# STATE MAGAZINE

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July/August 2016

## Foreign Affairs Day

Engaging Department leaders, honoring fallen colleagues

## Post of the Month

Building partnerships in Dushanbe, Tajikistan

# GeoBioBlitz

Event promotes natural science learning among youths

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A man sells produce at the Green Bazaar, Dushanbe, Tajikistan.
*Photo by Robert Wilson*

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**On the cover**
American Fulbrighter Stan Sessions, in Slovenia to study a blind cave salamander, shows one of its distant cousins to the group.
*Photo by Luka Dakskobler*

# STATE MAGAZINE

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**The submission deadline for the October issue is August 20.**
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Local staff members Cristina Ibarra and Valeria Cepeda (holding left and right ends of banner, respectively) kick off the run with Consul General Phillip Linderman (front center with white hat) and RSO Joe Desmarais (second from right).

*Photo by Joe Desmarais (via a drone)*

## Consulate Holds Race for Charity

As part of the Department's honoring of the centennial of the Diplomatic Security Service (DSS) and to encourage physical fitness, the U.S. Consulate General in Nuevo Laredo in May held a 10/5 km run/walk called the Global Race for Charity. More than 30 U.S. and Mexican businesses sponsored the race, which raised more than $6,500 in entry fees from the 600 race participants. The donation bought furniture and appliances for a local orphanage.

More than 50 volunteers from local high schools helped monitor the routes, provide entertainment, and distribute water and snacks. Consul General Phillip Linderman lauded support for the race, calling it a tribute to the strong bilateral relationship.

The event's security environment showed how the community and consulate can work together. Located along the southwest U.S.-Mexico border, the Laredo Customs District comprises the largest U.S. commercial land port of entry but is a region where, over the last decade, drug cartels have battled the Mexican government. Gun battles, murders and kidnappings have all occurred in Nuevo Laredo, sometimes in public areas in daylight—violence that has caused wariness of public events. To mitigate these concerns, the municipal, state and federal authorities worked with post to organize a robust security presence that left runners and walkers safe, and demonstrated to the local community that normalcy can be achieved, even in the face of challenges.

At the 2015 iteration of the event in Paraguay, a member of one of the winning Alumni Engagement Innovation Fund teams gives science fair attendees a demonstration of his team's entry.

*Photo by U.S. Embassy in Paraguay*

## AEIF Helps Exchange Alumni Give Back

An Alumni Engagement Innovation Fund (AEIF) competition recently held by the Bureau of Educational and Cultural Affairs gave Department of State-sponsored exchange program alumni opportunities to propose community-based solutions to global issues. Competing in teams, the alumni presented project proposals for grants of up to $25,000 to work on issues such as climate change and environmental protection, empowerment of women and girls, civic participation, access to education and more.

Projects in the competition included creation of the Baltic Center for Investigative Journalism, STEM education in rural Paraguay and entrepreneurship boot camps in Senegal. This year, 61 teams from 51 countries will implement AEIF projects. More information about the 2016 winning projects is available online.

Since its inception, AEIF has supported 300 initiatives led by exchange alumni from programs such as Fulbright, IVLP, sports diplomacy, youth leadership and others. Alumni are inspired by those they meet, the new skills they acquire and the ideas that arise when traveling. Back in their communities, they can use their AEIF grants to turn ideas into reality.

During the virtual seminar, a teleconference display shows journalists at the session at the U.S. Consulate General in Nuevo Laredo, top left; journalists at the session at the Monterrey Binational Center, top center; journalists at the U.S. Consulate General in Matamoros, top right; and Janine Warner, bottom left.
*Photo by David Carrillo*

## Posts Hold 'Free the Press' Seminars

Reporters from northeast Mexico are at the center of a brutal turf war between drug cartels and have been victims of threats, kidnappings, attacks and false accusations, as the cartels seek to silence the media. Because of these perils, journalists in the region, with support from Mission Mexico, recently held the first meeting of a professional association to promote their fight for a free press.

With this in mind, the U.S. Consulates General in Monterrey, Matamoros and Nuevo Laredo teamed up with the Department's Speaker Program on a series of virtual professional development seminars entitled Free the Press, featuring U.S. experts. The sessions discuss high-risk coverage and censorship, cyber security, new media trends, social media strategies for reporters, investigative journalism and fact-checking. Journalists who attend four of the six seminars earn a certificate of participation.

The May 13 inaugural seminar on new media trends featured media consultant Janine Warner via a video link from California, who addressed more than 140 journalists from the six-state region. Journalists gathered at the consulates general in Nuevo Laredo and Matamoros, where the consuls general addressed reporters before the video seminar. In Monterrey, the seminar was hosted by the binational center, where Consul General Timothy Zúñiga-Brown also hosted a reception to celebrate World Press Freedom Day, telling attendees, "Like you, we at the consulate general recognize the fundamental right to press freedom and pay tribute to journalists who risk their lives in defense of this important line of work."

In a post-seminar survey, participants thanked Mission Mexico for providing professional development opportunities and safe environments to network, discuss their work and interact with consulate officers, while praising the speaker's excellent qualifications.

The six-month initiative is part of Mission Mexico's set of broad training and outreach to local journalists, underscoring U.S. support for press freedom. ▫

The Gay Men's Chorus of Washington's Potomac Fever ensemble performs "Done"–a song about being "done" with intolerance, discrimination and hate–at the Lviv Philharmonic in May.
*Photo by Embassy Kyiv*

## Gay Chorus Promotes Ukraine Diversity

With increasing numbers of Ukrainians in favor of equality for Lesbian, Gay, Bisexual, transgender and/or intersex (LGBTI) persons, the U.S. Embassy in Kyiv wanted to endorse LGBTI rights and support the local gay pride movement. Therefore, the post invited an ensemble of the Gay Men's Chorus of Washington, D.C., to visit Ukraine as part of the Bureau of Educational and Cultural Affairs' Arts Envoy program.

The 14-member "Potomac Fever" ensemble's visit coincided with the public affairs section's America Days festival in Lviv, site of violent anti-LGBTI protests in March. There and in Kyiv, Potomac Fever reached out to LGBTI and human rights communities. They engaged with the public at their concerts, confronting stereotypes about LGBTI persons through personal testimonies and familiar songs.

The visit attracted national media attention for the potomac, earning the ensemble a prime spot on Ukraine's top morning show, becoming the first gay chorus to perform on Ukrainian TV. Their program affected many Ukrainians, including those in the country's only LGBT Chorus, Qwerty Queer, with whom Potomac Fever had an opportunity to mentor and sing. The visit also set the stage for a violence-free Kyiv Pride event, reflecting Ukraine's growing commitment to equal rights for all citizens. ▫

Marcia Laufer and her son pose with the loaned painting during the annual DRR donors event.

*State Department photo*

## Reception Rooms Gain Painting

Henry Laufer and his wife have loaned an important painting, "Thomas Strong's Farm, Setauket" (1864), to the Department's Diplomatic Reception Rooms (DRR). The painting is the first of what will be several historic works to be used in object-based teaching as part of the DRR's national education initiative, the Declaration of Learning.

The painting, by William Sidney Mount (1807–1868), depicts a farmstead in Revolutionary War-era Setauket, N.Y., that was home to Anna Strong, a member of the Culper Spy Ring. Strong used her hanging laundry as a code to communicate the locations where she would meet to provide secret information about the British military during the American Revolution. The spy ring was credited with providing valuable intelligence to General George Washington and aiding in the capture of Benedict Arnold.

Mount, one of the greatest American painters during his lifetime, was best known for his scenes depicting rural life and was one of America's first artists to elevate everyday scenes and subjects to fine art. He is widely regarded as America's first genre painter.

On June 9, the DRR's director, Marcee Craighill, officially thanked the Laufers for their important loan during the annual donor reception. The Laufers have been integral supporters of the DRR's educational program and are members of the fine arts committee.

In January 2012, 13 representatives of federal museum collections and national educational organizations signed the Declaration of Learning, which brings art and objects from federal collections together, for use by students, teachers and lifelong learners. Led by the Office of Fine Arts, the Declaration was signed on the historic Treaty of Paris desk in the Benjamin Franklin State Dining Room of the DRR.

Coders at the Monterey Bay Aquarium's Fishackathon work on their projects during the night.
*Photo by Tyson V. Rininger for the Monterey Bay Aquarium*

## Coders Vie to Save Oceans from Overfishing

In April, hundreds of volunteer coders of all ages came together around the world for the third annual Fishackathon to develop solutions to protect the planet's oceans and fisheries.

Organized by the Secretary's Office of Global Partnerships (S/GP), the event seeks solutions for sustainable fishing and to raise environmental awareness. Since its 2014 launch in five U.S. cities, the event has grown to 40 cities and involves dozens of fisheries and conservation organizations, tech groups and private sector organizations. A partnership with Virgin, for instance, provided the event's winning team with a $10,000 cash prize, and Virgin's leader, Sir Richard Branson, blogged and tweeted about the initiative. A Washington, D.C., celebrity chef ran a catfish special in honor of Fishackathon, and the clothier Patagonia hosted the New York City event.

Participant-coders arrived at aquariums and tech hubs on a Friday evening and began dealing with nine challenges identified by experts in the field, such as producing software for fish identification. In teams, they worked on laptops to create websites, apps and tools to address those challenges. On Sunday, experts assessed their creations and a local winner was announced. On World Oceans Day, June 8, the grand prize winner was announced.

Team Akubic from Taiwan won Virgin's $10,000 cash prize for its proposed solution to help monitor the potential locations of the Asian Carp species in the Great Lakes to better predict when the species will spawn. More information on the 2016 Fishackathon is at fishackathon.co. For a recap of the event, you can follow on Twitter @fishackathon and use #codeforfish. The Our Ocean Conference will be held in Washington, D.C., in September.

PDAA winners included Milica Raskovic, right, and Marko Bumbic, program coordinators at the American Corner in Novi Sad, Serbia.
*Photo courtesy of the American Corner, Novi Sad*

## Public Diplomacy Awards Given

The 2016 winners of the 19th annual Public Diplomacy Alumni Association (PDAA) awards for innovative and effective public diplomacy strategies this year included Tanya Brothen, a U.S. Embassy in Kabul assistant information officer, who the group said showed tenacity and diplomacy in bringing the documentary film "Frame by Frame" to screen in Afghanistan. The film was shown before President Ashraf Ghani and other leading government and civic leaders, and its screening led to debates within Afghanistan on press freedoms and may have promoted the government call for greater safety of journalists.

Another winner, Public Affairs Officer Stephen Ibelli of the U.S. Embassy in Tunisia's Libya External Office, was hailed for creating robust social media outreach in Arabic and English to engage Libyans on U.S. policy and culture. His work, the group said, connected with young Libyans and included re-establishing several exchange programs.

Award winner Public Affairs Officer Brenda Soya at the U.S. Embassy in Ouagadougou put together 29 "American Road Show" trips for Ambassador Tulinabo Mushingi that improved America's image by building alliances with Burkina Faso citizens on participatory democracy, community health programs and education for girls.

Milica Raskovic, coordinator of the American Corner in Novi Sad, Serbia, and Marko Bumbic, the program coordinator, were cited for making the facility a role model for American Corners throughout the region. Some of its 50 monthly programs include initiating a multi-module business English workshop for the unemployed, offering a book delivery to the elderly and housebound, and organizing a donation drive to support a rising migrant population.

More information about PDAA, a volunteer, nonprofit organization of current and former Department of State, broadcast, academic and private sector public diplomacy professionals, is available at www.publicdiplomacy.org.

Members of the interagency hike gather on the summit of Mt. Apo, the Philippines' highest peak. The hikers are, from left, Richard Bakewell, of the U.S. Embassy in Manila; Dani Newcomb, of USAID/Philippines; Autumn Ela and Benjamin Lara, of the U.S. Forest Service; and Reynaldo Laboy, of Embassy Manila. *State Department photo*

## Team Promotes Mountain Park's Management

After a fire on Easter weekend on Mt. Apo – caused by an out-of-control campfire – that burned hundreds of acres, USAID Philippines called on the U.S. Forest Service (USFS) to assess how local managers can improve Mt. Apo's trail and camp network to prevent future fires.

On a three-day expedition to the mountain, USFS rangers Autumn Ela and Benjamin Lara offered observations on improving the park's management. They suggested a systematic trail and camp management plan during a workshop held with local authorities and stakeholders.

"As more people get outdoors," Lara said, "we need to create innovative management plans. Building upon the camp and trail management lessons we delivered in the workshop, Mt. Apo managers are well on their way to providing a sustainable outdoor experience for generations to come."

"Given the present situation on Mt. Apo, the workshop was very timely," observed Julius Paner, a senior tourism officer with the host government. "We have acquired several useful inputs regarding the principle of trail and campsite management that we will apply immediately."

Increasingly intense droughts and higher temperatures could put Mt. Apo and other protected areas in the Philippines at greater risk of fires, which local firefighters are not always trained to control. Therefore, Mission Philippine's officials hope that this latest capacity building effort will empower local guides, hikers and indigenous communities to manage the park more sustainably.

At an event separate from the luncheon, DCM Alan Meltzer, left, engages with diplomats interested in LGBTI issues in the Kyrgyz Republic.
*Embassy Bishkek photo*

## Embassy Holds LGBTI Luncheon

On May 17, in honor of the International Day against Homophobia, Transphobia and Biphobia, the U.S. Embassy in Bishkek organized a luncheon for local LGBTI activists, who discussed challenges the community faces in the Kyrgyz Republic, where traditional social attitudes often result in antagonism toward alternative lifestyles and the Kyrgyz LGBTI community is under increasing scrutiny.

Lunch participants recalled a time when the nation was comparatively more open and hospitable, in the 1990s. However, in 2015, nationalist thugs attacked revelers at a private LGBTI event, and unidentified assailants firebombed the office of a Bishkek-based LGBTI organization. Now, LGBTI activists are cautious and look to adoption of broadly worded human rights legislation as the best prospect for protecting individual freedoms.

In the face of mounting challenges, the LGBTI community can count on support from Embassy Bishkek through small grants to NGOs and targeted bilateral engagement. This is designed to promote representative democratic institutions and help to raise awareness of LGBTI rights as human rights. ◻

# Direct from the D.G.

ARNOLD CHACON
DIRECTOR GENERAL OF THE FOREIGN SERVICE

## Building a Stronger Civil Service at State

This past January, fulfilling a promise I made to myself when I was sworn in as DG, I stood up a team to improve the Civil Service experience in the Department. Civil Service employees constitute 41 percent of the Department's U.S. direct hire workforce. Their talent, enthusiasm and dedication—and continued professional development— are critical to the success of our mission. Whereas the Foreign Service Act applies solely to the Foreign Service, the Office of Personnel Management (OPM) overseas Civil Service rules and regulations government-wide. We are working hard to make a substantive difference for our Civil Service employees within OPM guidelines.

My team reached out to employees, senior managers, subject matter experts and union officials to hear their concerns and suggestions. They listened to focus groups and received hundreds of thoughtful and constructive emails. The result of their efforts is a robust Civil Service reform agenda.

