

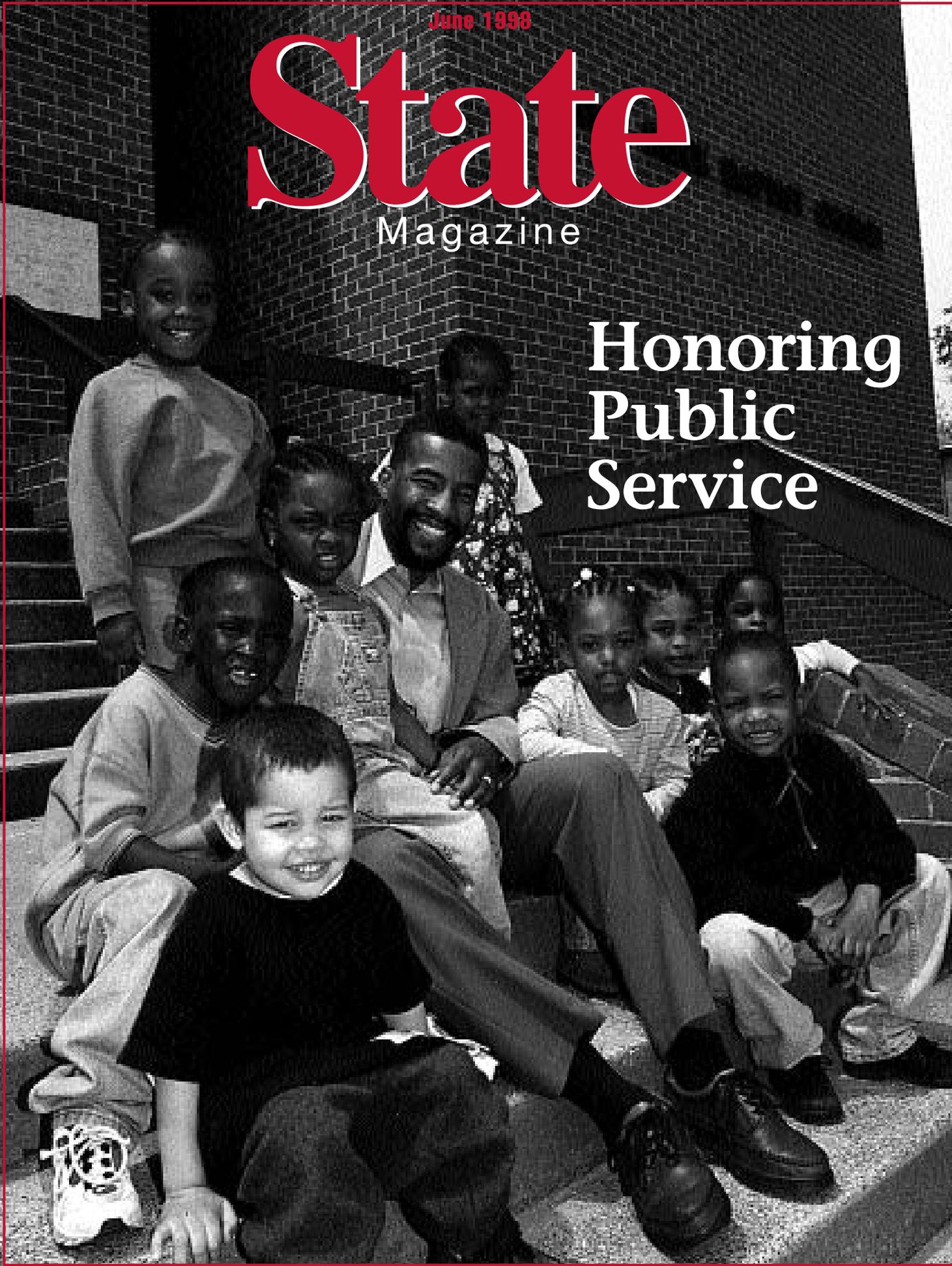
UNITED STATES DEPARTMENT OF STATE

June 1998

State

Magazine

Honoring
Public
Service





Coming in July-August:
Kathmandu

Photo by Joe Furgal

State Magazine

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The magazine welcomes State-related news and features. Informal articles work best, accompanied by photographs. Staff is unable to acknowledge every submission or make a commitment to which issue it will appear in. Photographs will be returned upon request. Please include a daytime phone number.

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.

Please submit material on Apple Macintosh or IBM PC-compatible disks, including a hard copy. Articles may also be e-mailed or faxed in 14 point type to (703) 812-2475. The mailing address is **State Magazine**, PER/ER/SMG, SA-6, Room 433, Washington, DC 20522-0602. Contributions may also be left in Room 3811, Main State. The magazine's main number is (703) 516-1667.

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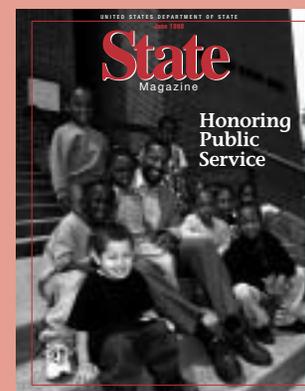


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On the Cover

The Rev. Richard Corbin, recipient of the Senior Seminar's George Shultz Award, with young parishioners.

Photo
by Bob Kaiser



FROM THE SECRETARY

Teamwork and Recognition

In the last few months, the Department has held “Unsung Heroes Day” to recognize those employees whose contributions too often go unnoticed, sponsored a Public Service Appreciation Day that offered our hardworking Washington staff free hot dogs and cotton candy, celebrated Secretaries’ Day, laid wreaths and commemorated Foreign Service Day, and handed out more than 30 Department-wide awards.

At all of these occasions, we have stressed the message of teamwork—that this Department cannot be successful in its mission unless every individual, in whatever position, is motivated to do his or her best—and knows that a job well done will be recognized.

It may too often seem as if we take for granted the sacrifices State employees make, especially overseas, to get the job done. We don’t. In just the past month, we’ve watched the core staff of Embassy Jakarta do its utmost to protect American lives and keep Washington up to date on the latest developments. As I have traveled in the past year, from Islamabad to Belgrade to Kinshasa, I have seen—and benefited from—the work of dedicated employees, Americans and Foreign Service Nationals, who maintained the pace despite violent protests, military actions and constant threats.

This month, I want to share with all of you an example of one post that really has pulled together in an extraordinary way, under very difficult conditions. This mission has had outstanding leadership from its Ambassador, Ken Quinn, and from Assistant Secretary Stanley Roth back in Washington. But it is typical of the employees of this small and hard-working embassy, where everyone pulls quite a load. I owe special thanks to Undersecretary Tom Pickering for bringing their work to my attention. It is from his memo that I’ve drawn the following:

Phnom Penh is no picnic. There are staff members from all over the government and 12 working dependents for a total of 40 Americans. Its ratings for danger and hardship are near the top.

In the last two years there have been 11 serious life-threatening events in which employees or dependents could have been killed or seriously wounded—five were exposed to an explosion, one was in a car hit by gunfire, two were hit over the head with potentially lethal blows and three were held up with guns pointed in their faces.

In mid-1997, the entire staff was caught in the middle of two serious gun battles. The embassy itself was rocked by explosions and had to be partially evacuated.

At the same time, this post has received an unusually large number of Departmental and American Foreign Service Association Awards; this year, the AFSA award for most outstanding middle-grade officer and the award for most outstanding secretary; last year, awards for volunteer work, student volunteer work and political reporting.

Phnom Penh may be above average in terms of hardships suffered and awards received. But the embassy represents very well the courage, resourcefulness and loyalty of the outstanding people who serve our country around the world. I am very proud of all our colleagues—and I wanted you to see what just one of our small posts under the gun has been able to do. My thanks go out to all of you, everywhere.

Madeleine Albright
Secretary of State

LETTERS TO THE EDITOR

In Search of Stamps

Dear Editor:

As I have at previous posts, I have started a stamp club for children at the American International School of Libreville. This year we have 10 very enthusiastic members who don't miss a meeting and several others who come when time permits. What I need are stamps, either foreign or U.S., which I then distribute to the children at each meeting. Since the children seem to enjoy soaking the stamps off the envelope, the entire envelope can be sent, or just the corner where the stamps appear. Contributions may be sent to: Marilyn R. Mattke, Libreville/DOS, Washington, DC 20521-2270. Thank you!

Marilyn R. Mattke
Financial Management Officer
Libreville

Good Samaritans Thanked

Dear Editor:

On Wednesday, April 8, I was hit by a motor vehicle while crossing 23rd Street toward Columbia Plaza. My family and I wish to thank my State Department coworkers and others who came to my assistance. To those who comforted and cared for me, protected me from evening rush-hour traffic, provided information to the authorities and accompanied me to the emergency room, may you be blessed for being caring and compassionate.

Danuta Guzowski
Information Resource Management

From an Online Reader

Dear Editor:

I have found your publication to be very informative. As an assistant to Mayor Dennis Archer in Detroit,

Mich., it is becoming increasingly more important to keep current in global events. Mayor Archer was part of President Clinton's travel envoy to South Africa and will be embarking on a trade mission to Europe with members of our regional chamber of commerce. Now that I know how to reach your publication online, I will be a regular visitor to your site. Every bit of information I can gain will assist me in representing my principal.

Edwina Henry
Assistant to the Mayor

Pleased, But . . .

Dear Editor:

We were pleased to see highlighted in the March issue some of our embassy's activities, but would like to correct the record on two matters.

- Captions of photographs that accompanied the article "Family Liaison Office: What a Difference 20 Years Makes," mischaracterized the community bazaar as a Community Liaison Office sponsored event. CLO coordinator Hala Laas organizes many wonderful events, but this particular event was the holiday bazaar of the English Speaking Women's Association of Conakry, chaired by Jane Nagy, wife of U.S. Ambassador to Guinea Tibor P. Nagy Jr.

- Melodie Gage, author of "Captured in Conakry: State Helps U.S. Marshals Apprehend Elusive Fugitive," is identified as a public affairs officer. She is, in fact, the editor of the *Nimba News*, Conakry's acclaimed weekly newsletter.

We were extremely gratified to see two colleagues, Ann Wright and Jeff Breed from the U.S. embassy in neighboring Freetown, recognized for their valor during the 1997 Sierra Leone coup and evacuation. As the post that received and assisted them and 2,500 civilians evacuat-

ed via the USS *Kearsarge*, we know that their recognition is hard earned and well deserved.

Michael Raynor
Administrative Officer
Conakry

What a Change!

Dear Editor:

Congratulations on the new format of the magazine. What a change!

Richard M. Hughes
Manassas, Va.

More Analysis, Please

Dear Editor:

I would like to read further analysis of "why" many initiatives and actions are taken, rather than simply "what" they are. In what way does something enhance U.S. foreign policy?

A beautiful job, though, I must admit.

Stephen A. Mihalic
Las Cruces, N.M.

Correction

State Magazine incorrectly identified the author of "Cairo Goes Paperless" in the March issue. The byline should have credited Donald Greer, the C-LAN manager at the embassy in Cairo. Our apologies to Mr. Greer for not properly recognizing his fine effort.

Letters should not exceed 250 words and should include the writer's name, address and daytime phone number. Letters will be edited for length and clarity.

You can also reach us at statemag@pererwpoa.us-state.gov.

DIRECT FROM THE D.G.

BY EDWARD W. "SKIP" GNEHM JR.



One of my major goals is to develop a strong and dynamic workforce. To meet that goal, we need a highly flexible and dedicated Civil Service.

Government-wide, the competitive Civil Service is, quite simply, the most diverse and capable public service workforce in the world. Today the Civil Service at State, with nearly 5,000 career Civil Service employees, is more than 25 percent of the permanent workforce. Just like Foreign Service employees, many Civil Service professionals are attracted by State's international mission and by a desire to be part of one of the most prestigious Cabinet departments. Many Civil Service employees have devoted and continue to devote their entire lives and careers to benefit the Department.

I have stated many times that optimal career development of the Civil Service means the Department needs to pay greater attention to both career mobility and training opportunities. Excursion tours are one excellent way to benefit both services. Currently, there are more than 110 Civil Service employees serving in Foreign Service positions at posts overseas. I believe all would confirm that this service has improved their ability to support the Department's operations.

At the same time, their Foreign Service colleagues capitalize on the in-depth experience the Civil Service employees bring to post. We recently polled several CS employees now posted overseas about the value of their experiences in the field.

One personnel specialist, on her third overseas tour, described the satisfaction she is gaining from establishing a Foreign Service National Forum in Addis Ababa and implementing a reliable health care plan for the local employees there. The same employee gained firsthand experience coping with the downside of Foreign Service life when she and her family were evacuated from Khartoum in 1993, within six months of their arrival.

In another case, an instructor from the Warrenton Training Center, currently serving as information program officer in Chennai, reported that the "real-life" scenarios he is experiencing in the field will make him a better instructor upon his return. He said he is also enjoying the culture, people and lifestyle of India in his first overseas experience.

We also heard from a procurement specialist from the Florida Regional Center who is currently serving in the

Developments in the Civil Service

general services section in Mexico City. He feels his years of procurement experience prepared him well for his current position. He and his family are enjoying the opportunities presented by Mexico City, and he is considering whether, in addition to these excursion tours, to pursue a conversion to the Foreign Service.

We are also working to enhance the career opportunities for our senior Civil Service employees. Faced with critical leadership shortages in the years ahead due to the rising number of employees who will become eligible for retirement, we must accelerate the development of our supervisory and managerial ranks. This will be a program of competency-based training for all different levels to replace the heavy baby-boomer

attrition. Backed by the Department's Executive Resources Board and the Senior Executive Service Advisory Board, we are reinstating a Senior Executive Candidate Development Program. This program will provide aspiring senior executives opportunities to acquire the five SES executive core qualifications required for high performance in senior leadership positions: leading change; leading people; driving results; gaining business acumen, and building coalitions and communication.

Changes in the regulations have made it increasingly advantageous for both agencies and employees to have an aggressive candidate development program. Most notable among the changes is that the length of noncompetitive eligibility for an initial career SES appointment has been changed from three years to an unlimited period. Therefore, individuals successfully completing a candidate development program will now receive noncompetitive eligibility for life. The SES Advisory Board is also developing options for a new mobility initiative for career SES members.

This is an exciting time for the Civil Service as we advance a coordinated effort to enhance career development and promotional opportunities for Civil Service employees. Secretary Albright and Undersecretary Cohen wholeheartedly encourage and support these initiatives. I am truly pleased by the prospect that we are moving forward to strengthen the Civil Service, and I am confident that we will meet the challenges with creativity and determination. ■

Secretary Receives Secure Cell Phones

Secretary Madeleine Albright and her senior advisers now have state-of-the-art secure voice technology that offers the highest level of security wherever and whenever they need it to protect their communications.

Lt. Gen. Kenneth Minihan, director of the National Security Agency, recently presented the Secretary with a bank of Motorola CipherTac 2000 security modules to provide secure cellular communications. The phones will play a critical role in safeguarding national security information in a rapidly evolving age of information vulnerability.

The new secure cellular telephones are part of State's Department-wide upgrade of secure communications capabilities and overall security policies.

Secretary Honors Earth Day

Secretary Madeleine Albright called climate change a global problem that demands global solutions during an Earth Day observance at the National Museum of Natural History in Washington, D.C.



National Ocean and Atmospheric Administration Undersecretary Dr. D. James Baker, as well as the NOAA museum director and administrator, also joined in the commemoration.

Following her address, Secretary Albright made brief opening remarks in an interactive electronic field trip, "Live from the Rain Forest: Connect Globally, Act Locally." The project was a two-way exchange via TV satellite and the Internet that linked students in the Washington, D.C., area and around the world with scientists in the Brazilian rain forest and at the museum.

Offices Created, Expanded to End Land Mines



Department of Defense Photo

A new State office will help end the land mine threat.

Two new offices have been established at State to combat the menace posed by land mines.

The Office of Global Humanitarian Demining was created to support U.S. efforts to end by the year 2010 the threat land mines pose to civilians. The office is directed by Ambassador Karl F. Inderfurth, special representative of the President and Secretary of State for Global Humanitarian Demining. Mr. Inderfurth also serves as assistant secretary of State for South Asian Affairs.

The new office's challenge is to implement the President's Demining 2010 Initiative to accelerate global humanitarian demining operations and survivor assistance efforts. The United States is leading an effort to develop, marshal and commit the necessary resources, public and private, domestic and international, to identify and clear anti-personnel land mines.

In addition, a demining unit, formerly in the Political Military Affairs Bureau's Office of International Security and Peacekeeping, has been established as a separate Humanitarian Demining Programs Office.

The program staff will report to Robert M. Beecroft, deputy assistant secretary for Regional Security Affairs. Mr. Beecroft will chair the Interagency Working Group on Humanitarian Demining. The expanded staff will support him on demining issues.

Through this office, State will continue to serve as the lead agency for coordinating U.S. humanitarian demining activities worldwide. Among the office's responsibilities are determining, in coordination with other IWG members, the eligibility of recipient countries for humanitarian demining assistance, coordinating demining related activities with U.S. embassies and setting funding priorities.

Nominations

Mari Carmen Aponte—ambassador to the Dominican Republic

William D. Clarke—ambassador to the State of Eritrea

E. William Crotty—ambassador to Barbados

Jeffrey Davidow—ambassador to Mexico

Eric S. Edelman—ambassador to Finland

Nancy H. Ely-Raphel—ambassador to Slovenia

George Williford Boyce Haley—ambassador to the Republic of The Gambia

Michael C. Lemmon—ambassador to the Republic of Armenia

Frank E. Loy—undersecretary for Global Affairs

John O'Leary—ambassador to the Republic of Chile

Rudolf Vilem Perina—ambassador to the Republic of Moldova

Katherine Hubay Peterson—ambassador to the Kingdom of Lesotho

Edward L. Romero—ambassador to Spain

Arthur Schechter—ambassador to the Commonwealth of the Bahamas

Richard N. Swett—ambassador to Denmark

More complete biographical information will be provided when the nominees are confirmed by the Senate.



Photo by Ann Thomas

Secretary Madeleine Albright, center, joins children of Department employees during Bring Your Daughters and Sons to Work Day. The Secretary urged the children at the April 23 event to learn about their parents' jobs and to come back to State again when they're old enough to work for the Department themselves. "And I hope that if you have any suggestions for bringing peace to the Middle East," she said, "you will please write them down and leave them in my office."

Marshall Statue Dedicated

A bronze statue of George C. Marshall, Secretary of State from 1947 to 1949 and champion of the Marshall Plan, was recently dedicated at the George C. Marshall Center for Security Studies in Garmisch, Germany.

The slightly larger-than-life sculpture depicts the former Secretary, who also served as General of the Army, Army Chief of Staff and Secretary of Defense, striding forward to greet new friends and allies. The statue symbolically faces due east.

