

# STATE

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January 2012

# MAGAZINE

## Mobile Communicators

PA Bureau Responds  
as Crises Unfold

## Uncovering History

FSI's Arlington Hall  
Boasts Storied Past

# Vibrant Montreal

Partnerships Thrive in  
Hip Canadian City



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Issue Number 563



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## On the Cover

A woman celebrates during a musical performance at the Montreal Jazz Festival.

*Creative Commons photo by  
Austin H. Kapfuvvuti*



# Keeping Resolutions

While it may just look like another blank square on the calendar, the beginning of a new year brings with it many opportunities to start fresh. This notion often inspires people to make earnest, but ill informed resolutions that they later end up failing to keep. In fact, surveys over the years have shown that fewer than eight percent of those who make New Year's resolutions will actually keep them, with nearly half failing before the end of January.

At face value, these figures are a little depressing. They suggest that perhaps we don't have as much say in determining our own destiny as we would like to believe. However, such a simplistic conclusion ignores the resolution that State Department employees successfully keep every day, if unconsciously. Every time they work to advance democracy; every time they promote peace in a nation embroiled in conflict; every time they stand up for human rights, they are keeping their resolution.

Our lead *In the News* story recognizes this phenomenon in the work being accomplished at U.S. Embassy Tunis (pg. 4). Embassy Tunis staff have embodied the Department's mission statement, working with Tunisians to ensure free and transparent elections in the wake of the country's citizen-led push for democracy. They provide a perfect case-in-point for how Department employees are keeping their resolution to "create a more secure, democratic, and prosperous world for the benefit of the American people and the international community."

Other stories in this issue show that the successes in Tunisia are mirrored at U.S. posts around the globe. From U.S. Embassy Manila using innovative communications tools to connect with local communities (pg. 10), to staff members at the U.S. Consulate General in Guadalajara coordinating security efforts for the recent Pan American Games (pg. 16), to U.S. Embassy Antananarivo's outreach programs that ensure the safety of visiting Americans (pg. 14), Department employees continually demonstrate their commitment to keep their shared resolution.

As you may have noticed from this issue's cover, *State Magazine* has also made a few resolutions for 2012. Our team is diligently working to increase quality and reduce

redundancy when producing online, paper and mobile versions of the publication. This includes developing layouts that display correctly on paper, computer monitors and handheld device screens. We have also reorganized several of our columns so readers can find our content in a more intuitive manner.

Our *In the News* column will still provide readers with a comprehensive take on news items from around the Department, but we have also added an *in Brief* column to provide a quick digest of similarly noteworthy issues, just in summary form. Our new *End State* section serves as a photographic guide to some of the amazing locations featured in each issue. It provides additional facts about the societies and cultures of the nations where Department employees serve.

Readers may be surprised to learn that our much-beloved cartoon actually has a title. Artist Brian Aggeler calls his quirky take on Department life *Lying in State*. His latest comic creation is on page 43. Also, if you're viewing this issue online, be sure to check out the multimedia features in several of our stories and columns. The magazine staff worked with the Bureau of International Information Programs to incorporate videos about two recently appointed ambassadors into our updated *Appointments* section (pg. 38).

We will include similar multimedia features in future editions as part of a continuing effort to provide added value through the online publication. We look forward to hearing your feedback as we work to improve *State Magazine*, the Department's flagship publication.



Happy New Year's,  
Isaac D. Pacheco



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### Background

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### Deadlines

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## HR Notes:

### Help Your Staff Develop Their Skills

There are many ways that we, as leaders, are called upon to help our staffs. We provide encouragement, coaching, support, training and, when appropriate, decision-making. Another way we help is by providing honest, constructive feedback. Winston Churchill said, "I am always ready to learn, although I do not always like being taught." The same is true for most of us, but that doesn't take away the need to develop our people by helping them further their strengths and counter their weaknesses.

Our performance evaluation system is designed to do just that. In a few short months we will be writing Employee Evaluation Reports on most of our Foreign Service colleagues. If you supervise Foreign Service employees, you should think now about the messages you will want to communicate.

As part of our performance evaluation process we are obliged to counsel our staff members at least twice every year, and write up at least one of those counseling sessions on the appropriate form. By now most of our managers have already completed at least one of those counseling sessions, but for those who have not yet written up a counseling session, the next few weeks are an excellent time to do so. Schedule at least a 30-minute, one-on-one review session with each of your staff members, solicit their views of their performance and share with them your own perspective. Discuss what areas they need to work on to advance their careers, and write those up as potential areas for improvement. When done properly, performance feedback becomes a valuable tool for the supervisor and can contribute hugely to an employee's life skills.

Perhaps you remember a time during your life when someone said something to you that helped you become better at something. Performance evaluation is not meant to be confrontational. The skilled provision of honest and intelligent feedback, a skill that is honed by practice, helps our staff members develop their own skills. There is no higher calling for a supervisor.

### NASA and State

Thank you for the engaging article on the ties between NASA and State in the July-August issue. The article missed one close tie, namely that an astronaut was once on full-time duty with State.

Lee Morin, my son, was seconded by NASA and served as deputy assistant secretary for Health, Space and Science in the Bureau of Oceans, Environment and Science in 2004-05. He is still with NASA and looks back on his year at State as a gratifying and enjoyable experience.

**Laurent "Lonnie" Morin**  
*Retired Foreign Service officer*  
Charlotte, N.C.

### Consular Kudos

Since my 33-year Foreign Service career concentrated in consular affairs, I take pleasure in anything consular seen in *State Magazine's* pages. In the October issue I was delighted with the letter from Tony Weir commending the consular staff at the U.S. Embassy in Zagreb. I will wager that the consular officers there endeavor to provide similar excellence in everything they do, and that they are probably surprised when they are thanked so publicly. Too often good consular service goes unrecognized.

I also noted the herculean efforts of the nonimmigrant visa staff in São Paulo to keep up with mounting demand. I only hope that their efforts to keep beating past records in daily issuances do not eclipse the need for vigilance in applying immigration law, one of our nation's barriers against those who would do us harm.

**Robert W. "Bill" Maule**  
*Retired Foreign Service officer*  
Poulsbo, Wash.

### UK, Not England

In the Foreign Service we need to be culturally sensitive, so I was disappointed to see that in *State Magazine* (November) you made reference to "England's royal newlyweds." Our Scottish, Welsh and Northern Ireland contacts would be dismayed. Proper reference should be to the United Kingdom.

**Julie R. Moyes**  
*Counselor for Public Affairs*  
U.S. Embassy, The Hague

## Corrections

**Dec. 2011, pg. 8** – The story omits the Foreign Service Institute as the organization which developed the online course on Development in Diplomacy and Foreign Policy. FSI developed this course with assistance from USAID.

**Dec. 2011, pg. 32** – The story omits an article that would have made the sentence correctly read that CA/VO/P is a crucial part of the larger CA Visa Services Directorate team.

**Dec. 2011, pg. 34** – The bottom picture's caption incorrectly identified the subject. The picture is of visa specialist Ana Greene.

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## Embassy Monitors Tunisian Elections

Just as Tunisia was the first “Arab Spring” country to topple its dictator, it was also the first to hold free and transparent elections, in October. In keeping with U.S. support for Tunisia’s transition to democracy, more than 50 volunteers from the U.S. Embassy in Tunis formed 16 teams and fanned out across the country on election day. They visited polling centers and gathered firsthand information about this historic event.

The embassy trained the volunteer observers in collaboration with the National Democratic Institute, International Republican Institute and International Foundation for Electoral Systems. In addition to the teams in the field, mission volunteers staffed a control room that was open for 18 hours to track, synthesize and transmit election day information in real time to Washington, D.C.

In support of the reporting effort, the embassy’s information resource management team created an interactive online reporting template, which can be used by embassy election observation efforts around the world. The application included an interactive map of Tunisia, broken down by governorate, and visually displayed by color code election-related problems reported by observers.

The regional security office used the template to ensure that the observation teams were safely accounted for, the political/economic office used it to convert team reporting into timely cables and situational reports, and the Operations Center used it to remotely track the latest election day developments.

The election observation application was built in-house in less than two weeks. A Washington-based official said, “We fully intend to hold this up as an example to other NEA posts which will be covering elections in the coming months.” More information about the election is available online at [tunis.state.gov/elections](http://tunis.state.gov/elections).



**Clockwise from top:** International and domestic observers gather with Tunisian poll workers at a polling station in Tunis; Commercial Assistant Hanen Ltifi displays her inked finger after voting in her first democratic election; long lines of citizens wait to vote at a polling station in a Tunis neighborhood. *Photos by Isabel Rioja-Scott*





## 50th Anniversary of Diplomatic Reception Rooms

Gathered with the event's master of ceremonies, NBC correspondent Andrea Mitchell, far left, are former Secretaries of State, from right, Henry Kissinger, Madeleine Albright and Colin Powell, and current Secretary Hillary Rodham Clinton.

*Photo by Chris Stump*

Former Secretaries of State Henry Kissinger, Madeleine Albright and Colin Powell, and family members of former Secretaries Lawrence Eagleburger and Warren Christopher joined Secretary of State Hillary Rodham Clinton and more than 200 guests in October to celebrate the 50th anniversary of the Diplomatic Reception Rooms and the successful completion of the \$20 million Patrons of Diplomacy initiative.

The initiative was established in 2010 to create a source of permanent funding for the 42 Diplomatic Reception Rooms on the seventh and eighth floors of the Harry S Truman Building. The Secretary uses the rooms to welcome world leaders and foreign dignitaries, conduct diplomatic meetings and host official luncheons and events. No taxpayer dollars can be used to maintain the rooms or their art and furnishings, a collection of more than 5,000 historic objects valued at \$100 million.

Chief of Protocol Capricia Penavic Marshall and Diplomatic Reception Rooms Curator Marcee Craighill led the effort to create the permanent endowment for the rooms. Secretary Clinton and the former Secretaries of State served as honorary chairpersons.

The initiative exceeded its goal, raising \$20.3 million, of which \$18 million will be used for preservation of the rooms and collection and \$2.3 million will be used for new programs to educate people worldwide about the rooms, U.S. diplomacy and the country's heritage.

"We all want to be good stewards of our capacity to pass on to those who come after [us] the opportunity to use these rooms and to be part of the history that they represent," said Secretary Clinton. "So, for all of that, we are each deeply grateful to you, the Patrons of Diplomacy."

The anniversary celebration included a ribbon-cutting with members of the original Endowment Fund, led by Chair Jane Sloat Ritchie and Treasurer Albert Small, who underwrote the redesign of the eighth-floor terrace, including its pavers, walls, seating, trees, landscaping, lighting and water features. A dedication wall there honors the 67 Secretaries of State and the Endowment Fund. Another wall honors Patrons of Diplomacy donors, including Ewa and Dan Abraham, who created a special endowment for the terrace's care.

"Thanks to the generosity of the Endowment Fund and individual donors, we're now able to make greater use of one of the best outdoor spaces, with clearly the most amazing views in Washington," said Secretary Clinton.

Opera singer Jessye Norman performed, and Benjamin Franklin, portrayed by Ford's Theatre actor Harry Winter, welcomed guests. NBC Chief Foreign Affairs Correspondent Andrea Mitchell served as master of ceremonies. The former Secretaries shared memories of their time in office and personal reflections on the Diplomatic Reception Rooms.

## Tandem Couple Competes in Timor-Leste Bike Race

Information Management Officer Meredith Hiemstra and Regional Security Officer Jan Hiemstra, a tandem couple stationed in Dili, Timor-Leste, recently participated in a six-day, 360-mile mountain bike race through the remotest parts of Asia's newest country. They prepared with more than 2,000 miles of training rides over nine months, and competed with 450 riders from 21 nations in the third annual Tour de Timor, in which riders climb 6,000-foot mountain ranges and wind through rice paddies, coffee plantations and rural villages.

One long ascent involved 25- to 30-degree inclines across contorted, baked clay. After eight hours of slogging the Hiemstras made it, burning more than 4,000 calories on some of the steep climbs.

"My wife and I set ourselves a humble goal of finishing each stage together and avoiding the dreaded sag wagon," Jan said, referring to the vehicle that follows the last racers to pick up slower riders and broken bicycles. "We were able to meet our goal and then some, with an overall finish in the top third."

On the final 62-mile leg returning to Dili on day six of the ride, crowds lined the streets and cheered "Go America" when they saw the couple's worn stars-and-stripes jerseys. When they passed the U.S. Embassy, Ambassador Judith Fergin and the staff energetically waved American flags and held banners.



The Hiemstras are ready at the start of the 360-mile Tour de Timor.  
*Photo by Greg Hinds*

"Sure, it was tough, especially having to fix broken bikes on isolated trails, negotiate steep hills and hold on for dear life on the descents," Jan said. "That aside, it really gave Meredith and me a unique opportunity to see Timor-Leste and meet their hospitable people, up close, and away from the capital city of Dili."

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## HR Shares Vision of Work-Life Balance

The Work Life Division of the Bureau of Human Resources' Office of Employee Relations oversees employee programs such as telework, flexible work schedules, travel and leave, and the resource and referral service Information Quest. In October, the division shared information on the Department's work-life balance programs and wellness initiatives with more than 50 representatives from 10 foreign affairs agencies.

At the Interagency Roundtable at Main State were representatives of HR's Family Liaison Office, Work Life Division Chief Judy Ikels and members of her staff. Ikels said promoting work-life balance involves communication between employees and their supervisors, and that a good program provides as many supports as possible and promotes access to them.

Ikels said that, "if managers and supervisors are unfamiliar with or reluctant to use these tools, everyone suffers."

The 2010 Telework Act, for example, encourages telework to improve employee effectiveness and productivity, but requires flexible thinking and clear guidance. The Department has 11,472 employees in telework-eligible positions, but only 2,949 (26 percent) are teleworking.

In federal government employee satisfaction surveys, the State Department consistently ranks among the top 10 agencies. Ikels said that's because of its culture of policies and programs that support work-life balance. The Department offers alternate work schedules, leave without pay, family member leave and voluntary leave transfer. It also offers Information Quest, a resources and referral program for health and wellness inquiries, childcare and eldercare resources and basic legal services at discounted rates.

A representative of the Office of Medical Services described a new employee wellness program, the Personal Empowerment Plan, which offers tailored materials, interactive seminars and activities to improve eating habits and increase physical activity. The Department is the first federal agency with a cafeteria contract stipulating that the vendor must follow the USDA's 2010 Dietary Guidelines for America.



