

U.S. DEPARTMENT OF STATE

# STATE

MAGAZINE



An artful welcome  
To the new consulate  
In Johannesburg

OCTOBER 2009

# Contents

October 2009  
Issue Number 538

## 10 “A Special Appreciation”

Exhibition introduces young Poles to the “American Dream”.

## 12 The Power of Language

ECA initiative applies the ‘smart power’ lesson of history.

## 14 New Consulate, New Art

Exhibit highlights shared human experience.

## 20 Efficiency’s Avatars

Management cone offers variety and consistency.

## 18 Meeting the Needs

Mission’s consular services expand as demand increases.

The U.S. Consulate General in Hyderabad printed its first visa in March.



---

---

## Features

**22**

### Grooming Leaders

ELOs reach out to Oprah's academy.

**24**

### Post of the Month: Ankara

Strategic ally blends history and modernity.

**30**

### Safer Waters

FSO participates in DOD maritime mission.

**32**

### July Fourth Abroad

Embassies create unique celebrations.

**34**

### Office of the Month

Office of Citizen Exchanges promotes one-to-one understanding.

**40**

### The Active Years

Ex-ambassador continues pursuit of peace.



---

## Columns

**02** From the D.G.

**03** In the News

**09** Diversity Notes

**39** Education & Training

**40** The Active Years

**42** Medical Report

**44** Appointments

**45** Retirements

**46** Obituaries

**48** The Last Word

### On the Cover

Part of the collection of American and South African art in the new U.S. Consulate General in Johannesburg, this black and white photograph by South African Constance Stuart Larrabee captures the power of humanity.

# Office of Performance Evaluation: HR Innovations

This month, we conclude our series of the Bureau of Human Resources' office profiles with a look at the critical work being done by the Office of Performance Evaluation, and how HR is making the Foreign Service selection process more efficient and employee-friendly.

Ms. Susan Alexander leads the office that manages the Foreign Service Performance Evaluation Program, which tenures and promotes employees service-wide. Its mandate is to ensure that the merit system that underlies the FS promotion system continues to provide eligible employees an equal opportunity for advancement based on achievements and potential.

In particular, HR/PE organizes and administers the Selection Boards, drafts and negotiates the Core Precepts used by supervisors to evaluate performance and Procedural Precepts that guide the Selection Boards, provides training in Employee Evaluation Report preparation and counsels employees on evaluation problems. HR/PE also administers the Foreign Service Time in Class, Time in Service system, processes TIC/TIS separations, manages the appeals process for member separation and implements FS grievance and EEO settlements. In addition, HR/PE administers Presidential Awards, Senior FS performance pay and the Department's Awards and Suggestion Programs.

We have been pleased by the interest shown by Department leadership, the American Foreign Service Association and others in the Foreign Service community in these efforts, particularly those related to improving the efficiency of the performance evaluation system, increasing employees' ability to manage their careers and enhancing promotion opportunities.

Recent initiatives include:

- The implementation of a cascade plan for announcing promotion lists. As soon as the Boards for a particular class of FS employees finish deliberations, HR releases the decision, resulting in publication

of several promotion lists much earlier than anticipated and giving employees more time to prepare bids for onward assignments.

- A pilot program that allows selected boards to use video and audio teleconferencing to conduct deliberations via remote access has sharply reduced the time board members spend in Washington and the disruptions to family life and overseas post operations—and saved money. Initial reports from the four promotion panels and

several commissioning and tenure boards in the pilot have been positive.

- Experimental use of the DS-5055 form used by Senior Officers and FS-01s for the EERs of FS-02s, giving FS-02s an expanded role in preparing their EERs. A recent survey showed that rated and rating officers reacted very positively to the move—a key factor in our deliberations on whether to make this initiative permanent.

- The announcement of the TIC/TIS History Report portion of the Employee Profile application. The online TIC/TIS History Report reflects changes made to pertinent data fields that affect a career FS employee's TIC/TIS record, providing greater transparency into the FS promotion process.

While our innovations will streamline the process, you have a critical role to play in making the performance evaluation system work effectively. In particular, su-

perisors and employees should ensure that performance evaluations are fair, accurate and timely. Anything less could give the misimpression that we do not value the hard work of our employees.

Our goal in HR is to do everything we can to improve the evaluation system and provide the best customer service we can to the talented members of the State Department family. We want to serve you efficiently and well.

If you have any general comments or suggestions, including topics you would like to see addressed in this column, please feel free to send them to me via unclassified e-mail at DG Direct. ■



# News



Secretary of State Hillary Clinton speaks to a packed Dean Acheson Auditorium at the intern recruitment event.

## Intern Event Promotes Department Careers

In July, several hundred Washington, D.C., area interns filled the Dean Acheson Auditorium and a nearby hallway for a career fair called the Intern Summit@State.

The annual event, hosted by the Office of Recruitment, Examination and Employment in the Bureau of Human Resources, encourages students on local summer internships to seek Department of State careers. Besides attendees from the Department, the event drew White House interns, Presidential Management Fellows, Career Entry professionals and Stay-in-School and co-op program students.

Also in attendance were 25 Department-sponsored English Access Microscholarship students from Azerbaijan, Brazil, Burma, Chile, India, Kosovo, Lebanon, Morocco, Russia, South Africa and the West Bank. These 14- to 18-year-old students, who have scholarships for two years of after-school English study in their own countries, were in the United States for a three-week summer workshop on the English language and U.S. government and society.

This year's summit drew record attendance, REE said, because of the Department's hiring initiative, Diplomacy 3.0, and its emphasis on upcoming job openings for recent graduates.

At the summit, interns heard about the Department's job options from a panel of Foreign Service and Civil Service officers. A recent graduate from Texas A&M University, Lindsey Malecha, said the summit gave her "a better understanding of the true breadth and depth of political and diplomatic issues tackled by the State Department" and made her interested in a State Department career.

Attendee Holdyn Brand, an intern in the Bureau of Western Hemisphere Affairs, said his highlight was Secretary of State Hillary Clinton's keynote speech.

"When the Secretary spoke, I was immediately captivated, not only by her presence and words, but by the emotion and sincerity with which she spoke," he said.

Similarly, in August the Office to Monitor and Combat Trafficking in Persons hosted a roundtable seminar for nearly 100 interns from more than 30 think tanks, nongovernmental organizations and other agencies battling human trafficking. The office's interns conducted the meeting, which was inspiring and instructive, said the office's director, Ambassador-at-Large Luis CdeBaca.

## 10K Race in Mexico Promotes Environment

The U.S. Consulate General in Monterrey and Pronatura Noreste, a Mexican nongovernmental organization that promotes the protection of northern Mexico's environment, in July jointly sponsored Mexico's first "green" race, the U.S.-Mexico 10K. The 1,500-person race in Monterrey's famous Parque Fundidora led to the planting of 6,000 trees—four for every runner—in a nearby forest that was recently scorched by fire. More than 200 volunteers registered to help with the planting.

General Motors' first hybrid car produced in Mexico served as the race's pace car and used no gasoline during the race. All of the race's 60 trophies and 1,500 medals were handcrafted as part of a project that helps local people who harvest trees for charcoal instead produce handicrafts with significantly less wood.

Post volunteers used every Saturday and Sunday in the months preceding the race

to meet potential runners and collect their e-mail addresses. More than 4,000 runners received weekly e-mails, and 500 people joined the race's Facebook group. The race sold out days before the registration deadline, making it the best new race in Monterrey and one no runner would want to miss.



A leader emerges at far right, twelve seconds after the start of the race. Ruben Hernandez Obispo won the race with a time of 36:34. Esthela Chavez won in the women's category with a time of 38:45.

## Employees Can Apply for Retirement Electronically

Last year, the Department deployed the Employee Benefits Information System, becoming the first federal agency to have a fully automated retirement system.

All of the Department's American direct-hire employees can now electronically complete and submit their retirement applications to the Office of Retirement from anywhere in the world. A Web-based application available through HR Online, EBIS gives Department employees access to up-to-date estimates of their retirement annuity, replacing the annuity benefits calculator on e\*Phone. In addition, EBIS's Information Library includes comprehensive personal and general retirement information, including information on each Foreign Service and Civil Service retirement system and several online seminars on retirement issues. Seminar topics include federal benefits, financial planning, the Thrift Savings Plan and Social Security. There is even a New Employee Orientation seminar on federal benefits.

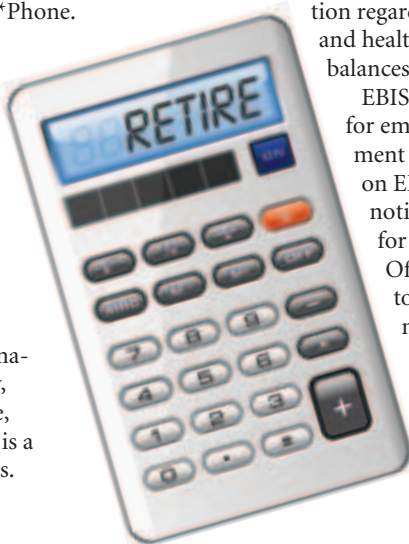
With the EBIS e-Retirement module, retiring employees need not search for the correct combination of forms and submit them in triplicate. Now, they answer a series of questions and, in response, EBIS generates the appropriate forms. The result is a more streamlined and efficient retirement process.

The application's Calculators module allows employees to calculate each component of their future retirement benefits. This means they can estimate their pension benefit, securely download reports of their TSP balances and enter Social Security data. The My Benefits function produces a personalized statement of all potential retirement benefits, showing income minus taxes and insurance.

Since EBIS is updated every two weeks with new payroll and personnel data, employees have the most up-to-date information regarding current and projected annuity benefits, life and health insurance, death and disability benefits and leave balances.

EBIS cannot automatically run accurate annuity estimates for employees with service in both the old and new retirement systems. These employees must go to the "HR Link" on EBIS and complete a request for prior civilian service, noting they want to have their service computation date for retirement reviewed due to "frozen" service. The Office of Retirement will add the years of frozen service to the personnel database, making all future EBIS annuity estimates accurate. Employees looking to receive credit for prior civilian and military service should use the HR Link module as well.

For assistance with EBIS, contact HR Shared Services at 1-866-300-7419 or e-mail [HRSC@state.gov](mailto:HRSC@state.gov).





## Art and Book Fair Coming

The Associates of the American Foreign Service Worldwide will hold its 49th annual sale of books and art in October in the Exhibit Hall of the Harry S Truman Building. Now called the Art&Bookfair, the event will take place from 2 p.m. to 5 p.m. on Oct. 16 for State Department badge holders and escorted guests, and from 11 a.m. to 3 p.m. from Oct. 19-23 for this same group. On Oct. 17-18 and 24-25, the event is open to everyone, including the public, from 10 a.m. to 4 p.m.

The sale features thousands of secondhand books from around the world, a Collectors' Corner for rare books, an assortment of coins and stamps, and an expanded Art Corner.

There will also be an assortment of items from India, including some made by its Tibetan community. The wall hangings will include several of the padded and sequined Burmese type and an embroidered silk antique hanging from China. There will also be many fabrics from West Africa and Indonesia.

Marlene Schwartz, president of the board of directors of the State Department Federal Credit Union, left, stands with then-Acting Director General Teddy Taylor, center, and several of the Foreign Service Youth Award winners.



## Foreign Service Youth Honored

The winners of the Foreign Service Youth Foundation's annual contests were honored at the Department's 2009 Foreign Service Youth Awards Ceremony in July.

This year's community service awards, given to Foreign Service teenagers who demonstrate outstanding leadership in community service, went to Cristin Middaugh and Sean Titus. Maryam Ahson received an honorable mention.

The winners of the essay contest, which rewards excellence in writing and critical analysis, were Reuben Luoma-Overstreet, Richard Hinman, Patrick Morgan and Rebecca Catherine Hotchner Blaser.

The Kid Video Awards, coordinated by the Overseas Briefing Center, highlight overseas life from the standpoint of Foreign Service children. The winners were Graham Swaney and Addis Riddle.

The art contest winners were:

- Ages 5-8: Laura Friloux, Sierra Raymond and Tasman Barak Zibas Loutfi.
- Ages 9-12: Nathalie Isabella Scharpf, Pauline Mak and Gracia Luoma-Overstreet.
- Ages 13-18: Gabriella Marafino, Emilie Williams and Allison Davis.

Acting Director General Teddy Taylor told the audience in the Benjamin Franklin Room at Main State that the award winners' achievements were remarkable. In addition, he recognized the children in the audience who received medals and certificates of appreciation following a prolonged separation from a parent who was at a high-risk unaccompanied post.

Also on the dais were Leslie Brant Teixeira, director of the Family Liaison Office, and Blanca Ruebensaal, president of the board of directors of the Foreign Service Youth Foundation.

## PASSPORT TRAINING GETS PERSONAL



In anticipation of a possible surge in applications due to the June implementation of the land phase of the Western Hemisphere Travel Initiative, the American Citizens Services section of the U.S. Consulate General in Guadalajara, Mexico, conducted an intensive two-day Passport and Consular Report of Birth Abroad training for entry-level officers and managers.

Participants James Rollens and his wife Marissa, photo at left, also a foreign service officer at the consulate general, are the new parents of a son, and as James went through the training he saw the Consular Report of Birth Abroad for his son go through adjudication.



## New Group Offers Cultural Smorgasbord

In July, a new employee affinity group, the South Asian-American Employee Association, hosted a cultural-diversity-awareness program in the Dean Acheson Auditorium. The program discussed seven South Asian cultures and featured Ambassador to Moldova Asif Chaudhry as the keynote speaker. Afterward, the 300 attendees got a taste of South Asian foods in the Delegates Lounge.

From right, David Cooper of the Bureau of Information Resource Management plays the sitar as visitors Nishita Raj and Songeeta Guha Bishwash play, respectively, the violin and tabla.

# FSI Expands Office and Classroom Space

Sixteen years after the opening of the George P. Shultz National Foreign Affairs Training Center, the Foreign Service Institute is getting ready to celebrate another major move into newly expanded space and buildings. The expansion adds space for classrooms and offices, and expands the

visitor center, cafeteria/dining area, parking, child care center and adds an expanded mechanical plant system to support it all.

The expansion adds 148,000 square feet of new space and blends into FSI's original design. The initial impetus for the expansion came from the consolidation of the State

Department and U.S. Information Agency in 1999. FSI's increase in training programs and classes added to the space crunch. Since the opening of the Shultz Center in 1993, FSI's enrollment has skyrocketed from about 14,000, involving 1.8 million hours of training, to more than 61,000 and more than 3 million hours.