Employees asked for more transparency about positions available to Department employees for lateral reassignment, i.e., at the same grade or even below. (Higher-grade positions can only be sought by application through postings on USAJobs, per Merit System rules.) In June, we delivered the "Department-wide Reassignment Opportunities" site, a clearinghouse featuring jobs from every bureau. Easy to use, both for those seeking applicants and those seeking new positions, it can reduce hiring time and shorten staffing gaps -- a win-win for job-seekers and hiring managers.

We also developed a unique tool to help employees take charge of their careers. The "Civil Service Career Trends Explorer" is a sortable database providing historical data on how other career Civil Service employees have transitioned through various jobs over the past 16 years. It also, for the first time, shares the Civil Service staffing complement for each bureau by grade and occupational series, enabling more strategic career planning.

To address a time-consuming Civil Service hiring process, we are utilizing shared hiring certificates to streamline the process. And we've taken steps to smooth the onboarding process. For example, we are providing information and resources to incoming veterans (approximately one-third of Civil Service hires and 12 percent of Foreign Service hires this fiscal year) to smooth their transition to the civilian workforce and Department culture.

Employees and the Department have a shared interest in employee professional development. This fall we will launch four rotational pilots to help employees gain experience and a broader perspective. Two of these, managed by OPM, will facilitate interagency details. Another will initially focus on a particular occupational group. The fourth will be a limited, closely managed job swap among three regional and three functional bureaus. Still in development are changes to the performance management system. While evaluations do not drive promotions in the Civil Service's rank-in-position system as they do in the Foreign Service's rank-in-person system, we can make the process more relevant and useful to supervisors and employees alike.

There's much more we are planning to do. These initiatives provide a solid foundation upon which we will continue to build a talented, agile and diverse workforce equipped to fulfill the Department's mission. If you have thoughts or ideas, please feel free to share them with us at CSReform@state.gov.

Arnold A. Chacon

# Conflict Matters

By Shireen Dodson, director,
Office of the Ombudsman

## Conflict Competency: Undertaking Bystander Interventions

Conflict is inevitable in the workplace. Many of us have the tools and processes to work through conflicts as they arise, but conflict is tricky. Conflict can catch us off guard, poke us in ways we were not expecting or be overwhelming. In our April column in State Magazine, titled "TRAIN Yourself for Conflict Competency," I discussed ways to build our own self-awareness when faced with an interpersonal conflict. In this article, I'm approaching conflict strategies through the lens of being a bystander. Bystanders to conflict witness behavior that is contrary to a productive and inclusive environment. Active bystanders engage in these situations. An active bystander has a critical role in leadership and management principle #10, Foster Resilience. By building your conflict management competence in the bystander role, you can directly increase community resilience in your workplace.

Research shows that those who have practiced productive bystander strategies can implement constructive interactions when responding and are more apt to intervene and to do so in an effective way. The types of training that are well aligned to this effort are those focusing on diversity, inclusion and conflict management, as well as awareness training. Effective interventions by a bystander are those seeking to clarify what was said or done rather than negate the individual, and they focus on the behavior or statement, not labeling or blaming any one person. To intervene effectively, you might choose to ask a question about what was heard and why it seemed odd to you. You might comment on the impact of the statement in question on yourself or on others present. It may be pertinent to challenge a stereotype or perception in a private setting as well.

Hearing or seeing something offensive can make us bristle with a desire to defend. But if you make a public statement confirming your own self-righteousness, that may only backfire, and it does not meet the goal of curbing the behavior; it only puts the other individual on the defensive. When witnessing a conflict, it may also be helpful to provide a listening ear and refrain from gossip. If you are approached regarding the conflict, assist by steering the individual toward offices and resources that can assist, such as the Office of the Ombudsman. Lastly, it is always important to know when a conflict needs to be reported to a higher level, as with harassment or ethical breaches.

Fostering resilience to handle interpersonal conflict begins with encouraging the positive, and everyone can play a role. Productivity and performance are optimized when employees feel valued. Civil interactions such as listening, receiving acknowledgment, showing thanks and having open interactions breed an atmosphere of respect and dignity. Relating to others in a civil way during your workday creates an atmosphere of support rather than competition. One approach is through micro-affirmations, small acts that occur wherever people wish to help others succeed. Another is to create communication protocols or a mutual understanding of expectations on how to communicate with each other, including during emergencies or crises. A third option is to establish behavioral norms in the office. Outlining the norms of behavior toward each other creates a baseline for everyone to refer to when deviation occurs. Finally, do not underestimate the power of sincere positive feedback. A little bit can go a very long way. A strong, flexible and supportive foundation allows everyone an opportunity to bounce back faster when conflict arises.

# CONVERSATIONS ON LEADERSHIP

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- Deputy Secretary Heather Higginbottom and Executive Secretary Joseph E. Macmanus

Undersecretary for Political Affairs Tom Shannon and Undersecretary for Management Pat Kennedy discuss leadership.

*Photo by Stefano Rivolta*

# Opportunity Knocks

## Office boosts businesses, entrepreneurs

By Kimberly Bell, senior economic and commercial advisor, Office of Commercial and Business Affairs

The Office of Commercial and Business Affairs (CBA) in the Bureau of Economic and Business Affairs (EB) uses U.S. government resources to advocate for U.S. business interests abroad, strengthen intellectual property enforcement, promote a vibrant ecosystem for entrepreneurship and innovation, and ensure that U.S. private sector concerns are integrated into foreign policy.

CBA, led by Special Representative Ziad Haider, works with companies, regional bureaus and the interagency community to assist U.S. companies that are competing in foreign government procurements and entering new markets, or seeking to overcome barriers to doing business abroad. Thanks to high-level Department advocacy coordinated by CBA, in fiscal year 2015 U.S. companies secured more than $20.9 billion in foreign government contracts supporting more than 120,000 American jobs. This is economic diplomacy in action—economic tools to create tangible benefits for the United States.

Many of those working at U.S. posts abroad know CBA through the State-Commerce Partner Post Program, which authorizes 56 posts to provide Commercial Service-branded services to U.S. companies. The U.S. Embassy in Pristina, for instance, led four delegations of local business representatives to trade shows, supported two advocacy projects and assisted more than 40 clients under this program. These efforts led to $770 million in deals in 2014. For posts without a Commercial Service presence, CBA manages the Business Facilitation Incentive Fund, which provides EB funding for post-initiated projects that are tied to U.S. export promotion and investment in the United States.

Special Representative Ziad Haider, far left, conducts a meeting in his office. Also shown are, from left, Deputy Special Representative Caryn McClelland and staff members Jean Bonilla, Marcia Perez and Tom Lersten.
*Photo by Ed Warner*

Another CBA program, Direct Line, connects American businesses, particularly small- and medium-sized enterprises, via webcast with U.S. ambassadors to learn about the business environment and opportunities in a host-country market. That program, which has more than 8,200 subscribers, has hosted more than 200 webinars and is being revamped to improve user experience and reporting capabilities. Direct Line webinar topics have ranged from energy opportunities in Oman to construction sector opportunities in Nicaragua.

CBA also co-manages the BIDS website, which provides U.S. companies with hundreds of leads for foreign government and multilateral development bank tenders (invitations to bid on government projects) worth billions of dollars (http://bids.state.gov/). BIDS is also being upgraded to become more user-friendly.

Senior Economic and Commercial Advisor Kimberly Bell, left, discusses a matter with Director of Business Outreach Caroline Croft in the CBA office's lobby.
*Photo by Ed Warner*

In February 2015, the Department's Office of Intellectual Property Enforcement (IPE) moved from the Trade Policy and Programs deputate to CBA as a result of a 2014 OIG inspection. "The inspectors found intellectual property protection fit well with CBA's mandate to promote innovation," noted IPE Director Jean Bonilla. The CBA/IPE team works with posts and the Washington interagency to safeguard the interests of American IP rights holders and to highlight the role of IPR protection in supporting innovation, entrepreneurship and global economic stability.

Special Advisor for Women's Entrepreneurship and Development Tanya Hiple.
*Photo by Ed Warner*

Each year, IPE and U.S. overseas missions contribute to the United States Trade Representative's Special 301 Report, a congressionally mandated "IP report card" on America's trading partners. Our contributions in 2016 resulted in the removal of Tajikistan from the list of problem nations in recognition of its moves to block fake products at its borders and reduce sales of counterfeit software. One of IPE's tools for promoting IP protection is its Public Diplomacy Outreach Program, which provides posts with grants for media campaigns, poster contests, apps and roadshows that underscore IP's key role in local market development and concomitantly strengthen understanding of U.S. society and values. There's a showcase of past projects at: http://eb.e.state.sbu/sites/cba/IPE/Pages/PublicDiplomacy.aspx.

Through the Global Entrepreneurship Program (GEP), CBA also leads the Department's efforts to promote entrepreneurship and innovation by coordinating private sector partners and government programs that support entrepreneurship. Working with posts, GEP connects foreign entrepreneurs and innovators with American entrepreneurs, angel investors, venture capitalists and other resources. CBA has been integral to Secretary of State Kerry's American Innovation Roadshow series to Asia, where senior Department economic officials have led business delegations to showcase American entrepreneurship and encourage governments to adopt an enabling regulatory environment for innovation.

Economic and Commercial Officer Christopher Canellakis.
*Photo by Ed Warner*

Posts also engage with GEP on the Global Entrepreneurship Summit (GES) and Global Entrepreneurship Week (GEW). The seventh annual GES, held June 23–24 in Silicon Valley, brought together more than 1,000 entrepreneurs, venture capitalists, angel investors and mentors to spark partnerships and networking. Each November during GEW, GEP and the Kauffman Foundation organize a wave of entrepreneurship-related events across at least 50 posts.

Finally, CBA collaborates with other State offices and the private sector on the Women's Entrepreneurial Centers of Resources, Education, Access and Training for Economic Empowerment. These are entrepreneurial community centers located in safe locations in Pakistan, Zambia, Kenya and Cambodia. Centers are also planned in Vietnam and Mali. More information on CBA is available at www.state.gov/e/eb/cba. ◻

# Inspiration Month

## Posts promote economic activities and econ officers

By Dan Froats, deputy director, Bureau of Economic and Business Affairs (EB)

For the past six years, the Department's Economic Leadership Month has provided officers with professional development and networking opportunities. Each year's offerings are based on one of the bureau's 10 Economic Leadership tenets. This year, the month focused on the tenet "Inspire," which calls on staff to articulate a vision "for advancing U.S. foreign policy through economic work and motivate colleagues to embrace and strive for excellence in its pursuit."

As in previous years, employees used the month to expand their horizons and improve how they engage the world. In Washington, D.C., staff from across the Department gathered on April 11 to hear an expert panel discuss the challenges of economic diplomacy. EB Assistant Secretary Charles Rivkin spoke on recognizing economic staff contributions to recent diplomatic breakthroughs, from Cuba to Iran, and Under Secretary for Economic Growth, Energy, and the Environment Catherine Novelli led a keynote dialogue with Federal Communications Commission Chairman Tom Wheeler on difficult policy issues and creating the space for innovative public- and private-sector work. In a first, a "practitioner's panel" of seasoned officers from across the Department discussed the changing landscape of economic diplomacy and ways economic staff can excel and advance.

Activities also occurred at several posts abroad. At the U.S. Embassy in Accra, Ghana, trade was the theme, as the embassy's economic team worked with Ghana's public and private sectors to expand commerce under the African Growth and Opportunity Act. They were assisted by visiting Deputy Assistant U.S. Trade Representative Bennett Harman and Senior Trade and Investment Officer Emily Shaffer from the Bureau of African Affairs. There was also an interagency session with the officer representing the USAID-supported West Africa Trade and Investment Hub and a visit to a local fruit exporter that also sources from neighboring countries. The embassy has seen a boost in exports, helping Ghana and its neighbors

build institutions, infrastructure and skills for sustainable development.

In Australia, the U.S. Consulate in Perth held a videoconference with economic staff from posts in Canberra, Sydney and Melbourne to consider the changing role of economic diplomacy in Asia and globally, and to discuss career development, the Economic Leadership Tenets, and embassy and consulate priorities. With the 24/7 news cycle and increased amounts of data now publicly available, economic officers at the posts have transitioned from reporting on statistics to providing insight on economic trends and broader impacts.

Staff of the U.S. Mission to the Organization for Economic Cooperation and Development and from the U.S. Embassy in Paris' economics section meet with Bank of France experts in April.

*Photo by Cyprien Bechler*

At the U.S. Embassy in Bogota, Colombia, economic staff invited a leading financial analyst to discuss the mixed outlook for that nation's economy, despite progress toward resolving one of the world's longest running civil conflicts.

In the Philippines, U.S. Embassy Manila's activity involved the economic team from across the mission gathering for a Bagels and Bonhomie event to share what inspires their professional and personal decisions. Other events included a presentation by the company Accenture on private sector approaches to work-life balance and a roundtable on environment, science, technology and health issues hosted by DCM Michael Klecheski.

FCC Chairman Tom Wheeler speaks with Under Secretary for Economic Growth, Energy, and the Environment Catherine Novelli in April at the Department's annual Economic Leadership Day event.

*State Department photo*

At the U.S. Embassy in Paris, economic staff from the U.S. Mission to the Organization for Economic Cooperation and Development and Embassy Paris visited the Bank of France—one of the world's oldest, most prestigious central banks—to hear the bank's views on such topics as European integration and the Eurozone's economic challenges. The visit also included glimpses of the bank's Golden Gallery and the desk of legendary French diplomat, Prince Talleyrand.

At the U.S. Embassy in Ulaanbaatar, Mongolia, there was a corporate social responsibility workshop for SMEs and a roundtable discussion with Mongolia's Development Bank. The activities aimed to strengthen the embassy's commitment to development and responsible business conduct in that country.

In Zagreb, Croatia, the embassy's economic and commercial staff held a workshop to take stock of efforts to engage Croatia's private sector and its new government. And in Washington, D.C., EB's Office of Threat Finance Countermeasures visited FBI headquarters to see how U.S. interagency cooperation thwarts terrorists, since countering terrorist finance is part of the "whole of government" effort to defeat terrorism. More information on Economic Leadership Month and posts' activities is available at http://eb.e.state.sbu/sites/ex/ELD/SitePages/Home.aspx

# App Maker

## Project's software helps Indonesian women

By Ubah Khasimuddin, office management specialist, U.S. Embassy in Jakarta
Photos by Audrey Clarimond Prima

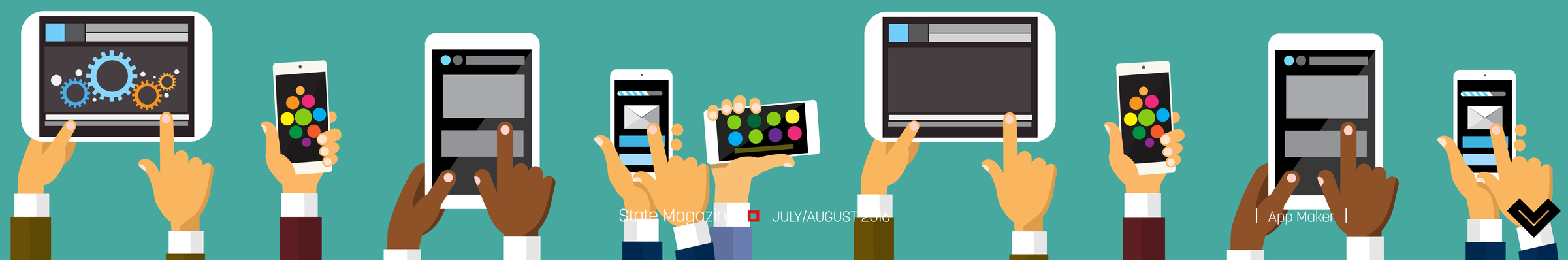
By clicking on the new HELP app on their mobile phones, Indonesian women can now, when in danger, be directed to emergency help. The Android app, created and developed by the INL-funded Department of Justice U.S. International Criminal Investigative Training and Assistance Program (ICITAP), is a first in Indonesia, combining in one piece of software all the services and information needed by victims of violence against women, domestic violence, child abuse and human trafficking in Indonesia.

