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Contents

December 2010
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24

Post of the Month: Caracas

Dialogue persists despite challenges.

The open savannah of Venezuela's Canaima National Park is punctuated by tabletop mountains called *tepuis*.

12

One-Stop Giving

For doing good, CFC offers wide range of choices.

14

Festival Fever

Consulate in Edinburgh aids city's dozen arts events.

16

Quiet Progress

Department team monitors a Balkan election.

16



14



34



20



22



- 18** **Constructive 'Storm'**
Fellowship program has all the right ingredients.
- 20** **Rights at Home**
U.S. national tour gauges human rights performance.
- 22** **Arts Feast**
Mission Russia promotes people-to-people diplomacy.
- 30** **Developing Leadership**
Course focuses on top officials in interagency setting.
- 32** **A Helping Hand**
Foundation aids Foreign Service retirees.
- 34** **Office of the Month**
Office of Weapons of Mass Destruction Terrorism works to prevent the worst.
- 38** **Taking Five**
Five myths about Mental Health Services.

Columns

- | | |
|---------------------------|-----------------------------|
| 2 From the D.G. | 42 State of the Arts |
| 3 Letters | 43 Appointments |
| 4 In the News | 45 Obituaries |
| 11 Diversity Notes | 47 Retirements |
| 40 After Hours | 48 The Last Word |



On the Cover

Happy Holidays to all as the Department seeks Peace on Earth.
Artwork by Corbis



Appreciating Generational Differences in the Workplace

Happy Holidays to you all!

As we work together to tackle foreign policy issues, I am encouraged by the fact that we can capitalize upon the strengths and experiences of multiple generations. Just as a body needs all of its parts to function properly, the State Department needs all of its employees—young or not so young—to operate at its maximum potential. Everyone has a critical role to play.

For the first time in history, the Department has four generations working side by side in the workplace. The first group is the “Veterans,” born between 1922 and 1943. They serve primarily as temporary employees and Civil Service employees. The Veterans are said to believe in hard work, paying dues, conformity and long-term commitments. Next, we have the “Baby Boomers,” born between 1943 and 1964. They are known for liking to change things and being hard-working, loyal to the organization and willing to work long hours. Boomers in the Foreign Service joined it as a career until retirement.

The third group, Generation Xers, was born between 1965 and 1980, and some were latchkey kids. Generally speaking, they are very independent, seek connection with others on an equal footing, want fun at work, dislike authority and structured work hours, embrace a hands-off management philosophy, are comfortable with technology and like to balance work with their outside life. Their loyalty is to the work, their team and boss. Of the Generation Xers in the Foreign Service, 22 percent are foreign born, and most joined to try it for a few years.

Finally, there is the Millennial Generation, also known as Generation Y, which includes those born between 1981 and 2000. They tend to be good at multitasking, highly value success, have high expectations of the workplace, believe they should receive quick promotions and ready access to high-level people, adjust work around their lives and prefer to work in groups of two to three rather than alone. They also want to voice their opinion and feel comfortable doing it. Like Generation Xers, Millennials in the Foreign Service joined it to try it for a few years.

Much has been written about how to manage individuals from each generation. I hope I have whetted your appetite to learn more about how generational difference may affect your work situations. While we have to be careful not to clump employees into whole groups or pigeonhole them, research has led to some tips about how to manage

those in each group. When managing Veterans, you should:

- Offer plenty of personal interaction;
- Ask questions, listen and show interest;
- Provide clear written goals and expectations;
- Show respect for their age and experience;
- Acknowledge that they have made a difference;
- Provide opportunities for them to share opinions and experience with others;
- Offer plenty of opportunities for mentoring;
- Provide technology training; and
- Be totally honest and candid.

When managing Baby Boomers, you should:

- Provide recognition and rewards for their accomplishments;
- Offer opportunities to work in teams and let them build consensus;
- Recognize that many are facing elder care issues and college expenses for children or both, and they often want a family-friendly workplace; and
- Give them opportunities for continuing professional growth and development.

When managing Generation Xers, you should:

- Specify goals and give them the freedom to achieve the goals as they see fit;
- Provide plenty of opportunities for self-development;

- Remember that they want fun and excitement at work and a life outside of work;
- Recognize that many are dealing with daycare challenges and may see family problems as more important than work issues; and
- Understand that they want access to high levels of information and decision making early in their careers.

When managing Millennials, you should:

- Provide lots of reinforcement and let them know when they're doing well;
- Understand that they are hardworking and career oriented, but want the job to fit into their personal life and family;
- Provide respect, structure and guidance;
- Follow up on assigned tasks;
- Make the mission clear;
- Encourage collaboration and teamwork, being specific about what is expected;
- Know they will freely give their opinions; and
- Offer them opportunities to be mentored, formally and informally.

If you have any comments on this or any other subject, please feel free to send them to me via unclassified e-mail at DG Direct. ■

Nancy J. Powell
Director General



INR Watch Recalled

I very much appreciated the Office of the Month article on the INR Watch in your September issue. The INR Watch has, of course, changed many of its practices and its location over the years, but I am glad to see it has never changed its commitment. I served as a watch officer in 1979–1980 between overseas assignments, and the experience influenced and shaped much of my subsequent career and my good work habits. This was due in great part to my opportunity to work for Dolores Wahl, who provided watch officers with excellent guidance and training and provided a rare model of leadership in the Department. Her contributions included many of the decisions and guidelines that identified the INR Watch's mission and how it would be accomplished.

My tenure with the INR Watch encompassed the Iranian hostage crisis, when watch officers provided

intelligence support for the Department task force, a role that took on special meaning for those of us with friends among the hostages. I was on duty as the Soviets invaded Afghanistan, and multiple sources of information enabled us to follow the arrival of their forces in Kabul and their movements across that city.

My thanks and best wishes to the current and future watch officers. I hope the experience serves them as well as it served me and at least as well as they have served our country.

Robert A. Mosher

*Retired Foreign Service officer
INR Watch Officer, 1979–1980*

Ambassador and 'Father'

During one of the gloomiest days in East Africa—the bombings of two U.S. embassies in 1998 (“In the News,” September issue), I was working as a volunteer from the Africa Bureau at the

task force on the 7th floor. I remember the somber mood in the room very early on the morning of Aug. 7, 1998. Everyone was speechless, shocked, distraught. How could this happen? How could anyone dare bomb U.S. embassies? Was it the beginning of a defiance of U.S. supremacy in the world?

I vividly recall Ambassador Johnnie Carson, an expert in African affairs, who calmly orchestrated the dismal situation in the room brought about by the deplorable bombings. He took over as a “father” who had to show firmness and toughness amidst chaos in the family. He did so calmly, lovingly and with authority. We all learned from Ambassador Carson how to embrace and accept the inevitable “death in the family.” Thank you, Ambassador Carson!

Leticia I. Carter

*Supervisory HR Specialist
OBO/RM/EX*



Staff members, from left, Vince Samoy, Jim Baquirin, Ivey Peñas, Salve Libo-on, Ritche Montenegro and Romy Pasquín celebrate with a special birthday cake.

GPS Celebrates 60 Years in Manila

In September, U.S. Ambassador to the Philippines Harry K. Thomas Jr. joined the Department's Global Publishing Solutions operation to celebrate the 60th anniversary of GPS in Manila.

The largest of the Department's four printing centers, GPS Manila has more than 40 employees and in fiscal year 2010 alone printed and distributed more than 1.2 million publications for the Bureau of International Information Programs, its largest customer. Ninety-five percent of its fiscal 2010 printing supported public diplomacy, including *English Teaching Forum* magazines and *eJournal USA* publications.

"The public diplomacy audience expects the finest-looking products from our PD offices, and for the last 60 years our facility in Manila has provided just that," said GPS Manila

Director E. David Zweigel.

GPS Manila opened as the Regional Publications Center in Manila in the 1950s, based on a \$200,000 appropriation and a mission to distribute publications in the Far East to support the Cold War. Its first presses were in Quonset huts. In the 1960s it became the Regional Service Center, and in 1999 RSC Manila became part of Multi-Media Services, which in 2007 defeated several private firms for the Department's printing contract and became Global Publishing Solutions.

At the anniversary event, Ambassador Thomas told employees "each book, each magazine or brochure was designed, proofed, printed, folded, bound, trimmed and delivered by one of you. Whatever your job, you have helped the Department of State in propagating public diplomacy."

The anniversary gave former

employees a chance to look back. Joseph Frank Staszak, who worked in the Production Department from 1976 through 1980, said, "The staff has been dedicated to excellence; confirmed by numerous awards and commendations from RSC's worldwide audience." He said RSC constantly improved its services and support.

Max W. Gerber, who directed RSC Manila from 1995 to 1997 and spent nearly 15 years in various positions there, said, "The quality of the printed product produced by the FSN staff with the assistance of the American supervisors is unprecedented in the U.S. government. Nearly impossible shipping deadlines of our worldwide customers were met due to the dedication of the staff and their willingness to work two or three shifts when needed, even though this caused great difficulties in transportation to and from home."



Consulate General Opens Doors to Family Members

Ever since the U.S. Consulate General in Hyderabad, India, opened in March 2009, family members have wondered what their relatives' workplace was like. In September, the post responded to their curiosity about the 120-year-old former palace and its visa-issuance process by holding an open house for employees' families.

Attendees ranged in age from 4 months to 75 years. In the consular waiting room, Foreign Service officers and Locally Employed Staff engaged children in fingerprinting, games such as draw-the-tail-on-the-donkey and arts and crafts, including making red, white and blue badges. Fake visas were issued.



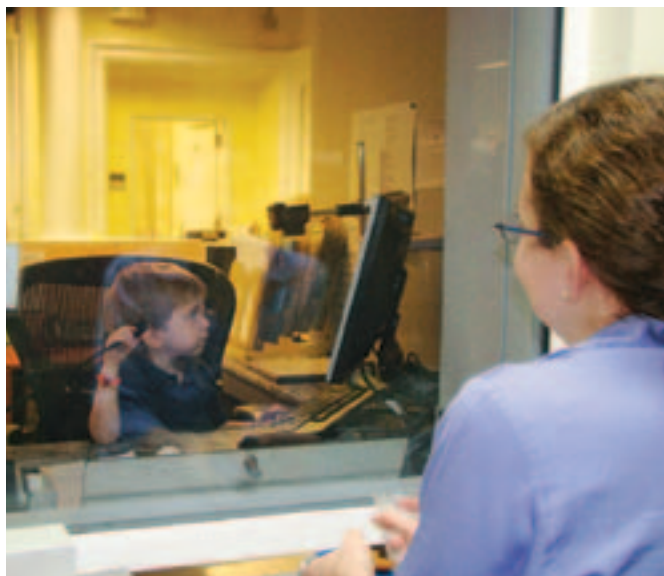
India

Newly arrived Consul General Katherine Dhanani ordered special treats for attendees. All children received goodie bags that included faux American dollar bills.

Meeting Indian families gave the American staff a deeper understanding of the cultural context in which they live and work.



Children attending the open house at the U.S. Consulate General in Hyderabad were treated to fun and games, like draw-the-tail-on-the-donkey, left, and seeing what it was like behind the visa window, below.



Council Celebrates Hispanic Heritage Month

The Department's Hispanic Employee Council of Foreign Affairs Agencies, Office of Civil Rights and bureaus of Western Hemisphere Affairs, Oceans and International Environmental and Scientific Affairs, and Public Affairs brought two distinguished speakers to the Department to celebrate Hispanic Heritage Month this fall.

Overseas, the U.S. Consulate General in Amsterdam used Hispanic Heritage Month to celebrate the life of Drug Enforcement Administration Special Agent Enrique 'Kiki' Camarena. At a memorial event, DEA Attaché Joseph Moses said Camarena played a pivotal role in U.S. drug prevention and awareness, and left a vibrant legacy among students, teachers and community leaders. Camarena served in Guadalajara, Mexico, in the early 1980s and was kidnapped and killed.

The speakers at the Department's domestic event honoring the month were PBS' *NewsHour* Senior Correspondent Ray Suarez, who spoke on America's growing Latino Diaspora and its policy impact, and NASA astronaut José Hernández (shown above).

Under Secretary for Democracy and Global Affairs Maria Otero praised NASA's role in assisting with the rescue of 33 Chilean miners who had been trapped for 70 days.

The son of Mexican migrant workers, Hernández spoke of his personal journey from Stockton, Calif., "to the stars" and showed a video of his 14-day Space Shuttle mission to the International Space Station.

"The International Space Station is an example of diplomacy at its best and international science cooperation that reaps benefits for all of mankind, and to see Hernández representing the U.S. reminds us that Hispanics are part of the fabric of this nation and that we are excelling in every field," said Frances Colón, a WHA science officer.

The events were recorded and are online with Hernández's video blog on the Department's YouTube channel.

As part of Hispanic Heritage Month, which ran from Sept. 15 to Oct. 15, HECFAA launched a Facebook page and posted information about itself and the month on the Communities@ State Web site at <http://listeningpost.state.gov/HECFAA>. It also worked with the Bureau of Administration to post the PBS documentary *A Class Apart* on BNET at http://bnet.state.gov/viewClip.asp?clip_id=2291. The one-hour film focuses on the struggle and legal victory of a group of Mexican-Americans who brought a landmark 1951 legal case to the Supreme Court to fight Jim Crow-style discrimination.

Manama Has 'Fun at Five' for Fitness

With "Fun at Five" (p.m.) workouts that started the first week of 2010, the regional security office at the U.S. Embassy in Manama launched a fitness program in the post's gym, which it helped renovate.

