

STATE

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June 2012

MAGAZINE

A Family Affair
Eligible Family Members
Contribute at AIP Posts

Tapping into Tech
Conferences Promote
Innovation Initiatives

Calypsos Culture

Celebrating Diversity
in Trinidad & Tobago

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**2011 FS
Promotion
Stats**

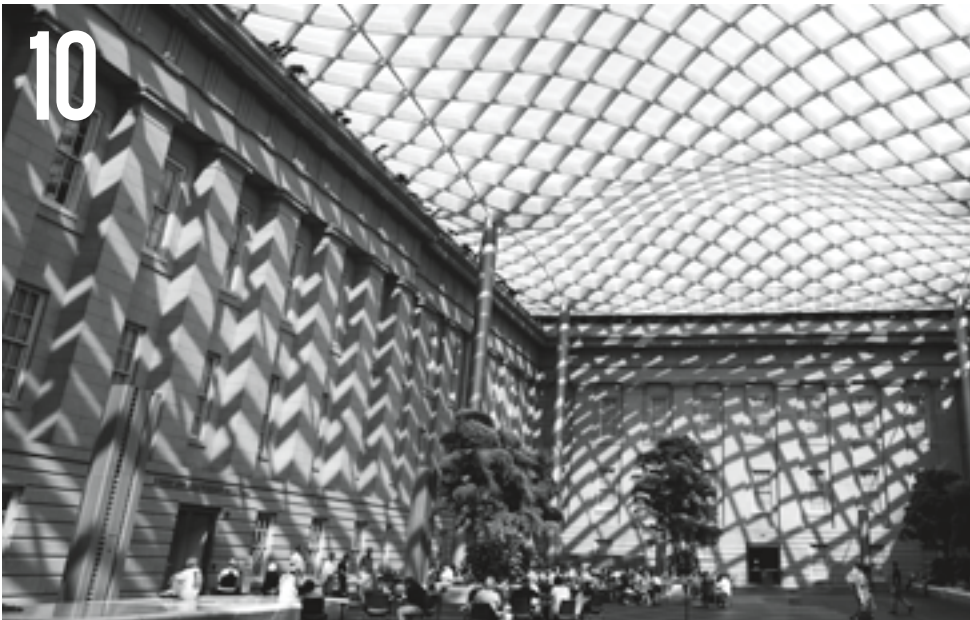
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On the Cover

A masquerader from the band 'On the wings of...' prepares to compete at Red Cross Kiddies Carnival in Port of Spain, Trinidad, Feb. 11, 2012.

Getty Images photo

A Heart of Steel

I remember the first time I heard the rhythmic chorus of a steel drum during a high school humanitarian trip to Grenada. The instrument's metallic melodies drifted up from a beachside concert, each cheerful note floating through the early evening on the warm island breeze. The gentle surf washing ashore in the distance served as the perfect accompaniment to the hammered chords, and the music enhanced the scents of a dozen different spices wafting up from food stalls along the beach.

More appropriately known as steel pan, this signature instrument of the Antilles, whose dulcet tones bring to mind idyllic sunsets over distant shores, was actually born out of turmoil on the neighboring island nation of Trinidad and Tobago. After percussion instruments brought to the islands by slaves were banned following the Canboulay festival riots in 1880, creative musicians began exploring nontraditional materials from which to fashion their drums, including discarded oil barrels. The resulting instrument has come to signify the rich and varied cultures of the islands that have adopted it as their defining sound.

Today, Trinidad and Tobago residents proudly incorporate steel pan, an instrument born of dissent, into a distinctive musical bouillabaisse that brings people together. Calypso, a unique intertwining of sounds and rhythms from different cultures, is the country's hallmark musical genre, reflecting its colonial ties to Spain, the United Kingdom, France and the Netherlands, as well as the influence of thousands of Africans brought to the islands as slaves.

Calypso is also the centerpiece of the nation's most vibrant celebration, Carnival, a months-long festival season that culminates in a series of parades in the nation's capital, Port of Spain, on the Sunday, Monday and Tuesday before Ash Wednesday. During the parades, bands and their supporters compete for the title of Carnival King and



Queen by taking to the streets in elaborate and colorful costumes. Many of the revelers don ornate character costumes like the one featured on the cover of this month's issue.

In the midst of this vibrant society, the U.S. Mission in Port of Spain serves to maintain and enhance the relationship between our two nations through economic, security and social development projects (pg. 12). In a country where calypso is king, the voice of the people still resounds the loudest. Trinidad and Tobago's thriving democracy has created an environment rich with ideas and ripe for cultural exchange. State Department employees work to strengthen these bilateral ties through partnerships that focus on humanitarian assistance, disaster relief and counternarcotics, as well as through creative programs that use art, sports and music to promote healthy lifestyles.