A ribbon-cutting is planned for early fall. FSI's School of Language Studies will be the first entity to move into the expanded office and classroom space, followed quickly by the Office of the Registrar. By the end of December, all of FSI's information technology training offices and classrooms, including those relocating from the Warrenton Training Center, will be in the new facility. All relocations have been carefully scheduled to minimize disruption of classes.

The project was a collaboration of FSI, the Bureau of Administration's Office of Real Property Management and the General Services Administration, which managed the project. The project involved environmental and transportation planning and a requirement that "green" materials be used where possible.



FSI's newest building stands nearly ready for students.



## Embassy Promotes Friendly Competition

To build camaraderie and teamwork, the U.S. Embassy in Bridgetown, Barbados, has a friendly team competition that runs throughout the year and culminates in a special day for employees and their families on a local holiday. This year's Fun Day involved a day-long picnic and sporting competition in which embassy teams, called houses, and families competed.

The idea for the competition arose last year when Locally Employed Staff member Jeffrey Griffith approached Community Liaison Officer Lauren McHugh with the idea of forming four houses for competition. All employees were assigned to a house, each of which was named for a color from the American or Barbados flags—red, white, blue and gold.

By bringing people together from different parts of the mission, the houses foster friendships across agency and section lines. Members of a house provide challenges, cheers, poetry and posters telling of their house's prowess. There are competitions throughout the year, including trivia contests and games where staff members earn points for their team.

On the post's Embassy Awards Day, each house's accumulated points are combined with Fun Day points, and the house winner is announced. Prizes and ribbons are presented. When a team from the Office of the Inspector General was visiting Bridgetown, its members enthusiastically joined the houses for a trivia contest.



Hillaire Campbell, left, runs the three-legged race partnered with Lauren McHugh as they gain ground on Jeri Scott and Lasonta Bowen.

Fun Day had events for children, adults under age 35 and adults over 35. Races included three-legged, egg-and-spoon, 100-meter and 50-meter for men and women, and walking. Next year, the organizers may include a competition in which American staff play cricket and Barbadian staff try their hand at baseball.

## AFSA HONORS FORMER SENATOR

Former U.S. Senator Sam Nunn of Georgia is the latest recipient of the American Foreign Service Association's Lifetime Contributions to American Diplomacy award. A former recipient, Sen. Richard Lugar of Indiana, presented the award to Nunn at a ceremony in the Benjamin Franklin Room in June.

Nunn was cited for his contributions to "U.S. diplomacy and the advancement of U.S. foreign policy from his long and distinguished tenure in the U.S. Senate, when he co-authored the Nunn-Lugar Cooperative Threat Reduction Program." Nunn is co-chairman and chief executive officer of the Nuclear Threat Initiative, where he continues the work of reducing global threats from nuclear, biological and chemical weapons.



Senator Lugar, right, presents the award to former Senator Nunn.



Consul General Joseph Donovan places a wreath on the grave of Thomas W. Waldron, the first U.S. consul to Hong Kong.

## Ceremony Recalls Fallen Diplomats

In May in Macau's Old Protestant Cemetery, the U.S. Consulate General in Hong Kong hosted a memorial ceremony for the diplomats and military service members who died while serving or traveling in the region.

The cemetery is the location of the graves of 19 U.S. service members who died in Macau during the 1800s and three U.S. diplomats, including Thomas W. Waldron. The first United States consul to Hong Kong, Waldron died of cholera during an official visit to Macau in 1844.

The memorial event, organized by Consular Officer Casey Graham, was the result of two years of research that began when Foreign Service Officer Jason Vorderstrasse, then assigned to post, sought to find the graves of all U.S. diplomats buried in Hong Kong and Macau.

The cemetery was last used for a U.S. memorial ceremony in 1994. Vorderstrasse's suggestion to revive the event was endorsed by Consul General Joseph Donovan, who in his opening remarks at the ceremony noted the long U.S. engagement with Macau. Following the playing of Taps, wreaths were placed on the graves of Consul Waldron and Fleet Surgeon John Brooke to honor all the official Americans buried in the cemetery. The ceremony concluded with a prayer and blessing led by Public Affairs Officer Tony Hutchinson and the Anglican Archbishop of Hong Kong.

Four U.S. diplomats and more than 40 military service members are buried in the Hong Kong consular district. Most are not well known, but they include two presidential grandsons: Joseph Adams, grandson of John Adams and nephew of John Quincy Adams, and Quentin Roosevelt, grandson of Theodore Roosevelt. The graves date to 1836, when Edmund Roberts, special diplomatic agent of Andrew Jackson, was buried in Macau.

Another outcome of the historical research was the establishment of a historical section on the Hong Kong consulate's Intranet Web site, <http://hongkong.state.gov>. Thanks to the efforts of Teresa Li, a Locally Employed Staff member of the consular section, the site includes scans of historical documents, biographies of diplomats and military service members, and photographs of sites related to the individuals profiled, particularly their graves and death locations.

While the U.S. diplomats and military service members buried in Hong Kong and Macau were commemorated annually on Memorial Day for many decades, in recent years the commemorations were sporadic. The consulate, however, has created a history portfolio for an entry-level officer who will be responsible for continuing research for the Web site and organizing future commemorations.

# STATE

MAGAZINE

## Magazine Staff

Rob Wiley  
*Editor-in-Chief*

Ed Warner  
*Deputy Editor*

Bill Palmer  
*Writer/Editor*

David L. Johnston  
*Art Director*

## Background

*State Magazine* (ISSN 1099-4165) is published monthly, except bimonthly in July and August, by the U.S. Department of State, 2201 C St., N.W., Washington, D.C. Periodicals postage paid at Washington, D.C., and at additional mailing locations.

## Change of Address

Send changes of address to *State Magazine*, 2401 E Street, N.W., SA-1, Room H-236, Washington, DC 20522-0108.

You may also e-mail address changes to [statemagazine@state.gov](mailto:statemagazine@state.gov).

## Subscriptions

*State Magazine* is available by paid subscription through the U.S. Government Printing Office by telephone at (202) 512-1800 or on the Web at <http://bookstore.gpo.gov>.

## Submissions

For details on submitting articles to *State Magazine*, request our guidelines, "Getting Your Story Told," by e-mail at [statemagazine@state.gov](mailto:statemagazine@state.gov); download them from our Web site at [www.state.gov](http://www.state.gov); or send your request in writing to *State Magazine*, 2401 E Street, N.W., HR/ER/SMG, SA-1, Room H-236, Washington, DC 20522-0108.

## Deadlines

The submission deadline for the December 2009 issue is October 15. The deadline for the January 2010 issue is November 15.

## Environmental Notes

*State Magazine* is printed in the USA using soy-based inks on recycled paper that contains 10% post-consumer waste and is SFI-certified.



SUSTAINABLE  
FORESTRY  
INITIATIVE



# Reprisal and Retaliation

In the Equal Employment Opportunity context, “reprisal/retaliation” refers to adverse workplace actions against an individual for EEO activity. The scope can include those who seek EEO counseling, file complaints, serve as witnesses and even those who publicly point out what they believe to be workplace unfairness (e.g., at a town hall meeting).

The guidelines of the Equal Employment Opportunity Commission specifically prohibit singling out staff, ridiculing them, demoting them or denying them training opportunities in retaliation for participation in the EEO process. Acts of reprisal are illegal because of their inherent unfairness and because such actions have a chilling effect on the willingness of others to avail themselves of the EEO process. The law even protects from reprisal employees who oppose, by their actions or words, what they believe to be a discriminatory policy or practice, though their claim is unproven.

It is important for those using the formal or informal EEO process to know that they have protection from retaliation based on their participation in the EEO process. As a federal employee, you have a right to a workplace free from illegal discrimination.

It is important for supervisors and managers to understand that reflexively striking back against employees when accused of discrimination is not only illegal but could be costly to your agency. The EEO Commission has noted an increase in cases where the underlying complaint lacked merit (was unproven); however, the succeeding complaint of retaliation was sustained. For instance, the failure to be selected to a position turned out not to be discrimination, but there was retaliation when everyone in the office heard and witnessed a complainant being badgered, harassed and ostracized for raising the issue of discrimination and filing an EEO complaint.

Managers, supervisors and executives have the responsibility to manage and lead their staff to sustain an appropriate workplace atmosphere and to get the work done. The key is to act consistently. Do not change or modify your tone, techniques and arrangements because an employee has filed an EEO complaint. Do not deny training opportunities or modify assignments as a result of an EEO filing. Staff members are definitely not off the hook for failure to perform adequately, insubordination or misconduct even if they are involved in EEO activity; however, they are always immune from punishment for their EEO activity.

Supervisors and managers must be very careful not to allow the fact that the employee has chosen to utilize the EEO process to

affect how they interact with that employee. If you were a stickler about time and attendance before the complaint, there is no need to change. But more important, if the manager was very relaxed about time and routinely gave the employee a 15-minute grace period, the supervisor should not suddenly start counting every minute of tardiness against the employee upon learning of the EEO activity. That creates an appearance that time and attendance is now a tool of reprisal. Ask yourself, “What is my legitimate business reason for this decision?” Don’t be afraid to also ask a trusted colleague or your boss for their unbiased opinion about “optics” (how a situation looks to an impartial observer, like an EEO investigator).

Upon investigation, few EEO complaints are a result of actual violations of civil rights. However, they are a result of something. Often, the origin lies in disparate expectations about goals, simple communication problems, misconceptions or lack of timely and candid feedback on performance. Sometimes, sadly, complainants failed to communicate clearly with their manager. And too often, managers simply failed to listen effectively. Whatever the cause, the Office of Civil Rights, in collaboration with appropriate Department officials, will work hard to resolve complaints using the Alternative Dispute Resolution Program. But that process of resolution can be easily undermined or inalterably complicated if there is an illegal reprisal.

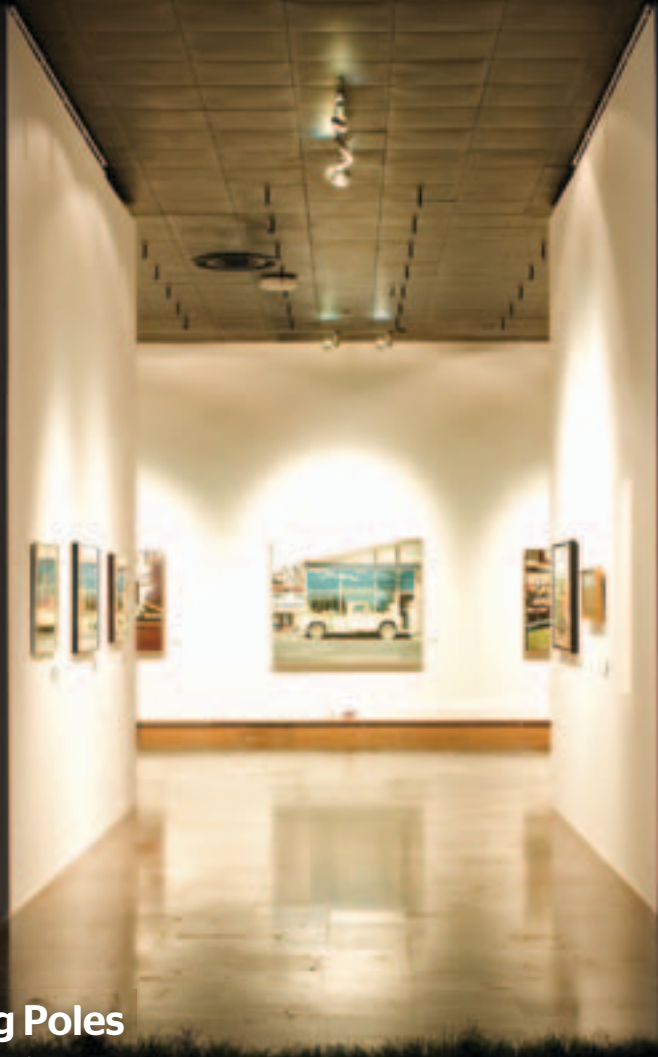
Remember that it is much easier to prove reprisal/retaliation than it is to prove discrimination. If management, without thinking, reacts to a complaint emotionally by taking some action against the employee, it is running a very strong risk of a finding of reprisal.

For those in the EEO process or considering it, you can rest assured that you have protection from retaliation. For supervisors and managers involved in a complaint, you should remain calm, be inquisitive about the actual cause and resist the urge to lash out against the person who raised the issue.

Finally, seek assistance from an experienced HR professional and/or Office of Civil Rights staff on how best to handle the situation in order to stay clear of taking any action that might result in a legitimate finding of reprisal/retaliation against the agency and exacerbate an already strained working relationship. ■



*John M. Robinson*  
John M. Robinson  
Office of Civil Rights



**Multimedia exhibition introduces young Poles to the “American Dream”** // By *Iwona Sadecka*

# “A Special Appreciation”

**T**hroughout the years spent under communism, Poles stubbornly cultivated the myth of America as the Promised Land and looked to the United States for help and inspiration. The politically imposed distance separating the two countries did not seem to matter, as most Poles felt Americans were with us and hoped communism was only a passing phenomenon. We supported Americans in everything, the U.S. space program included.

My own grandmother would often say, “I cannot die until Americans land on the moon.

I have to live to that moment.”

Forty years later, images from the first moon landing are on huge screens at the American Dream exhibition in the main hall of the Polish National Museum in Krakow. Video clips of 100 other American icons move rapidly across these screens. Images of Neil Armstrong’s first steps on the moon are quickly followed by images of John F. Kennedy, Franklin Delano Roosevelt, Broadway, stills from the movies “Casablanca” and “King Kong”, a dollar bill, the Campbell’s Soup label, the Statue of Liberty and the first settlers in the West.

Young Poles curiously stare at this mixture of American symbols of popular culture that are so familiar to older Poles. Standing on a representation of a paved open road, an installation that evokes Jack Kerouac’s famous Beat novel “On the Road,” visitors see car lights on the horizon. Edward Hopper’s “Nighthawks” painting comes to life in another installation that enables visitors to actually take a seat at the painting’s lunch counter. Another installation—of the City Lights Bookstore, a landmark of San Francisco—has poetry books displayed in its window.

## Consulate’s Vision

This year, marking 90 years of U.S.-Polish diplomatic relations, the U.S. Consulate General in Krakow envisioned and then collaborated closely with the National Museum and the prestigious Jagiellonian University on this exhibit to influence younger Poles, who may not be aware of the place America held in Polish dreams of freedom during the communist era. The choice of the National Museum was by no means accidental. The international coordinator of the museum, Olga Jaros, was an International Visitor participant on a 2001 multiregional IV program



The exhibit includes video images and, at center, photorealist paintings.