This initiative is part of Embassy Jakarta's Women's Leadership Development Project (WLDP), which brings together Indonesian and embassy law enforcement professionals, activists and lawmakers to promote the role of women in law enforcement and address pervasive violence against women and children in Indonesia.

The app grew out of two WLDP-hosted events at @ america, the embassy's American public diplomacy center. One raised awareness of the scope of violence against women and children, while the other highlighted the challenges career women in criminal justice face in their careers. Yet, the WLDP team wanted to do more to serve this nation's nearly 125 million women. As WLDP Project Coordinator Ernesta Siadari put it, "There must be something more we could do; beyond training, we wanted Indonesian women and children in these situations to get help."

Thus, the team came up with the idea of an app that provides such victims with the resources they need to seek help.

Dina Ernawati, ICITAP Indonesia project technical advisor, has led the ICITAP team on the app's construction since its inception in 2015. "We realized if even motorcycle taxis were using apps to work with customers, why couldn't we use this technology as well? It was time for such an application in Indonesia," said Ernawati. She then brought the ICITAP IT staff into the project and they said they could produce the app, if provided with the content. The project team also sought input from activists, the government of Indonesia, universities and NGOs on domestic violence, trafficking and child abuse, and developed specific guidelines for the app. They also decided the app had to be free and should be developed from the victim's perspective, focusing on the functions and information the victim would want.



Ambassador Blake, far left, and the HELP app's creation team gather with the director of the U.S. International Criminal Investigative Training and Assistance Program in Indonesia, Gerry Heutt, far right, at the app's launch.

"This application was developed entirely by Indonesian staff for the women and children of Indonesia," said Jerry Heuett, director of ICITAP Indonesia. What emerged was an easy-to-use application for Android-based phones that offers immediate emergency and location services for Indonesian women and children who may be victims of violence, sexual abuse and trafficking. Through it, victims can access government services, civil society organizations and NGOs. To assist those overseas, the app includes the location of every Indonesian embassy and consulate around the world.

After tapping the application button on their phones, users see a map view with a circle denoting the range of help (police stations, hospitals and NGOs) nearby, plus four buttons that travel with the user on the bottom of every page of the application. The buttons include:

• Hotline, which provides links to phone numbers for government agencies and NGOs that have the resources to handle domestic violence and trafficking victims;

• Buzz, which links to five contacts that the user previously placed in the phone, providing them with automatic notification of the user's location and continuously sending updates every 5–10 seconds about the user's location;

• 110, the Indonesian police hotline number for victims to report a crime, is integrated with a geotagging service, so that when the victim calls, police are immediately notified of the caller's location; and

• SOS, which begins sending that signal immediately for up to 30 seconds. The voice recording and geo location info are sent to the 110 police hotline and to the user's five "Buzz"-button contacts and are updated every 5–10 seconds, providing the information even when a victim cannot speak.

Producing the HELP app involved several hurdles. Indonesia has no central emergency phone number like the U.S. 911 system, and the app design team had to work around other impediments. They had to determine, for instance, whether the hospitals they wished to include info about had staff trained to treat domestic violence victims. Local groups also worried the application would promote divorce. Another complication: Domestic violence is not well-defined by the government of Indonesia, and most Indonesian women cannot identify what constitutes domestic violence and/or trafficking in persons.

"In the app we have a menu for nonemergencies,

with tabs for self-identification for women to determine if they are being victimized," said Ernawati. "Many of the victims we spoke to … didn't want to talk about what had happened but instead wanted to get on with their life; they wanted to focus on positive activities to help them shed their victimhood." The menu also includes links to general information, Indonesian government laws (including Sharia law), and an e-library with articles about women's health, education, motivation and self-defense, and empowerment videos. The design team included information on employment opportunities, vocational education and self-esteem exercises. Ernawati said the team hopes the empowerment tools will give victims a way to talk about what happened, seek psychological help if needed and even raise awareness of these issues throughout the country.

U.S. Ambassador to Indonesia Robert Blake said, "The United States supports projects like the HELP app because we know that where women are empowered to fully participate economically, politically and socially, communities prosper. And we are working to be innovative in our efforts and utilize new technologies to reach a larger audience."

More than 80 percent of Indonesians use cell phones, and Android-based cell services are the nation's preferred platform. ICITAP Indonesia plans to advertise the app on local television, and while there are as yet no plans to provide the application to other countries, Project Coordinator Siadari said, "We would be happy to help, and anyone interested in using this in their own country can contact us."

During the app's beta testing, former victims said they wished they had had something like it when they were in trouble. They also said they hoped the app would help prompt a broader conversation in Indonesia about trafficking, domestic violence and child abuse, the latter two topics having long been taboo topics in this very traditional Muslim-majority country. The nation's government, while lacking statistics on the number of abuse cases, estimates that more than half of domestic violence goes unreported. Despite these obstacles, Indonesia has seen a significant increase in the number of reported domestic violence cases, as communications technology has become more accessible and affordable.

Ambassador to Indonesia Robert Blake introduces the HELP App at a launch event at a mall in Jakarta, Indonesia.

# Structure and Flexibility

## Policies support work-life balance

By Andrea Strano, retired Foreign Service officer

Prioritizing time and energy spent between work lives and personal lives is a daily, hard-fought challenge. Though a 2015 federal employee survey found that they are often overlooked, federal employment policies and Department of State programs are in place to serve employees' balance of work with personal life. And the programs have support from the highest levels.

"We know that employees are at their best, and we attract and retain the best employees, when they feel supported to meet both their work and their personal priorities," said Deputy Secretary of State for Management and Resources Heather Higginbottom. "We have the policies and tools in place to make that possible."

Department programs include flexible work options, such as telework, alternate work schedules, and part-time employment, including job sharing.

The Work/Life Division in the Bureau of Human Resources, which oversees the Department's work-life programs, strives to raise awareness of work-life resources and advises staff and managers on options.

"All of these flexibilities are a partnership between manager and employee," said Work/Life Division Chief Judy Ikels. She said supervisors should "use the flexibilities in the fairest way possible, as well as to remind employees that the flexibilities are not entitlements."

Employees also may benefit from less well-known programs such as child care, elder care and emergency backup care. Ikels urges employees to search the Work/Life Division's OpenNet web page for services, and then establish their support systems well in advance of having a need. For example, the Work Life for You (formerly InfoQuest) resource and referral service is particularly useful when an employee needs to make arrangements in another city—even from overseas—such as establishing new care arrangements for a parent. The Work Life for You counselors, available by phone or Internet, can find an opening in an assisted-living facility or a local doctor, among other services.

Gathered for a photo are several of those involved in work-life balance at State, including Secretary of State John Kerry, center; members of the 2013 Balancing Act board; and Work/Life Division Chief Judy Ikels, third from right. *State Department photo*

To pool knowledge of common challenges, build awareness of work-life balance benefits and advocate for improvements, Balancing Act @ State, a Department employee group, was established in 2011 and has since attracted more than 500 members. An initial co-chair, Amy Kirshner, who is a deputy director in the Bureau of International Narcotics and Law Enforcement, agrees that too few employees are aware of support that is available to them.

"When we started Balancing Act, I was really surprised to learn about all of the resources that actually already exist in the Department," Kirshner said. "The issues often were lack of awareness and inconsistent application of policies across the Department."

In 2011, Kirshner and Anne Coleman-Honn, an FSO at the U.S. Embassy in Stockholm, served as initial co-chairs for Balancing Act @ State. Coleman-Honn said such issues as workplace flexibility, teleworking, child care and elder care are important to the Department State's long-term productivity and employee retention.

Amy Kirshner, a co-founder of the Balancing Act employee organization, in her office. *Photo by Ed Warner*

Her assertion is based on research. In a 2014 survey of scholarly articles, the White House Council of Economic Advisers explained that a reluctance to embrace work-life programs is bad for business. "Due to the changing nature of the labor force, it is likely that the best practices from years ago do not provide enough flexibility for today's workforce. Just as U.S. automotive firms took years to embrace lean manufacturing despite the practice's documented improvements in productivity, [managers] today may be failing to adopt flexible arrangements."

**"Due to the changing nature of the labor force, it is likely that the best practices from years ago do not provide enough flexibility for today's workforce. Just as U.S. automotive firms took years to embrace lean manufacturing despite the practice's documented improvements in productivity, [managers] today may be failing to adopt flexible arrangements." - Anne Coleman-Honn**

One of eight senior advisers to Balancing Act, AFSA President Ambassador Barbara Stephenson said, "By taking time out for ourselves and our families, we get to be our best selves and improve our work performance. Balancing Act took me on this journey."

Balancing Act works with Director General Arnold Chacón, the Work/Life Division and the Office of the Deputy Secretary for Management, among others. Balancing Act board member Robert Hollister said the Department's leadership has demonstrated solid support for work-life balancing and wellness. Chacón said he is determined to focus on employee well-being. "With Deputy Secretary Higginbottom's leadership, we've made work-life wellness a priority," he said. "We want to empower employees with flexibility, options and resources so they can care for themselves and their families."

To help Department staff assess work-life issues, Balancing Act invited the Wharton School of Business' Work/Life Integration Project director, Stewart Friedman, to conduct a workshop at the Department. In an interview, Friedman addressed those who are hesitant to let go the reins of a traditionally rigid work ethic, perhaps out of a sense of duty. "You cannot serve your country or any other cause if you are not also finding a way to take care of yourself."

Friedman, who also advised the White House and the Department of Labor, emphasizes in his online materials that he sees work-life balance as impossible. Instead, he says, "It's about creating harmony among these four parts—work, family, community and the private self—finding their mutual value." This makes for a better leader—by having richer lives, he asserts, we can be better leaders. And in turn, by being better leaders, we can have richer lives.

Sometimes work-life balance isn't just a good idea, it's a physical and/or mental health necessity to prevent what the American Psychological Association calls "burnout." A 2010 NIH survey of research on work-life programs suggested that successful examples of employer support for work-life balance include allowing employees to pace a career for nonwork needs, such as by "reducing hours, taking a job leave or allowing opportunities to re-enter the workforce without a career penalty."

The Department offers these options. "We want our employees to do well and to be well," said Chacón. "It's a fundamental commitment to taking care of our greatest asset—our people."

The Department also offers employees parental leave and family care flexibilities. Employers must by law provide up to 12 weeks of parental or family leave to eligible employees, although the time is unpaid. Federal employees who are new mothers or fathers, however, may use sick leave for birth or adoption of a child, if the employee has enough of leave. Employees can also apply for advancement of leave hours, leave donations and leave bank hours.

To continue to explore parental leave improvements, Balancing Act advocated a Department working group on new parent issues. The group is chaired by the Work/Life Division and involves the offices of Medical Services, Legal and Human Resources, among others, as well as the American Foreign Service Association.

Anne-Marie Slaughter, the Department's former director of Policy Planning, has written on needs for work-life balance, including a popular 2012 article in The Atlantic magazine. In an interview for this article, she said, "If management genuinely considers that we want diplomats who have families of every size and description, then thinking about how all staff can fit together their work with their caregiving responsibilities at various points in their careers can generate lots of creative solutions."

While the Department offers a set of programs for work-life balance, it's still up to the employee to realize his or her own work-life aspirations. Retired Ambassador Prudence Bushnell, whose Foreign Service father "was always at work," insists balance is possible. "I got through 24 years without falling into martyrdom. It can be done," she emphasized.

As Secretary of State Kerry himself said in an interview for this article, "Everybody has to recharge the batteries. Everybody ought to be doing something just for day-to-day clarity of thought and sanity. And while everybody's different, it's important to take time to read, to get a good walk, work out, take care of yourselves, eat well and spend time with family and friends." ◻

# Dushanbe

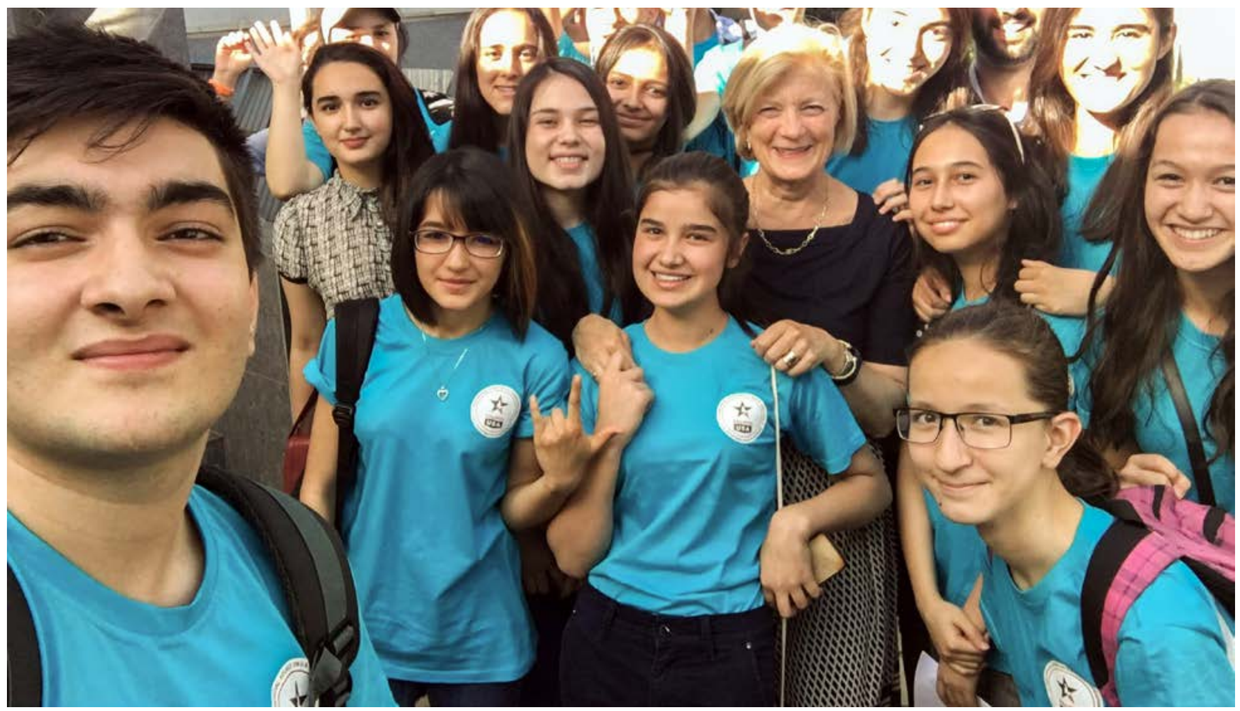
## Building partnerships in the heart of adventure

By Jacqueline Mezick, public affairs intern, and the entire public affairs section, U.S. Embassy in Dushanbe, Tajikistan

Most Foreign Service officers know very little about Tajikistan and its capital, Dushanbe, a medium-sized post, except that it's in one of "the stans." Yet, more than 750,000 people call Dushanbe their home. Nestled deep in the Hissor Valley at the junction of the Varzob and Kofarnihon Rivers and surrounded by snow-peaked mountains, Dushanbe has a beauty no camera can ever fully capture. Marshrutkas (mini buses) and shared taxis speed along the dusty streets, past looming statues of historical figures, museums housing artifacts that date back to the eigth century and expansive parks with lilies and roses in almost constant bloom.