In the process, they also experience the islands' wealth of natural and cultural offerings. Whether exploring dense green jungles, shimmering beaches or city markets, Department employees are always surrounded by the nation's pulse, a steady steel pan rhythm beating inside the hearts of the Trinibagonian people. ■



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Deadlines

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@ CORDS Footnote

While avidly reading “The CORDS of War” by Bruce Kinsey (May 2012, pg. 16), I called to my wife saying, “I knew I was only a footnote to Vietnam/ CORDS history, but somebody has even eliminated my footnote.” Along with the “few FSOs tasked as political reporters in regional hubs throughout Vietnam” referred to in your article, three of us—then young FSOs—were sent to Vietnam in 1964 for field assignments at the province level with USAID or USOM/ Rural Affairs, later CORDS.

Circa August 1964, FSOs Paul Hare, William Harbin and I were issued orders to travel posthaste to Saigon. The three of us had one thing in common, French language skills. There was no need for stateside Vietnamese training apparently. I served for thirty months from 1964-67 as a Deputy and sometimes Acting USOM Provincial Representative, largely in Tuyen Duc Province (Dalat) but also in Quang Duc Province (Region II). While the bulk of my fellow officers were diligently learning Vietnamese stateside, I was using my French extensively, traveling by International Scout throughout the provinces.

It was difficult shaking the Vietnam reputation. I returned to the Department from 1967 to 1969, to succeed Tony Lake as staff assistant to Leonard Unger

and subsequently with Philip Habib and William Leonhart, who held the Vietnam portfolio as Deputy Assistant Secretaries. Paul Hare eventually served as Ambassador to Zambia and William Harbin was W. Averell Harriman’s staff assistant during the non-proliferation talks and agreement.

This is my footnote to an excellent recounting of the FSOs at war in the field days.

Fredrick C. Ashley (Ret.)
Foreign Service officer

@ Attention Grabber

The Invasive Species article (May 2012, pg. 30) looks fantastic! It jumps off the page and grabs the attention beautifully. Thank you for your patience and diligence in making this article happen.

Becky Owen
OES/PPO - AF

@ Famous!

I can assure you the publication is well read because people I pass in the halls frequently stop me to pass on very favorable comments about the article (“Diplomatic Security Salutes Nonagenarian,” April 2012, pg. 6). You’ve made me famous!

John E. Weston
PSC Coordinator
Bureau of Diplomatic Security

@ Well Done

My State Magazine arrived today and prompted me to write a long overdue compliment to you and your forerunner for the quality displayed in each and every copy you produce. I read and appreciate the articles. My sincere thanks for a job well done.

Arthur J. “Tim” Tangeman (Ret.)
Civil Service employee

@ Nixon and China

I am so impressed with your team’s work and so proud to have my name associated with it. In my six months with the State Department, I have not seen a higher quality production, or a better use of visuals to draw attention to our bilateral relationship with China and all the aspects of our policies and societies that it has encompassed over the years. The video and article (May 2012, pg. 20) is fitting for the 40th anniversary of former President Nixon’s trip.

Rennie A. Silva
Presidential Management Fellow

Going Green-er

In keeping with the Department-wide mandate to eliminate waste and conserve natural resources, we have reduced our print distribution to overseas posts and Stateside offices by 5 percent. Contact us at statemagazine@state.com if you would like to add your name to the growing list of subscribers who are going green by reading *State Magazine* exclusively online at state.gov/statemag!



In the News

Students at the Saint André Primary and Nursery School show their appreciation for the post's efforts.

Photo by Bahruz Agayev



Embassy Launches Clean Water Project

In March, Deputy Chief of Mission Lisa Peterson of the U.S. Embassy in Cameroon launched the first project of the Ambassador's Water, Sanitation and Hygiene in Schools Initiative (A-WASH). The project at the Saint André Primary and Nursery School in the town of Pouma leveraged an embassy partnership with the NGOs Millennium Water Alliance and Catholic Relief Services.

A third partner, the NGO H₂O for Life, launched a campaign to raise funds for the initiative at the Bret Harte Elementary School in Cherry Hill, N.J. Parents, relatives and friends pledged money for each lap students completed during a walkathon.

The Pouma community donated basic construction materials and in-kind resources

for the \$18,000 project, which entails the construction of a borehole to provide potable water, boys' and girls' latrines and hand-washing stations. Expected to be completed in six months, the project will benefit almost 200 students and staff and more than 2,000 local residents.

The embassy also uses the Ambassador's Special Self-Help Fund to support community-initiated projects in Cameroon involving the construction of wells and latrines. The embassy is funding an \$80,000 project with the International Federation of Red Cross and Red Crescent Societies to fight cholera by constructing household latrines, hand-washing stations and boreholes, and promoting hygiene and sanitation.