**Above:** Ambassador Ashe opens the exhibit during the consulate's Independence Day celebration. **Below:** A banner at the National Museum highlights the exhibit.



on Museum Management. The consulate maintained a good relationship with her afterward, tracking her advancement and the ambitious projects resulting from her experience with the IV program. In 2009, 18 months of close cooperation with her and the National Museum resulted in the American Dream exhibition, shown from July 1 through October 4.

The opening ceremony was the backdrop for a special July Fourth celebration where Ambassador Victor Ashe told the crowd of more than 1,000 on opening night that “Poles have a special appreciation for liberty,

and liberty is a theme that runs throughout the American Dream exhibition.”

### Pop Icons

The cornerstone of the exhibit is the photorealist paintings from the Louis K. and Susan P. Meisel collection, which were brought to Poland for the first time. Film and music clips complement the paintings of American cars, motorcycles, city streets and pop icons. The entire exhibition is augmented with a robust educational program featuring presentations on American culture by a range of specialists, from a Polish astronaut to lead-

ing theater directors, musicians and architects.

Film festivals are being held in connection with the exhibition, and smaller exhibits are on display in trendy student clubs around Krakow. Children can sign up for “Vacation with America” workshops where they recreate American images in a multitude of art forms.


Record numbers of visitors have flocked to see the exhibit—more than 5,000 alone in three weeks in July. Local media have hailed the exhibit as the event of the summer and reported on it broadly in almost every news publication and on the nation’s

24-hour television news channel. Polish public radio also had a live feed from the opening ceremony, and the nation’s leading opinion-making weekly devoted three color pages to the exhibition. The exhibition also resulted in the books “American Photorealism” and “American Dream Exhibition Lexicon.”

To take a virtual tour or learn more about the exhibition, visit the National Museum’s American Dream exhibit Web site at <http://www.amerykanski-sen.pl>. ■

*The author is a public affairs specialist at the U.S. Consulate General in Krakow.*

Overseas immersion programs mean that students can find their way in host-countries.



# The Power of Language

ECA initiative applies the 'smart power' lesson of history // By Melvin W. Hall

The ancient Greek historian Thucydides once observed that “To fit with the change of events, words, too, had to change their usual meanings,” a reflection of how language shapes and is shaped by political events. Thus, understanding the world’s languages is one of the best means for understanding changing world political and cultural events and is also the best way to engage other nations for greater mutual understanding.

To that end, the Bureau of Educational and Cultural Affairs established the National Security Language Initiative for Youth. The program’s aims are “increasing mutual understanding,

empowering the successor generation to become international leaders and ensuring that young Americans develop the linguistic skills and cultural awareness to help solve the international community’s shared problems,” said Maura Pally, acting assistant secretary for Educational and Cultural Affairs. “That is ‘smart power’ at its best.”

## Overseas Studies

The initiative provides full scholarships for Americans ages 15 to 18 to learn Arabic, Farsi, Hindi, Korean, Mandarin Chinese, Russian or Turkish in summer, semester and academic-year overseas immersion programs.

Its programs immerse students in the language and culture of the host country through formal education and daily interaction with their host-country counterparts. Participants live with host families, enhancing their linguistic skills and cultural awareness, and engage in community service projects alongside their host-country peers. For example, they work in orphanages, promote environmental awareness and develop programs for impoverished youth.

The initiative is an integral part of a larger Presidential National Security Language Initiative launched in 2006 to elevate the priority of teaching

foreign languages in U.S. communities and schools. Under that program, the Office of Director of National Intelligence and the departments of Defense, Education and State cooperatively fund the design and implementation of kindergarten through post-graduate language studies so that American citizens will have the language resources to compete internationally. The State Department’s initiative assists the larger initiative because the friendships developed in the Department’s program and students’ interaction with overseas counterparts spark a lifetime of interest in language learning early in students’ academic careers.



**Left:** On their last day of classes, summer 2009 students funded under the initiative and their instructors fill a stairwell in Cairo, Egypt. **Below:** The initiative's summer 2009 Arabic students take a break after having studied for six weeks at the Kalimat Center in Cairo, Egypt.

One participant in the Chinese language program implemented under the initiative in 2008 by the Chicago Public Schools wrote to say, "It made me open myself up more and become braver because I can speak Chinese in public or on the streets, and people believed that I was a resident in Shanghai."

A participant in the 2008 University of Wisconsin-Green Bay's Arabic program, also part of the initiative, wrote, "Before we came [to Jordan], I just wanted to experience a new culture. Jordan has not disappointed. I fell in love with the culture but also really like the language, which I hadn't expected. I looked online for places to study Arabic when I got home."

By the end of fiscal year 2009, the Bureau of Educational and Cultural Affairs will have sent nearly 880 youths to study languages under the initiative. The bureau awards grants to local and national organizations as well as school districts and universities. These organizations work with in-country partners to develop intensive language programs and the partner's capacity to ensure that each new generation of Americans can study language in high-quality programs abroad.

### Studying Chinese

One example of how these grants help transform local communities and promote U.S. public diplomacy is Chicago Public Schools' Summer Chinese Language Program, which recruits students representing the ethnic, racial, gender and economic diversity of the United States. It is considered a model in how it leverages the initiative's programs. Students

begin their Chinese studies by participating in STARTALK, an Office of Director of National Intelligence summer program, after which they take two years of Chinese in their local schools. Upon completion, they become eligible to apply for a scholarship to study Chinese in Shanghai in a six-week intensive program.

Robert Davis, the school system's director of language and cultural education, said many

program participants think a college education is out of their reach because of their economic backgrounds but often continue studying Chinese once in college.

Today, we face many of the same problems of Thucydides' time: regional conflicts, economic crises, climate change, poverty, food insecurity and pandemic disease. And, as Thucydides said about how language must change to respond to events, the ability to understand the world's languages remains one of our best means for increasing mutual understanding. In that spirit, the Department's language initiative harnesses the "smart power" lesson of history to prepare young Americans with the language and cultural skills needed to be part of the international community. ■

*The author is a program officer for the initiative in the Youth Programs Division of the Bureau of Educational and Cultural Affairs.*



NEW  
CONSULTATE

NEW  
ART

**Exhibit  
highlights  
shared  
human  
experience**

*By  
Claire  
D'Alba*







South African artist Jo Small's *Cries and Whispers*, an oil-on-canvas work, hangs on the consulate's second floor, overlooking the atrium. **Right:** From top: Constance Stuart Larrabee's *Ndebele Design, Pretoria, South Africa*; Sam Nglenthwa's *Tacet*; and Sean Wilson's *Waterline #3*.



A beaded-front apron from the 20th century hangs in a consulate hallway. **Below:** The works of South African artist Sam Nhlengethwa—from left, *Tacet* and *Tribute to Lemmy Special Mabaso*—hang on an atrium wall.

A recently installed collection of American and South African art greets staff and visitors at the newly constructed the U.S. Consulate General in Johannesburg, providing a visual exploration of the human bond shared by the United States and South Africa.

Curated and installed by the ART in Embassies Program of the Bureau of Overseas Buildings Operations, the exhibit features 82 paintings, sculptures, photographs, mixed media, crafts and ethnographic works. They convey such common human experiences as the pursuit of joy, sense of identity and importance of family, and provide visual meditations on our shared humanity.

Installed in May, the collection is the 27th permanent collection project developed by ART since the program expanded its curatorial mission in 2005 to include permanent collections for all new embassies and consulates. As with all of ART's projects, the Johannesburg collection was conceived as an effort in visual diplomacy designed to recognize and celebrate the cultural connections between the United States and the host nation.

## Research First

ART's curators began the Johannesburg project by comprehensively researching South Africa's artistic traditions and the ways our cultures have influenced each other. The curators consulted numerous resources and identified artists who represent the best of contemporary American and South African art and have forged cultural connections between the two countries. In addition, ART conferred with the consulate's staff to ensure that each of South Africa's ethnic groups would be represented in the art collection.

ART curators also worked with OBO's project team to ensure that the art would interact well with the facility's architecture and complement the surrounding environment. After the research and planning phase, the curators selected, negotiated for and acquired the work, ultimately establishing a cohesive collection.

Although the artistic styles vary, the artwork is connected through the universal concerns and experiences of shared humanity. For example, Sean Wilson's black-and-white *Waterline* photographs portray children playing on the beach on a sun-drenched day, elucidating the extraordinary beauty of an ordinary moment. The visual references are vague, leaving the viewer with the universal joy of the playful children.

Constance Stuart Larrabee's black-and-white photographs from the 1930s and 40s have a kindred, timeless and poetic quality. After spending her youth in Pretoria, Larrabee served as South Africa's first female war correspondent during World War II. Known for her portraits of leading cultural and political figures, Larrabee took the striking photographs of South African tribes during her travels through the communities of the Ndebele, San, Northern Sotho, Zulu, Swazi, Basotho and Xhosa. Rather than focusing on social, economic or political conditions, she emphasized the power of humanity in those photographed.

Another piece in the exhibit, Sue Williamson's monumental filmed portrait from her *Better Lives* series, portrays a South African couple, identified by their traditional dress. However, the emotions



evoked are universal. Williamson filmed the couple as they listened to a recorded interview that tells their life story. The emotions of hearing a person's life story elicit the empathy of viewers.

### Common Needs

The ethnographic works in the collection, which represent each of South Africa's ethnic groups, may initially seem completely dissimilar from American culture. While the Swazi meat platters, Zulu clay pots, Nguni beaded cows, San leather bags and other pieces visually reflect their diverse cultural origins, the functions of these items are universal. They celebrate fertility, honor one's ancestors, form and communicate identity and provide protection. Each fulfills a need that all humans, regardless of origin, can understand and have likely felt.

Inspired by jazz, works by South African Sam Nhlengethwa and American John T. Scott convey a shared passion for music. While Nhlengethwa's lithographs are vibrantly colored schematic images of American and South

African jazz legends, Scott's large-scaled, hand-pressed woodblock print illustrates a lively group of musicians through sharp contrasts of black and white.

Like jazz musicians improvising and collaborating, well-known South African artists Jo Smail and William Kentridge created their work by one starting it and the other altering it, each riffing on the original image. Through visual conversation, the artists shared and built upon each other's ideas.

As with all of the State Department's new permanent art collections, the Johannesburg art enlivens the consulate with creativity and culture. An extensive catalog and labels accompany the collection, cultivating an appreciation of the artistic achievements of the United States and South Africa, and recognizing the transcending bond of common humanity. ■

---

*The author is an assistant curator for the exhibit and for the Bureau of Overseas Buildings Operations' ART in Embassies Program.*



Hanging in the lobby, from left, are South African-born Gary Schneider's Botanical Series photographs *Kiwi*, *Leaf*, and *Poppy Flower*. On the tables are the *Nguni Beaded Cows* of South Africa's Streetwire Collective.

## New Building Brings U.S. Agencies Together

Following 18 months of construction, the new U.S. Consulate General in Johannesburg opened for business in April. At the dedication attended by guests from the host government, diplomatic corps, local businesses and media, Chargé d'Affaires Helen La Lime called the new building "a testament to the vibrant and growing relationship the United States has with South Africa."

Some 100 employees from five agencies who previously worked in three separate areas of Johannesburg are now together in a safe and modern work environment.

Environmentally friendly materials were used wherever possible, including recycled building products, low-energy lights, sensors, water wells and indigenous plants.

The consulate general has quickly attracted regional training programs and business outreach events. The information resource center provides weekly English-language instruction for local youths. In its first four months of operation, the consular office has issued 10,000 visas, and American citizens now have a secure setting in which to receive services.



**Above:** The inner waiting area of Embassy New Delhi's consular section has ample seating and 14 additional interview windows. **Right:** The outer waiting area of the renovated consular section features a queuing system and instructional video screens. **Below:** Ambassador to India Timothy J. Roemer meets with visa applicants.



PHOTOGRAPHS: UPHAL STUDIO; (LOWER LEFT): RAJENDER MARWAHA

# Meeting the Needs

Mission's consular services expand as demand increases // By Martin Lahm

The flourishing U.S.-India relationship is based on strong people-to-people ties, leading to ever-increasing travel between the two countries and a rising need for consular services. Mission India and the Department have responded by building new consular facilities, adding consular staff and upgrading infrastructure. Consular officers in India will have world-class facilities and support, which will enable them to provide better service.

In recent years, demand for consular services in India has boomed:

- In fiscal year 2008, consular officers in India adjudicated more than 755,000 nonimmigrant visas, the second-highest level worldwide, and more than 35,000 immigrant visas, the fourth-highest level.
- The top three posts for issuing work visas are in India, and almost half of all company-transfer visas are issued there.
- 95,000 Indians, 15.2 percent of international students, are studying at U.S. colleges and universities.
- In 2008 and 2009, Americans represented the largest number of foreign visitors to India, and the increase in American travelers to India has significantly increased the number and complexity of American Citizens Services cases.

## NIVs Surge

Mission India's largest consular workload increase was in nonimmigrant operations, where visa applications increased by 65 percent in two years. Mission India and the Department responded with several important initiatives, including a 40 percent increase in Foreign Service officers and Locally Employed Staff. The mission also implemented a multi-year, multi-post renovation and construction plan and opened a new consulate general in Hyderabad in 2009.

Mission India will have more than doubled its number of nonimmigrant visa interviewing windows by the end of 2009. The wait times for nonimmigrant visa appointments decreased from an average of six months in the first half of fiscal year 2006 to 10 days in fiscal year 2008.

India travel is not just one-way to the United States. Migration trends are changing as naturalized Americans of Indian descent return from jobs or study in the United States to work or retire in their homeland. Americans are visiting India in increasing numbers—a 50 percent increase from 2004 to 2007—coming here for medical treatment, adventure and marriage. And the U.S.-born and -educated children of Indian immigrants come to India to work, study or experience their cultural heritage. Consequently, the demand on the mission's American Citizens Services operation continues to grow.

With the huge visa numbers comes a predictable concern about unqualified applicants. All mission posts have augmented their fraud detection and investigation units to combat visa fraud and illegal smuggling.

## Multiple Reasons

One example of the visa growth comes from the Chennai consular district, which includes 150 million people and seven official languages, each used daily in the post's visa operations. A burgeoning middle class in South India with the desire and means to travel internationally, growth in demand for skilled temporary workers in the United States and the transformation of the U.S.-India relationship have led to explosive growth in visa demand in Chennai during the past five years. The demand for nonimmigrant visas in Chennai increased by more than 80 percent between 2004 and 2007, peaking at around 280,000 in 2007. In response, the post added staff and interview windows and improved its training, fraud prevention and workload management. Now the wait times for nonimmigrant visas are stable at less than one week.