Judy Ikels, left, speaks of some of her office's successes at a roundtable meeting in October co-hosted by the Family Liaison Office.  
*Photo by Kevin Casey*





**Top:** Baked goodies await sweet-toothed buyers. **Bottom:** PDAS Kirby, left, congratulates winner Alicia Davis.  
Photos by Isaac D. Pacheco

# Baking for a Cause

The Office of Consular Systems and Technology (CA/CST) helped make the holiday season a little brighter for those in need by coordinating and hosting a cupcake bake-off in the Harry S Truman Building Nov. 17. More than a dozen offices from various bureaus participated in the bake sale, which raised money for the Combined Federal Campaign.

A distinguished panel of judges including Principal Deputy Assistant Secretary for Consular Affairs Michael D. Kirby and representatives from the bureaus of Human Resources and International Narcotics and Law Enforcement Affairs rated the entries according to taste, appearance and overall representation

[Click here to see a video from the event](#)

of the theme, "Peace on Earth." Sales of the treats fetched a combined total of \$2,833.25. Alicia Davis (European and Eurasian Affairs) placed first in the competition; Dan Christenson (East Asian and Pacific Affairs) second; and Cynthia Andrews (Legislative Affairs) third.

## WINNING RECIPE



### Red Velvet Chocolate Cupcakes

- 2-1/2 cups cake flour
- 1 teaspoon salt
- 1/4 cup cocoa powder
- 1-1/2 cups sugar
- 1-1/2 cups canola oil
- 2 large eggs
- 1/4 cup red food coloring
- 1 teaspoon pure vanilla extract
- 1 cup buttermilk
- 1-1/2 teaspoons baking soda
- 2 teaspoons white vinegar

1. In a medium bowl, whisk together flour, salt and cocoa; set aside.
2. Combine sugar and oil, and beat on medium speed until well combined. Add eggs, one at a time, beating well after each. Add food coloring and vanilla, and beat until well combined. Add flour mixture, alternating with buttermilk.
3. In a small bowl, mix baking soda and vinegar. Add to batter, and beat for 10 seconds.
4. Pour batter into 24 cupcake liners. Bake in a 350 degree oven for 20 to 23 minutes.

### Cream Cheese Frosting

- 1 (8 ounce) package cream cheese, softened
  - 1 cup butter, softened
  - 1 lb confectioners' sugar
  - 2 teaspoons vanilla extract
- Mix together the cream cheese and butter until creamy. Add the vanilla, then gradually stir in the confectioners' sugar.



# Gaining Win-Win Results Using Mediation

The Office of Civil Rights received 257 complaints of alleged discrimination in 2010, resulting in 133 formal complaints. This represents a slight increase from previous years. The good news is that the number of cases settled through mediation is also on the rise. Upon examination or formal investigation, we found most of these situations were not violations of civil rights, but they were something. “Something” has included poor communication, untimely performance feedback and disparate expectations between subordinate and supervisor.

It is that “something” that mediation is intended to address.

Mediation is a form of Alternative Dispute Resolution, or ADR. It involves talking the problems out, listening to each other and reaching a solution that is fair and workable and that all parties feel addresses the underlying issues with the help of two mediators or third-party neutrals.

We strongly favor ADR and win-win solutions to an arduous legal process. However, before we can get to a mediated solution, managers have to overcome their natural response of surprise, fear, hurt and anger upon learning that they have been named as the responsible management official—the RMO—in an Equal Employment Opportunity case. Productive solutions have been created when managers overcome their initial emotional response and sit down with our mediators and the complainant to seek a solution at the earliest possible stage of a conflict.

Engaging in mediation is never an admission of guilt. Resolution does not mean one person is taken to the woodshed, and the other walks off with a bag full of cash. The book *Getting to Yes, Negotiating Agreement Without Giving In* by Roger Fisher and William Ury is a management classic on skillful negotiation. The organizational benefits of mediation are enormous: shorter time to reach resolution so that everyone can get back to work; fewer bruised feelings; and an inexpensive price tag compared with formal investigations, court time and the complainant’s lost personnel hours spent in the formal legal process.

When supervisors and managers are named as RMOs in mediation, harassment or discrimination complaints, they should keep these things in mind:

- Don’t take it personally. All EEO complaints are filed against the agency (in particular, the head of the agency in his or her official capacity), not the RMO. The “don’t get mad, get even” reflex should instead be “when you are mad, listen to the other person intently to understand the problem.” You don’t have to agree, but you do need to understand their point of view.

- Do more listening than talking. A person’s most urgent need is to be heard. A manager’s willingness to actively listen demonstrates concern and desire to hear the employee’s concerns, and often, the simple act of listening goes a long way to help in resolving issues in the workplace.
- Be prepared to discuss alternatives. Although the disputing party may come to the table with a laundry list of remedies to resolve his or her complaint, it does not necessarily mean the agency will agree to everything on their list. Think outside of the box to propose creative solutions, such as providing leave, training or developmental assignments.
- Keep it confidential. Under most circumstances, the law requires parties to keep any mediation communications confidential. Discussing the mediation outside the presence of the mediator creates the unintended risk of making the manager vulnerable to a reprisal claim.

Negotiation and mediation are essential elements in managerial competency. The Foreign Service Institute conducts courses to develop mediation skills: PT214 Managing Conflict Productively, PT253 Negotiation Skills for Managers and PT 256 Effective Feedback Skills. By all means, pick up *Getting to Yes* by Fisher and Ury.

Let’s keep our eyes on the ball. Mediation, achieving a win-win, works in diplomacy, family... and with people.

A handwritten signature in black ink that reads "John M. Robinson".

John M. Robinson  
Office of Civil Rights



**Left:** Contractor Jonathan Wuneberger's artwork graces a wall surrounded by some of the DS agents participating in Embassy Baghdad's games. **Above:** ARSO James Ulin had, with a partner, two minutes to knock out as many 24-inch box jumps as possible as part of Embassy Kabul's games. *Department of State photos*

# The Tough Get Going

Athletes face down physical challenges // *By DS Public Affairs*

When the competitively inclined need a break, they often seek out physical challenges, as recently happened at the U.S. missions in Iraq and Afghanistan.

At the U.S. Embassy in Baghdad, 80 runners pitted themselves against concrete mountains and other obstacles in the post's inaugural Seitz-Sullivan Memorial Urbanathlon. At the U.S. Embassy in Kabul, athletes from the United Kingdom, Australia, Canada, Romania, France and Iceland responded to the post's invitation to engage in some fast and heavy lifting in the 2011 Mission Afghanistan Games.

Both competitions commemorated departed friends and colleagues. The Baghdad event honored the memory of Diplomatic Security Special Agents Ed Seitz and Steve 'Sully' Sullivan, who lost their lives while serving in Iraq. Seitz, a 16-year DS veteran, was killed Oct. 24, 2004, in a mortar attack at Camp Victory. Sullivan died Sept. 19, 2005, in a terrorist attack on his motorcade in Mosul. Both posthumously received the Department of State's Thomas Jefferson Star.

The Urbanathlon's 80 runners, climbers and crawlers raced five kilometers across, through, over and under the most challenging assemblage of cars and concrete that the embassy could arrange. Entrants clambered over bunkers and shipping containers and in and out of vehicles, dived through windows, climbed stairs and traversed monkey bars.

"I never expected such a challenging event; it was awesome and a real test to finish," said Facility Manager Mark T. Schroepfel. Participants, volunteers and spectators agreed.

Marine detachment commander Gunnery Sergeant Christopher Taylor beat all competitors with a time of 35 minutes, ahead of runners from the regional security office (RSO).

"The entire RSO group of agents came together on the final kilometer in solidarity and crossed the finish line as a group with a time of 1:06:24," said James D. Combs, acting senior regional director for the U.S. Embassy in Baghdad. "It was a fantastic event and a fitting tribute to the lives of the men who gave so much."

Proceeds from a T-shirt sale benefited the Diplomatic Security Foundation. Combs said the embassy community is eager to for Urbanathlon II in 2012.

The Afghanistan games were organized by 30 embassy volunteers and drew 20 teams of 40 competitors. U.S. military service members, NATO colleagues and U.S. civilians

were paired in what co-organizer Matt Glass called three grueling workouts that tested their strength, stamina and mental toughness. The games included "Ego Check," the awful-sounding "Hindu Kush Lung Krusher" and the main event, titled "38" in remembrance of the 38 Americans and Afghans killed Aug. 6, 2011, when their helicopter was shot down by insurgents in Parwan Province. In "38," the two-person teams completed seven physical exercises involving 38 repetitions each.

"They ended the day exhausted, but with a great sense of accomplishment and camaraderie as the community cheered the winners who collected their medals," said Assistant Regional Security Officer and co-organizer Chris Gruber.

"Civilian and military joint efforts define our achievements in Afghanistan. Without cooperation we will not succeed," he added. "We wanted to highlight the importance of our one-team, one-fight mentality in our games. Our coalition partners were especially excited at the invitation to come to the U.S. embassy."

ARSO Courtney Glass and Army Sergeant Lia Wright of the International Security Assistance Force (ISAF) Joint Command teamed to win the Women's Division. Navy Chief Petty Officer Marcus Leseberg and French contractor Olivier Guengian, also of the ISAF Joint Command, won in the Men's "Scaled" Division. Army Major Robert Craig of ISAF headquarters and Army Sergeant 1st Class Ricky Irvin of the Joint Command won the final workout and the Men's "RX" Division. ■



Overflowing crowds pack an A3D event at which the U.S. Navy's 7th Fleet Band performed.

# America in 3D

Embassy Manila blazes new route for road shows

*Story and photos by Joe Tordella, assistant cultural affairs officer, U.S. Embassy in Manila*

Mission-wide road shows are gaining popularity as vehicles for direct public outreach to the community. U.S. Ambassador to the Philippines Harry K. Thomas Jr. challenged the U.S. Embassy in Manila's public affairs section to coordinate a road show that drew on his experience leading "America Week" while U.S. ambassador in Bangladesh.

The result is a technically expansive, impactful, dynamic program called "America in 3D: A Road Show in Diplomacy, Development and Defense." Known as "A3D" within the embassy, the program takes representatives of the embassy's more than 30 sections and agencies on the road throughout the Philippines several times a year. It involves American cultural performances, community service projects, sports clinics, an American auto show, American food and wine samplings and informational exhibits. U.S. military personnel also participate, answering questions about U.S. security assistance and posing for pictures with visitors.

The embassy's program differs from other road shows in the scale of engagement and the public-private partnerships supporting it. The three A3Ds held in fiscal year 2011 drew between 450,000 and 600,000 Filipinos and reached millions more through nationwide print and broadcast media.

Most of the 50 participating embassy staff engage with visitors at five "interaction points," semi-enclosed areas organized by how foreign audiences think about engaging with the United States: visiting, studying, doing business, receiving services and partnering via development and security assistance programs. The interaction points operate 11 to 12 hours per day, with staff answering questions and demonstrating online resources via laptops connected to large screens. The connections made during road shows are sustained using exchange programs, online resources and social media.

The Bureau of Public Diplomacy and

Public Affairs' Fund for Innovation in Public Diplomacy provided seed money for the first A3D in March 2011. Another \$450,000 has come through public-private partnerships with American companies, including hotels and airlines that see A3D as way to strengthen positive impressions of the United States and associate themselves with a vastly popular program. The effort to recruit corporate partners received support from the Office of the Legal Advisor, Office of Private Sector Outreach in the Bureau of Educational and Cultural Affairs and public diplomacy desk in the Bureau of East Asian and Pacific Affairs.

The Manila public affairs section learned that successfully negotiating public-private partnerships requires a pitch based on the interests and goals of the private sector partners and their key decision makers. This involves research and the ability to articulate why a partnership makes sense for the company. Other of the public affairs section's



**Above:** Ambassador Harry K. Thomas Jr. meets Filipino veterans of World War II, who enthusiastically participated in an A3D program connecting them with young American and Filipino service members. **Below:** The staff of an Interaction Point demonstrates the ways to remain in touch with the U.S. government online.



tips for negotiating such partnerships include:

- Schedule the pitch for when you can engage all the key decision makers and build a negotiating team involving colleagues of the right rank from the right sections to get the proposal in front of the right people.
- Ask for the full partnership you want, but leave open the possibility of a lower-level collaboration. Guidelines for soliciting partnerships are in 2 FAM 962.

In fiscal year 2012, Embassy Manila will take A3D to three new cities and experiment with new ways to advertise the event, increase audience size and add technologies that can enhance engagement.

Archived videos and photographs of previous A3Ds are available at Embassy Manila's Facebook page. Lessons learned and a how-to guide are on the Innovation Fund's SharePoint site on the Department's Intranet. ■

## America in 3D: By the Numbers

- 3 A3Ds in FY 2011; 3 anticipated in FY 2012
- 450,000–600,000 engaged during each A3D
- Millions reached through nationwide print and broadcast media exposure
- 36 hours of programming from the main stage
- 50–60 programs occurring over three days, most involving the ambassador's participation
- \$450,000 in financial and in-kind partnerships in FY 2011
- 11 cents: cost per person reached through direct engagement during A3D, from the portion of the budget paid out of mission funds (the portion not covered by partnerships);
- 50 embassy officers and staff who travel with each A3D supported by many more back at the embassy



Left: Khurshed Alam, left, and wife Sunzida Beg share a smile. Below: Alam receives a going-away gift from well-wishers.

Photo courtesy of Khurshed Alam

# Adventurous Duo

Married couple splits time between Kabul and Baghdad  
*By Venki Ramchandran, assistant general services officer,  
 U.S. Embassy in Dhaka*

For Foreign Service American families these days, it's rare that both dad and mom serve at posts in Afghanistan, Iraq or Pakistan while their children stay with other family members. It is rarer still for third-country nationals to be doing this. But that is exactly what Khurshed Alam and his wife, Sunzida Beg, are doing.

Until recently, they both worked at the U.S. Embassy in Dhaka, Bangladesh. Alam, the warehouse manager, had just completed 19 years with the embassy, and Beg had been working with USAID for 15 years. Today, Beg is in Kabul with USAID, while Alam is managing warehouses in Baghdad.

But how did these people become a couple, and what would compel them to disrupt years of tranquil living with family and friends in their hometown to serve in disparate locations?

"I knew I was going to marry him the moment I saw him," Beg said of Alam, whom she met in the corridor within a month of her 1996 arrival. She and Alam, who had joined the U.S. Embassy in Dhaka in 1991, were married in 1997. Then, in November 2010, Beg saw an ad for a USAID position in Kabul and something about it attracted her.

"I mentioned it to Khurshed and he encouraged me to apply," she said.

Neither thought anything would come of it, but she got an e-mail inviting her to a test and interview. She had not wanted to get her hopes up, but what seemed like a distant dream suddenly began to feel real. Alam said his family was very supportive; everyone was excited that Beg might get the job.

When he was asked whether her new position made him jealous, Alam vigorously defended his wife's decision to serve in Kabul.