At the A-WASH launch ceremony, Peterson said the availability of clean and accessible facilities at the school and a community water point will help increase school attendance and local health and safety. She encouraged Cameroonian communities to "take the future into their own hands by safeguarding their children's safety, health, education and future."

Using A-WASH, the embassy plans to disseminate messages on health and the U.S. commitment to health, education and gender equality in Cameroon. It will incorporate the project into a global outreach campaign, making it a model for local and central government authorities and other stakeholders in Cameroon, which has a high cholera mortality rate.

Embassy Staff Members Dance Into Latvians' Hearts


When officers at the U.S. Embassy in Riga hatched a plan to say thank you to a special group of Latvians, they had no idea the gesture would lead to a performance on the Latvian National Opera stage before a packed house and live national television audience. It began at the Foreign Service Institute, where Latvian language instructor Diana Brante regularly asks her students to read or view Latvian media, including films, television shows and music videos.

"I began to wonder if any of these Latvian performers knew that their videos were being used to teach us Latvian," said Riga Deputy Chief of Mission Caryn McClelland. "I wanted to come up with a way to say thank you."

So the embassy hosted a reception where Latvian journalists, music legends, actors and politicians celebrated the Latvian language. One of Latvia's leading music producers asked the embassy to present the award for best



Above: Latvian recording artist Lauris Reiniks teaches embassy employees the dance from his hit song "Es skrienu". *Photo by Keith Relling*
Left: General Services Officer Mark Bliss and Vice Consul Sara Veldhuizen Stealy demonstrate how Latvian songs helped them learn pronouns. *Photo by Uldis Lapins*



Visit state.gov/statemag to watch videos from this event.

song at the Latvian Music Awards, Latvia's equivalent of the Grammys.

To prepare, a team composed of McClelland, Ambassador Judith Garber, Public Affairs Officer Amy Storrow, General Services Officer Mark Bliss,

Political-Economic Officer Heath Bailey and Vice Consul Sara Veldhuizen Stealy developed a song and dance routine that recapped their musical journey through the Latvian language.

Commercial Assistant Guntars Vicmanis provided piano accompaniment and vocal training. Latvian musician Lauris Reiniks, on learning the team would be performing the dance from his hit song "Es skrienu," held a special embassy-wide tutorial.

At least one embassy performer still had pre-show jitters: Storrow said she kept thinking of how "in the seventh grade, a boy

told me I danced like a chicken."

"We were pretty certain this was either going to be the best thing we'd ever done or a complete disaster," said McClelland.

The routine was a hit with the audience and the nation, garnering praise on Twitter and thousands of views on YouTube.

"I have to confess I was a bit skeptical," Bailey said, "but as we worked on our steps with our local colleagues, I realized we had a chance to connect with Latvians on a completely different, personal level."

Latvian musician Reiniks said the act was one of the show's highlights and "strengthened Latvia's and America's relationship on an emotional level."

The performers said it was unforgettable, and opened up new contacts for the embassy.

"To be on that stage, playing that grand piano, was a once-in-a-lifetime experience," said Vicmanis.

Ambassador Garber was similarly impressed with the event's success. "More than a month later, I still can't go to a public event without someone mentioning it," she said.

News

GSO Brings Boston Marathon to Mali

James Du Vernay of the U.S. Embassy in Bamako is no stranger to challenging environments, having completed a tour in Pakistan before coming to Mali in early 2012. However, Mali's recent coup d'état created an obstacle even he couldn't overcome: It prevented him from running in the 2012 Boston Marathon in mid-April, even though he had qualified for the race.

The coup placed the embassy on Authorized Departure status, and as general services officer, Du Vernay was declared essential personnel. Undeterred, Du Vernay set out on the very day of the Boston race, a sunny day during Mali's hottest month, to run a 26.2-mile marathon-distance route from the capital to the town of Sibi.

"Although this may seem a crazy way to spend a Sunday morning," he said, "I think it would have been crazier, after months of training, to have just slept in. Plus, as the

only participant in the 'race,' I figured my odds of winning were pretty good."

At the run's start, the temperature had reached the 70s; it climbed into the 90s by mid-race. Du Vernay completed the course in 3 hours and 1 minute.

His support team for the run provided encouragement and lots of water. Team members included Assistant Regional Security Officer Ron Fite, Information Management Officer Aaron Luffman (who plotted the route via GPS and provided precise mileage and pacing) and Financial Management Officer Roberto Custodio, a former professional emergency medical technician.

Deputy Chief of Mission Peter Barlerin commended the team, noting that their support and camaraderie reflected the attitude that has enabled embassy staff to work well together during the crisis in Mali.