The new U.S. Consulate General in Hyderabad printed its first visa in March.

Located in a renovated palace, Consulate General Hyderabad has 19 American officers, two eligible family members and more than 45 LE Staff. It can conduct 550 nonimmigrant visa interviews per day and has issued more than 32,000 visas. Residents of the new consular district now have significantly reduced travel and wait times when seeking visa appointments.

A new visa section, meanwhile, opened in Kolkata in November 2008, ending a multi-year renovation of the consular facilities that began in 2006. As at other Mission India posts, staffing additions have helped address the growing demand for consular services, which have increased by 30 percent since 2006. Additional interviewing windows, more space and better security provide an improved experience for staff and visitors.

## Explosive Growth

In Mumbai, the U.S. Consulate General has also experienced explosive growth in the past few years, including in fraud prevention and responding to public inquiries. An estimated 60,000 American citizens live in the consular district. Staff levels have tripled, and construction is under way on a new consulate facility.

At the U.S. Embassy in New Delhi, a \$10 million renovation and upgrade of the consular section has doubled the size of waiting areas and the number of intake/interview windows and tripled the seating for customers. Also added were a computerized queuing system, video information display panels, a new American Citizens Services area, modern restrooms and covered outside seating. Consular staffing has increased by 40 percent since 2006.

From Chennai to New Delhi, Mission India's consular operations have dramatically responded to the growing service needs of their Indian and American customers. ■

---

*The author serves in the consular section at the U.S. Embassy in New Delhi. Ravi Srivastava in Chennai, Pam Pontius in Hyderabad, Alan Smith in Kolkata and Nancy Biasi in Mumbai also contributed to the article.*

# Efficiency's Avatars

Management cone offers variety and consistency // By Brian R. Moran

Thanks to recent Department efforts emphasizing the importance of leadership and management skills, I have never been happier or prouder to be a member of the management cone.

It wasn't always this way. I still remember when members of my A-100 class were asked to list their preferred career cones. Only a handful expressed interest in management.

That's surprising, since there are several reasons why the management cone is the most interesting and rewarding in the Foreign Service. For one, the job offers both consistency and variety. Its consistency derives from that fact that its basic duties and responsibilities are the same across most posts. Whether I was serving at a large embassy in East Asia or a tiny post in Southern Africa, the only real variants were the relative complexity of the work and the number of American and Locally Employed Staff I supervised. Since most management work is done inside the embassy's walls, I don't need to be as skilled at languages as my colleagues who deal with substantive external issues.

## Consistent Factors

Consistency also derives from the fact that nearly all of the issues and decisions facing management officers involve use of human, financial and physical resources in support of mission operations.

The management officer's work is also varied in that the nature and the mix of these issues can vary widely from post to post, week to week or day to day, requiring constant adjustment and prioritizing. Management officers must constantly juggle long-term matters such as the construction of a new embassy compound, short-term

concerns such as the annual employee evaluation cycle and sudden, unexpected issues.

Many times I have come to my office with a list of priorities but left in the evening without completing any, and instead have done 10 or more other tasks of equal importance. The management officer is one of the ultimate problem-solvers in an embassy; my colleagues often come to me with problems, knowing that if I don't have a solution I will probably know who does. I have a largely open door policy that brings me most of my unplanned tasks along with occasional front-office requests.

Anyone in the management cone must be comfortable with not knowing all the answers and being willing to let his or her staff find the answers themselves. The traditional senior Foreign Service manager often used his or her superior knowledge and experience to parcel out information to subordinates. Today, however, management-cone officers can't do this because information sources like the Internet are widely available. Therefore, I give my subordinates relatively wide latitude in running their own operations, becoming directly involved only when I can contribute.

The management cone also exposes me to areas of the world I would not otherwise encounter.

From left, Hatem Mahdy, Information Management Officer Blanca Neve, Facilities Manager Mike Okamura, Information Programs Officer Dante Bostic and Chris Olsson stand in front of the mail-screening building as they collaborate on the construction of mailboxes for outside commercial mail.





The author's management coordination council—from left, Larry Carson, Major Michael Mannes, Captain Brian Mitchell, Audrey Parker, the author, Derek Vorndran, Blanca Neve, Omar Ali and Greg Anderson—meets weekly to discuss common problems

My strategy for bidding on jobs is to make bids based on which posts promise the greatest opportunity for new experiences, professional and personal, and some posts offer management officers major professional challenges. For instance, I am going to Bucharest because I have never overseen the construction of a new embassy, although I've done the preparatory work at four other posts.

### Daily Access

The management cone is also attractive because, in addition to the ambassador and deputy chief of mission, the management officer is the only position in an embassy with daily access to all sections and agencies. At every embassy where I have served, I have always tried to facilitate this access by converting the traditional weekly management section meeting into a "management coordination council" that includes my counterparts from all other agencies at post. This council helps us better understand each other's issues and allows us to bring our collective wisdom to bear on solving common

problems. In addition, this group helps organize embassy-wide functions, such as the July 4th representational event.

To offer a broader perspective about what makes the management cone special, I asked another experienced officer in that cone for his views. That officer, who asked that his name not be used, pointed to three factors that he said make the cone's officers unique. For one, he said, "We are motivated by seeing concrete results. We want to see buildings being built, personnel being hired and equipment being purchased."

Second, "We aren't too excited about writing a well-appreciated think piece or contributing to a debate that does not yield tangible results for many years—we want to see our accomplishments now," he said.

The third difference, he said, is that "Our efforts are concentrated on motivating and directing people to achieve specific goals and not on analyzing situations and participating in long-term policy debates unless they will have real, tangible, observable outcomes."

### Acting DCMs

More and more embassy executive offices are noting the special qualifications of management officers and providing them opportunities to be acting DCMs. I remember being absolutely terrified when given that role the first time and, to my surprise, discovering there is a large management component to the DCM position.

The management officer's most important responsibility is to bring all members of an embassy together as one team and community. The degree to which an embassy can achieve that solidarity affects its organizational effectiveness and morale. While I understand the Department's emphasis on online professional training courses, for instance, I believe every Locally Employed Staff member should attend at least one training course in Washington, D.C., tour the Harry S Truman Building and have face-to-face interaction with his or her Washington counterparts. Thus, Locally Employed Staff will feel they are truly part of our family.

The most rewarding part of the management officer's work is the personal satisfaction of having the management team working closely to respond to difficult and complex challenges. Because of our post's strategic location, it supports a large number of VIP visitors. It also holds an annual July 4th representational event that requires nearly three months of planning. Over time, my team has gained experience from working in such high-pressure situations, but it tries to avoid being overconfident and always looks to improve.

The management cone has a bright future due to such new programs as the Collaborative Management Initiative, rightsizing/regionalization and the expanded use of e-Services. Leadership in this cone now can provide the best possible support services to embassies at the lowest reasonable cost. I see some exciting days ahead. ■

*The author is completing a three-year tour as management counselor at the U.S. Embassy in Kuwait City and will become the new management counselor at the U.S. Embassy in Bucharest, Romania. This is the last in State Magazine's series of articles on how the career cones are changing.*

# Grooming Leaders

An exchange program launched in June between the Oprah Winfrey Leadership Academy for Girls and the U.S. Consulate General in Johannesburg is entirely volunteer-driven and was developed by two Johannesburg-based entry-level officers.

Called the Abafazi Ambassadors, the program fosters dialogue with a key constituency in South Africa—future female leaders—and exposes its students, many of whom know America only through the media, to a more nuanced view of American society and American women.

Oprah Winfrey founded the academy in 2007 to support the development of South African women leaders and help them transform themselves, their communities and their world. The academy provides tuition-free education to students from disadvantaged backgrounds across South Africa who demonstrate superior academic performance and leadership potential.

The Abafazi Ambassadors program seeks to bolster the academic experience of these students beyond the classroom, providing substantive dialogue on issues of critical importance to the women of the United States and South Africa.

## Field Trip

The exchange program began in June with a 50-student field trip to the consulate in Johannesburg. Consul General Andrew A. Passen led the students on a tour of the new facility, delighted them with his fluent isiZulu and challenged them to ask tough questions and demonstrate their leadership. Throughout the afternoon, the students learned about the role of the U.S. Mission in South Africa and the role of diplomatic missions generally. They also received presentations from Political Counselor Raymond Brown, Assistant Public Affairs Officer Stephen Stark, Country Consular Coordinator Doron Bard and Nonimmigrant Visa Chief Wendy Kennedy.

Abafazi means “women” in Zulu. As its name suggests, the program has a curriculum that centers around influential women—American and South African—in a variety of fields. In addition to the field trip, the program consists of five Saturday afternoon classes at the academy’s campus just south of Johannesburg. Female ELOs and summer interns

teach the sessions using multi-media and multi-disciplinary teaching methods to emphasizing the key qualities of ambassadorship.

## ELOs’ Idea

We conceptualized the Abafazi Ambassadors program and developed its curriculum after visiting the academy and consulting with its director, Joy Moore. The U.S. Embassy in Pretoria’s ELO Development Program, started by Chargé d’Affaires Helen La Lime in March, provided a forum for us to venture beyond our prescribed work requirements.

When we proposed the concept to the embassy, we said the program’s weekly instruction would focus on highly accomplished American and South African women—such as Secretary of State Hillary Clinton, civil rights activist Miriam Makeba or business executive Ann Fudge—and feature each woman’s success story in the context of broad career fields, such as government, entertainment and business. The course facilitators would use the stories of these prominent female role models to spark discussions about career paths, gender issues and societal differences and similarities between South Africa and the United States.

“The aim is to deepen the students’ understanding and appreciation of America and its values,” the ELOs said in their plan.

Several other consulate and embassy staff have participated in the Abafazi Ambassadors program as key speakers and facilitators. They include ELOs Michelle Isimbabi and Leslie Moeller, Nonimmigrant Visa Chief Kennedy, Assistant Regional Security Officer Karen Riley, Political Officer Yvonne Gonzales and summer interns Heather McCleod, Courtney Stokes and Hana Passen, daughter of Consul General Passen.

Consul General Passen has been a supporter since the program’s nascent stages and sees it as important to the ELOs’ development.

“The program represents a fantastic combination of public diplomacy outreach and initiative by our entry-level officers,” he said. ■

---

*Ms. Bernsohn is now in the front office of the Bureau of South and Central Asian Affairs. Ms. Thompson is an entry-level officer at the U.S. Consulate General in Johannesburg.*

---

ELOs reach out to Oprah’s academy // By Katharine Bernsohn and Heather Joy Thompson

---





**Right:** Program participants and mentors gather at the consulate general. **Below:** Consul General Andrew A. Passen addresses students from The Oprah Winfrey Leadership Academy for Girls.



**Above:** Participants celebrate on the program's last day. **Left:** Officers Heather Joy Thompson, left, and Michelle Isimbabi stand on either side of intern Heather McLeod.

\* Post of the Month

# ANKARA

**Strategic Ally Blends History and Modernity** */// By Elizabeth McKay*



Two boys sit on a citadel wall above the city.



# Ankara,

the capital of Turkey, is the former Roman outpost of Ancyra, which lay on the land trade route between Baghdad and Constantinople. It is also close to the site of the historic capital of the Hittite Empire, Hattusa. Until the early 20th century, Ankara remained a small town on the Anatolian plain.

All this changed in 1923 when Mustafa Kemal Atatürk made a dramatic break with the Ottoman past by moving the capital of the Turkish Republic from Istanbul to this strategic provincial town, a move that became central to placing the new nation on a dramatic path toward modernization.

Ankara today is a bustling city of five million residents. A government and university town, Ankara's relationship to Istanbul is analogous to Washington's to New York. The heart and soul of Atatürk's republic, the city is an intricate mosaic of East and West, reflecting how Turkey's geographic, historic and cultural legacies have combined to create a sophisticated and complex link between Europe and Asia.

## Strategic Partnership

Turkey is as geostrategically significant today as it was in ancient times. At the crossroads between East and West, it lies in a turbulent neighborhood. Modern Turkey is a North Atlantic Treaty Organization ally and secular state with a majority Muslim population. A tour in Turkey offers the opportunity to work on some of the United States' most pressing national security issues. Close relations with Turkey are central to key U.S. foreign policy priorities involving Iraq, Iran, Afghanistan, the Caucasus and the Middle East. The United States and Turkey cooperate closely on regional security, anti-terrorism and energy security issues. Human rights, economic development, trade and educational exchange figure prominently in the mission's work.

Turkey is the United States' 27th-largest export market, buying goods worth approximately \$10 billion in 2008. Turkey is the second-largest purchaser of U.S. cotton after China. Turkish exports to the United States totaled approximately \$4.6 billion in 2008, primarily ready-to-wear textiles, iron and steel, machinery, oil and gas, processed stones and ceramics.

Turkish favorable ratings of the United States have been in the low teens in recent polls, and are among the lowest of the countries polled in surveys such as the Pew Global Attitudes Project. Not surprisingly, public diplomacy is among the mission's top priorities. Turkey ranks first among European nations and eighth globally in the number of university students studying in the United States. The embassy manages a diverse youth exchange and academic exchange program that includes large Fulbright, International Visitor and English language programs. The mission hosts four American Corners that serve as outreach and programming platforms outside Ankara, Istanbul and Adana.

Army Central Command chief Gen. David Petraeus, right, briefs guests at the deputy chief of mission's residence during a recent trip to Ankara.

## U.S. Mission

U.S. relations with the Ottoman Empire were established in 1831. Famous U.S. envoys include U.S. Navy Commodore David Porter, who captured the first British warship in the War of 1812; Confederate General James Longstreet; and Union General Lew Wallace, author of the novel "Ben Hur."

Today, Ambassador James Jeffrey leads a mission of 1,070 Turkish and American employees in Ankara, Consulate General Istanbul, Consulate Adana and a consular agency in Izmir. Sixteen U.S. government agencies and departments are represented at the mission. The U.S. Embassy in Ankara recently launched its first Virtual Presence Post in Izmir; others are planned for Erzurum, Gaziantep and Kars.

The embassy relocated to Ankara in 1937 from the far more cosmopolitan Istanbul. The initial chancery was housed in a rail car. The mission has long outgrown the mid-20th century building housing the embassy, and the search for a new embassy compound is under way.

Embassy personnel are housed in mid- to high-rise modern apartments in the city and close-in suburbs. The stark, arid topography of central Anatolia serves as a dramatic backdrop to the many small neighborhood parks that dot the city. Embassy families enjoy several good school options, including the Department of Defense Ankara Elementary/High School for kindergarten through 12th grade and the British Study Group for kindergarten through 6th grade. German, French and Pakistani schools also cater to Ankara's foreign diplomatic community.