"Oh, no! But it did motivate me to apply as well, when I saw an ad for a warehouse position in Baghdad in March," he said.

"We asked ourselves what to do if we both got it, although I did not think there was even a remote chance of that happening," said Alam. "One, at least, would be good enough."

Alam and Beg were lucky to have a fantastic support structure for their children. Their son Navid, 11, and daughter Maliha, 7, have never lacked for encouragement, surrounded as they are by a doting grandmother, an affectionate aunt and two cousins who are always available to play with. Alam and Beg said this eased their decision when the offers came.

"We are doing all this for our children," Alam said. "We were a little concerned about their psychological development, being away from both parents, but they have Sunzida's mother and sister, not to mention their cousins. And of course, it is good for them to face challenges in life."

Beg says she is grateful to the embassy for the opportunity.

"We have had a great career, and now we are being given this opportunity to get a global exposure," she said. "We see it as some sort of a ladder for our future. I always knew Khurshed was very good at his work and I am so happy for him. As for me, my husband has been very supportive, and it is only because of him I have been able to achieve all this." Out of earshot of his wife, Alam demurred, "Actually, she is better than me at nearly everything." ■



Photo by Joel D'Costa

# PR Man

Ambassador takes part in personnel recovery exercise  
By Ambassador Charles Ray, U.S. Embassy in Harare, Zimbabwe

For most people, “PR” means public relations. But for employees of the Bureau of Diplomatic Security, PR is personnel recovery, one of the most important government functions in an emergency.

Personnel recovery includes preparation, training, recovery and reintegration of military or civilian government employees who come into harm’s way overseas. It can involve rescuing downed pilots or other military personnel who become isolated behind hostile lines or evacuating American nationals when the situation in a country becomes untenable. In today’s increasingly dangerous world, all State Department employees should be aware of its scope and complexity.

The Department of Defense holds periodic exercises in Arizona and New Mexico to improve its capability to conduct PR operations in noncombat environments. The Angel Thunder exercise primarily involves Air Force and Army units, but also foreign search and rescue units; employees of U.S. agencies, such as the Department of State and USAID; local governments; and private organizations.

I participated in Angel Thunder 2011, conducted aboard Davis-Monthan Air Force Base in Arizona and involving training areas in Arizona and New Mexico. I found the experience rewarding, both personally and

professionally. Its scenario involved a simulated military deployment to a mythical country in response to a State Department request for assistance during a humanitarian crisis.

The first week of the two-week exercise involved units operating under chief of mission control; the second week involved more traditional operations conducted under a combatant commander’s authority. I played the role of ambassador in the hypothetical country, and I helped the military participants learn to better function in a highly charged foreign environment under chief of mission control.

This was my second time participating in Angel Thunder. In 2008, while serving as deputy assistant secretary of Defense for POW/Missing Personnel Affairs, I also played the role of ambassador in a similar hypothetical crisis.

Angel Thunder 2011 was far more sophisticated since the military has incorporated lessons learned from its relief work following the Haiti earthquake and Hurricane Katrina, and is refining its performance in nontraditional military environments. This exercise included Army helicopter units and foreign military forces, including Canadian C-130 crews, Singaporean Chinooks, Swedish search dog teams and personnel from Colombia, France and several other nations.

On the civilian side, participating organizations included USAID, the U.S. Forest Service, DEA, University of Arizona Medical Center and police department, Scottsdale Osborn Hospital and Pima County, Ariz., fire and police departments.

Participants ferried rescued disaster victims to local medical facilities by ambulance and HH-60 helicopters, which landed on UAMC’s rooftop helipad. The hospital tested and refined its ability to control patient flow in mass-casualty situations, and integrated exercise simulated casualties among its more than 400 real patients.

The exercise’s military planners said they appreciated my injection of real-world political and diplomatic issues that might not have otherwise been considered.

I not only gained a better understanding of what the military can and can’t do to assist State Department posts, but had a great time, too. Sitting in the outboard seat of a Blackhawk helicopter, zipping along several thousand feet above the mountains and desert of Arizona, was more exciting than a roller coaster ride. I had a bit of trouble negotiating my way down a rock-covered hill early in the morning near Phoenix, but managed to do it without embarrassing myself. In a crisis, you get through the rough terrain.

My one regret was that my schedule didn’t permit staying for the second week, which was held in Playa, N.M., a former mining town that is now an urban operations training area for police and military units. In 2008, I did attend the second week and saw firsthand how military units conduct urban rescue and recovery operations. Watching the Air Force para-rescue specialists, known as Guardian Angels, drop from helicopters on ropes and parachute from C-130s while A-10 Warthog jets provided cover, showed me the great flexibility and capability of our military forces in carrying out the toughest operations.

The words “Angel Thunder” might have the ring of divine retribution, but this exercise is not about war; it’s about saving lives. It makes real the motto of military search and rescue: “That others might live, and return home with honor.” ■



The author, center, stands with two emergency medical technicians from a local private ambulance service that participated in the exercise.

Photo by Paul Miller

# MADAGASCAR

## Post IDs Americans' Needs

By Jane K. Gamble, consular section chief,  
U.S. Embassy in Antananarivo, Madagascar

Madagascar's divergent geography and exotic isolation attract travelers but challenge the ability of the U.S. Embassy in Antananarivo to deliver American Citizens Services (ACS).

In 2010, approximately 2,000 tourists came to see what is rich and strange about this fourth-largest island in the world. However, visiting Americans often face unexpected realities, like poverty, eroding infrastructure and escalating crime. They may also underestimate physical challenges associated with heat, altitude, ocean currents or dangers of remote areas. It can take days to travel several hundred kilometers, communication is unreliable and political instability can lead to civil unrest.

Given the hazards, the post's consular section recently launched an island-wide ACS outreach to secure the "consular safety net." Staffers connected with local police to identify crime trends, visited rural health-care facilities to assess the availability of emergency treatment and met with local wardens to discuss their concerns and strengthen bonds. As consular section chief, I spoke with American researchers and students, consulted with national park officials, identified new wardens and reached out to international nongovernmental organizations and corporations operating in Madagascar.

"This is the first large-scale effort to make important contacts and see for ourselves the challenges visitors face," said Consular Assistant Hery Ramahefason. "I believe this will make an important difference the next time we are called to help an American in distress."

Consular staff visited destinations frequented by Americans, generally national parks and larger towns, and sought to create an ACS emergency database of contacts ranging from police officials to hotel owners, park authorities and clinic directors. We distributed dozens of embassy business cards so people will know how to contact the consular section if an American needs help. Through such efforts, we sent a clear message: Protecting Americans in Madagascar is our highest priority.

The United States does not recognize the Madagascar regime, which seized power in a 2009 coup d'état, but is the largest bilateral donor, providing approximately \$85 million in humanitarian assistance in 2011, primarily through food and health programs managed by USAID.

Everywhere we visited, local officials received us with respect and gratitude. The attentive treatment included a tour of a large mining operation and an all-hands reception by the gendarmerie in Fort Dauphin. During the outreach, we also worked to expand the embassy's local connections.



The author meets with the head of the gendarmerie in Tôlanaro, Florento Chateaubriand Razafindramiaraka.  
Photo by Hery Ramahefason





Photo by Jane K. Gamble



Photo by David Lelder



Photo by Hery Ramahefason

**Clockwise from above:** A cart travels the Avenue of the Baobab in Western Madagascar; from left, Peace Corp Volunteer Mike Westendorp, Consular Assistant Hery Ramahefason and the author tour a project site in Ranomafana National Park; the author meets with Dr. Theodore Randrianarisoa at the Lutheran Hospital in Antananarivo.

During a visit to a health clinic in Morondava, the director asked us to send them a Peace Corps volunteer to help teach their employees English. We passed along the request to the Peace Corps director. Everywhere we went, people spoke highly of the good work Peace Corps volunteers do in Madagascar.

In Toliara, the consular assistant and I met with the district warden, who also runs an English language lab, and offered to have the embassy public affairs section send books and materials to the lab. I also passed to the embassy a community's feedback on a recent public diplomacy effort to promote Malagasy musicians and gathered information from law enforcement officials and

others to strengthen the embassy's security.

We learned that the local gendarmerie regularly send armed officers to the nation's most visited national park to protect tourists from an aggressive local tribe, and made a note for the Country Specific Information update. We also learned from park officials that illegal gold prospecting poses a security risk at Ranomafana National Park and provided the information to an American exchange-student program in the area.

Having seen firsthand the lack of quality healthcare throughout the island, consular staff briefed the embassy health practitioner and asked the embassy to update its newcomers' information packet.

"This is the sort of communication we need to better protect our American population and be prepared in an emergency," said Patricia Baxer, the embassy's Foreign Service health practitioner.

Embassy Antananarivo believes these efforts to strengthen the consular safety net will help prepare them for the next disaster, be it a tropical cyclone or military coup. The exchange of relevant information helps U.S. citizens take full advantage of the embassy's limited resources for in-country travel and gain greater insight into the complexities of this vast, isolated island, which is wracked with poverty and corruption but also brimming with hope and adventure. ■



# Consulate Preparation Key to Pan Am Games Success



*By Aaron Foley, consular assistant,  
U.S. Consulate General in Guadalajara*

Locally Employed Staff member Toni Beltran, left, and acting ACS Chief Nathan Hara, center, provide American Citizens Services contact information to mayoral assistant Marco Antonio Gonzalez Ortiz during a visit to Estadio de Beisbol in Lagos de Moreno.

*Photo by Aaron Foley*

With approximately 650 U.S. athletes and thousands of U.S. tourists expected in Guadalajara, Mexico, and the nearby cities of Chapala, Ciudad Guzmán, Lagos de Moreno, Puerto Vallarta and Tapalpa, the U.S. Consulate General in Guadalajara undertook extraordinary efforts to ensure the availability of swift and decisive consular support during the 2011 Pan American Games, held Oct. 14-30.

Post preparations began in October 2010, and included providing Consular Task Force Basics training (conducted by Entry Level Officer Monica Colmenares), identifying gaps in emergency supplies, updating the Emergency Action Plan and cross-training nonimmigrant visa (NIV) officers and local staff in passport enrollment, application acceptance and adjudication. The effort was led by ELOs Robin Cromer, Eugenia Davis and Suzanne Wong.

In June, Davis coordinated a Crisis Management Exercise in which the post tested its response capabilities in the face of a hypothetical bomb attack in tourist-heavy Puerto Vallarta. It was the first time the post held a tabletop exercise for the Emergency Action Committee in conjunction with a consular section simulation.

“The Pan Am Games in Guadalajara and surrounding cities brought a large number of U.S. citizens into our consular district for several weeks,” said Davis. “To prepare, we provided training so that our staff would be capable of providing normal consular services and any emergency services required.”

As the games began, Cromer and NIV Chief Teri Keas visited the post’s consular agency in Puerto Vallarta, delivering much-needed emergency supplies and meeting U.S. athletes and games volunteers. The post maintained a presence for the duration of events in Vallarta to assist the consular agency with the expected increase in U.S. tourists.

The Organizing Committee of the Pan American Games selected one of the consulate’s local staff members, Esperanza Salazar, as the personal attaché to Lawrence F. Probst III, president of the U.S. Olympic Committee (USOC). Salazar provided logistical support including the coordination of all of Probst’s travel.

“It was an honor to work with Mr. Probst and the USOC team during the Pan American Games,” said Salazar, whose contacts with the Mexican organizers ensured that the logistics ran smoothly.

Wong and acting American Citizen Services (ACS) Chief Nathan Hara led an outreach campaign to surrounding cities that were also hosting events. The ACS teams discussed preparations for the games and provided brochures with ACS emergency contact information.

“Because many of the outlying venues were places we had never done outreach, we wanted local officials to be familiar with the services we offer to U.S. citizens,” said Hara.

As the first week’s events concluded, Hara, Wong and ELO Timothy



Entry-level officers Robin Cromer, left, and Suzanne Wong, far right, catalog supplies at the post’s Alternate Command Center. **Below:** The gold, silver and bronze medalists celebrate after the men’s vault event of the artistic gymnastics competition during the 2011 Pan American Games in Guadalajara.

Photo by Aaron Foley



Cornis Photo

Dunaway conducted a press conference and discussed the American perception of security in Mexico and the games’ impact on Americans in the region. There were no reported crimes against American tourists during the two-week event.

“The complexity of putting on an event like this, with more athletes than the Olympic Games, was mind boggling,” said Consul General Daniel Keller. “Security for the games was good—some 11,000 police and military—without being oppressive.”

The 2011 Pan American Games are over, but the post’s consular staff remains busy. The facilities and infrastructure used for the games, for instance, have already been put to their next use, in the 2011 Parapan American Games for athletes with physical disabilities, which took place Nov. 12-20.

“We are glad the games concluded without necessitating emergency or additional consular services, but we were prepared for a wide range of responses and possibilities,” said Wong. ■

# Public Affairs Bureau Goes Global

*By the Public Affairs Bureau*

When the Secretary of State travels to Asia, the Public Affairs Bureau's East Asia and Pacific Hub Director Scott Weinhold and his video team are there too, shooting video, facilitating interviews, and amplifying the Secretary's messages. When Department Spokesperson Toria Nuland takes the podium in Washington to address violence in Syria, political reform in Egypt or the end of the Qaddafi regime in Libya, the regional hub director in Dubai, Jennifer Rasamimanana, is entering the studio of a pan-Arab television network to echo her words in Arabic. After the March 11 earthquake, tsunami and resulting nuclear disaster devastated Japan, the Public Affairs Bureau deployed crisis communications specialists to the Department's task force and to Embassy Tokyo to help manage the message and ensure

timely media monitoring and analysis for Washington policy makers.

As international media evolve and as crises unfold, PA can communicate instantaneously with the world. Throughout the past year, the bureau has strengthened its capacity domestically and upped its game internationally, ensuring that the State Department has the right people, resources and knowledge to execute 21st century statecraft. The Department's six regional media hubs are integral to those efforts, echoing the message of the President and the Secretary in real time, often in the local language.

"Fly Away Support Team" members can respond to a crisis within hours. Communicating to the public, foreign and domestic, via traditional and new media is a vital component of any crisis management

plan. 2011 saw unprecedented uprisings in the Middle East and a natural disaster of tremendous proportions strike Japan. PA responded with resources and personnel to work alongside embassy and USAID colleagues and military counterparts to help communicate the U.S. response. In Tripoli, for instance, Leslie Phillips, PA's Director of Crisis Response, accompanied the DCM and political officer to be the first diplomatic boots back on the ground there. Under difficult living conditions and with very limited resources, she established communications with the wide range of international press in Tripoli, conducted a media tour of the damaged embassy facilities to show the world the dangers diplomats face, and executed several media engagements for the visit of Assistant Secretary of State for Near Eastern Affairs Jeffrey Feltman.