"Six months ago, nobody used the gym except for the RSO," said General Services Officer Alexandra Aitken.

"Now, it's packed." She said she's become addicted to the workout program.



To make Fun at Five happen, Regional Security Officer Lance Bailey worked with the GSO and Facilities Maintenance office to renovate the small embassy basement space that serves as a gym. They took

down walls, put up mirrors and added such features as a pull-up bar and rowing machine to the free weights, medicine balls and other gear. They also installed a climbing rope in an embassy stairwell.

The workout program uses a mix of short, high-intensity weightlifting, gymnastic and cardiovascular activities, and emphasizes a diet of meat, vegetables, nuts and seeds with some fruit, little starch and no sugar. More information is at <http://www.crossfit.com/>.

"They're bringing people in you wouldn't ordinarily attract" to a gym and making the newcomers feel comfortable about exercising, said Linda Ingalls, the ambassador's office management specialist.

Ingalls, who now can lift a 95-pound

barbell, said that after five months of coming to the fitness program, "I can really tell the difference in how I feel about myself and also my state of readiness. I feel I am sharper and more aware, and have more energy."

Bailey and Assistant RSO Christopher Peltier also work out in the morning with the post's Marine security guards at a session Ambassador Adam Ereli sometimes attends.

"We're lucky to have an RSO who is into fitness," said Ambassador Ereli. "He has whipped the embassy into shape and made the embassy even sharper in everything we do. And everyone has fun."

Regional Security Officer Lance Bailey demonstrates proper weightlifting form at the embassy gym.





2011 Foreign Affairs Day Will Be May 6

Foreign Affairs Day 2011, the annual homecoming for State Department retirees, will take place May 6 and feature morning discussions in the Dean Acheson auditorium and nearby conference rooms. The discussions will be followed by an elegant luncheon for 250 attendees in the Ben Franklin Room.

Another Foreign Affairs Day tradition is the American Foreign Service Association's memorial plaque ceremony, which honors foreign affairs agency employees who were killed abroad in the line of duty.

The invitations will be mailed in early March. If you have not attended Foreign Affairs Day in recent years and wish to receive an invitation, send an e-mail to foreignaffairsday@state.gov. Provide your full name, retirement date, whether Civil Service or Foreign Service, mailing address, e-mail address and telephone number.

Employees Defy Desert Heat for 'Death March'

Foreign Service officers in the Civilian Observer Unit work with the Multinational Force and Observers to monitor and verify the terms of the Camp David Peace Treaty between Israel and Egypt. They live on a remote military base in the northeastern Sinai Desert alongside more than 1,200 soldiers from 12 countries.

As if their task wasn't already sufficiently challenging, three FSOs in the COU earlier this year also participated in the annual Colombian Death March held by soldiers in the MFO.

The endurance test is a scaled-down version of the Colombian Army's "Lancero" tactical combat training course. The COU officers participating for the first time this year were John Whiteley, Cindi Hoof and Stephen Wilger. They joined

114 soldiers and civilians in the ordeal, which usually ends up with at least one medical evacuation to Israel.

The march involves teams of three walking 25 kilometers for men and 14 kilometers for women—while in "full national combat gear" carrying an assault rifle and full rucksack. Running or shuffling are prohibited, and team

members must remain within five meters of each other. Midway through the trek, each participant must carry a teammate for 50 meters.

While "full national combat gear" at the COU is khakis and a polo shirt, but no body armor, the Department's participants did have to carry assault rifles and 20-kilogram rucksacks.

The march began at 5 a.m., and three and a half hours later in searing heat the Department's entrants crossed the finish line in a daze of thirst, exhaustion, blistered feet and sore lower backs. When the dust settled, the team that included Whiteley, Wilger and U.S. Army Warrant Officer

Dylan Kovencz found it had marched past 23 all-military teams to place fifth overall in the competitive category.

"It was a real test of strength, endurance and teamwork," Hoof said after completing the course in good time with her team.

"Living alongside soldiers, I wanted to prove I had the mettle to complete this challenge, and I did," Whiteley said. "It was a great example of how the civilian and military sides of the MFO work together to accomplish the goals of the force."

The COU officers participating in this year's event were, from left, Warrant Officer Dylan Kovencz, John Whiteley and Stephen Wilge.



Conference Room Honors OSS Founder

The recent rededication of a conference room in a Navy Hill office building became a rare opportunity for the departments of State and Defense as well as the Intelligence Community to salute surviving members of the Office of Strategic Services, predecessor of the Central Intelligence Agency, the U.S. Special Operations Command and the Department of State's Bureau of Intelligence and Research.

The building was OSS headquarters during World War II; it now houses the Department's Office of Emergency Management. The conference room was the office of OSS Director Major General William J. "Wild Bill" Donovan, and the rededication named the room in his honor.

It was from that room OSS agents were sent forth on dangerous missions, Major General Richard M. Lake, the CIA's deputy director of Community HUMINT, told the

gathering. The U.S. Intelligence Community "stands on the shoulders of the 13,000 men and women who served in the OSS," he said.

A few surviving OSS veterans attended the event, including Fisher Howe, who joined the State Department in 1945 at the end of his OSS tour.

"This building and this office are memorable for all OSS veterans; it was the Mecca for OSS officers who came back from overseas," he said.

Another OSS veteran, retired Major General John Singlaub, went on to become one of the architects of U.S. Special Forces. He said Donovan wanted OSS agents who could think outside the box.

From right, Major General Richard Lake, Admiral Eric Olson and Assistant Secretary for Intelligence and Research Philip S. Goldberg toast OSS veterans and the memory of Major General William J. Donovan.



Employees at the U.S. Embassy in Mexico City enjoy a "civilized" but rainy game of bocce.

'FAST' Program Crosses Cultural Borders

Over the past year, first- and second-tour, or "FAST," officers at the U.S. Embassy in Mexico City have undertaken a program to foster cross-cultural understanding and contacts among foreign diplomats in Mexico City. Their latest event was a July bocce and croquet competition at the residence of U.S. Ambassador Carlos Pascual.

FAST officers drafted and distributed rules and created a tournament schedule, but the tournament was nearly thwarted by rain. Unfazed by the storms, a Nicaraguan diplomat defeated several Americans at croquet. He received a congratulatory bottle of wine. Attendees also enjoyed refreshments and a barbeque and played such board games as Taboo and dominoes.

The year of activities got under way with a reception hosted by Deputy Chief of Mission John Feeley and a subsequent series of monthly first-Friday happy hours with representatives from the diplomatic missions represented in Mexico City.



Foreign Currency Collection Aids FSN Fund

In October, State Department Federal Credit Union President Jan Roche presented Under Secretary for Management Patrick Kennedy a check for \$1,448, representing the first month's foreign and U.S. currency donations for the Foreign Service National Emergency Relief Fund from members of the State Department family.

The funds were derived from the Foreign Currency Collection Program, which arose from a suggestion made to The Sounding Board. The program collects foreign currency that the Department's traveling employees might otherwise leave in their desk drawers after returning from abroad. The Bureau of Administration built the collection boxes, the Office of the Chief Financial Officer collects and counts the proceeds, and the credit union converts the funds into U.S. dollars.

The FSN Emergency Relief Fund aids Locally Employed Staff who are victims of disasters, civil war and other national calamities in places where there is no insurance or other support system. Most recently, it provided aid in the aftermath of the Haiti earthquake.

Collection boxes are located at the SDFCU branch and Employee Services Center in the Harry S Truman Building and at select SDFCU branches in the Washington, D.C., area.



Displaying a blow-up of the donation check are, from left, Jan Roche, president of the State Department Federal Credit Union; Jesse Bell, manager of the SDFCU's branch in the Harry S Truman building; Kevin Everette, SDFCU senior manager of Branch Experience; and Patrick Kennedy, under secretary for Management.

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Letters should not exceed 250 words and should include the writer's name, address and daytime phone number.

All letters become the property of *State Magazine*. Letters will be edited for length, accuracy and clarity.

Only signed letters will be considered.

Submissions

For details on submitting articles to *State Magazine*, request our guidelines, "Getting Your Story Told," by writing to our main office; by e-mail at statemagazine@state.gov; or by downloading them from our Web site at www.state.gov/statemag. *State Magazine* does not purchase freelance material.

Deadlines

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Equal Employment Opportunity Award Winner Chosen

Achieving diversity in the Department requires more than just the efforts of hiring managers. It requires an everyday commitment by individual employees to make the Department a place that encourages the application of unique perspectives to the support and practice of diplomacy. Every day, Department employees behave as diversity champions without requirement or incentive. More of these exceptional individuals should be recognized.

Each year, the award committee can select only one of the nominated candidates to receive the Equal Employment Opportunity Award. The EEO Award recognizes outstanding accomplishment by a Foreign Service or Civil Service employee in furthering the goals of the Department's EEO program through exceptionally effective leadership, skill, imagination and innovation in extending and promoting equal opportunity for all employees. In addition to public recognition, the recipient earns a certificate from the Secretary of State and a \$10,000 cash award.

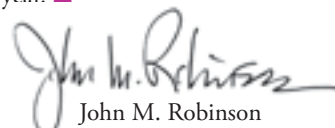
The 2010 EEO Award recipient is Management Officer Kevin A. Weishar of the U.S. Embassy in Colombo, Sri Lanka. Weishar was nominated because of his aggressive efforts to create a positive environment for a diverse workforce. Among other things, he worked to ensure that employment of Locally Employed Staff was open to all Sri Lankan ethnic groups, promptly and effectively responded to rumors of sexual harassment with appropriate training, encouraged Locally Employed Staff to hold cultural celebrations in the embassy and immediately appointed someone to the unfilled Federal Women's Program Coordinator position.

Weishar joins an extraordinary group of EEO Award winners. Preceding him was Robert Gilchrist, who won the 2009 award for outstanding leadership in improved personnel policies relating to gay, lesbian, bisexual and transgender employees. In 2008, Alison Barg won the award for advocating

innovative use of federal programs to hire people with disabilities. In 2007, Laureen J. Stephens-Rice won for her support of women and underrepresented groups in security contract positions.

Each of these individuals demonstrated a personal commitment to practicing equal employment opportunity, albeit in different contexts. When asked about receiving the award in 2009, Robert Gilchrist said, "I am honored because the Department recognized my efforts toward equality." Laureen Stephens-Rice said she felt "the true accomplishment was prompting change within the embassy's local guard force, and encouraging the contractor... to continue advocating [for] diversity and equity." The altruism apparent in these statements is remarkable.

We know there are others like Kevin, Robert, Alison and Laureen who go above and beyond the call of duty every day. We in the Office of Civil Rights want to hear about them. Anyone can be nominated for the EEO Award. 3 FAM 4832.6 contains nomination regulations. Ten thousand dollars and, more important, fairness, equity and inclusion are good reasons to do something positive for the workforce this year. ■


John M. Robinson
Office of Civil Rights



One-Stop Giving



For doing good, CFC offers wide range of choices /// *By Ed Warner*

If all the needs of the world were placed into one “wish book,” it might be the Catalog of Caring of the Combined Federal Campaign. The catalog reflects how the fund drive, now under way within the State Department and other capital-area federal agencies, is unique in letting donors distribute their giving among more than 4,000 charities, ones they know of and ones they may only learn about from browsing the catalog’s 160 pages.

Call it a catalog for charitable giving. The catalog—also available online at cfcna.org—is organized like a mail order catalog, but the “department” names are needs, such as medical research, housing

or mental health, or charities serving local communities. Each charity has a code number, which the donor prints onto the CFC Pledge Form. The form has 10 slots for charity codes, and donors may give to an even greater number of charities if they do so online via Employee Express. They can give differing percentages of their donation to each charity and give a lump sum or use payroll deduction.

Wide Variety

Just how varied are their choices? Flip the catalog open randomly to, say, page 57. There, one finds Oxford House (CFC

#11535), which aids recovering alcoholics and drug addicts; Pedals for Progress (12261), which collects and reconditions bicycles and sends them to

A Halloween motif and a stack of ‘dollar cups,’ used to indicate its level of CFC giving decorate MED’s promotional table for the campaign.



PHOTOGRAPHS: ED WARNER

developing nations; the National Veterans Foundation, which runs toll-free crisis management and referral help lines and does outreach to homeless vets; and the American Campaign for Prevention of Child Abuse and Family Violence (10361). Some Washington, D.C., area charities in the catalog are the Girl Scout Council of the Nation's Capital (47830); Alexandria, Va.'s King Street Cats (39069), which educates and assists on cat welfare; and Big Brothers, Big Sisters of Frederick County, Md., Inc. (52791).

During the CFC fund drive, which runs through mid-December, Department employees may find the catalog on their office's front desk or get it from their office's keyworker.

The majority of the Department's CFC giving comes from employees making pledges, but the Department's offices and bureaus also often hold fundraising events such as silent auctions and bake sales that raise funds for the CFC to distribute to the charities of its choosing. For instance, the Office of Medical Services in October held its second annual pre-Halloween "Spooktacular," which included a sale of baked goods and such items as handcrafted needlepoint work and spider plants, plus a silent auction for such items as a mini-refrigerator and champagne flutes from Tiffany's.

In November, it held a second auction, for which one doctor supplied a four-foot satellite dish and receiver and another doctor provided an antique "gout chair."

"Last year, MED almost doubled its CFC donations, but this year we are beginning at that level, and times are more difficult," said Vivian I. P. Sheliga, a social worker with MED's Employee Consultation Service.

She urged co-workers to engage in CFC giving "in the spirit of compassion and generosity towards those who are experiencing difficult times."