Secretary Marshall is largely credited with developing the strategy that won the war in Europe in World War II, as well as masterminding the European Recovery Act. The act, more commonly referred to as the Marshall Plan, is widely viewed as having saved postwar Western Europe from complete economic and political collapse.



Photo by Mari K. Eder

Sculptor Christiane Horn unveils the new Marshall statue in Garmisch, Germany.

The following is Secretary Madeleine Albright's message to retirees, presented during an April 9 ceremony in the Benjamin Franklin Room at Main State.

'You Are a National Treasure.'

You served at times when budgets were tight, then tighter, then tighter still. And some of you—I hope not many—may have felt ill-used by the system or by the need to make cutbacks.

Some of you I know personally. Many others I do not. But I hope you are all proud of having served in this Department, of having

served your country, of having given something back to a nation that has given all of us so much.

And I know you are proud of those who served along with you—your families. Together, I suspect those in this room have lived in all the most notorious hardship posts in the world. And even in Washington, families have borne the brunt of the long days, the sudden emergencies and the weekend plans gone astray. They, too, have sacrificed. They, too, have served, and they, too, have earned our gratitude.

I know that retirement from the State Department means different things to different people. For some, it is the start of a whole new career. For others, it is a chance to enjoy the leisure time so long put off. For many, it is probably something in between.

Whatever your personal choices and options might be, I hope you will not fail to make use—in one form or another—of the knowledge, caring and skills you developed during your years of service.

Whether you know it or not, or feel like one or not, you are a national treasure. Our country, and your communities, need your continued participation and involvement. So I hope you will pour your talents into schools or churches or clubs or businesses or whatever interests you.

Your freedom to make these choices is what makes this country great. And the abilities you bring to bear on them are what made this Department lucky to have you for as long as it did.

Finally, I want to make a pitch—when you talk to your nephews and nieces, children or grandchildren—if you find them to be interested in foreign affairs, encourage them to think hard about a State Department career. You will be doing us a favor—and I hope them, as well.

So let me just close by saying that for your years of service and sacrifice, I salute you. For your commitment and contributions to the work of this Department, I honor you. And I join you in hoping that all your expectations and aspirations for the future are fulfilled. Thank you very much, and God bless you. ■

To the retirees of 1997, and to your families and guests, my message in a nutshell is “good morning, congratulations, thank you and may all your post-State Department dreams come true.”

From Gary Alley to Richard Zorn, the retirees who accepted our invitation to be here today collectively have logged more than 3,000 years of government service.

The class of 1997 includes an attorney-adviser, a member of the policy planning staff, a counterterrorism coordinator, a mechanical engineer, a senior secretary, a telecommunications manager, a security engineering officer, a specialist in information management, five ambassadors, a former assistant secretary and many, many others.

But for all your diversity, you share a great common experience and have common cause for satisfaction and pride.

Forty-three years ago—when the longest-serving of you first entered government—our overriding mission was containing communism. West Germany was being admitted to NATO the same week the Warsaw Pact came together. And the very first computer was being installed for business use.

Today, we are helping democratic values spread freedom and open markets bring prosperity. NATO is enlarging to include new democracies and meet new challenges. And the information revolution continues linking the world together—literally at the speed of light.

You have done far more than live through these changes as witnesses to history. You have helped to shape history.

For almost three decades, on average, you have been the eyes and ears—and brains—of U.S. foreign policy.

You served faithfully under Republican and Democratic presidents alike. You executed the laws of our land, whether or not you always agreed with them—and here I have in mind especially the requirements for annual reports on virtually every topic under the sun.

SAFETY SCENE

BY STEPHEN URMAN

Q. Our water distiller is too slow to produce enough drinking water for our family. Can you suggest some practical options for supplementing the distiller?—EAP

A. Distillation is a very thorough water treatment process, but, as you've experienced, it can be slow and also expensive to operate where electricity costs are high. Perhaps an alternate type of water treatment would be sufficient to use on tap water to supplement the distilled supply. Of course, the type of water treatment necessary depends on the contaminants in the untreated water. For example, if the water has microbiological contamination, boiling filtered water for three minutes is a simple way to kill biological contaminants. Simple systems such as Brita filters can remove most heavy metals such as lead. Bottled water may be another option, assuming that its quality is reliable. Your health unit is likely to have information on the local water quality, as well as practical solutions to make it safe to drink.



This column is written by Stephen Urman, director of the Office of Safety/Health and Environmental Management. You may send questions to Mr. Urman at A/FBO/OPS/SAF, SA-6, Room L-300, Washington, DC 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.

pests have developed a chemical resistance, probably from excessive use of pesticides. Practicing effective pest prevalence reduction and self-help pest control measures will make these treatments unnecessary.

Q. The other day I saw some workmen at post working on a scaffolding without any kind of fall protection. Is it safe to work "free" on high scaffolding?—EUR

A. The current rule requires all employees working at heights of more than about six feet to wear a full body harness with a shock-absorbing lanyard, a safety line able to resist a pull of 5,000 pounds, tied off to an anchor point with similar strength characteristics. A safety belt alone is not sufficient because an individual can slip out of it during a fall. Shock-absorbing lanyards are necessary because even a fall of less than six feet can subject the body to extremely high, localized pressures, which often damage the abdomen and other internal organs.

Q. Exterminators spray our house every three months. I can't stand roaches, but I'm more concerned about my children being exposed to so much pesticide. —ARA

A. Automatically spraying pesticides at frequent intervals is inadvisable and inconsistent with the Department's integrated pest management policy. Bring this concern to the attention of your post occupational safety and health officer, who is often the general services officer or facilities manager. Other members of post's safety, health and environmental management committee such as the post nurse or physician would also be interested in this issue. Pesticides should be used only as needed after pest prevalence reduction measures and self-help measures have proven ineffective. Frequent spraying when there is no major infestation is unnecessary. And frequent spraying without controlling the pests suggests that either the pesticide is not being applied properly, or the

Q. I am a short female and drive a car with an airbag. I've heard that short people can get killed when an airbag deploys in a low-speed accident. Should I have my airbag disconnected or install an on/off switch?—AF

A. People who sit 10 inches or closer to the steering wheel have been found to be at risk when airbags deploy. But before you do anything drastic, consider that many of the injuries from airbags occurred because the victim wasn't wearing a seatbelt. To protect yourself while driving, always use your seatbelt and lap and shoulder straps. Second, try to readjust the seat further back or consider pedal extenders that place you at least 10 inches from the steering wheel. If adjustments fail and you drive only at low speeds, turn off the airbag—but remember that sitting close to the steering wheel presents its own risk. Without an airbag, your face is likely to hit the steering wheel in a frontal crash, even if you're wearing a seatbelt.

Those Little Things in Life Mean a Lot

By Annie Dickson

Washingtonians have access to a seemingly endless number of shopping areas and recreational facilities. Once you decide where to shop, the challenge becomes what to buy, with the wide variety of products available.

But have you ever wondered what choices are available in the Far East or West Africa? I didn't until a couple of years ago. Now, it's part of my job!

Last year I visited five overseas commissaries. These commissaries are not military facilities, but part of a civilian entity called an employee association. Some 135 employee associations overseas provide services and goods that help maintain an American way of life for U.S. mission personnel serving abroad.

The operations vary from a convenience store and videotape rental facility to a complex complete with a commissary, recreation facilities,

food services, child care and lodging. Most employee associations offer something in between.

In 1983, State established the Office of Commissary and Recreation Affairs within the Bureau of Administration to oversee and support employee associations at U.S. embassies and consulates.

Unlike their military counterparts, employee associations do not operate with an allotment of appropriated funds. Each association is operated much the same as a small business, seeking to be self-sustaining and profitable. Income is generally returned to the association as working capital. Employee associations use funds generated from the sale of goods and from membership fees to sponsor community events.

One popular community event, playfully dubbed a "brick-nic," was sponsored last summer in Moscow. As the brick facade was removed from the new embassy because of security concerns, the embassy community celebrated with a picnic. Everyone attending received food, drink, and a commemorative brick from the "bugged" building. New brick owners tried to determine if they had one of the "bugged" bricks—creating the kind of rousing, fun event that brings mission communities closer together.

CR also offers commissaries on-site assistance, training conferences, trade shows, accounting support and a periodic newsletter. CR teams travel to various employee associations to conduct reviews, answer questions and provide technical assistance. Biannual conferences provide

training and allow associations to network with conference participants and guest speakers. Trade shows give association managers an opportunity to talk with vendors about new, better ways to procure goods and deliver goods and services. During CR's most recent conference last October, 44 representatives from 40 overseas posts met with vendors from 28 companies.

The office drafts policy guidance and standard operating procedures based on sound business practices and smart management techniques.

Government-wide downsizing in recent years has meant greatly reduced membership bases and sales losses at employee associations. In response, the CR office launched a pilot program to allow members of other diplomatic missions to buy duty-free goods in U.S. employee association commissaries. The Third Country Diplomat program enables the eight participating employee associations to expand their membership bases so they can sustain their operation levels.

Without the Third Country Diplomat and similar programs, some associations would be forced to discontinue operations—eliminating the only reliable and affordable source of high-quality American goods and services at many posts.

As the old saying goes, it's the little things in life that count—and few people understand that as well as State employees overseas. The CR office and its network of employee associations are helping to make sure nobody posted overseas has to do without those little things. ■

The author is the operations team leader in the Office of Commissary and Recreation Affairs.

Inna Melnikova waits on customer Yvonne Kassatkin in Moscow.



Photo by Diane DeVivo

Integration:

Lessons from the Inspector General

The OIG's recent merger provides a valuable blueprint as the Department prepares for a larger-scale integration.

By Donna Miles

Integration is the buzzword these days as the Department prepares for congressional action that will bring State, the U.S. Information Agency and the U.S. Arms Control and Disarmament Agency under one foreign affairs umbrella. The consolidation will bring change and opportunity to the Department. But as State's Inspector General's Office learned two years ago, it will bring new challenges, too.

In April 1996, President Bill Clinton signed a bill merging the operations of two IG offices: one representing State and ACDA, and another, USIA. The bill was signed into law on a Friday afternoon and the following Monday morning, USIA's OIG staff members reported to work at State.

They went to their assigned desks, and on top of each sat a box of materials from their USIA offices, plus a new

telephone listing that already had their names on it, recalled Jim Blubaugh, assistant IG for policy, planning and management.

Mr. Blubaugh said the speed and efficiency of the move were designed to send a clear message. "We wanted to establish a sense of confidence at the very beginning, to set the tone for the entire consolidation effort," he said.

Establishing that sense of confidence wasn't as easy as it may have appeared. Mr. Blubaugh said it took 14 months of planning, coordinating and troubleshooting by State's as well as USIA's OIG staffs.

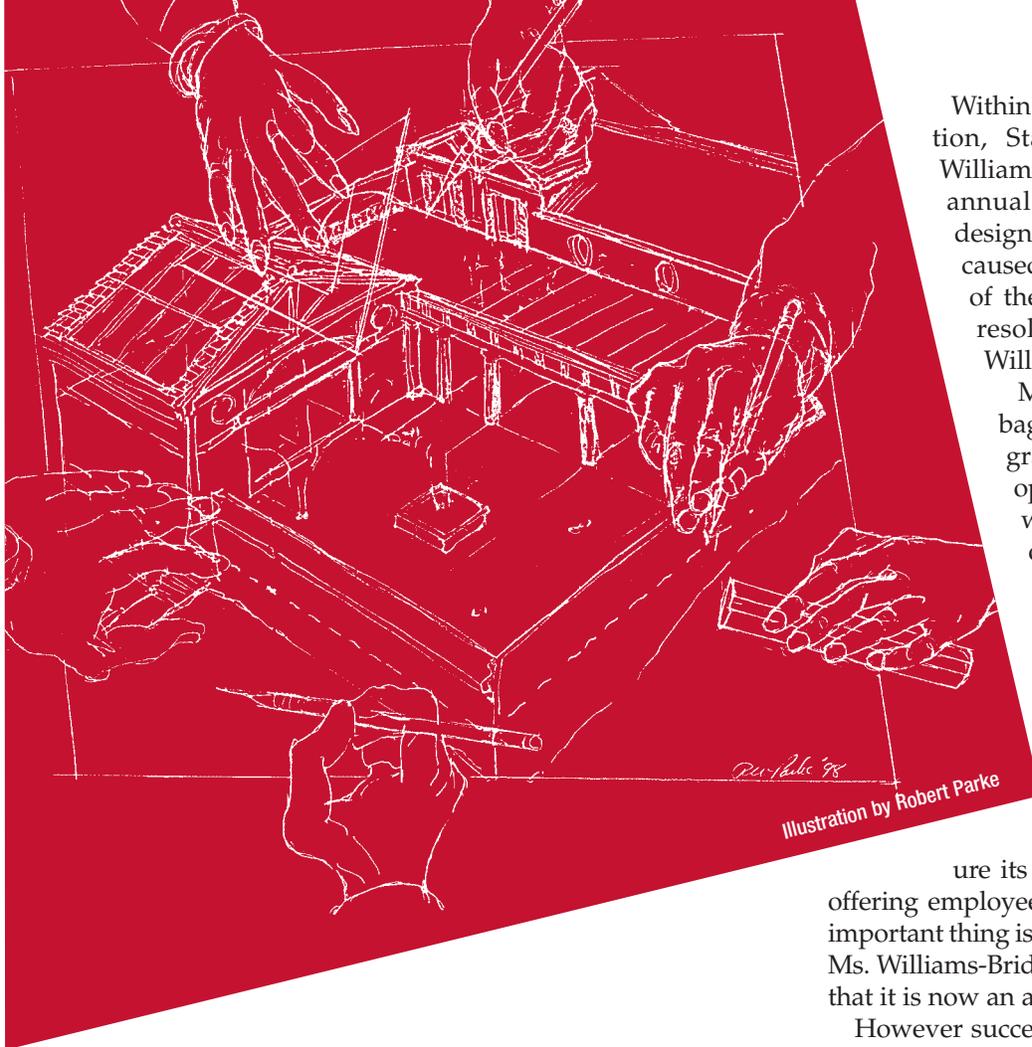
They turned to the Office of Personnel Management for advice on human resource planning and conducted a combined staff meeting more than six months before the merger. State and USIA inspectors participated in joint training sessions and examined prospects for joint overseas inspections.

As Congress debated the consolidation, State's OIG managers began meeting with representatives of the Resolution Trust Corporation to discuss that agency's experience phasing out its congressionally mandated mission. At the same time, USIA developed a detailed blueprint to close down its OIG operations.

Taking what it learned from the RTC, State then worked with USIA to convert the shutdown plan into a joint merger plan. "The plan outlined who in each organization would be responsible for each part of the merger, so everybody knew their place location and responsibility," Mr. Blubaugh said.

Meanwhile, representatives of the two IG offices began ongoing communication, sharing information about their operations and initiating joint activities. Combined State and USIA teams conducted inspections of U.S. missions in Australia, New Zealand and Germany. And two State OIG senior investigators were detailed to USIA to provide administrative management support.

In the weeks before the merger, State's OIG managers readied office space, prepared orientation sessions and put the finishing touches on a new staff rotation policy.



They arranged to have a moving company on call, ready to transfer USIA's OIG equipment to State as soon as the legislation became law. By the time the President signed the bill, both offices' managers had prepared the way for an effective merger.

One week after the physical merger, State sponsored a three-day mandatory orientation program for all OIG employees—from State as well as USIA. The program included presentations from the Department's undersecretary for management and chief financial officer, ACDA's director and USIA's associate director for management, all discussing issues affecting their respective agencies. USIA's counselor and comptroller, officials from the bureaus of Management, Information and Educational and Cultural Affairs, and directors of USIA's geographic area offices, briefed the group on major USIA issues. The director of Voice of America also spoke.

In addition, newly merged staff members received administrative help preparing the paperwork to complete their transition to State's personnel rolls.

Two weeks after the initial orientation, former USIA OIG staff members attended a second orientation at the National Foreign Affairs Training Center. There, State officials briefed them on the Department's mission and structure, its overseas operations, the role of ambassadors and country teams, Foreign and Civil Service employee issues and the budget process.

Within two weeks of the physical consolidation, State Inspector General Jacquelyn L. Williams-Bridgers announced the OIG's first annual rotation and reassignment policy, designed to eliminate staffing redundancies caused by the merger. "We tried to think out of the box a bit to come up with a way to resolve duplication of some jobs," Ms. Williams-Bridgers said.

Meeting over a series of informal, brown-bag lunches, Civil Service staff members grades GS-15 and below learned about opportunities throughout the OIG, and were offered the opportunity to bid for other positions at their grade level within the organization. The needs of the office as well as individual preferences were considered as the IG and senior staff members reviewed the bids.

Nearly one-quarter of the IG staff elected to bid in the first rotational exercise. Of that group, 90 percent received their first or second choices—enabling the office to reconfigure its staff to meet its personnel needs while offering employees a chance to develop new skills. "The important thing is that the people involved had a say in it," Ms. Williams-Bridgers said. The plan proved so successful that it is now an annual OIG activity.