Acting Assistant Secretary for Public Affairs Mike Hammer is interviewed at the New York Foreign Press Center, one of the two U.S.-based centers providing a platform for Department officials to inform foreign journalists of breaking issues and key policies.  
*Photo by Jonathan Wyatt*

State Department messages fly across cyberspace in Arabic, Urdu, Spanish, French, Portuguese, Chinese, Russian, Hindi and Farsi via Twitter, Facebook and other platforms. The latest U.S. policy positions are available to the Department's nearly 200,000 Twitter followers, almost instantaneously, tweeted in English and nine foreign languages. Followers are delighted when their comments and questions are answered by the State Department.

From a studio on the second floor of Main State, senior Department officials hold virtual press conferences, called LiveAtState, with journalists and bloggers from Benghazi to Beijing, who ask real-time, on-the-record questions on the most pressing foreign policy issues. These journalists, new media gurus, and up-and-coming bloggers may never have a chance to interact face-to-face with a senior American official, but through technology, their bylines are getting front page coverage.

PA disseminates video over the Web, fiber optic networks and satellite to U.S. posts and broadcasters worldwide, giving them real-time access to Department speeches and events. All of this is done in addition to the bureau's usual daily press work and its mission of communicating timely and accurate information, and furthering U.S. foreign policy and national security by broadening international understanding of American policy and values.

Regional media hubs in Brussels, Dubai, London, Miami, Pretoria and Tokyo are literal extensions of the State Department's briefing room, broadcast service and digital strategy center, but are nimble and focused on each region's needs. For example, PA team members at hubs in Dubai and London serve as U.S. Arabic-language spokespersons, advocating on behalf of the U.S.

government on Arab television and radio programs in fluent Arabic. While Dubai and London hub officers spend their time in front of the cameras, the East Asia and the Pacific hub director spends much of his time behind them, producing content for broadcasters and preparing U.S. officials for interviews in Tokyo's television studio or when they travel to regional events throughout Asia.

The bureau's expanded range of platforms and its 24-7 operations mean that State principals have truly global reach. Acting Assistant Secretary for Public Affairs Mike Hammer can engage journalists across Latin America in Spanish via the Miami Hub; Deputy Spokesperson

Dubai Media Hub Director Jennifer Rasamimanana is interviewed in Arabic.



An interview by CNN's Jill Dougherty with Assistant Secretary Feltman was one of several facilitated by PA's director of Crisis Response while in Tripoli. Photo by Leslie Phillips

Mark Toner can engage in French with African journalists via the Pretoria Hub; and Farsi Spokesperson Alan Eyre can engage in Farsi with diaspora or other Farsi-language media via the London Hub.

Natural disasters, civil unrest and revolutions can happen anywhere at any time. The Department can't always predict the outcome, but it can, with PA's help, influence how the world views the U.S. response and policy priorities. PA is constantly adapting to a rapidly changing international media environment, seeking new and better ways to engage audiences around the world and ensuring that U.S. policies are accurately reported and clearly understood. ■

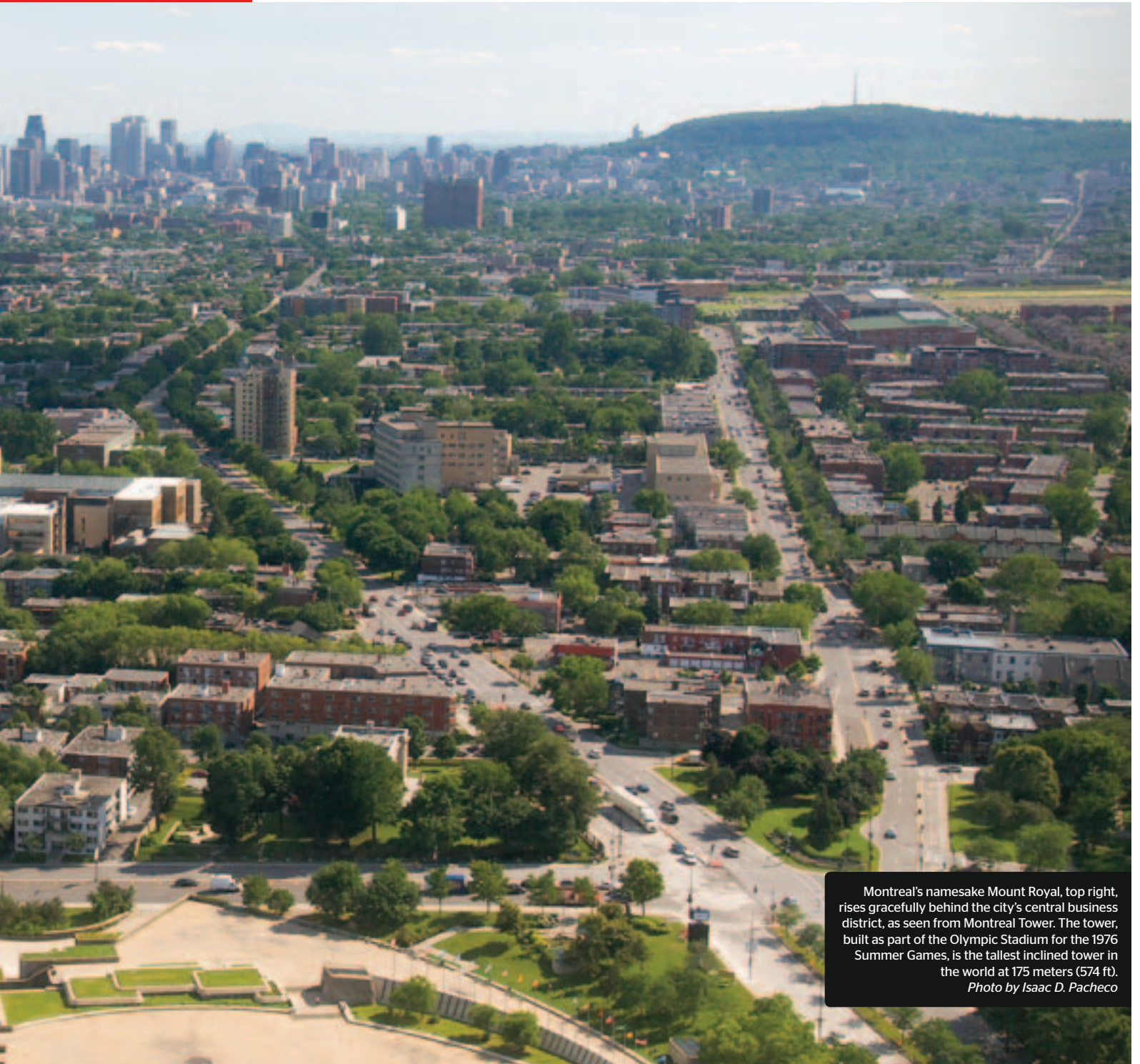


## 'Hip' city thrives on innovation and creativity

*Story by Peter Martin, Alana Garellek and Kelly Erhard*



# Montreal



Montreal's namesake Mount Royal, top right, rises gracefully behind the city's central business district, as seen from Montreal Tower. The tower, built as part of the Olympic Stadium for the 1976 Summer Games, is the tallest inclined tower in the world at 175 meters (574 ft).

*Photo by Isaac D. Pacheco*



Clockwise from above: With flowers in bloom, Montreal's summers are always colorful; The Biosphere, designed by Buckminster Fuller, was the U.S. pavilion at the 1967 World's Fair and is now a center for environmental action and education; Valerie Ducasse and Leo Landaeta are Locally Employed Staff members at the consulate.  
*Photos courtesy of the U.S. Embassy in Montreal*

About an hour's drive from the U.S. northern border lies one of the most culturally vibrant and dynamic cities in the world:

# Montreal

the metropolis of Francophone North America. Serving at the U.S. Consulate General there means engaging with a young, diverse population, contributing to a thriving trade relationship, and understanding how the United States and Canada work to keep their common border secure.

Montreal is largely bilingual, and blends the style of continental Europe with a distinct North American flavor. The consular district borders Maine, New Hampshire, Vermont and New York, and lies between Ottawa and Quebec City.





## Economic Partner

The United States and Canada enjoy the largest bilateral trade relationship in the world, indeed the largest such relationship in the history of the world, with trade and services totaling more than half a trillion dollars a year or about \$1.5 billion a day. That's larger than U.S. trade with Japan, Germany, the United Kingdom and South Korea combined. Two-way trade in goods with Quebec alone accounts for more than \$72 billion a year, placing it ahead of all but a handful of nations among our most important commercial partners.

Founded in 1645 on a large island at the last navigable stretch of the mighty St. Lawrence River, Montreal got its start as a warehousing area and market for the fur trade. Today, the Port of Montreal stretches some 15 miles along the St. Lawrence and handles more than a million container units and tens of millions of tons of bulk cargo every year, half of it in transit to or from the United States. Montreal is also a major road and railway hub, as well as the point of entry for the locks and canals of the St. Lawrence Seaway, which allows ships to travel all the way to Chicago.

Although many people think of mining, lumber and maple syrup as traditional Quebec exports, the province's economy today is driven by several high-tech manufacturing and innovation industries, the most important of which is aerospace. Montreal ranks third behind only Seattle and Toulouse as a world center for the design and production of commercial aircraft. Appropriately

enough, the international treaty governing civil aviation worldwide is called the Montreal Protocol, and the U.N. agency that oversees it, the International Civil Aviation Organization (ICAO), is in Montreal. The U.S. Mission to ICAO is downtown, a few blocks away from the U.S. Consulate General.

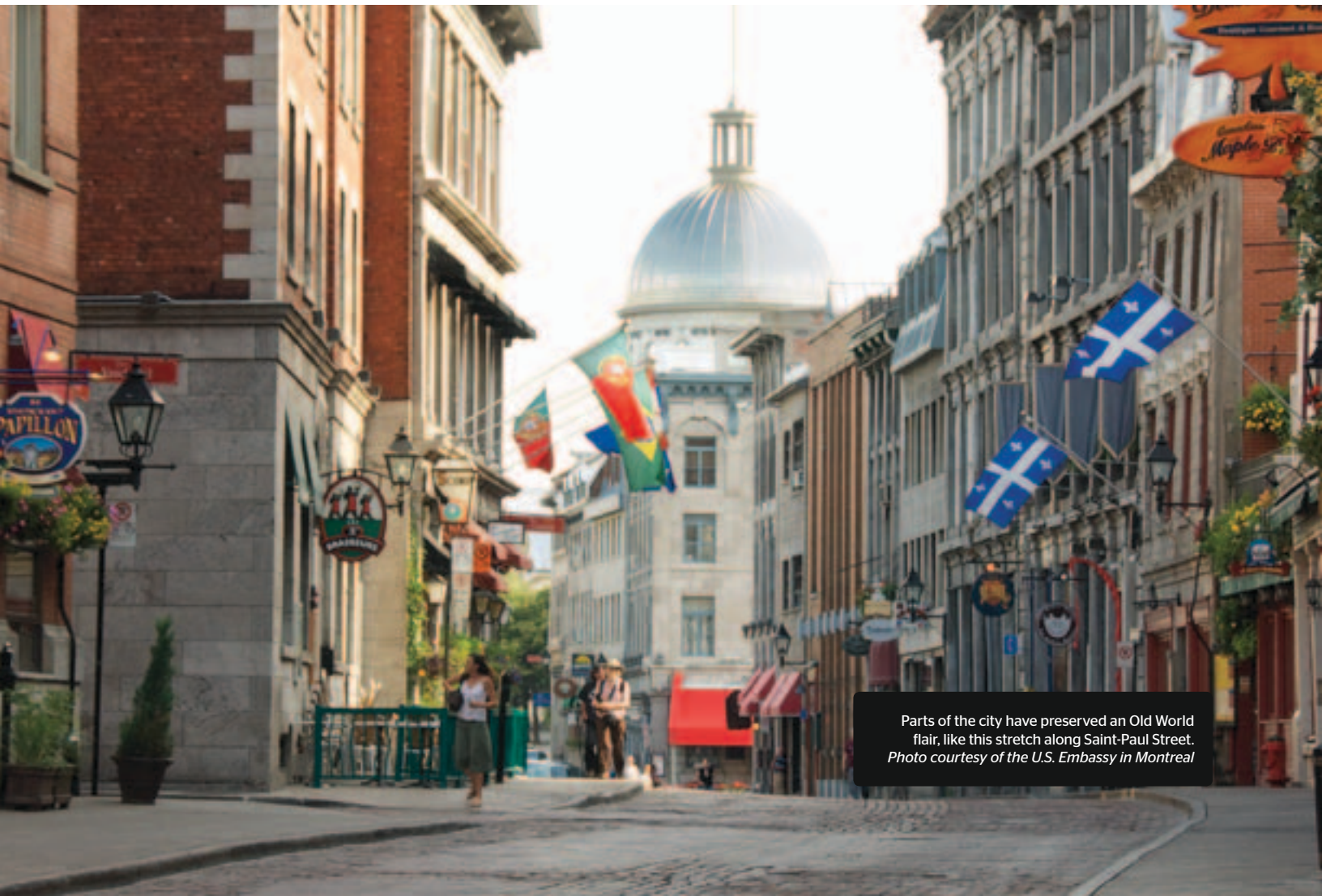
Energy is also high on the bilateral agenda, as Canada is the number-one foreign supplier to the United States of oil, natural gas and electricity.

## Intellectual Center

Montreal is an academic and intellectual city. It is home to four major universities and, after Boston, has one of the highest concentrations of postsecondary students in North America. The city's relatively large population of young people gives it a hip edge and contributes to its reputation for innovation and creativity. Students who stay on after graduation have fueled rapid growth in information technology, gaming and software, biomedical research, media and other industries.

Modern Montreal is a multicultural metropolis. Twenty percent of its citizens do not speak English or French as their first language. Almost a third of the city's population was born outside Canada, and approximately 50,000 newcomers arrive every year. There are

Montreal ranks third behind only Seattle and Toulouse as a world center for the design and production of commercial aircraft.



Parts of the city have preserved an Old World flair, like this stretch along Saint-Paul Street. Photo courtesy of the U.S. Embassy in Montreal



## Post of the Month

well-established Italian, Greek, Lebanese, Chinese, Haitian, Latin American and North and West African communities. The city also boasts a vibrant and growing Muslim community, as well as a large Jewish population.

Montreal is a city of festivals, and just about anything one can think of is celebrated at some time or other during the year, including jazz, humor, cinema, fireworks, fashion, circus arts, cycling and beer. But ice hockey stands out as the city's passion. Montrealers of all backgrounds are fiercely proud of their town's claim to be the birthplace of hockey. Montreal's Canadiens have won a record 24 Stanley Cups in just over 100 years.