Cupcake War

The Bureau of Consular Affairs, meanwhile, held an October "Cupcake War," a competition to make and sell the best cupcakes. In November, it held a silent auction and what it called the "Minute to Win It CA Edition" contest, which, like the NBC game show, offered prizes to contestants who met laugh-inducing challenges in under a minute.

In past years, other Department units have held talent shows and hot dog lunches as CFC fundraisers. The CFC reports the Department's giving on a bureau-by-bureau basis, allowing employees to see how well their bureau is doing.

This year, the Department's Office of eDiplomacy has developed a Web site "dashboard," <http://cfcdashboard.state.gov>, where employees can see regularly updated totals on the Department's CFC giving, including a bureau-by-bureau breakdown. For instance, as of mid-November, the

dashboard showed the Bureau of Information Resource Management well on its way toward meeting its goal of raising \$38,000, having raised \$33,691. The smaller Bureau of Legislative Affairs raised \$2,780 of its \$3,200 goal.

Perhaps more relevant is per capita giving: at H it was \$56 and at the Office of Medical Services it was \$96. The dashboard showed no contributions from retirees because these are usually counted near the campaign's end. In past years the campaign has been extended into January.

The dashboard is sure to show big gains as the campaign nears the finish line.

The Department is trying to raise \$2.196 million, and had raised \$647,363 by mid-November. In last year's campaign, hefty contributions

came from employees in some of the larger bureaus. The bureaus of Human Resources, European and Eurasian Affairs and Diplomatic Security, respectively, gave about \$90,000, \$89,000 and \$88,000.

The Department's CFC drive got under way in October when the Office of Employee Relations hosted a kick-off event at Main State. Guest speaker Maria Otero, under secretary for Democracy and Global Affairs, emphasized the campaign's relevance, and children from the Department's Diplotots child care center, itself a CFC charity (49959), offered several musical selections. ■

The author is deputy editor of State Magazine.



Children from the Diplotots child care center prepare to sing at the CFC kick-off event.

Festival Fever

Consulate aids city's dozen arts events /// *By Hannah Bardell*

Through creative and continual programming, the U.S. Consulate General in Edinburgh, Scotland, has become a key partner in the city's 12 festivals, including the Edinburgh International Festival, Edinburgh International Film Festival, poetry and book festivals and the city's famous New Year's celebration, called Hogmanay.

The festivals receive more than 500,000 international visitors annually, many from the United States, and sell more than two million tickets. In 2010, artists from more than 60 countries participated.

"Edinburgh's festivals are an internationally famous cultural phenomenon," said Faith Lidell, director of Festivals Edinburgh, umbrella body for the 12 festivals.

"Edinburgh's many festivals have benefited from great U.S. support, which has helped us bring American actors and companies to our various festivals."

Lidell credited "a fantastic relationship" with Consulate General Edinburgh Principal Officer Dana Linnet and her staff, saying it "opened many new opportunities in other areas."

Strong Ties

Linnet has worked hard to form strong bonds with the many arts and culture organizations involved in the festivals.

"Edinburgh's cultural vibrancy is unparalleled," she said. "With its enormous scope and reach, the Edinburgh International Festival has become our flagship cultural diplomacy vehicle. Embassy London has strongly supported us in that."

The involvement of many celebrities doesn't hurt. This year, Linnet and intern Jwala Gandhi joined Sean Connery, Patrick



PHOTOGRAPHS (CLOCKWISE FROM LEFT): LLOYD SMITH/HANNAH BARDELL AND JEFF PRICE

Stewart and America Ferrera on the red carpet at the Edinburgh International Film Festival, at which *One Thousand Pictures: RFK's Last Journey* (supported by HBO) was nominated for Best Short Documentary.

Just as the curtain came down on the city's film fest, it went up at the Edinburgh International Festival.

"This year's theme of 'The New World' brought with it great opportunity for America to highlight its talent," said festival Director Jonathan Mills. "The U.S. Mission embraced this opportunity and was very generous in their \$20,000 support, which meant we could bring three U.S. theater companies to the festival and present the United Kingdom premiere of *The Sun Also Rises*."

The Ernest Hemingway novel was performed as a play by the theater company The Elevator Repair Service.

The festivals are such a draw that many American artists perform without U.S. government sponsorship. For instance, the Citadel Military College of South Carolina independently sent its band to join the Royal Edinburgh Military Tattoo. The performance was broadcast worldwide to more than 100 million viewers and watched live by NATO Supreme Allied Commander Admiral James Stavridis and the king and queen of Jordan.

"To be invited for the jubilee year of the Tattoo made it extra special, as did the warmth and welcome we received from the Scottish people," said Citadel Band Director Major Jeffrey B. Price. "The experience of performing to an audience of thousands every night was exhilarating and inspiring for our students."

The consulate general lent help when one of the cadets had an emergency. "It was

comforting to have the help we needed, provided by our own people, when we were so far away from home," Price said.

The year of festivals closes with Hogmanay, which runs from Dec. 29 through Jan. 2. Street theater companies perform on the night before New Year's Eve, and on New Year's Eve itself there's dancing under the stars as more than 100,000 people participate in the Street Party, with its five live-music stages and fireworks display.

Planning for the consulate general's festival involvement in 2011 is well under way, and an ambitious program is planned in 2012 as the festival season will converge with the London Olympics. ■

The author is an executive assistant and program manager at the U.S. Consulate General in Edinburgh.

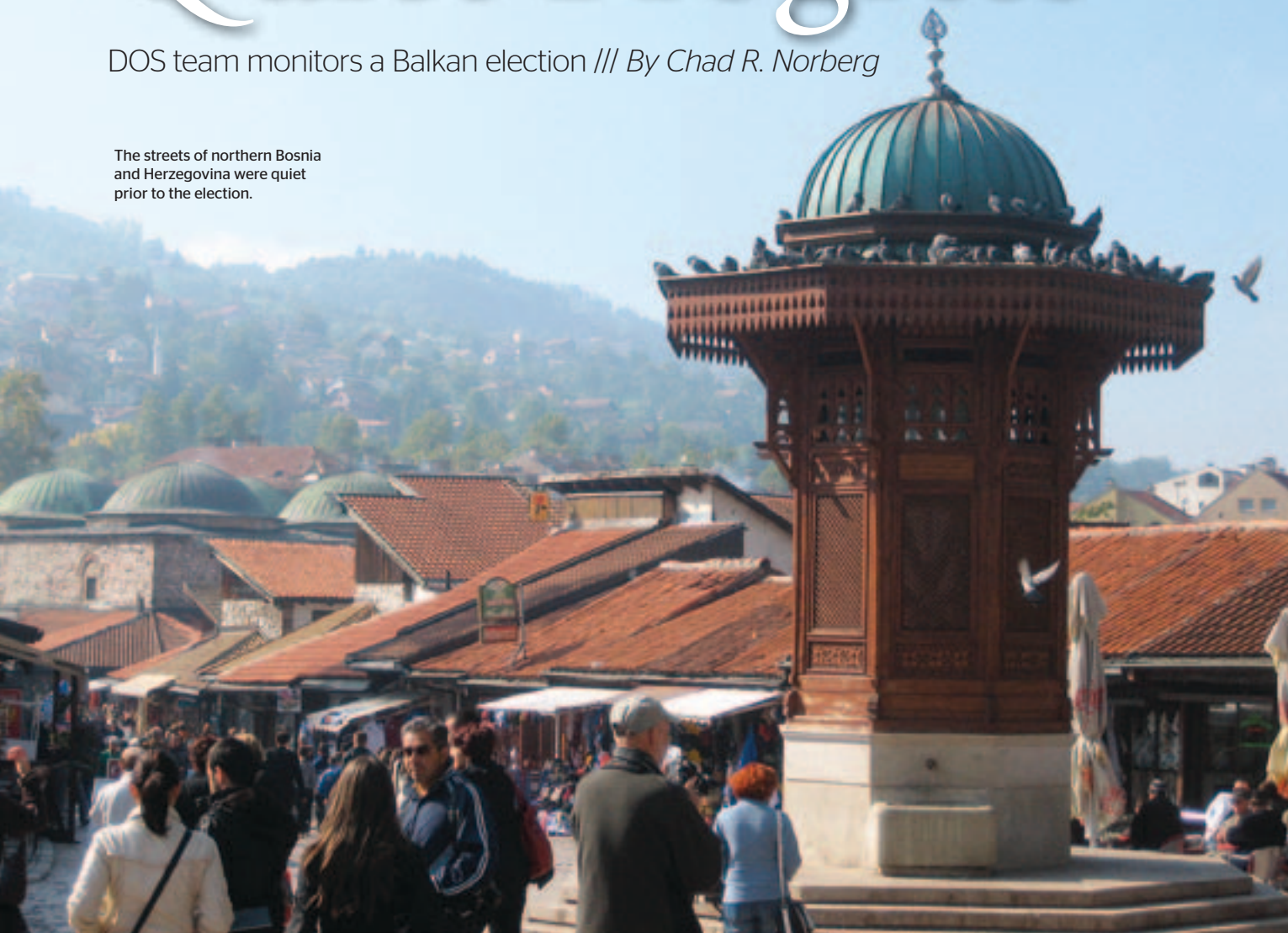
Clockwise from left: New Year's fireworks burst over Edinburgh; Principal Officer Dana Linnet chats with festival Director Jonathan Mills; the Citadel's band performs at the Edinburgh Castle Esplanade as part of the Military Tattoo.



Quiet Progress

DOS team monitors a Balkan election /// *By Chad R. Norberg*

The streets of northern Bosnia and Herzegovina were quiet prior to the election.



I jumped at the chance to be an election monitor for Bosnia and Herzegovina's recent national elections because, having completed an assignment in Baghdad earlier this year, I was deeply interested in what a country that had been through such a difficult period of conflict looked like 15 years after the end of major hostilities.

The monitoring mission was run by the Organization for Security and Cooperation in Europe's Office for Democratic Institutions and Human Rights, and I'd been invited to participate by the Office of European Security and Political Affairs in the Bureau of European and Eurasian Affairs. With two Department colleagues, I joined a group of

nearly 300 short-term observers for five busy days in October.

The country abbreviated as "BiH" has a complex political structure designed to reflect its ethnic makeup, predominantly Serb, Muslim and Croat—and an election process just as complicated.

First Day

We assembled early on the first morning in Sarajevo to begin our daylong orientation and briefing on the election process and our role as international observers. ODIHR officials stressed that observers should not to advise or assist election officials or voters during the election and should focus on

the electoral process rather than the results. Later that day, we met the team leaders to whom we would report our findings and learned where we would be posted for the next few days.

Day two started out early for most, with buses leaving Sarajevo for nearly every corner of the country. More than 130 two-person teams were deployed, some traveling for more than six hours to where they would work during election day. I was assigned to Novo Sarajevo and to polling stations in and around Trnovo, about an hour from Sarajevo's center.

Day three involved orientation in our areas of observation, visiting polling stations and

determining our logistical plan for election day. We also performed one official duty, observing the delivery of numbered ballots and voting materials to our area's municipal election commission.

Election Day

Day four, Election Day, was one of the longest I've experienced. It started on a Sunday at 3 a.m. and ended Monday at 5 a.m., when I was finally able to sleep again. My teammate, driver, interpreter and I breakfasted and headed out to our first polling station, where we observed the opening procedures and the first voters. We witnessed the sealing of the ballot box and the polling station chairperson's logging procedures into the work record, where every activity and visitor was recorded. We spent about 45 minutes observing, then piled into our vehicle to head to the next site.

As observers, we were looking at such matters as ease of voter access, evidence of campaigning at the polling station, voter privacy, the composition of the polling station's committee and signs of coercion or influence. We reported back to Sarajevo throughout the day so the ODIHR team could see how the elections were unfolding.

After a day of constant motion and a quick bite to eat, we arrived at our last polling station to observe closing procedures at 7 p.m. This polling station had seen more

than 300 voters during the day. Since the election involved four separate ballots, there were more than 1,200 ballots to count. The station's counting finished at about 2:30 a.m. Monday morning.

After observing the police escorting the ballots to the municipal election commission, we were finally free to return to our hotel for a few hours of much-needed sleep.

On day five, Monday, we reconvened for an afternoon debriefing with our team leaders and ODIHR leadership, then said our goodbyes, returning to our home countries early the next morning.

What did I learn? For one, those involved in the electoral process in BiH took the

elections seriously and wanted to get it right. At every polling station we visited, whether in urban Sarajevo or more rural mountain villages, citizens were out in force. While BiH faces many challenges in terms of economic and political development, as well as broader integration into the European Community, the quiet progress it has made towards a stable and functional democracy over the past 15 years is inspiring. ■

The author is a staff assistant in the Bureau of European and Eurasian Affairs.



Right: The author, left, meets with the chairman of a polling station in Trnovo.

Below: A billboard, at left, advertises political candidate Peter Kunić.



Constructive ‘Storm’

Fellowship program has all the right ingredients /// *By Antonio Hernandez*

Under Secretary for Management Patrick F. Kennedy has called the Franklin Fellows Program a constructive version of a perfect storm: Unlike the climatic conditions of sea and air that bring about so-called perfect storms of destructiveness, the program has the right advantages and diversity to best serve the Department of State and U.S. Agency for International Development.

The Franklin Fellows Program was created in 2006 in response to State Department staffing gaps. It offered excursion tours

to experts from outside the Department, aiming to “give offices a way to continue doing important work and to do it better,” according to Franklin Fellows Advisor Mark Schall, a Foreign Service officer.

President Barack Obama said in his inaugural address that government officials can “draw on . . . the knowledge and experience of ordinary Americans, scientists and civic leaders, educators and entrepreneurs.” The Department was already traveling that road in 2006.