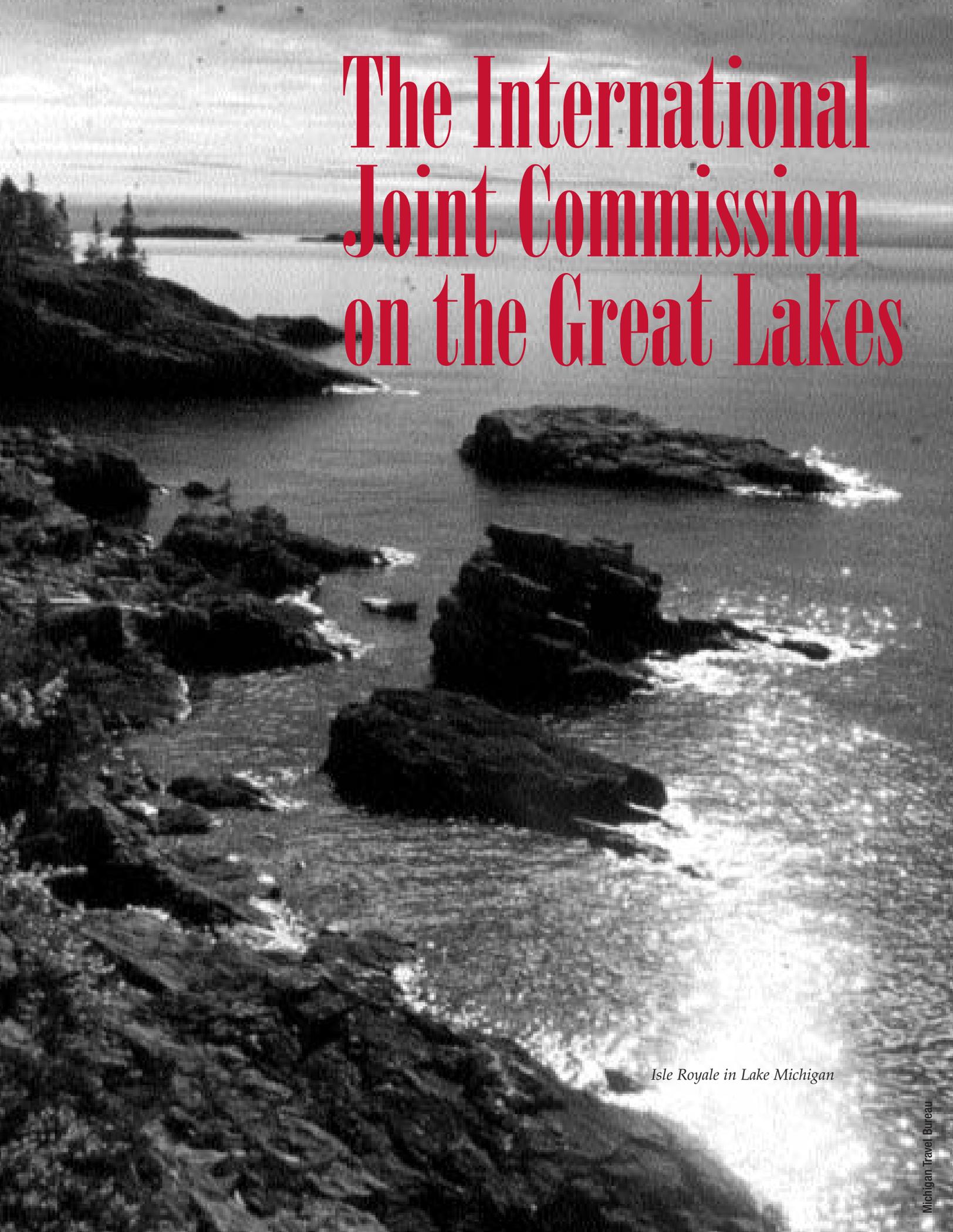
However successful, the IG merger had a few glitches, Mr. Blubaugh acknowledged. The biggest problem, he said, proved to be getting Civil Service employees from USIA paid. Administrative inconsistencies and unexpected staffing gaps at State caused some former USIA OIG staff members to receive their first paychecks as State employees late. In some cases, other payroll actions such as Thrift Savings Plan deductions were also delayed.

Administrative problems also delayed the transfer of some Senior Executive Service members' positions from USIA to State, as well as the transfers of USIA Foreign Service employees who had recently completed their OIG assignments at USIA and weren't formally assigned to an OIG unit when the merger occurred.

"When we went into this, we knew that no matter how much we planned, some things would fall through the cracks," Mr. Blubaugh said. "That's why it was so important for us to establish a sense of confidence at the onset, to set a positive pattern for everything that was to follow."

Looking back over the consolidation, Mr. Blubaugh said months of detailed planning paid off in a big way as the two independent offices became one.

He also credits the success with the way the consolidation was approached. "It was important to us that members of USIA did not perceive that they were being treated as poor stepchildren, he said. "We went into this effort recognizing that all members of the new organization would be equal partners, and we worked hard at building a foundation for that strong partnership." ■



The International Joint Commission on the Great Lakes

Isle Royale in Lake Michigan

By Doug Bondy and Jennifer Day

“In recent years, in region after region, we have found that our diplomacy has been influenced by success or failure in managing the environment. This shouldn’t surprise us. After all, competition for scarce resources is an ancient source of human conflict. In our day, it can still elevate tensions among countries or cause ruinous violence within them. . . . By definition, the global environment deeply affects our own people.”

— Secretary Madeleine Albright

Images from space show that we live on a truly beautiful blue planet with an abundance of water. Yet the fresh water available and necessary for human life makes up less than half of 1 percent of that water.

Nearly 40 percent of the world’s people live in river basins shared by two or more countries. National security concerns and diplomatic efforts in many parts of the world continue to focus more and more on the issue of fresh water.

Middle Eastern countries, for example, have some of the highest population growth rates in the world and rely heavily on irrigation for their agricultural productivity. Water issues in the region’s three major river basins—the Jordan, Nile and Tigris/Euphrates—will inevitably lead to an unprecedented degree of cooperation or to a combustible level of conflict. As our world continues to shrink and the conflicting needs for water intensify, our planet’s inhabitants must develop and manage effective protection plans.

The United States and Canada are not immune from this issue. The two countries share the longest unprotected border in the world—5,525 miles, with more than half of it passing through water. Toward the end of the last century, it became apparent that, without an effective mechanism to address issues of concern, developing these shared waters would inevitably become a source of constant irritation and acrimony.

This turn-of-the-century tension almost erupted into armed conflict in the St. Marys River and Milk River region on the Montana border. Canadian farmers were enraged by a U.S. proposal to dam parts of both rivers, which cross the border at least a dozen times. Canada

New York State Department of Economic Development



Eisenhower Lock in New York

retaliated by declaring that it would prevent water from reaching the United States by building a canal to the Milk River, threatening the water flow of both rivers.

Negotiations resulting from the conflict led to the signing of the Boundary Waters Treaty in 1909 and the formation of the International Joint Commission to implement the accord. The treaty recognized that each country may be affected by the other’s actions in the lake and river systems along the border, and that disputes concerning these boundary waters should not only be resolved, but prevented.

A Commission on What?

The United States and Canada’s International Joint Commission, or IJC, is a unique government institution



Celebrating the 25th anniversary of the Great Lakes Water Quality Agreement, from left are John Garamendi, deputy secretary, U.S. Department of the Interior; U.S. Chairman Tom Baldini; U.S. Commissioner Alice Chamberlin; Canadian Commissioner Pierre Béland; U.S. Commissioner Susan Bayh; Canadian Chairman Leonard Legault; Canadian Ambassador for the Environment John Fraser; and Canadian Commissioner Frank Murphy.

25th Anniversary of the Great Lakes Water Quality Agreement

The Great Lakes Water Quality Agreement, which led to concerted efforts by both countries to meet their treaty commitment not to cause injury in the other country through pollution of boundary waters, recently celebrated its 25th anniversary.

To mark the anniversary, a time capsule was buried at Fort Erie, Ontario, on the shore near where Lake Erie flows into the Niagara River. The time capsule contains visions for the future of the Great Lakes from students, organizations and individuals living near the Great Lakes.

In addition to the vision statements, a sample of water from each lake was buried so that in 25 years, scientists can determine whether progress has been made to clean up the lakes—and to determine if collective visions for the future of the Great Lakes have come true.

responsible for pursuing this visionary and critical international concept. The commission is truly binational, with two headquarters, one in Washington, D.C., and the other in Ottawa, Ontario, and two chairmen, one from each country. The commission consists of six members: three appointed by the U.S. President and three by the government of Canada.

A distinctive feature of the commission is that, rather than representing the views of their respective governments, the commissioners act by consensus in reviewing problems and deciding issues.

Technical work for the commission is carried out largely by advisory boards and comprised of federal, state, provincial and industry officials, as well as other experts from both countries. The binational approach holds true for the commission's boards and technical and support staff in Washington and Ottawa. Based on the terms of the treaty, they are not to act as representatives of their agency or government.

For the first half of the 20th century, the commission dealt mainly with issues involving the construction of hydroelectric power stations and dams affecting water

*Sleeping Bear Dune along
Lake Michigan.*



Niagara Falls



Photo by Sylvia Bazala

levels and flows. But growing awareness and concern over increasing pollution to the Great Lakes—in particular, Lakes Erie and Ontario and the St. Lawrence River—has caused a strong public outcry and demand for government action.

The United States and Canada demonstrated considerable foresight when they committed in the Boundary Waters Treaty of 1909 that “boundary waters and waters flowing across the boundary shall not be polluted on either side to the injury of health or property on the other.”

The increasingly deteriorating health of the Great Lakes in the 1960s led the two countries to sign the Great Lakes Water Quality Agreement in 1972, pledging each country’s commitment to clean up waste waters from industries and communities. The agreement’s goal was to restore health and well-being to the lakes, while preventing further pollution to the system.

The 1972 agreement established the commission’s Great Lakes Regional Office in Windsor, Ontario. The office provides administrative support and technical assistance to the commission, while providing a public information service for programs, including public hearings sponsored by the commission and its boards.

Today’s issues are no less complicated than those successfully addressed before. Investigation into last spring’s flooding of the Red River that divides North Dakota and Minnesota has become a new commission priority. This devastating flood, which left countless people homeless on both sides of the border, gave the IJC a call to action from both the U.S. and Canadian governments for ways to minimize the possibility of reoccurrence.

The IJC and the 21st Century

In April 1997, the U.S. and Canadian governments asked IJC to propose ways to help both federal governments meet the environmental challenges of the 21st century.

The commission responded with recommendations that take into account key forces that may affect the trans-boundary relationship: population growth and urbanization, climate change, economic expansion, energy demands, waste generation, technological development, and environmental awareness.

These fundamental forces could have significant social and environmental effects in the two nations and along their common border. As a result of these and other forces, the United States and Canada may also contend with environmental challenges, including water supply and demand, air pollution, toxic chemical use and release; habitat loss and biological diversity, exotic species, waste management, and infrastructure needs.

At the heart of the proposal is a system of international watershed boards stretching along the international boundary. The new boards would focus on the overall environmental integrity of each watershed—water, land and air—and monitor and report on all relevant concerns. This focus would enable them to identify and address new issues before they develop into environmental crises or transboundary conflicts.

Rideau Canal and locks in Ottawa, home of one of the commission’s two headquarters.

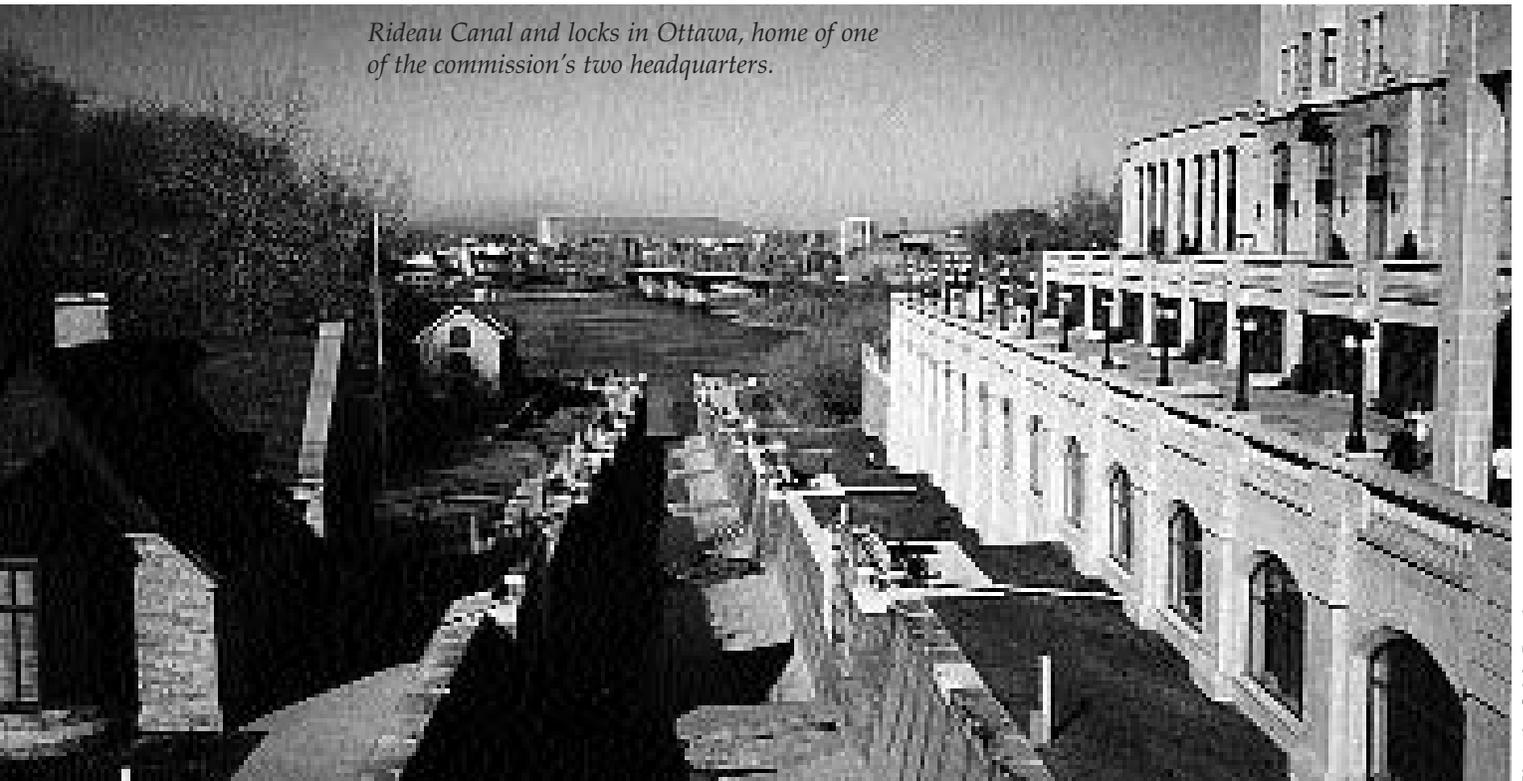


Photo by Sylvia Bazala



Students from Buffalo, N.Y., prepare to bury a time capsule at Fort Erie, Ontario, in commemoration of the 25th anniversary of the Great Lakes Water Quality Agreement.

Another quickly evolving IJC priority is identifying and eliminating persistent toxic substances transported across borders through the atmosphere. Toxic substances emitted from sources such as solid waste incinerators and coal-fired hydroelectric generators can travel long distances to eventually “fall out” and contaminate international water bodies—in direct violation of the treaty and agreement.

Innovative suggestions and strong leadership in the cleanup of toxic hot spots in the Great Lakes basin remain paramount to the IJC, as does the emerging issue of nuclear facilities that have introduced radioactive contamination to the air and water.

In a time of limited resources, government agencies and institutions are concentrating on their core missions and capitalizing on historic strengths and future potential. No other institution has the IJC’s broad mandate or its successful track record in preventing and resolving transboundary disputes around environmental and water-resource issues. And no other institution provides the opportunity for officials from all levels of government, scientists and interested citizens to work together on these issues.

The commission’s flexibility and historic emphasis on consultation, joint fact-finding, objectivity and independence, and its ability to engage local governments and serve as a public forum, makes it valuable as the United States and Canada face the challenges of the 21st century.

Achieving the Future

Water is in short supply globally due to the planet’s ever-growing population. The quantity and quality of this resource is destined to become one of the most critical issues the world faces in the future.

How will we divide water? Will western portions of the United States, Mexico or even other parts of the world demand water from the Great Lakes and other U.S.-Canadian boundary rivers? How will ecosystem issues, such as fishery and habitat preservation, fit into these difficult choices? How will we resolve the conflicting needs for water as a source of drinking, recreation, habitat and energy?

These and other questions must be answered in the coming years. How well we answer them will depend on our own ability to discuss the issues in an open and intelligent manner with everyone involved.

The commission is optimistic about the future of the U.S.-Canada transboundary relationship. In addition to their long tradition of peaceful relations, the United States and Canada have demonstrated an ability to engineer new institutions and mechanisms to ensure that the interests of their citizens in the boundary area, as well as their common environment and their natural resources, are properly managed and protected.

More information about the IJC is available on the Internet at <http://www.ijc.org>. ■

State Annual Awards Program

The following is a list of awards that were presented May 7 and 8 during Public Service Recognition Week or are scheduled to be presented June 23. The July/August issue of *State Magazine* will provide more complete coverage.

AWARD

1998 Recipient/Post

Arnold L. Raphael Memorial Award (for mentoring)	Jeffrey Davidow (ARA)
James A. Baker III—Howard Wilkins Award for Outstanding Deputy Chief of Mission	John F. Tefft (Moscow)
Robert C. Frasure Memorial Award (for peacemaking)	Mark C. Minton (EAP/K)
Luther I. Replogle Award for Management Improvement	Jerry Jordan (USAID Hungary)
	John O'Keefe (Moscow)
Civil Service Secretary of the Year	Jennifer S. Schaaf (Legal Adviser)
Foreign Service Secretary of the Year	Laurie M. Major (CA)
Director General's Award for Reporting and Analysis	John F. Hoover (AIT Taipei)
	Robert A. Pollard (Bangkok)
James Clement Dunn Award for Excellence (outstanding FS-01 or GS-15 officer)	William B. Wood (USUN)
Thomas Morrison Information Management Award	Leonard T. Farris (CA/EX/CSD)
	Paul A. Converti (IM/ITI/PMA)
Leamon R. Hunt Award for Administrative Excellence	Brian W. Wilson (Ciudad Juarez)
Warren Christopher Award for Outstanding Achievement in Global Affairs	Ralph Braibanti (OES/O/SAT)
	Allan G. Jury (PRM/ENSA)
Herbert Salzman Award for Excellence in International Economic Performance	Donald E. Booth (Athens)
Barbara M. Watson Award for Consular Excellence	Kathleen A. Riley (Jerusalem)
Security Professional of the Year	Berne M. Indahl (Moscow)
Foreign Service National of the Year	Daw Tin May Thein (Rangoon)
AF Foreign Service National of the Year	Tekeste Bereket (Addis Ababa)
ARA Foreign Service National of the Year	Edgar L. Saballos (Managua)
EUR Foreign Service National of the Year	Gulbarshin Bozheyeva (Almaty)
NEA Foreign Service National of the Year	Inaam M. Attieh (Beirut)
SA Foreign Service National of the Year	Mohammad Ajmal Kahn (Lahore)
Award for Excellence in Environment, Science and Technology Reporting	Mitchell E. Optican (Mexico City)
	David F. Cowhig Jr. (Beijing)
Human Rights and Democracy Achievement Award	Joseph S. Pennington (Adana)
Chief Financial Officer's Award for Distinction in Public Finance	Eric L. Hembree (BP/OBP/OA)
Diplomatic Security Courier of the Year	Michael J. Gilmore (DS/DC/MRDCH)
Diplomatic Security Civil Service Employee of the Year	Bernard A. Johnson (DS/I/NYFO)
Diplomatic Security Engineering Officer of the Year	Peter Phuong Pham (DS/CMP/ES)
Director General's Award for Excellence in Personnel Management	Sharon C. Bisdee (PER/CDA)
Youth Achievement Awards	Travis Dudley (Riyadh)
	Daniel Penny (Oslo)
	Alyson Rose-Wood (Washington, D.C.)
	Alex Hastings (Washington, D.C.)
	Erik Kolb (Washington, D.C.)