More than 100 American and Canadian employees from a broad spectrum of federal agencies work at the U.S. Consulate General, the U.S. Mission to ICAO and Customs and Immigration's pre-clearance facilities at Montreal's Trudeau Airport. At least 20,000 American citizens live in Montreal, and about a million more use

24 land "ports," several seaports and international airports across Canada every day to cross the border for work and pleasure.

### Consular Services

The consular section provides consular services to American citizens as well as Canadian and third-country visa applicants. Canadian citizens are

generally exempt from nonimmigrant visa requirements, but Montreal's consular officers interview some 15,000 applicants from 159 countries every year. Additionally, all immigrant visa processing in Canada is centralized in Montreal, which annually handles more than 7,000 cases.

U.S. law enforcement officers work closely with their Canadian counterparts to secure the border. The U.S. Foreign Commercial Service has offices within the consulate, reflecting the importance of bilateral cooperation on trade. The post's officers also cover politics, economics and public affairs.

Personnel assigned to Montreal typically live in apartments in the city center or a short metro ride away. The post is attractive for families, singles and couples. The consulate community is close and holds holiday parties and dinners, gatherings for new arrivals, kids' events and excursions to museum exhibits and festivals. Canada's train network offers free Wi-Fi and provides easy connections with other major cities. U.S. college towns such as Plattsburgh, N.Y., and Burlington, Vt., are short drives away.

Montreal is a fantastic posting for anyone seeking proximity to the United States, a fast pace matched by great quality of life and a complex social, economic and regional political scene that fascinates at every turn. ■

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*Peter Martin is the former public affairs officer, and the other authors are former interns at the U.S. Consulate General in Montreal.*

Ice hockey stands out as the city's passion. Montrealers of all backgrounds are fiercely proud of their town's claim to be the birthplace of hockey.



Harlem Globetrotter Kenny Rodriguez shares his ball-handling skills with a young fan during the team's visit to Montreal organized by the consulate.

*Photo courtesy of the U.S. Embassy in Montreal*



Photo by Isaac D. Pacheco



Creative Commons photo by Artirudh Kaul

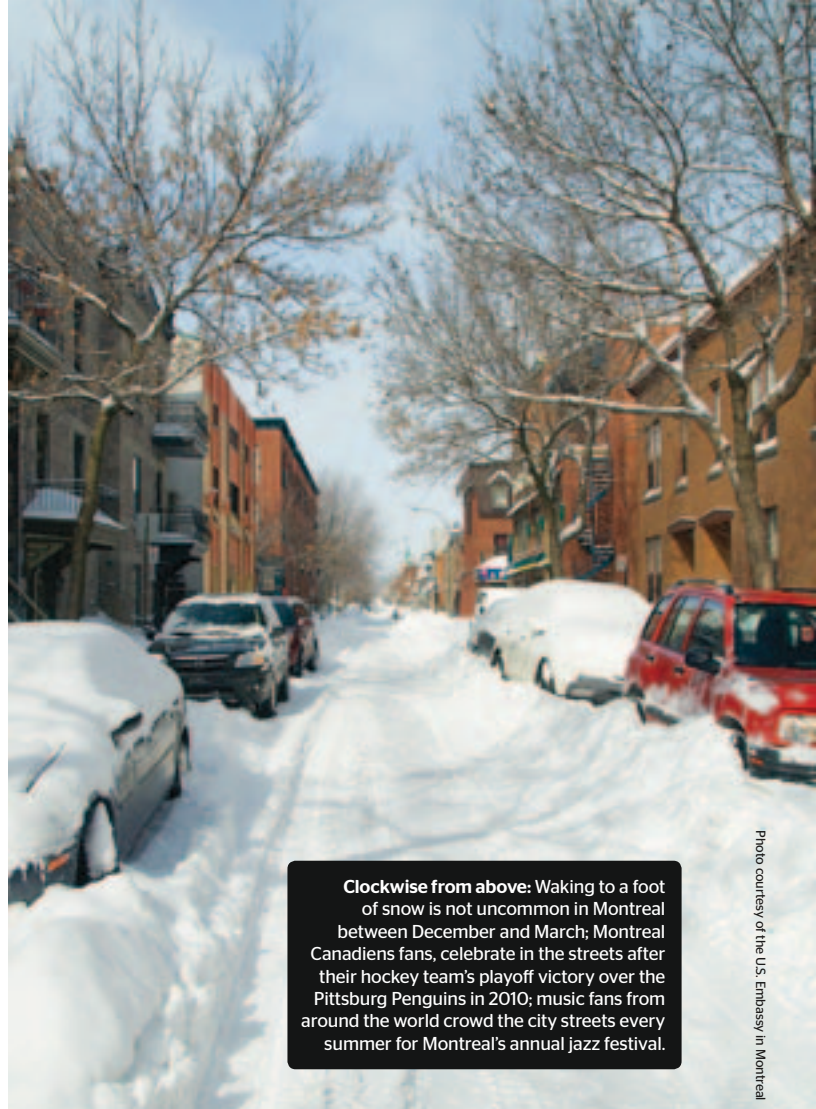


Photo courtesy of the US Embassy in Montreal

**Clockwise from above:** Walking to a foot of snow is not uncommon in Montreal between December and March; Montreal Canadiens fans, celebrate in the streets after their hockey team's playoff victory over the Pittsburgh Penguins in 2010; music fans from around the world crowd the city streets every summer for Montreal's annual jazz festival.



## At a Glance Canada

**Capital:** Ottawa

**Government type:** A parliamentary democracy, a federation and a constitutional monarchy

**Area:** 9.9 million sq. km.

**Comparative area:** Slightly larger than the United States

**Population:** 34 million

**Official languages:** English and French

**GDP - per capita:** \$39,400

**Export commodities:** Motor vehicles and parts, industrial machinery, aircraft and telecommunications equipment

**Export partners:** United States and United Kingdom

**Import commodities:** Machinery and equipment, motor vehicles and parts, crude oil and chemicals

**Import partners:** United States, China and Mexico

**Currency:** Canadian dollar (CAD)

**Internet country code:** .ca

Source: Country Background Notes



**Office of the Month**



Office Promotes Global State, Local and Subnational Engagement  
*By Mary Pensabene, public affairs specialist, Bureau of Public Affairs*

Convinced that the time had come to build relationships with elected leaders and officials below the national level in countries worldwide, Secretary of State Hillary Rodham Clinton created the Office of the Special Representative for Global Intergovernmental Affairs (S/SRGIA) in January 2010. The office implements the Secretary's view that foreign policy and diplomacy go beyond engagement with national governmental leaders and extend to a wide range of new actors, organizations and individuals around the world.

A stylized graphic of a bridge with two tall blue pillars and a dark blue arch. The bridge is set against a dark blue background with several yellow circles of varying sizes scattered around it, resembling stars or lights. The bridge spans across a dark blue horizontal band.

# Building Bridges

## Office of the Month



Photo by Ed Warner

**Above:** Office Administrator Jenet Redfern, right, discusses travel plans with one of the office's two deputy directors, Rhonda Binda. **Below:** Secretary Clinton administers the oath of office to Special Representative Reta Jo Lewis in May 2010.



File Photo

Special Representative for Global Intergovernmental Affairs Reta Jo Lewis (Office of the Secretary) has a background in the private sector, national and local government, having served as Director of Business Outreach on the Obama-Biden Transition Team; U.S. Chamber of Commerce Vice President and Counselor to the President; Chief of Staff in one of the District of Columbia's largest agencies, the Department of Public Works; and Special Assistant for Political Affairs at the Clinton White House.

The Global Intergovernmental Affairs Office's Deputy Directors Rhonda Binda and Steve Diminuco focus on policy and communications, and partnerships with trade associations and operations, respectively. The seven-member office staff includes three global intergovernmental liaisons and two foreign affairs officers who liaise with U.S. and global state and local leaders and their trade associations, and handle outreach to leaders on climate change and sustainability, consular and tribal issues. These officers work closely with the African, East Asian and Pacific, South and Central Asian, and Western Hemisphere Bureaus and our Missions abroad.

Lewis began her tenure with the Department by working to build and enhance relationships between state and local leaders and their foreign counterparts around the world. She has led diverse initiatives to create opportunities for peer-to-peer engagement of global officials below the national level, such as by facilitating U.S. state and local elected officials' engagement with their subnational-level counterparts. The office also supports U.S. country-strategic dialogues and assists Department regional bureaus in promoting meetings between subnational officials and their U.S. counterparts.

From the outset, Lewis' strategy of building partnerships with subnational leaders sought to create a multiplier effect. She believes "there is no limit to the possibilities arising from long-lasting partnerships based on common goals."

Since its creation, S/SRGIA has established linkages that have promoted mutual global engagement and developed strategic alliances with the academic community and private sector to further state-to-state engagement. For instance, the office has supported the establishment of the National Association of Counties' International Committee, a U.S. Conference of Mayors' resolution to enhance U.S. mayors' international partnerships, and the revitalization of the International Committee of the National Conference of State Legislators.

There also has been a significant rise in the number of state-to-state and city-to-city trade missions as well as an increase in agreements between U.S. local entities and their international counterparts, particularly in Asia, Africa and the Western Hemisphere.

The U.S.-China Agreement to Support Subnational Cooperation is but one example of the office's ability to promote global engagement with state and local leaders. During Chinese President Hu's U.S. visit in January 2011, the United States and China endorsed the initiative to strengthen U.S.-China subnational cooperation. Secretary Clinton and Chinese Foreign Minister Yang also signed a Memorandum of Understanding (MOU) to establish a U.S.-China Governors Forum (the forum) to promote subnational cooperation. The forum's inaugural meeting was co-convened by the National Governors Association (NGA) and the Chinese People's Association for Friendship with Foreign Countries (CPAFFC) in Salt Lake City in July 2011, 2011.

Special Representative Lewis led the State Department delegation, which included representatives from the Bureaus of East Asian and Pacific Affairs (EAP) and Economic, Energy and Business Affairs (EEB), and officials from the U.S. Embassy in Beijing, White House and Department of Commerce. Twenty four U.S. governors and four Chinese provincial leaders took part in the forum and two-day meeting and discussed trade and investment, energy, the environment, agriculture and education issues. Utah Governor Gary Herbert and Qinghai Province Governor Luo also signed the Utah-Qinghai Ecopartnership, a three-year action plan supported by Secretary Clinton at a May 2011 signing ceremony. The Salt Lake City forum also resulted in over 20 MOUs, including one setting up a reciprocal forum that involved the visit by six U.S. and territory governors to Beijing last October. The office, working with Embassy Beijing and EAP, developed with their Chinese counterparts a coordinated, robust strategy for subnational engagement. Embassy Beijing engaged with Lewis last year in her travels throughout nine provinces in China to meet with provincial leaders. The office's work with Embassy Beijing is just one example of its strong coordination with U.S. Missions.

At the Beijing forum, Lewis, Under Secretary Robert Hormats, Embassy Beijing and interagency colleagues worked in conjunction with the NGA, the collective voice of U.S. governors, and CPAFFC to support peer-to-peer discussions between U.S. governors and Chinese provincial leaders. The forum provided an invaluable opportunity to discuss numerous substantive issues and new economic opportunities.

Engagement between U.S. states and those in India represent another of the office's initiatives to promote state-to-state engagement. Following the 2011 U.S.-India Strategic Dialogue and Secretary Clinton's visit to Chennai where she met with Chief Minister J. Jayalalitha, Lewis traveled throughout India during the summer of 2011,



During a teleconference, office staff members, from left, Morgan Whitney, Steve Diminuco and Luis Alvarez listen to a point raised by the author.

*Photo by Ed Warner*

promoting U.S.-India state-to-state engagement. Working with Embassy New Delhi, she traveled to several cities in the Indian states of Assam, Orissa, Andhra Pradesh, Tamil Nadu, Kerala and Maharashtra, and New Delhi to meet with chief ministers, mayors, business and academic communities.

Similarly in South Africa, the office has helped forge local government partnerships. Lewis traveled to Durban in 2011 for the South African Local Government Association (SALGA) National Conference and to witness the signing of a MOU between SALGA and the National League of Cities (NLC) that promotes their subnational collaboration geared around capacity building in the areas of governance, sustainability, municipal finance, economic and community development. Early this year, the National League of Cities will host South African mayors during its annual U.S. conference where they will continue collaboration and participate in the NLC Leadership Academy.

Also, during President Obama's March 2010 state visit to Brazil, President Obama and President Dilma Rousseff noted the

recent signing of a MOU to foster enhanced cooperation and exchange of best practices in advance of Brazil's hosting a series of major international sporting events, including the 2014 FIFA soccer World Cup and the 2016 Summer Olympics. In furtherance of that subnational cooperation, the office has hosted several visits to the United States by Brazilian state and local leaders.

In leveraging these state-to-state partnerships, the office utilizes a whole of government approach, not only working closely within the State Department, but also with the Departments of Agriculture, Commerce, and Energy, the Export-Import Bank, and the Overseas Private Investment Corporation. Among the office's outreach tools are the use of social media, the Connector electronic newsletter and the Global Engage4ment Series, a periodic foreign policy forum for state, city and local elected officials.

Lewis firmly believes that "Subnational leaders at home and abroad share many of the same challenges and opportunities and are grappling with the same issues and are constantly working on creating a better business environment to make their respective states and provinces more competitive on a global business level; thus creating opportunities for peers to partner across nations at the local level." As the Office of Global Intergovernmental Affairs moves forward in 2012, it will continue to use its platform to seek opportunities to broaden and deepen U.S. bilateral ties. ■



Secretary Clinton and Chinese Foreign Minister Yang Jiechi sign a Memorandum of Understanding on establishment of the U.S.-China Governors Forum to promote subnational cooperation one year ago this month.

*File photo*

# Forum at Fifty

Instructional magazine is idea-sharing venue  
By Tom Glass, assistant editor, English Teaching Forum

Few government publications have brought together ideas from as diverse and widespread an audience as has *English Teaching Forum*, a quarterly publication of the Bureau of Educational and Cultural Affairs. The magazine, which marks its 50th anniversary this year, is a conduit for the exchange of teaching ideas and experiences, and fosters a shared understanding of American culture.

More than 3,060 articles by some 2,750 authors from 139 countries have appeared in *Forum's* pages since it made its debut in 1963. Articles remain relevant long after their publication date.

The magazine brings together the worldwide community of English teachers. Retired Regional English Language Officer (RELO) Richard Boyum described *Forum* as a journal “of the English teacher, by the English teacher and for the English teacher.”

Editor-in-Chief Max Koller vividly recalls the first time she came across *Forum*, more than 20 years ago. “I was teaching English as a Peace Corps volunteer in Mauritania,” she said. “I had no books, a broken blackboard and no chalk.” But she did have copies of *Forum*, and she used the ideas in it to create lessons for her classes at the University of Nouakchott.