Broad Backgrounds

Since 2006, when it was led by retired FSO William P. “Bill” Pope, the program has grown to more than 25 current fellows and more than 30 alumni. Fellows work on issues such as war crimes, chemical pollutants, HIV/AIDS and nuclear proliferation, and come from such backgrounds as university scholars and professionals working for such corporations as Lockheed Martin and Chevron Oil. Retirees and young professionals seeking to engage for a time in a



In the wake of the Haitian earthquake's devastation, a man promotes his business using the only material available.

PHOTOGRAPHS: KIM TINGLEY



Left: Pipes carry the gas from sewage decomposition to where it can be used to cook food in a refugee camp. **Above:** Tarps serve as walls and roofs for shelters in a camp for displaced Haitians.

different kind of work have also been fellows.

For example, Franklin Fellow Kim Tingley helped Atlantic Home Corporation win the Virginia Governor's Award for building affordable housing, and then founded Tingley Construction to build affordable housing at a profit. As a fellow, he implemented a method of waste disposal that converts human waste into usable energy, helping meet a severe need in places such as Haiti.

In July, as part of USAID's Economic Growth, Agriculture and Trade team, Tingley went to Port-au-Prince to help address a post-earthquake problem, its lack of a sewage treatment plant. The city had 11,000 latrines but neither pump trucks to clean out the latrines nor a place to dispose of the sludge after the latrines were cleaned. Tingley joined with representatives of the United Nations Environment Programme and a local nongovernmental group called Viva Rio to build portable "biodigesters" to serve as latrines.

Enough bio-digesters can substitute for a central sewage plant and produce gas that can be used for illumination, cooking or to run a motor. Other by-products can be used as fertilizers. With a little training, local residents can learn to maintain the biodigesters themselves, Tingley said.

"At first, we focused on the immediate health aspects," he said, adding that he now hopes the biodigesters will be part of a long-term solution for producing energy.

Back in Washington, D.C., Franklin

Fellow Steven Koltai developed the Department's Global Entrepreneurship Program to build on April's Presidential Summit on Entrepreneurship. Koltai drew upon his experience as corporate senior vice president for strategy and business development at Warner Bros., Inc., and founder of an online meeting company, as well as various roles he held in international banking. The program supports entrepreneurship around the world, especially in

efforts in partner countries and advocate for the opportunities and benefits of entrepreneurship worldwide. Koltai has built GEP from five to 15 member countries. More than 100 partner organizations, including USAID and the Overseas Private Investment Corporation, have joined the effort.

Koltai said he welcomes the challenge of learning how government works while using his experience to "connect the State Department to private-sector America."

Looking forward, Franklin Fellow Steven Koltai said he hopes to strengthen GEP's efforts in partner countries and advocate for the opportunities and benefits of entrepreneurship worldwide.

Muslim communities. A sign on Koltai's door reads in bold letters, "World Peace through Entrepreneurship," and he said that is exactly what he hopes to achieve.

Resident Entrepreneurs

The program sponsors "entrepreneurs in residence," experts in foreign policy and economics who develop and secure funding for start-up ventures and serve as role models to overseas entrepreneurs. Looking forward, Koltai said he hopes to strengthen GEP's

"I believe entrepreneurship is the single most important factor for economic development and stability in a civil society," he said.

Impressed by the contributions fellows have made, State Department and USAID bureaus continue to create positions for future fellows. More information about the Franklin Fellows Program is at careers.state.gov/ff. ■

The author was an intern in the Office of Recruitment, Examination and Employment.

Rights at Home

U.S. national tour gauges human rights performance /// By Daniel B. O'Connor

The gathering of information on human rights for the recent Universal Periodic Review would have been familiar to many Foreign Service officers. Most of each day was spent hearing presentations on local citizens' concerns, including education, health, housing and criminal justice issues, and engaging in community visits to identify local issues and meet residents.

However, all of this did not occur in some far-off capital but in New York City; Chicago; El Paso, Texas; and several other U.S. cities.

The UPR is an innovation of the new Human Rights Council, which since 2008 has been reviewing the human rights record of each United Nations member state; it will complete the first four-year review cycle next year.

During the UPR, the nation whose human rights performance is under review does

an oral presentation based on its 20-page national report and takes questions from representatives of other U.N. member states. The United States made its UPR presentation in November in Geneva. Including the United States, 46 countries have undergone the UPR process.

Good Example

For the report on the United States, the Department wanted extensive consultations with American civil society groups, such as community organizations, and a forthright discussion of the U.S. record so as to be an example to other countries.

The Department's UPR efforts were led by Bureau of Democracy, Human Rights and Labor Senior Advisor Chris Camponovo and a team of officers from DRL, the Bureau of International Organization

Affairs and the offices of Legal Advisor and Policy Planning. The team worked closely with the Department of Justice and representatives of the departments of Homeland Security, Housing and Urban Development, Education, Interior, Health and Human Services, and Defense, as well as other agencies and the White House. Among the senior officials who attended some of the sessions were Assistant Secretary for Democracy, Human Rights and Labor Mike Posner, Legal Advisor Harold Koh and Assistant Attorney General Tom Perez.

Between January and April, the team attended civil society-led UPR consultations in New Orleans, New York, El Paso, Albuquerque, San Francisco, Dearborn, Chicago and Birmingham, Ala. Three consultations were held in Washington, D.C., and one listening session was held

Activist Ron Robinson of the group Picture the Homeless leads the USUPR delegation on a February walking tour through Harlem to highlight housing issues. To his left are JoAnn Ward Kamuf of the Human Rights Institute at the Columbia University Law School and Catherine Powell of the Department's Policy Planning Staff.





Celia Barrow speaks to the author from the front door of her apartment at the General Grant Houses, a New York public housing project, during a walkthrough of the building. **Below left:** Standing outside the Navajo Museum, Library and Visitors Center during the consultation with the Navajo Nation in March are from left Laura de la Rembelje of the Bureau of Democracy, Human Rights and Labor; Evelyn Aswad of the Office of Legal Affairs; and Dan Cento, of the U.S. Mission to the Organization of American States.



in Window Rock, Ariz., at the Navajo Nation Museum. Themes raised in these meetings included immigration and border protection, indigenous peoples, housing and homelessness, health, education, women's rights, disability issues, racial discrimination and prison conditions. The Department received hundreds of submissions for the report via a UPR e-mailbox it established in December 2009.

Visiting Communities

The review process also involved visits to communities to meet residents and discuss issues. In New Orleans, the team toured the Lower 9th Ward. In New York, the team

visited the General Grant Apartments, a public housing complex. In El Paso, the team toured a port of entry. In Chicago, the Southwest Organizing Project took the group on a tour of a neighborhood as part of a discussion of community issues.

Many of the civil society representatives involved in the process were familiar with international human rights instruments, such as the Universal Declaration of Human Rights, and cited relevant sections in their presentations. Some had hosted U.N. officials when they visited the United States. None held back when recommending federal, state or local government actions to improve human rights in their communities. For example, in Albuquerque Native American groups expressed deep concerns about implementation of the Indian Religious Freedom Act as it pertains to sacred sites such as the San Francisco Peaks, Abalone Shell Mountain and Mount Taylor.

Throughout, the team endeavored to ensure that federal officials based in the cities visited attended the consultations. The goal was not just to produce another report

but to help the officials address community concerns and give immediate feedback to the community on possible solutions. For example, the local HUD representative addressed the Chicago consultation on housing issues, and representatives from the DHS Bureau of Immigration and Customs Enforcement addressed the El Paso briefings, which focused on border issues. In Albuquerque, Tohono O'odham tribal representatives raised concerns about getting passports, and Bureau of Consular Affairs representatives responded.

Measured by the number of people spoken to and the amount of material received from the public, this was the most wide-ranging effort undertaken by the Department of State for a United Nations report. Office of the High Commissioner for Human Rights representative Antonio Cisneros observed the Chicago session and said the U.S. process was the most open and comprehensive he had seen. Such a broad and inclusive dialogue with civil society set the standard for other countries to emulate and demonstrates to the world that the United States intends to hold itself to the same standards that it asks of others. ■

The author is a foreign affairs officer in the Bureau of Democracy, Human Rights and Labor.

ARTS FEAST

Mission Russia promotes people-to-people diplomacy /// By G. Michael Snyder

Before a packed auditorium, a legendary Russian rock musician began to perform as *Intolerance*, a Hollywood classic, flickered to life on the movie screen. The showing was just one of many new people-to-people cultural events being sponsored in Russia by the U.S. Mission.

The cultural events arise from the Bilateral Presidential Commission, an outgrowth of the 2009 Moscow summit meeting between the American and Russian presidents. Since then, groups on both sides of the Atlantic have brought the people and cultures of the United States and Russia together. The BPC's 18 working groups focus on aspects of the relationship from drug interdiction to dance. The Working Group on Education, Culture, Sports and Media inspired Mission Russia's public affairs sections to organize events exploring personal ties between the two cultures and nations.

This led to the Silent Film + Live Music series run by the U.S. Consulate General in St. Petersburg, in which the classic silent film *Intolerance* was shown with a live rock and roll backdrop provided by Andrey Surotdinov, one of the fathers of Russian rock and roll. Surotdinov's band Akvarium was hugely popular in the Soviet Union during the 1970s and 1980s.

While the tradition of silent film disappeared from Russia and America long ago, when *Intolerance* was first shown here it inspired viewer Sergei Eisenstein to abandon his career in theater and become one of the most famous Soviet film directors. His films included the Soviet classic *The Battleship Potemkin*.

Some of the best examples of the new wave of person-to-person cultural diplomacy are the youth sports exchanges that took place in May. Twenty young

Russian basketball players traveled to the United States for a series of clinics with professional athletes and practice sessions with American student-athletes and Special Olympians. They also attended several Washington, D.C., cultural events and shot some hoops with President Barack Obama.

In July, a Russian delegation of swimmers went to a swim camp in Florida for two weeks of workouts and field trips with American swimmers. In August, the Bureau of Educational and Cultural Affairs' SportsUnited office sent its first delegation of young American athletes abroad—beach volleyball players who went to Moscow and a city on the Black Sea. While in Moscow, the athletes, led by ECA Sports Envoy Misty May Treanor, a two-time Olympic gold medalist, braved a record-breaking heat wave to participate in clinics with their Russian counterparts.

On the education front in April, the Fulbright Program welcomed six senior U.S. community college administrators to Russia for meetings with education leaders and a joint seminar on higher education's role in meeting future employment needs. Their visits resulted in partnership agreements that will expand collaboration on vocational training through the exchange of students, teachers and administrators and in the joint production of distance-learning courses.

Other recent Mission Russia events focused on the historic cooperation between Russians and Americans during World War II. To mark the 65th anniversary of the war's end, American active-duty troops marched with their Russian counterparts for the first time in the Victory Day parade on Red Square. Also, numerous American military bands performed in Russia this summer, including the U.S. Army Brass Quintet, which gave several concerts with

the Russian National Orchestra Brass Quintet in May.

The U.S.-Russian alliance during the war was also the focus of several exhibitions, including one in St. Petersburg called "United We Are Strong" and one in Yekaterinburg called "Hero of Two Nations." The latter featured the story of Joseph Beyrle, an American soldier captured in France who briefly fought in a Soviet tank unit after escaping from a German POW camp near the end of World War II.

To counter misconceptions about the United States propounded in Hollywood films, the U.S. Embassy in Moscow exposed Russian audiences to a more nuanced version of the United States by sponsoring its first documentary film festival—called Show US!—showcasing six films on a range of topics. Despite stiff competition from other Moscow film festivals, Show US! played to packed houses every night. Since it was the only documentary film festival in the capital, several media outlets thanked the embassy for bringing needed attention to the genre.

Mission Russia continues to create new educational and artistic partnerships, always seeking ways to display the breadth of American culture and doing so with an eye to 2012, when Russia and the United States will celebrate their relationship and each other's rich artistic traditions with festivals, concerts and presentations.

Through its many projects and performances, Mission Russia is working to ensure that the "reset" in U.S.-Russian relations will be something that Russians and Americans experience in their everyday lives. ■

The author is public diplomacy officer at the U.S. Embassy in Moscow.



Clockwise from above: Soldiers in period uniforms set the tone for one U.S.-Russian event marking the 65th anniversary of the end of World War II; Tropic Lightning team members and fans are thumbs-up in the town of Yuzhno-Sakhalinsk; Russian and American Youth Volleyball players meet two-time Olympic Gold Medalist Misty May Treanor; Russian Youth Basketball envoys play pick-up basketball with President Barack Obama; Young Russians are captivated at the Show US! Documentary Film Festival.





Post of the Month

Caracas

Dialogue persists despite challenges /// *By Laurence Socha*



Located at the end of Universidad Central de Venezuela, Paseo de los Proceres is home to many important monuments, including this obelisk built to honor the heroes of Venezuela's independence.



Urban growth has given rise to dozens of barrios that ring the city.



PHOTOGRAPHS (LEFT): CAROLINA WENDEZ; (OPPOSITE PAGE): JAMES BOYER, VICKY CONNERLEY, AND ALEX RENGEL



Above: Macaws are a common sight throughout the residential areas of Caracas. **Below left:** Counselor for Public Affairs John Connerley and his son Jack prepare to paddle out into the Caribbean. **Below right:** A young man walks past a wall portrait of Simón Bolívar near the historic city center of Caracas.

Every morning, brightly colored parrots, whose raucous calls belie their beauty, sail over the U.S. Embassy in Caracas, Venezuela, on their way to the emerald mountains of the Ávila. In many respects, the peaks of the Ávila, which tower above the embassy and separate Caracas from the Caribbean, have changed little since 1560, when Spanish explorers wandered into the valley below.