Tajikistan is landlocked and sits on the borders of Afghanistan and China. Dushanbe is served by several airport hubs including Dubai, Istanbul and Frankfurt, and a typical flight's arrival time is 4:00 a.m. "I'd never heard of Tajikistan before I was assigned here," Michelle Yelland,

**Opening Spread**: Yamchun fortress in the Pamir mountains. Western Pamirians began construction of powerful fortifications in ancient times to protect themselves from military attacks by neighbors. Built in the third century B.C. and one of the earliest of its kind, Yamchun sits on the right bank of the Panj River in the foothills of the Wakhan Range.
*Photo by Bryant Furman*



Ambassador Elisabeth Millard surrounded by Tajik high school students and members of the local College Prep Club, who are getting ready to apply to American universities. More than 250 Tajik students were enrolled at campuses in the United States during the 2014–2015 academic year.
*Photo by Alinazar Boynazarov*

River crossing in the Pamir mountains. Tajikistan has significant reserves–more than 60 percent of Central Asia's fresh water–in its glaciers and high mountain ranges.

*Photo by PAS Dushanbe*

the embassy's health unit chief, explained. "I'm so glad I've had the opportunity to visit this country, as it's truly one of nature's beauties."

This year marks the 25th anniversary of Tajikistan's independence from the Soviet Union and the beginning of cooperative, broad-based ties with the United States. Over this period, U.S. interests have evolved, and the focus of our assistance has shifted from humanitarian efforts to long-term, sustainable development activities. Following the breakup of the Soviet Union, newly independent Tajikistan fell into civil war, and the U.S. government provided key assistance to stabilize the new nation. In the late 1990s, the civil war ended, and the country has experienced lasting peace. The U.S.-Tajik relationship has since focused upon democratization and state building.

***A long, long time ago….***

As stunning as the sites are, and as rich as the culture is, Tajikistan's history is equally captivating. Tajiks and Persians come from similar stock and speak variants of the same language. Persian history, poetry and culture continue to manifest their strong influence on Tajikistan, as evidenced in part by the great popularity of the annual Persian New Year celebration—Navruz—in the spring. At the beginning of the eigth century, Arab invaders took control of what is now Tajikistan and in the process introduced Islam to its people. From then on, the Hanafi branch of Sunni Islam, deeply rooted in the cultural development of the nation, has been the dominant and, since 2009, official religion. Tajikistan is home to one of the world's highest concentrations of Ismaili Shi'a Muslims, followers of the Aga Khan, who mostly live in the eastern half of the country, in the Gorno-Badakhshan autonomous republic.

In 1929, the Soviet Union incorporated Tajikistan as one of its socialist republics, profoundly influencing the language, religion, culture and government for the next 62 years. The official and vernacular language of Tajikistan is Tajik, but Russian is widely used in business and daily life. Visitors who speak either a Farsi-based language or Russian function quite well in Tajikistan.

After the collapse of the Soviet Union in 1991, Tajikistan descended into a five-year civil war that demolished its

Osh (or Tajik Pilaf), arguably the most famous dish from Central Asia, consists of rice, meat and carrots. It is a traditional element of Tajik cuisine, along with mantu (meat dumplings), qurutob (bread and yogurt), lagman (noodle soup) and sambusa (small, fried, crescent-shaped stuffed pies).

Dushanbe's main square is adorned by a statue of Ismoil Somoni, a revered 10th-century ruler whose reign witnessed the growth of the Samanid dynasty and the propagation of Islam in Central Asia.
*Photo by Dan Lundberg*

Hissor Fortress. One of several ancient monuments that make up the Hissor historical grounds. The Ambassador's Fund for Cultural Preservation helped restore the madrassa.

*Photo by CLO Dushanbe*

Celebration of Navruz at the U.S. Embassy. Marking the arrival of spring throughout the ancient Persian world, the holiday provides the perfect occasion to display traditional handicrafts and folk music.

*Photo by PAS Dushanbe*

national economy. The economy is dominated by agricultural production but remains heavily dependent on remittances from migrant laborers in Russia. "The economy is struggling to achieve stability in the wake of the collapse of commodities prices and the plummeting value of the ruble," Deputy Political-Economic Section Chief Rebecca Stewart noted. Even so, Dushanbe thrives, reviving traditions that had been suppressed during Soviet times while embracing the modern digital and globalized world.

Wherever you look in Dushanbe, you see adras, atlas or chakan traditional dresses, but you might hear the wearers speaking English and proudly displaying designer sportswear. Witnessing this continuing transformation in the city might trump venturing out to the countryside. That would be a serious mistake.

### *An Outdoor and Sports Lover's Paradise*

Tajikistan is covered with mountains, and the countryside offers breathtaking hiking and running trails, as well as places to ski, bike and camp. The rugged terrain boasts the Pamir Mountains, the "Roof of the World," and several other significant ranges that make traveling around extremely challenging but profoundly rewarding. "Tajikistan is one of the most beautiful countries in the world," Political Officer Esther Tetruashvily said. "No matter where you look, there are mountains, lakes, flowers . . . unparalleled views."

The Community Liaison Office (CLO) organizes various adventures for embassy staff and their families. For the more adventurous, the CLO coordinates exciting excursions to places like Nurek, which is the

◀ SCROLL TO VIEW PANORAMA ▶

The Fann Mountains, close to Tajikistan's western border with Uzbekistan, are part of one of the world's highest ranges. More than half of Tajikistan lies at elevations nearing 10,000 feet. *Photo by Oleg Brovko*

second tallest dam in the world and contains a massive lake with a floating resort-house. Another destination is the pristine, glacial Lake Iskanderkul, named after Alexander the Great and where, legend has it, his fabled horse died. The locals say that, if you listen closely at night, you can still hear him trotting around, whinnying in search of his rider.

For a tamer adventure, one can do walking tours of the city's historic districts, visits to the artists colony, ballet or national museums, or jog around the city's botanical gardens. Dushanbe is very family-friendly, with many parks and playgrounds, an outdoor amusement park and many other activities.

Ambassador Millard practices her Tajik dancing skills in celebration of the opening of a new clinic in Tavildara village that will provide access to health care for more than 1,200 Tajik citizens displaced by an earthquake along the Afghan border.

*Photo by PAS Dushanbe*

***Embassy life: work hard, play hard***

The U.S. Embassy, five miles west of the city center, was completed in 2006. The chancery houses Department offices and those of several interagency entities, including the Drug Enforcement Agency, USAID, the Centers for Disease Control and Prevention, and a robust Department of Defense contingent. Embassy social life is very active, from casual get-togethers in one another's homes to larger holiday parties and CLO-planned trips and events for family members. The Marine Security Guard detachment sponsors monthly happy hours and regular family nights. "We have a great community here at the embassy," Kristen Crocker, co-coordinator for CLO, said. "It seems like there's always something going on, whether a CLO event, expat group get-together like the Hash House Harriers, or cultural activity. It's easy to stay busy."

Ambassador Elisabeth Millard, with her USAID colleagues and other officers, is working with local counterparts to help the country grow and achieve stability. "Tajikistan has many development challenges including

food insecurity and malnutrition and some of the highest rates of drug-resistant tuberculosis in the world," USAID Country Director Katie McDonald explained. Currently, USAID's Feed the Future Initiative combats food insecurity and malnutrition by assisting households, especially those with young children, to grow and consume more nutritious foods. "We are helping Tajik citizens combat tuberculosis by introducing modern diagnostic and treatment technologies," McDonald added. USAID programs also improve education for children, especially girls, by distributing books in the local language.

The public affairs section manages seven American Corners, placed in all major cities and regularly used by all mission agencies as platforms to directly engage the Tajik people. "They are the most reliable resource for our citizens to obtain accurate information about the United States. Last year, more than 450,000 people visited our corners," said Rustam Mirzoshironov, the locally employed American Corner advisor. Public affairs also works closely with journalists to ensure the freedom of the Tajik press and helps media representatives obtain needed resources and training, to better inform the people.

Security assistance is an important element of the U.S. Mission's engagement. Regional problems like terrorism and violent extremism, illegal

Khujand, one of the oldest cities in Central Asia and the second largest city in Tajikistan, an important transportation hub and economic, cultural and scientific center. The fortress includes a museum with historic artifacts found at the site.

*Photo by CLO Dushanbe*

narcotics trade, and trafficking in persons are deeply concerning to Tajikistan and the United States. Through the Defense Attaché Office, Offices of Military Cooperation, International Narcotics and Law Enforcement, Export and Related Border Security, and Regional Security's anti-terrorism assistance programs, Mission Tajikistan engages with the government of Tajikistan and other international partners on a range of initiatives. "It's exciting to be part of an effort that binds together the region through security cooperation and helps Tajikistan protect its borders," said Senior Defense Official/Defense Attaché Daniel Zeytoonian.

No one at post can say that challenges do not abound, but many find their experiences here highly rewarding, because of the profound importance of the work and the pleasant way of life. As Cultural Affairs Officer Christopher Davenport put it, "Dushanbe might not be the easiest post to get to, but once you're here the country and work make it worthwhile."

So, if you're bidding on an assignment in Tajikistan, get ready for adventure in a unique and diverse culture, and to make positive change on issues of education and health care, while also exercising your body and mind with exhilarating hikes few people can imagine. ◻

Handicrafts demonstrate what is valuable to a people. This seller of souvenirs offers a selection of handicrafts and ornaments displaying the ancient culture of Tajik people they have maintained over time.
*Photo by CLO Dushanbe*

Tajikistan At A Glance

A prominent aspect of Tajik culture is colorful and highly decorative dresses for both men and women, nowadays only worn at weddings and major festivities.
*Photo by PAS Dushanbe*

# Post of the Month

At a Glance

## Tajikistan

**Capital:**
Dushanbe

**Government Type:**
Presidential republic

**Area:**
144,100 sq km

**Mean Elevation:**
3,186 m
(3rd highest among all nations)

**Population:**
8,191,958

**Ethnic groups:**
Tajik 84.3%, Uzbek 13.8% (includes Lakai, Kongrat, Katagan, Barlos, Yuz), other 2% (includes Kyrgyz, Russian, Turkmen, Tatar, Arab)

**Languages:**
Tajik (official), Russian widely used in government and business note: different ethnic groups speak Uzbek, Kyrgyz, and Pashto

**Religions:**
Sunni Muslim 85%, Shia Muslim 5%, other 10%

**Exports (commodities):**
aluminum, electricity, cotton, fruits, vegetable oil, textiles

**Export partners:**
Turkey, Iran, Afghanistan, Kazakhstan, Italy, Bangladesh, China, Russia

**Imports:**
petroleum products, aluminum oxide, machinery and equipment, foodstuffs

**Import partners:**
China, Russia, Kazakhstan, Turkey

**Currency:**
Tajikistan somoni

**Internet country code:** .tj

* The CIA World Factbook

# Future Leaders

## Post recruits, retains, promotes women

By Sheila Gwaltney, U.S. Ambassador to the Kyrgyz Republic

Much has changed over the course of my 32-year career, especially regarding diversity and the recruitment of women. While great progress has been made, women are still underrepresented in the Senior Foreign Service and in leadership positions in the Department.

I am personally committed to changing these statistics. As an ambassador, I consider recruitment and promotion a top priority and work to ensure that at U.S. Embassy Bishkek we recruit and develop talented women, bolstering their professional success in Bishkek and beyond. Bishkek offers outstanding opportunities for professional growth, and our country team seeks out high performers during the recruitment process, encouraging talented generalists and specialists to bid on Bishkek. As a result, women play a prominent role in Bishkek's country team, leading five of the nine sections at post.

Participating in a women's leadership conference in Bishkek are, from left, Ambassador Sheila Gwaltney, former Kyrgyz President Roza Otunbaeva and Congresswoman Susan Davis of California.
*Embassy Bishkek photo*

Bishkek's commitment to diversity doesn't end with recruitment. Because Equal Employment Opportunity regulations alone, while leveling the playing field, do not ensure women will move into leadership, Leadership of the Bureau of South and Central Asian Affairs (SCA) and I are committed to upholding EEO standards and promoting an environment where midlevel FSOs, many juggling work and family responsibilities, have the opportunity to take on leadership and prepare for Senior Foreign Service positions.

Women's careers are often moving upward just as their families are growing, and this can mean some women are hesitant to take on leadership roles. Women new to the Department frequently wonder how they will map out their careers and how their professional trajectory will mesh with their aspirations. These entry-level employees can be greatly influenced by the decisions of higher-ranking colleagues, whom they often look upon as role models.

INL Director Joye Davis-Kirchner greets Kyrgyz Interior Minister Melis Turganbaev as they open a U.S.-funded police station in Jalalabad. *Embassy Bishkek photo*

As ambassador, I ensure that no matter what an employee's family structure may be, all officers at post have the opportunity to develop their leadership skills, and I encourage employees to stretch themselves professionally. For example, to develop a cadre of future Department leaders, the role of acting DCM rotates among four midlevel officers, all with young children at home. Two of these employees are female; one is a single mother of three children under age seven, and the other has a preschooler and a baby (meaning that breast-pumping breaks are an essential part of her schedule). The other two employees are male—one is the father of two children under age eight, and the other a father of three children ranging from elementary to high school age.

By serving as acting DCM, these officers gain valuable experience, learn more about overall operations of the embassy, and bring their suggestions and best practices to the front office, promoting diversity in opinions and problem solving. They also become role models to more junior colleagues, demonstrating how midlevel officers manage their time and tasks while ensuring efficient and top-quality results.

This arrangement also combats stereotypes. There are countless examples of professional women juggling work and home responsibilities, and declining or being passed over for high-level assignments because they are thought to have too much on their plates. In my experience, officers who manage multiple responsibilities often work more efficiently and leverage their leadership skills, creating buy-in and empowering their teams to produce results. By recognizing the many competing priorities and importance of time management, these employees bring valuable skills to the workplace.