AFSA/AAFSW Merit Awards

Foreign Service Cup

Award for Lifetime Contributions to American Diplomacy
Christian A. Herter Award (for senior Foreign Service officers)
William R. Rivkin Award (for mid-level Foreign Service officers)
W. Averell Harriman Award (for junior Foreign Service officers)
Delavan Award (for Foreign Service secretaries)
M. Juanita Guess Award (for community liaison officers)
Avis Bohlen Award (for family members)
Secretary of State Awards for Outstanding Volunteerism

Ambassador L. Bruce Laingen
Lawrence S. Eagleburger
Edmund McWilliams (Jakarta)
M. Hanscom Smith (Cambodia)
William Davies Sohler (Mexico City)
Joyce Harley (Phnom Penh)
Linda Ahmed (Riyadh)
Julia Abbot Murphy (The Hague)
Teresa J. Kramer (Rabat)
Cindy Murphree (Dar es Salaam)
Brian Rudert (Santo Domingo)
Jacqueline Schurman (Beijing)
Nida Tansey (Tashkent)

Academic Awards (for Foreign Service high school seniors at home, abroad)

Academic Merit

Rebecca Benefiel (New Delhi)
Sarah Bracken (Philippines)
Mary Ann Christensen (Vienna)
Allegra Cira (Bogota)
Nathaniel Goggin (Cairo)
Adriana Guss (Washington, D.C.)
Rana Hamdy (Guatemala City)
May Hara (Washington, D.C.)
David Hutchinson (Washington, D.C.)
Katharine Jones (Washington, D.C.)
Kristin Lion (Washington, D.C.)
Elizabeth Nach (Washington, D.C.)
Daniel Norland (Dublin)
Meghan O'Donnell (Washington, D.C.)
Stephanie Praster (Zagreb)
Shandon Quinn (Washington, D.C.)
Meghan Rhoad (Tel Aviv)
Alexandra Ritchie (Mexico City)
Edmund Schwartz (Washington, D.C.)
Lucy Seche (Washington, D.C.)

Art Merit

Katharine Jones (Washington, D.C.)

Best Essay

Lucy Seche (Washington, D.C.)

Academic Merit Honorable Mention

Nicole Cohen (Washington, D.C.)
Amanda Lewis (Washington, D.C.)
Amira Pierce (Surabaya)
Denise Sharma (Washington, D.C.)
Katherine Stocking (Washington, D.C.)
Elina Urli (Pretoria)
Amanda Vockerodt (Washington, D.C.)
Eric Wiener (Washington, D.C.)

Art Merit Honorable Mention

Ayesha Khan (Lexington, Mass.)

Community Service

May Hara (Washington, D.C.)

Coming to America

Immigrant Visa Unit in Moscow Receives Excellence Award

By Carl Goodman

The Public Employees Roundtable presented its international award for excellence to the immigrant visa unit at Embassy Moscow.

American interest in adopting orphans from the former Soviet Union has blossomed since its breakup in 1991. As a result, the Moscow unit processes more orphan visas than any other post in the world and issued in 1997 alone more than 3,800 immigrant visas for orphans being adopted by U.S. citizens, according to the Washington, D.C.-based Public Employees Roundtable.

The Moscow unit operates under a "no appointment" policy and allows adopting parents to come in for their child's visa interview as soon as they are ready. The unit accepts every adoption case that arrives by 11 a.m. and issues the child's visa the same day if the paperwork is in order. When there's a paperwork problem, staff members often place calls from home at night to Immigration and Naturalization Service offices to expedite adoptions. Delays can cost adopting families thousands of dollars from a missed flight home.

"I'm delighted that our immigrant visa unit has been recognized for the extraordinarily good service it provides to the American public," commented Ambassador James Collins. "The unit provides all its clients, whether parents adopting a baby or wanting to catch the next flight home or a businessman needing advice on documents for his fiancée, with a warm welcome and the fastest possible help."

Ambassador Collins added: "Despite extremely inconvenient and uncomfortable physical conditions and a rapidly increasing workload, the staff treats everyone

with the best American consideration, good humor and efficiency. They have established a standard of service of which we can all be proud."

"This is customer service at its finest," said Mary A. Ryan, assistant secretary for Consular Affairs. "There is tremendous satisfaction for our consular staff to come to work each day and know that they are making a difference to American families who may be feeling totally overwhelmed by the reams of documents that must be processed before they can adopt their children. I am proud of the work they do in issuing visas for our youngest immigrants to come to America."

Michele Bond, a member of the visa staff, accepted the award, a commemorative plaque, on behalf of her unit May 4 on Capitol Hill during Public Service Recognition Week. The observance, sponsored jointly by the Roundtable and the President's Interagency Council on Administrative Management, ran from May 4 to 10. While in Washington, D.C., Ms. Bond also toured the White House as a special guest with other award winners.



This young Russian boy, at the consular section of the U.S. embassy in Moscow, awaits an immigrant visa so his U.S. family may bring him to America.



Public Service Recognition Week honors the nation's public employees and reminds citizens of the many ways government employees and programs ensure their high standard of living. State observed the week with a host of activities for members of the Civil Service and Foreign Service, Foreign Service Nationals and retirees, as well as an exhibit on the National Mall for the public.

The Roundtable received more than 200 nominations for the 1998 Public Service Excellence Award.

Members of the immigrant visa unit include U.S. employees Michele Bond, Deborah Guido-O'Grady, Peggy Walker, Michele Kamatta and Timothy Eydelnant and Foreign Service Nationals Yelena Bazhenova, Igor Ordinantsev, Yelena Pischikova, Maria Urbina-Mittnacht, Yelena Rubina, Sophia Antipova, Marat Artamanov and Galina Braslavskaya. ■

Left: Maria Urbina-Mittnacht, left, and Michele Bond, immigrant visa staff members, hold newly adopted Russian infants at the U.S. embassy in Moscow. Looking on is staff member Yelena Pischikova.

Below: The Moscow immigrant visa unit, first row, from left: Peggy Walker, Yelena Bazhenova, Igor Ordinantsev, Yelena Pischikova and Michele Kamatta. Second row, from left: Maria Urbina-Mittnacht, Timothy Eydelnant, Deborah Guido-O'Grady, Michele Bond, Yelena Rubina, Sophia Antipova, Marat Artamanov and Galina Braslavskaya.



State's Top Mentor Honored

Assistant Secretary Jeffrey Davidow, recently nominated as ambassador to Mexico, thinks of mentoring as part of the job. His colleagues say his leadership style goes far beyond that.

By Donna Miles

Ambassador Jeffrey Davidow, assistant secretary for the Bureau of Inter-American Affairs, is a strong believer in mentoring—so much so that he received the Department's top award for mentoring during State's recent annual awards day presentations.

Ambassador Davidow hesitates to talk about the leadership style that earned him the prestigious Arnold L. Raphel Memorial Award, named in honor of the late ambassador remembered for the special qualities he brought both to U.S. diplomacy and to the work of the Foreign Service.

But according to those who work with and for him, Assistant Secretary Davidow considers mentoring a natural part of his job as a manager. Colleagues say he sees mentoring as a reciprocal agreement: if managers expect workers to give more than 100 percent to their work, then Ambassador Davidow believes managers have to be fiercely dedicated to advancing their people's careers.

For just about everyone the assistant secretary comes into contact with—from interns to senior Foreign Service officers and ambassadors—he serves as a role model and mentor.

"He imbues all that he does with a genuine interest in and concern for people," said one colleague. "His door is always open; he is selfless; he creates a sense of belonging to a wider team and purpose, and conveys a personal bond to virtually every person who deals with him."

What makes Assistant Secretary Davidow such a strong mentor, say those who have worked for him, is that he gives people the space they need to reach for their potential—and the nurturing they need to achieve it.

"No one has done more than Jeff Davidow to empower younger officers," said Cameron Hume, the ambassador to Algiers who was among Assistant Secretary Davidow's mentorees. Ambassador Hume said the assistant secretary "pushed down responsibility and credit for the results" and "made me feel I could contribute and indeed was contributing."

Ambassador Davidow's colleagues say he takes time to support all members of his staff. "Most regional assistant secretaries don't have time for their desk officers, much less interns," said Patricia Roberts in the Inter-American Affairs Bureau. "Jeff shines when he is talking to young ARA interns. He cares about his people, and it shows."

That support isn't limited to members of the Foreign Service. Roberta Jacobson, a Civil Service employee in the Inter-American Affairs Bureau, said the ambassador promoted her to a directorship position usually held by a Foreign Service officer, providing support and encouragement along the way. Ambassador Davidow, she said, "focuses solely on merit, and he has never made me feel a second-class citizen as a civil servant."

Paula Riddle in the Family Liaison Office said she's seen firsthand Ambassador Davidow's dedication to Foreign Service family members. When her husband John Riddle, currently in the Secretary's Resource, Plans and Policy Office, was held hostage in Lima in December 1996, Ms. Riddle said the ambassador "lifted my spirits and renewed my hope."

And in the Inter-American Affairs Bureau, the assistant secretary is known as a tireless advocate for Foreign Service National employees, as well, working to protect their purchasing power in light of hyperinflation at many ARA posts. One bureau member expressed appreciation that FSNs, "as so many others, have a strong guardian in Jeff Davidow." ■



Assistant Secretary Jeffrey Davidow, left, enjoys spending time with interns.

Building the Department's Diplomatic Future

By Donna Miles

Joe Merante remembers when he joined the Foreign Service in 1980. Fresh out of Columbia University's School of International Affairs, he was full of enthusiasm and optimism—and questions about his new diplomatic career.

But the new junior officer, now deputy director of State's Office of Western European Affairs, found no organized program at State to answer those questions or help him ease his way into the Foreign Service culture. Six or seven years later, Mr. Merante found what he'd hoped for when he entered the Foreign Service: a mentor to serve as an adviser and friend. "It was great to find one, but it would have been even better early on," he said.

To make sure junior officers today don't have to wait so long to find a mentor, Mr. Merante is among several hundred Foreign Service members who since 1994 have participated in State's Mentoring Program for Foreign Service Candidates.

The program isn't meant to replace the informal mentoring relationships that surface during many Foreign Service careers. But according to Janice Clements, who manages the program in the Personnel Bureau's Office of Career Development and Assignments, mentoring relationships are simply too valuable—both to the individuals and the Department—to be left entirely to chance.

The voluntary mentoring program pairs new career candidates with seasoned Foreign Service officers at the FSO-2, FSO-1 and Senior Foreign Service level. "It's designed to help new career candidates get an overall picture of the Foreign Service through one-on-one relationships with experienced, successful, enthusiastic people who have a personal understanding of the system," said Ms. Clements.

The Mentoring Council, a group of representatives from several Department bureaus and the National Foreign Affairs Training Center, helps pair new career candidates who request mentors with volunteer mentors.



Ambassador David Shinn, right, spends time with George Aldridge, a junior political officer in Addis Ababa.

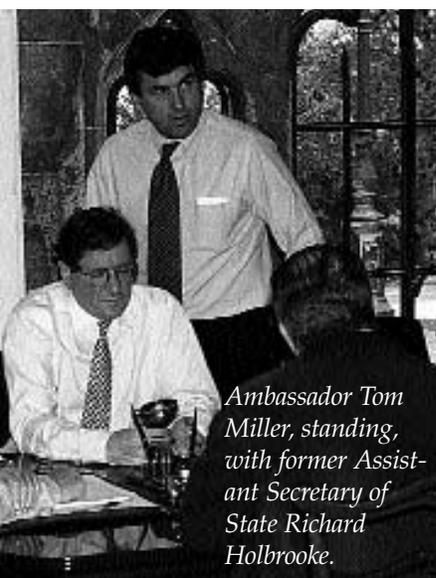
Andy Shaw, who became a mentoree of Steve Fox when he went through the Foreign Service orientation class in 1996, said "whoever put our names together was either psychic or the best matchmaker in the world." Both grew up in the same area, served in the Peace Corps in Thailand and were assigned to Guangzhou, China, as their first post.

Not every mentor and mentoree are as ideally matched, but Ms. Clements said the Mentoring Council makes every effort to pair people who have the building blocks for a positive personal as well as professional relationship.

Those relationships can be as formal or informal as the participants make them. They can involve lunches together in the Foreign Service Institute cafeteria, formal diplomatic functions or family picnics in the backyard. Relationships often continue long after the participants leave Washington, with mentors and mentorees keeping in touch through e-mail, telephone calls and occasional visits.

Ambassador Thomas Miller, special coordinator for Cyprus, said he likes to keep his mentoring relationships casual, telling his mentorees up front that he doesn't have all the answers. He said he avoids talking about policy when he's with his mentorees. "We talk about how to make it in the system—the formal as well as the informal system," he said. "I tell them to think of me as someone they can go to who's totally safe, who they can ask the dumb questions with no fears. So we talk about things they might not feel comfortable asking other people—how to read between the lines of EERs, and spouse and career questions."

Continued on page 44



Ambassador Tom Miller, standing, with former Assistant Secretary of State Richard Holbrooke.

Videoconferencing Center Inaugurated

The Bureau of Oceans and International Environmental and Scientific Affairs recently inaugurated State's first international videoconferencing center.

Counselor of the Department Wendy Sherman, who, with OES Acting Assistant Secretary Melinda Kimble cut the ribbon to the new center, predicted that within a year, international videoconferences will become a routine part of a Department officer's work.

The inauguration featured a live videoconference between Main State and the U.S. Mission to the United Nations in New York. Ms. Kimble and Ambassador Peter Burleigh of USUN discussed the uses of videoconferencing in multilateral diplomacy and outreach. Ms. Kimble noted that OES had found videoconferences invaluable in preparing for important multilateral meetings such as the Kyoto summit on climate change. Ambassador Burleigh expressed enthusiasm for the technology's potential to reduce travel requirements while making it easier to consult with several partners at once.

OES Executive Director Stephanie Kinney applauded the system's versatility and relatively low cost. She noted with pride that the bureau managed the installation entirely in-house, without outside studios or consultants. The equipment was installed by a contractor.

Bob Benzinger, the OES special projects coordinator who managed the installation, demonstrated advanced features of the PictureTel Concorde videoconferencing system. The OES unit is capable of transmitting documents, videotapes and computer images to a conference partner. The computer connection enables conference participants to share draft documents, maps or even Internet sites. Mr. Benzinger emphasized the simplicity of the unit's remote control, noting that he can teach a conference participant the basic operational features in about 10 minutes.

OES Systems Manager Michael Bishton demonstrated the "negotiating office in a briefcase," a set of applications enabling a conference delegate to collaborate with Department colleagues using a laptop computer connected to the Internet. The demonstration showed how a delegate thousands of miles away could work with a colleague in Washington to "mark up" a draft conference paper or treaty in real time. The demonstration

included communication by video, audio, telephone and fax, all using a portable computer equipped with a modem connection and portable printer/scanner unit.

OES officials, who used videoconferencing for several months on a pilot basis before inaugurating the new center, say they have found it especially useful in consultations with European Union headquarters in Brussels. They report that bringing together specialists from various U.S. government agencies for a videoconference has simplified some complex technical consultations by an order of magnitude.

OES has also used the system for outreach to key target audiences. In a program organized by the U.S. Information Agency, Ms. Kimble recently used teleconferencing to meet simultaneously with opinion leaders in five Canadian cities to discuss the Kyoto climate change agreement and steps to implement it. The audience, consisting of leaders from the local government, the media, the business community and non-governmental organizations, reacted enthusiastically to the opportunity to meet face-to-face with a senior U.S. policy official.

Other bureaus within State are incorporating videoconferencing into their way of doing business. The Bureau of European Affairs recently installed a system similar to the OES unit, and other bureaus are considering doing the same. The Department appears ready to embrace videoconferencing as a cost-effective way of promoting U.S. interests worldwide and interacting with American audiences here at home.

For more information about videoconferencing, contact Mr. Benzinger at (202) 647-0367. ■

Inaugurating the new center, from left, are OES Systems Manager Michael Bishton, Acting Assistant Secretary Melinda Kimble and Special Projects Coordinator Bob Benzinger.



Videoconferencing and Diplomacy

By Bob Benzinger

Q. What are the applications of videoconferencing in our daily work in the Department?

A. The most common use we have found in Bureau of Oceans and International Environmental and Scientific Affairs is for consultations before multilateral meetings. A videoconference or two can save weeks of phone conversations, cables and non-papers to get a broad understanding of everybody's position, and to ensure that our positions are understood.

Videoconferencing also has proved to be invaluable in dealing with the European Commission. We can arrange a simultaneous conference with commission staff and one or more European Union foreign ministries. To bring the same people together physically would take weeks of preparation and cost thousands of dollars. The commission is heavily committed to the technology, as are many European governments and the government of Canada.

Q. What videoconferencing facilities does the U.S. government have, outside of State?

A. Many domestic agencies make wide use of videoconferencing. State cooperates extensively with USIA, which has more than 20 videoconferencing facilities throughout Canada, Europe, Asia and South America.

Q. Does videoconferencing reduce the role of the resident diplomats in U.S. embassies abroad or in foreign embassies in Washington?

A. On the contrary, in many cases it contributes to greater and more effective involvement of the resident diplomatic representatives. We frequently organize conferences in which local embassy officers participate at both ends. This keeps the embassies better informed and produces more effective follow-up.

Q. What, besides a basic face-to-face conversation, can you do with videoconferencing?

A. You can connect a personal computer to the unit and transmit any computer image to the screen at the other end. This includes documents, pictures, maps—anything you can view on a computer screen. You can even connect the computer to the Internet and look up data, a feature that can be used to connect to the Web site of a treaty secretariat to clarify some point under discussion. Similarly, parties can work together over long distances to make revisions to a document under negotiation, while viewing the revisions simultaneously.

You can also use a "document camera" to transmit an image of any paper document or small object. You can connect a VCR and show a tape, or use it to tape the conference. Also, you can plug in a standard phone line, allowing additional parties to participate by phone.

