

U.S. DEPARTMENT OF STATE

FEBRUARY 2005

State

MAGAZINE



Stepping Into the Spotlight

Secretary of State
Condoleezza Rice



IN OUR NEXT ISSUE: Promotion Statistics and Analysis

State

MAGAZINE

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ON THE COVER

A rousing welcome for the new boss. *Photo by Paul Koscak*

LETTERS TO THE EDITOR

AFSA Applauds Museum

The American Foreign Service Association applauds the creation of a Visitor Center and American Diplomacy Museum in the George C. Marshall wing of the Department ("State Gets a Visitor Center and American Diplomacy Museum," October 2004). AFSA has supported this effort from its inception.

Along with the adjacent conference facility, the visitor center and museum will greatly enhance our ability to build a domestic constituency by promoting the critical role of the Foreign Service and fostering public understanding of diplomacy's impact on American life. They will allow visitors to see firsthand how we in the Foreign Service serve the American people and advance American interests around the world.

John W. Limbert

President

American Foreign Service Association

Danger a Fact of Life

I have been reading a lot of negative news lately about the Foreign Service. This morning I received an e-mail telling me that future pay raises for State employees are in question because some in Congress feel that,

unlike our military colleagues, Foreign Service officers don't put their lives on the line. Why is the State Department relatively silent about these attacks? Why are we so bad at publicizing our efforts and accomplishments? Why can we not highlight the many diplomats who have given their lives for their country and the rest of us who daily put our lives on the line?

As I write this, five more State Department employees have been killed in Jeddah. They were our Foreign Service National colleagues, but they could have been any one of us. A number of diplomats have perished in Baghdad recently. Many others brave terrifying conditions. Bombings, shootings and kidnappings are a fact of life for the Foreign Service. We are as patriotic as our military counterparts and we all serve in dangerous places where just to be an American means you are wearing a target.

Bill Michael

Human Resources Officer

American Institute in Taiwan

A Mystery Solved?

My husband, Royal D. Bisbee, and I were surprised to learn ("The Legacy of Gratitude," December 2004) first, that

Mrs. Cox's bequest to the Foreign Service exists and second, that the identity of the Foreign Service officer who helped her is unknown.

In 1948, Roy was the newest and youngest vice consul at the consulate general in Bombay and the only one who spoke fluent Hindi, Urdu and Gujarathi. He was responsible for shipping and seamen, American nationals and visas. He does not remember Mrs. Cox per se, but the circumstances described are similar to several such encounters he had during the months following the partition of India.

In 1950, Roy received a meritorious honor award from Secretary of State Dean Acheson for rescuing print and film media figure, Lowell Thomas, Sr., who had been injured in Tibet.

Retired after 35 years of government service, Roy keeps close track of events in "his" part of the world. To both of us, foreign service has been a stimulating and rewarding experience. Now, during these times, it is vitally important to have officers whose dedication and training will meet the challenges ahead. Mrs. Cox's generous bequest will help satisfy an important need.

Barbara Beeler Bisbee

Great Falls, Va.

FROM THE EDITOR

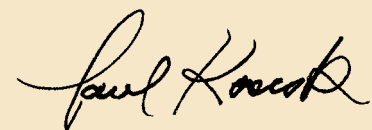
Lee Morin's career has soared to great heights: high enough to spend days watching the Earth slip beneath him from 120 miles in space. After that, you might wonder, what's left to do? Plenty, according to this deputy assistant secretary for science and technology who volunteered to trade his spacesuit for a business suit—but not permanently.

When your police recruits think it's novel to protect people rather than the government, that's a hint there's lots of work ahead. But, then again, these aspiring law enforcement officers are Iraqi. And they're learning their craft from the ground up at the Jordan International Police Training Center run by the Bureau of International Narcotics and Law Enforcement.

They're the wheelers and dealers, the business champions who understand the art of the deal. But these slugger

sales reps could just as easily bomb applying their hard-earned selling skills overseas. In many nations, getting down to business really means getting to know one another or negotiating at a slower pace with plenty of silent pauses. The successful international bargainer considers the culture before the close.

August was a terrible month at the U.S. Embassy in Guatemala. One of its contract security guards was gunned down trying to help a woman about to be mugged just outside the gate. The man's bravery touched everyone, including the Marine guards who raised money for the fallen father's family.



ROAD TO RECOVERY

Disaster Shifts Department into High Gear

Within hours after massive tsunami waves leveled coastal cities and villages in Thailand, Indonesia, India, Sri Lanka and eastern Africa, causing perhaps one of the greatest natural disasters in modern history, the State Department was leading a recovery just as massive.

As expected, calls for food, medicine, water and other life-saving supplies inundated the Department's command center, which began around-the-clock operations Dec. 26. With

support from the Pentagon and the U.S. Agency for International Development, the Department spearheaded a drive to bring resources to the stricken region and locate missing Americans.

The 7th floor command center buzzed like a bull market boiler room as volunteers from two task forces manned the phones, fired off e-mails and pooled their crisis management experience to solve problems, untangle logistical snags and find funding to pay for it all.

"Everything is sort of random," is how Michael Morrow, who directs the crisis management support center, described how the task forces operate. There's no way to predict requests. "The tsunami task force coordinates relief efforts with the U.N. and friendly governments and provides information to the Secretary."

Obtaining flight clearances and securing agreements and legal protections for U.S. armed forces and other agencies providing humanitarian assistance were among the first items facing the task force. It also secured authorizations for American forces to use foreign military bases, he added.

With many roads and airfields washed out, finding ways to avoid



This seaman, loading supplies onto a helicopter in Indonesia, exemplifies the effective U.S. effort to relieve suffering in the hard-hit region.

transportation and distribution bottlenecks presented the greatest obstacles in bringing supplies to the suffering. Time differences complicated the logistics. “Water, purification systems, medical supplies, plastic sheeting and body bags are the biggest demand items,” said Mr. Morrow.

Interestingly, there were some differences in what countries requested, according to the task force’s daily log. Thailand needed rice, dried and canned food, freezers and English-speaking forensic pathologists. Indonesia asked for both rice and noodles. Life jackets, rubber dinghies and safety harnesses were needed in Sri Lanka.

The log also showed an overwhelming need to dispose of bodies. The number of confirmed dead—well over 225,000 as of Jan. 18—continued to soar as rescuers reached outlying areas and cleared rubble from hard-hit cities. Task force staff handled requests for cold storage, bulldozers, white cloth to wrap bodies and equipment to photograph and fingerprint corpses.

Other inquiries show why the work is random. House Majority Leader Tom DeLay, for example, requested the number of orphans in India. Knight Ridder News Service

needed to know how many nations were sending military forces to the region and fingerprints were needed from an Irish citizen in Chicago who may have been a tsunami victim.

A task force run by Consular Affairs specialized in locating Americans. Calls from Americans seeking the whereabouts of a family member were the most common inquiry. Other staffers were doing detective work to determine if lost Americans had been located. The American Service Citizens Center in Indianapolis received nearly 11,000 calls seeking information about missing Americans.

So far, 16 Americans are confirmed dead and 20 are missing, according to Alessandro Nardi, a shift supervisor on the Consular Affairs task force. “Up to 40 people at any given time are receiving or placing phone calls to locate Americans,” he explained.

He said the nearly 3,500 inquiries about missing Americans are handled case by case. Sometimes the embassy or the family calls the task force when someone is found. Other times, the task force staff must call the family back to get an update.

The list grows smaller each day, Mr. Nardi remarked.

Consular Website Sets Records

Since 1995, the Bureau of Consular Affairs website—the authoritative source of U.S. consular information—has grown so popular that it averages 23 million hits per month. The website was completely redesigned last year to make its wealth of content about passports, Americans residing or traveling abroad and visas for foreigners easier to access and understand. More features were added, including a secure, internet-based registration system for American citizen travelers. The new website looked terrific, but had yet to weather a major crisis.

Then the Indian Ocean tsunami hit. It rapidly became apparent that Americans and others were turning to www.travel.state.gov for critical information in record numbers. On Dec. 26—the day of the disaster—there were 339,202 visits. By the next day the number had doubled, to 694,869, and by the following week, the website was averaging over a million visits per day.

Immediately, the bureau issued public announcements with information on the countries hit hardest, advising Americans to register with the nearest embassy and giving a toll-free number to call for information.

As the extent of the disaster became clear, Domestic Operations’ web experts, working with officers from Overseas Citizens Services and other bureau offices, added a special “Asian Tsunami Crisis” section to the website. It featured emergency phone numbers for questions about the



Members of the bureau’s Domestic Operations web team check the website. From left, Beth Hite, Greg Mazujian, Jimmy Lin (standing) and Mohamud Mohamud.

welfare or whereabouts of Americans in the disaster area and described the Department’s round-the-clock efforts to coordinate search and rescue efforts with our embassies and consulates. When many people called to ask about adopting children orphaned by the disaster, a page on adoptions was added. Links were included to the websites of U.S. embassies, consulates and other agencies involved in the recovery.

The tsunami disaster proved the importance of the website for Americans in a worldwide crisis, showing how rapidly facts from consular sections and other sources can be assembled. Good websites are highly dynamic, agile and responsive to feedback. The new website passed the acid test, as did the scores of people who worked hard to make it happen.

Hurricane Victims Are Latest Beneficiaries of FSN Relief Fund

Foreign Service National employees from more than 50 overseas posts have joined with Foreign Service entry classes in making donations to the FSN Emergency Relief Fund.

Participants in the FSN worldwide conference in June chose the fund as a legacy project. They make donations, publicize the fund's work and urge FSN associations and colleagues to make donations. Members of the 119th A-100 class made a group donation in honor of their class mentor, Ambassador Karl Hofmann. Alumni of the 104th A-100 class have also contributed.

In turn, FSN employees in earthquake-wracked Algeria and war-torn Liberia have received assistance from the fund, along with their colleagues in Jamaica, Grenada, the Bahamas and Haiti—all countries ravaged by last year's hurricanes.

The fund, which is in need of replenishment since these recent outlays, offers a quick, non-bureaucratic way to respond to catastrophes by matching employee generosity to FSN needs. It dates from 1983, when FSN employees at the U.S. Embassy in Santiago and Diplomatic and Consular Officers Retired made donations to the families of colleagues killed or injured in the bombing of the U.S. Embassy in

Beirut. Numerous subsequent donations were received and the fund was made permanent in 1994 to respond to general FSN humanitarian requests.

FSN employees may request compensation for losses caused by natural disaster or calamity by submitting a memo detailing the loss through their FSN association and administrative office to their regional bureau. The bureau's post management officer presents the case to a review committee to recommend payments and final approval by the under secretary for management.

Administered by State's gifts funds coordinator Donna Bordley, the Office of Overseas Employment and the regional bureaus, the fund has granted more than \$300,000 to employees in more than 22 countries.

Contributions may be sent to Ms. Bordley, RM/CFO, Room 7427, Harry S Truman Building. Donors should make checks payable to the "U.S. Department of State," with the notation "FSN Emergency Relief Fund." Include a return address if you'd like to receive a charitable tax deduction receipt. Employees can also request a one-time or recurring payroll deduction by calling (800) 521-2553 or (877) 865-0760. Credit card contributions, using Visa or MasterCard, can be made by sending an e-mail via the Intranet to "FSN Emergency Relief Fund" on the global address list. Include your name, address, amount, account number and expiration date.