Hip-Hop Outreach Program Inspires Mexican Youth

To celebrate Black History Month in February, the U.S. Consulate in Monterrey, Mexico, used hip-hop music in a series of programs that shared black history and culture with a youth audience. The activities, developed by entry-level officers working with the public affairs section, included a seminar about hip-hop at a local university and a hip-hop cultural show.

Hip-hop-inspired designer and entrepreneur Rakiyt Zakari meets with public high school students about turning their passion into a business.

Photo by Jose Luis Arnal

The post also brought to Monterrey an American hip-hop-inspired fashion designer from Washington, D.C. The events sparked local interest in hip-hop, a youth phenomenon that has spread around the world.

Vice Consuls Justin Davis and Jaime Moody led a week-long seminar at Tecnológico de Monterrey, where they examined hip-hop's founding, influence and social ramifications and its interface with American businesses and globalization. Students discussed using hip-hop to improve their communities.

The consulate's event included a poetry slam and fashion show that attracted more than 150 youth and local artists, and underscored how hip-hop connects people of different languages and customs.

"Hip-hop is a common denominator among youth from all cultures," said Vice Consul Logan Council during the fashion show, which included poetry, original music compositions and two freestyle raps, one performed in Spanish by a local hip-hop artist.

The fashion show arose from a collaboration among Mexican fashion designers and stylists who developed hip-hop "looks" from the 1980s, 1990s and more recent periods. The public affairs section sponsored the visit to Monterrey of D.C.-based fashion designer and entrepreneur Rakiyt Zakari for a series of seminars on entrepreneurship and fashion at local schools and before business groups. She also gave presentations at a small-business incubator organization and spoke to a group of adults, including: working mothers, more than 100 teens at a public school and fashion students at a design school. Zakari said she was inspired by the students at her seminars to develop a series of designs.

Embassy Conducts Outreach Day in Indonesian City

The U.S. Embassy in Jakarta's America Day-Bekasi, April 12, involved an "embassy road show" traveling to the city of Bekasi to promote the ways in which the U.S.-Indonesia Comprehensive Partnership benefits ordinary Indonesians and Americans.

Ambassador Scot Marciel and Deputy Chief of Mission Ted Osius led separate, day long outreach efforts to highlight cooperation on education and health, the embassy's strong support for harmonious interfaith relations and religious tolerance, and its work on trade and investment. More than 100 American and Locally Employed Staff participated in 10 events, including one providing free health and dental care to 430 adults and children. The visit forged new partnerships between American businesses and local educational institutions, promoted diversity and tolerance, and publicized U.S. study opportunities.

The ambassador began the day with a 45-minute rail trip to Bekasi, the fourth largest city in Indonesia with a population of three million. Press coverage was extensive, with many outlets noting the Ambassador's trip on the commuter train, for which he bought his own ticket. The ambassador's and DCM's tweets during the day received more than 100 retweets, and the Bekasi day posting on the embassy Facebook page received more than 1,000 comments in less than 24 hours.

The day also promoted harmonious interfaith relations and tolerance. During Ambassador Marciel's visit to a 1,000-student boarding school with a moderate Islamic tradition, the headmaster spoke in favor of tolerance and mutual respect while the ambassador highlighted Mission Indonesia's focus on education. DCM Osius visited the city's Kampung Sawah district, where Catholic and Protestant leaders told how Muslims helped build their churches in 1896 and 1911, respectively, and how

Ambassador Marciel visited a factory run by Kraft Foods, which has been in Indonesia for more than 20 years and has made a five-year, \$3.8 million commitment to the U.N. World Food Program and a \$3 million donation to Save the Children to improve nutrition in Indonesia.

The Ambassador and DCM each spoke to hundreds of the more than 3,000 undergraduates at President University, an English-language university that places 95 percent of its graduates into jobs with major international companies in Bekasi and Jakarta within six months of graduation. The ambassador also presided over the



newcomers to the district learn of its culture of respect for different faiths and traditions. Hindu and Buddhist leaders told a similar story.

In Kampung Sawah, 20 American and Indonesian embassy volunteers joined more than 20 doctors and dentists and volunteers from a local charity to provide free medical and dental care to more than 430 people, mostly young children and the elderly. At a business roundtable, representatives of 13 U.S. companies with operations in Bekasi discussed their business activities and corporate social responsibility projects, and Ambassador Marciel proposed ways the embassy can support the companies.

Above: Ambassador Scot Marciel greets fellow passengers on the train to Bekasi. **Left:** Students at Pesantren An-Nur greet Ambassador Scot Marciel.
Photos by Erik Kurniawan

signing of an MOU on internship development between the American Chamber of Commerce and the university.