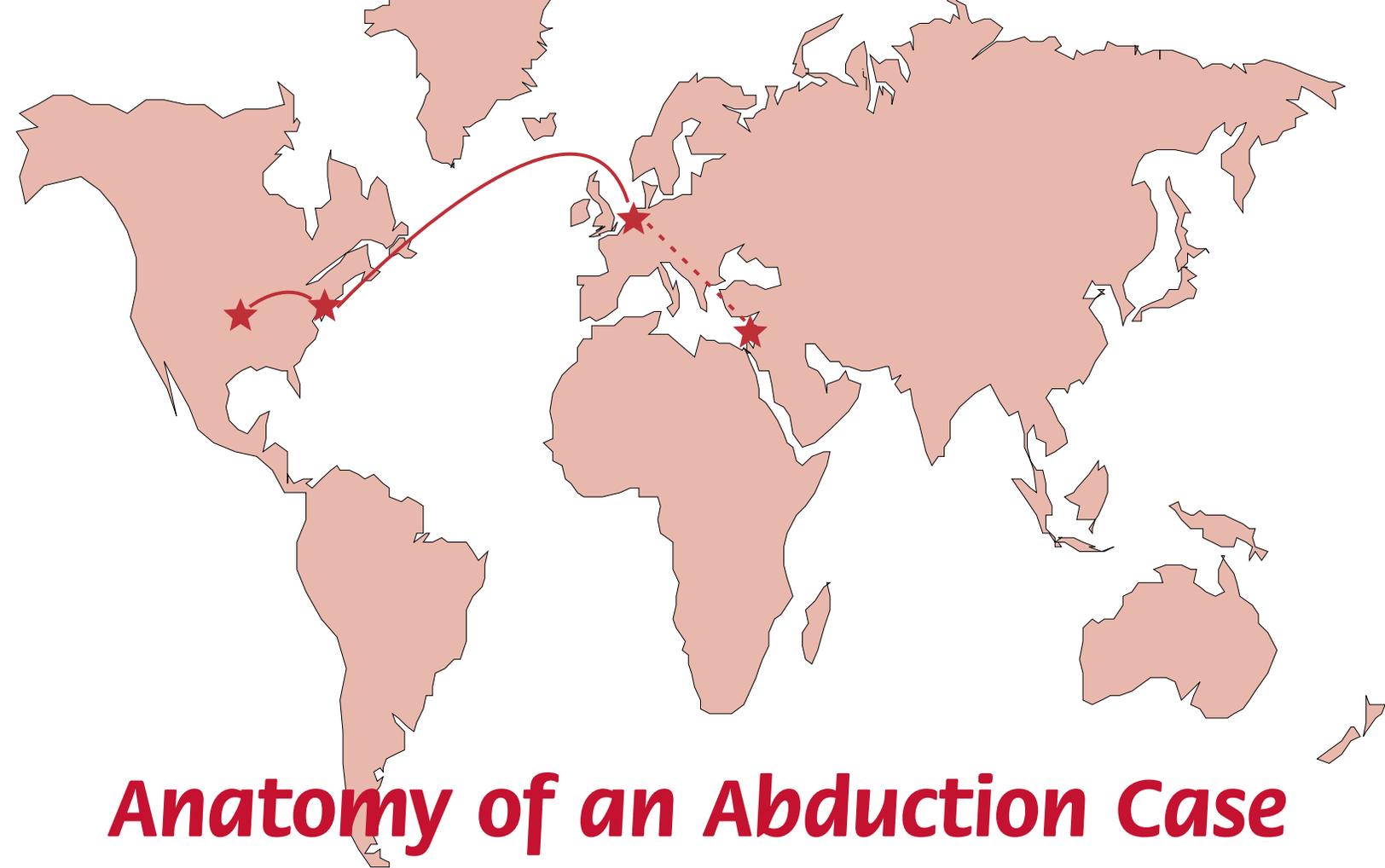
Q. What other applications is State considering for the future?

A. We anticipate linking with universities, addressing conferences in the United States and similar applications to expand our dialogue with a wide range of domestic interest groups.

Q. What about security?

A. This is an unclassified system, period. The connection is made over international public data networks, similar to phone lines. But videoconferencing does, by the nature of its technology, offer more privacy than is offered by phone or fax machines.

The author is an OES special projects coordinator.



Anatomy of an Abduction Case

Quick thinking and intergovernmental cooperation help foil the kidnapping of three young boys.

By Ellen M. Conway

The police report sounded like a script from a made-for-TV movie. Three men tied a woman to a bed and blindfolded her while her three young sons, ages 5, 4 and 3, were held in the next room. Ten hours later the one man left in the apartment released the woman and drove her to her parents' home. Her children and the two other men were long gone.

But this was no movie. Rhonda Shakhtur was living the moment she had feared since fleeing to the United States last January after more than two years in Jordan. Her husband, father-in-law and brother-in-law planned her kidnapping to take the three young boys back to Jordan. They restrained her for several hours so her husband and father-in-law could leave for Amman with the children. They figured that once they were in the air, they were free.

They were wrong. Royal Jordanian Flight 262 from New York to Amman routinely stops to refuel in Amsterdam. But on Feb. 23 the stop turned out to be anything but routine for the Shakhtur family.

That's because Rhonda Shakhtur made a very important phone call when she returned home after her release. When Consul Charlie Heffernan in Amman got the call, he immediately called Royal Jordanian Airlines to check flights from the United States to Amman. The airline quickly confirmed that the Shakhturs were on that day's New York flight. Consul General Steve Maloney then contacted the legal attaché in Tel Aviv to alert him to the case while Mr. Heffernan called Consul Joe Nowell in Amsterdam.

Because the plane would be on the ground for only a short while, timing was crucial. Mr. Nowell called Christine Aben at the Dutch Ministry of Justice's Office of the Central Authority for the Hague Convention on International Child Abduction. She, in turn, informed the Dutch district attorney in Haarlem, who had to decide whether he had the authority to remove the father and children from the plane. Ms. Aben told Mr. Nowell the D.A. needed something like an arrest warrant or custody order before he could act. Mr. Nowell called the FBI in Wichita, Kan., where Rhonda lives.

The FBI in Wichita had also been alerted about the case by the legatte in Tel Aviv and by the local police in

Wichita, who had arrested Ms. Shakhtur's brother-in-law on kidnapping charges and was issuing warrants for her husband and father-in-law. Mr. Nowell explained that the Dutch needed the arrest warrant immediately in order to hold the father and place the children in protective custody. The FBI agreed to get the documents and fax them immediately to Ms. Aben.

Mr. Nowell then called Ellen Conway in State's Office of Children's Issues. When she got the message about the plane leaving "any minute," she called The Hague to confirm that Ms. Aben had gotten the FBI fax and to see if the Hague Abduction Convention could be used to get the children returned to the United States. Ms. Aben said first the Dutch D.A. needed the custody order and arrest warrant in order to remove the father. Next, Ms. Conway called the FBI in Wichita to get some information about Ms. Shakhtur and learned that they had just faxed the documents to The Hague. They promised to have Ms. Shakhtur at their office as soon as possible.

Because the Dutch asked about extradition, Ms. Conway called the Office of International Affairs to alert them to the case. By this time the D.A. had the documents from Wichita, but still had not made his final decision. According to Ms. Aben, the Royal Jordanian pilot was getting anxious to continue his flight and did not want to delay departure any longer. A flurry of communications followed between State, the OIA, the FBI, Mr. Nowell, Ms. Aben and the Dutch D.A.'s office. At this point fellow Children's Issues case officers recovered an e-mail from Amman in January noting that Ms. Shakhtur and her boys had fled Jordan. Finally, word came down that the D.A. had decided to charge the father with kidnapping and place the children in protective custody.

Ms. Aben confirmed that she would need applications requesting the children's return to the United States under the Hague Abduction Convention. She asked if Ms. Shakhtur would fly to Amsterdam right away, promising to get a hearing on the case as quickly as possible. Ms. Conway called Mr. Nowell to remind him that since Mr. Shakhtur was a dual-national American citizen, he was entitled to consular assistance as an arrested American.

The FBI reported that Ms. Shakhtur planned to fly Monday evening to Amsterdam and would fax the Hague applications before she left. She claimed that she had been held against her will for more than two years in Jordan and could document this. Ms. Conway alerted Ms. Aben and Mr. Nowell that she was coming.

Ms. Shakhtur flew to Amsterdam on Feb. 24 and was reunited with her sons at a Dutch day care center. The boys did not seem too shaken up by their trip and, despite the fact that they spoke only Arabic, had already made friends at the center.

On Feb. 26, the judge in Haarlem heard the Hague case. In the meantime, the U.S. District

Attorney in Wichita, through OIA, requested the extradition of Mr. Shakhtur. The whereabouts of Ms. Shakhtur's father-in-law were unknown, but all parties concerned believed he had been on the flight to Jordan and had continued the journey even when his son and grandsons had been stopped in Amsterdam.

From Amman to Tel Aviv to Amsterdam to Washington to Wichita, various government agencies of the United States and the Netherlands had worked together quickly and professionally to stop an abduction in progress.

On Feb. 27, the Dutch judge ordered the Shakhtur boys' return to the United States. Ms. Shakhtur and her sons left Amsterdam that afternoon and returned to a welcome of family, friends and media at Wichita airport. The boys had spent less than four days in the Netherlands. For Rhonda Shakhtur, it was a lifetime. ■

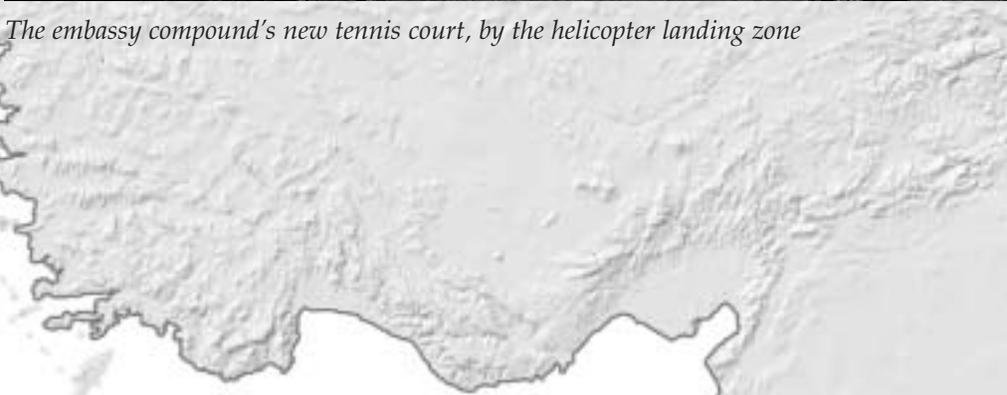
The author is with State's Office of Children's Issues. Charles Heffernan in Amman and Joseph Nowell in Amsterdam contributed to this article.

Rhonda Shakhtur is now reunited with her sons.

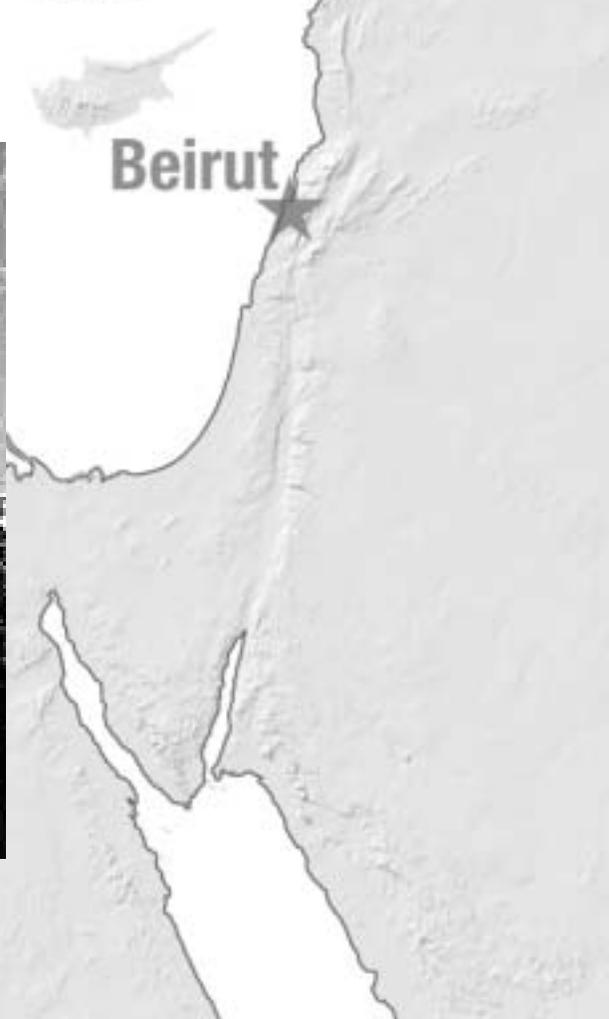




The embassy compound's new tennis court, by the helicopter landing zone



The shell of the Baaklini Building, bombed in 1984, has been rebuilt and now houses part of the mechanics and carpentry shops.



Beirut

Rebuilding Diplomacy in a New Beirut

Preparing to lay the cornerstone for the embassy's interim consular facility are, from left, Press Liaison Maha Hamdan, seated; Ambassador Richard H. Jones, kneeling; and Consular Section Chief Barbara J.M. Baden.



Photo by Carmen Ryan

By Barbara Baden

To most people, the name “Beirut” conjures up images of the country as it was during its long years of war and civil conflict, from 1975 to 1991. But for those serving in Beirut in 1998, the reality has changed. Although security for American personnel remains tight and families are not permitted to reside at post, life here is not the *Apocalypse Now* setting that one might imagine. On the other hand, on compound and off, those posted in Beirut remain surrounded by very tight security.

All official personnel travel into and out of Beirut is on U.S. Army helicopters—the “Beirut Air Bridge” from Larnaca, Cyprus. There’s nothing quite like trying to get into a rubber, cold-water exposure suit—called “Gumby” suits for obvious reasons—for the flight. You have to wig-

gle into them like a pair of tight jeans and have no fingers in the lobster claw-like gloves to zip and fasten the thing. The whole ensemble of suit, helmet and flotation vest makes you feel like a 2-year-old in a snowsuit.

Everyone assigned to the embassy lives and works on the compound. Being surrounded by razor wire and armed guards can be a little depressing, but most people adapt in creative ways.

The compound itself is somewhat small and terraced into a steep hillside, so you can leave your StairMaster at home! Housing on the compound is a hodgepodge of small apartments created out of larger apartments. The compound boasts a pool, fitness room, snack bar, tennis court and the world-famous Bunker Bar, all in frequent use. There are also the sobering remains of the East Beirut Annex, bombed in 1984.

The mission staff is now able to leave the compound more frequently than in the past. The administrative

Guard posts every 50 to 75 feet ensure security at the embassy compound.



Attending the annual service honoring those killed or injured during two bombings of the Beirut embassy, from left, are Fadia Deebeh, Ghida Hafez, Maggie Sakr, Ambassador Richard H. Jones, Mary Apovian, Roula Houssami and Houda Lufti.



office occasionally organizes off-compound excursions. Groups from the embassy go grocery shopping, see movies and visit cultural and historical sites outside the city about once a month. They are always accompanied by armed bodyguards and travel in caravans of fully armored vehicles.

The Lebanese are kind, welcoming and hospitable, and often invite embassy staff members to their homes or out for dinner at restaurants. All trips have to be planned at least 24 hours in advance because of tight security arrangements, so people sacrifice spontaneity and learn to plan ahead.

The city of Beirut has gone through a reconstruction boom since the war. Hotels, stores, apartment buildings and restaurants are going up everywhere. Downtown, the Lebanese can eat at J. Paul's, the Hard Rock Cafe, Kentucky Fried Chicken, Pizza Hut or Mr. Donut if they want, and the theaters show first-run movies like *Titanic* and *As Good As It Gets*. Many parts of the country, however, are off-limits for security reasons, and this prevents the embassy staff from seeing much of the countryside.

The embassy is experiencing its own reconstruction boom. From 1991, when the embassy reopened, until about 10 months ago, most operations were on hold or run by a skeleton crew. Most officers posted in Beirut were responsible for more than one portfolio.

But since mid-1997, the embassy's diplomatic activity has expanded slowly but significantly, as has the mission staff. A military officer arrived in February 1997 to head the Office of Military Cooperation; the U.S. Agency for International Development's mission director arrived in



Photo by Carmen Ryan



Photo by Carmen Ryan

Above: A typical Lebanese lunch at a local village for Ambassador Richard H. Jones.

Left: The Sursock Museum in Beirut, a favorite destination for embassy excursions.



All official travel in and out of Beirut is by U.S. Army helicopters. Above, Secretary Madeleine Albright's press crew helicopter waits for orders during her visit to Lebanon last September.

Right: From left, Communicator Steve Baxter; Carmen Ryan, the ambassador's secretary; and Ambassador Richard H. Jones model "Gumby suits" worn when traveling via the "Beirut Air Brigade."



May 1997, and in March 1998, the consular section reopened to offer routine services to American citizens, which required a full-time consular officer for the first time in a long while. This summer the embassy will welcome a public affairs officer and economic/commercial officer. Neither position has existed in Beirut for years.

Now that the restriction on using U.S. passports to travel to Lebanon has expired, the embassy staff has found that many Americans never left the country, even during the worst of the conflict. Since the consular section reopened, these people are now appearing at the embassy's doors to renew long-expired passports, regis-

ter their children and find out about taxes and voting. They tell the staff that they're happy the United States is rebuilding its presence in Beirut, and they're proud to be a part of that presence.

The embassy staff is equally proud to be in Lebanon at this time of major transition in Lebanese-American relations, and—in spite of the Beirut Air Brigade, Gumby suits and bodyguards, as well as family separations and compound fever—will look back on their time in Lebanon as rewarding work that was well worth doing. ■

The author is a consular officer in Beirut.



The ambassador's motorcade enters the town of Becharra en route to Ehden and the Cedars.

Emerging from a war that has left most parts of the country in ruins, Lebanon is gradually regaining its position as a regional leader in service industries, information, culture, commerce and education.

By Maggie Teen

As an era of reconstruction has dawned in Lebanon, the U.S. Information Service continues to promote educational and cultural programs aimed at strengthening the ties between the American and Lebanese people. This is clearly shown through the cultural and social events the ambassador attends in Lebanon, and through our Lebanese grantees whom we consider as ambassadors from Lebanon to the United States.

In addition to a growing number of businessmen, Beirut is once again attracting experts in various fields from the United States and other countries to participate in conferences organized by Lebanese officials and the private sector. U.S. and other diplomats are taking an active part in many of these events.

Musicians and artists have begun visiting Lebanon as well to perform to an enthusiastic Lebanese audience that has been waiting years for this sign of renewal.

It is well known that the energetic media in Lebanon play a major role in forming public opinion. USIS works closely with the press and with nongovernment organizations to help them better present and appreciate American values. Arranging press conferences for the growing number of U.S. officials who visit Lebanon, especially since the lifting of the passport restrictions, gives American officials a wider scope to talk about the peace process and American-Lebanese relations. In addition to arranging interviews for the ambassador with the press, USIS distributes press releases and transcripts and provides daily guidance to local and foreign journalists.

USIS Beirut will soon have its first public affairs officer since 1984, and expects USIS activities to grow. ■

The author is a cultural affairs assistant in Beirut.

The Senior Seminar: Getting in Touch with America

By Michael Mozur

State and other foreign affairs agencies have long recognized that U.S. diplomacy benefits greatly from having senior officers with a solid grounding in broad national security concerns, a clear understanding of the deep domestic roots of U.S. foreign policy and very strong leadership and management skills.

The Department's intensive nine-month Senior Seminar program, now in its 40th year, highlights its commitment to such focused executive-level training. Seminar graduates regularly advance to domestic leadership positions at the deputy assistant secretary and office director level in the Department or equivalent positions at other agencies, and to ambassadorships or deputy chief of mission and other senior management posts overseas.

The seminar brings 15 senior State Foreign Service and Civil Service employees together with a like number of representatives from other foreign affairs agencies and the uniformed services for an in-depth examination of the issues and challenges facing the United States, and how these affect the formulation of U.S. foreign policy. Orientation visits to military bases around the country and discussions at State, the Central Intelligence

Agency and the National Security Agency provide a thorough exposure to the interagency process and national security issues.