For additional information, contact the fund manager by phone at (202) 647-5031 or fax at (202) 647-8194.



DUTCH EMPLOYEE CREATES EMBASSY ARTWORK

Krister Evenhouse, a clerk in the maintenance section of U.S. Embassy in The Hague, designed this flag as a tribute to America. As you move to the other side of the artwork, it gradually changes into the Dutch flag with an orange ribbon floating across it. The dual-flag image hangs proudly in an embassy corridor.

New Software to Boost Intranet Searches

Locating things on the Department Intranet should be easier now. The Office of eDiplomacy replaced the search engine with a new one based on a tool called Autonomy, top-of-the-line software the office claims will significantly improve searches. As the year progresses, the program is expected to provide a greater selection of sites, documents and databases.

In developing the search engine, the office relied on numerous focus groups to answer three questions: What information do the bureaus want to make available? What information do end users seek? How do they look for it now? The answers will influence how Autonomy evolves in the coming months.

The new software searches by concepts rather than keywords. For example, it can be programmed to understand

that IT usually means information technology and will search for technology documents even without the specific keywords. Advanced features include ways to refine a search, from adding words to selecting results that are on the right track, and directing Autonomy to look for similar documents. You can also search and display results by date or select sources to search. Graphics will also be introduced to assist searches.

The package is being unveiled in stages to better adapt to the Department's computer system. The goal is to add function and coverage as rapidly as resources and experience permit.

Users can provide feedback to the eDiplomacy office by calling (202) 736-7236 or visiting www.extranet.state.gov/m/ediplomacy.

ETHIOPIANS REMEMBER 9/11 VICTIMS

Under the direction of the U.S. Embassy in Addis Ababa, a new memorial has been built in the Ethiopian capital to remember those who lost their lives in the terrorist attacks of Sept. 11, 2001.

Three hundred people, including Ethiopian President Girma Wolde-Giorgos, attended the Sept. 10 memorial ceremony. Ethiopians who lost family members in the attacks also participated in the event. Betru Woldetinsae and Sara Tesheberu planted a tree in memory of their son, Dr. Yenneh Betru, an Ethiopian-American who lost his life at the Pentagon.

The memorial includes both a monument dedicated to the victims and trees planted in their memory. The project was spearheaded by Foreign Service officers Aaron Snipe and Patricia Hennessy, who put together a diverse committee of Ethiopian and American advisers to oversee the design and construction of the memorial.

"It was no small undertaking, but everyone worked tirelessly to complete the project," said Snipe. "We found ourselves working against construction difficulties, challenging weather conditions, and all sorts of logistical concerns, yet

everyone pulled together in a way reminiscent of how all Americans did in the wake of 9/11."

A group of Ethiopians and Americans will look after the memorial site as more trees are planted. U.S. Ambassador Aurelia E. Brazeal said she hopes the memorial will remain important to future generations.

"It's my hope that future U.S. ambassadors will build upon what we've begun—that this site might be used...to reflect and honor all those who lost their lives," she said.



Foreign Service Officers Patricia Hennessy and Aaron Snipe pose with Ambassador Aurelia Brazeal, center, at the 9/11 memorial.

TOYS FOR TOTS A HUGE SUCCESS

Department employees donated approximately 4,900 toys and more than \$1,000 to the 2004 Toys for Tots drive, the fourth consecutive year that toy and cash totals increased over the previous year. Thanks to employees' generosity, nearly 2,500 local-area children had a happy holiday season.

The U.S. Marine Corps Reserve manages the nationwide Toys for Tots program. At the Department, the Bureau of Diplomatic Security managed the effort, while DS and the Bureau of Administration provided staff and logistics.

A team of Department volunteers assisted the campaign. DS uniformed officers and facilities management staff collected toys from more than 30 collection bins scattered throughout the Harry S Truman Building and Department locations in the Washington metropolitan area.

In a Dec. 17 ceremony, Secretary Powell and Deputy Secretary Armitage presented the Department's donation to Marine Corps representatives. The Secretary thanked employees for their kindness and stressed the importance of this worthwhile charity. At the conclusion of the ceremony, the toys were transported to the Anacostia Toys for Tots warehouse in the Naval Yard, where they were distributed to local children.



Secretary Powell presents donated toys to Marine Corps representative Maj. Michelle Trusso. Joe Morton, deputy assistant secretary for Diplomatic Security, left, and Deputy Secretary Richard Armitage also attended the ceremony.

Geographic Software Is Boost to Chengdu

A software system that links geographical data so users can instantly identify terrestrial features such as streets,



The geographic information system team gathers at the Sanxingdui archaeological site near Chengdu.

buildings, residences and landmarks is being used by U.S. Consulate General Chengdu in western China.

Better known as Geographic Information Systems, the software can identify or verify economic and consular sta-

tistics, highlight cities or manipulate and produce maps and display imagery. The system retrieves any stored information and displays it geographically.

"GIS allows us to take data from an Excel spreadsheet and view it on a map," said Brian Van Pay, a cartographer with the Bureau of Intelligence and Research. "The Department uses the system to track the locations of our buildings, study sites for new posts, analyze humanitarian crises and produce maps for intelligence assessments."

More amazing, by connecting a Ricoh digital global positioning system camera to the software, a point on the map can be shown in a photo along with its coordinates, allowing the user to see what the location is like.

The Bureau of Intelligence and Research and Consulate General Chengdu recently trained 10 employees to use the program, proving the system can be useful overseas. About 25 employees use the system in Washington, D.C.

For more information about Geographic Information Systems, call David Smith at (202) 736-7896 or Brian Van Pay at (202) 647-0948.

New Delhi Conference Offers Lessons in Leadership

Dinner with senior Department officials. A discussion with Secretary Colin Powell. An elephant ride through the streets of New Delhi. Few conferences can boast such highlights, but they were all part of a four-day meeting held in October for new Foreign Service officers working in the Near Eastern and South Asia bureaus.

More than 150 Foreign Service generalists and specialists gathered in India Oct. 11–15 for the 2004 Entry-Level Professionals Conference. The conference was hosted by the U.S. Embassy in New Delhi and organized by a Mission-wide group of entry-level officers, who planned and managed every aspect of the four-day event.

The goal was to encourage substantive career development discussion. Topics included bidding and specialization, tenure and promotion, career and family, and policy-specific sessions such as public diplomacy challenges in the Arab world. Entry-level employees from Dhaka to Casablanca contributed to these discussions.

Secretary Powell and Near Eastern Affairs Assistant Secretary William Burns took part by videoconference from Washington. Participants agreed that the discussion with the Secretary was a high point of the conference.

The first-ever leadership and management training course specifically designed for entry-level professionals by the

Foreign Service Institute was another highlight. With the support of the director of the FSI Leadership and Management School, Ambassador Prudence Bushnell and input from members of the conference committee, FSI trainers Susan Novick, David Hendrickson and Susan Drew Thomas designed the course and traveled to New Delhi. The two-day training was well received and will now be available for future entry-level conferences.

Attendees had the opportunity to meet one-on-one with senior Department officials. An all-star cast from Washington joined the event, including Under Secretary of State for Management Grant Green, Director General W. Robert Pearson, Assistant Secretary of State for Consular Affairs Maura Harty, FSI Director Katherine Peterson, South Asia Principal Deputy Assistant Secretary Donald Camp and Near Eastern Affairs Deputy Assistant Secretary Elizabeth Dibble.

“I did not expect this type of interaction with leaders from the Department. It really was great,” Vice Consul to Kuwait City Matt Pilcher said.

The most unique moment of the conference came at a reception hosted by Consul General William Bartlett. To the delight of his guests, Bartlett had arranged for an Indian elephant to greet them on arrival and carry them around the neighborhood while colleagues applauded.

Embassy Guard's Death Sparks Flood of Donations

On an August morning last year in Guatemala City, Francisco Batz, a U.S. Embassy contract guard, was manning his post at the Animal and Plant Health Inspection Service main entrance. He noticed that a woman, who was approaching the gate carrying what appeared to be a laptop computer bag, was about to be mugged by a man with a gun. He stepped out of the booth to confront the man and help

the woman. As he drew his weapon, a vehicle pulled up and the man inside fired at him, striking Mr. Batz in the abdomen. The assailants took the bag and fled. Mr. Batz was rushed to the hospital, where he underwent surgery. The next day he died.

He supported a wife and three children. His bravery and selflessness touched everyone in the embassy, prompting several fundraisers to aid his family.

The Marine security guard detachment also assisted this fallen hero's family. The Marines had previously planned a barbeque to bring together members of the American community and raise funds for their birthday ball. Now they decided to donate half of the barbeque profits to Mr. Batz's family.

Not only was it a successful social event, the detachment raised enough to match five months of Mr. Batz's salary.

Altogether, donations from the embassy and other missions, the Diplomatic Security Special Agents Foundation and people in Washington have provided the family with the equivalent of six years of Mr. Batz's salary.

The actions of Mr. Batz touched many lives. Although the money raised could not bring him back, knowing that those who depended on him are being taken care of is some consolation.



Americans in Guatemala City eat for a good cause and help the family of a fallen hero.

DIRECT FROM THE D.G.

AMBASSADOR W. ROBERT PEARSON



Welcoming Secretary Rice

On behalf of the Department's employees here and abroad, I'm delighted to welcome Condoleezza Rice back to the Department of State. We're especially fortunate to have someone of her stature joining us at this time in our nation's history, and I know we all look forward to working with her and the new senior management of the Department in consolidating and advancing our foreign policy interests throughout the world.

Her stewardship at the Department is a wonderful new opportunity to move forward on the great issues of the day, dealing with terrorism, strengthening democracy, building prosperity and providing help to those who need it most. The outstanding work of the Department and its employees at home and abroad in dealing with the tragic consequences of the earthquake and tsunami in the Indian Ocean basin shows how much difference our work can make. We are fortunate to have a new Secretary who will lead us to make that difference through diplomacy around the world.

Secretary Rice has more than 25 years of experience in the international arena, in academia and in the federal government, beginning with an internship at State in 1977. In addition to her academic appointments as professor of political science and provost of Stanford University, her intellectual acumen has led her to membership on the boards of many corporations and institutions, including the Chevron Corporation, Charles Schwab, the William and Flora Hewlett Foundation, the University of Notre Dame, the International Advisory Council of J.P. Morgan, and the San Francisco Symphony Board of Governors.

Under Secretary Rice's leadership, we can build on what we have accomplished together in the first term of President Bush, both for our State Department team and for the American people. My colleagues and I in the Bureau of Human Resources, for example, look forward to working with her to continue promoting sound management and leadership at every level. Our 66th Secretary has noted her interest in managing people and resources as well as policy as well as her strong support for all the men and women, Foreign Service, Civil Service, and foreign national employees, who are the heart of America's diplomacy.