Throughout the day at the university, embassy staff conducted seminars and ran a mini-fair of 10 booths representing American companies operating locally. There were also booths from EducationUSA and the Fulbright Program, and a mobile kiosk from @america, the embassy's youth-oriented public diplomacy outreach venue, which is otherwise located in a Jakarta shopping center. Staffers also gave presentations on student visas and U.S. study, and led a panel discussion on the importance of international trade.

Meanwhile at a local Islamic junior high school, the ambassador and DCM interacted with students from the school and the embassy public affairs section's sports training program, which involves 100 students from eight high schools in Bekasi who attend weekly basketball and soccer training and classroom sessions on American sports, athletes and traditions. Additionally, 30 American and Indonesian embassy staff members share their school sports experiences with the youths.

As Ambassador Marciel told the students of President University, "The U.S.-Indonesia Comprehensive Partnership isn't just about foreign ministries working together, it's about people." ■

Diversity Notes

BY JOHN M. ROBINSON
OFFICE OF CIVIL RIGHTS

Special Emphasis Programs

Where can you hear an internationally renowned gospel choir or see a CNN correspondent, presidential campaign manager, Fortune 500 CEO or former congressman? If you responded, at one of the Office of Civil Rights-sponsored special observances, you are right.

Observances involving such luminaries are held annually in support of Joint Congressional Resolution and Presidential Proclamation. They recognize the continuing accomplishments and achievements of all Americans, and serve to increase awareness, mutual respect and understanding. The Office of Personnel Management recognizes the following observances:

January 15: Reverend Dr. Martin Luther King, Jr. Day - The only federal holiday commemorating an African-American and one of only three to commemorate an individual.

February: African-American History Month - Begun in 1926 when the Association for the Study of Negro Life and History, led by historian and author Dr. Carter G. Woodson, announced it would celebrate "Negro History Week."

March: Women's History Month - Begun in 1978 as "Women's History Week." Congress expanded the celebration to a month in 1987 and declared March Women's History Month.

April (exact date fluctuates): Holocaust Remembrance Day - Usually observed on the anniversary of the Warsaw Ghetto uprising, the day memorializes the Holocaust and those who perished.

May: Asian-American and Pacific Islander Heritage Month - Originated in a 1978 law directing the president to proclaim the week beginning on May 4, 1979 as Asian/Pacific American Heritage Week.

June: Lesbian, Gay, Bisexual and Transgender Pride Month - Occurs in June to commemorate the Stonewall Riots on June 28, 1969.

August 26: Women's Equality Day - In 1971, Congress designated August 26th Women's Equality Day to commemorate the passage of the 19th Amendment, which granted suffrage to women.

September 15 - October 15: Hispanic Heritage Month - September 15 is the starting point for the celebration because it is the anniversary of independence of five Latin American countries.

October: Disability Employment Awareness Month/National Disability Mentoring Day - In 1945, Congress designated the first week of October as National Employ the Physically Handicapped week. In 1988, Congress made the decision to expand the week to a month and renamed it "National Disability Employment Awareness Month."

November: American Indian and Alaska Native Heritage Month - Dr. Arthur C. Parker, a Seneca Indian and director of the Museum of Arts and Science in Rochester, N.Y., successfully persuaded the Boy Scouts of America to set aside a day for the "First Americans." In 1990 President George H. W. Bush approved a joint resolution designating November 1990 "National American Indian Heritage Month."

November 11: Veterans Day - November 11 originally commemorated the armistice that ended World War I in 1918. In 1954, the holiday was renamed Veterans Day to honor all who served in the armed forces.

The observances that the Office of



Civil Rights conducts are often co-sponsored by one of the Department's 12 Employee Affinity Groups (EAGs) and designed to enhance diversity awareness. Over the course of the past two years, EAG members were instrumental in securing highly successful, standing room only events, featuring high-profile speakers such as Black Entertainment Television CEO Debra Lee, news commentators Gwen Ifill and Cokie Roberts, political pundit Donna Brazile and former Congressman Harold Ford. And thanks to Assistant Secretary José Fernandez, the Department also hosted the Dartmouth College Gospel Choir.

One of the keys to any successful event is leadership involvement. Many Department leaders, starting with the Secretary of State, have been actively involved.

Do you want to get involved? Do you know a great speaker or group? Share your ideas for an observance with S/OCR, join an EAG or submit ideas directly to diversity@state.gov. ■

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

Direct from the D.G.

BY LINDA THOMAS-GREENFIELD
DIRECTOR GENERAL

Making a Positive Difference at Highest Priority Posts

I would like to take this opportunity to thank the many dedicated men and women of the Department who have stepped forward to serve in Afghanistan, Iraq, and Pakistan (AIP). These colleagues are working together to advance America's highest priority foreign policy goals. Their professionalism and commitment to serve are to be commended.