## Life in Ankara

Ankara offers all the comforts of life in a modern capital city: cafés, movies, theater, opera, concerts, shopping malls and many excellent restaurants featuring Turkish and international cuisine. Ankara's public architecture reflects a Republican-era (1920s to 1940s) quality created by the European and Turkish architects recruited to design the new capital. The planned-city concept has long been overtaken, however, by aggressive modern development, and the remaining Ottoman architecture is limited to a few beautifully preserved homes, museums and commercial structures.





**Above:** President Obama, center front, enjoys a moment with the embassy community at Anitkabir, Mustafa Kemal Atatürk's mausoleum. **Right:** A dervish performs with the Battery Dance Company, a New York modern dance troupe that came to Turkey with Department funding to work with the Mevlana Cultural Center in Konya. **Below:** Office Management Specialist Elizabeth Hamilton and her guide pause for a snack in front of Mt. Ararat.



Two sites dominate modern Ankara: the mausoleum of Ataturk and the Byzantine/Seljuk castle on the heights of Ulus. The mausoleum is a required stop for visiting dignitaries, and its museum's historical dioramas are a must-see for schoolchildren and visitors. The castle, its fortifications and environs in the city's old quarter are collectively known as Ulus. Visitors can enjoy a spice market, antique shops and the magnificent collection housed at the Museum of Anatolian Civilizations before stopping at a traditional teahouse. Locals and foreign residents alike visit the hamams in Ulus for a traditional Turkish bath.

Turks love the outdoor life, and the Ankara municipality has developed sporting venues such as forest paths for cross-country skiing during the sometimes harsh Ankara winters. In the summer, residents can enjoy the greenhouses, aviaries, boating and evening theatrical productions in some of the city's larger parks. Outdoor barbecues are very popular. An evening at one of Ankara's fine Turkish restaurants begins with raki, the national drink, and ends with a cup of strong Turkish coffee. Sharing coffee or tea is a traditional sign of friendship.



All is quiet on a narrow street in Safranbolu in the Black Sea region. **Right:** Secretary of State Hillary Clinton appears on a national talk show taped in historic Cengelhan museum.



## Farther Afield

Ankara's central location makes it an ideal base from which to explore the many wonders of Turkey: ancient Greek and Roman sites and pathways traveled by Mongol armies, Tamerlane, the Apostle Paul, Frederick Barbarossa's crusading armies and Suleiman the Magnificent. Visitors can sample Turkish wines and cuisine, play golf, sail, scuba dive or enjoy the nightlife at one of Turkey's many seaside resort playgrounds.

Hattusa, capital of the ancient Hittite civilization, and Gordion, home of the legendary King Midas and famed for Alexander's knot cutting, are just a day trip from Ankara. Other day trips include visits to hot springs, picturesque Ottoman-Greek towns or abandoned monasteries and churches. Along the roadways, visitors can stop at the ruins of several caravansaries that once housed weary travelers on the Silk Road. Four hours from Ankara lies Cappadocia, a geologic wonderland that was for centuries home to early Christians seeking an ascetic life in rock-hewn

monasteries. Preceding them, earlier inhabitants sought refuge in numerous underground cities as the land above was raided by eastern invaders.

Nature lovers can trek in the footsteps of Alexander the Great or the alpine region near the Black Sea. The great salt lake located 90 minutes from Ankara is a beautiful bird sanctuary. More than a few embassy colleagues have attempted the annual climb of Mount Ararat (almost 17,000 feet at its peak), though none has yet spotted Noah's ark. "Blue cruises" on private boats are popular with embassy families, as are the numerous resorts along the Mediterranean and Aegean shores. Excellent ski slopes are just 90 minutes from the capital.

A tour in Ankara is guaranteed to be intense and complex, but the professional and personal rewards are great for those willing to take advantage of all the country has to offer. ■

*The author was until recently the cultural affairs officer at the U.S. Embassy in Ankara.*





Management Counselor Kim Deblaw, right, enjoys good conditions at the Kartalkaya ski resort.

## At a Glance >>> Turkey



**Capital:** Ankara

**Government type:** republic

**Area:** 780,580 sq. km.

**Comparative area:** slightly larger than Texas

**Population:** 70.5 million

**Languages:** Turkish (official), Kurdish, Zaza, Arabic, Armenian and Greek

**GDP - per capita:** \$11,900

**Export commodities:** apparel, foodstuffs, textiles, metal manufactures and transport equipment

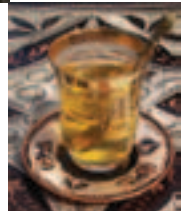
**Export partners:** Germany, United Kingdom and United Arab Emirates

**Import commodities:** machinery, chemicals, semi-finished goods, fuels and transport equipment

**Import partners:** Russia, Germany and China

**Currency (code):** Turkish lira (TRY)

**Internet country code:** .tr



Source: Country Background Notes

# Safer Waters

## FSO participates in DOD maritime mission

By Matilda Gawf

Sitting up front in an 11-foot, rigid-hull inflatable boat, hoping to get a better view as we approached the USS *Nashville*, I had my camera in hand, counting on some shots of the wide-open mouth of the amphibious carrier that would welcome us aboard like a giant sea monster gulping its dinner. As a Foreign Service Officer on a four-week temporary assignment with the Africa Partnership Station, I welcomed any adventure that involved the sea. The daughter of a naval officer and great-granddaughter of a San Francisco whaler, I had been raised in port cities and swimming in the ocean since I was four. The sea was in my blood.

The mission of the partnership station is to build military partnerships to improve maritime safety and security in West and Central Africa, where there is piracy and where poaching of fishery stocks and trafficking of drugs are growing. These challenges require a collaborative effort between the departments of State and Defense to build partner nations' ability to respond. With important economic, military and maritime safety and security issues at stake, what happens in Africa matters globally, and so it makes sense for a group of nations called the Global Maritime Partnership to help these African nations support the rule of law; build maritime safety, security capability and capacity; and counter illicit activities along their coasts.

### Ship-based Effort

The *Nashville*, an amphibious landing dock ship, was equipped with landing craft and fewer than 50 Marines. Its planned ports of call ranged from Dakar, Senegal, in the north, to Port Gentil, Gabon, in the south, with stops in Ghana, Liberia, Nigeria, Cameroon and the island of São Tomé. The 420-person Navy crew kept it operational, and an international staff of about 80 men and women—including U.S., European, African and South American military and naval personnel—coordinated

the partnership mission, which involved training classes, community relations and medical outreach programs.

A Foreign Service officer based out of the U.S. Embassy in Dakar, I joined the ship in Cameroon in April midway through its voyage and stayed until its return to Dakar four weeks later. Prior to my arrival, two other FSOs—Geoff Martineau from the U.S. Mission in Nigeria and Lucy Abbott from the U.S. Mission in Liberia—had been aboard. In the next several days, three other FSOs would join the ship: Scott Ticknor of the U.S. Embassy in Yaounde, Cameroon; Etienne LeBailey from the U.S. Embassy in Maputo, Mozambique; and Amanda Porter from the U.S. Embassy in Harare, Zimbabwe. Our mission was to learn about the partnership station mission and take our experiences back to our embassies.

On arriving at the *Nashville*'s landing dock—all of us as soaked as rats—I was met by Lt. Cmdr. Karen Corson, who saw I didn't have my "sea legs" yet and responded by hoist-



ing my heavy backpack and leaden suitcase up the ship-side stairs to an officer above. And so we went, up three flights of ladders to the Officer of the Deck.



The author rests in her bunk in her small stateroom.





**Above:** A military reservist on the *Nashville* provides dental care during a ship visit. **Left:** Captain Thebaud, right, awards a training certificate to a female member of the Cameroonian navy.



On board, my stateroom proved to be more like a walk-in closet, its two sets of double bunks separated by 40 inches of space, with one sink at the end. I could not begin to imagine how four officers could possibly all get ready for duty at the same time in the morning, much less live in such close quarters for months

at a time. I made a mental note to never complain about the size of post housing again.

For the time being, I was grateful to have only one roommate, Lt. Alexa Forsythe, who had been on the first partnership station mission in 2008 and had been called back to serve on this mission.

## Water Needed

On the *Nashville*, the day began at 5:30 a.m., there were meetings throughout the day and we couldn't use cell phones or BlackBerries. Another challenge was the need for the *Nashville* to make drinking water, especially when a port of call was unable to provide enough. The ship was on water rationing when I boarded, and no one had been able to do laundry for two weeks. Thankfully, the toilets used seawater. But when the ship left Cameroon, it took three full days to handle the laundry backlog before everyone had clean clothes.

The mission, commanded by Capt. Cindy Thebaud, brought seminars, workshops and hands-on professional knowledge exchanges to each port visited. Host-nation personnel and often personnel from third countries participated in exchanges covering the gamut of maritime safety and security issues, including small-boat maintenance, port security, search-and-rescue tactics, oil-spill response, fisheries management and meteorology. Facilitators and instructors came from such organizations as Malta's International Search and Rescue School; the U.S. Coast Guard; the Italian, Portuguese and Royal Danish navies; Spanish, Portuguese and U.S. Marines; the U.S. Navy's Expeditionary Training Command and even the Wildlife Conservation Society.

The partnership station provided junior officers and enlisted personnel from African countries with on-the-job training. Five groups of trainees each spent three weeks on board, gaining familiarity with shipboard life and attending seminars or workshops in port. The participants were not just from West and Central Africa, but came from as far away as Mozambique and Comoros.

## Hard Workers

The staff members were some of the hardest-working and persevering people I've met. Working in unfamiliar cultures and languages on projects that often were outside the scope of their experience, they surmounted obstacles and ensured successful outcomes repeatedly.

The FSOs on board used their language skills to translate for the various outreach programs, seeing firsthand the impact of the partnership station. The community outreach team repaired school roofs and renovated medical clinics, and a DOD team that included a doctor, nurse practitioner, dentist, veterinarian and three technicians did medical outreach. The outreach effort also distributed 235 pallets of donated material.

My seafaring life ended in early May, but I remain grateful to the partnership station for the chance to be immersed in its mission. ■

*The author is vice consul at the U.S. Embassy in Dakar.*

# July Fourth Abroad

## Embassies create unique celebrations

By Olivia C. Ramos, Daniel Ernst and Selena Nelson-Salcedo

One focused on music and the other on a Hawaiian theme, but two U.S. embassies separated by thousands of miles decided to make their 2009 Independence Day celebrations truly special.

Independence Day celebrations are one of the chief ways U.S. posts abroad build connections with their host nations. Therefore, the celebration at the U.S. Embassy in Amman, Jordan, also celebrated 60 years of Jordanian-American friendship by hosting a series of performances by the Boston Children's Chorus, which consists of youngsters ages 11-17 from differing ethnic, religious and economic backgrounds.

In 2007, Jordan's King Abdullah II heard the chorus perform at a fundraiser in the Boston area. Chorus leaders followed up in 2008 with a visit to Jordan and worked with the embassy's public affairs section to prepare a 2009 Jordan tour entitled, "This Is the Sound of Harmony." BCC Artistic Director Anthony Trecek-King said the trip aimed to integrate cultures and be a life-changing experience for the young singers.

"This is a lifetime experience for the BCC members," he said. "Outreach activities like the ones we performed at the Queen Zain Al Sharaf Institute for Development's youth center and in Zarqa and Karak [Jordan] are what the mission of the chorus is all about: diversity and cultural exchange."

On July 7, the 54-member chorus closed its week-long tour of Jordan in Karak before a rambunctious crowd of more than 1,000 fans, who greeted each song with cheers and whistles.

"Ambassadors use the language of trade and politics, but musicians speak to the spirit," said Ambassador Robert Stephen Beecroft. "And that's just what the BCC did here in Jordan, bringing its special aura of talent and dedication to boisterous young audiences from all around the country."

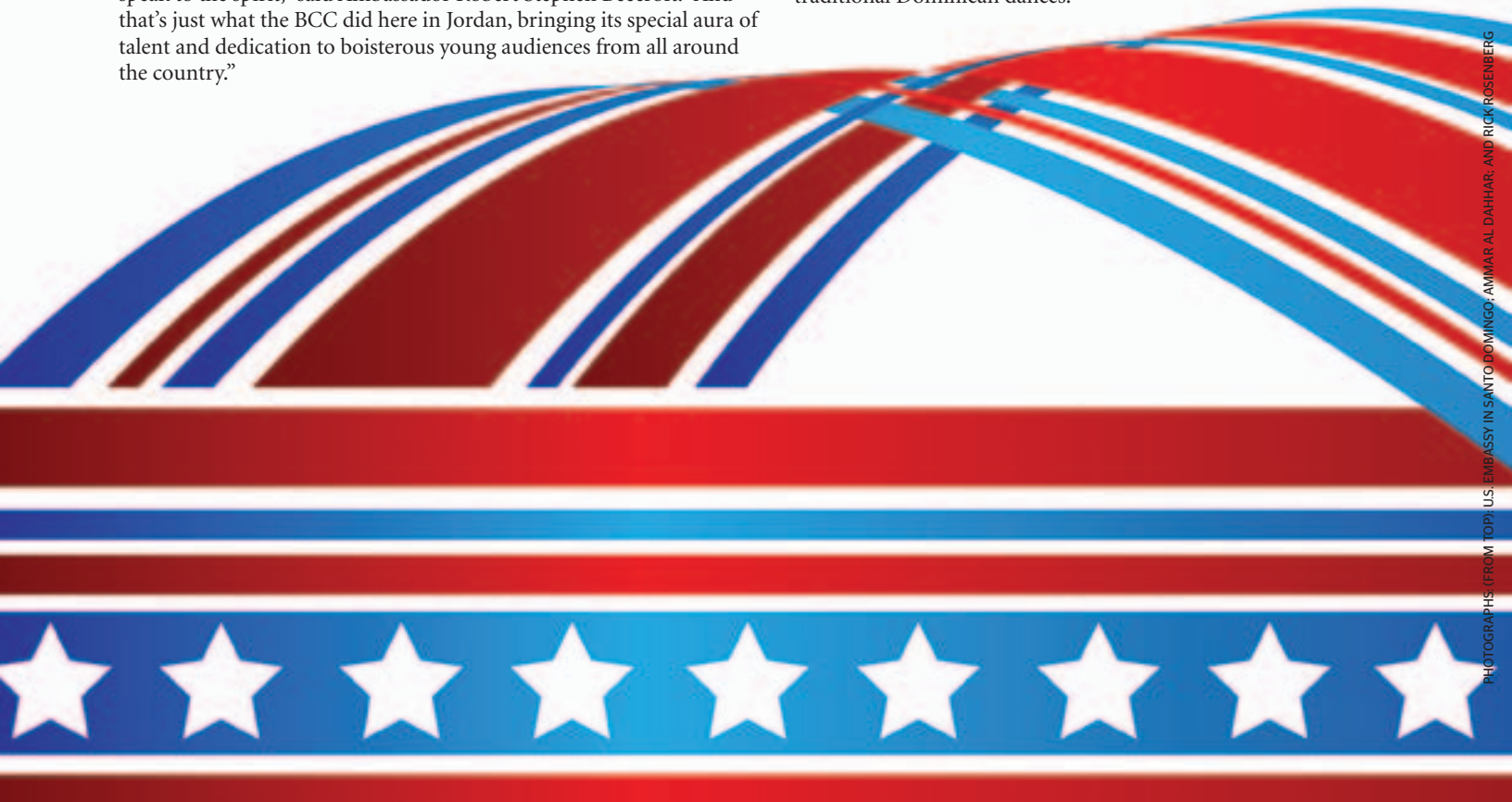
Upon returning to the United States, chorus members planned to interact with their Jordanian fans through their Web site, blog, Twitter and Facebook pages. More information on the BCC's trip to Jordan is at [http://www.bostonchildrenschorus.org/news\\_events/jordan.php](http://www.bostonchildrenschorus.org/news_events/jordan.php).