Secretary Rice has spoken of her admiration and respect for the "skill, professionalism, and dedication" of the men and women of the Department of State. She has also emphasized that one of her highest priorities will be to "ensure that our employees have all the tools necessary to carry American diplomacy forward in the 21st century."

Our country will face many different problems and challenges in the years to come, some of which we know well and some of which we can only imagine. As the President has said, meeting all of our objectives will require "wise and skillful leadership at the Department of State." As we begin a new presidential term, under the leadership of Secretary Rice, I'm confident that we will have that kind of leadership at the Department and will be able to make the world a better place for all its peoples in the years to come. ■

An Armenian folk musician plays a traditional stringed instrument.



POST OF THE MONTH



YEREVAN

U.S. Helps Land of Noah's Ark
Steer Toward Future

By Kimberly Hargan



Armenia is a young country in an ancient land. The Republic of Armenia has been independent in its present form only since the dissolution of the Soviet Union in December 1991.

But the earliest mention of the region dates to the 13th century B.C., in Assyrian descriptions of the kingdom of Urartu, which was succeeded by the kingdom of Armenia in the 6th century B.C. The biblical book of Genesis refers to Noah's landing on Mt. Ararat, visible directly to the south of the capital, Yerevan. (As a result of the shifting sands of history, Mt. Ararat, located near the center of the ancient Armenian kingdom, is now just across the border in Turkey.)

Archaeological evidence indicates there were settlements in the area of Yerevan from the 6th to the 3rd millennium B.C. The name Yerevan derives from a fortress settlement, Erebuni,

established in 783 B.C. The ruins of Erebuni can still be seen on a hilltop in the city. In 301 A.D., King Trdat (Tiridates) III was converted to Christianity by St. Gregory the Illuminator and decreed that his kingdom would follow suit, making



Above: The Ministry of Foreign Affairs. Right: The Yerevan Motorcycle Club, including a couple of riders from the embassy, takes a road trip through the northern Armenian hills.

Armenia the world's first Christian nation. Around 400, Bishop Mesrop Mashtots devised an alphabet for the Armenian language for his translation of the Bible. The resulting literary and religious traditions have remained at the core of Armenian identity.

Current U.S. involvement in Armenia got started in 1988 with relief efforts following a terrible earthquake. After independence, the country lost most of its Soviet industrial base and economic connections. It also faced the closure of its borders to the east (with Azerbaijan) and west (with Turkey) as a result of the conflict in Nagorno-Karabakh. In those years, most buildings were without central heating or electricity, so trees were cut down and a spiderweb of overhead electrical lines grew as Armenians borrowed electricity where they could find it.

While the first years of U.S. assistance concentrated on humanitarian needs, it's now aimed at development. Armenia was once considered the Silicon Valley of the Soviet Union, providing advanced avionics for Soviet aircraft and supercomputers. Literacy is nearly 100 percent, reflecting the high priority placed on education. But the Armenian economy collapsed. Recent annual growth rates from 8 to 12 percent a year should allow the gross domestic product this year to return to its 1991 level.

A unique factor in the U.S.-Armenian relationship is the Armenian-American diaspora, which consists of several generations of Armenians who fled from troubles in this corner of the world and now call the United States home. Earlier immigrants settled around Fresno, Calif.; Boston and Detroit. Many of the post-Soviet immigrants have created a Little Armenia in Glendale, Calif., a suburb of Los Angeles. With their penchant for business, they have adapted well to life in America, including politics. They lobby Congress enthusiastically on behalf of their homeland. So the embassy works not only with audiences in Armenia, but with an American "constituency" with considerable interest in U.S. policy and actions in Armenia.

The U.S. Mission focuses on improving regional security and stability, fostering the development of democratic institutions and encouraging broad-based and sustainable economic growth. State's non-proliferation and border security program office helps prevent the movement of materials for weapons of mass destruction. The Bureau of International Narcotics and Law Enforcement Affairs works with Armenian authorities to combat transportation of narcotics, money laundering and trafficking in persons. The U.S. Agency for International Development works on democracy and social reform, public health, economic restructuring and energy. The Department of Defense handles military-to-military relations and some humanitarian assistance. The Department of Agriculture has introduced an American-style extension service and created a marketing assistance program. Treasury assists and trains government officials in modern methods of budgeting and financial control. More than 90 Peace Corps volunteers teach English, advise small and medium enterprises, and develop environmental awareness.

AT A GLANCE



Country name: Armenia

Capital: Yerevan

Government: Republic

Independence: September 21, 1991 (from the Soviet Union)

Population: 3.2 million

Languages: Armenian and Russian

Total area: 29,000 square kilometers

Approximate size: Slightly smaller than Maryland

Currency: Dram (AMD)

Per capita income: \$3,500

Unemployment rate: 20%

Export commodities: Diamonds, minerals, food products and energy

Export partners: Belgium (18.2%), United Kingdom (16.8%) and Israel (15.7%)

Literacy rate: 98.6%

SOURCE: CIA World Factbook 2004

Below: Making Armenian flatbread. Right: St. Etchmiadzin, the Holy See of the Armenian Apostolic Church. Bottom: A scenic view of Mt. Ararat.



PHOTOGRAPHS: U.S. EMBASSY YEREVAN

Below: A view across Lake Yerevan of the new embassy construction site. Bottom: An Armenian farmer brings in a load of hay.



“ A new chancery overlooking Lake Yerevan, with a beautiful view of Mt. Ararat, is being completed. There is no clearer demonstration of U.S. long-term commitment than this state-of-the-art facility. ”



The staff required to manage all these programs has grown tremendously over the last decade. The embassy building, the former Communist Youth League headquarters, is overcrowded. Located on a major thoroughfare, it doesn't meet current security or earthquake safety standards, crucial in this seismically active zone. A new chancery overlooking Lake Yerevan, with a beautiful view of Mt. Ararat, is being completed. The move is scheduled for early April. There is no clearer demonstration of U.S. long-term commitment than this state-of-the-art facility.

Yerevan continues to be a hardship posting. Public buildings are often minimally heated during winter, if at all. Visitors to schools and offices will see students or staff bundled up in thick coats, scarves and hats. Most imports come overland through Georgia or Iran, which makes for short supplies, high prices and some petty corruption. International flights to Yerevan involve long layovers and late-night arrivals.

In spite of these difficulties, an assignment to Armenia can be rewarding. The people are warm and hospitable, often inviting foreigners to join them in family celebrations. The culture is rich. Traditional music and dance flourish even in the face of competition from MTV and other sources of global influences. You can hunt for paintings, sculptures and handwoven carpets in open-air markets. Classical music, opera, ballet and jazz all thrive. As the economy improves, restaurants, cafes and clubs in Yerevan expand. The mountainous countryside is spectacular and churches, monasteries and other monuments from prehistoric times onward are sprinkled throughout the country.

In a country the size of Maryland, with a population of around three and a quarter million, it's easy to see changes and meet the people who benefit directly from U.S. programs. Armenians at all levels eagerly look to the United States for support in moving from their Soviet past into the community of modern democratic nations. ■

The author is the public affairs officer in Yerevan.



Briefing the new shift during the tsunami crisis is supervisor Howard Krawitz, center, Christine Harbaugh, left, and, from right, Kim Archea, Mike Morrow and Steve Wickman.

Haiti, Jamaica and Cuba. The office ensured the task force had maps of the region and up-to-the-minute weather forecasts. It also worked to get the task force report ready for the Secretary, who needed to know that charter flights were being lined up to evacuate the stranded Americans, most of whom lacked shelter, food and water and were increasingly threatened by looters and general disorder.

The office is the crisis adviser for the Department's Executive Secretariat. Whether it's civil unrest endangering American expatriates, a natural disaster forcing an embassy to evacuate or a terrorist incident directed at one of our foreign missions, the office is there around the clock to guide the Department's response in the Operations Center's newly renovated, state-of-the-art task force rooms.

While setting up task forces has been a primary function of the Ops Center since it began in the early 1960s, the creation of a full-time Crisis Management Support office didn't come until a couple of decades later. Today, it's the fastest-growing part of the Executive Secretariat, having nearly tripled in size (from three officers to eight) since the 1998 bombings of our embassies in

With hurricanes pounding several U.S. diplomatic missions last September, the Department's Office of Crisis Management Support staff mobilized quickly to assist the task force that led the response. In Grenada, Hurricane Ivan knocked out the consul general's telephone line when hundreds of American citizens were crowded into an airport hangar, desperate to depart. The office helped the task force make contact. Next in line to get hit were our missions in

Nairobi and Dar es Salaam. This growth is indicative of the Department's enhanced crisis monitoring and emergency preparedness work and, regrettably, is driven by the more dangerous environment in which we all live.

In addition to providing task force support, the office also performs the following:

Crisis monitoring. The office continually looks ahead to forecast potential trouble spots and threats to U.S. missions and American citizens overseas. Every week, it makes avail-

Crisis Management Support

RESPONDING TO A MORE DANGEROUS WORLD **BY MIKE MORROW**

able its findings via “CMS is Watching...,” found on SIPRNET at <http://ses.state.gov/cms>.

Contingency planning. The office assists in planning the Department’s response to natural disasters, health epidemics, terrorist attacks and civil disorder. Its strong relationship with the Defense Department—supported by the Ops Center’s military adviser—is essential for coordinating the military role in noncombatant evacuations. The office also administers two web-based planning tools: the tripwire reporting and integrated planning system and the report of potential evacuees. Tripwires and evacuee estimates for every post can be found on the Intranet at <http://ses.state.gov/seso/crisis/resources.asp>.

Crisis Training. The office works closely with the crisis management training division of the Foreign Service Institute’s Leadership and Management School to strengthen the Department’s crisis response capability. For example, office staff peri-



Above: Tracking missing Americans for the Consular Affairs task force are, from right, Heather Kauffman, information specialist; Karla Quigley, visa specialist; and Jennifer Kennihan, a contractor with Harris Orkand Information. Left: Crisis Management Support gained some hands-on experience last year participating in a U.S. Marine evacuation exercise at Camp Lejeune, N.C.

odically travel to embassies to participate in post-specific crisis management exercises led by FSI trainers. Last summer, trainers conducted an Olympics-related crisis management exercise for the European Bureau. Office staff also traveled to Athens to help the embassy set up and operate a 24-hour task force that ran throughout the games. The office also conducts task force training. More than 350 employees were trained during the past two years to handle just about any contingency.

The office’s training, planning and monitoring all come together when the Department stands up a task force, which has happened more than 150 times in the last decade. The two largest efforts were for Operation Iraqi Freedom in 2003 and after the Sept. 11 terrorist attacks in 2001. In both cases, half a dozen task forces worked together to manage everything from political-military to public diplomacy. By the time the Iraq task forces were disbanded after four weeks of operation, more than 700 employees from 21 bureaus had participated.

breaks around the world.

In part because crisis management and emergency preparedness are rapid-growth fields, the Ops Center’s main task force rooms were renovated in 2004. They now feature the latest in information and communication technology. For example, the two large wall-mounted plasma screens allowed the Hurricane Ivan Task Force—the first to use the new space—to watch CNN and BBC reports of storm damage on one screen while monitoring National Hurricane Center satellite imagery of the storm’s track on the other. Task forces can maintain an open phone line with a post in distress and have easy access to the Ops Center’s 24-hour watch for conference calls and communications support.