I also want to thank their families for the sacrifices they have made on behalf of our critical mission. Their contributions are important and critical to America's success. As Director General, I will do my best to provide them with all of the support and resources they need. Similarly, I ask all posts that have families who are safe havening to include them in embassy events and make them feel like part of the mission family.

As we open the 2013 AIP assignments season this month, I ask all of you to consider what you might do to support these key posts that are so critical to our country's national security. We need talented employees from all career tracks to serve in these key regions.

Though unaccompanied tours (UTs) are challenging, the rewards can be profound. AIP tours force you to draw on your resourcefulness, creativity and strengths, as well as that of others. You will have the opportunity to use your unique talents to make an immediate, life-altering difference to others.

As Director General, I will visit our AIP posts to learn firsthand about the challenges our colleagues face so that we in HR can try to address them. The Department already offers a number of resources to help those serving in unaccompanied tours, as well as their families. For instance:

- Employees headed to AIP take FSI's weeklong AIP familiarization courses, where they learn about policy objectives, the history and culture of the host country, living and working conditions at post, and available personal and family support resources. As space is available, Eligible Family Members may also attend familiarization courses.

- The Department, through FSI, also offers employees and family members courses on predeployment preparations and maintaining long-distance relationships.



- The Family Liaison Office's (FLO) UT Support Team regularly presents information at the AIP familiarization courses and briefs employees and family members on resources for managing UT tours. FLO also answers questions about navigating logistics such as allowances, where to live during the UT and where to find appropriate resources such as MED's Employee Consultation Service and Deployment Stress Management Program, and the Bureau of Human Resource's IQ Information Quest resource and referral service.

- FLO also has a contract with MHN, a comprehensive mental and behavioral health services company, to provide additional free, confidential Web-based, telephonic and in-person resources to employees and family members experiencing an unaccompanied tour.

- HomeFrontUS, FLO's private Yahoo chat group, provides information and support to hundreds of UT family members and employees.

- FLO also provides, upon request, certificates and medals of recognition to children of Foreign Affairs Agency employees assigned to unaccompanied posts.

- A wealth of information, including contact forms and forms for requesting children's medals, is on FLO's Internet site.

We are determined to provide our best support to those who volunteer to serve in AIP or other UT posts. If you have any suggestions about what we can do to further support them, you can share them with me via unclassified e-mail at dgdirect@state.gov. ■

Linda Thomas-Greenfield



Unique Museum Tour

Smithsonian Detail Opens Door to New Opportunities

By Beatrice Camp, senior advisor for international affairs, Smithsonian Institution

While many State Department officers have worked closely with Smithsonian experts over the years, the creation of a detail assignment for a Foreign Service officer at the Smithsonian Institution has opened new opportunities for both organizations.

The world's largest museum and research complex, the Smithsonian is increasingly engaging with broader world audiences, particularly non-elites and youths. The Department, meanwhile, is eager to use the Smithsonian's expertise and collections in art, culture, history and science to enhance the dissemination of information about the United States to overseas audiences.

Every week brings new possibilities for greater interaction. Whether advising museums in Oman or promoting interest in tree banding by students around the world, the Smithsonian's international work helps put a face on the Department's commitment to education, culture, the environment and scientific cooperation. For instance, the two institutions' collaborative planning for International Jazz Day in April offered U.S. posts access to the Smithsonian's extensive jazz collections, recordings, websites and activities.

The detail of a senior-level public diplomacy officer was established in 2009. The first detailee, Larry Wohlers, now ambassador to the Central African Republic, said, "The idea for the detail emerged from a conversation with Smithsonian Under Secretary Richard Kurin when we realized that the two institutions had complementary goals abroad: State needed more cultural content for its posts, and the Smithsonian needed help expanding its footprint internationally."

Key initiatives generated by the detail include the "Amazing Ocean" mobile app (see sidebar),

which uses National Museum of Natural History content, and a poster show based on an exhibit at the National Museum of African American History and Culture. Also, during their international travels Smithsonian experts have served as speakers at events organized by U.S. missions. This spring, for example, students at a science center in the West Bank met with a National Air and Space Museum historian. In Chile, the Smithsonian's under secretary for Science spoke with students at the embassy's science-focused American Corner.

In another collaboration, the U.S. Embassy in Kyiv is working with the National Museum of American History's Lemelson Center for Invention and Innovation to create a Spark!Lab at the Ukrainian Art Arsenal in Kyiv. According to Cultural Affairs Officer Susan Cleary, this pilot project will explore the idea of invention through interactive learning.