Whether or not teachers have other resources available, they find that *Forum* provides a welcome feeling of connection and support. Office of English Language Programs Materials Branch Chief Rick Rosenberg believes that nurturing the sense of belonging is one reason for *Forum's* sustained popularity over five decades.

“*Forum* serves as a community of practice,” said Rosenberg. “It’s a place for teachers to share ideas and get inspired.”

RELO David Fay agrees. “I’ve often heard comments about how *Forum* helps teachers stay connected,” he said. “They all like the fact that other teachers have written the articles. I suppose they see themselves in the articles.”

Because of this connection, the name *Forum* resonates with a wide and sometimes hard-to-reach audience as a public diplomacy outreach tool.

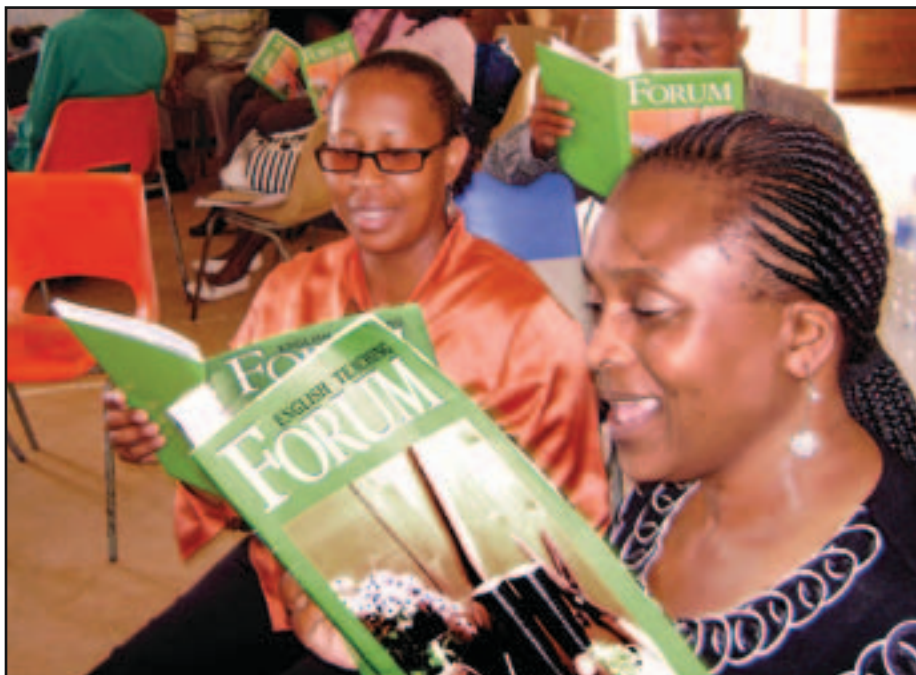
“Teachers around the world, in some of the most obscure places, recognize the *Forum* brand,” said Craig Dicker, Programs Branch chief in the Office of English Language Programs.

Teachers also look forward to reconnecting with *Forum*. Rosenberg said he recently met an English teacher in Amman, Jordan, who had been receiving *Forum* since 1986 and had not gotten the latest issue. “He was upset!” Rosenberg recalls.

Nearly 90,000 copies of each issue of *Forum* are distributed by U.S. embassies in more than 125 countries, often as a gift to teachers at workshops, conferences or American Corners. The magazine has been available online since 1994 (past issues are at [Forum.state.gov](http://Forum.state.gov)), and its Facebook page has a steady stream of new fans.

Worldwide, *Forum* has a range of uses.

“In Chile, there is a large network of English teachers who form their own networks and meet on a monthly basis,” said RELO Lisa Morgan.



English-language educators use *English Teaching Forum* at a training session in Ga-Kgapane, South Africa.  
Photo by Collen Shipalana

“These networks look forward to receiving the newest *Forum* because they structure their meetings around it.”

According to Christina Chandler, former English Language Officer at the U.S. Mission in Iraq, teachers at a teacher-training program in Ramadi read *Forum* and eagerly used the articles for discussions of new vocabulary, usage, linguistics and practical teaching ideas. At the end of the program, teachers asked for more editions of the magazine.

Through its feature articles on American culture, *Forum* provides a window on the American lifestyle. According to Damon Anderson, a RELO and former *Forum* editor, the magazine presented cultural information about the U.S. that the teachers might not otherwise have access to, in a very engaging and useful manner.

Fay and Boyum also believe *Forum* builds respect for English teachers.

“I have heard people say ‘I’m just an English teacher,’” said Boyum. “Once I heard that, and I had a copy of *Forum* handy. I opened it up and showed a couple of great articles, written by ‘just’ English teachers, and pointed out that those authors were having an impact on tens of thousands of English teachers around the world who were helping students master a skill that would better their lives. Is that the work of ‘just’ an English teacher?”

It is too late to order the first 2012 issue of *Forum*, but posts can order the rest of this year’s anniversary issues by emailing Global Publishing Solutions’ Orders Desk at [orders@gps.state.gov](mailto:orders@gps.state.gov). They can be sure that each issue will find a much appreciated home in a library or English department, and that readers will find something useful and interesting, no matter where they teach. ■



# Mentoring Boom

Dual programs help range of employees

By Carmen Hills, student program analyst, Office of Information Programs and Services

The Civil Service Mentoring Program was the brainchild of former Department employee Laura Sells, who noticed an absence of formal mentoring programs for Civil Service employees. After participating in the Executive Potential Program, she created a framework for the program, and in 2002 it began a one-year pilot test.

It has since grown by leaps and bounds. The program's first year included 24 mentor pairs, and today there are approximately 1,000 total participants. The program has been extended to overseas posts, the Charleston (S.C.) Financial Center and Bureau of Consular Affairs units across the country. Overseas employees and contractors receive situational mentoring, involving a more structured experience, from more than 435 mentors.

The Foreign Service Mentoring program has been in existence since 1994. The result of personnel reforms in the early 1990s, the voluntary program facilitates the entry of career candidates into Foreign Service culture by pairing them with more-senior level Foreign Service members.

According to program coordinator Elliott Harris, the program's policy and procedures incorporate employee-specific career development and progression, as well as performance management elements.

The Foreign Service Mentoring Program, in which most bureaus participate, now extends beyond Washington, D.C., to entry-level Foreign Service professionals posted abroad. The program includes mentors and mentees

from many racial, religious and national backgrounds, according to Bureau of Human Resources statistics.

The Civil Service Mentoring Program is similarly diverse, involving employees from every bureau. Overlap in the programs—Foreign Service mentors work with Civil Service employees—increases understanding between the two communities.

My personal mentoring story began when I attended a Department-sponsored diversity outreach program on Capitol Hill. I met the person who would become my mentor and began a journey that would include informational interviews, career exploration and encouragement. I'm a graduate student in the Department's Student Career Entry Program, which prepares college students for Civil Service careers, and I've found that being mentored has positively affected my life both personally and professionally.

Many mentees are young and at the beginning of their Department careers, while others are seasoned employees seeking career development and advancement or opportunities to learn more about the Department.

"There seems to be a misconception among some circles that the mentoring program is only for young people," said participant Sara Collins. "Everyone, regardless of age, race, sex, disability and job category, can benefit from the program."

Mentors and mentees are paired after completing a questionnaire about their interests. The program's coordinators say

that the number of participants seeking mentors who are similar to them has declined. Increasingly, participants see the value of having a mentor from a different background. Mentoring relationships can also form out of preexisting relationships.

"Being paired with [someone] of a different gender and race gave me an opportunity to learn new things from a different perspective and see the similarities we all share," said N'Mah Keita, who was a program analyst in the Administration Bureau's Office of Information, Programs and Services.

"My mentor and I developed a caring, sharing and helping relationship with a focus on the enhancement of my career growth and skill development," said Keita, now a program analyst with the Department of Homeland Security. "My mentor guided me in my career decisions, provided valuable information and was also a support system during my ups and downs at work," she added, noting that she still maintains a mentoring relationship despite her job change.

James Wall said his mentor helped by suggesting that he volunteer for additional work assignments and projects to gain more experience.

"I followed her advice, and when I interviewed for my current position, the interview panel was particularly interested in one of the projects I worked on and asked me several questions about it," he said. "I believe the experience I gained from working on those additional projects helped me land this new position."

Sue Beffel, who coordinates Civil Service mentoring in the Office of Civil Service Human Resource Management, said she wants to reach out to the Department's sexual and ethnic affinity groups to ensure the program is representative of the entire organization. Beffel said most mentors are seeking ways to give back to the Department or society generally and to positively influence mentees' careers.

"Mentees report receiving emotional support from their mentor, who acts as a sounding board and encourages them to take on new challenges in their current jobs or beyond," she said.

"For those who have advanced to the senior levels in the Foreign Service or Civil Service, these programs provide an opportunity to extend a hand back to younger professionals and share their experiences and guidance in order to succeed at State," added Foreign Service officer Elizabeth Williams. ■



The author, right, meets with her mentor, Alan Lang, director of the Office of Global and Functional Affairs.  
Photo by Tiyi McCorvey



# FSI's Forebear

## The Incredible History of Arlington Hall

*By John Elliott, consular officer, U.S. Consulate General in Rio de Janeiro*

The sand-colored brick colonial façade of the Old Main building at the George P. Shultz National Foreign Affairs Training Center in Arlington, Va., offers scant clues to its past. For most Department employees, the imposing structure once known as Arlington Hall is simply a Foreign Service Institute annex containing classrooms, offices and the School of Leadership and Management. Few today know that for nearly 40 years Arlington Hall stood at the center of U.S. military intelligence and code breaking.

Constructed in 1927 in the midst of 100 wooded acres, the building began as a classroom and dormitory for a finishing school that served hundreds of young ladies throughout the following decade. But the Great Depression delivered hard times, and the college struggled to retain students and pay its faculty. In 1942, with World War II well under way, the students moved out and the Army moved in. Arlington Hall Station (AHS), as the former campus came to be known, became a top-security locus for code development and code breaking.

The columned main school building was dubbed HQ, or simply Building 1. A secure perimeter fence was erected, and the construction of new facilities began almost immediately, including two sprawling,

single-story structures, buildings A and B. Barracks popped up and the deans' cottages were converted into officers' quarters. The smallest and most secretive branch of the armed services, the Signals Intelligence Service, quickly ramped up to a furious pace at AHS. In less than a year the Army had nearly 800 officers and enlisted troops and 2,300 civilians working on intercepted Axis messages.

Just as in pre-war days, women far outnumbered men. Bright, enthusiastic women were recruited from across the nation for their organizational and language capabilities, granted high-level security clearances and put to work alongside the smaller, uniformed contingents of the Women's Army and Auxiliary Corps. An Army report issued at the end of the war stated, "It was proven over and over again that women were far better equipped than men for the routine but detailed work."

The most urgent task after Pearl Harbor was to crack the Imperial Japanese military and diplomatic message codes, to prevent further preemptive attacks. The cryptanalysts' successes have since been widely recognized as helping hasten Allied victory and include uncovering evidence of Hitler's plans to invade Russia. Meanwhile, the Army

code-makers of what was now called the Signal Security Agency also created powerful codes for military communications.

By the end of World War II in 1945, AHS employed 5,700 civilians and more than 200 military personnel. Soon after, the facility's code-breaking competence was employed for the nascent Cold War, revealing a sophisticated Soviet intelligence operation in the United States. But the other side also had successes. Soviet spy Kim Philby was able to access AHS, betraying sensitive intelligence such as information on U.S. nuclear weapons research and development.

In 1952, AHS was placed under the National Security Agency and later the Army Security Agency, which also oversaw nuclear weapons testing. In the late 1980s, with the Cold War over, the Department of Defense decided AHS was no longer required for intelligence work. In 1993, the State Department established its Foreign Affairs Training Center on much of the site.

I entered the Foreign Service in early 2011 with an Army military intelligence background, but was unaware of the pivotal intelligence role AHS had played. Old Main was extensively remodeled in 1993, and most vestiges of its Army past disappeared. Today, most of those working or studying at FSI know about the important history only from a small plaque in the main entrance that recognizes the anonymous communications heroes of AHS.

One of them was my mother, it turned out. She spent nearly two years as an Army code-breaker during WWII, having sought the job when her brother was shot down in his B-17 over Europe. After I

informed her that my diplomatic, consular and language training would take place somewhere in Arlington, she wrote me to ask if I might investigate if any of the AHS buildings she recalled were still standing.

I was astounded to discover that the AHS she knew was now the very FSI where I was training to be a Foreign Service officer. In addition to the main building, I found three other structures from AHS days, the gym and two cottages that are now offices.

From then on, any classes or meetings in what was once Arlington Hall took on a special meaning. I was touched to imagine my mother working there or walking down some of the same flagstone paths I observed.

In the letters my mother wrote to her parents from 1943 to 1945, which she recently donated to her alma mater, she was protectively vague about her duties, rarely and only obliquely referring to AHS. Indeed, she always prided herself in following the Army's admonition to keep her activities a secret forever. But when I told her that we shared a workplace, after nearly 70 years, my mother was delighted and provided some now-declassified details on her work. For the first time, I heard her recite some Japanese words that were important keys to decoding wartime cables.

I shared with my mother some of the research and archived photos I had uncovered, and she marveled that the building was still in full use. In a way, Arlington Hall has returned to its roots as a place of scholarship, a historically significant incubator for those who serve our nation. ■



Photo courtesy of the Arlington County Historical Society



Photo courtesy of Eureka College

**Clockwise from above:** Men and women worked side by side at Arlington Hall during the war; the author's mother, Annette Sherman, braves the cold to aid the war effort; from left, the author, his mother and his sister, Susan Elliott, review a scrapbook on Arlington Hall created by the author.



Photo courtesy of John Elliott



## Foundation Offers Scholarships

The Diplomatic and Consular Officers Retired Bacon House Foundation is offering scholarships and fellowships in the 2012-2013 academic year for the children and grandchildren of active or retired Foreign Service officers to study at The Hotchkiss School or Yale University.

Hotchkiss will select one qualified enrolled student for a \$5,000 scholarship. Applicants should contact the Director of Financial Aid, The Hotchkiss School, Lakeville, CT 06039-0800, providing evidence of a parent or grandparent's Foreign Service status.

Awards to Yale students, based on merit and made by the foundation in consultation with Yale, apply to university-billed expenses. Applicants may apply when they apply for Yale admission. The awards are contingent upon Yale's confirmation that the student has been admitted or is in good standing. The award provides up to \$5,000 to students regardless of their field of study, but if there are many applicants, the program prefers students pursuing a master's degree in a foreign affairs field.