The Office of Crisis Management Support welcomes the opportunity to provide any bureau with task force training and consultations on crisis preparation and management. ■

Mike Morrow is the deputy director for crisis management support at the Operations Center.



A stone cross lies in the sand after it was displaced by the tsunami from a graveyard.

In the aftermath of the Indian Ocean tsunami disaster, State Department employees displayed extraordinary courage, dedication, and professionalism in confronting an unprecedented disaster affecting a dozen countries across thousands of miles. The loss of life is difficult to comprehend, and we mourn with those who have lost family and friends. In Washington and around the world, State's employees have provided a wide range of emergency and humanitarian assistance to mitigate the suffering. On behalf of the Department, I would like to express my gratitude for all they have done and continue to do.

TEAMWORK, SERVICE UNDERScore TSUNAMI RELIEF

BY W. ROBERT PEARSON



A young tsunami survivor is held by his mother at a make-shift shelter.

The magnitude of the disaster—which killed some 225,000 people and displaced over 1.6 million more—has generated the largest international relief effort in history, with numerous Department employees playing critical roles that helped save lives. Our colleagues at posts in the afflicted countries worked tirelessly to coordinate relief efforts with host governments, other U.S. government agencies and nongovernmental organizations. Officers at Embassy Bangkok secured the Royal Thai government's permission to use the Utapao air base as the staging center for the U.S. military's region-wide relief effort. In response to urgent Thai calls for blood, embassy staff organized blood drives and shuttled donating employees to local hospitals. In Jakarta, Ambassador Lynn Pascoe and his colleagues rolled up their sleeves and helped load relief supplies onto C-130 transport planes bound for Aceh.

Since every second counts for families and friends awaiting word of loved ones or isolated populations in desperate need of clean water and medical assistance, we knew that we had to quickly find additional people to help. Using Employee Profile Plus, the Department immediately identified Civil and Foreign Service employees with specialized skills and languages, confirming the utility of EP+ to harness our collective strength.

The extraordinary efforts our colleagues have made to assist American citizens who found themselves in harm's way are both heartening and a sober illustration of the devastation caused by the tsunami. Consular and other officers in the affected countries sprang into action as soon as they learned of the disaster. Embassy Colombo dispatched one officer by plane to the Maldives and another overland to Galle. In addition, consular officers from Colombo traveled to Mantara, Hambantota and Ampara Districts, as well as to the Central Province to look for American citizens. Consular officers Michael Chadwick from Singapore and Richard Hanrahan from New Delhi were vacationing in Phuket when the tsunami struck. Both escaped unharmed with their families and immediately volunteered to stay on and help injured and displaced American citizens, assist in trying to locate the missing and other critical tasks. Embassy Bangkok quickly flew in a team and set up an office in Phuket City. Our consular officers in Malaysia reported damage to the resort areas of Langkawi and Penang but to their great relief found no Americans requiring assistance. In Indonesia, consular officers immediately contacted American employees at a company in Aceh to confirm that they were accounted for.



Former Secretary Powell stands near photos of missing people at a tsunami relief center in Phuket, Thailand, during his early January visit.



Residents of Jaffna, Sri Lanka, unload bags of vegetables from a U.S. Marine Corps transport plane.

When Americans arrived at our embassies in Colombo and Bangkok wearing only their bathing suits, officers and staff gave them clean, donated clothing and money for immediate needs. They issued free emergency passports to Americans and offered repatriation loan assistance. They also went door to door, visiting hotels, hospitals and morgues to track down every lead in locating missing Americans. They worked with local authorities to assist the injured and help others return home.

Many of our embassy personnel generously opened their homes to Americans. The magnanimity of the men and women of the Department of State is as characteristic of them as it's impressive.

In Chennai, public affairs officer Chris Wurst organized consulate-wide volunteer opportunities with the Association for India's Development and the Bhoomika Trust, two highly regarded NGOs. From Dec. 30 to Jan. 2, volunteers throughout the consulate community helped sort and pack clothing, food and household items headed for areas that experienced great devastation in Cuddalore, Nagappattinam and the Andaman and Nicobar Islands.

At home, employees were anxious to assist as well. Volunteers throughout the Department staffed two round-the-clock tsunami task forces—one dedicated to tracing the welfare and whereabouts of Americans, the other coordinating the inter-agency relief effort. Civil Service, Foreign Service and retired employees from nearly every bureau made up those teams.

Family Liaison Office staff who worked on the task forces helped to locate families of U.S. government employees traveling in the region to assure their loved ones at home they were safe. Stateside relatives and friends of these employees who called the task forces were impressed that the Department would go to such lengths to track down their families, going through the home embassy and then embassies in Asia to get information.

Our employees in the Bureau of Consular Affairs sent consular officers and Foreign Service nationals from all over the world to provide temporary support. An Asian tsunami crisis section on the travel.state.gov website provides emergency contact information for those searching for family and friends in the affected areas. In the first week of the crisis, Consular Affairs handled over 20,000 calls, requiring an additional task force to return calls. This helped us account for many of the people who were initially unable to contact their families. The callbacks, combined with data gleaned from airline and foreign country immigration records, allowed our posts to focus on fewer missing Americans.

One of the lessons learned from this terrible tragedy is that when we travel we all should leave detailed itineraries with someone and have a plan in place should disaster strike. This information is exactly what's needed to solve these cases. The "missing" are really helping us when they call a family member or supervisor. In addition, cases are more easily solved with a photograph. A digital picture that can be e-mailed is priceless. As we remember the victims and appreciate those who are helping, let's also learn from their experiences to plan ahead. ■

W. Robert Pearson is the director general of the Foreign Service and director of the Bureau of Human Resources.



The Department's consular task force worked round the clock tracking missing Americans.

Iraqi Cops Learn a Different Beat

DEPARTMENT TURNS OUT THOUSANDS OF RECRUITS **BY JUSTIN SIBERELL**



After eight weeks of training, Iraqi police are ready to go to work.

Mustapha Jamal, a Baghdad resident, is one of scores of cadets at a new training facility for police officers near Amman. He has traveled hundreds of miles to the dusty, windswept plains of Jordan's Eastern Desert to achieve a critically important goal: learn the skills he will need to work in one of the most dangerous security environments in the world.

"Our job is to give Iraqis hope," said Jamal, a former translator for the U.S. Army's 1st Armored Division. "When they see the police patrolling the streets they will feel safe. They will know that someone is there to enforce the law."

Jamal and thousands of other Iraqis are receiving training at the Jordan International Police Training Center. Since it began operations in November 2003, the center has emerged as a world-class facility, graduating more than 6,800 cadets. By 2006, 32,000 recruits are expected to be trained. A new program for customs and border enforcement personnel has

been added that recently saw its first class of graduates return to Iraq.

Financed and managed by the Department's Bureau of International Narcotics and Law Enforcement, the center is building on experience gained at other INL-financed police training sites in Kosovo, Gaborone and Bangkok to turn out cadets equipped to face Iraq's security challenges.

"We're building teams of police officers here, teaching cooperation skills that will help these men stay alive when they return home," said Phil Galeoto, who manages the training.

On a recent visit, Deputy Secretary Richard Armitage commended the center as essential to helping Iraqis restore security and achieve stability. And like other activities associated with the Iraq rebuilding operation, the logistics are enormous: water storage and power generation stations; facilities to house and feed 3,000 cadets; 325 instructors on site from 16 different nations; and 1.3 million meals served to



Above: Richard Armitage, deputy secretary of state, meets with cadets during a visit to the training center. Below: Thousands of Iraqis have been trained at the new center on the edge of Jordan's Eastern Desert.

date, including 105 tons of rice, 112 tons of lamb and 230 tons of cucumbers.

For the cadets, training at the facility offers the opportunity to build camaraderie across geographic and sectarian lines while preparing to serve their country and protect the emergence of a new Iraq.

“Under Saddam, the police protected the regime, not the people,” said Jamal, who joined the police to help support the fragile Iraqi government. “Saddam pulled the true Iraq up from its roots. It is now our duty to rebuild, to replant a new life and that life needs protection.”

Cadets complete an eight-week basic training course, including four weeks of general policing taught in the classroom and four weeks of tactical instruction, such as firearms, arrest and self-defense.

“All cadets begin their work in the classroom,” said Galeoto, himself a former officer of the Reno, Nev., police force. “In the classroom they learn basics of policing in a democratic society and that their primary role is to protect the rights of the people. The recruits are extremely receptive to this.” Asked if eight weeks is sufficient to prepare the cadets for what awaits on their return to Iraq, Galeoto emphasized, “We get them started here. We don’t just teach them human rights concepts, but also how to stay alive. They can’t protect their country without staying alive.”

The center boasts a variety of facilities to keep cadets busy, fit and motivated. Firing ranges build their marksmanship and special facilities have been constructed to teach them martial arts and hand-to-hand defense. A recent addition is a two-story concrete building to teach house-to-house and urban search tactics.

On the lighter side, weekly movie nights, a library and a fitness center make downtime about as pleasant as one can expect in the Jordanian desert.

It’s the connection to Jordan that keeps many recruits focused as they train and prepare to rejoin their countrymen to build a better future. The Jordanian Public Security Directorate oversees the mentoring and discipline of the Iraqi recruits, dividing each incoming class into groups of 40 cadets who will live and study together during the eight-week course. The Jordanian involvement is part of a broader commitment made by the government of King Abdullah II to help the new Iraqi government achieve stability and peace.

“We feel comfortable here,” said Jamal. “Our Jordanian brothers treat us with respect and make us feel at home.” ■

Justin Siberell is an information officer in Amman.



An ASTRONAUT Lands at STATE

ROCKET MAN ENJOYS TEMPORARY
DIPLOMATIC CAREER

BY PAUL KOSCAK



PHOTOGRAPHS: NASA

Lee Morin has been around the world in more ways than one. Growing up as a Foreign Service brat he spent years crisscrossing the globe. He attended a Japanese kindergarten, visited Africa and the Middle East and lived in Iraq.

As an adult, he also got to travel around the world—this time in about 90 minutes—as an astronaut aboard the space shuttle Atlantis in 2002, where he helped build the international space station.

Mr. Morin accrued 259 hours in space during that flight, during which he literally built parts of the station himself. While floating in space, he positioned beams and trusses, turned wrenches and sometimes perched at the end of a 70-foot robotic crane as the Earth slipped by 150 miles below. In fact he did so much construction work, the ironworkers union made him an honorary member.

Mr. Morin still travels around the world these days, but closer to the ground as the Department's deputy assistant secretary for science and technology. Flying a desk may seem like a major setback for someone used to zero gravity and fiery 17,000-mile-per-hour reentries, but for this space traveler, Navy captain and physician, it's a homecoming of sorts.

While growing up in Hyattsville, Md., he watched the Harry S Truman building being constructed. "This building always held great mystery for me."