Today, the crowded city of Caracas fills the valley and overflows into the surrounding foothills with modern office buildings, shaded residential neighborhoods and burgeoning shantytowns. From a southern promontory, the embassy enjoys a bird's-eye view of the panorama below. In this dramatic setting, it manages what is currently one of the more complex bilateral relationships in the hemisphere.

South American revolutionary leaders Francisco de Miranda and Simón Bolívar both called Santiago de León de Caracas, the official name of Venezuela's capital, home. Miranda sought support from George Washington, Thomas Jefferson and Alexander Hamilton in the early years of the U.S. republic.

Bolívar, too, visited the United States, touring from Boston to Charleston, and commented on the "remarkable prosperity...sovereignty, independence and freedom" he found there. Both heroes fought for independence from Spain and the establishment of democracy in Venezuela. Today, their ubiquitous images gaze from official murals and infuse urban graffiti along the streets and highways of Caracas.

The image of President Hugo Chávez is even more omnipresent than Bolívar's in today's Venezuela. In the 11 years since he was elected, Venezuelan politics largely have become a contest between those supporting his "socialism of the 21st century" and those concerned that his revolution is dismantling basic democratic freedoms and the free-market economy.

Political Challenges

The Venezuelan government maintains minimal contact with the embassy and regularly denounces the United States as the "empire" responsible for the world's problems. Nevertheless, the United States continues to seek constructive engagement with the government in areas of mutual interest, including commerce, counterterrorism and counternarcotics. At the same time, the United States speaks out on issues of principle, such as in defense of freedom of expression.

Despite limited government-to-government dialogue, the embassy maintains a wide network of contacts across the political spectrum. Through visits to many of Venezuela's 23 states, embassy officers reach out to governors, mayors,





Above: Chargé d'Affaires John Caulfield takes a swing at a toss from former Venezuelan Major League Baseball player Victor Davalillo as participants of the *Beisbol y Amistad* program look on. **Right:** Avenida Bolívar, one of the city's main arteries, bustles with late-afternoon traffic. **Below:** The U.S. Embassy commands a dramatic view across the city.



community councils, political party leaders and candidates, representatives of nongovernmental organizations, religious leaders, journalists, students, businesspersons, farmers and others who welcome a dialogue with the United States.

Proximity makes Venezuela and the United States natural trading partners, and the commercial relationship has been strong for decades. During the 20th century, the two countries created one of the strongest energy relationships in the world. Venezuela became one of the largest crude oil suppliers to the United States, a position it maintains, with much of the industry centered around the country's second largest city, Maracaibo. The United States became and continues to be Venezuela's largest provider of goods and services. Key U.S. exports include food, automobiles, chemicals, machinery and technology products.

However, President Chávez' 2007–2013 economic and social development plan calls for state control over primary productive activities and a significantly reduced role for the private sector. Nationalization or expropriation of many businesses, strict currency controls, a high inflation rate and threats to intellectual property rights have increased the challenges for U.S. businesses seeking to operate in or export to Venezuela. Although U.S. companies historically have invested heavily in Venezuela and helped to develop its economy, that investment has slowed in recent years.

People-to-People Outreach

As evidenced by the long line of visa applicants that forms each morning outside the embassy, the consular section ranks among the top in the world for nonimmigrant visa interviews and issuances. The demand for visas is an eloquent testament to the Venezuelan affinity for U.S. culture. A shared interest in fashion, music, dance and sports bind the two countries.

The public affairs section nurtures this reserve of goodwill through a full range of public diplomacy activities, including English teaching, programs on press freedom, academic and citizen exchanges, and sports diplomacy initiatives. Because both countries share a passion for baseball, the embassy's hallmark "Baseball and Friendship" program is extremely popular with the parents, coaches and hundreds of teenagers who attend its three-day clinics. Held in a different city each month, the clinics help aspiring ballplayers develop their skills and emphasize the importance of a healthy, drug-free lifestyle.

Going to the ballpark for a game is an embassy community pastime. Numerous major league and minor league athletes spend the winter playing in the Venezuelan professional league, where, as one U.S. player put it, "Every night feels like the World Series."

The U.S. Mission consists of more than 400 employees representing the Department of State, the U.S. Agency for International Development and the departments of Defense, Justice, Agriculture and Commerce, among others. All post housing is no more than a 20-minute drive from the chancery. Most embassy children attend one of two excellent schools: Escuela Campo Alegre or Colegio Internacional de Caracas. The school year extends from late August through mid-June with a program of instruction that closely parallels the U.S. system.

Right: Cable-car occupants get a sweeping vista of the Ávila Mountains. **Below:** A man carries bags from the state-run food store Mercal, which provides subsidized food and basic goods.

Scenic Attractions

Although Venezuela's tourism infrastructure is still being developed, towns, beaches and rain forests beckon. Heightened awareness must be exercised on journeys, as violent crime is a constant danger throughout the country, but careful planning can allow for some wonderful adventures. Subsidized gasoline prices help keep down driving costs. A 16-gallon tank tops off at a little under one dollar, putting the price near six cents per gallon.

Within a two-hour drive of Caracas are the Santa Teresa Hacienda and rum factory, as well as the hilltop enclave of Colonia Tovar, complete with Bavarian architecture and German-style beer. The Los Roques archipelago, a protected environmental site 80 miles off the Venezuelan coast, is an enchanting corner of the Caribbean where visitors can enjoy fine white sand and excellent diving. Margarita Island, visited by Christopher Columbus, draws families, fishermen and sun worshipers.



And the Venezuelan interior offers breathtaking views of open savannas and waterfalls, including the world's tallest, Angel Falls.

Venezuelans are proud of their cuisine, which reflects European and African influences combined with indigenous American ingredients. The country's geographic location and varied climates and terrain allow for a wide assortment of fresh fruits and vegetables to be grown. World-renowned chocolate is made from locally grown cacao beans. Each region has its own specialties. In the capital, when friends gather in the "perennial spring" of a Caracas evening, they're likely to share a hot plate of tequeños—a Venezuelan favorite of lightly fried, breaded cheese—to go with the good company. ■

The author is assistant press officer at the U.S. Embassy in Caracas.

At a Glance >>>

Venezuela



Capital: Caracas

Government type: Federal republic

Area: 912,050 sq. km.

Comparative area: Slightly larger than twice the size of California

Population: 27.2 million

Official languages: Spanish (official) and indigenous dialects

GDP - per capita: \$13,000

Export commodities: Petroleum, bauxite, aluminum and steel

Export partners: United States and Netherland Antilles

Import commodities: Raw materials, machinery and equipment

Import partners: United States, Colombia and Brazil

Currency (code): Bolivars (VEB)

Internet country code: .ve

Source: Country Background Notes



Developing Leadership

Employees from the State Department and other national security agencies at the FS-1, GS-15 or O-6 levels who are seeking to broaden their understanding of national security issues and context may find the Foreign Service Institute's National Security Executive Leadership Seminar is just what they need. NSELS consists of an interagency cadre of international affairs professionals who learn to think more strategically, creatively and collaboratively about 21st century problems related to counterterrorism, homeland security and promoting U.S. interests.

Participants share real-world experiences with colleagues from other agencies and meet leaders from the government, think tanks, academia, nongovernmental organizations, the diplomatic community and the private sector. The program's format, two days a month spread over five months, takes advantage of the experience international affairs professionals from many agencies bring to the table.

Fresh Learning

NSELS encourages participants to take new knowledge and contacts gained in

each session back to their offices and to keep these gains fresh when they re-engage with their NSELS cohorts in another four weeks.

The evolving mix of NSELS participants reflects the Department's expanded sense of national security and its growing need to take a "whole of government" approach to finding solutions. Besides participants from the Department and traditional foreign affairs agencies, recent classes have included officials from such agencies as the Coast Guard; the departments of Transportation, Homeland Security and Health and Human

Course focuses on top officials in interagency setting /// *By Edward Salazar*

Services; and the Army National Guard. Staff members from the U.S. Senate and Office of Management and Budget will soon participate in NSELS, as well.

The program's speakers include leaders from a broad cross-section of U.S. national security interests. Among them have been Under Secretary of State for Political Affairs William Burns; Ambassador Mary Carlin Yates, special assistant to the President and senior advisor for Strategic Planning; Commandant of the Coast Guard Admiral Thad Allen; retired Lieutenant General John Sattler; Deputy Director of National Intelligence David Shedd; Deputy Director of the National Counterterrorism Center Russ Travers; Deputy Under Secretary of Defense

Peter Varga; and Ambassador Charles Ford from the U.S. Commercial Service.

NSELS emphasizes learning and applying leadership skills in the interagency policy arena while building collaborative working relationships. It benefits from the momentum for professional development training and education, and especially leadership training, launched since the Sept. 11, 2001, terrorist attacks and made a key part of Secretary of State Hillary Rodham Clinton's Smart Diplomacy initiative.

"Through NSELS, we are helping to shape leaders that can work together on the increasingly complex challenges that cross agencies and national boundaries," said FSI Director Ruth Whiteside.

Course participants' comments indicate NSELS is bearing fruit. For example, a graduate from the Defense Intelligence Agency cited a connection she made with a classmate from the Department of Transportation that substantially improved her ability to support the U.S. response to the earthquake in Haiti. A graduate from DOT said a Civilian Response Corps classmate helped him make a strong case to his authorities for joining the CRC.

Similarly, a participant from the Department of Justice credited NSELS for beginning a chain of events with the State Department that led to the Attorney General and the chairman of the African Union establishing a mechanism for dialogue to deliver more effective law enforcement cooperation throughout Africa.

Broader Perspectives

Not all NSELS graduates can point to such tangible results, but they agree that the seminar gave them broader perspectives that helped them in their work. Some guest speakers, too, have praised connections made with participants, saying that the connections add value to their work.

As long as there is a need to strengthen partnership capacities across U.S. agencies, NSELS graduates should continue to have meaningful experiences to share during and after their classes. The program will continue its efforts to build the cadre of international affairs professionals who can not only think outside the box but also lead and collaborate outside the box. ■

The author is a retired Foreign Service officer working in FSI's Leadership and Management School.



Opposite page: Ambassador Mary Carlin Yates, special assistant to the President and senior advisor for Strategic Planning, addresses the seminar. **Above:** Students pay attention in a seminar class. **Right:** The ninth class of the National Security Executive Leadership Seminar poses for its portrait.





SLF Executive Director Paula Jakub receives a donation from Ambassador H. Kenneth Hill, then-president of the Foreign Service Retirees of Florida.

A Helping Hand

“SLF” is an acronym that retired members of the Foreign Service need to know. It stands for the Senior Living Foundation of the American Foreign Service. Founded in 1988 and supported by the American Foreign Service Protective Association, the SLF helps Foreign Service retirees and their spouses find services such as home health care, senior living facilities, transportation to medical appointments and more.

The foundation also provides grants to FS retirees who demonstrate financial need. In 2009, it provided information to more than 70 people and awarded 40 grants totaling \$235,000. The grants help pay for health insurance, medical copayments, geriatric care management services, utilities and more. This year, the SLF expects to parcel out \$260,000 in roughly 50 one-time, short-term and ongoing grants.

Funds to support this work are donated almost exclusively by Foreign Service personnel, reflecting the foundation’s slogan “Taking care of our own.”

Former Limitations

The SLF did not always have the resources it does today. SLF Executive Director Paula Jakub said she recalled receiving a telephone call from the wife of a retired FSO who had Alzheimer’s disease. The caller said her husband was becoming abusive as his condition progressed.

“At that time, the foundation had no funds and no professional staff,” Jakub said. “I could only offer her a shoulder to cry on.”

Today, thanks to the support of donors, the foundation can arrange for help and even provide financial assistance to those in need. It also has a licensed social work consultant available to handle each case.

Jakub said that, were the SLF to receive that call today, it could dispatch a geriatric care manager to visit the couple and develop a care plan that included home health care services, adult day care services to allow the spouse periodic breaks or a referral to a facility where the husband could receive appropriate care. If the couple met the SLF’s

Foundation aids Foreign Service retirees /// *By Kenneth A. Messner*

financial assistance guidelines, the foundation could also award a grant to help defray the costs, she added.

Specific ways in which the foundation provides help include monthly grants for home health care expenses, medication expenses, noncovered medical expenses and “personal-response” systems, which alert authorities when the user has an emergency. It also offers one-time grants for such expenses as durable medical equipment, heating assistance and medically necessary dental work.

The SLF also offers assistance that is not financial, such as finding local resources, obtaining geriatric care manager assessments and helping families with long-term planning.

Foundation Formed

The idea for the SLF emerged during the 1980s when then-AFSPA CEO John Shumate brought a group of Foreign Service retirees together to address their common concern over the difficulties many former colleagues experienced in retirement. Some FSOs who had retired decades earlier were finding the cost of living outpacing their pensions, for instance, and many surviving spouses were struggling to get by on their survivor annuities.

Among those helping to found the organization were Ambassadors Findley Burns Jr., L. Dean Brown, John Jova and Joan Clark, and they became known as the “Findley Burns Group.” They decided that establishing a charitable foundation would be the most feasible action with the greatest impact, and registered the foundation with the District of Columbia, obtaining Internal Revenue Service designation as a 501(c)(3) charity.

Clark, a former assistant secretary and ambassador to Malta, became the SLF’s first chairperson. She worked with a board of directors that included many prominent Foreign Service retirees to raise funds and build the SLF into an organization capable of fulfilling its mission statement.