Ambassador Sheila Gwaltney meets women entrepreneurs on a USAID tourism development project in Issyk Kul. *Embassy Bishkek photo*

Embassy Bishkek is perfectly positioned to serve as a model for promoting the success of women in the field. Its sections are large enough to provide employees the opportunity to lead teams and take on large projects that are often regional. Generalists and specialists are expected to expand their talents through outreach activities (our female consular chief engages in frequent media interviews), in leading interagency committees (our female public affairs officer [PAO] chairs the ICASS Board) and in managing regional programs and projects (our female chief of the International Narcotics and Law Enforcement Affairs section implements millions of dollars of programming and works with partners throughout the region to combat narcotics trafficking).

PAO Shelly Seaver, who has been at post since 2015, says that "Throughout a myriad of high-level SCA regional planning discussions, I see women leading discussions and the decision-making process. Bureau leadership has made it clear that talented officers have a home in SCA. There is a wealth of outstanding female leaders who support, encourage and mentor entry-level and midlevel officers in the bureau."

Embassy Bishkek's institutional culture values female leadership. Six of the nine U.S. Ambassadors to the Kyrgyz Republic since its independence have been female, and most of the post's senior Locally Employed staff are women. Women's issues are also central to the bilateral relationship—the Kyrgyz Republic is the only country in the region to have had a female president, and empowerment of women is a key mission priority. Embassy women, American and Kyrgyzstani, are powerful role models for Kyrgyzstani women and girls. At public events, embassy employees readily share their stories with young leaders and happily agree to the colossal amount of requests from Kyrgyzstani youth for selfies and autographs.

The post's management team, meanwhile, helps ensure that key support structures of particular importance to women are in place and working. The community liaison office (CLO) provides school information, and community members share nanny and household help recommendations to incoming employees as soon as they are paneled. Many employees have seen this as a best practice, since having top-notch household help organized in advance lets employees calmly ease into work upon arrival instead of juggling their check-in with the stress of a rushed search for child care. The post's security team is also committed to safety, and an outstanding roving patrol program ensures that employees feel safe in their homes 24/7.

The post uses cross-training, temporary duty employees from SCA and WAE employees to ensure its sections have sufficient staff. This means employees are able to step away from their jobs and use annual and sick leave to care for and bond with their newborns.

Ambassador Sheila Gwaltney presents her credentials to Kyrgyz President Almazbek Atambaev.
*Photo by the Presidential Press Service, Kyrgyz Republic*

Nearly all of the embassy's community activities are open to children, too, and this means parents can mingle and network with colleagues and community members while enjoying family time. Likewise, there are social events geared toward women held at least quarterly.

These events, sometimes sponsored by CLO, have been well attended and inclusive, said midlevel officer Carrie Spirakus. The events, she said, bring "all women of the community together regardless of age, marital status, whether or not they have children, whether they are a Foreign Service generalist or specialist or a spouse of an embassy employee," and offer opportunities for connections between subgroups within the post's community of women that otherwise might not connect.

PAO Shelly Seaver leads the embassy in a crisis management exercise. *Embassy Bishkek photos*

The linchpin to the success for women—and everyone—in Bishkek is teamwork. Post leadership values all employees' opinions, employees have a wide array of resources available to help them excel and succeed, and the post promotes formal and informal mentoring.

This commitment to teamwork and promoting female talent is present throughout SCA posts. "SCA is a model in the Department for finding, keeping and promoting women to serve in one of the most challenging and rewarding regions in the world," said Deputy Assistant Secretary Angela Aggeler.

For this, Aggeler gives particular credit to SCA Assistant Secretary Nisha Biswal and "her stellar ambassadors"—many of whom are women. ◘

# Foreign Affairs Day

## Retirees hear from leaders, honor the fallen

By Michael Hahn, associate editor

DG Chacón addresses guests during Foreign Affairs Day luncheon in the Ben Franklin Room.
*Photo by Ed Warner*

Outside, it was a rainy day in May, but inside the Harry S Truman Building the atmosphere was positively convivial and sunny, as the 51st annual Foreign Affairs Day offered opportunities for the nearly 400 Department retirees and active-duty employees attending to learn about global and internal issues, and connect with former colleagues.

In keeping with tradition, Director General Arnold Chacón presented the DG Cup awards for distinguished careers to a former Foreign Service officer and a former Civil Service employee. Ambassador John Negroponte was honored for his 44 years of public service, including five ambassadorships and his service as director of national intelligence. Retired Civil Service employee Jacqueline Hill was lauded for her leadership in human resource management, which spanned more than three decades in the Department.

Separately, DACOR President Raymond Ewing awarded the DACOR Foreign Service Cup to Ambassador Kenton Keith, a public diplomacy veteran who retired in 1997 but continues to champion intercultural understanding.

In his opening remarks, Ambassador Chacón set the day's tone, saying "Foreign Affairs veterans are key partners if we are to achieve success for our nation and this Department." He pointed out that today's cohort of experienced, active-duty professionals continues to decline—less than half of all State employees have a minimum of 10 years on the job—and predicted that "the demand for the diplomatic mastery, leadership skills and competencies that have always marked Foreign Service excellence will be even greater." What can Foreign Service veterans do? Chacón urged them to advocate for additional resources for State, recruit talented people and take the Department's story to Congress and the American public.

Clearly, there's a great need to spread the Department's story: Among attendees, several said even basic knowledge of foreign affairs is at a low point outside the Washington Beltway. Retired FSO David Reuther, who lives in rural Virginia, said he encounters the problem daily. "There is a lack of interest in 'the other,'" or how other nations view us, he said, adding that he tries to inculcate an appreciation for foreign relations among the students and local groups to whom he often speaks in Culpepper, Va. Recently retired FSO Hugh Williams finds similar attitudes. Students are bombarded by news of war and terrorism, he said. "[Diplomacy] is much broader than issues of terrorism," a viewpoint he said he hopes to impart to the college courses in international affairs that he teaches.

Speaking from the podium, Under Secretary for Political Affairs Tom Shannon underscored the theme: "If you look at polling data about how Americans react to the rest of the world … there is an increasing

Linda Donohue served as a consular officer at a dozen posts spanning three geographic regions in her four-decade (plus WAE) career.

*Photo by Ed Warner*

TAP
Image
to enlarge

Kenton Keith (right) receives DACOR Cup from Raymond Ewing.

*Photo by Ed Warner*

TAP
Image
to enlarge

Hugh Williams teaches a course at Morehouse College in Atlanta.

*Photo by Ed Warner*

TAP
Image
to enlarge

Since retiring, Lucille DiPalma has kept active as a WAE, most recently in African affairs.

*Photo by Ed Warner*

TAP
Image
to enlarge

Tap to watch
Mary Kruger interview

reluctance to believe that our future is tied to the rest of the world." This year's presidential elections will throw a spotlight on foreign affairs, he added, and retirees can help other Americans understand why it's imperative for the United States to remain engaged in the world. "This, I believe, is going to be one of the big challenges we face over the next [few] months," namely, fashioning an American diplomacy and broader foreign policy structure that will allow us to stay engaged and not view the world as a set of problems or dangers.

He added, however, that the "huge opportunities" ahead offer entry "into a larger global process with huge benefit for the United States."

The need to stay engaged, build partnerships and respond to global calls for America's leadership cannot be addressed without sufficient financial resources. "We are operating in a constrained budget environment," Deputy Secretary Heather Higginbottom said, adding that foreign affairs funding has been flat since 2010 and difficult tradeoffs permeate the Department's priorities. "We really count on your help in making the case to members of Congress, to the American people, and the networks that you're a part of, that our investment, the foreign affairs budget, foreign assistance resources, are in our national interest," she said.

Tap to watch
Lino Gutierrez interview

Foreign Affairs Day has always been a call to action. For attendee Lucille DiPalma, a regular on the WAE circuit, the day's highlight was its bureau briefings, which she called "a refresher course on where the Department is headed." Another attendee, Linda Donohue, a 43-year veteran in the Bureau of Consular Affairs, also still pitches in, helping overseas posts bridge staffing gaps. "Times have changed with technology, but the work we do as foreign analysts is still critically important," she observed, adding that she keeps in touch with mentees from her active-duty days and is serious about educating the American public on foreign affairs' importance.

Another highlight was the presence of Secretary of State John Kerry, who spoke at the plenary session and the AFSA Memorial Plaque ceremony, which honors Department employees who died while serving overseas. Looking back, Kerry said, it has been an honor to serve as secretary, work he called "the best job in the world." He also gave an update on hot-button issues, from Syria to Iran and climate change, and spoke of America's overarching aims to resolve conflicts and secure lasting peace.

"We are an exceptional country," he said, "not because we say we are, but because we do exceptional things," including risking life and limb in service of the nation. "That's what our foreign service professionals, all of you, have always done, had our back, and pursued a passion committed to the highest ideals of our country … I am confident that is exactly what we will continue to do."

The AFSA Memorial Plaque ceremony was the day's most moving moment. This year, the ceremony honored Steven Farley, a Department contract employee and former Navy captain who lost his life in Iraq in 2008. AFSA President Barbara Stephenson and Secretary Kerry solemnly unveiled Farley's name on the plaque, the 248th inscribed on the memorial, inset into a wall at the building's C Street entrance. A Marine Honor Guard displayed the colors and saluted Farley's memory.

In her remarks, Stephenson thanked Farley's family members for attending and expressed the Department's gratitude for his service. She also read from President Obama's message to honor Foreign Affairs Day. The president said: "I join Secretary Kerry in recognizing all members of the Foreign Service who lost their lives while working to shape a more just and peaceful world, and I express my sincere appreciation to those in diplomatic service, along with their families, for striving to safeguard the promise of a brighter future."

These words aptly encapsulated a day of remembrance and renewal. ◻

Tap to watch
Kenton Keith interview

Secretary Kerry speaks at the AFSA Memorial Plaque ceremony, flanked by AFSA President Barbara Stephenson.

*Photo by Michael Gross*

# GeoBioBlitz

## Event promotes natural science learning among youths

By Martin Izaak, deputy public affairs officer, U.S. Embassy Ljubljana, Slovenia

It had been raining the last day and a half, with forecasts for more, but a group that included U.S. Embassy in Ljubljana staff converged early on a Saturday in May at an elementary school in a small town in Slovenia's Julian Alps to participate in a GeoBioBlitz, an intensive, hands-on exploration of the geomorphology and biodiversity of a local gorge.

The post's involvement was the brainchild of the embassy's alumni coordinator, Charlotte Taft, and a Slovenian Fulbright alumna, Irena Mrak, who holds a Ph.D. in geography, specializing in geomorphology. The two were inspired by *National Geographic*'s BioBlitz, an event focused on finding and identifying as many species as possible in a specific area over a short period of time. More than 250 BioBlitzes will take place in the U.S. in 2016, including one in Washington, D.C., organized in conjunction with the Biodiversity Festival, held on the National Mall May 20–21.

The embassy's version, the GeoBioBlitz, made sense because Embassy Ljubljana has been celebrating the National Park Service's centennial in a yearlong campaign capitalizing on Slovenia's affinity for natural beauty and outdoor activities. The campaign, which also addressed climate change and environmental sustainability, featured a three-month-long outdoor photo exhibition in Ljubljana's Tivoli Park in collaboration with *National Geographic Junior* Slovenija and the City of Ljubljana. The GeoBioBlitz thus added a strong practical dimension to the campaign by taking Slovenian and American kids directly into nature.

A participant photographs a discovery that will be uploaded to iNaturalist. *Photo by Stan Sessions*

**Opening Spread:** Near the end of the GeoBioBlitz, all of the students, scientists and naturalists gather for a group photo—and one participant holds the iconic National Geographic yellow frame. *Photo by Luka Dakskobler (National Geographic Junior)*

Aside from being the only BioBlitz outside of the U.S. and Canada, the embassy project was also singular for its Geo component, a product of Mrak's expertise in geology and geography. Her hometown of Tržič is the site of Dovžanova Soteska, a natural monument with an exceptional geological composition and lush riverine vegetation, and the perfect location for the GeoBioBlitz. The effort also involved American Fulbright program alumni Sarah Halvorson (a geographer from the University of Montana) and Stan Sessions (a biologist from Hartwick College). They participated with several local scientists and naturalists, bolstering the group's expertise and assisting the students with exploration.

As for the other participants, the embassy recruited Slovenian students from the local Tržič elementary school and American children, ages 9 to 16, enrolled in schools in the host nation. They were equipped with cameras, smartphones and notepads to photograph and document what they saw.

Despite the ominous weather forecasts, the day started without rain, as Ambassador Brent Hartley and the mayor of Tržič offered participants words of encouragement. The 40 people who gathered for the event were a mix of Slovenians and Americans, scientists, naturalists, schoolchildren, embassy staff and a reporter/photographer from *National Geographic Junior* Slovenija, Slovenia's kids' version of the periodical. The group then split into two, half hiking the gorge's geology trail while the other half explored the local biology. Under a now sunny sky,

**GeoBioBlitz slideshow** - Tap on image to view fullscreen

Two youths make a discovery in a puddle of water.
*Photo by Luka Dakskobler (National Geographic Junior)*

**GeoBioBlitz slideshow** - Tap on image to view fullscreen

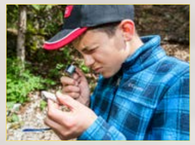
A young participant examines a rock specimen.

*Photo by Luka Dakskobler*

**GeoBioBlitz slideshow** - Tap on image to view fullscreen

Back in the classroom after blitz, students upload their photos to iNaturalist.

*Photo by Luka Dakskobler*



**GeoBioBlitz slideshow** - Tap on image to view fullscreen

Slovenian scientist Matevz Novak describes the local geological history and make-up to a group of students.

*Photo by Luka Dakskobler*

**GeoBioBlitz slideshow** - Tap on image to view fullscreen

Two youths make a discovery in a puddle of water.
*Photo by Luka Dakskobler (National Geographic Junior)*

**GeoBioBlitz slideshow** - Tap on image to view fullscreen

Two youths make a discovery in a puddle of water.
*Photo by Luka Dakskobler (National Geographic Junior)*

they would reconvene for a lunch of Slovenian barley soup and apple strudel at an educational center that exhibits fossils, rocks and wildlife from the gorge.

After lunch and a tour of the exhibit, the groups switched trails and subject matters.

"A key idea behind the GeoBioBlitz is that we don't just go out in nature, but that we begin to observe the natural world around us as we walk and to see what makes the landscape around us what it is," Mrak observed. During the event's geology-focused part, Mrak and colleague Matevž Novak showed students rock formations and evidence of the movement of tectonic plates and told them about the fossils for which the gorge is famous.

"The link between geo and bio is also great because the kids learn about the biodiversity of the area now, and then; when you show them the fossils in the rocks, they can see the biodiversity of the area as it was in the geological past," added Novak. During the biology-focused part of the event, Sessions, his Slovenian host, a Slovenian biology teacher and a representative of the Natural History Association of Slovenia helped students identify salamanders, butterflies, snails and other living creatures. They also learned the names of plants and trees spotted along the forested trail and in a stream running through the gorge.