So when the opportunity to take a temporary assignment at State presented itself, Mr. Morin couldn't resist. Being already assigned to NASA by the Navy, however, made the bureaucratic crossover difficult. It took four agencies—the Department of Defense, the

White House, NASA and State—to make it happen. "The detail is unique," said the 52-year-old grandfather, who became an astronaut at 43. Now he and his wife rent an apartment just a few blocks away where the "commute is great."

In his new job, Mr. Morin manages three offices—International Health Affairs, Science and Technical

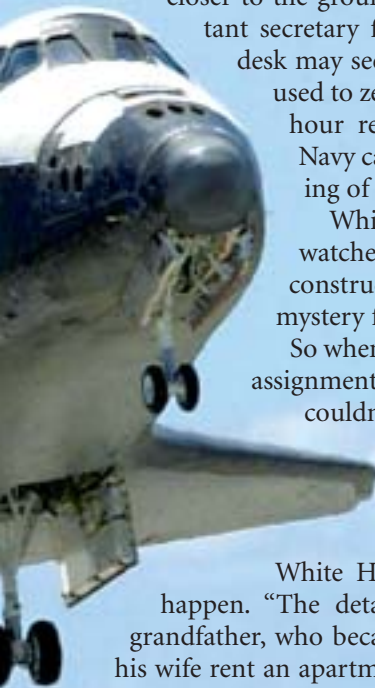
Cooperation, and Space and Advanced Technology—getting involved in everything from eradicating disease to developing a new energy program.



Space shuttle Atlantis makes a majestic return in 2002 after nearly 11 days in orbit. Above: An honorary hard hat, Lee Morin turned wrenches and moved beams to help build the international space station.

He's involved in stemming a polio resurgence in Nigeria and other African nations and eradicating avian influenza in China, Vietnam and Thailand—where 70 percent of the cases are fatal—by solving the logistical hurdles of transporting medical supplies and specimens and pooling international resources.

"There's lots of diplomatic work," he said. "I bring different agencies together."



Recently, his team negotiated with the European nations, designing a global positioning system called Galileo to ensure it can adapt to the U.S. global positioning system so users on both sides of the Atlantic can enjoy service.

Mr. Morin met with Indian scientists searching for water on the moon. India plans to orbit a satellite around the moon by 2007 to search for water near the moon's south pole.

"There's a valley there that's constantly in the dark," he said. "Satellite radar shows lots of hydrogen in the valley. That could mean water."

Perhaps his most exciting project is fusion power, a process that fuses atoms to release energy. Fusion power is clean and immense, he said.

"We know it works because that's how the sun works. That's how a hydrogen bomb works. A gallon of sea water can produce the same energy as 18 gallons of gas."

Six nations are vying to build the first fusion research facility. "Competition is intense to host the project," he said. "That's where State gets involved."

Mr. Morin expects to remain at his job for another several months before returning to the Johnson Space Flight Center in Houston.

Not surprisingly, his office boasts the trappings and curios of a high flyer. The requisite crew photos grace the walls, a model of an Air Force T-38 Talon accents his desk and laminated checklists for operating the shuttle's complex systems are stacked on the bookcase. And what looks like a giant automotive piston that was cut in two are really bookends fashioned from the latch that holds the space shuttle to its launchpad after ignition, while the rocket develops its mighty 3,690 tons of thrust.

When the engine's momentum peaks, explosive bolts rip these stainless steel grips apart, sending the ship skyward, like an arrow shot from a bow. These incinerated chunks of metal are recovered, filed smooth, cleaned up and awarded to the crew as prized desktop bragging rights.

Being an astronaut these days is as much about public relations as rockets, reentries and 25,000-mile-per-hour orbital rendezvous with a space station. NASA insists that its astronauts mingle with the taxpayers. They must do a least one speaking engagement per month, visiting schools, offices, manufacturers and other venues to quench the public's fascination with and thirst for space travel. It's one reason the agency seeks strong interpersonal skills when selecting astronauts. The other is to ensure every flight has a crew that can work as a team under the unforgiving demands of space flight.

It's a complex environment that has irreversible consequences," said Mr. Morin. "No one person can fly the shuttle."

Despite the 2003 Columbia shuttle disaster and the recent privately funded space flight that captured the \$10 million Ansari X Prize for successfully putting a man in space—at a fraction of the cost of a shuttle launch—Mr. Morin is still upbeat about the American space program.

Another 28 shuttle flights are scheduled beginning in late spring to complete the space station. The Europeans and Japanese already have prefabricated laboratories "set for delivery," he said. As for private space exploration, Mr. Morin isn't concerned. He compares SpaceShipOne's 62-mile-high feat with Alan Shepard's 15-minute suborbital flight in 1961, which was hastily prepared in response to the Soviet orbital flight of Yuri Gagarin earlier that year. "That was a pop-up



Lee Morin, right, discusses America's space program with Robert McCutcheon, a political officer with the Office of Russian Affairs, and Jeff Fisher, left, a physical sciences administrative officer.

flight," he noted about the corporate spaceship designed by aviation pioneer Burt Rutan. "They were successful with getting into space, but to stay there you have to fly at least 25 times the speed of sound or else you'll come right back down."

He predicts better days for NASA, with renewed exploration of the moon and then on to Mars. He envisions better ways to get there, too, such as the plasma propulsion engine. That idea is still on the drawing board and there needs to be a way to contain the engine's nine-million-degree combustion. But a plasma vehicle would reduce the journey to Mars from nine months using today's rockets to about 30 days, according to Mr. Morin.

"Exploration is really the driver," he said. "We have very good presidential direction." ■

Paul Koscak is acting editor of State Magazine.

A Kurdish Success Story

CONSULAR OFFICER REMEMBERS REFUGEES **BY SUE PATTERSON**

I am a retired Foreign Service officer living in Guatemala. When I received the July/August issue of *State Magazine*, one article—"Refugee Finds Her Niche"—really caught my attention. The article was about Herro Mustafa, a Kurd who was born in Iraq, became a refugee in Iran, came to the United States, grew up in North Dakota, eventually joined the Foreign Service and is now back on assignment in her native country to promote democracy and rebuild the nation—"a dream come true," as she said in the story.

I was one of the people responsible for getting Herro and her family to the United States. In 1975, they were among

120,000 Iraqi Kurds who sought refuge in Iran. Some wanted to be resettled in the U.S. and made their way to our embassy in Tehran, where I was a first-tour officer doing immigrant visas. I was impressed by their history and demeanor and wanted to help. I sent a telegram to the Department describing their situation, saying they seemed to qualify as refugees under the definition then in effect and asking if we could process them. The Kurds kept returning and I kept sending cables, but heard nothing back. Finally, after three or four months, the Department replied that 750 would be admitted. It had trouble finding voluntary agency sponsorship as there were few or no Kurds then in the U.S. An Iraqi

Kurd living in London came to Tehran and, together with a United Nations representative, helped me process the group. None had U.S. ties, so the Iraqi picked the people he thought would have the best chance of adapting. Herro's family was among them. My husband and I went to the airport to see off the first group. They were scared. I felt for them, knowing they had no idea what they were facing.

About a year later, at a dinner in Washington with some of the refugees, I learned that those who had been resettled in North Dakota had been the most successful. But until I read the *State Magazine* story, I had no idea how successful.

I sent an e-mail to Herro describing my role in her saga and got a very nice response. Shortly thereafter, her brother

Helo sent me a long e-mail, which I found very moving. He recalled the scene at the airport (he was two years old and Herro three) and said, "It was heartwarming to read that the compassionate efforts and determination of one woman changed the lives of many families forever, especially our family."

He went on to say that three of the four children in the family became high school valedictorians. (The fourth is only 14, so it might yet be four for four.) The parents and older children have all launched successful careers. As Helo said, "We have never forgotten where we came from and that



The Mustafa siblings, Barzan, Helo, Herro and Hawro, were together for Thanksgiving and posed with Helo's fiancée, Willow, second from left.

is why we have worked so hard to take advantage of what America offers." He praised the family's Minot, North Dakota sponsors as loving and caring people who "allowed us to be very proud of our culture as Kurds, but also encouraged us to embrace the American culture."

When I read the article about Herro, it gave me a real shot in the arm to see that one of the children who went to face such a changed life turned up in the Foreign Service serving the same government I served. It made my day. ■

The author lives in Guatemala and works on women's health issues. Her daughter, Jessica, joined the Foreign Service in 2003 and is serving in Tel Aviv.



Patsy Smith, right, with husband Casper, and colleague Thomas Williams share more than 100 years combined Civil Service.

Recent Retirees Receive Royal Send Off

**Story and photos
by Paul Koscak**

Try to find a workplace where retired employees are not only cherished for their experience and seniority but become role models to attract new talent or where their service is so appreciated the CEO stops by to personally congratulate them—and then stays for photos, more than 200.

That pretty much describes December's send-off for the latest retirees to join the emeritus ranks of the Department's Civil and Foreign Service.

"Something's really screwed up here," mused Secretary Powell as he surveyed the retirees, their families and friends in

the Dean Acheson Auditorium. "I'm supposed to be there with you."

The Secretary told them they're a permanent part of the "Department family," as he characterized current and past employees, they just have new roles—recruiters. "We need you to tell our story."

Even after concluding one of the most ambitious hiring campaigns in Department history, there's always need to identify those who "want to serve their country." Diplomacy, he said, is promoting America values to the world. "Being a diplomat isn't just a job. It's a calling, a profession."

“If you want an ambassador in 20 years, you have to hire a junior consular today,” he said. “We’ve got the resources to be the best.” The Secretary outlined the changes introduced during his four-year term that ended in January, particularly his successful appeals to Congress for money to hire more people, expand the Department’s computer networks and rebuild its embassies and facilities in the United States and overseas.

But change only continues, he noted, if the institution believes in the change. “If you like what you see, it’s up to you to keep it going.”

The ceremony included an upscale luncheon celebration in the Truman building’s exhibit hall complete with wine, champagne and a classical string ensemble.

Many retirees had 30, 40 even 50 years of service. Eugene Champagne, 77, retired twice—once in 1981 as the executive director of the Foreign Service Institute and again in 2004 after a Civil Service career. With 52 years of government service that earned him the Secretary’s Career Achievement Award in November, the McLean, Va. resident continues to work for the Department a few days per week.

Patsy Smith, who retired from Overseas Buildings Operations after 33 years and her husband, Casper, who retired from FSI after 38 years were typical of others simply savoring all the free time.



Above: Eugene Champagne, left, with 52 years of service, celebrates with James Gleeson who retired from Diplomatic Security in 2004. Below: The Air Force classical ensemble sets the tone.

“We’re a tandem couple,” said Patsy, who lives in La Plata, Md. Celebrating with them from Silver Spring, Md. was Thomas Williams who retired in April 2004 from the Office of Civil Rights with 49 years in Civil Service.

“We have more than 100 years of service right here,” he observed.

For those with less longevity, work still remained a priority. Curtis Nissly retired from the U.S. Agency for

International Development after 23 years and spends time “keeping the household up.” But the central Pennsylvania resident is also “looking for short-term assignments.”