## Santo Domingo Celebrates

While the U.S. Embassy in Amman focused its celebration on music, the U.S. Embassy in Santo Domingo chose a Hawaiian theme to honor the birthplace of President Barack Obama and the 50th anniversary of Hawaii's statehood. The theme also provided a link between Hawaii's traditions and those of the island nation of the Dominican Republic.

The celebration's nearly 1,400 guests were invited to wear Hawaiian-style clothing or *guayaberas*, a typical Caribbean shirt that also works well for a balmy tropical evening. Guests of honor included Carlos Morales Troncoso, the host nation's secretary of foreign affairs, and Józef Wesolowski, Apostolic delegate and dean of the diplomatic corps in the Dominican Republic. Consul General Michael Schimmel was master of ceremonies.

The American and the Dominican national anthems were sung, a Marine Color Guard paraded and a Hawaiian dance performance was held. For the performance, the embassy contacted Lucy Novoa, a dancer and choreographer accomplished in a variety of Polynesian dances. Working with the Dominican government's Ministry of Culture, the public affairs section arranged for her to teach three Hawaiian dances to dancers from the Ballet Folklórico, which usually performs traditional Dominican dances.



The Hawaiian-Dominican island connection was also on the evening's menu: Dominican roast pig—which resembles a Hawaiian pig roast—served with grilled pineapple, which is abundant in Hawaii and the Dominican Republic. Guests also heard a performance by the Brian Lynch Band, a jazz quintet that, during a performance elsewhere during its visit, collaborated with the Dominican merengue artist known as “El Prodigio.”

It was a pairing that one local newspaper called the “perfect combination”—a comment that also fits the embassies’ choices for celebrating Independence Day. ■

*Olivia C. Ramos and Daniel Ernst are, respectively, the co-community liaison office coordinator and the assistant cultural affairs officer at the U.S. Embassy in Amman. Selena Nelson-Salcedo is vice consul at the U.S. Embassy in Santo Domingo.*

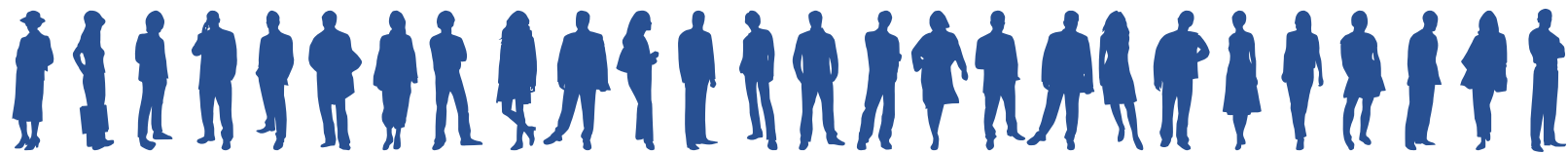


**Above:** The Brian Lynch Jazz Quintet performs at Embassy Santo Domingo's 4th of July celebration. **Left:** A child participates in the watermelon-eating contest in Amman. **Below:** The Boston Children's chorus performs at Embassy Amman's 4th of July Celebration.



\* Office of the Month





# Personal Diplomacy

Office of Citizen Exchanges promotes one-to-one understanding // *By Sheila Casey*



If you were to line up all the people participating in Office of Citizen Exchanges programs in a given year, you'd be hard pressed to find more diversity. You'd see young entrepreneurs from Kenya; soccer coaches from Indonesia and Uganda; museum specialists from China, Iraq and Syria; and high school students from Malaysia, Moldova, Bolivia and Brazil. There would also be more than 1,000 American colleagues and peers who participate in the office's two-way exchange programs each year. The American and foreign participants all seek to learn about another society while simultaneously representing their own.

Part of the Bureau of Educational and Cultural Affairs, the Office of Citizen Exchanges was established by Congress to "support private not-for-profit organizations engaged in the exchange of persons between the United States and other countries."



To accomplish its mission, the office seeks grant proposals from American nongovernmental organizations, colleges and universities to implement its people-to-people exchanges. Participants come from a range of ages and backgrounds to participate in the professional, youth, culture and sports exchanges. In fiscal year 2008, the Office of Citizen Exchanges issued 125 grants to U.S. organizations and institutions to engage more than 5,250 program participants.

"We offer policymakers a range of highly adaptable and responsive programs that have a proven track record of achieving the Department's goals and objectives," explained Office Director Len Korycki.

An example is the office's Open Grant Competition, which supports exchanges of professionals. Past projects have included exchanges with journalists, community organizers, legal experts and religious leaders.



All of the programs involve two-way exchanges. Foreign participants travel at least once to the United States for workshops, consultations and seminars, and the American participants travel overseas for a similar agenda. The private-sector partners provide expertise and innovative content.

For instance, the Quebec-Labrador Foundation received a grant to foster collaboration on community-based natural resource management strategies through a three-week fellowship in New England for eight environmental professionals from Israel, Jordan, the West Bank and Lebanon. The New England fellowship was followed by a three-week fellowship in the Middle East for eight U.S. fellows. A publication featuring case studies and narratives from the fellows and recommendations for implementing effective community-based natural resource management strategies will be produced at the end of the grant.



Each year, new programs are conceived in consultation with the Department's regional bureaus and overseas posts. Successful implementation cannot happen without the active participation of embassy public affairs sections, which guide selection of the right participants to meet program objectives.



## \* Office of the Month

The office can customize a project quickly for a newly identified priority. This spring, after Secretary of State Hillary Clinton visited Turkey, the office was asked to develop programs to bring together young American and Turkish professionals to develop grassroots initiatives on foreign policy matters of interest to both countries. In less than four months, the Bureau awarded multiple grants to carry out three distinct projects in an effort called Young Turkey/Young America.

The International Sports Programming Initiative, managed by the office's Sports-United Division, uses a public grant competition to solicit proposals from American nonprofit organizations for exchange projects that underscore discipline, exercise and nutrition for a healthy lifestyle. The programs engage young people from underserved communities, including people with disabilities.



**Left:** Lebanese basketball coaches join Women's National Basketball Association President Donna Orender and ECA Bureau staff for a Washington Mystics game in Washington, D.C. In the front row are Deputy Assistant Secretary Maura Pally, in a red shirt; SportsUnited staff member Kelli Davis, in a flower print shirt; and SportsUnited Director Nina Bishop, in a black tank top. In the middle of the third row is Orender in a black suit. **Below:** The staff of the Academic Year unit of Youth Programs includes, front row from left, Dawn Kepets, Amy Schulz, Matt O'Rourke and Shalita Jones. At rear from left are Jon Crocitto, Callie Ward, Kevin Baker and Betsy Davis.



The SportsUnited Division collaborates with professional leagues and national sports federations to send U.S. athletes overseas to conduct sports clinics and other outreach to youth populations who have had little or no exposure to Americans. Foreign athletes and coaches are brought to the United States to participate in clinics and other professional development programs. Recent participants in these programs included coaches and players from Iraq, Nigeria and Lebanon.

"Our team learned about soccer and about so many other things that are essential in the



PHOTOGRAPHS: ED WARNER; (FAR LEFT): OFFICE OF CITIZEN EXCHANGES



character building of an individual,” said Sana Mahmood, a 19-year-old participant in this summer’s Pakistan Soccer Visitor Program. “I know I’ve definitely grown as a person, and I owe it all to this sports exchange program.”

Reaching out to younger audiences is critical to public diplomacy, and the office’s Youth Programs Division works to empower young people and establish long-lasting ties between the United States and other countries through exchange programs and institutional partnerships. Its programs focus on secondary schools and promote mutual understanding, leadership development, educational transformation and democratic ideals. The division’s Future Leaders Exchange, Youth Exchange and Study, Congress-Bundestag Youth Exchange and American Serbia & Montenegro Youth Leadership Exchange programs have brought more than 2,300 high school students to



**Above:** Members of Youth Programs involved in short-term exchanges are, front from left, Carolyn Lantz, Lisa Wishman and Judy Nowlin. At rear from left are Jennifer Phillips, Melvin Hall and Betsy Davis, division chief. **Left:** Leonard Korycki is the director of the Office of Citizen Exchanges. **Below:** The SportsUnited division’s staff includes, front row from left, Ray Harvey, Kelli Davis and Ryan Murphy. At rear from left are Denise Jobin Welch, Nina Bishop and Beth Fine.



Members of the staff involved in the professional exchanges and cultural programs gather in front of the bureau's new office building.



the United States to live for a year with host families and study in American schools.

For those students unable to spend an entire year in the United States, the Youth Programs Division also offers several short-term youth leadership programs in which teenagers from throughout the world learn about the United States.

Through its Cultural Programs Division, the office uses art to reach out to other societies, engaging people, challenging their ideas and heightening their curiosity about the United States. The division's programs unite American musicians, filmmakers, dancers, writers and painters with global audiences through live performances, master classes, visual arts, poetry and literature. The division's programs also meet specific needs identified by U.S. embassies and professionals in the art world. This past spring, for instance, the Musical Overtures program sent the jazz ensemble Alvin Atkinson and the Sound Merchants on a successful tour to Afghanistan, Lebanon, Iraq and Armenia, where they performed, conducted workshops and spoke with young people and local musicians.

To find out more about programs of the Office of Citizen Exchanges, visit its Web site at <http://exchanges.state.gov>. ■

*The author is the senior program advisor in ECA's Office of Citizen Exchanges.*

## Jazz Concert Celebrates Musical Tour

Having recently returned from a tour that included Iraq and Afghanistan, the jazz quartet Alvin Atkinson and the Sound Merchants took the stage in the Dean Acheson Auditorium on July 1 to strut its musical stuff for Department employees.

In introducing the quartet, Under Secretary for Public Diplomacy and Public Affairs Judith A. McHale noted that a new generation of jazz musicians is performing on Department-sponsored jazz tours. The band's tour, which also included Lebanon and Armenia, "left happy memories and created a superb impression," she said. The Under Secretary presented each band member with a letter of appreciation from Secretary of State Hillary Rodham Clinton, who noted in her letter that the band "braved difficult circumstances to delight new audiences to the credit of our country."

Two of the concert's four compositions were by Duke Ellington, a jazz giant who during the 1950s and 1960s toured overseas on a Department program bringing "America's classical music" to nations where the United States sought

improved ties. Ellington went to Iraq in 1963, and Atkinson's group paid homage by playing Ellington's moody "Caravan." Alluding to another famous Ellington piece, Atkinson joked that his group's tour "took the A train to Baghdad and it took us three weeks to get there."

In March, Atkinson's quartet inaugurated the Department's Musical Overtures initiative, administered by the Bureau of Educational and Cultural Affairs to bring American music to countries currently or recently in conflict or facing difficult programming conditions. Alvin Atkinson and the Sound Merchants were selected to tour because of their artistic quality, interpersonal skills and dedication to cultural diplomacy. They exemplify a new cultural diplomacy paradigm that embodies America's desire for mutual understanding by extending beyond stage performances to more profound engagement with foreign audiences.

The band's concert was also sponsored by the Foreign Affairs Recreation Association's State of the Arts Cultural Series.



## What's Hot

### PN113: Introduction to Working in an Embassy

Newly updated, this course introduces employees of U.S. government agencies and their eligible family members to the structure and function of United States embassies and consulates overseas. It is designed to assist them in working successfully in a diplomatic environment. With MQ911 Security Overseas Seminar, this course fulfills the security requirement for individuals on a first-time overseas assignment lasting 30 days or more. Not appropriate for Department of State Foreign Service Generalists or Specialists.

### PT401: No FEAR Act Training

For the period ending 5/21/2009, there were 16,659 completions of the online PT401 course and 3,294 in progress. Those U.S. citizen Department of State employees, both Foreign Service and Civil Service, who have not yet registered to take PT401, should sign up at: <http://fsi.state.gov/admin/reg/default.asp?EventID=PT401>. Students will learn about the No FEAR Act (Notification and Federal Employee Antidiscrimination and Retaliation Act of 2002), which prohibits discrimination and retaliation in the workplace. They will learn what avenues of recourse are available to employees who suspect they are the victims of illegal discrimination or retaliation. This course fulfills the No FEAR Act requirement to train government employees regarding their rights and remedies under Federal antidiscrimination and whistleblower protection laws.

## Upcoming Classes

Security	Nov	Dec	Length
MQ911 Security Overseas Seminar	2, 16, 30	14	2 days
Foreign Service Life Skills	Nov	Dec	Length
MQ104 Regulations, Allowances and Finances	19		2 days
MQ107 English Teaching Seminar		10	2 days
MQ115 Explaining America	7		1 day
MQ116 Protocol and the U.S. Representation Abroad	14		1 day
MQ703 Post Options for Employment and Training	13		1 day
MQ803 Realities of Foreign Service Life		5	1 day
MQ950 High Stress Assignment Outbriefing	6	4	1 day
Career Transition Center	Nov	Dec	Length
RV101 Retirement Planning Workshop		7	4 days
RV103 Financial Management and Estate Planning		9	1 day
RV104 Annuities, Benefits and Social Security		8	1 day
RV105 Mid-Career Retirement Planning	18		2 days

For information on all the courses available at FSI, visit the Schedule of Courses on OpenNet at <http://fsi.state.gov>. See Department Notices for announcements of new courses, new course dates and periodic announcements of external training opportunities sponsored by FSI. For additional information, please contact the Office of the Registrar at (703) 302-7144/7137.