All former Secretaries of State who served since Alexander Haig Jr. have served as honorary chairmen of the foundation. Last March,



Above: The plaques at AFSPA’s Washington, D.C., office show its close connection with the SLF.
Below: Ambassador Daniel O’Donohue, then-president of DACOR, presents a donation in 2008 to Ambassador Joan Clark, then-chairman of the SLF.

Clark was succeeded as chairman by retired FSO Marc Grossman, former under secretary of State for Political Affairs. Clark, however, remains active on the board as a director and chairman emeritus.

The Washington, D.C.-based American Foreign Service Protective Association supports the SLF by providing it with a base of operations and staff support. For instance, Jakub is the association’s chief executive officer in addition to her role with the SLF. This promotes the foundation’s effectiveness, reflected in the fact that 94 cents of every donated dollar goes directly to the SLF’s programs.

In addition to assisting retirees, the SLF’s biennial “Planning for Change” seminar offers senior citizens a wealth of information. The 2010 seminar explored such topics as moving to a senior living community, Medicare, medication for seniors and wills and trusts.

Clearly, the SLF is making a positive difference for many retired members of the Foreign Service and their spouses. The group is committed to “taking care of our own,” a lifelong promise that can evolve as a person’s needs change. More information is at www.SLFoundation.org. ■



The author is a retired Foreign Service officer and is deputy executive officer of the American Foreign Service Protective Association.



Office of the Month



Safer World

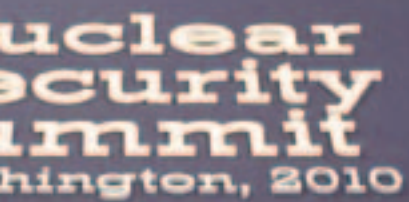
Office works to prevent WMD terrorism ///

By Elise Connor and Bryan Schiller

The logo for the Nuclear Security Summit, featuring the text "Nuclear Security Summit" in a bold, sans-serif font, with "Washington, 2010" in a smaller font below it. The logo is set against a circular background with a blue and white color scheme.

Nuclear
Security
Summit
Washington, 2010

World leaders gathered in Washington, D.C., early this year to discuss how to secure all nuclear materials worldwide in four years.

The logo for the Nuclear Security Summit, featuring the text "Nuclear Security Summit" in a bold, sans-serif font, with "Washington, 2010" in a smaller font below it. The logo is set against a circular background with a blue and white color scheme.

Nuclear
Security
Summit
Washington, 2010



Office staff members include, front row from left, Renee Sonderman, coordinator of the Global Initiative to Combat Nuclear Terrorism, and Director David Noble. In the second row from left are Michael Curry, team leader of the Nuclear Trafficking Response Group; Tom Lowe, team leader of the Foreign Consequence Management Program; and Mike Stafford, team leader of the Nuclear Smuggling Outreach Initiative.

Were al Qaeda or a like-minded terrorist group to use a chemical, biological, radiological or nuclear weapon against a U.S. city, thousands could be killed or injured and the nation's economy and way of life could be drastically altered.

The risk of terrorism based on nuclear weapons is such a concern that it's the topic of a documentary film, *Countdown to Zero*, and was the reason 47 world leaders came to Washington, D.C., this spring for the Nuclear Security Summit. There, President Barack Obama stressed prevention through global cooperation.

"The greatest threat to U.S. and global security," the President said at the release of the Nuclear Posture Review in April, "is no longer a nuclear exchange between nations but nuclear terrorism by violent extremists and nuclear proliferation to an increasing number of states."

Office's Mission

While public awareness about terrorism based on weapons of mass destruction has increased recently, the Department's Office of Weapons of Mass Destruction Terrorism stands ready to continue fighting the threat long after the public's attention has waned. The 36-person office in the Bureau of International Security and Nonproliferation is made up of Civil Service professionals, private sector consultants, detailees and interns under the direction of a Foreign Service officer. The mission of the office, according to Director David Noble, is to help reduce the risk that terrorists will acquire and use weapons of mass destruction, principally nuclear or radiological weapons, by establishing international partnerships and coordinating certain U.S. government activities overseas.

One of these efforts is the Global Initiative to Combat Nuclear Terrorism, a partnership of 82 countries with four international organizations as official observers. The partners sign a nonbinding statement of principles committing themselves to help each other build national capacities to deter, prevent and respond to the threat of nuclear terrorism.

"The Statement of Principles is a broad set of nuclear security goals," said Renee Sonderman, coordinator of the Global Initiative to Combat Nuclear Terrorism. "Endorsing the Statement of Principles shows a political commitment and pledge of like-minded nations to collaborate to implement these objectives."

Led jointly by the United States and Russia, the initiative provides a framework for partner nations to engage in multilateral activities to develop and share plans, policies and procedures that enhance national and international capabilities to address the threat of nuclear terrorism.

"We draw on an array of resources from the international community to provide partners with practical, tangible tools they can use," Sonderman said.

To date, the initiative's partners have conducted more than 35 multilateral activities and held six senior-level meetings. It now plans to develop best practices for nuclear forensics and nuclear detection.

Smuggling of radioactive materials is a concern because a grapefruit-sized amount of weapons-grade nuclear material has the explosive force to level a city, and smaller amounts of less-radioactive material can be used to make a "dirty bomb" that would spread radioactivity without causing great destruction.

Serious Threats

To help ensure that terrorists do not acquire these materials, the office leads the Nuclear Smuggling Outreach Initiative, which seeks partnerships with other nations to enhance specific capabilities to prevent, detect and respond to nuclear smuggling attempts. The team develops with each partner country a joint action plan that specifies priority steps for improving its capabilities and a list of assistance projects to help the nation implement those steps. Once a joint action plan is signed, the partner country implements those steps it can carry out on its own, and the Nuclear Smuggling Outreach Initiative team seeks donors for the agreed-upon projects.

To date, the United States has completed joint action plans with Ukraine, Kazakhstan, Georgia, Kyrgyzstan, Armenia and the Democratic Republic of the Congo. To support these plans, the initiative has secured funding for 45 assistance projects from numerous U.S. programs, 10 other countries and 3 international organizations. The projects include upgrading security of nuclear and radioactive materials, improving border security, strengthening laws to prosecute smugglers and combating corruption.

"We've focused on producing tangible, on-the-ground improvements to combat nuclear smuggling in those countries where the threat is judged to be most significant," said Michael Stafford, coordinator of the Nuclear Smuggling Outreach Initiative.

The office also leads an interagency team called the Nuclear Trafficking Response Group, which analyzes information in the wake of a nuclear smuggling incident and helps formulate a U.S. government response. The group also includes representatives from the Federal Bureau of Investigation; the departments of Defense, Energy and Homeland Security; and other U.S. agencies.

Planning Ahead

"The Nuclear Trafficking Response Group plays a critical role in supporting foreign government requests to investigate and prosecute nuclear smuggling incidents," said Michael Curry, the group's chairman. "Our work is really at the center of the President's national security agenda."

Should a terrorist group ever acquire a WMD, it would likely target a crowded area or major event. The Office of WMD Terrorism's Foreign Consequence Management Program prepares the U.S. and foreign governments to respond to such an attack. The program's staff experts in responding to chemical, biological, radiological and nuclear contaminants sometimes deploy to major global events, such as the World Cup and the Olympics, to be ready to provide prompt support in a catastrophe. When team members are not already on site, they can arrive in an affected country immediately following an incident, advising the national government and coordinating U.S. assistance.

Although the threat of WMD terrorism is serious, the staff of the Office of WMD Terrorism believes its work strengthens U.S. national security.



Office staff members Brent Eastman, left, and Michael Baumann watch Secretary of State Hillary Rodham Clinton and New Zealand Foreign Minister Murray McCully sign an agreement on cooperation for nonproliferation assistance in 2009.

"Working in this office is an absolute privilege; the issues we engage in daily are stimulating and pertinent," said Program Officer Daniela Helfet. "Our team is dedicated, capable and supportive."

"Working with a wide range of U.S. and foreign government experts to prevent terrorists from acquiring nuclear material makes this one of the most exciting assignments of my career," said Curry, a 20-year Department veteran.

Committed to deterring, detecting, defeating and responding to terrorists' attempts to acquire and use WMD, the Office of WMD Terrorism works to ensure that today's greatest threat does not become tomorrow's horrifying reality. ■

Elise Connor is an intern and Bryan Schiller is a foreign affairs officer in the Office of Weapons of Mass Destruction Terrorism.

Taking Five

Five myths about Mental Health Services III By Dr. Stephen A. Young

Tours in Baghdad. Tours in Ouagadougou. Months apart from family and friends. Chronic diarrhea. Four hours of daylight seven months a year.

Foreign Service life is demanding. Yet despite the stressors, most of us are reluctant to talk to anyone from Mental Health Services. Here are five myths that make it difficult to knock on the door.

Myth 1: If I talk to someone in MHS, I will lose my medical or security clearance.

Within the Office of Medical Services these two types of clearance reviews are completely separated. In fact, providers of treatment, such as regional psychiatrists at post, never review security clearances.

On the medical clearance side, consultations with mental health providers overseas are documented in the employee's health record and managed locally. When the employee's clearance is reviewed, the medical provider completing the clearance may ask about the outcome of treatment, as with any identified treatment in the chart. Often these reviews are completed before leaving post and rarely have any impact on an employee's medical clearance. Routine mental health consultations are an everyday part of Foreign Service life and are treated as such in the medical clearance review process.

On the Diplomatic Security side, security clearances are rarely, if ever, revoked due to a history of mental health treatment. Indeed, untreated emotional difficulties manifesting as problems with judgment and decision making may have a far more significant impact. The National Security Questionnaire (SF-86) implemented in 2008 states, "Mental health counseling in and of itself is not a reason to revoke or deny a clearance." The form advises that counseling for marital and family issues, grief not related to

violence by the individual and adjustment from service in a military combat environment need not be reported. Most mental health consultations at overseas posts fall into one of these categories.

But let's say you do report a mental health diagnosis on the SF-86. DS does not have access to your health record. The reviewing DS officer may send a query to MED, where an independent mental health professional will review the record. When the assessment is complete, all DS receives is a brief reply regarding whether or not the treatment affects your continued ability to hold a security clearance. Since this procedure's inception five years ago, exceptionally few referrals have resulted in a security clearance change. When there has been a change, it has always been in the context of violence, threats or other extremely serious behavior.

The bottom line is that employees who seek mental health counseling overseas almost never lose either their medical or security clearance as a result of reaching out for help.

Myth 2: If I tell someone that I'm having problems, they will label me with a mental illness.

Most people who experience traumatic events do not develop post-traumatic stress disorder. However, many experience feelings and emotions that are new to them. These can include a sense of isolation from loved ones, fatigue, irritability and difficulty sleeping. Although many of these symptoms may resolve with time, it can be helpful to talk with a health professional. We know that much of what you're feeling is normal, and we can help with strategies to get you back to where you want to be. Many people seen in mental health settings do not have mental illness, although they may be in a great deal of distress. The

fear of being labeled keeps many from obtaining assistance that could relieve a great deal of suffering.

Myth 3: If I take medication for depression or anxiety, I will not be allowed to go to many overseas postings.

Psychotropic medications are widely prescribed. Family practitioners, pediatricians and even gynecologists routinely treat depression, anxiety and other related problems. Foreign Service officers are commonly prescribed these medications, which are considered safe and effective. Refills are written by private doctors back home as well as Foreign Service medical providers. Are there mental health conditions which restrict some postings? Yes. The main concern is that we don't want employees who require a more advanced level of care to be living in places where that care is unavailable. But simply being prescribed an antidepressant will have very little impact on assignment and career opportunities.

Myth 4: If I go on medical evacuation, I'll never come back to post and my career will be ruined.

Individuals evacuated for mental health problems receive state-of-the-art treatment, and the majority quietly put their lives and careers back together. In 2009, there were only 79 mental health medevacs worldwide and many involved family members, not employees. Yes, there are times when assignments are curtailed. This is the hardest decision we ever make in MED; we know well the disruption, embarrassment and powerlessness employees feel when they are told they cannot go back to post and resume their lives. But we also know that returning someone who is still struggling with

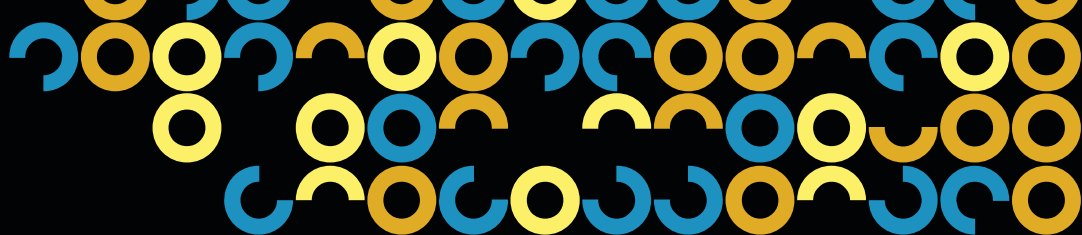
unresolved problems to an environment where there is little or no treatment available can have disastrous results. Even then, careers are not ended. Sometimes, employees are posted in the United States or reassigned to a post where better mental health resources are available. Once healthy, nearly everyone eventually returns to duties and careers.

Myth 5: If I talk to my regional psychiatrist, my supervisor will know about it, and besides, it won't really change anything.

Most employees who have been in the Foreign Service awhile have received an e-mail announcing a post visit by the regional psychiatrist. RMO/Ps visit posts throughout their region; meet with employees, family members and post leaders; and assess the overall morale of the post community. RMO/Ps take confidentiality very seriously and are bound by ethical standards and federal law to protect what is said during private consultations. Supervisors and front office personnel do not have access to medical records. They know that information regarding specific individuals is off limits.

