before going to Nairobi as a support communications officer in 1983. He was a communications specialist in Tokyo, 1985-88, and Frankfurt, 1988-90. After serving as supervisory communications officer in Kampala, he retired in 1992.

Mr. Hartmann was a native of Wisconsin who studied economics at the University of Wisconsin and at San Jose State University. He received the Meritorious Honor Award for his work in the Department. After State, he worked for the U.S. Postal Service. Survivors include his wife, Sungsun Hartmann, of Orlando, and a daughter.

Francis P. G. Hearne, 61, retired Foreign Service officer, died of cancer in Aberdeen, N.J., Jan. 31.

Mr. Hearne joined the Foreign Service in 1960 and was assigned to Luxembourg. After a tour in Abidjan, he became procurement and supply officer in Addis Ababa in 1965. After serving as general services officer in Ottawa and Lagos, he returned to Ethiopia for a second tour in 1974. He was assigned to USIA's N.Y. Reception Center before being becoming administrative officer in Reykjavik in 1979.

Obituaries

Mr. Hearne was general services officer in Bonn, 1981-84, and Manila, 1984-86. In the latter year, he became a transportation and freight specialist at the N.Y. Despatch Agency. He served as administrative management officer in Niamey before retiring in 1991.

Mr. Hearne was a native of Staten Island and served in the Army in Germany before joining State. After State, he worked as a consultant to Meridian International Center and as an umpire for the New Jersey State Interscholastic Athletic Association. Survivors include his wife, Nancy, of Aberdeen, two sons, a daughter and a sister.

U. Alexis Johnson, 88, retired Foreign Service officer who held the rank of career ambassador, died of pneumonia in Raleigh, N.C., March 24.



Mr. Johnson joined the Foreign Service in 1935, holding early assignments in Tokyo, Seoul and Tientsen, China, until the outbreak of World War II. While serving as vice consul in Manchuria, he was placed under house arrest after the Japanese bombed Pearl Harbor. Following his exchange in 1942, he was sent to Rio de Janeiro and then Manila. He was next assigned to General MacArthur's staff during the Japanese surrender in World War II. In 1945 he was named consul in Yokohama and became consul general two years

later. He earned the Medal of Freedom for his role in the release of American civilians and prisoners of war in Japan, Korea and the Philippines.

In 1949 Mr. Johnson returned to Washington as deputy director of the Office of Northeast Asian Affairs. After becoming director there, he was named deputy assistant secretary for Far Eastern Affairs in 1951. Two years later, he was named to his first ambassadorship, as chief of mission in Prague. In 1954 he also served as U.S. coordinator to the Geneva Conference on Korea and Indochina. He was credited as one of the principal negotiators of the truce that ended the fighting in Korea. A year later he was named U.S. representative to negotiations with China on the release of U.S. citizens imprisoned there.

In 1958 Mr. Johnson was appointed ambassador to Thailand. He was named deputy undersecretary for political affairs in 1961, becoming the highest ranking Foreign Service officer in the Department at that time. Three years later he was assigned to Saigon, where he was injured by flying glass from a bomb. In 1964 he received the rarely conferred rank of career ambassador. After another appointment as deputy undersecretary, he was named chief of mission in Tokyo in 1966.

Mr. Johnson served as undersecretary for political affairs from 1969-1973. He capped his 42-year career as ambassador-at-large and U.S. negotiator at the Strategic Arms Limitation Talks. At his retirement in 1977, then-Secretary of State Dean Rusk hailed him as a "towering contributor" to U.S. foreign policy.

Mr. Johnson was born in Falun, Kan., Oct. 17, 1908. He received a bachelor's from Occidental College and later attended Georgetown's School of Foreign Service. His survivors include two daughters, two sons, a sister, six grandchildren and three great-grandchildren.

Dwight F. Mason, 38, contracting officer in the Foreign Buildings Office, died of complications from rheumatoid arthritis in Silver Spring, Md., Feb. 23.



Mr. Mason began his career in the Department in the late 1980s as a contractor to FBO, becoming an employee in the Program Execution Office in 1989. The following year he became a contracting officer in the Acquisitions Division, a position he held until his death. His work there took him to Europe, Africa, Asia and South America, where he negotiated construction contracts for U.S. embassies and other State facilities. He earned two cash awards for his efforts.

Mr. Mason was a native of Washington, D.C., who attended Victor Valley College in California and served in the Air Force for nine years before State. In addition to his work in the Department, he served as a volunteer for children with Downs syndrome. Survivors include his wife, Miriam, of Silver Spring, two sons, two brothers and five sisters.