## FSI Web Page

Find everything you need to about FSI and its training opportunities at <http://fsi.state.gov>. This site is constantly updated to give you just-in-time information on services such as:

- Online Catalog: Up-to-the-minute course schedules and offerings from live classroom training to distance learning.
- Online Registration System: Submit your training application for classroom, distance learning and even external training, using the Online Registration link found on virtually every course description or the External Training Web page.
- Training Continua: Road maps to help you effectively plan your training for the year or beyond.
- About FSI: Get a snapshot view of FSI's history and enrollment statistics.
- Links to training resources: View information on specific countries, language learning and testing and myriad helpful reference materials.

## Student Records Online

Located on the FSI Web page, Student Records Online is a secure, password-protected site that provides access to all FSI training information. Features include:

- Reviewing and printing your training schedule.
- Reviewing and printing your student transcript.
- Tracking the status of your training request.
- Canceling an already-scheduled FSI course.
- Requesting changes or canceling an external training registration.
- Creating and submitting your Individual Development Plan/Work and Development Plan for Locally Employed Staff.
- Retrieving your FasTrac password.

For more information and to establish your logon, visit the FSI Web site at <http://www.fsi.state.gov>.

## Ask FSI

Looking for information on a specific course, training location or distance learning? Experiencing a problem with registration, accessing a course or a technical issue? "Ask FSI" is your answer. Found on the FSI home page (<http://fsi.state.gov>), "Ask FSI" allows you to review frequently asked questions or submit your own inquiry. Questions are routed quickly for prompt response.

## FasTrac Distance Learning

Learn at your own pace, when and where you want. Most Department of State employees, including personal service contractors and eligible family members, in a constant paid status for at least one year, are eligible. With your FasTrac password, you may access the entire FasTrac catalog of more than 2,500 courses, from home or office. To view the complete FasTrac catalog, visit the FasTrac Web site at <http://fsi.state.gov/fastrac>.

For more information on all of our distance learning opportunities, visit the FSI Web site at <http://fsi.state.gov> and click on "Distance Learning." ■

# Busloads of Faith

Ex-ambassador continues pursuit of peace // By John W. McDonald

An Indian bus (not the "people's bus") is jammed with people of different cultures—a metaphor for peaceful coexistence.



Last year while having tea with Kuldip Singh Wadala, a distinguished Sikh religious and political leader in Amritsar, India, I learned of the difficulties Sikhs have crossing the Indian border into Pakistan to visit two Sikh shrines that are only two miles from the border. Fascinated, I also learned that the 500-year-old ashes of the founder of the Sikh religion were shared between the two shrines and one in India, which are three miles apart but separated by the borders.

In my research, I spoke to more than 2,000 Sikhs about this project and raised funds for the study through IMTD. Now, the institute is working with a Muslim architect from Pakistan and a Sikh engineer from India on the project.

Once the study is completed in November, we will present it to the Indian and Pakistani governments. The next phase will be to build the corridor, which we hope will be completed in three years.

I spoke at a refugee camp and proposed the creation of a “people’s bus” to carry Kashmiris across the border. They loved my idea, and I pushed it for the next several years. Whether from my work, or their own consultations, the governments of India and Pakistan supported the idea and, in April 2005, the first buses began running from Srinagar to Muzzafarabad, capital of Pakistani Kashmir. In June 2006, a second route began service.



**Left:** At a May fundraiser in California for the Peace Corridor, Ambassador John W. McDonald and his wife Christel, at center, gather with supporters. **Above:** Ambassador McDonald meets with Sikh activist Kuldip Singh Wadala.

At a subsequent press conference organized by Wadala, I urged the establishment of what I called a “Peace Corridor” that would link the three shrines and allow for free passage for pilgrims to make this short journey. I saw this as a trust-building measure to strengthen relations between the two countries at the people-to-people level. In making that suggestion, I was relying on my background of conducting diplomacy largely in a multilateral context. For instance, I spent 16 years working in United Nations affairs and was appointed twice by President Carter and twice by President Reagan as an ambassador leading US-delegations to U.N. conferences.

### Research Underway

As it happened, the government of India itself decided a week later to begin studying ways to allow for greater cross-border travel by the Sikhs. After the Mumbai massacre of November 2008, I decided that my nongovernmental organization, the Institute for Multi-Track Diplomacy, should carry out a feasibility study of my Peace Corridor idea.

My belief that the Peace Corridor will be built is based on an earlier success story. In 1995, I met two recently retired generals, one from India and one from Pakistan, who asked me to help promote peace in the border region. They had no money, nor did IMTD.

Two years later, a leader of a nongovernmental organization from Mumbai, India, and a politician from Lahore, Pakistan, visited me, and I asked them to help get business leaders from India and Pakistan to refocus on Kashmir. They agreed. We held conflict-resolution training in New Delhi and Lahore and encouraged business leaders to invest in Kashmir.

Over time, we also trained 65 parliamentary leaders from Azad Kashmir in four separate conflict-resolution training sessions in Washington, D.C. In 2004, we brought 10 Kashmiris together in Kathmandu for the first joint training and did so again in 2006 in the Maldives Islands.

### People’s Bus

During a 2000 visit to Azad Kashmir,

My career as a diplomat was invaluable to my work today. At the Foreign Service Institute’s Center for the Study of Foreign Affairs I edited the first book on track-two diplomacy in 1985. After I retired, I expanded the two-track concept into nine tracks and with Dr. Louise Diamond co-authored the book *Multi-Track Diplomacy*. In 1992, we created the nonprofit Institute for Multi-Track Diplomacy in Washington, D.C., which has trained people in 24 countries in conflict resolution and negotiation.

The institute’s systems approach to peacebuilding works. So in 2007 I launched a course on conflict resolution and peacebuilding at the National Defense University in Washington to show senior military and civilian leaders that there is a nonviolent way to solve conflicts. I firmly believe the only way to solve a conflict at any level of society is to sit down face to face and talk about it.

For more information on the Institute for Multi-Track Diplomacy, visit [www.imtd.org](http://www.imtd.org). ■

*The author is a retired ambassador.*

# 'Tis the Season

## Don't Be Surprised by Influenza III By Dr. Gretchen McCoy

According to experts, the one sure thing about influenza, including the current pandemic strain of H1N1, is it is always full of surprises.

Last spring here in the Americas, we were introduced to a new strain of influenza unlike most strains we have seen for the past several decades. After being recognized in Mexico through a surge of sick and hospitalized patients, the new influenza organism, called novel H1N1 or pandemic H1N1, was designated a pandemic—that is, worldwide—infection in June, less than four months after its initial recognition in Central America.

Influenza tends to be a cool-weather disease, appearing in northern regions, such as the United States, Canada and Europe, in late fall and winter. In the Southern Hemisphere, it surges from May to September. H1N1 has followed that pattern in the Southern Hemisphere, but has also remained active in many northern areas, especially Great Britain and parts of the United States, where many children's day and summer camps have been cut short or cancelled.

Does this foretell a worldwide resurgence of infection in the fall? We don't know but need to be prepared.

Experience with this virus since spring indicates who is at greatest risk for infection and what populations tend to get the sickest if they contract it. Knowing who is at risk, knowing what we can do to reduce transmission and, most important, receiving the influenza vaccine targeting H1N1 are the most effective measures we can take.

### Here is what we know:

Persons at greatest risk:

- The young: 90 percent of infections reported in the United States involve persons under 49 years old.
- Those with altered immune systems, which make them more susceptible to infections.

Persons at greatest risk for complications and death if infected:

- Infants younger than six months of age and persons over 65.
- Obese persons with a body mass index of 40 or more.
- Persons with immune systems altered by disease or medication.
- Persons with chronic cardiac or lung illnesses (including asthma), or with organ failure.
- Pregnant women, due to the risk to the mother and unborn baby.

### Here is what you can do:

If you or family members are part of a high-risk group, talk with your pediatrician, obstetrician or primary-care doctor about the use of antiviral drugs if there is exposure to influenza. If you develop symptoms of flu, contact your doctor.

Individuals without risk factors who develop mild symptoms should stay home during symptoms and for 24 hours after the fever resolves. If you become sicker, contact your doctor. Check the Centers for Disease Control and Prevention's Web site at <http://www.cdc.gov/h1n1flu/qa.htm> for more information on what to watch for and measures to take.

Don't give aspirin to children under 18 to reduce fever. This increases the risk of Reyes Syndrome, a neurological complication associated with use of aspirin in children with viral illnesses.

High-risk persons should receive the new influenza vaccination on a priority basis to prevent infection.

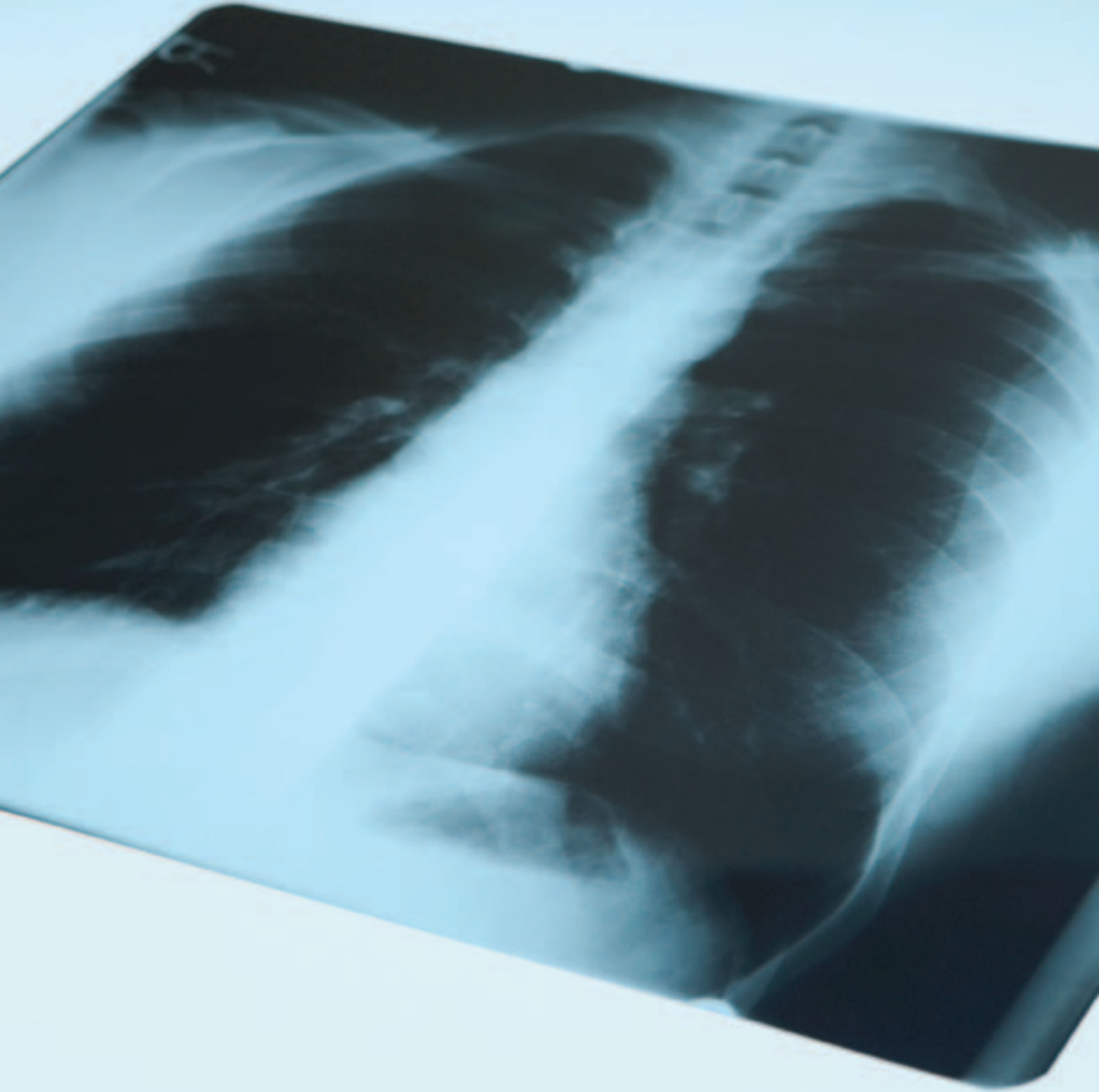
Children less than one year of age cannot receive the vaccine, but their caregivers should be vaccinated to prevent transmission.

Stay informed; information changes by the day. Developments on vaccine availability, vaccination locations and whether there will be early priority groups because of initial limited supplies of vaccine are presently uncertain. Get authoritative information from the CDC's Web site. Practice good hand hygiene and cough etiquette.

Get your seasonal influenza vaccination, since seasonal flu will be around this fall along with the novel H1N1. Seasonal vaccination will not prevent H1N1, and the H1N1 vaccine, when available, will not prevent seasonal flu. Everybody should receive the seasonal flu vaccine, which is available now. ■

---

*The author is a regional medical officer in the Designated Agency Safety and Health Office.*





## U.S. Ambassador to Switzerland

Donald S. Beyer Jr. of Virginia, a business and community leader, is the new U.S. Ambassador to Switzerland, to serve concurrently as Ambassador to the Principality of Liechtenstein. He was lieutenant governor of Virginia and Democratic nominee for

governor, led the Department of Commerce transition team for President-elect Obama and chaired the Transportation and Land Use working group of the Virginia Commission on Climate Change. Previously, he built several retail automobile dealerships. He is married and has four children.



## U.S. Ambassador to Kosovo

Christopher William Dell of New Jersey, a career member of the Senior Foreign Service, class of Minister-Counselor, is the new U.S. Ambassador to the Republic of Kosovo. Previously, he was deputy chief of mission at the U.S. Embassy in Kabul. Before that, he was ambassador to Zimbabwe and

Angola and chief of mission in Pristina. Other postings include Sofia, Maputo, Lisbon, Oporto and Matamoros.



## U.S. Ambassador to Denmark

Laurie S. Fulton of Virginia, a lawyer and community activist, is the new U.S. Ambassador to Denmark. Previously, she was a partner at Williams & Connolly, where she had a national practice in complex civil litigation, internal investigations and white-collar criminal defense. She served on the

board of directors of the U.S. Institute of Peace and has been active in nonprofit and community organizations such as Bright Beginnings and Girl Scouts Women's Advisory Board.