"We hope this project will spark a dialogue on how to create conditions that cultivate inventiveness and creativity among the youth in a country with strong math and science education but with much untapped potential in terms of innovation," she said. The Lemelson Center, in turn, hopes the project will be a model for future international collaborations promoting interactive science learning.

In a March 22 ceremony to sign a Memorandum of Understanding making the partnership official, Under Secretary for History, Art and Culture Kurin noted the benefits of having a senior FSO at the Smithsonian.

"After the earthquake in Haiti when we



Amazing Ocean Mobile App

In mid-February, the Bureau of International Information Programs (IIP) launched the Amazing Ocean Mobile App, a pilot collaboration between the Smithsonian Institution and IIP featuring content from the National Museum of Natural History's critically acclaimed Ocean Hall.

This app demonstrates the U.S. government's commitment to the environment and education and engages young audiences in new and innovative ways. Available during the pilot phase in Simplified Chinese, Bahasa and English, the app is being tested in China, Indonesia and India, where public affairs sections and ESTH officers are promoting it to students via social media, speakers and links to the Smithsonian Ocean portal.

IIP and the Smithsonian have also agreed to use the app this summer in connection with the USA pavilion at the Yeosu Expo in Korea, which is focused on "Living Oceans and Coasts."

The app works on Android, iPhone and HTML4 devices and can be downloaded at <http://apps.state.gov/amazingoceanapp>.



Opposite: In honor of National Thai Elephant Day, Ambassador to Thailand Kristie Kenney, right, toured the new Elephant Trails being constructed at the National Zoo and met with the zoo's Elephant Specialist, Marie Galloway, left, and one of Galloway's charges. *Photo Jennifer Zoon* **Above:** Smithsonian Under Secretary for Science Eva Pell chats with high school students after her talk on Women in Science at the American Academy of Science and Technology, one of five American Corners in Chile. The U.S. Embassy arranged the talk in conjunction with Pell's trip to Chile to promote the Giant Magellan Telescope. *Photo by Jennifer McMillan*

wanted to provide our expertise to help with cultural relief and recovery, we were very grateful to have the recently appointed State Department liaison on our staff as we worked with the Bureau of Educational and Cultural Affairs and other partners to preserve Haiti's rich cultural heritage," he said. "Since then, the advice, expertise and contacts provided by each of these officers have helped us develop closer collaboration here in Washington and better access to embassy resources overseas."

Science and technology projects offer additional areas for cooperation. Smithsonian research, facilities and programs are under way in nearly 100 countries. A great deal of research is in developing nations, such as Papua New Guinea. The Smithsonian Tropical Research Institute, headquartered in Panama, conducts research on biodiversity around the world. The Bureau of Oceans, Environmental and Science Affairs regularly partners with the Smithsonian on projects such as the Global Tiger Initiative, while the National Zoo's pandas are a matter of high-level diplomatic and public interest.

Officers and Locally Employed Staff in environment, science, technology and health (ESTH) positions overseas usually spend a half

day at the Natural History Museum as part of their training, going behind the scenes to view some of the museum's 127 million objects.

As senior advisor for International Affairs to the under secretary for History, Art and Culture, I work in the Dillon Ripley Center, part of the underground complex linking the Freer and Sackler Galleries and National Museum of African Art. This location within the suite housing the Smithsonian's Office of International Relations provides access to people who know the Department well from years of hosting participants in the International Visitor Leadership Program, cooperating on cultural heritage issues, briefing Foreign Service Institute classes and assisting foreign embassies. The office's director, Francine Berkowitz, is known to generations of Department cultural officers who have turned to her for assistance through the years.

In sum, the detail gives the Department greater access to the Smithsonian's fabulous resources while supporting the Smithsonian's goal of engaging a far greater percentage of the world.

Having served as consul general in Shanghai and at posts in Thailand, Hungary and Sweden, I find the Smithsonian assignment to be a wonderful ticket to one of America's greatest treasures, an institution that is highly regarded by foreign visitors, embassies, scientists, museums, educators and tourists. The Smithsonian is, in the words of Secretary of the Smithsonian Wayne Clough, "a lens on the world for America, and a lens on America for the world." I enjoy using my public diplomacy experience to help posts take advantage of the fascinating possibilities that this lens offers. ■



Post of the Month



Temple in the Sea, left, is a leading attraction on the west-central coast of Trinidad.

Photo by Wyatt Gallery

A scenic sunset over a body of water. The sky is a vibrant orange and yellow, with the sun low on the horizon. The water reflects the warm colors of the sky. In the foreground, a small boat is visible, and several tall, thin poles or masts rise from the water. The background is filled with dark silhouettes of trees and a building with a blue roof on the left. A street lamp is visible on the right side of the image.