Reston, Va. resident Thomas Jefferson after 44 years of Civil Service—12 with the Department—simply retorted “nothing” when asked what he’s been doing since retiring in 2003. “It’s wonderful.” ■





U.S. food aid destined for Chad includes sorghum, cornmeal, lentils, vegetable oil and corn-soya blend. This shipment will allow the World Food Program to provide 200,000 refugees with almost all the commodities needed for their daily diet over a two-month period.

USUN Rome Works to Reduce Hunger

By Carla Benini

When Geoff Wiggin, the agricultural counselor for the U.S. Mission to the U.N. Agencies for Food and Agriculture in Rome, and Mike Cleverley, the mission's deputy chief, arrived at the Porta Farm squatter camp in Zimbabwe to observe the distribution of American food, they were hardly prepared for what they found. Amid makeshift rows of mud-floored shacks and huts were thousands of former commercial farm workers. The Harare government had dumped them there, offering only promises of new homes—someday. The best thing in the camp was a school where twice a day the United Nation's World Food Program provided children with food supplied by the United States. Enrollment soared after the school lunches began.

Many in the camp lived on their daily ration of American corn and soy oil blend. In one crude shelter, two boys, ages 7 and 12, were orphaned heads of household, fending for themselves after their parents had died from AIDS a few months before. The younger made meals from the American maize so the older boy could attend school.

“Putting into action America's commitment to alleviate hunger and build hope in the world” is USUN Rome's mission statement. Under Ambassador Tony Hall, the mission assists America's effort to bring aid to the world's hungry and rural poor. The mission serves as the U.S. government's representative to the U.N.'s World Food Program and Food and Agriculture Organization and to the International Fund for Agricultural Development. The U.S. Agency for International Development, the Foreign Agriculture Service and State staff

USUN Rome, one of three U.S. diplomatic missions in the Eternal City.

The mission works with other country missions to resolve problems in the field. For example, when the World Food Program was looking for an alternative route for shipments destined for Sudanese refugees in eastern Chad, Ambassador Hall met with his Libyan counterpart and was able to work out an agreement. In November, they met the first-ever shipment of food aid to land on Libyan shores en route to thousands of Darfur refugees.

“Last year, the U.S. gave \$1.46 billion in food and money to the WFP, which represents about 57 percent of their budget. This is the largest U.S. donation to a U.N. agency in history,” Ambassador Hall said. “This story is not being told enough in the world, let alone America.”

Ambassador Hall has traveled to more than 110 countries since 1993 as a spokesman for the hungry and for America’s commitment to help. Mission staffers have followed his lead, traveling to war-torn, hunger-ravaged and poverty-stricken regions to observe firsthand what U.S. and international efforts have accomplished.

During a March visit to Swaziland, staff observed a school feeding program that increased enrollment by 20 percent and reduced malnourishment among the 500 children, thanks to U.S.-donated corn, soybeans and vegetable oil. The United States donated \$50 million to school feeding programs in 2004 alone.



Above: Sudanese women distribute American vegetable oil in Zalengie, West Darfur. Below: Children at San Pablo La Laguna Primary School in Guatemala with visiting U.N. official. Recent figures indicated that 89 percent of first-grade children in this town showed symptoms of chronic malnutrition.



Field visits can result in new solutions and bring in new aid partners. In rural Zimbabwe, where crop yields were limited by lack of water, mission officers reported on the radical turnaround of a village supplied with treadle pumps, simple inexpensive devices used to pull water from the ground. The report was picked up by a nongovernmental organization that became interested in buying and donating treadle pumps. USUN Rome helped close the deal.

The magnitude of world hunger far exceeds current aid. “The toughest time we have is to get the press to really bring this to the attention of people in the world, stir them up and demand that legislatures develop the political and spiritual will to battle this problem,” Ambassador Hall said. Filmmakers who joined him in Ethiopia are documenting the massive needs of famine-plagued populations and the serious efforts America is making.

The U.N. in Rome

Three agencies are charged with fighting hunger. The largest of the agencies in Rome—and in the entire U.N. system—is the Food and Agriculture Organization. It brings together more than 180 country representatives to negotiate standards for international fishing and food safety and share agricultural policy expertise. The organization provides market analysis and technical assistance to developing countries in every region. It also supports 70 field offices that implement policy and educate farmers, fishermen and others.

The World Food Program is the U.N.'s emergency food provider. In 2003, it fed 104 million people in 81 countries who were victims of political turmoil, war or natural disasters. In Iraq alone, it kept 24 million people from going hungry. The organization also spearheads longer-term development programs, including school feeding and food for work. The United States is the largest donor, consistently providing between half and two-thirds of the WFP's budget.

The smaller, more narrowly focused International Fund for Agricultural Development targets the rural

poor in the most remote regions. It might support a program as small as a single village irrigation system. The agency aims to reach those without other financial support.

The mission's priorities shift according to crises that come up. For example, when the locust plague in the Sahel region of Africa reached catastrophic proportions, the mission raised public awareness about the crisis and the slow response from aid organizations. The mission brought together scientists and U.N. experts from the Sahel to beat the bugs.

Though crises may be fast-breaking, multilateral diplomacy often requires slow and patient consensus building. Agriculture and State officers work to encourage U.N. agencies to support biotechnology in improving agricultural pro-

ductivity in the developing world. Officers are working to implement a treaty promoting agricultural genetics to improve crops.

Hunger remains a formidable adversary that requires personal and international commitment. But it's a problem "we know how to fix," Ambassador Hall says. The mission hopes to cut hunger in half by 2015. ■

The author is the public affairs officer for the U.S. Mission to the U.N. Agencies for Food and Agriculture.



Ambassador Tony Hall with children from the Democratic Republic of Congo.

TUTOR MAKES SCIENCE FUN

By John Lemandri

Security engineering officer John Barge is one of those service-oriented employees who last year responded to the Department's request for volunteers to tutor 3rd- to 6th-grade students at the District of Columbia's Myrtilla Miner Elementary School. The school is one whose kids have been identified as most in need of help, in terms of reading skills, by D.C. school officials.

Tutoring is not new to John, who did it while serving at the Engineering Security Center in New Delhi. However, he was soon to learn that his overseas experience did not quite prepare him for the interesting challenge—and rewards—he faced when working with an entire class of students here at home.

Every Tuesday afternoon for ten months, he read books and solved arithmetic problems with Martina Benton, a shy 5th-grade student with a strong desire to learn. Martina mentioned that she didn't like science, so John, with his engineering background, decided to put together a presentation that would not only change her mind, but would inspire her classmates in a way that was interesting and fun. Using the title "Acoustics: the Science of Sound," John built a presentation around a microphone, amplifier and oscilloscope, an electronic device used to visually display sounds. He projected the oscilloscope image on a wall, allowing the class to actually "see" each sound. Eager students lined up to see the sound their musical instruments—such as trumpets, clarinets or cellos—would produce.

All eyes then fixed on John as he filled a bottle with water, which he called his instrument. After measuring the bottle's pitch on the scope, he poured half the water out. To the amazement of the class, the pitch went down. This led to an introduction to frequency resonance—the relationship between size and pitch. "As the presentation became more interesting and complex, you could see the excitement resonate on their faces," John said.

He then replaced the microphone with a signal generator, which produced an improved picture of each sound. As the

frequency of the generator changed, the relationship between signal frequency and pitch, signal amplitude and volume, and harmonic content and tone became clear. Under watchful eyes, John slowly increased the frequency to determine the highest decibel associated with human hearing. "Elementary school students, because of their young age, hear higher frequencies than adults," he said. He then increased the frequency above the students' ability to hear, although they could still "see" each sound. They were looking at ultrasound. John mentioned a few uses of ultrasound in the fields of medical imaging, alarm sensors and industrial cleaning processes, which evoked more questions from the class.

With attention and participation at a high pitch, John concluded the presentation by adding another signal generator that modulated each sound, producing tones that closely imitated police alarms or, as he said, "a spaceship landing." And as he modified the rate and amount of change, students heard and saw those modulated signals. They may not have



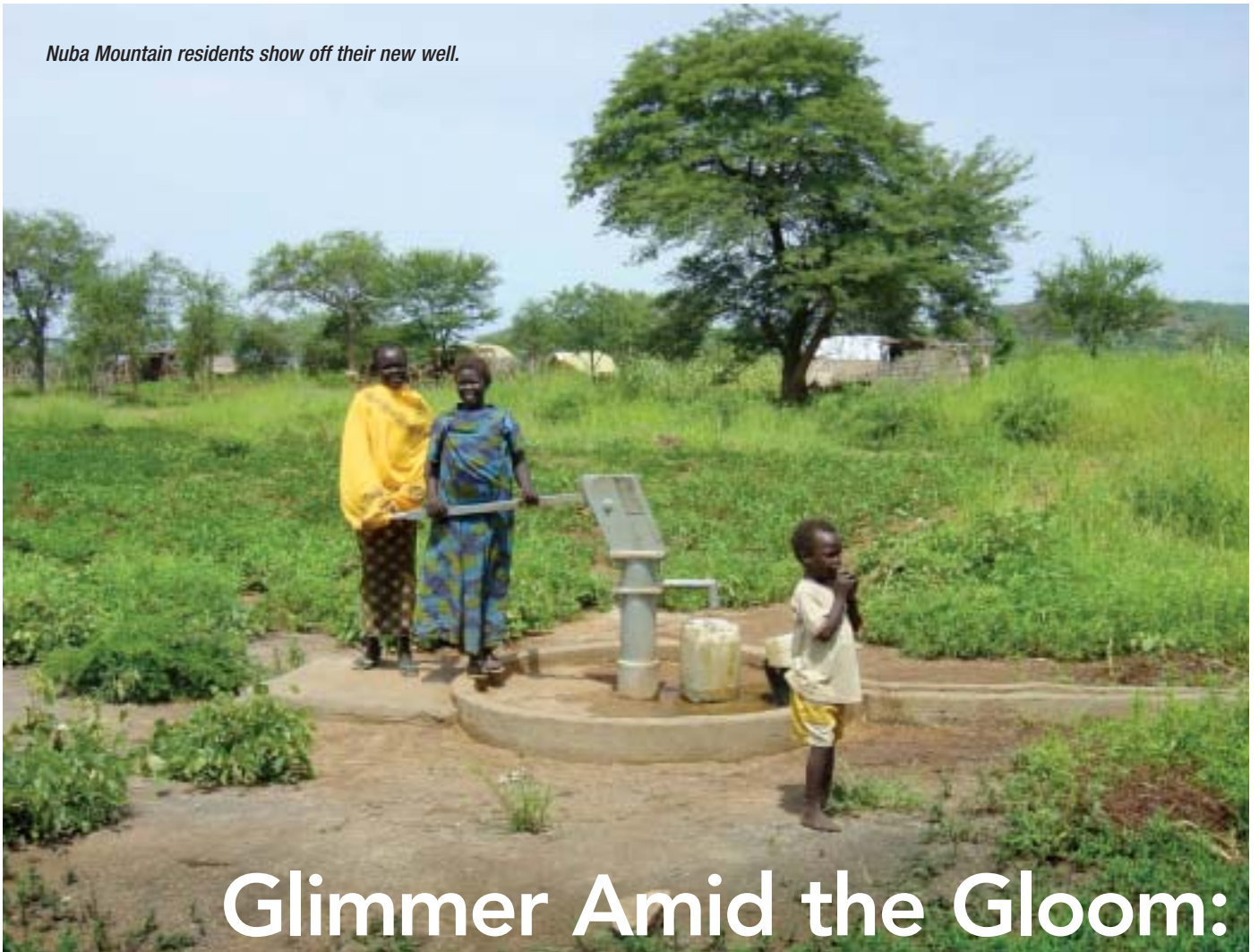
The sound of the students' music is visually displayed on the schoolroom board.

completely understood all the complex ideas John introduced, but from the looks on their faces and their responses there was no question that they were both learning and enjoying themselves. Science, given a little pizzazz by an imaginative teacher, can be fun!