Applicants should submit by March 16 a copy of their parent's or grandparent's most recent Foreign Service appointment or promotion document, a brief letter of interest with contact information, résumé, most recent transcript and a one-page statement of academic goals, including work experience, awards and extracurricular achievements. Graduate fellowship applicants should include a page outlining career goals. Send the material to DACOR Bacon House Foundation, 1801 F Street NW, Washington, DC 20006.

For more information, contact Fatma Hocaoglu at (202) 682-0500 x/17 or [prog.coord@dacorbacon.org](mailto:prog.coord@dacorbacon.org).



## Post Offers Homeless Youths a Day of Play

Volunteers from the U.S. Embassy in Kinshasa, Democratic Republic of the Congo, organized a picnic and game day at the ambassador's residence in October for 25 boys ages 5 through 12. The event supported a program for street children who have been kicked out of their homes by family members, and who often spend months or years living on the street. The program takes these children in, rehabilitates, nurtures and counsels them and places them back into their family homes by educating the family and surrounding community. Last year, it reunited 144 children with their families.

The volunteers led the boys in a day of soccer, swimming and games. They dined on local Congolese foods like baked chicken, rice and mashed manioc leaves with fish, pasta, beef stew and sweets brought by mission members.





## Volunteers Renovate Family Emergency Shelter

More than 40 volunteers from the U.S. Embassy in La Paz recently renovated a family emergency center at the San Pedro La Paz Police Station. The center houses women and children who are victims of domestic violence for up to 48 hours. Working many weekends over four months, the volunteers used \$3,000 in grant money, roughly \$300 of donated money and thousands of dollars in in-kind donations to complete the renovation.



## Expert Speaks at Disability Awareness Event

Dr. Richard Pimentel, a nationally renowned expert on disability management, the Americans with Disabilities Act and attitude change, spoke on disability awareness and how to change one's thinking regarding persons with disabilities at the Department's recent National Disability Employment Awareness Month Event. BNET taped the event for future broadcast and distribution.



## Dedicated Workspace Opens in Tokyo

The Federal Benefits Claims-Taking Unit (FBU) in the consular section of the U.S. Embassy in Tokyo serves the largest U.S. federal beneficiary population outside the Western Hemisphere and the third-largest worldwide, behind only Canada and Mexico. To effectively address an increase in Social Security claims, the beneficiary population grew from 8,800 in 2005 to almost 50,000 by October, and Ambassador John Roos opened a new FBU workspace there. The space lets the 10 full-time employees work in an improved environment better suited to serving their customers.



## ACS Staff Recognizes Sainly Sister

In October, Consul General Steve Kashkett and the American citizens services staff of the U.S. Consulate General in Tijuana met with an American nun, Madre Antonia Brenner, to thank her for serving U.S. citizens imprisoned in La Mesa Penitentiary. The consulate general has partnered with Sister Brenner for decades to provide protection and services to the large number of American inmates, now nearly 200, in Tijuana's most dangerous prison. For the past 30 years, the 84-year-old nun has lived inside the volatile penitentiary and defended the inmates' rights.

Generations of consular officers at post have depended on Sister Brenner, who has helped them mediate conflicts within the prison and ensure that American inmates get fair treatment, adequate food and medical treatment.

The post has only one Foreign Service officer and three Locally Employed Staff handling more than 275 long-term prisoners and an average of 50 new arrestees monthly throughout Tijuana's consular district. Consular officers can visit each prison only periodically, so Sister Brenner and her sister nuns offer services and attention that the post cannot. Her organization, the Eudist Servants of the Eleventh Hour, also assists families who cannot travel to Tijuana by making bail payments, delivering mail and even providing medication and clothing to American inmates.

## Logo Designer Recognized

Clara Hall received a plaque for her winning design in the Department's logo contest for national Cyber Security Awareness Month, a public awareness campaign designed to encourage individuals to protect their computers and the U.S. cyber infrastructure. The announcement came at an event held by the Bureau of Diplomatic Security's Office of Computer Security.

Also at the event, Alan Davidson, Google's director of Public Policy in the Americas, spoke, saying Google sees privacy as good for business. "The pace of change is increasing, and we need to figure out how to keep up. If people don't trust our services, they won't use them," he added.



## Retirements

### Foreign Service

Benjamin, Philip Albert  
Bowman, Larry T.  
Brown, Phillip C.  
Carson, Anne D.  
Danz, Caryn  
Dudley, Brenda M.L.  
Early, Evelyn A.  
Ennis, James P.  
Evanoff, Michael T.  
Fry, Mark Edward  
Johnson, William Barbieri  
Jones Jr., Russell Warren  
Keith, James R.  
Melton, James R.

Osborne, Robert A.  
Paul, Christopher J.  
Penirian III, Frank K.  
Prior, William  
Richter, Neil B.  
Rosholt, Jacquelyn B.  
Rowe, James Aymn Jasas  
Shapiro, Charles S.  
Sharpe, Cynthia C.  
Shuster, Charles Ralph  
Siler, Brian J.  
Sorensen, Clifford T.G.  
Terrell-Kane, Marlene

### Civil Service

Chapman Jr., James A.  
Cotton, Jackie T.  
Green, Anita N.  
Hamilton, Josephine A.  
Jackson, Panida R.

Reside, Julie M.  
Robertson, Norma  
Snell, Cynthia S.  
Thompson, Bruce D.



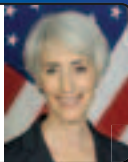
## Embassy Spotlights Art

In September, U.S. Ambassador Robert P. Jackson and his wife, Babette, celebrated the importance of artistic expression and cultural similarities between the United States and Cameroon in an Art-in-Embassies exhibition in which they opened their home to more than 120 members of the arts community and diplomatic corps. The event, which also featured music and poetry, displayed art including mural, social realism and modernist abstraction paintings. A favorite work was the seven-panel piece *Byzantine* by Katherine Mann. The acrylic-and-silkscreen painting on paper depicts images that seem to move with a cacophony of vibrant colors and energy similar to Cameroon's rainy and dry seasons, labyrinthine traffic and buzzing factories.

Ambassador Jackson said the arts will continue to play a transformative role in the future of both countries, and applauded the artists for preserving Cameroon's artistic and cultural heritage.

# Appointments

**Wendy R. Sherman**  
Under Secretary for  
Political Affairs  
Washington, DC



**Robert A. Mandell**  
U.S. Ambassador  
to the Grand Duchy  
of Luxembourg



**Francis J. Ricciardone Jr.**  
U.S. Ambassador to the  
Republic of Turkey



**Thomas M. Countryman**  
Assistant Secretary for  
International Security  
and Non-Proliferation



**Adrienne S. O'Neal**  
U.S. Ambassador  
to the Republic of  
Cape Verde



**Mary Beth Leonard**  
U.S. Ambassador to  
the Republic of Mali



**Mark F. Brzezinski** of Virginia, a foreign policy specialist, is the new U.S. Ambassador to the Kingdom of Sweden. Until recently, he was a partner in a law firm, specializing in anti-corruption law. From 1999 to 2001, he was a director on the National Security Council, coordinating interagency policy formulation and advising the president on issues relating to Russia, Eurasia and the Balkans.

**Thomas M. Countryman** of Washington (SFS), class of Minister-Counselor, is the new Assistant Secretary for International Security and Non-Proliferation. Previously, he was deputy assistant secretary for European Affairs, and before that principal deputy assistant secretary for Political-Military Affairs. His postings include Belgrade, Cairo, Rome and Athens, where he was deputy chief of mission and chargé d'affaires.

**Robert S. Ford** of Vermont (SFS), class of Minister-Counselor, has been confirmed as the U.S. Ambassador to the Syrian Arab Republic. Previously, he served with the Office of the Inspector General. He has been ambassador to Algeria, and deputy chief of mission in Baghdad and Bahrain. Other postings included Izmir, Cairo and Yaoundé.

**John A. Heffern** of Missouri (SFS), class of Career Minister, is the new U.S. Ambassador to the Republic of Armenia. Previously, he was deputy chief of mission at the U.S. Mission to NATO in Brussels. He has been DCM in Jakarta and executive assistant to the Under Secretary for Political Affairs. Other postings include Tokyo, Kuala Lumpur, Abidjan and Guangzhou.

**Sung Y. Kim** of California (SFS), class of Counselor, is the new U.S. Ambassador to the Republic of Korea. Previously, he was special envoy for the Six-Party Talks with the rank of Ambassador. Before that, he headed the Office of Korean Affairs. Other postings include Seoul, Tokyo, Kuala Lumpur and Hong Kong. He is a native of Seoul.

**Thomas C. Krajeski** of Virginia (SFS), class of Minister-Counselor, is the new U.S. Ambassador to the Kingdom of Bahrain. Previously, he was senior vice president of the National Defense University. He has been ambassador to Yemen and served in Baghdad with the U.S. Embassy and Coalition Provisional Authority, and in Nepal, India, Poland, Egypt and the United Arab Emirates.

**Mary Beth Leonard** of Massachusetts (SFS), class of Counselor, is the new U.S. Ambassador to the Republic of Mali. Previously, she was director of the Office of West African Affairs. She was deputy chief of mission in Paramaribo and Bamako. A graduate of the U.S. Naval War College, she also served in Yaoundé, Windhoek, Lomé and Cape Town.





Click on the movie icon to see a message from the ambassador



**Mark F. Brzezinski**  
U.S. Ambassador to the Kingdom of Sweden



**John A. Heffern**  
U.S. Ambassador to the Republic of Armenia



**Sung Y. Kim**  
U.S. Ambassador to the Republic of Korea



**Thomas C. Krajeski**  
U.S. Ambassador to the Kingdom of Bahrain



**Robert S. Ford**  
U.S. Ambassador to the Syrian Arab Republic



**Susan D. Page**  
U.S. Ambassador to the Republic of South Sudan



**Michael Thurston**  
Chargé d'Affaires,  
U.S. Embassy in Burma



**Robert A. Mandell** of Florida, a business executive, is the new U.S. Ambassador to the Grand Duchy of Luxembourg. Previously, he was chairman and CEO of a commercial real estate venture in central Florida. Before that, he was chairman and CEO of a homebuilding business. He was appointed by President Obama to the President's Export Council and served in several capacities in state, regional and local governments.

**Adrienne S. O'Neal** of Michigan (SFS), class of Minister-Counselor, is the new U.S. Ambassador to the Republic of Cape Verde. Previously, she was director of the Senior Level Division of Career Development and Assignments. She has served as deputy chief of mission in Lisbon and principal officer in Rio de Janeiro. Other postings include Mozambique, Argentina and Italy.

**Susan D. Page** of Illinois is the first U.S. Ambassador to the Republic of South Sudan. Previously, she was deputy assistant secretary for the Bureau of African Affairs. She was a regional director at the National Democratic Institute, director of the Rule of Law and Judicial System Advisory Unit at the U.N. Peace Support Mission to the Sudan, and legal advisor to the Intergovernmental Authority on Development Secretariat for Peace in the Sudan.

**Francis J. Ricciardone Jr.** of Massachusetts (SFS), class of Career Minister, has been confirmed as U.S. Ambassador to the Republic of Turkey. Previously, he was deputy ambassador to Afghanistan and ambassador to Egypt, the Philippines and Palau. He was DCM and chargé d'affaires in Turkey, and also served in Cairo, Amman and London and with two multinational military deployments.

**Wendy R. Sherman** of Maryland is the new Under Secretary for Political Affairs. Previously, she was vice chair of a global strategy firm and member of the investment committee of an affiliated investment advisory firm focused on emerging markets. She has been counselor for the Department, policy coordinator on North Korea and assistant secretary for Legislative Affairs.

**Michael Thurston** of Washington (SFS), class of Counselor, is the new Chargé d'Affaires at the U.S. Embassy in Burma. Previously, he was consul general in Melbourne, and before that, team leader of a provincial reconstruction team in Diyala Province, Iraq. Other postings include Kigali, Durban, Auckland, Addis Ababa, Colombo and Mexico City.

# Disaster Aftermath

**Dangers lurk after crisis ends**

*By Eileen Verity, chief, Training and Technical Information Branch,  
Office of Safety, Health and Environmental Management*

Natural disasters are in the news every week, from flooding in Bangkok to earthquakes in Chile. Washington, D.C., was hit by an earthquake and hurricane in the same week this fall, followed by an October snowstorm that caused power outages. You have likely heard many tips about preparing for a disaster, but what about the aftermath? The following steps will help you safely begin evaluating, rescuing and restoring your home after Mother Nature's wrath is spent.

- **Wait until the scene is safe.** After a natural disaster, don't return home or travel until officials have determined that the area is safe.

- **Protect yourself.** When entering a disaster area and during clean-up, wear protective clothing such as rubber or heavy-duty work gloves and sturdy shoes or, if you are in a flooded area, rubber boots.

- **Examine the exterior.** Before you enter your home, walk around the exterior, stepping carefully and using all your senses. Watch for tree limbs, debris and downed wires. If you see downed power lines, do not touch them, and avoid puddles and standing water near them. Inspect the roof, foundation, chimney and entrances carefully for damage and objects that may fall or are weakened and cannot support your weight. If any of the foundation is missing, do not enter your home until it has been cleared by a building inspector.

- **Look for things that can cause you to fall.** Inspect the entrance and floors carefully to ensure they are structurally sound. If your house was flooded, the residual water and mud can cause areas to become very slippery. You can also trip on loose boards.

- **Look for precarious objects above you.** Check for sagging ceilings, especially after heavy rains or floods. Contents of closets, heavy pieces of furniture, mirrors and pictures can all fall, particularly if ceilings or walls are weakened.

- **Listen for unusual noises.** Appliances may have shifted or fittings may be disconnected. If you hear hissing or smell a pungent odor, gas may be leaking. If you suspect a gas leak, leave the area until emergency crews can shut off the main line.

- **Turn off the electricity.** Even if the power is out, you don't want

it to come back on unexpectedly. While standing in a dry spot, use a dry wooden stick to either pull the main fuse in a fuse box or turn off the main breaker of a breaker box.

- **Locate and remove valuables.** Aunt Harriet's quilts, Dad's World War II medals—we all have cherished possessions we want to save. Gather your irreplaceable valuables such as jewelry, money, insurance papers, photographs or family heirlooms quickly and relocate them to an undamaged area of your home or to a friend's home.

- **Clean up carefully.** Again, be sure to wear gloves while cleaning. Weather permitting, open doors and windows to circulate fresh air, reduce moisture and eliminate odors. Patch holes with plastic sheeting, boards or tarps. Remove debris carefully. Disinfect washable items by placing them in a solution consisting of one tablespoon of unscented, liquid chlorine bleach per gallon of drinking water (or the cleanest, clearest water available) for 15 minutes. Clean counters with soap and hot water. To sanitize them, use the bleach solution and let them air dry.