James Sidney Reed, 73, retired physician at State, died in Lawrence, Kan., April 2.

Beginning in 1972, Dr. Reed served as medical attaché in Saigon, Kathmandu, Addis Ababa, Kuwait City and Montevideo. He was a native of Pittsburgh, Kan., and earned a bachelor's and a medical degree from the University of Kansas. Before State, he worked as a physician in the Navy and in private practice for 17 years in Kansas, where he also served as a county coroner. After leaving State, he held a position at Kansas University's Watkins Health Center before retiring again in 1992.

Survivors include his wife, Pauline (Folly) Reed, a daughter, a son, two sisters, three grandchildren and two great-grandchildren.

Nelson F. Sievering Jr., 72, retired atomic energy expert, died of cancer in Bethesda, Md., March 6.

After a career at the Atomic Energy Commission, Mr. Sievering was named State's science representative in Brussels in 1959. He held a number of advisory roles before becoming deputy director of the Office of Atomic Energy Affairs in 1967. Two years later he was named director of the Office of General Scientific Affairs. From 1975 until 1992, he worked for international energy organizations, including the Atomic Energy Agency in Vienna. He served as the U.S. ambassador to the energy agency until a few weeks before his death.

A native of Newark, N.J., Mr. Sievering earned a bachelor's from Yale and a master's from Columbia. He served as a lieutenant in the Navy during World War II. His survivors include his wife of 51 years, Dorothy Sievering, of Bethesda, two sons, a sister and seven grandchildren.

Philip B. Taylor, 53, Foreign Service officer who held the personal rank of ambassador, died of lung cancer at Sibley Memorial Hospital in Washington, March 4.



Mr. Taylor joined the Service in 1972 and was assigned to Medellin. After serving as special assistant to the U.S. ambassador to the Organization of American States, he became consular officer in Rome in 1976. He was country officer for Bolivia before being assigned to the consular bureau's executive office in 1981. The following year he became consul general in Guatemala City.

After studies at the National War College, Mr. Taylor was named deputy director of the Office of Andean Affairs in 1986. He then served as director there before returning to Guatemala as deputy chief of mission in 1989. He served as consul general and principal officer in Sao Paulo, 1992-95. In the latter year he was named to his final

appointment, as U.S. deputy representative to the Organization of American States. He was accorded ambassadorial rank as delegate to the Inter-American Council for Educational, Science and Culture and the Inter-American Economic and Social Council.

Mr. Taylor was a native of Berkeley, Calif., and earned a bachelor's from Williams College. Before joining State, he served as a Peace Corps volunteer in the Dominican Republic. He received Superior and Meritorious Honor Awards for his work in the Department. A memorial service attended by his colleagues was held in the East Auditorium, March 7. At the service, Jeffrey Davidow, assistant secretary for Inter-American affairs, read a letter from the secretary, who praised the ambassador for his "long and distinguished service."

Mr. Taylor leaves his wife, Anna Maria, of Washington, his parents and two sisters. His family suggests contributions in his memory go to Sibley Memorial Hospital or the Washington Clinic.

Correction

Howard P. Mace, a retired Foreign Service officer who died Dec. 8, was misidentified in the March issue. We regret the error.

Library Report

Let us now praise forgotten men

by Dan Clemmer, chief librarian

Although Dolley Madison received a lot of press for saving Gilbert Stuart's portrait of George Washington from the flames when the British burned down the White House in 1814, the contributions of three State employees—John Graham, Josias King and Stephen Pleasanton—remain buried in history.

Before the British also set fire to the Executive Office housing the Department—Graham, State's chief clerk, King and Pleasanton acted quickly. Using coarse linen, they made into bags for such important documents as the original Declaration of Independence and the Constitution. They loaded the bags onto carts and ferried them across the Potomac River to Virginia, where they were stored temporarily in a grist mill two miles above Georgetown. Fearing the records were still unsafe, the clerks hired more horses and wagons and transported the documents to Leesburg, where they were stored in an empty house.

Unfortunately, they couldn't save the Department library's books. Given the choice of saving books or the Declaration of Independence and other historical documents, few people (even librarians) would blame them. At least two books, however, survived the fire. Perhaps they were borrowed before the fire and returned afterward, or maybe they got mixed up with the rescued documents. (We know the books were in the library's collection before the fire because Thomas Jefferson's signature and statement that they were State property appear on the title page of each volume.)