To finish the day, Taft demonstrated iNaturalist, a website and app that provide an online community for reporting personal observations in nature to catalog biodiversity. She had created a GeoBioBlitz "event" on the website and, there, participants could upload photos and observations, cataloging their day's experiences and offering an online guide of the area's geomorphology and biodiversity for future visitors.

Later, the rains finally came, but participants were already in the schoolhouse with a roof over their heads.

The GeoBioBlitz was covered in local press and garnered two pages of coverage in *National Geographic Junior* Slovenija's big year-end issue. For the mission, the event achieved a key objective—youth engagement—while addressing key topics—climate change, conservation and STEM education -- in a fun and interactive way, and proved a great way to involve Fulbright alumni and visiting American Fulbrighters with local audiences.

"This kind of outreach activity and exchange embodies what the Fulbright program aims to accomplish. It also downloads science to the general public. We need more of this," said University of Montana Professor Halvorson.

More information about matters in this article is available on these websites: http://nationalgeographic.org/projects/bioblitz/ and http://www.inaturalist.org/.

Alumni Coordinator Charlotte Taft contributed to this article. ◘

A map shows the location of *National Geographic* BioBlitzes. *National Geographic image*

# Fundamentals of Leadership goes global, available on demand

By Susan Luck, education program specialist, and Joseph Domask, senior advisor, FSI/LMS

Every year, thousands of Department employees—Foreign and Civil Service employees alike—participate in leadership training delivered by FSI's Leadership and Management School. Leadership development specialists are justifiably proud of their work in helping participants promote America's interests and U.S. foreign policy priorities. In classroom discussions, coaching sessions and organizational development activities, they also hear time and again that when supervisor-supervisee relationships are weak or function poorly, individual performance suffers, morale sinks and organizational performance declines. Whatever role one plays, at whatever level, the ability to contribute to and advance the Department's goals is largely determined by workplace relationships.

The good news is that there are specific steps to foster effective workplace relationships necessary to ensure performance at the highest level—and anyone can take them. The best place to start is with the fundamentals—specifically, by enrolling in the anytime-anywhere course, Fundamentals of Supervision (PT230) (http://reg.fsi.state.sbu/CourseCatalog.aspx?EventId=PT230), which doesn't require classroom attendance at FSI. Fundamentals of Supervision is now available worldwide in a highly interactive online format designed to sustain learner engagement. The course content is rooted in lessons learned over the last several years from participants in classroom training and is drawn from workplace experiences and examples. The course also contains study aids and other guides, which can be downloaded and applied on the job after completing the course.

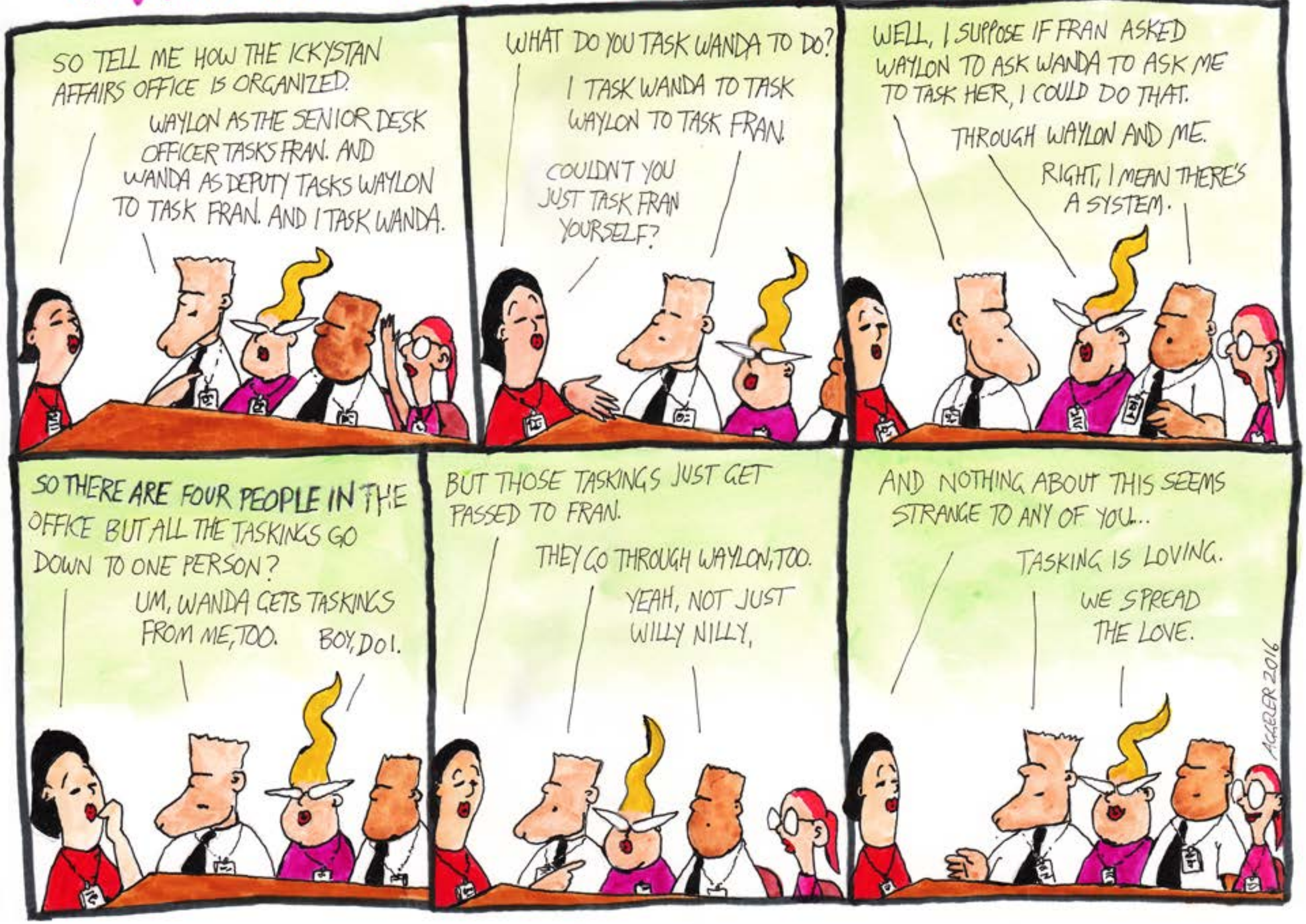
The online version of the course is the newest, most innovative addition to the leadership training curriculum, and is part of a more comprehensive and ambitious FSI strategy to enhance and reshape the way the Department develops leaders. The leadership training paradigm was originally put in place nearly 15 years ago when the Leadership and Management School was established. More recently, Secretary of State John Kerry said, "The success of the Department rests on our ability to develop leaders with the skills needed to make tough calls quickly and to guide our organization in the future," and he has challenged all of us to do more. As a result, it's crucial to put the Department's Leadership and Management Principles into practice every day.

**"THE SUCCESS OF THE DEPARTMENT RESTS ON OUR ABILITY TO DEVELOP LEADERS WITH THE SKILLS NEEDED TO MAKE TOUGH CALLS QUICKLY AND TO GUIDE OUR ORGANIZATION IN THE FUTURE..."**
**– SECRETARY OF STATE JOHN KERRY**

Last summer, in response to the 2015 Quadrennial Diplomacy and Development Review's mandate, FSI began designing a new, more comprehensive leadership development continuum that offers leaders at every level professional development opportunities that go beyond a stand-alone, five-day course that's taken once every six to eight years. We are building integrated leadership development programs that incorporate more of the insights of current research and proven practices of the world's leading private and public sector organizations, including online training, coaching and support for organizations. These programs will also provide greater engagement with employees before and after they take classroom courses, such as virtual instructor-led training, peer-to-peer learning and self-directed leadership development, all of which will help participants apply what they have learned in real-time, on-the-job settings.

As we move forward with these initiatives, we strongly encourage employee participation and engagement with FSI. Stay tuned for upcoming announcements on the Leadership Portal, the Leadership blogs and other outlets on how to provide your input and insights. Or, just email us at iLead@state.gov. We are committed to building a culture of leadership within the Department, making leadership an integral part of the day-to-day workplace, promoting and modeling the Leadership and Management Principles, prioritizing professional development at all levels and supporting other ways to strengthen the Department and its employees. ▫

# LYING IN STATE: TASK, TASK, TASK!



## Consulate Teams Hold Friendly Games

In April, representatives from U.S. Consulate General Ciudad Juarez competed in the United States against staff of the Mexican Consulate General in El Paso in the fourth annual cross-border Friendly Games. Competitions included a tug-of war (shown), soccer, horseshoes, three-legged races and a blindfold relay, with the Mexican team winning this year's event. The competition, hosted on a rotating basis, will be held next year in Ciudad Juarez, Mexico.

*Photo by Lisa Burgess*

**Retirements**

**Ethics Answers**

# In Brief

## Retirements

**Civil Service**
Alba, Joann G.
Cahoon, Fannie Elena
Chase, Pamela Lynne
Clore, Raymond E.
Daniels, William F.
Donlon, Steven A.
Dorsey, Dennis Otho
Fallow, Marc E.
Hegbe, Frederic Edem
Herr, Julie K.
Holladay, Susan E.
Hollingsworth, Cantrell R.
Hutchinson, Carolyn
Johnson, Carol E.
Jordan Jr., Samuel R.
Karkenny, Yakub Gorgis
Koster, Nikolaus
Lange, Mary M.
Lawrence, Diane
Linn, Ronald G.
Martin, Thomas R.
Mentz, John W.
Miles, Cynthia R.
Murray, Alphonso
Musser, Rin Mark
Nicolai, Katryn S.
Pensabene, Mary J.
Phillips, Chester Edward
Pontisso, John L.
Reynolds, Valerie P.
Richard, Josephine
Saxton, Ella A.
Smith-Peters, Kathleen M.
Timbie, James Peter
Vargas, Judith Ann M.
Wright, Johnna M.

**Foreign Service**
Aller, John Cosmos
Alvarado,Victoria A.
Armbruster, Thomas H.
Bacigalupo, James Patrick
Berger, Margaret C.
Blowers, Catherine Marie
Bond, James R.
Bryant, Timothy E.
Caplis, Pamela
Carbajal, Margaret Pfister
Cargile, Philip S.
Charbonnet, Laurent D.
Cook, William R.
Crammer, Lynn E.
Craynon, Laura E.
Degler, Paul G.
Feeley, Annette P.
Feierstein, Gerald Michael
Ferdinand, Marilyn Claire
Forman, Janice E.
Fulwiler, Dan Oral
Gavazza, Steven Alan
Glaser, Kathleen M.
Goodspeed, Daniel Edward
Guimond, Heather
Hamer, William K.
Hampton, Michael G.
Hartung, Robert A.
Haynes, John D.
Heard, Harvey K.
Jarvis, Catherine J.
Jordan, Elizabeth
Knue, Marianne M.
Lanier, Jerry P.
Levine, Bruce J.
Lienhart, Catherine K.
Matel, John A.
Mayfield, Mark Steven
McFarland Jr., Billy E.
Miller, Jeanne M.
Miller, Steven M.
Mose, James E.
Nesemann, Michael
Norland, Patricia D.
Oliva, Joseph A.
Owen, Michael S.
Pitre, Robert A.
Posner Mullen, Karyn Allison
Prevey, Teresa Sullivan
Recht, Linda Susan
Schaefle, Cheryl Ann
Scott, Karen L.
Searby, David P.
Silverman, Robert J.
Spangler Jr., Ronald L.
Stanley, Julia Reeves
Thiede, Paula S.
Tolliver, Mari Dieterich
Villarosa, Sharon E.W.
Waddington, Patrick Ian
Walker, Sanford H.
Wong, Joyce Su
Yamin, Michael J.
Yata, Teresa A.

Retirements

Ethics Answers

## Ethics Answers

**Q:** I am an FSO serving overseas. I met this morning with a prominent local businessperson, and he offered me an expensive watch. Of course, I told him that U.S. ethics laws restrict me from accepting the gift, but he said he wanted to show his appreciation for my work, and asked if it would be all right to give a donation in my name to a charity of my choice. Is this OK?

**A:** No. The legal restrictions apply not only to gifts given directly to federal employees but also to indirect gifts. Depending on the circumstances, this could include gifts given to certain close relatives if the gift is given because of the relative's connection to the employee. It also includes gifts to third parties based on the designation, recommendation or other specification by the employee. Just as you refused the watch offered to you directly, you should also refuse a donation made in your honor to a local charity.

*Ethics Answers presents hypothetical ethical scenarios Department employees might face. For help with real ethics questions, email EthicsAttorneyMailbox@state.gov.*

Retirements

Ethics Answers

## Global Cyber Officers Training Held

Coordinator for Cyber Issues Christopher Painter opens the Global Cyber Officers Training Workshop 2016, held in late April in Arlington, Va. The approximetely130 cyber officers in attendance, drawn from U.S. diplomatic posts around the world, heard from representatives from three technology sector companies during the five-day training. Speakers included Cheri McGuire, vice president for global government affairs and cybersecurity policy at Symantec Corporation; Angela McKay, Microsoft director of cybersecurity policy and strategy; and Steven Chabinsky, general counsel and chief risk officer at the company Crowdstrike. *Photo by Sandeep Paul*

**Retirements**

**Ethics Answers**

# In Brief

## Disability Advisor Visits Peru

Special Advisor for International Disability Rights (SADR) Judith E. Heumann poses with Technological University of Peru students and the media during her visit to that nation, where she presented "Lives Worth Living," a documentary on the U.S. disability rights movement, to university students.