Thanks in part to volunteers like John, Miner's standardized test scores went up last year. ■

The author is a special assistant to the countermeasures program division chief in the Bureau of Diplomatic Security.

Nuba Mountain residents show off their new well.



Glimmer Amid the Gloom: A Sudan Success Story

The shaky Soviet-era turboprop carried a small American diplomatic delegation on a September 2003 mission from Khartoum to the embattled Nuba Mountains in Sudan, where years of civil war had turned the once exotic landscape into a hell on earth.

In a display of confidence and support, the Americans met with the Joint Military Commission, a multinational observer force tasked with overseeing the relatively young Nuba Mountain cease-fire agreement. Chargé d’Affaires Gerard Gallucci, Defense Attaché Col. Dennis Giddens and I, the assistant regional security officer, wanted to see for ourselves what results the American investment in the commission had produced. If a peace plan here could work, maybe war-weary Sudan as a whole could follow the same path.

Once on the ground, we looked around at the glistening green landscape and inhaled the humid air that made this part of Sudan seem more like tropical Africa, very different from the baked desert of Khartoum. Ivory-toothed locals walked or biked the muddy roads and gave friendly waves. The gregarious gestures amid scenes of ordinary daily life were a sign that major conflict in this region had greatly subsided.

Prior to the 20-month-old cease-fire agreement, the mostly animist and Christian Nuba Mountains were seen by the central government in Khartoum as a rebellious enclave of tribes that snubbed Islamic Sharia law. Khartoum had deployed army forces to douse the heated resistance, but the Sudan People’s Liberation Army struck aggressively at gov-

STORY AND PHOTOS BY ROBERT J. ROULSTON

ernment troops and established strongholds in the high mountainous terrain. Fierce fighting took thousands of lives, destroyed basic infrastructure and drove hundreds of thousands of inhabitants to flee the region, abandoning the only lives they had ever known. With no clear victor, a cease-fire was signed and the commission was given the mandate of monitoring compliance with the fragile peace.

The commission's compound, an old British garrison, was a truly international village, with a Norwegian commander and a British deputy. Operations were led by Swedish special forces officers and air support personnel were mostly Ukrainians. Logistical and field operations were staffed with people from a dozen other nations, including the United States. Camps around the Nuba region serve as a confidence-building presence and as a mechanism to conduct rapid investigations of alleged cease-fire violations or any improper



Chargé d'Affaires Gerald Gallucci travels by helicopter to meet with multinational forces overseeing a cease-fire agreement in Sudan's Nuba Mountains.

er actions by either side. The commission regularly convened meetings with officers from the Sudanese Army and the Liberation Army to discuss cease-fire breaches.

Helicopters shuttled us to commission field operations camps to meet the monitors and the Nuba people themselves. Women and children laughed and worked around newly dug wells, which provided essential fresh water. Small farms with flourishing crops of sorghum hinted at growing self-sufficiency, although outside food aid was still a necessity for most. The place seemed almost idyllic, despite the conflicts of warring parties over how best to govern it.

A meeting with the local Liberation Army political secretary took place in a hot, wasp-infested grass dwelling high on a jungle-draped mountainside. The secretary affirmed his desire to maintain the peace, tempered with his insistence that Islamic law had no place in the Nuba Mountains—one of the many sticky issues keeping a final peace out of reach. The delegation filed out of the meeting into a light rain. A barefoot young boy in dirty, shredded clothes walked by carrying a Kalishnikov rifle, a reminder of the ruthless struggle that had besieged the area. These mountains still harbor bitter feelings and thirst for retribution.

Sudanese government strongholds were more organized, with flagpoles, barracks and soldiers in uniforms. Army officers repeatedly confirmed their commitment to peace and offered their thanks to the commission and the U.S. for supporting the cease-fire.

After a week of chopper flights, meetings, endless tea drinking and note taking, the glint of a brighter future in the Nuba Mountains could be discerned. The basics were beginning to fall into place: clean water, schools, clinics and infrastructure.

Since the 2003 visit, the commission's mandate was extended through January 2005 at the request of the Khartoum government and the Liberation Army. Two nearby communities have reportedly asked to be included in the cease-fire region, owing to the remarkable success

they have seen under the commission's umbrella, including the return of about 150,000 refugees as of last September. According to the commission, many new houses have been built and local markets have grown considerably.

Clearly, the commission's presence was a tremendously worthy investment and American involvement has been a life-giver to the Nuba people, who have a renewed chance at happiness and prosperity. ■

The author is now assigned to the Bureau of Diplomatic Security's Office for Investigations and Counterintelligence.

PEOPLE LIKE YOU



Leaping to Success

A CREATIVE BLEND OF DANCE AND DIPLOMACY **BY DAVE KRECKE**

PEOPLE LIKE YOU

She remembers her first experience as a dancer, taking tap class at the age of six. From the beginning, Melike's talent was evident. So she began taking private lessons, studying ballroom dance, and performing regularly. At 13, she began teaching tap, and also studying ballet, modern and jazz technique.

the United Nations National Forum's artistic planning committee, a position she found through the Baha'i Office of External Affairs. For the conference she selected the music, choreographed and performed a solo dance in remembrance of Ann Frank. The event gave Melike an opportunity to build a bridge



Left: Her dad's photo captures Melike in mid-leap in front of the Frank Gehry-designed Guggenheim Museum in Bilbao, Spain. Above: An animated Melike describes the importance of dance in her life.

With this developed and diverse dance background, she performed with a dance troupe throughout high school.

When she began considering colleges, Melike wanted to go to a school where she could continue her artistic development in an internationally recognized dance program. On a cold day in February, while visiting Indiana University's ballet school, Melike stumbled on the School of Public and Environmental Affairs. Before she realized it, she was sitting down with the director of undergraduate studies. She was intrigued by the school's policy analysis major and was fascinated by the school's acclaimed internship program in Washington, D.C. "I knew I had to go to this school and participate in that internship," she says today. "It was a fortunate twist of fate that I pursued policy analysis instead of dance and was selected for a State Department internship."

In her junior year, Melike came to Washington for her internship and worked in recruitment in the Bureau of Human Resources. Apart from her internship, she volunteered to serve on

between the world of dance and her interest in global diplomacy.

Throughout college, Melike performed in modern and jazz dances with Indiana University's highly acclaimed African American Dance Company, forming lasting friendships with the other members of the company.

Melike says dance has taught her that the most challenging experiences do not come easily, but demand determination, dedication and composure under pressure. Shortly into her internship, Melike was asked to assume a far more demanding portfolio than originally anticipated in order to relieve a serious staffing crisis in her office. Her supervisors were so impressed with her performance that they encouraged her to return for a permanent position.

Even as a working professional, Melike places dance and artistic expression near the center of her life. She rehearses several evenings a week and hopes to choreograph and perform this summer in Washington, D.C. ■

The author is a writer/editor at State Magazine.

Melike Yetken's hands dance, punctuating and persuading as she tells the story of how she came to work at the Department. The human resources specialist reminds one of a line from British poet Alexander Pope, "...those move easiest who have learned to dance..."

2004 CONCERT SERIES BIDS FAREWELL WITH A FRENCH ACCENT

By John Bentel

Recent noontime concert performances hosted by the Foreign Affairs Recreation Association and the State of the Arts Cultural Series included an exciting array of musical offerings—instrumental and vocal—as well as ballet.

The Tavani Ensemble made its second appearance this year, but with an added treat. They brought along the Asaph Ballet Ensemble. The Tavani family was wonderful—the children performed like seasoned professionals. The angelic ballet company transported the audience to a higher spiritual plane. The program was a beautiful aural and visual experience.

Sam Brock, piano, and Jean-François Berscond, clarinet, offered the soft sounds of French music. Mr. Brock is a deputy director in the Office of U.N. Political Affairs. We don't often get to hear music played with the hint of perfume that only French music can convey. The audience rewarded this dynamic duo with resounding applause.

Ivo Kaltchev, a gifted pianist, performed compositions that covered the late 1600s through the present. Mr. Kaltchev, an assistant professor at Catholic University, lived up to past praise for his poetic imagination, virtuosity and beautiful tone. There was a strong contrast between Messiaen's avant-



Dancers from the Asaph Ballet during their performance.

garde Noel and Debussy's impressionistic *Four Preludes from 24 Preludes, Book 2*.

To end the series for 2004, the choir of the French-speaking Catholic parish St. Louis de France performed enchanting French Christmas songs. For almost 30 years, the choir has been under the direction of René Soudée, a Department employee. Mr. Brock has accompanied the choir as organist during his Washington assignments. ■

The author is a computer specialist in the Executive Secretariat.

CALENDAR

January 12	Nora Gardner, harp
January 26	Irina Yurkovskaya, Russian concert pianist
February 9	Phaze II jazz band with Adrian Norton
February 23	Crossland High School jazz band
March 9	Melissa Dvorak, harp, and Sharon Pabon, flute
Performances are on Wednesdays at 12:30 p.m. in the Dean Acheson Auditorium.	



PHOTOGRAPH: (ABOVE): JOHN BENTEL

education & training

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FS 2/GS 14: PT207 Intermediate Leadership Skills

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PT302 Testifying before Congress

PT303 Crisis Leadership

PT305 Executive as Coach and Mentor

PT300 Leader as Facilitator

PT304 Deputy Assistant Secretary as Leader

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

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For additional information, please contact the Office of the Registrar at (703) 302-7144/7137.

Dates for FSI Transition Center Courses are shown below. For information on all the courses available at FSI, visit the FSI Schedule of Courses on the Department of State's OpenNet at <http://fsi.state.gov>. FY 2005 dates are now available in the online catalog. See Department Notices for announcements of new courses and new course dates and periodic announcements of external training opportunities sponsored by FSI.