## U.S. Global AIDS Coordinator

Eric P. Goosby of California, a doctor with more than 25 years' experience with HIV/AIDS, is the new Ambassador at Large and Coordinator of U.S. Government Activities to Combat HIV/AIDS Globally. Previously, he was chief executive officer and chief medical officer of Pangaea Global

AIDS Foundation. He is also a professor of clinical medicine at the University of California. He was deputy director of the White House National AIDS Policy Office during the Clinton Administration.



## U.S. Ambassador to Tunisia

Gordon Gray of Virginia, a career member of the Senior Foreign Service, class of Minister-Counselor, is the new U.S. Ambassador to the Republic of Tunisia. Previously, he was senior advisor to the U.S. ambassador to Iraq. From 2005 to 2008, he was deputy assistant secretary for Near

Eastern Affairs. Before that, he was deputy chief of mission in Cairo. Other postings include Morocco, where he had been a Peace Corps volunteer; Pakistan; Jordan; and Canada. He is married and has three children.



## U.S. Ambassador to Belgium

Howard W. Gutman of Maryland, a lawyer and political activist, is the new U.S. Ambassador to Belgium. Previously, he was a partner at Williams & Connolly, where he handled litigation, investigation and counseling matters. Earlier, he was a special assistant to Federal Bureau of Investigation

Director William Webster and a law clerk to former Supreme Court Justice Potter Stewart. He has advised Democratic candidates and assisted the 2008 Obama campaign. He has been a contributor to numerous television and radio programs.



**U.S. Ambassador to Swaziland**

Earl Michael Irving of California, a career member of the Senior Foreign Service, class of Counselor, is the new U.S. Ambassador to the Kingdom of Swaziland. Previously, he was a senior-level career development officer in the Office of Career Development and Assignments. He has been deputy chief of mission in Harare and principal officer in Melbourne and Recife. Earlier postings included São Paulo, Moscow, Pretoria and Mexico City. He is married and has two children.



**Director General of the Foreign Service**

Nancy J. Powell of Iowa, a career member of the Senior Foreign Service, class of Career Minister, is the new Director General of the Foreign Service. Previously, she was ambassador to Nepal. She was the Department's senior coordinator for Avian Influenza and acting assistant secretary for both International Narcotics and Law Enforcement Affairs and African Affairs. She has been ambassador to Pakistan, Ghana and Uganda and also served in Bangladesh, Togo, Calcutta, Kathmandu, Islamabad and Ottawa.



**Chief of Protocol**

Capricia Penavic Marshall of the District of Columbia, a government official and consultant, is the new Chief of Protocol, with the rank of Ambassador. Previously, she was a senior advisor on Senator Hillary Clinton's presidential campaign. Before that, she was a consultant to nonprofit and private-sector organizations. During the Clinton Administration, she was special assistant to the First Lady and White House social secretary, responsible for planning and executing all White House events.



**Assistant Secretary for Population, Refugees and Migration**

Eric P. Schwartz of New York, a U.S. and United Nations official, is the new Assistant Secretary for Population, Refugees and Migration. Previously, he was executive director of the Connect U.S. Fund, a foundation focused on international affairs. He was the U.N. Secretary General's deputy special envoy for Tsunami Recovery and served at the U.N. Office of the High Commissioner for Human Rights. He also served as senior director for Multilateral and Humanitarian Affairs at the National Security Council.

# Retirements

**Foreign Service**

Bliss Jr., Donald T.  
 Farrar, David R.  
 Finegan, Michael H.  
 Ford, Jerry M.  
 Goodman, Andrew Lewis A.  
 Lefler, Mark J.  
 Lyne, James F.

Mikulski, Walter  
 Miller, Howard T.  
 Sullivan, Barbara J.  
 Trent, Ian D.  
 Wake, Douglas B.  
 Wyckoff, Eulando D.

**Civil Service**

D'Andrea, Richard E.  
 Ezell, Roger M.  
 Jackson, Hershel  
 Kennedy, Clementine G.  
 Kraus, Jeffrey Michael  
 Miller, Larry Dean

Nesbitt, Brenda T.  
 Pfeiffer, Setsuko  
 Ramlall, Wilfred R.  
 Samuels, Ruth N.  
 Simms, Kathleen M.  
 Staton, Betty McBride



**Marleeta Fay "Marty" Basey**, 66, a retired Foreign Service employee, died Aug. 6 of cancer. She lived in Albany, Ore. Her postings included Paris, Beijing, Brussels and Saigon, where she dodged incoming rounds during the Tet Offensive in 1968. She rode an East German motorcycle through Yugoslavia and wrote a story about it.



**Mary T. Chiavarini**, 92, a retired Foreign Service officer, died July 13 of heart disease in Washington, D.C. Her postings included Albania, the Philippines, South Korea, Czechoslovakia, Italy, Singapore, Poland, Liberia and France. She retired in 1976 after 32 years of service but continued to take short consular assignments around the world. She was active in the Italian American club and volunteered at the Kennedy Center.

**Vilma Mae DiLisio**, a retired Foreign Service secretary, died Feb. 2. She lived in Pittsburgh, Pa. Her postings included St. George's, Grenada; Hamilton, Bermuda; San Jose; Rotterdam; Ottawa; Rio de Janeiro; Nicosia; and the United Nations. She retired in 1988 after 28 years of service.



**Margaret Wepf "Peg" Donnelly**, 87, a former Foreign Service secretary, died Aug. 14. She served in La Paz after World War II, but had to resign after marrying communications specialist Edward J. Donnelly there. Her son Bruce Donnelly served as a Foreign Service officer in Karachi and Frankfurt.



**Herbert Sherman "Sonny" Goins**, 73, a retired Foreign Service employee, died June 21 of a stroke in Indianapolis, Ind. He served in the Air Force before joining the Department. His postings included Bonn, Dhahran, Mexico City, Kinshasa, Madras, Quito and Port-au-Prince. After retiring in 1987, he worked at a cemetery.

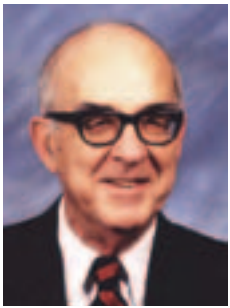


**Spc. Adam Michael Kuligowski**, 21, a Foreign Service dependent, died April 6 of non-combat-related injuries in Bagram, Afghanistan. He grew up in Seoul, Riyadh and Tegucigalpa, and travelled to China on an exchange program. He enlisted in the Army in 2006 and was assigned to the 101st Airborne Division as a signals intelligence analyst. He loved to laugh, had an endless curiosity and appreciated a good comedy.



**Peggy Lampl**, 78, a former Department official, died July 24 of complications related to cancer of the appendix in Washington, D.C. She was deputy assistant secretary for Congressional and Legislative Affairs from 1978 to 1981 and led congressional delegations on international trips, including one to China. She also worked for the League of Women Voters, where she helped organize the first nonpartisan presidential candidate debate, and served as executive director of the Children's Defense Fund. She loved sports, playing cards and gambling.





**Edward Gabriel Misey**, 90, a retired Department attorney, died July 22 of congestive heart failure in Silver Spring, Md. He began work in the Legal Advisor's Office in 1951, served as legal advisor in Manila and Geneva, and was chairman of the Board of Appellate Review. After retiring in 1979, he continued to serve part-time as a legal consultant and member of the board until 1992. He enjoyed tap, round and square dancing.



**Neil Nicholas Muhonen**, 96, a retired Foreign Service officer, died June 10 of cardiac arrest in Reston, Va. He served in the Navy during World War II before joining the Department. His postings included Athens, Amman and Ankara. He retired in 1972 to New Smyrna Beach, Fla., where he was a real estate agent. He was active in his church and enjoyed golf, dancing, swimming and gardening.



**Allan Oliver Nelson**, 92, a retired Foreign Service officer, died July 16. He lived in Monte Rio, Calif. His postings during his 25-year career included Vietnam, Cyprus, Greece, Sweden, South Africa and Finland, where he earned the name "the running diplomat" for entering local races. He was the first American to complete the 54-mile Comrade Marathon in South Africa. After retirement, he worked for a winery and published a book on his family's Finnish-American history.



**Donald K. Palmer**, 85, a retired Foreign Service officer, died May 16 of prostate cancer in Chevy Chase, Md. He served in the Army Air Force and worked for the Marshall Plan before joining the Department. His postings included London and Athens. As a deputy assistant secretary for Latin American economic affairs, he worked on the Alliance for Progress. After retiring in 1968, he worked for the International Monetary Fund for 15 years. He enjoyed traveling around the world, tennis and golf.



**Jack W. Ryan**, 85, a retired Foreign Service officer, died July 1 in Venice, Fla. He served in the Army during World War II. During his 22-year Department career, he served in Dublin, Wellington, Baghdad, Bombay, Brasilia, Porto Alegre, Jiddah and Saigon. After retiring in 1975, he moved to Medina, Ohio, where he was an active volunteer at the historical society and an avid stamp collector. He moved to Florida in 1994.

**Charles R. Sadler**, 89, a retired Foreign Service officer, died Aug. 5, 2008. He lived in Washington, D.C. His postings included Tunisia, Morocco, Algeria, Mali, Sudan, Somalia, Senegal and Niger. He directed programs for the Martin Luther King Jr. Federal Holiday Commission in the United States and abroad. After retiring, he taught French, mentored high school students, traveled abroad and led international visitors on U.S. tours.



**Joseph Sadlik**, 86, a retired Foreign Service officer, died Aug. 1. He had suffered from a series of strokes. He lived in McLean, Va. A native of Czechoslovakia, he escaped the Nazis and Communists and in 1950 began to work for the Voice of America. He was a VOA correspondent in Munich and later served with the U.S. Information Agency in Laos, at the Munich Olympics and in Bamako. After retiring in 1982, he traveled in Europe, Asia and Africa and worked on a book about his escape from communism.

# Meeting Needs

For almost any other country, the numbers would seem surreal: 755,000 nonimmigrant visas in a single year; 35,000 immigrant visas in the same year; 15 percent of all international students studying in the U.S.

But this is India, where huge numbers were commonplace long before the world's largest democracy became a vital piece of the United States' diplomatic puzzle. The growing U.S.-India relationship brought with it exploding demand for consular services, and Mission India responded with typical vigor: a 40 percent increase in Foreign Service officers and Locally Employed Staff; a multi-year, multi-post renovation and construction plan; and a new consulate in Hyderabad in 2009. By the end of 2009, Mission India will have more than doubled its number of nonimmigrant visa interviewing windows and slashed its wait times from six months to 10 days.

Add to the mix the expanded American Citizen Services areas to provide service to the thousands of citizens living in India and the many more who visit India for business or other purposes, and it's safe to say Mission India has, indeed, adjusted its supply side to accommodate the demand.

Innovation and initiative often stem from unexpected sources. Take the two young entry-level officers posted to the U.S. Consulate General in Johannesburg, who took advantage of Embassy Pretoria's ELO Development Program to craft a neat piece of public diplomacy. The program they developed—the Abafazi (“women” in Zulu) Ambassadors—reaches out to a key constituency in South Africa, future female leaders.



The exchange program between the Oprah Winfrey Leadership Academy for Girls and the Johannesburg Consulate General exposes the students to a more nuanced view of American society and especial-

ly American women. Using other consulate and embassy staff members as key speakers, the volunteer-driven program expands the students' academic experience with practical and valuable dialogue on issues that are important to U.S. and South African women.

For several FSOs in Africa, the old phrase “at sea” took on new meaning recently. Six officers from different posts boarded the USS *Nashville* to learn about the Africa Partnership Station, a multinational effort supported by the departments of State and Defense and charged with building military partnerships to improve maritime safety and security in West and Central Africa. Matilda Gawf, vice consul at Embassy Dakar, provides an up close and personal view of shipboard life—and a crucial mission.

Last but not least, a final salute to our colleagues en route to their final posting:

*Marleeta Fay “Marty” Basey; Mary T. Chiavarini; Vilma Mae DiLisio; Margaret Wepf “Peg” Donnelly; Herbert Sherman “Sonny” Goins; Spc. Adam Michael Kuligowski; Peggy Lampl; Edward Gabriel Misey; Neil Nicholas Muhonen; Allan Oliver Nelson; Donald K. Palmer; Jack W. Ryan; Charles R. Sadler; and Joseph Sadlik.* ■

Rob Wiley  
Editor-in-Chief

## COMING IN THE NOVEMBER ISSUE

>>> State Plays Big Role in National Level Exercise

>>> IIP Connects with New Media

>>> Summer Hires Find Serious Work in Eritrea >>>

... and much more!



FEATURED AT THIS YEAR'S  
STATE DEPT.  
FILM FESTIVAL!

THE CURIOUS CASE OF W. SPALDING BLUESTONE:  
STARTING AS AN AMBASSADOR, BLUESTONE'S  
CAREER GOES BACKWARD UNTIL HE IS AN  
ENTRY-LEVEL OFFICER.

I MUST INSIST YOU REFER  
TO ME AS "MR. AMBASSADOR."

WHATEVER, MR.  
EXTRAORDINARY AND  
PLENIPOTENTIARY-NOW  
GET BACK IN THE VISA  
WINDOW.



"SPIDERDIPLOMAT": SUPER POWERS  
DEPLOYED IN BILATERAL TRADE NEGOTIATIONS!

YOU KNOW, THAT IS JUST NOT HELPFUL...



"THE TIME TRAVELER'S  
TRAVEL VOUCHER"

I'LL NEED THE  
ORIGINAL RECEIPTS  
FOR ALL THIS...



AGLER 2009

"SNAKES IN A COUNTRY TEAM BRIEFING!"

I HAVE HAD IT WITH THESE  
\*\*\*\*\* SNAKES IN  
THIS \*\*\*\*\*  
BRIEFING!

THIS IS A LITTLE  
DISTRACTING - COULD  
YOU REPEAT THE PART  
ABOUT POLITICAL-MILITARY  
ISSUES?



"DEPUTY ASSISTANT SECRETARY VS. PREDATOR!"

WELL, I DON'T  
REMEMBER THIS  
FROM MY BRIEFING  
PAPERS!





U.S. Department of State  
Bureau of Human Resources  
Washington, DC 20520

PERIODICALS  
POSTAGE AND FEES  
**PAID**  
DEPARTMENT  
OF STATE  
ISSN 1099-4165

If address is incorrect, please indicate change. Do not cover or destroy this address label.

**POSTMASTER:**

Send changes of address to:

State Magazine  
HR/ER/SMG  
SA-1, Room H-236  
Washington, DC 20522-0108

# Season of Giving

The Combined Federal Campaign begins this month and runs through mid-December. Employees can give to any of more than 4,000 charities through payroll deductions or a lump-sum donation and may pledge online through Employee Express. When a CFC volunteer contacts you, be generous.