*Photo by Edward Sánchez*

**Retirements**

**Ethics Answers**

## Embassy Holds Fitness Festival

Staff of the U.S. Embassy in Kabul participate in a volleyball competition, part of the mission's Memorial Day Weekend Fitness Festival. Embassy employees and those from the neighboring Resolute Support mission organized more than a dozen sporting events and raised money to support local charities, including the Afghan Scouts, boys and girls, and a skateboarding clinic for Afghan youth. *Photo by Abdul Fawad Samadi*

**Retirements**

**Ethics Answers**

## Quito Celebrates Earth Day

Ariana Sophie Tapia Lemarie and GSO Housing Assistant Belen Sagado Lemarie participate in the recycled materials sculpture contest for Earth Day celebrations held by the U.S. Embassy in Quito, Ecuador. American and Ecuadorian families together celebrated the wonder of our planet and the need to work cooperatively to nurture and protect it at the embassy's Earth Day Fair on April 16. At the event, adults perused a recycled art installation by a local artist, participated in an urban planting workshop and bought trees to plant at home. For children, there was an Earth Day story time and craft-making use of recycled materials. *Photo by Abbie Spengler*

**Retirements**

**Ethics Answers**

## Employee Affinity Group Holds Dinner

Attendees at April's leadership dinner of the Asian American Foreign Affairs Association (AAFAA) pose for a photo. More than 120 attendees participated in the seventh annual dinner to celebrate the start of Asian American Pacific Islander Heritage Month. Attendees included more than a dozen Senior Foreign Service and Senior Executive Service members, including Deputy Assistant Secretary for European Affairs Hoyt Yee and Deputy Assistant Secretary for International Narcotics and Law Enforcement Affairs Alex Arvizu, who each spoke. *Photo by Xiaoxu Lin*

Retirements

Ethics Answers

# In Brief

## State Gets Silver at Dragon Boat Race

The dragon boat called "Diplomatic Row," for its crew consisting largely of State and USAID employees, took silver in the 15th Annual Washington, D.C., Dragon Boat Festival on May 21—22, in the 250-meter races. The team, now in its fourth year, includes several State employees (noted with asterisks). Shown are, from front to back row, left to right: Ryan Berney*, Aldrinana Leung*, Holly Te*, Michelle Los Banos*, Yennie Tse, Rakesh Surampudi*, Heather Hwalek*, Brett Stavin, Suleman Gwaduri, Paul Fontelo, N. Rashad Jones*, Stefano Rivolta*, Andre Ball*, Xiaoxu Lin, Pei-Hsuan Tsai*, CJ Johnson, Jack Pan*, Silvia Malgioglio, Natalia Capel* and Heather Wild.* *Photo by Eugene Choe*

**Retirements**

**Ethics Answers**

# In Brief

## Pay Parity Leader Speaks in Barbados

Attending a dinner in honor of pay parity activist Lilly Ledbetter's visit in May to Bridgetown, Barbados, were, from left, Pedro Shepherd of the Barbados Union of Teachers, Joy-Ann Inniss of the National Union of Public Workers, Ledbetter, Ambassador Linda Taglialatela, Public Affairs Officer Yolonda Kerney, Charmaine Crawford of the Barbados Institute of Gender Studies and Cedric Murrell of the Congress of Trade Unions and Staff Associations of Barbados. During a visit sponsored by the U.S. Embassy in Georgetown, Ledbetter met with labor leaders, labor unrest having hit workers in customs, the airport, sanitation and schools. Her lecture was simulcast to Embassy Bridgetown's American Corners in Antigua and Dominica. *Photo by Matthew Tull*

**Retirements**

**Ethics Answers**

## Christine Ann Elder

U.S. Ambassador to Liberia

Christine Ann Elder (SFS) of Kentucky is the new U.S. Ambassador to the Republic of Liberia. Most recently, she was director of the Office of Southern African Affairs. Previously, she served as DCM in Maputo, acting deputy coordinator in the Bureau of International Information Programs, deputy director for regional affairs in the Bureau of Near Eastern Affairs and senior watch officer in the Operations Center. Earlier assignments include posts in Germany and Hungary, and assignments in the Bureaus of European and Economic Affairs. Before joining the Department, she worked in the International Trade Administration at the Department of Commerce.

Return

Fact Sheet

## Roberta S. Jacobson
U.S. Ambassador to Mexico

Roberta S. Jacobson (SES) of Maryland is the new U.S. Ambassador to the United Mexican States. Most recently, she served as assistant secretary in the Bureau of Western Hemisphere Affairs (WHA). Previously, she was principal deputy assistant secretary (PDAS), deputy assistant secretary for Canada, Mexico and NAFTA issues, director of the Office of Mexican Affairs, DCM in Lima, and director of the Office of Policy Planning and Coordination in WHA. Also in WHA, she served as coordinator for Cuban affairs, executive and special assistant to the assistant secretary, and at the National Security Council.

## Kelly Keiderling
U.S. Ambassador to Uruguay

Kelly Keiderling (SFS) is the new U.S. Ambassador to the Oriental Republic of Uruguay. Most recently, she served as PDAS in the Bureau of Educational and Cultural Affairs. Previously, she was DCM and chargé d'affaires in Caracas (Venezuela), DCM in Chisinau (Moldova), public affairs officer in Havana (Cuba), Gaborone (Botswana) and Bishkek (Kyrgyzstan). During her Washington tours, she held positions in WHA and in the Bureaus of Human Rights and Near Eastern Affairs. Earlier in her career, she served in the Dominican Republic, Ethiopia and Zambia. She was raised in the Foreign Service in Latin America and Europe.

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## Elizabeth Holzhall Richard

U.S. Ambassador to Lebanese Republic

Elizabeth Holzhall Richard (SFS) of Virginia is the new U.S. Ambassador to the Lebanese Republic. Most recently, she was deputy assistant secretary in the Bureau of Near Eastern Affairs. Previously, she served as DCM in Sanaa, border coordinator in Islamabad, and director for counternarcotics, law enforcement and rule of law programs in Kabul. Before that, she served as deputy office director in the Bureau of International Narcotics and Law Enforcement Affairs, deputy to the ambassador-at-large for war crimes issues and special assistant to the under secretary for political affairs. She served at posts in Ecuador, Italy, Singapore and Thailand.

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## Robert Annan Riley III

### U.S. Ambassador to Micronesia

Robert Annan Riley III (SFS) of Florida is the new U.S. Ambassador to the Federated States of Micronesia. Most recently, he was management counselor in Jakarta. Previously, he served as management counselor in the Philippines, Vietnam and Pakistan. Before that, he served as senior financial management officer in Baghdad. His other assignments include posts in France, Spain, Côte d'Ivoire and Malawi.

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# Appointments

## Stephen Michael Schwartz
U.S. Ambassador to Somalia

Stephen Michael Schwartz (SFS) of Maryland is the new U.S. Ambassador to the Federal Republic of Somalia. He has been director of the Office of Australia, New Zealand, and Pacific Island Affairs, director of the Office of West African Affairs, DCM in Lusaka and DCM in Port Louis (Mauritius). His other overseas posts include South Africa, Cuba, Burundi and Ethiopia. In Washington, D.C., he was special assistant to the under secretary for political affairs and desk officer for Sudan. Before joining the Foreign Service, he served in the Peace Corps.

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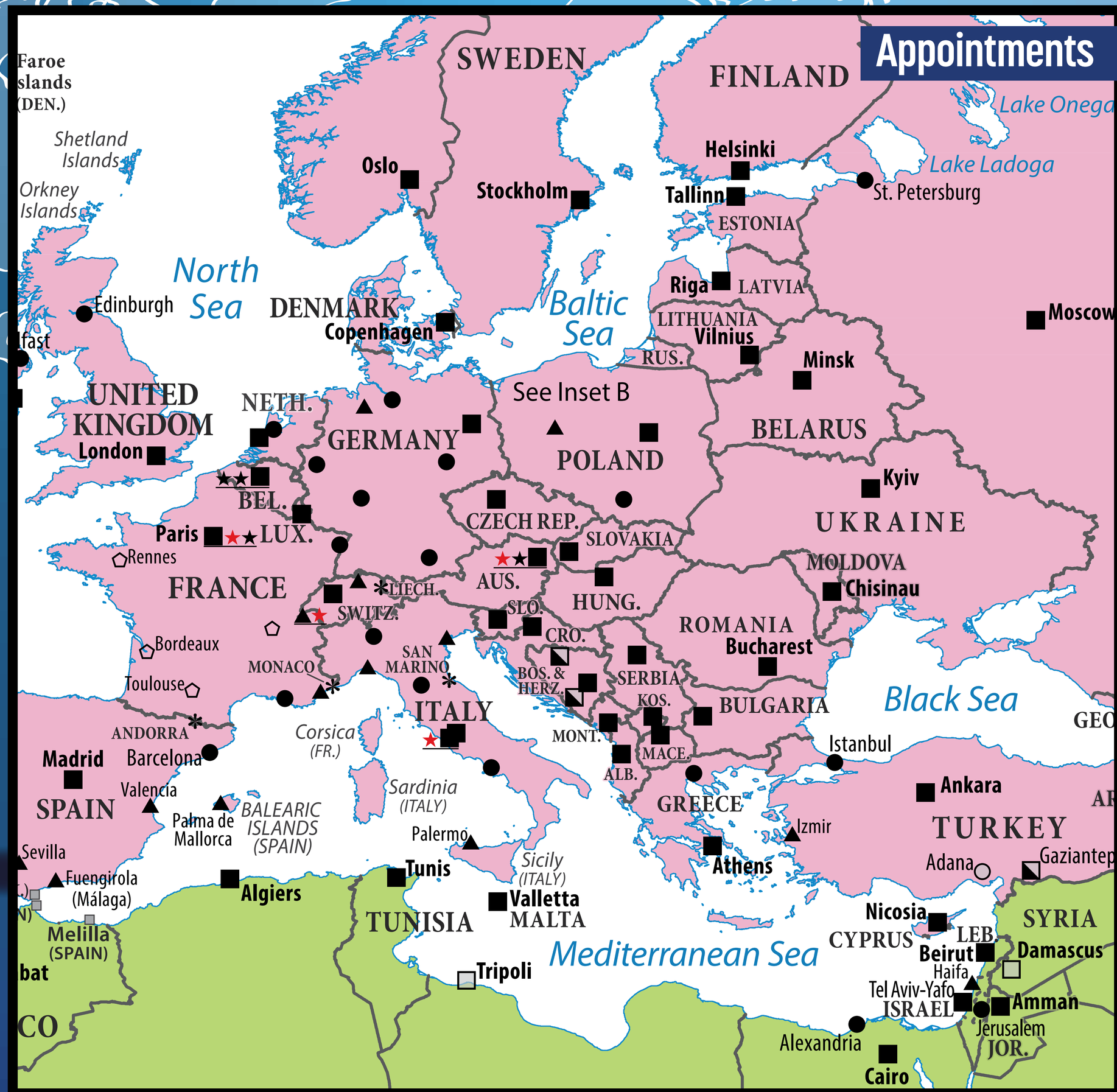
# Appointments

## Adam H. Sterling

U.S. Ambassador to Slovakia

Adam H. Sterling (SFS) of Virginia is the new U.S. Ambassador to the Slovak Republic. Most recently, he served as DCM and chargé d'affaires in The Hague. Previously, he was DCM and chargé in Baku (Azerbaijan), director for Central and Eastern European affairs on the National Security Council staff and special assistant to the assistant secretary for European and Eurasian affairs. He has also served at posts in Israel, Kazakhstan, Belgium and Peru.

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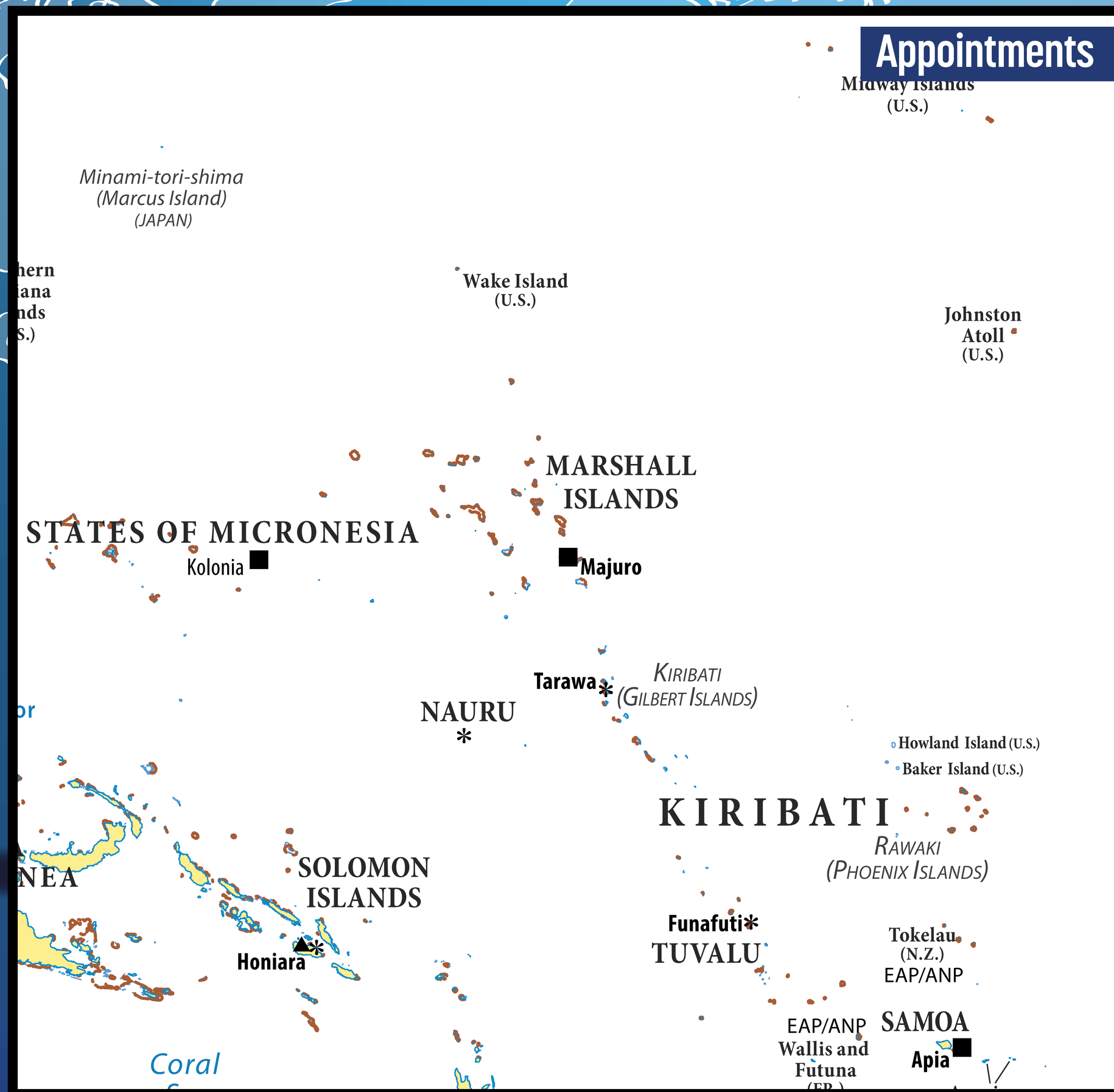
## Karen Brevard Stewart

U.S. Ambassador to Marshall Islands

Karen Brevard Stewart (SFS) of Florida is the new U.S. Ambassador to the Republic of the Marshall Islands. Most recently, she served as political advisor to the vice chairman of the Joint Chiefs of Staff and to the Supreme Allied Commander Transformation. She was DCM and U.S. Ambassador to Laos and Belarus. Her other overseas assignments include posts in Pakistan, Thailand, Laos and Sri Lanka. In Washington, D.C., she served as special adviser to the director general of the Foreign Service, PDAS in the Bureau of Democracy, Human Rights, and Labor and as office director in the Bureau of European Affairs.

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## Active Years:

# ROAD SCHOLAR

### Former employee offers motorcycle tours

By Bill May, retired Department of State employee

Were my 27 years at the U.S. Information Agency and State, including three years in the Office of International Visitors, credentials enough for setting up a private sector business? Well, I've always had an entrepreneurial streak. Retiring in 2011, I launched a tech startup, starting with a business plan, of course. Curiously, I found an adjacent niche that mashed up my love of motorcycling and public diplomacy: motorcycle tours for international travelers. See the USA, up close and personal!

A number of companies offer tours, obviously, and breaking into the business took sweat equity. Success means great roads and attractions, or themes, to entice the overseas motorcyclist to come ride across America. Two-week tours can run around $8,000 per person, so this is serious business. Bike rentals alone are $150+ per day.