Security		MAR	APR	Length
MQ911	SOS: Security Overseas Seminar	14, 28	4,11,25	2D
MQ912	ASOS: Advanced Security Overseas Seminar	8	19	1D
MQ914	YSOS Youth Security Overseas Seminar			1D

Foreign Service Life Skills		MAR	APR	Length
MQ104	Regulations, Allowances & Finances		25	3D
MQ107	English Teaching Seminar	16		2D
MQ116	Protocol and U.S. Representation Abroad	9		1D
MQ117	Tax Seminar	2		0.5D
MQ200	Going Overseas for Singles and Couples Without Children		19	0.5D
MQ203	Singles in the Foreign Service	16		0.5D
MQ210	Going Overseas for Families	19		0.5D
MQ220	Going Overseas Logistics for Adults	19		2.5H
MA230	Going Overseas Logistics for Children	19		2.5H
MQ500	Encouraging Resilience in the Foreign Service Child		27	0.5D
MQ703	Post Options for Employment and Training	24		1D
MQ704	Targeting the Job Market		6	1D
MQ801	Maintaining Long Distance Relationships	12		0.5D
MQ803	Realities of Foreign Service Life		8	1D
MQ852	Personal Finance and Investment in Foreign Affairs		6	0.5D
MQ855	Traveling with Pets		20	0.5D
MQ915	Emergency Medical Care and Trauma Workshop	4		1D
MQ916	A Save Overseas Home		13	0.5D

Career Transition Center		MAR	APR	Length
RV101	Retirement Planning Seminar	1	19	4D
RV102	Job Search Program	7		8W
RV103	Financial Management and Estate Planning	3	21	1D
RV104	Annuities & Benefits and Social Security	2	20	1D

Length: H = Hours, D = Days

Introducing the Employee Consultation Service

A TEAM OF COUNSELORS EMPLOYEES CAN TURN TO **BY STANLEY S. PIOTROSKI**



Anne Reese and Ken Garot attend an ECS staff meeting.

The Employee Consultation Service was established as a mental health service in the Office of Medical Services in April 1982. Since then, the program has offered professional and confidential crisis intervention, brief counseling and referral services to all Foreign and Civil Service employees of the Department of State and the U.S. Agency for International Development.

In the beginning, there were three clinical social workers on the staff. They were all familiar with the Foreign Service and with the problems Department employees encounter. Clarke Slade was among the first to assist people in coping with those special challenges. Anne Weiss developed many of the current programs, particularly in the area of child and

adolescent medical clearances. Her knowledge of international special educational resources and her clinical social work skills are legendary. She retired in March 2004, leaving a legacy of care and support for her successors to build upon.

Today, five clinical social workers staff the Employee Consultation Service. Stanley Piotroski, the director of the service, arrived in July 2004 from the Department of Defense. In his previous assignment at the Walter Reed Army Medical Center, he served as the interim director of the department of social work. Anne Reese is the senior social worker with ECS and has been providing care to Department and USAID employees and their families for eight years. Pam Parmer, whose office is in the Harry S Truman Building, has been with ECS for four years. Ken Garot, a retired military social work officer, is assigned to the Bureau of Diplomatic Security and assists its staff and families. Mykell Winterowd is the newest staff member. Although she joined ECS only in October, she has extensive experience assisting families serving abroad as a member of the Peace Corps staff. Altovise Battle is ECS's administrative assistant. "Al," as she's known, ensures that the paperwork gets done and goes smoothly.

ECS offers assistance in five major areas: clinical assessment, brief counseling and referral services; child and adolescent medical clearances, post approvals and the special educational needs Allowance program; the domestic violence assistance program; Diplomatic Security and peer support; and medical administrative activities—assisting the Office of Medical Services with the psychosocial aspects of waivers and broken, curtailed or extended assignments.

During the next year, ECS will be clarifying its procedures to assist Foreign Service families and will be offering confidential support and referral services for Foreign Service and Civil Service employees experiencing challenges and difficulties in their lives.

PERSONNEL ACTIONS

FOREIGN SERVICE RETIREMENTS

Adams, Wayne G.	Hachey, Shirley P.	Rochelle, David N.
Austin, Sheldon E.	Hull, Edmund James	Santos, Alfred L.
Becker, Frederick A.	Kamerick, Susan E.	Stockbridge, Cynthia G.
Buhler, Floyd W.	Kinser-Kidane, Brenda J.	Strickler, Theodore Eugene
Carter, Bruce Edward	Luna, Edilberto	Stromme, Craig J.
Chin, Mary K.	Moran, John L.	Tully, Bruce W.
Corpuz, Leo P.	Nasri, Sylvia A.	Turley, Frank C.
Countryman Jr., Harold S.	Pifer, Steven Karl	Verdun, Aubrey V.
Dejournette, Barbara J.	Probst, Leslie	Walsh, Cornelius C.
Griffiths, Barbara J.	Rickerman, Lysbeth Johnson	

CIVIL SERVICE RETIREMENTS

Allen, Juanita A.	Porter, Shirley A.
Frank, Valerie	Severe, William R.
Galla, Joseph W.	Sims, Melvin H.
Hoye, Robert S.	Soyster, Elizabeth B.
Ott, Dianne L.	Warfield, Bette Diane

O B I T U A R I E S



Helen Demirjian Bertot, 77, a former Foreign Service secretary and widow of Foreign Service officer Joseph A. Bertot, died Aug. 17, 2004, in Alexandria, Va., from complications of a ruptured ulcer. She joined the Department in 1954 and served in Beirut and Genoa. After her marriage and forced resignation, she accompanied her husband on postings to

Cochabamba, Mexico City, Vera Cruz, Naples, Florence, Valparaiso and The Hague. She retired to Alexandria, where she started the Armenian festival, an event held there for the last 12 years.



Leon G. Dorros, 86, a retired Foreign Service officer, died Nov. 4, 2004, in Tucson, Ariz. He served in the Army in World War II and joined the Department in 1947. His overseas postings included Luxembourg, London, Algiers, Lagos, Brazzaville, Rabat and Abidjan. In 1972, he retired to Tucson, Ariz.



William Quah Hawley, 21, son of former Department employee Carol Hawley and Bill Hawley, died Sept. 27, 2004, of natural causes. A talented musician, he attended the International School of Kenya from 1993 to 1999.



Katherine O'Hanlon, 62, wife of retired Diplomatic Security Service special agent Brendon Patrick O'Hanlon, died Nov. 13, 2004, in Westfield, N.J. of amyotrophic lateral sclerosis. She accompanied her husband to postings in Korea, Pakistan, Egypt and the Philippines. While overseas, she volunteered at local orphanages and was known in

embassies for serving green beer, green cookies, corned beef and cabbage every St. Patrick's Day.

Howard Eugene Shetterly, 82, a retired Foreign Service officer, died Oct. 27, 2004, of melanoma. A Navy pilot during World War II, he joined the Department in 1949 and served in Ecuador, Mexico, Brazil and Spain. In 1977, he retired to Plymouth, Mass., and in 1998 moved with his wife to Albuquerque, N.M., where he was surrounded by the Hispanic and Native American culture he appreciated.

Joseph J. Sisco, 85, a retired diplomat known for his role in Henry Kissinger's Mideast "shuttle diplomacy," died Nov. 23, 2004, in Chevy Chase, Md., of complications from diabetes. He served with the Army in World War II and joined the Department in 1951. He was assistant secretary for International Organization Affairs under Johnson and assistant secretary for Near Eastern and South Asian Affairs under Nixon. He played a key role in events ranging from the Six-Day War in 1967 to the Cyprus crisis in 1974.

O B I T U A R I E S



Ted M.G. Tanen, 78, a retired Foreign Service officer, died Nov. 17, 2004, in California of cancer. He served in the Navy during World War II. His overseas postings included Burma, Laos, Vietnam, Hungary, Senegal, Mauritania, Nigeria, Tunisia and France. Much of his career was dedicated to cultural affairs and in retirement he initiated major cultural

exchanges between the United States and India, Indonesia, Mexico and other countries. He was an avid horseman.



Donna M. Wright, 65, a retired Foreign Service officer, died Oct. 11, 2004, in Washington, D.C., of leukemia. Her overseas postings included Fiji, Western Europe, Cyprus, Bahamas, Pakistan, Jordan and Japan. After retiring in 2002, she taught English in China and worked on the Iraq reconstruction program.

IN THE EVENT OF DEATH

Questions concerning deaths in service should be directed to the Employee Services Center, the Department's contact office for all deaths in service: Harry S Truman Building, Room 1252, Department of State, Washington, DC 20520-1252; (202) 647-3432; fax: (202) 647-1429; e-mail: EmployeeServicesCenter@state.gov.

Questions concerning the deaths of retired Foreign Service employees should be directed to the Office of Retirement at (202) 261-8960, Retirement@state.gov.

Questions concerning the deaths of retired Civil Service employees should be directed to the Office of Personnel Management at (202) 606-0500, or through its web site at www.opm.gov.

LYING IN STATE:
SOME RANDOM
NEW IDEAS
FOR NEW
MANAGEMENT

PUBLIC AFFAIRS OFFICER WENDY SQUIGGLE:

WE NEED A NEW, COMPREHENSIVE
PUBLIC OUTREACH STRATEGY TO
BUILD SUPPORT FOR OUR
REGIONAL DEMOCRATIZATION
EFFORTS - ALSO, MORE
BEAR CLAWS IN THE
CAFETERIA...



POLITICAL OFFICER BOYD FLAXTON: "WHY DO WE HAVE TO
"REACH OUT" TO PEOPLE? COULDN'T WE JUST CALL OR E-MAIL?
SEEMS LESS INTRUSIVE..."



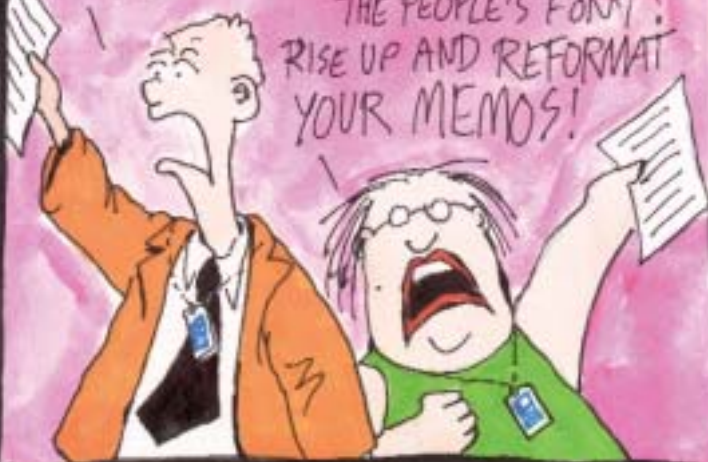
REGIONAL ELVIS IMPERSONATION
OFFICER DALE BENDERS, JR.

TRADITIONAL
DIPLOMACY IS FINE,
BUT LET'S NOT
FORGET THE
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POWER OF...
THE
KING!
YO!



STAFF ASSISTANTS MYRON BLISTER AND
TARA FIGBOTTOM...

DEATH TO TIMES NEW ROMAN
14 POINT!
BRING BACK
COURIER NEW -
THE PEOPLE'S FONT!
RISE UP AND REFORMAT
YOUR MEMOS!



AMBASSADOR SPALDING BLUESTONE: "PERHAPS WE
NEED A MORE EXALTED RANK ABOVE JUST AMBASSADOR.
IT COULD BE CALLED AMBASSADOROYALE MAXIMUS AND
BESTOW THE RIGHT TO WEAR A DISTINCTIVE UNIFORM.
I AM PREPARED TO PERSONALLY PILOT-TEST THIS NEW
INITIATIVE."



IT TAKES REAL LEADERSHIP
TO WEAR SO MANY
SEGUINS... IT JUST FELT
RIGHT TO CURTSY!

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