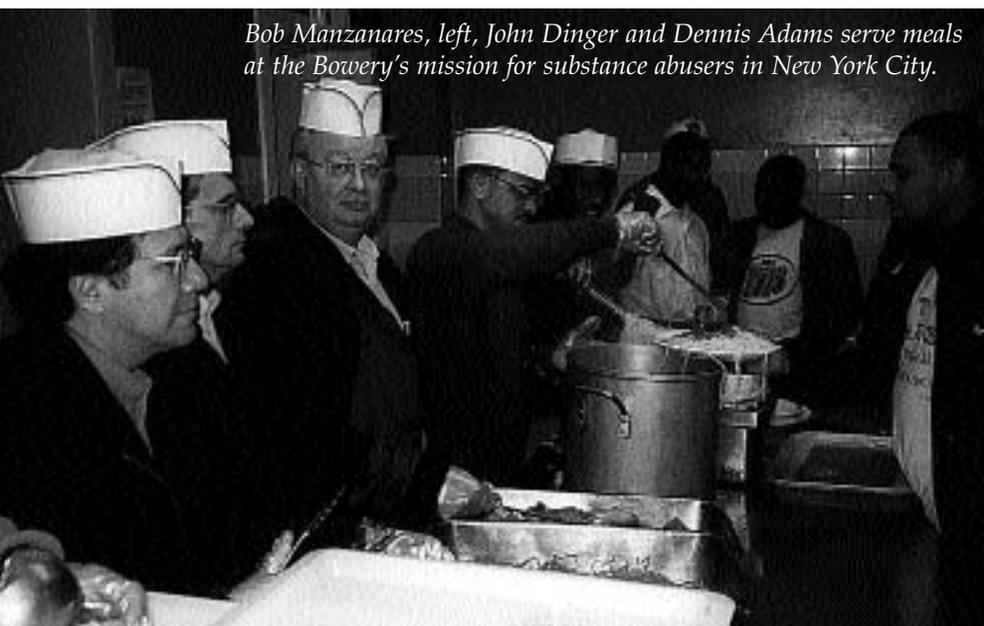
The seminar's curriculum concentrates lectures, exercises and readings on leadership and management, the state of the nation, the economy and environment, crime and criminal justice, and the people and the Congress. Core skills modules on public diplomacy, crisis management, negotiating, diversity, preparing congressional testimony, strategic planning and computer skills are also central to the program. A week of community service and a month-long independent project round out the seminar's approach to putting senior officers in close touch with America.

Travel to the country's varied regions reinforces these curriculum themes. Beginning last September in Alaska and concluding in May in the Southwest, this year's seminar members engaged concerned citizens, community leaders and notables on a host of political, economic, social and national security issues. For example, in Alaska, the group met Gov. Tony Knowles, visited the energy-rich and environmentally precious Arctic North Slope and discussed with native Alaskans the state's efforts to bridge the competing imperatives of economic development and preservation of native culture and the environment on America's last frontier.

A month later and half a continent away, the group's study of the Chesapeake Bay illuminated the development-versus-environment quandary in an East Coast setting. Staying with farm families in rural Indiana taught members about the impact of "Freedom to Farm" legislation, which introduces greater market forces into American agriculture, and "precision farming," which adapts space-age global positioning technology to the American farm.

Seminar members explored America's rural heartland and leading industries. They visited its inner cities and financial centers. They studied how the country deals with racial, gender and ethnic diversity, and the question of sexual orientation. A trip to the Cabrini Green public housing project in Chicago, where that

Bob Manzaneres, left, John Dinger and Dennis Adams serve meals at the Bowery's mission for substance abusers in New York City.



city's underclass struggles for a decent life, mirrored similar contacts in the District of Columbia, New York City, other major cities and the Mississippi Delta region of the South. The seminar participants also saw how community self-help organizations are dealing with drug abuse, broken homes and the culture of poverty. As part of the seminar's outreach effort, the group met with the editorial boards of several leading newspapers during its travels and did numerous local TV and radio spots.

Elements of the seminar program relate directly to embassy management in a dangerous world. During a trip to San Diego, the group participated in a full embassy evacuation exercise. Donning helmets and life vests, seminar participants and several hundred Navy and Marine Corps family members at Camp Pendleton, Calif., were "evacuated" by helicopter from the exercise site to the safety of the amphibious assault ship *Tarawa* 10 miles offshore. The group also met with San Diego city officials and visited San Ysidro, the world's most heavily transited border crossing point, to see firsthand and discuss immigration and drug enforcement issues with officials from the Drug Enforcement Administration and the Immigration and Naturalization Service.

What did group members learn about America? They found an ever-changing and increasingly diverse America where many prosper while others languish in decades-long poverty and deprivation. They found an America rushing helter-skelter into the Information Age. They found the U.S. military and national security establishments working hard to devise new doctrines and approaches to the post-Cold War world. They found the process of globalization reshaping America's economy by the day.

The group found impressive leaders at all levels and in many places. They were particularly struck by the quiet but strong leadership of such individuals as the Rev.

The author, right, with classmates Steve Swift, left, and Larry Johnson during evacuation exercise.



U.S. Army Photo

Carolee Heilemann, left, and Air Force Col. Denny Eakle visit an Army firing simulator at Fort Knox, Ky.

Richard Corbin, minister of Washington D.C.'s First Rock Baptist Church. He has worked diligently and successfully with his Bennington Terrace community to reclaim the neighborhood from the violence of the drug and gang culture. To recognize his tremendous contribution to improving the circumstances of his locale, as reported in *The Washington Post*, group members honored Rev. Corbin June 2 with the seminar's George Shultz Award. Traditionally, the award has gone to distinguished public servants in the national security field, but Rev. Corbin's achievements exemplify those of countless others who toil tirelessly and without public recognition throughout America to make ours a more just and better society.

As a Foreign Service officer who has served 18 years of a 23-year career overseas, I echo my colleagues in praising the seminar program for preparing us well—with an invaluable new understanding of fundamental U.S. interests as well as stronger management and leadership skills—to meet the challenges facing U.S. diplomacy in the century ahead. On a personal level, the seminar has put me in direct contact, either through lectures or travel, with most of America's front-page news and op-ed insights on both domestic and national security issues. Perhaps most beneficial to me and, I hope, to the Department, the seminar also has provided me with the kind of first-rate leadership and management training that is the norm in the private sector and military. For both of these reasons, the seminar year has been one of the most professionally rewarding of my Foreign Service career. ■

The author, a recent graduate of the Senior Seminar, reports to Warsaw in 1999 as deputy chief of mission.



Digital Maps:

A New Tool for New Age Diplomats

By Angela Bottom

Have you ever wondered about the technology holding up the “digital earth?”

The Department recently presented a glimpse of that technology as host of State’s first Digital Map Expo in the Main State Exhibit Hall.

Displays from 10 federal agencies and 24 vendors demonstrated the latest in remote sensing data and geographic information systems tools. Visitors glimpsed satellite-based remote sensing imagery, digital mapping and imagery technology and GIS software that are revolutionizing the way information about the earth is collected, organized and displayed.

The expo focused on how these revolutionary tools can help diplomats meet the international challenges of the next century.

Undersecretary Bonnie Cohen opened the expo by underscoring her interest in working with other federal agencies and the private sector to explore using more abundant and affordable imagery data and GIS tools as part of a modernized information system that can support

U.S. international affairs’ strategic goals. She observed that the technology and data on display represented “a sense of what the future of diplomatic information management might look like and how we might get there from here.”

Vice President Al Gore recently used the term “the digital earth” to describe his vision of the new technologies demonstrated at the expo. Satellites are generating a growing volume of earth images, and the challenge is to use them to address real-world problems. The United States could use satellite images to work with other governments, United Nations agencies and the private sector, including nongovernmental organizations, to respond to a humanitarian crisis, cope with a global environmental problem such as El Niño or address an array of international concerns.

GIS software offers a way to organize and display information that is geographically referenced to a specific location, such as an embassy or refugee camp, or an area such as a country or watershed. These “geospatial” data can be used for scientific research, resource management and development planning.

In the case of international affairs agencies, GIS would enable employees in Washington, D.C., and overseas embassies to create, access and share information that could be used for strategic planning and management.

Undersecretary Cohen said that “from mapping disputed borders and monitoring the spread of air pollution to tracking our deployment of modernized information

systems worldwide, these tools can make a real difference in how we at the State Department manage our diplomatic projects, analyze data and make tough decisions." She asked Department employees to think about how the GIS software and imagery data being demonstrated could help improve the way they work.

The expo featured a large walk-through exhibit from the Defense Department's National Imagery and Mapping Agency, which included a demonstration of how the agency uses remote sensing data to support border negotiations between Ecuador and Peru. NIMA has developed and presented scores of maps and imagery products, which together constitute the most accurate renditions of the remote border area ever produced. This imagery, called Radarsat, was displayed at the expo as part of a three-dimensional "terrain visualization" fly-over tour of the Cordillera del Condor mountain range.

U.S. special envoy for the Ecuador-Peru talks, Ambassador Luigi Einaudi, and Dr. Clarence Minkel, a University of Tennessee geographer on the technical-judicial team assisting the talks, showed special interest in the exhibit.

Undersecretary Cohen explained that similar technology was used at the Dayton peace talks by Ambassador Richard Holbrooke, who worked closely with NIMA specialists to help bring warring factions in Bosnia to agreement over the interentity boundary line.

The Intelligence and Research Bureau's Office of the Geographer and Global Issues, which hosted the event, demonstrated its new computer Geographic Learning Site. The site, part of State's home page, is designed to

Visitors to the Digital Map Expo included, from left, Office of the Geographer and Global Issues Director Bill Wood, Bureau of Intelligence and Research Assistant Secretary Phyllis Oakley, Brig. General Arthur D. Sikes Jr., Undersecretary Bonnie Cohen, and John Gates and Navy Capt. Ben Jaramillo from the National Imagery and Mapping Agency.



help teach geography and foreign affairs to students in kindergarten through 12th grade. The site demonstrates how geography can help students understand the forces that shape foreign affairs, while informing them about the Department's missions. Future diplomats are educated through the site's four sections that deal with the worldwide distribution of overseas posts and the countries in which they are located, the Secretary's travels, geography-related international news and learning guides to the seven strategic national interests.

Another exhibit at the expo featured the Foreign Map Procurement Program, which provides topographic maps, thematic maps, city plans, wall maps, tourist maps and the popular Foreign Service post map.

The U.S. Geological Survey demonstrated its U.S. Agency for International Development-financed Famine Early Warning System, and its Internet-based information tools for the Caribbean, Brazil, Venezuela and the Horn of Africa. Sen. George McGovern, the new ambassador to the U.N. Food and Agriculture Organization, visited the FEWS demonstration.

The National Aeronautics and Space Administration, a pioneer in satellite-based scientific research of the earth, showed some of its new products and plans for Landsat 7. The National Oceanic and Atmospheric Administration displayed a broad range of coastal mapping products, many accessible through its web site and MapFinder software. The USGS, NASA and NOAA are working together on remote-sensing-based research that is helping the international community tackle such difficult problems as planning for and responding to natural disasters and global climatic change.

Other federal agencies represented at the expo included the Library of Congress, the Bureau of the Census, the Environmental Protection Agency, the U.S. Army Corps of Engineers and the National Security Agency. Also represented was the Federal Geographic Data Committee, an interagency committee that coordinates geographic data collection among all federal agencies as part of a national spatial data infrastructure.

Vendors at the expo wowed onlookers with a variety of off-the-shelf GIS and satellite imagery. Some offered powerful new GIS tools and others featured a variety of imagery from high-resolution photographs to lower-resolution digital imagery.

The Digital Mapping Expo sparked a great deal of enthusiasm from attendees—and a glimpse at the Department's challenge to apply digital mapping technology to international affairs. ■

The author is an analyst in the Office of the Geographer and Global Issues.

Sharing the Joy of Dance

By Donna Miles

When Donna Gigliotti was a little girl, she loved watching ballroom dancers twirling around the dance floor, with yards of colorful fabric flowing behind them as they moved.

Today Ms. Gigliotti, a Civil Service employee at State for the past 21 years, still feels the same wonder about dancing. "When you dance, you're not just doing steps, you're creating artistic lines that make your movements look smooth and beautiful," she said.

Ms. Gigliotti took her first whirl around the ballroom 15 years ago. She was hooked from the start. "It's really a wonderful feeling to be able to move to music," she said.

She and her partner, Jim Watts, competed in both the amateur and professional-amateur categories for about five years. Last year they started sharing their passion for dancing with others, teaching ballroom and Latin dancing at a recreational department outside Washington, D.C., and at a private studio near Baltimore.

"As a dancer and teacher, you learn how to offer suggestions and to accept criticism," Ms. Gigliotti said. "And you learn a lot about your own ability to push yourself closer to perfection."

Ms. Gigliotti said dancing has taught her lessons, too—lessons she applies every day as State's coordinator for international athletic events, such as the Pan American games, Goodwill games and Olympics, in State's International Organizations Bureau.

"There's a lot of discipline and dedication involved, and there's always something else to work on," she said. "But even the most subtle improvements bring you a great sense of accomplishment." ■



Donna Gigliotti is all smiles on the dance floor with her partner, Jim Watts.

What's the State of the Arts at your office or post?

State Magazine is looking for artists within the Department: musicians, singers, creative writers, photographers, actors, painters and the whole range of other gifted individuals we collectively refer to as artists. We'd like to showcase their talents in a monthly feature story. If you or someone you know fit this bill, contact us by regular mail or e-mail. Both addresses are on the inside front cover.

Chopin, Puccini Fill Concert Bill

By John Bentel

Vocalist Tatiana Odinkova and pianist Vera Danchenko-Stern recently treated Department employees to a vibrant musical presentation in Main State's Dean Acheson Auditorium.

The recital began with Gluck's *Spiagge a mate*, segueing into Haydn's *Gaspapina's aria (intermezzo La Canterina)* and continuing with Puccini's *Musetta's Waltz* from *La Boheme* and *Un Bel di vedremo* from *Madama Butterfly*. The duo concluded their sparkling performance with selections from Tchaikovsky and Rachmaninoff.

Two weeks later, the auditorium once again came alive during the State of the Arts Cultural Series and the Foreign Affairs Recreation Association's Women's History Month Celebration.

Award-winning pianist Angelin Chang, artist-in-residence at the John F. Kennedy Center for the Performing Arts, began the recital with a barcarole by Chopin, followed by *Serenade*, with transcription by Franz Schubert and interpretation by Franz Liszt. Ms. Chang's final Chopin selection reflected flawless technique, high-speed velocity and exquisite emotional interpretation. ■

The author is a computer specialist in the Executive Secretariat.



Upcoming State of the Arts Concerts

Concerts are scheduled for 12:30 p.m. at Main State.

- June 10: Justin Ma, student of pianist Ruben Pelaez
- June 24: Larissa Smith, classical pianist
- July 8: The Musical Offering Flute Ensemble, directed by Veneta Hall Jones
- July 22: Second Story, retro and progressive world-beat blues group, with Megan Lane and Geoff de Mers
- Aug. 5: Jerry Wong and Shek-Yee Chang in "Peleringage" Piano Four Hands
- Aug. 19: to be announced
- Sept. 2: Chiara Selby and James Litzelman in Piano Four Hands
- Sept. 16: an American Recital with pianist Carmen Danbrava and vocalist Suzanne Ganvreau
- Oct. 7: Pianist Maria Carias from Honduras

ASK DR. DUMONT

BY CEDRIC DUMONT, M.D.

Q. I have been assigned to a post that requires me to take malarial suppressants. I have heard that the long-term effect of such medication can be harmful to one's vision. Given my family history, am I taking an undue risk with these suppressants?

A. Studies done by the Office of Medical Services and researchers have shown that no serious retinal or other ocular damage occurs with recommended doses of prophylactic antimalarial drugs, even when they are used regularly for many years. So despite your family history, you should not be at increased risk of eye damage from these drugs. It is possible, however, that blurred vision and difficulty focusing may occur while taking these drugs. This is because some people experience corneal congestion on the eyeball's surface. The difficulty goes away when the drug is stopped. While disturbing at the time, there is no harm caused by this effect.

Primary prevention is still vitally important in the effort to avoid malaria. Anyone residing in a malaria area should:

- Wear mosquito repellent.
- Wear long sleeves and long pants in the evening.
- Remove standing water from the living and sleeping areas.
- Ensure all window and door screens are intact and in good repair.
- Avoid wearing perfume or scented aftershave.
- Use antimosquito devices like sprays, coils and plug-ins.
- Ensure that children are protected, especially in their sleeping areas. Instruct them to wear night clothes that cover the arms and legs and consider using treated mosquito netting.

Q. I was married several years ago and remember that there was a long and involved process to get my spouse covered by the medical program. We are happy to be expecting our first child this summer. Is it as difficult to add our child to the program as it was to add my spouse?—NEA



This column appears monthly in State Magazine. Whether you are serving overseas or at home, you are encouraged to get your questions answered in these pages. Write to the editor or to Dr. Dumont directly. In either case, your post will not be identified.

A. Sometimes the process does seem cumbersome. Actually there is just one main step that must be taken to start the system operating. The employee's career development and assignment office must originate an OF-126, "Foreign Service Residence and Dependency Report," to add a person to the medical program roster. This document authorizes State's medical records section to produce a medical record, providing a place for the clearance physical examination form, which is required for a clearance to be issued. The completed OF-126, including the birth date of the new family member, can be mailed, hand carried or faxed to Medical Records at (202) 663-1946. OF-126 is available on your office computer at the Info Forms web site.

Q. I've been hearing about a "plant-based diet" as a way to prevent cancer. Is this claim true? What kind of cancer does it protect against? Does following such a diet mean I need to be a vegetarian?—SA

A. A plant-based diet consists primarily of vegetables, fruits, grains and other foods from plant sources. You do not need to be a vegetarian to gain its health benefits. Even though a low-fat, high-fiber, vegetarian diet can be a healthful diet option, research indicates that diets high in vegetables and fruits and including only modest amounts of meat are just as protective against cancer.

To gain the maximum benefit, one should eat five servings of fruits and vegetables each day. If more people would do this, cancer incidence rates could drop by 20 percent. Healthy dietary choices, along with regular exercise and maintaining a healthy weight, could prevent up to 40 percent of all cancer cases.

Think variety when you sit down to eat. Make vegetables and starch the main attraction and use smaller servings of meat. Add beans and peas and choose more whole grains such as whole wheat bread and brown rice. Choose baked or sweet potatoes in their skin instead of French fries. Add vegetables that you don't usually consume. Experiment with spices. Make fruit a part of every day's diet.

The author is chief of the Department's Office of Medical Services.