- **When in doubt, throw it out.** Food safety is critical. If your electricity was off for more than four hours, the food in your refrigerator is probably no longer safe. The food in an unopened full freezer will last for 48 hours and in an unopened half-full freezer for 24 hours. Dispose of any food in non-waterproof containers (i.e., other than cans or shelf-stable packaging); cans that are swollen, leaking or severely crushed; and all food products exposed to fire. Canned foods in good condition can be used if properly washed and correctly labeled.

Using the above tips, enter your house carefully and be aware of possible hidden hazards. Inventory what needs to be done and determine whether you can do it safely or if a professional is needed. Take your time, plan to restore your home safely and recognize that your well-being is what is most important in life.

More guidance is at the Federal Emergency Management Agency website, [fema.gov/rebuild/recover/return](http://fema.gov/rebuild/recover/return), or the American Red Cross website under the Getting Assistance tab, [redcross.org](http://redcross.org). ■



**John K. Birch**, 87, died Oct. 4 in Avon, Conn. He previously lived in Stovertown, Ohio. He served in the Navy during World War II, joined Voice of America in the 1960s and traveled to 45 countries overseeing the design of satellites and installation of satellite-tracking systems that were integral to U.S. communications during the Cold War. He held numerous patents and collected antique radio memorabilia. He loved good books, classical music and modern jazz and sailing.



**Geraldine H. "Gerry" Carroll**, 88, a retired Civil Service employee and wife of the late Tuskegee Airman Alfred Q. Carroll Jr., died Oct. 14 at her home in Washington, D.C. She was a personnel officer in the then-Bureau of Personnel where she mentored many employees. After retiring in 1980, she pursued her love of shopping, traveling, crocheting and cooking. She was active in her church and enjoyed planning trips to East Coast casinos.



**Genevia C. "Gen" Christian**, 88, a retired Foreign Service officer with USAID, died Sept. 25 at her home in Dallas, Texas. Her postings included Saigon, Asunción and Ankara. She also served in the Navy. After retiring in 1975, she was active in her church and community, including as a member of the Child Protection and Regulatory Service Board.



**Edward Allen Fidel**, 96, a retired Foreign Service officer, died Oct. 29 at a nursing home in Chevy Chase, Md. He was an agent with the Department of Interior before joining the State Department in 1941. His postings included Quito, Paris, Rome, Bern and Trieste, Italy, where he was consul general. After retiring in 1970, he volunteered with Common Cause for 25 years, tended his garden and kept a nature diary at his cabin near Old Rag Mountain, Va.



**Frank LaMacchia**, 89, a retired Foreign Service officer, died Oct. 29 of complications following a stroke in Mitchellville, Md. He served in the Navy during World War II. His postings included Southern Rhodesia (now Zimbabwe), Kenya, Seoul, Baghdad and Stuttgart. He retired in 1968. He loved opera and reading and avidly followed the stock market and world events. He enjoyed traveling, golf, tennis and softball into his late 80s.



**Patricia A. Lehmann**, 76, a Civil Service employee, died Nov. 6 after a short battle with cancer in Falls Church, Va., ending a career of more than 55 years with the Department. For the past 20 years she worked in the Bureau of Overseas Buildings Operations. Earlier, she had served as the ambassador's secretary at the U.S. Mission to the Organization of American States. She was well known throughout the Department for her work managing the OBO Foreign Affairs Manual.



**Herbert S. Okun**, 80, a retired Foreign Service officer and ambassador to the former German Democratic Republic, died Nov. 8 at his home in New York City. He served in the Army from 1952 to 1954. His postings included Munich, Moscow, Belo Horizonte, Brasília, Naples, Lisbon, Geneva and the U.N. From 1991 to 93 he was special advisor on Yugoslavia and testified at the Milosovic and Karadzic War Crimes Tribunal at The Hague. In retirement, he taught at Johns Hopkins University, Yale Law School and the International Center in New York City.



**Jane Weech**, 53, wife of former Foreign Service officer and current Foreign Service Institute employee Bill Weech, died Nov. 3 following a long battle with cancer. She accompanied her husband on postings to Belgrade and Guadalajara, where she worked in the international schools, and Tirana, where she worked for USAID. Following their return to Washington, she founded a successful toy design business.

**Preston Eugene Amos**, 84, a retired Foreign Service officer, died Sept. 19. He lived in Washington, D.C. He served with Army occupation forces in Europe after World War II, joined the U.S. Information Agency in the mid-1960s and served in Damascus, Lahore and Belo Horizonte, Brazil. For nearly 20 years before his 1991 retirement, he was a news writer and editor for Voice of America. He loved writing and wrote a book about black Medal of Honor recipients.

**Edward H. Brown**, 93, a retired Foreign Service officer, died Oct. 27. His postings included Brussels, Copenhagen, Reykjavik, Madrid, Algiers, The Hague, San Salvador and Abidjan. In the mid-1970s, he retired to Brussels.

**James D. Moffett**, 90, a retired Foreign Service officer, died Oct. 14. He lived in Tampa, Fla. He served in the Army infantry before joining the Department. During his 35-year career, he was posted to Germany, England, Afghanistan, Sudan, Turkey and Vietnam. In retirement, he spent many years sailing the Florida-Bahamas waters and traveling on ships.

**Leonard Sandman**, 85, a retired Foreign Service officer and labor attaché, died Oct. 2 in Victorville, Calif. He previously lived in Massachusetts and Florida. He served in the Army before joining the Department. His postings included India, Malaysia, Singapore, Korea, Israel, Indonesia, the Philippines and Barbados. After retiring in 1984, he was a guardian ad litem, literacy tutor, stained-glass artisan and triathlete.

# Education & Training

## FSI announces Twitter Account!

The Foreign Service Institute (FSI) is excited to announce the start of its new Twitter account: @FSIUpdate. For late-breaking and new info, follow us at our new Twitter feed@FSIUpdate.

## PN435 – Department of State: History, Authorities and the Interagency Process

The course provides an understanding of the role of the State Department in foreign affairs, as well as the authorities designated to its overseas operations. It provides the background and history of the authorities of the Department of State, as well as the emergence of the authorities designated to other agencies. The course also provides an understanding of the basis for the Chief of Mission's authority as it relates to the affairs of the Department of State and other USG agencies overseas. Finally, the course helps the student understand the interagency process as it relates to foreign affairs and the State Department's role as lead Foreign Affairs agency. State employees may enroll online at: <http://fsi.state.gov/admin/reg/default.asp?EventID=PN435&filterlocation=Non-State> employees may enroll by submitting a funded SF-182 (FY12 cost is \$65) to the Office of the Registrar by fax at (703) 302-7152.

## PA495 – Civil Service Performance Management and Evaluation

This course provides supervisors of Civil Service employees as well as Civil Service employees and HR Specialists with an overview of the various Civil Service human resource regulations and procedures as they pertain to completing Civil Service performance appraisals and managing performance throughout the rating period. The various modules emphasize the importance of clear communication between supervisors and employees, discuss distinctions between performance issues and those involving conduct, and provide resources for additional information. Enroll online at: <http://fsi.state.gov/admin/reg/default.asp?EventID=PA495&filterlocation=>

## Student Records Online

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

- Reviewing and printing your training schedule
- Reviewing and printing your Student Transcript
- Tracking the status of your training request
- Canceling an already-scheduled FSI course

- To change or cancel an External Training registration
- Creating and submitting your Individual Development Plan (IDP)/Work and Development Plan for Locally Employed Staff (WDP)

For more information and to establish your logon, visit the website at [fsicsapps.fsi.state.gov/fsirecs/Login](http://fsicsapps.fsi.state.gov/fsirecs/Login).

## FSI Web Page

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

- Online Registration System: Submit your training application for classroom,

distance-learning and even External Training, using the Online Registration link found on virtually every course description or the External Training webpage

- Online Catalog: Up-to-the-minute course schedules and offerings from live classroom training to distance learning
- Training Toolkits: Roadmaps to help you effectively plan your training for the year or beyond
- About FSI: Get a snapshot view of FSI's history and enrollment statistics
- Links to Training Resources: View information on specific countries, language learning and testing and myriad helpful reference materials ■

## Upcoming Classes

### Security

		Feb	March	Length*
MQ911	Security Overseas Seminar	6,27	5,19	2D
MQ914	Security Overseas Seminar, Youth	11		1D

### Foreign Service Life Skills

		Feb	March	Length*
MQ104	Regulations, Allowances & Finances in Foreign Service Context	29		2D
MQ115	Explaining America	17		1D
MQ116	Protocol and the U.S. Representation Abroad	11		1D
MQ117	Tax Seminar	8		2.5H
MQ119	Orientation to State Overseas	1	28	8H
MQ200	Going Overseas for Singles & Couples w/o Children		24	4H
MQ210	Going Overseas for Families		24	3H
MQ220	Going Overseas - Logistics for Adults	15	24	2.5H
MQ230	Going Overseas - Logistics for Children		24	2.5H
MQ302	Transition to Washington for Foreign-Born Spouses	4		4H
MQ703	Post Options for Employment and Training		1	1D
MQ801	Long Distance Relationships	29		4H
MQ802	Communicating Across Cultures		10	1D
MQ803	Realities of Foreign Service Life		8	1D
MQ851	Raising Bilingual Children		14	2.5H
MQ950	High Stress Assignment Outbriefing Program	3	2	4H

### Career Transition Center

		Feb	March	Length*
RV101	Retirement Planning Workshop	27		4D
RV102	Job Search Program		5	8W
RV103	Financial Management and Estate Planning	29		1D
RV104	Annuities and Benefits and Social Security	28		1D

For information on all courses available at FSI, visit the FSI Schedule of Courses on the Department of State's OpenNet at <http://fsi.state.gov>. See Department Notices for announcements of new courses and new course dates and periodic announcements of external training opportunities sponsored by FSI.

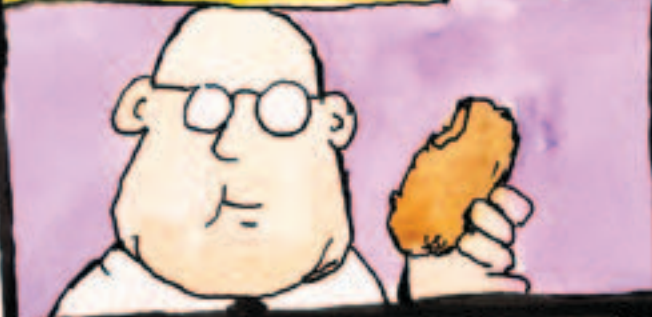
\*H=Hours D=Days W=Weeks

# LYING IN STATE: AMAZING PREDICTIONS FOR 2012

SCIENTISTS WILL DISCOVER A NEW PLANET WHOSE ENTIRE SURFACE IS COVERED WITH RANCID MAYONAISE WITH ALIEN INHABITANTS WHO ONLY COMMUNICATE THROUGH BELCHES. SERVICE AT THE NEW EMBASSY THAT WILL OPEN THERE WILL BE CAREER ENHANCING BUT IT WILL NOT QUALIFY FOR A HARDSHIP DIFFERENTIAL.



CONSULAR OFFICER ANGUS DILLWOOD WILL CONSIDER DRAFTING A DISSENT CHANNEL MESSAGE LAYING OUT A RADICAL NEW APPROACH TO PROCESSING VISA APPLICATIONS. HE WILL DECIDE TO GO TO THE CAFETERIA FOR A BEAR CLAW INSTEAD.



ONCE AGAIN, SPALDING BLUESTONE WILL TRIUMPH IN BNET'S "DANCING WITH THE AMBASSADORS."



DESPITE BEING VOTED "SEXIEST DEPUTY ASSISTANT SECRETARY ALIVE" HARLAN TINKLE WILL BE ASKED TO RESUME WEARING A SHIRT TO THE OFFICE.



A HIGHLY CLASSIFIED INFO MEMO WILL REVEAL THAT WHAT WAS THOUGHT TO BE A MAYAN PREDICTION THAT THE WORLD WILL END THIS YEAR ACTUALLY CONTAINS A SURPRISINGLY GOOD RECIPE FOR NO-BAKE CHOCOLATE CAKE.



# End State

## Tokyo



Japan's second tallest artificial structure, Tokyo Tower, soars above the Minato Ward of Tokyo.

The 332.5 meter (1,091 ft.) communications tower is the centerpiece of Shiba Park, and serves as a popular tourist attraction.

PG.36

*Creative Commons photo by Acetonic*



## Madagascar

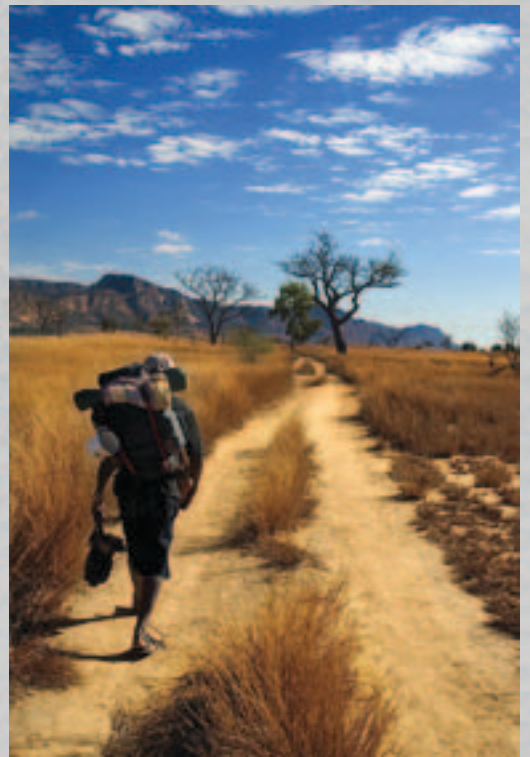


A hiker traverses a dusty path astride the Isalo massif in Isalo National Park, Madagascar.

Located in the Ihorombe Region approximately 400km south-west of Madagascar's capital city, Antananarivo, the park is known for its wide variety of terrain.

*Creative Commons photo by Looking4poetry*

PG.14





## Guadalajara



A gradient sky of deep indigo and violet contrasts against sulfur yellow, turquoise, and red street lights as dusk settles over the San Francisco neighborhood of Guadalajara, Mexico. The city is the capital of the Mexican state of Jalisco, and recently hosted the Pan American Games.

*Photo by Francisco Juarez*

PG.16



## Manila



Traffic in Metro Manila, Philippines, leaves frenzied, colorful light trails in its wake as commuters race along Alabang Zapote Road. The road connects the South Luzon Expressway to the Coastal Road along Manila Bay.

*Creative Commons photo by Nathan Hayag*

PG.10



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