In any case, the two signed volumes, published in Holland in the 1720s, are *Corps Universel Diplomatique* and *Histoire Des Traités De Paix*. Restored and rebound in 1991 to their 18th-century glory, they are now shelved in the Rare Book Room. Exact copies of the pages signed by Jefferson are incorporated in facsimile editions on display in the first-floor Exhibit Hall.

No one knows whether any other titles were saved from the flames, nor does anyone know which volumes burned. We do know, however, from the first catalog published in 1825, that the library had grown to 3,905 works. Along with these two titles, the catalog includes others that show the interests—some unexpected from our 20th century perspective—of the Department at the time: *The Ambassador and his Functions, to which is added an historical discourse concerning the Election of the Emperor and the Electors*, by Mons. de Wicquefort, London; *Hall's Distiller: Philadelphia, 1818*; Lewis and Clark—*Travels to the source of the Missouri river, and across the American continent to the Pacific Ocean*: London, 1814; Gibbon—*History of the Decline and Fall of the Roman Empire*: London, 1818; Denman—*Practice of Midwifery*: New

York, 1821; and Waterhouse—*On Whooping Cough*: Boston, 1822.

If fire ever again threatens the Library—it now holds over 600,000 volumes, dozens of PCs and CD-ROMs and thousands of maps, microfiche and microfilm—we're happy that we can rely on our sprinkler system and won't have to put everything in linen sacks and ship them to a grist mill in Virginia.

Selected new books

- Gerry Adams. *In Before the Dawn: An Autobiography*, Morrow, 1996. DA990.U452A332
- Andrew Bell. *Ethnic Cleansing*, St. Martin's Press, 1996. JV6091.B45
- Jimmy Carter. *Living Faith*, Times Books, 1996. BV4501.2.C3354
- Duane Clarridge. *A Spy for All Seasons; My Life in the CIA*, Scribner, 1997. JK468.I6C5483
- Joseph Ellis. *American Sphinx; The Character of Thomas Jefferson*, Knopf, 1996. E332.2.E45
- Lyn Ragsdale. *Vital Statistics on the Presidency: Washington to Clinton*, Congressional Quarterly, 1996. JK518.R34 Ref.
- David Remnick. *Resurrection: The Struggle for a New Russia*, Random House, 1997. DK510.763.R46
- Yale Richmond. *From Da to Yes: Understanding the East Europeans*, Intercultural Press, 1995. DJK19.R53 Ref.
- Yan Sun. *The Chinese Reassessment of Socialism, 1976-1992*. Princeton University Press, 1995. HX418.5.S87
- LeRoy Thompson. *Mastering the Challenges of Change; Strategies for Each State in Your Organization's Life Cycle*. AMA, 1994. HD58.8.T49 □

THE LIFE CYCLE OF THE FOREIGN SERVICE NATIONAL

THE NEW AMERICAN OFFICER ARRIVES...

I'VE DECIDED WE'LL MOVE THE CONSULAR SECTION TO THE EAST SIDE OF THE EMBASSY.

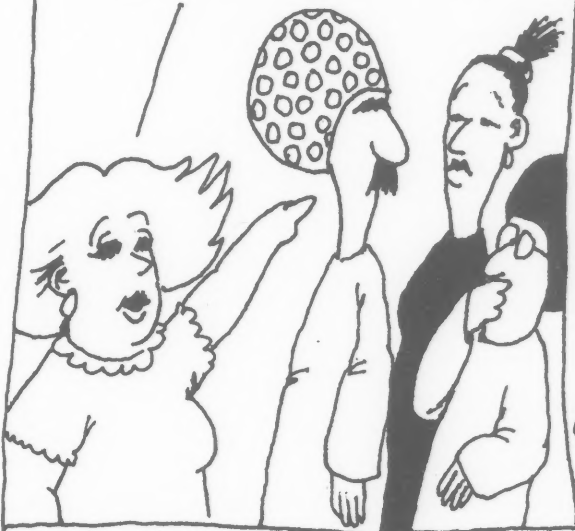


TWO YEARS LATER...

AND MY FIRST ACT AS NEW SECTION CHIEF WILL BE TO MOVE THE CONSULAR SECTION TO THE WEST SIDE OF THE EMBASSY!



TWO YEARS AFTER THAT...
...TO THE NORTH SIDE OF THE EMBASSY.



TWO YEARS LATER...

GOSH, THE CONSULAR SECTION OBVIOUSLY NEEDS TO BE ON THE SOUTH SIDE. I GUESS THAT'S WHY YOU NEED AMERICAN SUPERVISORS.

TRULY, SIR, I DO NOT KNOW WHERE WE WOULD BE WITHOUT THEM.



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