O B I T U A R I E S

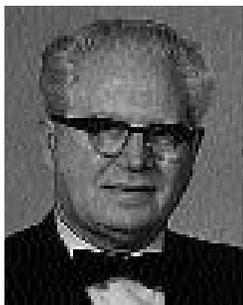


Paul H. Clarke, 82, died Aug. 17, 1997, in Washington, D.C., following a stroke. Mr. Clarke joined State in 1951 as a special agent and was named chief of special investigations in 1965. He worked on special security and personnel issues for the Arms Control and Disarmament Agency in Vienna, the U.S. Information Agency and the Peace Corps. He retired as chief of the security office's special assignment staff in 1977.

Morris O. Gibby, 77, a retired Foreign Service officer, died Jan. 22 in Fort Lauderdale, Fla., of heart disease. Mr. Gibby joined the Foreign Service in 1968 and served in Italy, Portugal and England before retiring in 1980.

Edmund A. Gullion, 85, of Winchester, Mass., former ambassador to the Republic of the Congo from 1961 to 1964 and acting director and deputy director of the U.S. Disarmament Administration from 1960 to 1961, died March 18. Ambassador Gullion began his diplomatic career in 1937, serving in Marseilles, Salonika, Algiers, Helsinki, Stockholm, Saigon and the Congo. In Washington, he helped draft the Foreign Service Act of 1946 and worked on atomic energy matters and new country problems. From 1964 to 1978, he was dean of the Fletcher School of Law and Diplomacy at Tufts University.

James A. Mattson, a longtime Foreign Service labor officer, died of cancer in Arlington, Va., April 4. Mr. Mattson joined State in 1962 and retired in 1993 after serving overseas in Beirut, Kuwait, Brussels and Bonn. In Washington, he served in the bureaus of Near Eastern Affairs and Personnel and in the Office of the Secretary. He served five years as course coordinator for the Foreign Service Institute's annual labor officer training course.



William M. Nikolin, 84, a retired Foreign Service officer, died Nov. 14, 1997, in Youngstown, Ohio. Mr. Nikolin joined the Foreign Service after World War II and was posted to Belgrade, Munich and Salzburg. He directed the documentary processing of the war-displaced population of Europe following World War II and organized a field office

for documenting war refugees in Croatia after the 1958 Hungarian Revolution. He was posted to Canada, Australia and Okinawa before retiring in 1973.



Virgil P. Randolph III, a retired member of the Foreign Service, died Sept. 11, 1997, following an automobile accident in Brazil. Mr. Randolph joined the Foreign Service in 1955 and served during his career in Haiti, Brazil, Peru, Venezuela, Ireland, Barbados, Colombia and Washington. He earned the Department's Superior

Honor Award before retiring in 1985.

Donald H. "Mike" Robinson, 91, died of congestive heart failure Feb. 15. Mr. Robinson joined the Foreign Service in 1930 and served in India, Canada, the Far East, the West Indies, Europe and Washington. He authored "The Raj," a novel inspired by his tour in India.

Al Gowing Memorialized



The Inspector General's Office of Security and Intelligence Oversight has dedicated a conference room in memory of Al Gowing, former deputy assistant inspector general for security and intelligence oversight. Mr. Gowing died Dec. 11, 1997, while leading a security oversight inspection of the U.S. embassy in Baku, Azerbaijan. Inspector General Jacquelyn L. Williams-Bridgers led the dedication ceremony.

FOREIGN SERVICE PERSONNEL

Transfers

Abercrombie-Winstanley, G., Special Dom. Assign. Program to Nat'l. Security Council
Alcantara, Ruben R., Tirana to Personnel
Babroski, Elizabeth F., Suva to Oslo
Baltierra, Jose L., Madrid to Lome
Barnes, Julia E., Administration to Frankfurt
Benker, Robert Edwin, Algiers to Diplomatic Security
Bland, Jennifer E., Hong Kong to East Asian and Pacific Affairs
Bond, Michele Thoren, Foreign Service Institute to Moscow
Bradley Jr., Harry C., Port Moresby to African Affairs
Brajovich, Nikki May, Political-Military Affairs to Foreign Service Institute
Brian, Melinda M., Leave Without Pay Status to Personnel
Burnett, Mark B., Pre-Assignment Training to Almaty
Carpenter, Jonathan James, Lagos to Amman
Carrig, Stephen J., Karachi to European Affairs
Chicola, Phillip T., U.N. Transitional Admin. for Eastern Slav., Croatia to Inter. Narc. and Law Enfor. Affairs
Coe, John Charles, Nouakchott to Consular Affairs
Corral, Georgette, F.S. Specialist Intake to Tel Aviv
Crocker, Daniel T., Pre-Assignment Training to Santo Domingo
Dalland Jr., Raymond S., Political-Military Affairs to Sarajevo
Elliott, Mark Christopher, East Asian and Pacific Affairs to Policy Planning Council
Ellis, Mark F., Rome to Mexico City
Evans, Rodney Allen, Foreign Buildings to Foreign Building Opns. (Poland)
Finston, Matthew A., Manila to Near Eastern Affairs
Ganz, Claude L., Sarajevo to European Affairs
Hanna, Nabil I., Rabat to Administration
Hartman, Darlene Marie, F.S. Specialist Intake to Dar es Salaam
Hoffman, Daniel N., Moscow to European Affairs
Hogan, Daniel Barrett, Foreign Buildings to Foreign Building Opns. (Poland)
Hogan, Dereck J., Pre-Assignment Training to Santo Domingo
Hopkins, Michelle M., Pre-Assignment Training to Santo Domingo
Ingram, Sandra Jean, Bridgetown to Mexico City
Ironfield, Sally B., Manila to St. Petersburg
Jablón, Brian A., Tel Aviv to Casablanca
Jennison, Randal F., Pretoria to Vienna
Keil, Charles F., Consular Affairs to Rome
Kilgore, Gloria J., Chief of Protocol to Manama
Kinney, Stephanie Smith, Policy Planning Council to Oceans and Int'l. Envir. and Sci. Affairs
Kleinfelt, Ruth Ann, F.S. Specialist Intake to Moscow
Lewis III, Lloyd R., Pre-Assignment Training to Manila
Loring, Pamela, Seoul to Personnel
Ma, Michael J., Pre-Assignment Training to Seoul
Marchiano, Natale J., F.S. Specialist Intake to Warsaw
McDowell, Susan I., Sudan to Port-au-Prince
McGuinness, Francis M., European Affairs to Zagreb
McMahan, Mark, Diplomatic Security to Foreign Building Opns. (Hungary)
McRoberts, Kathleen L., Brazzaville to Yaounde
Medvigy, Christopher A., Tokyo to Diplomatic Security
Melzow, Martha L., Consular Affairs to Foreign Service Institute
Mills Jr., Richard M., Executive Secretariat to Dublin

Miotke, Jeffrey Allen, Maseru to Foreign Service Institute
Monroe, Trevor W., Pre-Assignment Training to Ankara
Moody, Mark David, Chisinau to Tbilisi
Munter, Cameron Phelps, Personnel to NATO Enlargement and Ratification Office
Nantongo, Mirembe, Bogota to Muscat
Naraine, Susan V., Inter-American Affairs to Buenos Aires
Nault Jr., Raymond L., Nairobi to Athens
Navarro, Mary M., Geneva (U.S. Mission) to Nouakchott
Nebel Jr., Claude J., Diplomatic Security to Copenhagen
Noyes Jr., Nicholas, Political-Military Affairs to Foreign Service Institute
O'Brien, Penelope R., Personnel to Nat'l. Security Council
Oreilly, Patrick Raymond, Merida to Kuala Lumpur
Perdreux, Hinda, Port-au-Prince to Diplomatic Security
Piku Jr., Stephen, Diplomatic Security to Foreign Buildings
Polcaro, James P., Yaounde to African Affairs
Pomainville, Brett George, Buenos Aires to Krakow
Proctor, Thomas C., Hong Kong to Hanoi
Reddy, Kathleen M., European Affairs to Personnel
Reed, Judith L., F.S. Specialist Intake to Kuwait
Rhea, Ryan, Beijing to Chengdu
Richardson, Timothy Meade, Tbilisi to Kuala Lumpur
Richter, Kim Beverly, Personnel to Vladivostok
Roberts, Donald A., Economic & Business Affairs to Political-Military Affairs
Savitz, Philip William, Legal Adviser to Economic and Business Affairs
Shuster, Charles Ralph, Vilnius to Ottawa
Silva, Mary Ann T., U.S. NATO Mission (Brussels) to Nat'l. Security Council
Skotte, Philip J., Rome (Vatican) to Hong Kong
Slike, George C., Diplomatic Security to Inter. Narc. and Law Enfor. Affairs
Smith Jr., Nicholas A., St. Petersburg to Diplomatic Security
Sorenson, Anne R., Pre-Assignment Training to Bucharest
Stein Jr., John J., Port-au-Prince to Department of Justice
Steinmetz, Ingeborg B., Rome to Stockholm
Strubel, Edward T., Near Eastern Affairs to Peshawar
Tedford, Terri Lee, Budapest to Johannesburg
Thompson, Marlene K., Madrid to Rome (U.S. Mission UN Agencies for Food and Agric.)
Townsend, Heather A., Sarajevo to Bratislava Slovak Rep.
Vargas Jr., Felix C., Personnel to European Affairs
Waller, Domenica P., Chisinau to Rome
Whaley, Peter, Kigali to Banja Luka
Whitney, John L., Foreign Building Operations (India) to Foreign Buildings Opns.
Wooster, Henry T., Tbilisi to Personnel

Appointments

Allen, Bruce, Diplomatic Security
Athey, Donald L., Diplomatic Security
Baldwin, Karin L., Pre-Assignment Training
Bankovic, Milan, Diplomatic Security
Beardslee, William Q., Pre-Assignment Training
Beaver, Devin, Diplomatic Security
Bradford, Michele A., Pre-Assignment Training
Burkhalter, Edward B., Pre-Assignment Training
Byrne, Keith J., Diplomatic Security
Childs, Daniel M., Diplomatic Security
Coleman, Claudia M., Pre-Assignment Training
Conners, John F., Diplomatic Security
Donovan, Gerald A., Pre-Assignment Training
Footo, Daniel L., Pre-Assignment Training
Gastaldo, Andrea F., Pre-Assignment Training
Hazel, Michael J., Pre-Assignment Training
Heath, Brian G., Pre-Assignment Training
Hegger, Richard C., Pre-Assignment Training
Hotchner, Virginia B., Pre-Assignment Training
Johnson, Matthew G., Pre-Assignment Training
Johnson, Paul M., Diplomatic Security
Johnsonbaugh, Deena K., Pre-Assignment Training
Karber, Jon C., Pre-Assignment Training
Kay, Luke, Pre-Assignment Training
Kight, Jason R., Diplomatic Security
Knudson, Mary M., Pre-Assignment Training
Kremer, Douglas W., Pre-Assignment Training
Langston, Jennifer L., Pre-Assignment Training
Larson, Ingrid D., Pre-Assignment Training
Leighton, Dennis H., Pre-Assignment Training
Lyons, Stephen F., Diplomatic Security
Manginelli Jr., Angelo R., Diplomatic Security
McCawley, David Ray, Pre-Assignment Training
McEvoy, Meredith Clare, Pre-Assignment Training
Messelt, Daniel J., Diplomatic Security
Miles, Bryce A., Diplomatic Security
Moore, Tess Annette, Pre-Assignment Training
Murray, Matthew, Pre-Assignment Training
Neus, Robert Steven, Pre-Assignment Training
Oudkirk, Scott McConnin, Pre-Assignment Training
Peters, Alene M., F.S. Specialist Intake
Peterson, Krista, Pre-Assignment Training
Pitts, Usha, Pre-Assignment Training
Remington, Scott, Pre-Assignment Training
Rennersmith, Theresa, Pre-Assignment Training
Rice, Stephen A., Diplomatic Security
Robertson, Jeffrey James, Pre-Assignment Training
Sheehan, Maureen Sheilds, Pre-Assignment Training
Shields, Matthew, Pre-Assignment Training
Stephens, Laureen J., Diplomatic Security
Taylor, Clinton D., Diplomatic Security
Thompson, Stephen, Pre-Assignment Training
Tortora, Anthony, Diplomatic Security
Townsend, Walter, Pre-Assignment Training
Von Wantoch, Lian, Pre-Assignment Training
Walker, William G., Personnel
Wrightman, Susan E., Diplomatic Security

FOREIGN SERVICE PERSONNEL

Retirements

Brooks, Johney, Personnel
Bujac, Gregorie W., Diplomatic Security
Day, Grenville E., Port of Spain
Denny, Robert E., Consular Affairs
Dumas, Sheila P., Cotonou
Heck, Ernestine S., East Asian and Pacific Affairs
Himes, Thomas E., Leave Without Pay
Mack, John Leslie, Economic and Business Affairs
Newton, David G., Intransit (Yemen Arab Republic)
Thompson, Richard E., Diplomatic Security

Resignations

Alvarez, Jean-Paul Joseph, Libreville
Blandford, Maureen R., Pretoria
Blinken, Donald M., Budapest
Broksas, Michelle Ann, Kuwait
Brown Jr., Samuel W., Vienna (OSCE)
Brown, Constance C., Belgrade
Burkhead, Susan M., Bangkok
Frost, Susan G., Tegucigalpa
Galbraith, Peter W., Zagreb
Glover, Sharon H., Hong Kong
Goodwin, Gayle E., Tunis
Hill, Patty L., Foreign Service Institute
Hill, Steven Don, Foreign Service Institute
Hunt, Swanee G., Vienna
Hyde, Jeanette W., Bridgetown
Ivory, Misuzu M., Sydney
Jackovich, Victor L., Ljubljana
Janecek, Patricia I., Kuwait
Kelly, Douglas G., Chennai (Madras)
Knox, Jill Patrice, Sofia
Lamay, William Carl, Colombo
Lewis, Catherine L., Manama
Libby, Brenda S., Leave Without Pay Status

Lopes, Gayle Anne Waggoner, Sao Paulo
Lunardi, Mark H., Ponta Delgad (Azores)
Mangor, Judith K., Ottawa
Martin, James Howard, Hong Kong
Maryanow, Susan Marie, Colombo
Matthews, Matthew John, Islamabad
Meeker, Patricia A., Frankfurt
Nored, Premilla Ann Rachel, Moscow
Olsen, V. Kay, Leave Without Pay Status
Parks, Michael G., Diplomatic Security
Peterson, Carolyn A., Leave Without Pay
Peterson, John D., European Affairs
Rogers, Jennifer Lynn, Personnel
Ross, Judith Ann, Santiago
Rounds, Julie L., Beijing
Schweitzer, G. Manfred, Leave Without Pay
Smith Jr., Nicholas A., Diplomatic Security
Stewart, Scott T., Diplomatic Security
Stice, Deborah M. S., Suva
Turner, Shawna Kaye, Lilongwe
Unglesbee, Michael J., Personnel
Weber, Myles Edward, East Asian and Pacific Affairs
Williams, Mary C., Istanbul

CIVIL SERVICE PERSONNEL

Reassignments

Botti, Anita Louise, Population, Refugees and Migration to Global Affairs
Davis, Theresa P., East Asian and Pacific Affairs to Near Eastern Affairs
Holzman, Stephanie M., Amb.-at-Large for Counter-Terrorism to Consular Affairs
Houck, Monique C., International Org. Affairs to Inter. Narc. and Law Enfor. Affairs
Liberatore, Sebastian, Inter-American Affairs to Inter. Narc. and Law Enfor. Affairs
McKenzie, Delicia Aneetra, Political-Military Affairs to Administration
Wick, Nadine S., Inter-American Affairs to Foreign Service Institute

Resignations

Bennett, Gina M., Intelligence and Research
Brewer, John D., Intelligence and Research
Douglas Jr., Melvin E., Administration
Folan, Matthew, Foreign Service Institute
Friedman, Hal J., Miami Passport Agency
Gagion, Linda S., International Org. Affairs
Garcia, William G., Los Angeles Passport Agency
Grechanik, Connie R., Health Systems Administration
Harrell, Blanche Yvonne, Foreign Service Institute
Ionata, Maria J., Policy Planning Council
Klasky, Helaine S., Public Affairs
Livingston, Lujana M., Personnel
Marrero, Victor, International Org. Affairs
Menon, Jaykumar A., Legal Adviser
Miller, John M., Logistics Management
Morgan, Karine M., East Asian and Pacific Affairs
Mosby, Janet Elaine, East Asian and Pacific Affairs

Norris, Genie M., Operations
Paige, Tamika, Personnel
Pinney, Briana Jo, EEO and Civil Rights
Price, Kelly Elizabeth, Foreign Buildings
Prudencio, Rodrigo, Global Affairs
Quinones, Catherine C., Public Affairs
Reynolds Jr., John Patrick, Logistics Management
Ridgeway, Kimberly K., Chief Financial Officer
Scott, Torrance J., International Org. Affairs
Snyder, April C., International Org. Affairs
Stephens, Robert Hunter, Public Affairs
Stevick, Douglas L., Legal Adviser
Strachan, Linda A., Oceans and Int'l. Envir. and Sci. Affairs
Sutton, William K., Inspector General
Tang, David, Legislative Affairs
Tilipao, Elsie S., Honolulu Passport Agency

Retirements

Carnemark, Anne Marie G., Foreign Service Institute
Hoffman, Tai Lai, Logistics Management
Kangwana, Juma A., Administration
Kuchno, Chester H., Logistics Management
Paulson, Ronald E., Logistics Management
Stolp, Joanne Lorene, Chief Financial Officer
Suhm, Frederick E., Foreign Buildings Opns.
Walker, Kathleen K., Chicago Passport Agency
West, Corinthia E., Chief Financial Officer

It is Department policy to promote and recognize deserving employees for their contributions to the foreign affairs mission. As the Department's principal employee publication, *State Magazine* is provided with monthly lists of Civil and Foreign Service employees promoted, assigned, hired, retired or reassigned. As a public document subject to full disclosure under the law, these lists are subject to only minor editing for style purposes by *State Magazine*. Department policy is to publish the lists in their entirety.