But even when satisfied that their confidentiality is intact, some employees feel the consultation is futile. We are not naïve enough to think that a brief visit will magically make every problem go away. But connecting with a neutral party and reflecting upon life difficulties can be extremely helpful. Just knowing that what you're feeling is not mental illness can be very reassuring. Knowing there is someone out there on the other end of a phone call or e-mail can make all the difference. There is help out there—and it's a lot closer and more supportive than you think. ■

The author is a regional medical officer/psychiatry based in Dakar, Senegal.



Lady of Letters

FSN takes on assignment of a lifetime /// By Jay R. Raman

According to comedian Steven Wright, “If a word in the dictionary were misspelled, how would we know?” To a real-life dictionary reviewer, however, accuracy is no laughing matter.

Just ask Carmen Foncea, cultural specialist at the U.S. Embassy in Guatemala City, Guatemala, since 1985 and an award-winning poet and author. Foncea traveled to Madrid this summer to work on the second edition of the Spanish-language *Dictionary of Americanisms*, produced by the Association of Spanish Language Academies. She said she labored over every single word in the dictionary twice, double-checking the spellings, which may vary from region to region, and the definitions and usage.

All of that work took its toll.

“When I left Guatemala, I only needed glasses for reading,” Foncea said. “After all that time spent reviewing the dictionary, now I need to wear glasses to see my computer, too. But it was worth the sacrifice.”

Bashful Writer

The road that took Carmen Foncea to Madrid has enough twists and turns to fill a novel. She married young and dedicated the first part of her adult life to her family.

“I was writing the whole time,” Foncea said, “but I was too embarrassed for anyone to see what I had written, so I destroyed it all.”

In her mid-30s, when her children were teenagers, she went back to school, enrolling in Guatemala’s University of San Carlos. Her talent bloomed at San Carlos under the mentorship of Margarita Carrera, a literary legend in Guatemala who still publishes a regular newspaper column at age 81.

“Margarita was the person who gave me the courage to publish my work,” Foncea said.

Foncea never finished her studies. In 1979, Guatemala’s 36-year civil war was heating up, and San Carlos was often the center of hostilities. After several incidents on the campus, Foncea decided that it was too dangerous to continue her studies.

But she never stopped writing. To date, she has published 10 books and numerous articles, all under her maiden name of Carmen Matute.

Foncea is an active member of the Guatemalan Academy of Spanish Language, one of 22 national language institutions that make up the Association of Spanish Language Academies. She has won many awards, but her greatest honor came earlier this year when she was asked to be the Guatemalan reviewer of the *Dictionary of*



Americanisms. She received a sabbatical from the embassy and traveled to the Madrid offices of the Royal Spanish Academy, the oldest of the Spanish language academies.

Living Language

The Royal Spanish Academy's most famous product is the *Dictionary of the Spanish Language*, the gold standard of Spanish-language dictionaries. As with other languages, though, Spanish usage varies from place to place. A word might have one meaning in Spain and another in Mexico. Other words might be original to the Spanish-language diaspora. These idiosyncrasies must be recorded and codified.

The idea for a dictionary of Americanisms dates to the late 19th century. Americanisms were first included in the *Dictionary of the Spanish Language* in the 1920s, but it wasn't until 2002 that the Association of Spanish Language Academies decided to produce a stand-alone dictionary of Americanisms.

The first edition of the dictionary was published in April, but by then the editors were already hard at work on the second edition, scheduled for publication in 2013.

Word Perfect

Fonca and three Latin American colleagues who were in Madrid at the same time labored for three months to thoroughly review the first edition of the dictionary. Each reviewer was responsible for sifting through every word in the dictionary—more than 60,000 total—to determine whether and how the word was used in his or her country. Many corrections had to be made. The Guatemalan entry for the ubiquitous word *champurrada*, for instance, mistakenly said that it is a cake. It's actually a toasted sweet bread.

The reviewers worked in close quarters and quickly developed a tight bond.

"The atmosphere was very collegial," Fonca said, "because we were all working toward the same goal."

Carmen Fonca clutches a treasured Spanish-language dictionary in a conference room at the U.S. Embassy in Guatemala City.



The reviewers also got to meet luminaries of the Spanish-speaking world, including recent Nobel Prize winner Mario Vargas Llosa and Arturo Pérez-Reverte.

Now that she has resumed her duties at the embassy, Fonca said she looks back with pride at what she accomplished over the summer. "It was an amazing experience," she said. "I love words." ■

The author is the acting public affairs officer at the U.S. Embassy in Guatemala City.

Home-Grown Hits

Cultural Series Ends Year with Musical Variety /// By John Bentel

From June through October, the Foreign Affairs Recreation Association and State of the Arts Cultural Series their fifth Annual Talent Show and provided a showcase for a number of musicians and singers, and even Jhoon Rhee, known as the father of American Tae Kwon Do.

The 12 harpists of the American Youth Harp Ensemble performed with sophistication, displaying rich sound, emotional power and an imaginative repertoire. The group's artistic director and founder, Lynnelle Ediger-Kordzaia, has developed it into a high-caliber ensemble.

Igor Zubkovsky, on cello, and his wife Anna Ouspenskaya, on piano, played Johann Sebastian Bach's *Prelude from Suite No. 2 in D minor for solo cello* and Johannes Brahms' *Sonata in F minor, Op. 120, No. 1, Allegro appassionata* and *Andante un poco adagio*. The two Russians, who began their musical studies at an early age, showed great sensitivity and seamless precision that belied the music's difficulty.

The State of the Arts Cultural Series also hosted a group of talented piano prodigies who participated in the International Young Artist Piano Competition under the direction of Li-ly Chang. They included third grader Angela Zheng, sixth grader Winne Luo, seventh grader Annie Bao, fifth grader Seth Blumer and eleventh grader Christopher Wong. They played a variety of classical selections by Bach, Franz Schubert and others.

Jennifer Corey, accompanied by pianist A.J. Welch, presented a delightful program of opera selections. A graduate of American University where she majored in music, concentrating on vocal performance, and minored in criminal justice, Corey was Miss District of Columbia in 2009 and

one of the 10 semi-finalists at the Miss America pageant. She recently completed an apprenticeship with the Washington National Opera.

Tim Foster, winner of the 25th International Young Artist Piano Competition, performed Cesar Franck's prelude *Choral et Fugue* with great technique

several solos. The audience responded by clapping to the music.

The fifth annual State of the Arts Talent Show featured singer Barbara Pollard and vocalists Ben Perry, LaTania Barnes and Cynthia Andrews. In his third appearance at the event, Paul Hopper recited short, humorous poems, including some of his



that displayed the nuances of this selection. Foster holds a Master's of Music degree in piano performance and studied with Dr. Cleveland Page.

Rhee told stories from his past, did 100 pushups and broke a piece of wood in half. He ended with a harmonica recital and then took questions.

Maharold Peoples and the Tribe of Praise presented a September concert in honor of Gospel Music Heritage Month. Peoples skillfully conducted the choir and sang

own. The INR Wind and Brass Ensemble from the Bureau of Intelligence and Research provided for a delightful and interesting mix of talent, and Steve Black returned to the event to provide an entertaining interpretation of popular music. Peter Mark Princiotto, who came from a musical family and attended the Peabody Conservatory, sang and played several instruments. ■

The author is a computer specialist in the Executive Secretariat.

U.S. Ambassador to Jamaica

Pamela Bridgewater Awkard of Virginia, a career member of the Senior Foreign Service, class of Career Minister, is the new U.S. Ambassador to Jamaica. Previously, she was a senior inspector in the Office of the Inspector General. She was ambassador to Benin and Ghana and also served in Belgium, Jamaica, The Bahamas and South Africa, where she covered Nelson Mandela during the negotiations leading to the end of apartheid and served as consul general in Durban. She is married.



U.S. Ambassador to the Congo

James F. Entwistle of Virginia, a career member of the Senior Foreign Service, class of Minister-Counselor, is the new U.S. Ambassador to the Democratic Republic of the Congo. Previously, he was deputy chief of mission in Bangkok and before that DCM in Colombo. Other postings include Yaoundé, Douala, Niamey, the Refugee Assistance Unit in Bangkok, Bangui and Kuala Lumpur. He is married and has two children.



U.S. Ambassador to Chad

Mark M. Boulware of Texas, a career member of the Senior Foreign Service, class of Minister-Counselor, is the new U.S. Ambassador to the Republic of Chad. Previously, he was ambassador to Mauritania and before that a faculty advisor at the National War College. Other postings include Rio de Janeiro, San Salvador, Yaoundé, Bamako, Gaborone, Banjul, Ouagadougou, Maracaibo and Jakarta. Before joining the Foreign Service, he was an officer in the Army.



U.S. Ambassador to Thailand

Kristie Anne Kenney of Virginia, a career member of the Senior Foreign Service, class of Career Minister, is the new U.S. Ambassador to the Kingdom of Thailand. Previously, she was ambassador to the Philippines. She also served as ambassador to Ecuador and was posted to Jamaica, Switzerland and Argentina. She is married to Bill Brownfield, who was nominated to be assistant secretary for International Narcotics, Law Enforcement and Crime.



U.S. Ambassador to Lebanon

Maura Connelly of New Jersey, a career member of the Senior Foreign Service, class of Minister-Counselor, is the new U.S. Ambassador to the Lebanese Republic. Previously, she was deputy assistant secretary responsible for the Levant and Egypt in the Bureau of Near Eastern Affairs. Before that, she was chargé d'affaires in Damascus. Other postings include London, Jerusalem, the U.S. Mission to the United Nations, Jordan, Algeria and South Africa.



U.S. Ambassador to Nigeria

Terence P. McCulley of Oregon, a career member of the Senior Foreign Service, class of Minister-Counselor, is the new U.S. Ambassador to the Federal Republic of Nigeria. Previously, he was deputy chief of mission in Copenhagen and before that ambassador to Mali. He was DCM in Togo, Senegal and Tunisia, and also served in Mumbai, India; Niger; South Africa; and Chad. He is married and has two sons.



U.S. Ambassador to Angola

Christopher J. McMullen of Virginia, a career member of the Senior Foreign Service, class of Minister-Counselor, is the new U.S. Ambassador to the Republic of Angola. Previously, he was deputy assistant secretary in the Bureau of Western Hemisphere Affairs. He has served as consul general in São Paulo, Brazil, and deputy chief of mission in Panama. Other postings include Nicaragua, Malaysia, El Salvador, Tanzania and Colombia. He is married.



U.S. Ambassador to Slovenia

Joseph A. Mussomeli of Virginia, a career member of the Senior Foreign Service, class of Minister-Counselor, is the new U.S. Ambassador to the Republic of Slovenia. Previously, he was assistant chief of mission in Kabul and before that director of Entry Level Career Development and Assignments. He has been ambassador to Cambodia and served in Cairo, Manila, Colombo, Rabat and Manama. He is married to retired Foreign Service officer Sharon Mussomeli. They have three children.



U.S. Ambassador to Namibia

Wanda L. Nesbitt of Pennsylvania, a career member of the Senior Foreign Service, class of Minister-Counselor, is the new U.S. Ambassador to the Republic of Namibia. Previously, she was ambassador to Côte d'Ivoire and before that principal deputy assistant secretary in the Bureau of Consular Affairs. She has been ambassador to Madagascar and deputy chief of mission in Kigali and Dar es Salaam. Other postings include Kinshasa, Paris and Port-au-Prince.



U.S. Ambassador to Palau

Helen Reed-Rowe of Maryland, a career member of the Senior Foreign Service, class of Counselor, is the new U.S. Ambassador to the Republic of Palau. Previously, she served as senior advisor to the Office of Performance Evaluation and as foreign affairs advisor from the Department to the Avian Influenza Action Group. She was deputy chief of mission in Majuro, Marshall Islands, and also served in Jamaica, Ecuador and Niger.



U.S. Ambassador to Laos

Karen B. Stewart of Florida, a career member of the Senior Foreign Service, class of Minister-Counselor, is the new U.S. Ambassador to the Lao People's Democratic Republic. Previously, she was special advisor to the Director General of the Foreign Service and before that principal deputy assistant secretary in the Bureau of Democracy, Human Rights, and Labor. She has been ambassador to Belarus and also served in Bangkok, Udon, Colombo, Islamabad, Vientiane and Minsk.



U.S. Ambassador to Niger

Bisa Williams of New Jersey, a career member of the Senior Foreign Service, class of Counselor, is the new U.S. Ambassador to the Republic of Niger. Previously, she was coordinator for Cuban Affairs in the Bureau of Western Hemisphere Affairs. Before that, she was director for International Organizations at the National Security Council. Other postings include Port Louis, Paris, the U.S. Mission to the United Nations, Panama and Conakry. She has one son.



U.S. Ambassador to the Central African Republic

Laurence D. Wohlers of Washington, a career member of the Senior Foreign Service, class of Minister-Counselor, is the new U.S. Ambassador to the Central African Republic. Previously, he was senior advisor for International Programs at the Smithsonian Institution. Other postings include the U.S. Mission to the European Union, Russia, Belgium, Madagascar, Japan, Central African Republic, Mauritania and Benin.





Royal Bisbee, 87, a retired Foreign Service officer, died Sept. 12 of prostate cancer at his home in Great Falls, Va. He served in the Army during World War II and later served in the U.S. Agency for International Development and State Department. His postings included India, Greece, Pakistan, Sierra Leone, South Africa and the Philippines. As a vice consul in Bombay in 1948, he assisted Una Chapman Cox, who had been detained there. She never forgot his

help and in 1980 established a foundation to support the Foreign Service. In 1952, he helped establish and direct Voice of America Hindi and Urdu broadcasts into India and Pakistan. After retiring, he worked in real estate.