I had to get to know the business side, from retail to corporate to retail to touring, because everyone is in the tour market. I needed a niche that would appeal to existing companies while aiming to research infrastructure, e.g., bringing motorcyclists and international promoting all the heavy stuff. Providing content that's both compelling and missing from the competitors' portfolios was the ticket. Route 66 – the "Main Street of America" -- is a ghost of its former self. I could do much better.

Lesson One: it takes two to five years to build a tour that has word-of-mouth advertising, international recognition and traction. Success depends on that buzz and your color reputation, just as in the Department, except here your business is on the line.

Lesson Two: FOMO. Fear of Missing Out, is key. Whether it's an exotic ride, a bluegrass concert or a bucket list item, riding all the way across the USA, FOMO is your friend in this business. You want clients (customers – in this case, my riders – to be stimulated at every bend in the road, to crave the next attraction or pit stop.

Taking a break along the 13-day Blue Ridge and Smoky Mountains Rumble Tour. The group prepares to tackle a mountain pass on the North Carolina-Tennessee border known as Deal's Gap. Riders are from Wales, Australia and Brazil.

*Photo by Joy Baggs*

Two years of making industry contacts, developing and dry-running tour concepts, sorting out timing and pacing, then you're ready to fly right. Well, not so fast. Take a diverse group of 10+ riders who may or may not speak English, with varying motorcycling skills, set out on a tour of the Blue Ridge Parkway, encountering rain or hail – and you quickly find bail-out points for shelter, as well, also still need to arrive at your evening's destination which is booked and prepaid. Throw in one mechanical breakdown or mishap and your leisurely tour becomes a meltdown reality TV show.

So, careful planning (with contingencies) is important, but more than anything you need a broad smile and genuine commitment to see that everyone has an incredible time, rain or shine, hot or cold. People are here to see America, and letting that come through is the magic part of all this. The riders are in the movie, not watching a movie, that's an amazing experience.

Last September's tour included riders from Brazil, Australia and Wales. Interestingly, the riders all shared a passion for BBQ. So in addition to the planned route, museums and events, I added BBQ stops along the way – instant unity! We rode through Virginia, North Carolina, South Carolina, Georgia, West Virginia and Tennessee, the Blue Ridge Mountains and the Smoky Mountains. They had a grand time, of course, with a few cultural wrinkles, such as the meaning of "being on time" for our morning launches.

Bucket List - check! At a stop overlooking Deal's Gap, Tom, Jamie, Bruce, the Puffer, and Joy survey part of The Dragon, an 11-mile stretch of Deal's Gap with 318 turns – a worldwide "must" for bikers.

*Photo by Bill May*

Department skills were in play, sorting out the cultural issues quickly. Great BBQ can be a unifying Holy Grail, but public diplomacy goes a long way to make the tour a winner.

The 12-Day Blue Ridge and Smoky Mountains Rumble Tour I led a Coast 2 Coast trip on Rt. 50 – way more fun than 66 – took in both oceans, and the open road in between. Tour schedules for 2017 are set. Folks are coming back for another ride, and bringing more friends.

Bike travel is dramatically different from any other means of transportation. You are approachable, people come around and talk to you. Locals want to know where you're from, where you're going, and tell you what to see and where to eat. For me, showing foreign visitors the uniqueness of America is what it's all about, whether on an IV trip or a motorcycle tour, doing something I've always believed in, but now no briefcase or business attire required.

It would be great if the Department could add this kind of exchange program, a riding experience, to its public diplomacy portfolio. The U.S. government has even approved a touring exchange program for American motorcycle enthusiasts in Cuba, so why not do it here? Fortunately, it's not beyond the private sector's reach, or the grasp of this former p.d. guy. Now, does anyone ride and speak Vietnamese or Thai? Contact me, maywe@stonehamgroup.com, or the guys at EagleRiderDC.com

On the last leg of Rt. 50 in the Bay Area, stop in San Francisco. For three months, in Vietnam, passes with the author (yellow jacket) and a passport rider after completing the decades-old dream to ride Harley across the United States -- 18 days, and 5400 miles of magnificent experiences.

*Photo by Bill May*

# In Memoriam

## Greg Crouch

Greg Crouch, 59, a retired FSO, died from an aggressive form of brain cancer April 16 at his home in Fayetteville, Ark. He retired in December 2014 after more than 30 years with the Department as a diplomat and international broadcaster. He served in Europe, Japan, Pakistan and Afghanistan, specializing in the organization of media events and managing cultural centers and programs. In retirement, he was active with volunteer work in Fayetteville and teaching English as a second language.

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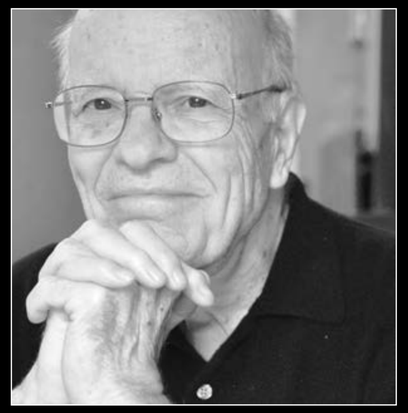
# In Memoriam

## Donald Boyd Easum



Donald Boyd Easum, 92, a retired FSO and former ambassador, died April 16 in Summit, N.J. He served in the Army during World War II, including 10 months on Iwo Jima. He was ambassador to Upper Volta (Burkina Faso) and Nigeria in the mid-1970s. Other assignments included assistant secretary for African affairs and postings to Managua, Djakarta, Dakar, Bathurst (Banjul), Bissau and Niamey. After retirement in 1979, he was president of the Africa-America Institute and spent years of lecturing and activism on behalf of global understanding and human rights. He enjoyed tennis, gardening, playing the trumpet, directing choir and singing.

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# In Memoriam

## Kenneth Preble Ferguson Jr.

Kenneth Preble Ferguson Jr., 70, a retired Civil Service employee, died Jan. 9 at home in Pittsburg, N.H. After a career with the U.S. Geological Service, which included managing the USGS office in Riyadh, Saudi Arabia, he joined the Department in 2006. He worked for the Bureau of Oceans and International Environment and Scientific Affairs, where his knowledge of the Middle East and background as a geographer, mapmaker and remote sensing expert were prized. After retirement in 2011, he traveled throughout New England, exploring the region where he was born. He enjoyed bird watching, photography, cooking and keeping detailed journals.

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# In Memoriam

## Allen Stanley Greenberg

Allen Stanley Greenberg, 79, a retired FSO, died Feb. 25 in Bethesda, Md. After military service in peacetime Germany, he joined the Department in 1967. His overseas posts included Florence, Paris, Warsaw, Moscow and Bonn. Colleagues knew him for his wit and humor, and he often took part in embassy theater events of which many were directed by his wife Debbie. After retirement in 1986, he worked for the National Science Foundation and devoted himself to family and friends, and his beloved dogs. In his last years, travel, music, art, literature and poetry filled his life.

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# In Memoriam

## Brandon H. Grove Jr.

Brandon H. Grove Jr., 87, a retired FSO and former ambassador to Zaire (Congo), died May 20 at home in Washington, D.C. He served in the Navy before joining the Department in 1959. His overseas posts included Abidjan, New Delhi, West and East Berlin, where he was DCM and chargé when that post first opened, and Jerusalem as consul general. He also worked in the Office of the Inspector General, the Bureau of Inter-American Affairs, as director of FSI, and on the Policy Planning Staff until his retirement in 1994. He served on several local boards of directors.

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# In Memoriam

## Richard “Dick” Fred Harger

Richard “Dick” Fred Harger, 79, a retired FSO, died peacefully at home in Asheville, N.C., on April 17. An accountant by training, he joined USAID in 1962 and served with his family in Afghanistan, Guyana, Indonesia, Nicaragua, Panama and Guatemala. In Washington, D.C., he worked as controller of the agency. He retired in 1984 but continued to travel and consult for USAID on assignments overseas. He was an avid golfer, enjoyed boating and had a passion for cars. He owned many over the years, including his dream machine, a 1967 Corvette.

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# In Memoriam

## Peter Maher

Peter Maher, 78, a retired FSO, died April 22 in Scottsdale, Ariz. A former Marine, he joined the Department in 1965 and had a long and varied career, including tours in Ankara, Asmara, Hamilton (Bermuda) and Reykjavik. He was principal officer in Peshawar as well as DCM in Guinea-Bissau and Cape Verde. In the Department, he had several assignments in the Bureau of Intelligence and Research. After retiring in 1993, he pursued his interests in carpentry and cooking.

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# In Memoriam

## Michael “Mike” Joseph Mingo

Michael “Mike” Joseph Mingo, 82, a retired FSO, died peacefully May 15 in Albany, Ore. He joined USIA in 1975, serving first in Sanaa, then in Riyadh, New Delhi, the Pacific Island nations, Lagos, Peshawar and London. He retired in 1999 but continued consulting for the Department for another decade before retiring to his birthplace of Tacoma, Wash. Throughout his career, he most enjoyed the warm working relationships with host country staff and colleagues. A gifted pianist and vocal performer, he had fond memories of his time with visiting artists and musicians.

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# In Memoriam

## Robert M. Sayre

Robert M. Sayre, 91, a retired FSO and three-time ambassador, died March 31 in Fairfax, Va. He joined the Department in 1949, after serving in the U.S. Army in Europe during World War II. He was deputy assistant secretary in the then-Bureau of Inter-American Affairs, inspector general of the Foreign Service, director of counterterrorism and, over a period of about 20 years, chief of mission to Uruguay, Panama and Brazil. After retiring in 1985, he became under secretary for management at the Organization of American States. In retirement, he enjoyed visits and special occasions with family.

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# In Memoriam

## Henry Sears Sizer III

Henry Sears Sizer III, 82, a retired FSO, died April 7 at his home in Washington, D.C., where he had lived for more than 30 years. He joined the Department in 1958 and served at posts in Yemen, Syria, Tunisia, Vietnam, France, Lebanon and Oman. After retirement in 1986, he kept active in foreign affairs, working for AFSA until 2003.

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# In Memoriam

## Monteagle Stearns

Monteagle Stearns, 91, a retired FSO and former U.S. ambassador died May 14 in Cambridge, Mass. After serving in the Marines during World War II, he joined the Department in 1946 and served at posts in Turkey, the Congo, the United Kingdom, Laos, the Ivory Coast and Greece (the last two as ambassador). In Washington, D.C., he served as deputy assistant secretary for East Asian and Pacific affairs and vice-president of the National Defense University. After retirement in 1988, he pursued academic work on U.S. foreign policy with the Council of Foreign Relations, Simmons College and the Wilson Center.

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# In Memoriam

## Irwin K. Teven

Irwin K. Teven, 87, a retired FSO, died April 26 in Arden, N.C. He joined USIA in 1967 and served with his family in Ghana, Greece, the Philippines, Kenya and the former Yugoslavia. After retirement in 1986, he and his wife Lyn moved to Asheville, N.C., where they took classes at the new College for Seniors at the University of North Carolina, and where he became the college's fourth president. They did volunteer work and continued to travel; he loved reading, was a movie buff, enjoyed singing and was blessed with many friends and a great sense of humor.

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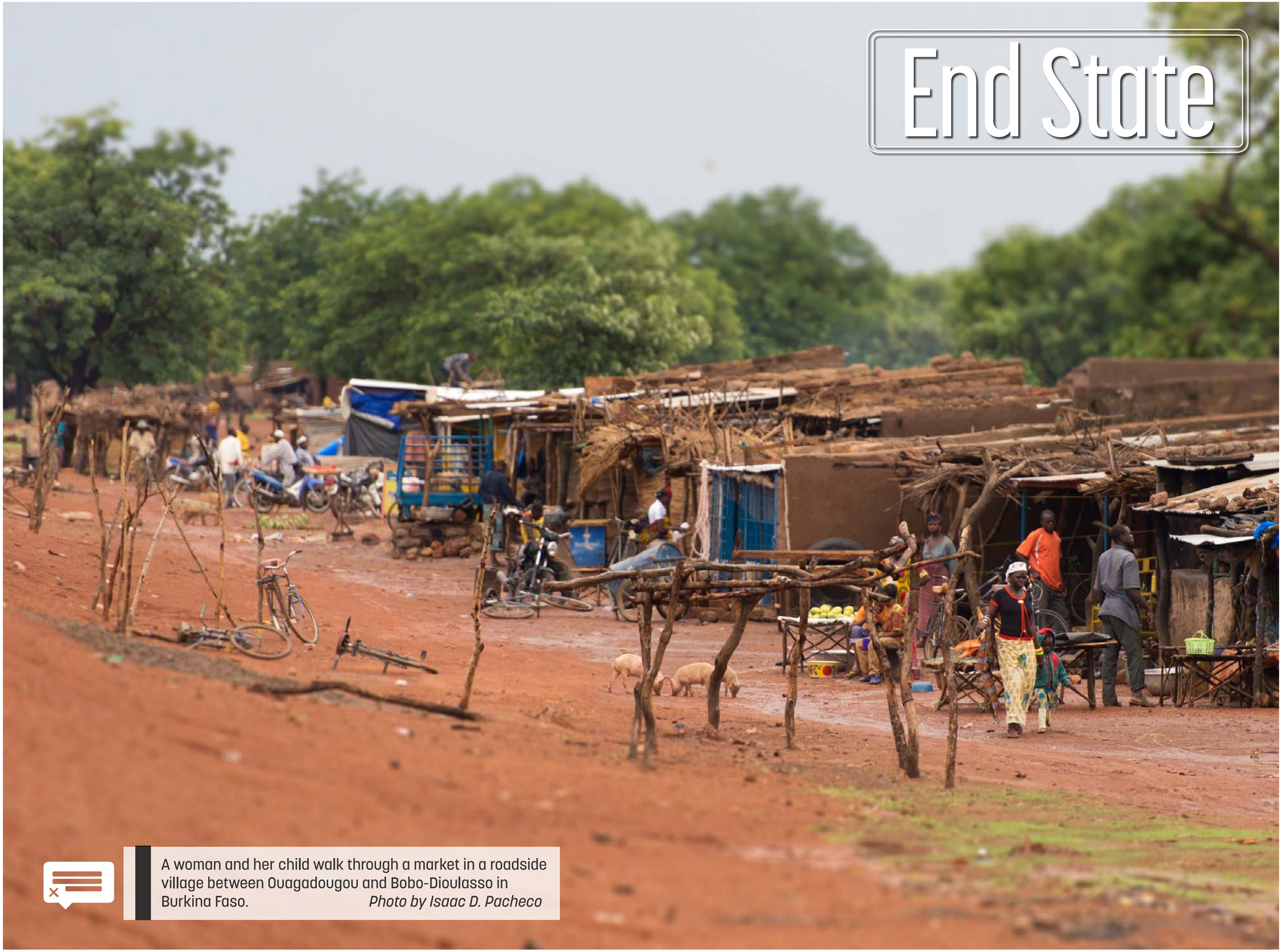
# End State



A woman and her child walk through a market in a roadside village between Ouagadougou and Bobo-Dioulasso in Burkina Faso. *Photo by Isaac D. Pacheco*