CIVIL SERVICE PERSONNEL

Promotions

GG-11

Allee, Diana M., International Org. Affairs

GG-12

Ambrose, Mary Alane, International Org. Affairs

GG-14

Bevacqua, Frank Louis, International Organizations

GS-2

Coleman, William T., Foreign Buildings Opns.
Cooke, Darnisha M., Administration

GS-4

Cunningham, Ariane, Overseas Schools
Liao, Lily, Los Angeles Passport Agency

GS-5

Aphayaraj, Amy, Seattle Passport Agency
Crowley, Anne H., Foreign Service Institute
Hillman, Lisa L., Americas Program
Jensen, Rose M., Seattle Passport Agency
Watson, Lisa M., New Orleans Passport Agency

GS-6

Bisson, Mark G., Administration
Gray, Earica Ann, Washington Passport Agency
Khan, Naveed J., International Org. Affairs
Mayes, Jacqueline E., Intelligence and Research
Robinson, Terita Renee, Consular Affairs

GS-7

Bowman, Jeffrey O., Chief Financial Officer
McDermott, Grace E., European Affairs
Scott, Cynthia Darlene, Legal Adviser
Trueman, Rachel D., Inter-American Affairs

GS-8

Addison, Teresa Elizabeth, Consular Affairs
Anderson, Lisa A., Consular Affairs
Gilmore, Towana K., Foreign Service Institute
Long, Jacqueline L., Operations
Shields, Kara D., Diplomatic Security
Simms, Shirley D., Operations

GS-9

Conway, Lillie Jayne, Administration
Dennis, Jonathan M., Administration
Drazek, Keith C., Administration
Ginsberg, Erica M., Operations
Hata, Marianne Jutta, Office of the Secretary
Henson, Adria Lynne, Inter-American Affairs
Lane, Gerda, European Affairs
Mills, Delores A., Personnel
Rieckhoff, Jeffrey Warren, Political-Military Affairs

GS-10

Fisher, Mary Ann, Personnel

GS-11

Fields, Vanessa D., New York Passport Agency
Garrett, Edwin G., Personnel
Joe, Rita B., Consular Affairs
Kelly, Diane Y., New York Passport Agency
Mothershed, Victoria, Houston Passport Agency
Schofield, Robin Greene, Inter-American Affairs
Smith, Karen L., Political-Military Affairs

GS-12

Capelli Jr., Stephen L., Intelligence and Research
Hupka, Terri L., Foreign Buildings
Jewell, Earl K., Administration
Lightfoot, Antonio, Administration
Lozovina, Jo Ann, Political-Military Affairs
Nadeau, Carla T., Population, Refugees and Migration
Schmidt, Virginia L., Inspector General
Williams, Earnest, Foreign Service Institute

GS-13

Beckmann, Richard S., Chicago Passport Agency
Carrera, Steven M., Inspector General
Fenning, Patrick D., Inspector General
Houston, Ronald J., Inspector General
Kirsch, David E., Intelligence and Research
Rigg, Laurence A., Inspector General
Schulman, Robin B., Inspector General
Shiffer, John D., Inspector General
Shkeyrov, Yuri, Operations

GS-14

Aguilar, Max L., Inspector General
Boykin, Clara Denise, Chief Financial Officer
D'Eugenio, Michael J., Administration
Guzowski, Danuta U., Administration
Petrovich, Gary L., Inspector General
Remson III, Andrew C., Foreign Buildings
Stephens, Marie Morris, Administration
Urbina de Breen, Marlene, African Affairs
Wadsworth III, William F., Administration
Williams, Benita D., Operations

GS-15

Berry, Belinda Ann, San Francisco Passport Agency
Ellis, Gregory S., Administration
Soloway, Irving Harry, Diplomatic Security

WL-7

Wildner, Herman L., Operations

Appointments

Arciello, Ernest J., Inspector General
Bouford, Raymond, Logistics Management
Bruder, Jason, International Org. Affairs
Carr, Anja L., National Passport Center (Portsmouth, N.H.)

Claman, Kimberly H., Economic and Business Affairs
Filip, David E., Houston Passport Agency
Garcia, Renee P., Administration
Hillman, Analcherie O., Oceans and Int'l Envir. and Sci. Affairs

Mandi, Alexander, Logistics Management
Mitchell, Marsha A., Diplomatic Security
Pisar, Leah F., Public Affairs
Thanh, Hoa Ly, Inspector General
Whitney, Linda K., Medical Director
Winchester, Rachel T., Near Eastern Affairs
Wurster, Robert D., Inspector General
Youravich Jr., George, Personnel

Diplomatic Future

Continued from page 23

Among Ambassador Miller's mentorees was Kenneth Wetzel, now posted in Madrid, who said the mentoring program taught him "that perseverance and drive are what count in the diplomatic corps." It's a lesson he said has proven invaluable in building a Foreign Service career.

But mentors say they benefit from the program, too. Betsy Anderson, chief of the consular section in Athens, said being a mentor made her feel like a more integral part of the Foreign Service family. She said she enjoyed rekindling some of the emotions she experienced as a new junior officer—the enthusiasm, excitement and pride. She said mentoring gave her optimism about the future of the Foreign Service and its commitment to the American public.

The key to successful mentoring, according to David Shinn, ambassador to Ethiopia, is "being accessible and taking a real interest in the new officers and their concerns." That, he acknowledged, takes time—but he calls the time spent mentoring some of the most satisfying of his career and an investment in the Foreign Service.

"When it comes to mentoring, you make the time, because the people we mentor today are the future of the Foreign Service," agreed Ambassador Miller.

And when his mentorees ask how they can return the favor, Ambassador Miller said he asks just one thing of them: "Be a mentor someday. That's the best way to pay me back." ■

Interested in Being a Mentor?

The Office of Career Development and Assignments invites Foreign Service members with the rank of FSO-2 or higher who are assigned or about to be assigned to Washington, D.C., to participate in the mentoring program. For more information, contact Janice Clements at (202) 647-4049 or in Room 2328 at Main State.

Internet Update

Lots of new features have been added recently to State's Internet computer web site. Here's a peek at some of the newest additions.

Historian's Office Site

This new site features basic information on the Foreign Relations of the United States series, the official documentary record of U.S. foreign policy compiled by the office, and the texts of press releases and summaries of recently released volumes.

The new page also presents complete editions of other publications produced by the Historian's office, including "Principal Officers of the Department of State and United States Chiefs of Mission," "Visits Abroad of Presidents of the United States," and "Foreign Travels of the Secretaries of State."

It contains frequently asked questions on the history of the Department and the Foreign Service and descriptive information on the advisory committee on historical diplomatic documentation.



The address of the new web site is www.state.gov/www/about_state/history/index.html. It also can be accessed from www.state.gov by clicking on "Index" and selecting "H" for Historian's Office.

Electronic Reading Room

The Department's new electronic reading room site uses new information technologies to provide access to historical records of international significance made available to the public under the Freedom of Information Act or as a special collection.

The site offers direct public access to information about the Department's information access programs, and guidance for submitting requests under them and answers to frequently asked questions.

The web site can be accessed through State's home page under "The Department" or directly at <http://foia.state.gov/>

Diplomats Online

Diplomats Online, an American Foreign Service Association site for diplomats and scholars to share their experience in the global community, was expanded in May to include educational resources for teachers and students.

The expanded web site links sites on American foreign relations, the study of foreign nations and Foreign Service careers. It also includes lesson plans and student research activities on U.S.-Japan relations with plans to add other areas of the world and other international issues.

Message boards and online meeting rooms enable teachers and students to raise questions and engage in discussions with diplomats and scholars. The site also includes a directory of experts on various countries and aspects of foreign relations.



The Diplomats Online web address is www.afsa.org.

Digital Diplomacy for Students

State's "Digital Diplomacy for Students" site was established last August to support the president's Call to Action for Education and efforts of the Department of Education to provide online educational resources to every school. The site gives users an opportunity to learn about State, to meet the Secretary, and to read about social studies, career exploration and the arts at State.

The site can be reached at www.state.gov/www/regions_digital.html.

Digital Diplomacy for Students was recently added to a new interagency web site, "Federal Resources for Educational Excellence."

President Bill Clinton described the site as "a glimpse of how government can use technology to serve citizens better as we head into the 21st century." He said it also demonstrates "how agencies can work together, as never before, around a national priority."

The Education Department collaborated with more than 35 federal agencies for nearly a year to create this one-stop web site, a treasure of historical documents, scientific experiments, mathematical challenges, famous FBI cases, maps, lesson plans and more. The site also is intended as a place where federal agencies and teachers can begin forming partnerships to develop high-quality resources for teaching and learning. ■

Planning for the 21st Century



By Alan Lang

State's wide-scale strategic planning effort is designed to prepare the Department to face the foreign policy puzzles of the next century.

It's often said that the trouble with the future is that it usually arrives before we're ready for it. State has launched a wide-scale strategic planning effort to ensure that doesn't happen in the foreign policy arena.

In the aftermath of the Cold War, America, the world's sole superpower, faces a vast array of challenges at home and abroad. The demise of the Soviet Union left the United States as the preeminent world power and invested it with unparalleled leadership responsibilities. But the end of the superpower competition also eliminated the unifying strategy that had guided U.S. foreign policy for decades.

Now, in addition to regional security issues, an array of threats—weapons proliferation to terrorism to ethnic and religious conflict, organized crime, drug trafficking and environmental degradation, among them—is blurring the traditional dividing lines between domestic and foreign affairs.

The challenges we face today, and those likely to continue into the 21st century, all require analysis, decision making, articulation, public education and appropriate management tools. Goals need to be defined, programs developed and evaluated and resources effectively deployed.

That demands strategic planning, a formal and integrated process for making decisions about the future that's become increasingly important in formulating foreign policy.

Secretary Madeleine Albright approved the new International Affairs Strategic Plan last November. It represents contributions of all foreign affairs agencies and most domestic agencies, and identifies seven national interests and strategic goals for advancing them. It focuses on national security, economic prosperity, security for Americans traveling and living abroad, control of entry by immigrants and nonimmigrants into the United States, and international crime and law enforcement cooperation. The plan also promotes democracy and human rights worldwide, improved humanitarian response to conflicts and natural disasters, and increased environmental and health protections.

The plan bases its policies on strategic assumptions about long-term global trends. It anticipates more, although smaller and more localized, conflicts, crises and threats than during the Cold War. It expects new technologies to continue accelerating the rate of global change. It plans for global issues related to the environment, population and disease to have an increasing

impact. It relies on increased multilateral cooperation and communication to prevent crises and advance common interests worldwide. It predicts the advancement of democracy and economic interdependence worldwide.

Ambassador L. Craig Johnstone in the Secretary's Office of Resources, Plans and Policy described the plan as "a framework for advancing America's national interests and foreign policy goals into the next century." He said "it serves as a basis for coordinating the work of U.S. government agencies overseas, while ensuring the country deploys its resources in ways that best advance U.S. national interests."

"In short," he said, "the plan provides a way to be clear about what we do and spells out goals for meeting emerging challenges."

The Department recently concluded a conference series focused on the plan and its impact on international affairs in the 21st century. Participants included key officials from State, the U.S. Agency for International Development, the U.S. Arms Control and Disarmament Agency and other international affairs agencies, as well as representatives of nongovernmental organizations, Congress, academia and the media. The discussions were designed to increase understanding of the plan while broadening support for American diplomacy among international affairs agencies and the American public.

To build on the interest generated through the conference series, State is now developing plans for follow-on seminars and conferences that generate a deeper and broader public dialogue about important foreign affairs issues. This in turn will reinforce efforts to foster a new

organizational culture within international affairs agencies—one that emphasizes accountability to the American people and public leadership education at the local level.

Meanwhile, international affairs agencies have taken this effort to the country level and have asked each mission overseas to prepare a Mission Performance Plan. The mission plans, which were due in Washington last month, will be used for the first time this year to support the Secretary's budget request. Summaries of each mission plan will form a core element of the President's fiscal year 2000 budget presentation to Congress.

The bureaus play a role in the planning process as well. Functional planning coordinators working within bureau budget staffs will be responsible for coordinating bureau reviews of mission plans, coordinating with regional bureaus in advance of the Secretary's reviews and developing bureau performance plans.

The plans are designed to improve policy and program coordination among international affairs agencies. They are expected to become an indispensable tool for bureaus, as well as for chiefs of mission and country teams in managing U.S. relations with their respective countries.

These efforts will help the United States meet the challenges of the 21st century. The Strategic Plan reflects America's basic values, advances its national interests and will provide a road map to help the Department find its way across a changing international landscape. ■

The author is a senior adviser in the Secretary's Office of Resources, Plans and Policy.

America's International Affairs Mission Statement: An Excerpt from the Strategic Plan

Under the direction of the President and Secretary of State, the United States conducts relations with foreign governments, international organizations and others to pursue U.S. national interests and promote American values. The goals of U.S. foreign policy are to:

- Secure peace, deter aggression, prevent, defuse and manage crises, halt the proliferation of weapons of mass destruction and advance arms control and disarmament;
- Expand exports and open markets, assist American business, foster economic growth and promote sustainable development;
- Protect American citizens abroad and safeguard the borders of the United States;
- Combat international terrorism, crime and narcotics trafficking;
- Support the establishment and consolidation of democracies and uphold human rights;
- Provide humanitarian assistance to victims of crisis and disaster, and
- Improve the global environment, stabilize world population growth and protect human health.

Rare or Second Hand?

By Dan Clemmer

“Since 1981 I’ve worked every single day of every single year of every single Book Fair except for the one day that I took off to see my son play football,” said Robin Jones, book room manager for the Association of Foreign Service Women’s popular annual Book Fair. Describing herself as a “Foreign Service brat,” Ms. Jones spent an hour or so answering questions about her career in the book business.



Q. How did you come to work for the Book Fair?

A. They needed a book room manager and I needed a job. This is my fourth year as manager, but I’ve worked in bookstores all my life. We sell some 90,000 books a year to raise money for academic scholarships for children of Foreign Service personnel and for local community projects.

Q. Do people often donate valuable books?

A. Occasionally, but we normally take those to a book dealer or to an auction house because we can get more money that way. People who come to the Book Fair aren’t generally looking for rare books.

Q. How would anyone find out whether a book is rare?

A. Recently we received a first edition of a G.K. Chesterton book that was auctioned for \$700. To spot such a book, you must really know something about Chesterton and when he was writing. I use a reference book called “Collected Books, the Guide to Values,” by Allen and Patricia Hearn (reference Z987.5.U6A36 in the Department library) to help me identify valuable books. I also use various web sites on the Internet.

Q. Are first editions always valuable?

A. No. Just because a book has “first edition” on the title page or the copyright page doesn’t necessarily mean that it’s great stuff. Many people collect first editions by popular authors like Danielle Steele, but they aren’t really worth much. On the other hand, the first printing of the first edition of Tom Clancy’s “The Hunt for Red October,” published by Naval Institute Press, might go for \$1,000, but only if it doesn’t have any edition statement, no series of numbers on the copyright page and no price on the dust jacket.

Q. What other kinds of books interest collectors?

A. Books about World War II, particularly first person accounts like “I was a prisoner of the Japanese,” that sort of thing. These are rare because they weren’t generally reprinted. Civil War books are also popular, but only those editions that appeared at the time. However, a first edition of a four-volume set by Bruce Catton might be of interest to collectors.

Q. What about coffee-table books?

A. These don’t have much resale value because they are usually a rehash of other books. Recently, I ran across a couple of nov-

elty books that might be picked up by collectors. One was a book about skyscrapers that opened up vertically in the shape of a skyscraper. Another was a book about bridges that opened up horizontally in the shape of a bridge. Because these novelty books are impossible to pack or put on your shelves, people are likely to give them away.

Q. What kinds of children’s books do you look for?

A. Children’s books are generally not much in demand because they appear in many editions. The early Nancy Drews and Hardy Boys, however, can bring a good price.

Q. Is it true that collectors of modern books like Clancy’s are not interested in a book unless it still has its dust jacket?

A. Yes, without the jacket the book has little value, except for the pleasure of reading it. The funny thing about books like this is that the most valuable ones were never read.

Q. Is there any demand for old magazines, the *National Geographic*, for example?

A. Only the early issues of the *Geographic*, but even those won’t be ferociously valuable. From its inception, many people started collecting *Geographics*, and many copies were printed. Now, if you came across a copy of the issue of *Life* with the first edition of Hemingway’s “Old Man and the Sea,” it certainly might be worth something. And the first issue of *Life* with the photograph of Hoover Dam by Margaret Bourke-White would have a certain amount of value, but not as much as you might think.

Q. Anything else you would like to say about books?

A. Just that people should come down to the book room near the cafeteria in Main State and check us out. We have new books every day. ■

The author is State’s chief librarian.

VOYAGE THROUGH THE CLEARANCE PROCESS

BOYD, I DON'T EVEN WANT TO SEE THAT MEMO UNTIL IT HAS ALL THE PROPER CLEARANCES...

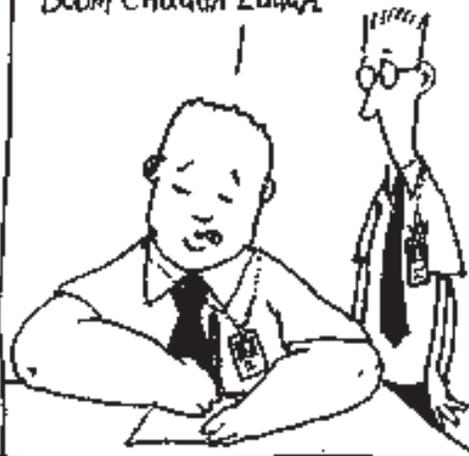


... YOU NEED TO RUN THIS BY S, P, S/P, S/S-EX, S/NERO, A/RPS/MMS, SA/INS, S/WCI, INR/GGL, INL/RM, M/DGP/FLO, OIG/SIO, OES/E, EAP/BCLTV AND DI/SC-O.

A-OK!



LOOKS FINE, BUT AT THE END OF THE THIRD LINE LET'S ADD "BOOM CHUGGA LUGGA"



THE SUBSTANCE IS OKAY, BUT WE INSIST YOU REMOVE ALL PUNCTUATION

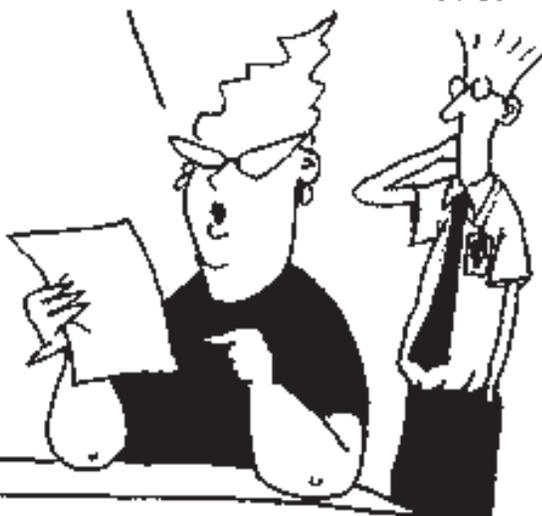


... BUT THIS MEMO ISN'T ABOUT THE HEALTH BENEFITS OF VIAGRA.

STILL DOESN'T HURT TO MENTION IT!



THIS TASKING IS FOR A 250-WORD MEMO, BUT YOUR DOCUMENT HAS 296 WORDS, SO WE'LL JUST TAKE OUT EVERY THIRD WORD UNTIL IT FITS.



BOYD, WAS THIS MEMO ORIGINALLY WRITTEN IN ENGLISH?

STILL TOO MUCH ENGLISH? I CAN GET MORE CLEARANCES!



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