John Owen Cook, 63, a retired Foreign Service officer, died suddenly Sept. 29 at his home in Springfield, N.J. He joined the Department in 1980 and had postings to Port-au-Prince, Ottawa and Bucharest. In Washington, he served in the bureaus of African Affairs, European Affairs, International Organization Affairs and Human Resources. After retiring in 2000, he returned to his home state of New Jersey to care for his mother.



Joseph N. Greene, 90, a retired Foreign Service officer, died Sept. 26 in Essex, Conn. He joined the Department in 1942 and, after serving in the Office of Strategic Services during World War II, served in Ottawa, Montreal, Rome, Singapore, Bad Godesberg, London, Lagos, New Delhi and Cairo, where he was chief of mission. After retiring in 1973, he continued his interest in foreign policy as first president of the Seven Springs Conference Center

affiliated with Yale University. He was also active in community organizations.



Elisha Greifer, 85, a retired Foreign Service officer, died Sept. 29 at his home in Marquette, Mich. He served in the Navy during World War II before joining the Department and serving in Berlin. After earning a doctoral degree and teaching for a few years, he re-entered the Foreign Service and served in Argentina and Ecuador. In 1967, he retired to Michigan and taught political science at Northern Michigan University for 30 years. He enjoyed tennis, skiing

and chamber music.



James W. Grooms, 72, a former Foreign Service officer, died Sept. 30 in Florence, S.C. A retired Marine Corps officer, he joined the Department in 1990 and was posted to Bogotá, Lagos and Hanoi. After retiring in 2000, he pursued his passion for building houses.



Stephen J. Hobart, a retired Foreign Service officer, died May 25 in Springfield, Va. He served in the Air Force and later joined the Foreign Service. His postings included France, Guinea, Mexico, Hong Kong, the Dominican Republic, Vietnam, Canada, Taiwan and Korea. He was a 32d Mason and after retiring was active in local elections, enjoyed playing golf and was an avid reader of history.



Mary Jane Black Jazynka, a retired Foreign Service secretary, died Oct. 14 after a heart attack at her home in Wellington, Fla. She joined the Foreign Service in 1954 and served in Addis Ababa, Lisbon, Abidjan, Budapest, Moscow, Rome, Saigon, Paris, Manila, Monrovia, Pretoria, Lagos, Beirut, Port-au-Prince and Kinshasa. Upon retiring in 2001, she received the Department's Distinguished Honor Award. She was an avid supporter of the Haitian artistic

community and acquired a large collection of Haitian art.



Ted Moline, 63, son of Foreign Service officer Edwin George Moline and husband of Department Civil Service employee Susan Porter Beffel, died Oct. 15 of a heart attack in Reston, Va. As a child, he accompanied his family to postings in London, Trinidad, Cairo and Bonn. He worked for many years as a consultant and trainer for Arthur Young before starting his own consulting company in 1990. He was active in Reston environmental, service, scouting, political and church groups. He was an avid reader and enjoyed the symphony.



Rachel Sbarra Pittarelli, 90, a retired Civil Service employee, died Sept. 30 in Maryland. During her 45-year career, she rose from administrative assistant to chief of the Congressional Inquiries Branch in the Visa Office of the Bureau of Consular Affairs. She assisted many congressmen and senators with difficult immigration cases.



Leonard S. Unger, 92, a retired Foreign Service officer, died June 3 in Sebastopol, Calif. He joined the Foreign Service in 1958. He served as ambassador to Laos and Thailand and was the last U.S. ambassador to Taiwan. After retiring, he taught briefly at a number of universities in Washington and Boston and for several years at the Fletcher School of Law and Diplomacy. In 2000, he moved to California.

In the Event of a Death...

Questions concerning employee deaths should be directed to the Office of Casualty Assistance at (202) 736-4302. Inquiries concerning deaths of retired employees should be directed to the Office of Retirement at (202) 261-8960. For specific questions on submitting an obituary to *State Magazine*, please contact Bill Palmer at palmerwr2@state.gov or (202) 203-7114.

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Retirements

Foreign Service

Adams, Richard J.	Ingvoldstad, Kirk W.
Anderson, Michael H.	Kaplan, Frederick J.
Andrews, Timothy Duane	Kelly, Craig Allen
Ang, Melvin T.	Keur, Cornelis Mathias
Appleton, David Egert	Kolankiewicz, Anthony M.
Beik, Janet E.	Kusnitz, Leonard A.
Benton, John Michael	Leazier, John D.
Benton, Jonathan S.	Logalbo, Dominick
Berck, Kathryn S.R.	Lykins, Lynn T.
Bluhm, Nathan Mark	Lynch Jr., Thomas A.
Bolden, Charles Henry	Malcik, Edward Paul
Bond, James Bradford	Mancini, Robert C.
Borg, Anna Anderson Lehel	Manganiello, Frank J.
Bowman, Sharon Theresa	Martinez, Hilarion A.
Boyum, Richard A.	McGuigan, Kathleen
Brown, Laurence G.	Milhous, Virginia H.
Browne, Reginald M.	Milliken, Karen M.
Chang, Michael Barry	Moss, Lloyd W.
Claffey, Daniel Patrick	Neighbour, Hugh M.
Cleveland, James L.	Optican, Mitchell Evan
Collins III, Frank	Paige Jr., James A.
Conte, Francis M.	Parker, Maurice S.
Corneille Jr., Emile	Peterson, Charlotte R.
Dalland Jr., Raymond S.	Powell II, Keith
Day, Arthur T.	Pretzman, Steven Robert
Dean, Robert Scott	Rosenstein, Yoshino Erica
Dempsey, Nora B.	Ryley, Elizabeth Joann
Depenbrock, Thomas Kevin	Sabo, Janet Ruth
Drangstveit, Richard	Sandberg, Eric Clark
Dry, Robert W.	Schreider-Barth, Susan H.
Dykema, Samuel D.	Seaman, John M.
Eaton, William A.	Sprechman, Michele Isa
Eddins, Keith A.	Stepanchuk, John C.
Edmonson, Janet L.	Stewart, Julia A.
Elkins, Ronald J.	Storm, Walter D.
Engelken, Stephen C.	Stover, James Patrick
Feiser, David R.	Streiffert, Thomas Otto
Feiser, Sharon E.	Tefft, John F.
Friedlein, Janie Ann	Urli, Pirkko Elina
Goertz, Steven Harvey	Valle, Michael F.
Grise, Jennifer L.	White, Steven J.
Hagen, Robert S.	Wong, Marcia Kim
Hampton, Shirley E.	Wong, Yvette Marie
Hantke, Jeanette Anne	Wood, Linda L.
Herbst, John E.	Yap, Joseph Dean
Hernandez, A. Daniel	Young Jr., Claud R.
Hively, Robert A.	Zimmerman, Daryl P.
Huff, Richard	

Civil Service

Allen, Carrie	Keapproth, Margaret E.
Allen, Fannie Lue	King II, Lovell
Anderson, Samuel M.	Montelongo, Henrietta F.
Barron, James P.	Riche, Victor E.
Brown, Selwyn L.	Rose, Vicki T.
Butler, Mary Katherine	Smith, Gwendolyn P.
Davis, Elizabeth T.	Stevens, Felecia Anne
Fraulino, Philip S.	

Coming In Our Next Issue:



Embassy Islamabad Responds to Flood Crisis

New FSOs Offer Broader Perspectives

Embassy Baghdad Promotes Good Business

...and much more!



Good Will Chasing

Real good will in this dangerous world, even during the holidays, is an ever elusive quality; finding an organization dedicated solely to dispensing good will might be even rarer. Doubters and cynics, meet the Senior Living Foundation of the American Foreign Service.

Supported by the American Foreign Service Protective Association, the SLF was founded in 1988 to help FS retirees and their spouses find services such as home health care, senior living facilities

and transportation to medical appointments. The Foundation also provides grants to financially troubled FS retirees to help pay for health insurance, utilities and other necessities; in 2009 alone, it awarded grants totaling \$235,000. Funds supporting the Foundation's work come almost exclusively from Foreign Service personnel who embrace its slogan: "Taking care of our own."

While there's not much good will toward the United States emanating from Venezuela's *Palacio de Miraflores* these days, the country's founders were on good terms with revolutionary U.S. leaders such as Thomas Jefferson, George Washington and Alexander Hamilton. The current animosity from President Hugo Chavez' government, which often calls the United States the "empire" responsible for much of the world's problems, further complicates what could be the most complex bilateral relationship in the Western hemisphere.

Colleagues at Embassy Caracas, this issue's Post of the Month, walk a fine line in maintaining a wide network of contacts despite limited government-to-government dialogue. They work with the government when they can in areas of mutual interest, such as commerce, counterterrorism and counternarcotics, but they also speak out on issues of principle when necessary. They reach out to governors, mayors, community councils, religious leaders, journalists, business leaders and others to constantly monitor the pulse of the country, not just the national government. A full range of public diplomacy activities nurtures the Venezuelan public's continued good will.

Ruthless and dedicated people have pledged to bring terror to the U.S. with whatever tools of

destruction they can find, up to and including chemical and nuclear weapons. The Department's Office of Weapons of Mass Destruction Terrorism recognizes the reality of those threats. Comprised of Civil Service professionals, private sector consultants, detailees and interns, the 36-person office seeks to reduce the risk that terrorists will obtain and use weapons of mass destruction by establishing international partnerships and coordinating certain U.S. government overseas activities.

One program officer says working in the office is "an absolute privilege," while a 20-year Department veteran says his work is one of the most exciting assignments of his career.

Last but not never least, a final salute to our colleagues en route to their final posting: *Royal Bisbee; John Owen Cook; Joseph N. Greene; Elisha Greifer; James W. Grooms; Stephen J. Hobart; Mary Jane Black Jazynka; Ted Moline; Rachel Sbarra Pittarelli; and Leonard S. Unger.* ■

Rob Wiley
Editor-in-Chief

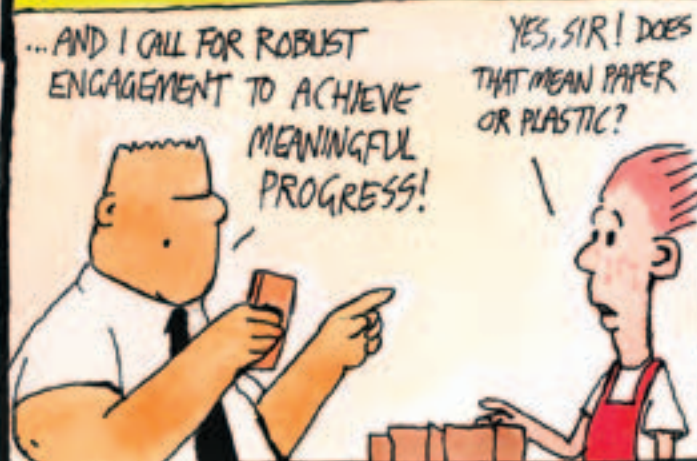
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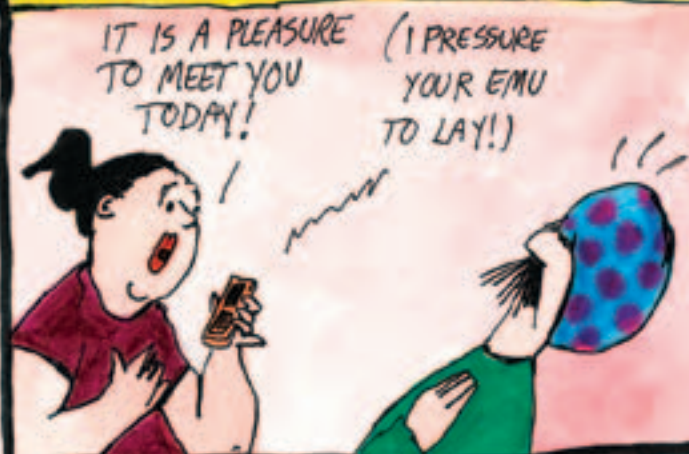
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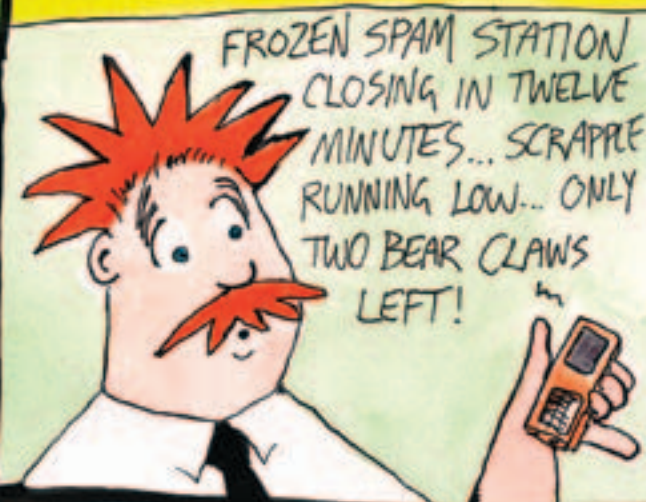
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A close-up, artistic photograph of a clock face. The clock has large, black, serif numerals. The background is a vibrant, multi-colored gradient of blue, purple, and yellow, creating a sense of motion and urgency. The clock hands are visible, and the overall composition is dynamic.

Tick Tock

Time is running out for employees to
change their health, vision and/or dental
insurance. The 2011 plan year's open
season ends Dec. 13.