Port of Spain

Crossroads of history and culture

By Alexander McLaren, public affairs officer,
U.S. Embassy Port of Spain



If you ever go down Trinidad,
They make you feel so very glad,
Calypso sing and make up rhyme,
Guarantee you one real good fine time...

-The Andrews Sisters,
"Rum and Coca Cola"

The twin-island nation of Trinidad and Tobago has always been a crossroads where the historical forces that shaped the Caribbean have molded a vibrant and diverse society.

Christopher Columbus encountered Trinidad during his third voyage in 1498, and named it for a group of three hills he saw on the horizon, which he took as a sign his journey was favored by the Holy Trinity. Trinidad remained a neglected Spanish colony until its seizure by the British in 1797. Tobago had a more violent history, changing hands among the French, Dutch and Spanish more than 20 times before the British gained the upper hand in the early 1800s. The islands remained British colonies until they gained independence in 1962.

During the colonial period, thousands of Africans were brought as slaves. After slavery was abolished in 1833, the British brought indentured workers from India to replace slave labor on the plantations. Over time, Chinese, Lebanese, Syrian, European and other immigrants added to the country's rich mix of people.

Trinidad welcomed one unique group from the United States. During the War of 1812, American slaves were offered their freedom if they fought for the British. After the war, the "Merikins" (taking their name from Americans) were given land and resettled in southern Trinidad. Today they are still a distinct community within Trinibagonian society; their numbers include Hazel Manning, former education minister and wife of former Prime Minister Patrick Manning. The embassy recently worked with members of the community to tell their story in a 30-minute documentary.

In 1819, Commodore Oliver Hazard Perry died of yellow fever off the coast of Trinidad. Although some of the British soldiers garrisoned in Port of Spain had been Perry's prisoners during the War of 1812, he was laid to rest with full honors. In 1925, then-Consul Henry Baker dedicated the Perry Gateway in the heart of Port of Spain to mark where his funeral parade had entered Lapeyrouse Cemetery. In April 2012, the neglected and vandalized gateway was rededicated thanks to the combined efforts of the embassy, U.S. Navy and Trinidad and Tobago government.





Sub-hunting Bases

During World War II, American military bases hosted thousands of troops and supported aircraft and ships that hunted German submarines during the Battle of the Atlantic. Training camps helped prepare GIs for jungle warfare, and the military built infrastructure such as Piarco International Airport and the Churchill Roosevelt Highway, which are still in use today.

After the war, bilateral ties deepened. U.S. firms invested in the growing energy sector and “Trinibagonians,” as they are called, moved to the United States to study and live. Today, more than 225,000 Trinibagonian-Americans form vibrant Caribbean communities in New York, Miami and Baltimore.

Trinidad and Tobago is a vibrant democracy. Thanks in part to its strong oil and gas sectors, it is a middle-income country, a leader and trend-setter. In 2009, Trinidad hosted the Fifth Summit of the Americas, where President Obama outlined his agenda for the region. The emerging fashion industry got a huge vote of confidence when Trinidadian-American designer Anya Ayoung-Chee won the reality show “Project Runway” in 2011.

Partners in Prosperity

The U.S. Embassy in Port of Spain has about 50 direct-hire Americans from eight agencies and about 150 staff overall. The mission long ago outgrew its 60-year-old chancery and now also occupies a four-story annex and space in a nearby office building. It works with the government of Trinidad and Tobago on a variety of economic, security and social development projects.

The Caribbean Basin Security Initiative is the cornerstone of the security relationship and funds training programs by the FBI, DEA and other agencies. This training was recently credited with helping close several cold murder cases. The Military Liaison Office works closely with its counterparts to build capacity in areas such as humanitarian assistance, disaster relief and countering illicit trafficking. Besides conventional law enforcement, the embassy also funds programs for at-risk youth and helps combat the spread of HIV and AIDS through the President’s Emergency Fund for AIDS Relief. Creative programs use art and sports to raise awareness and promote healthy lifestyles.

Entrepreneurship programs like the Caribbean Ideas Marketplace give Trinibagonian small business owners valuable connections in the United States, which in turn help develop stable and prosperous communities. The International Visitor Leadership Program has been a great success, counting Prime Minister Kamla Persad-Bissessar as one of its alumni.

Travel and Exchanges

There is frequent travel between the United States and Trinidad and Tobago, with the consular section processing more than 45,000 visa applications a year and assisting the more than 10,000 American citizens who make their home there. These close connections allow for a steady stream of exchanges: In 2011, former Secretary of State Colin Powell launched a mentorship program, and in June 2012 the National Symphony Orchestra performed in honor of the 50th anniversary of Trinidad and Tobago’s independence.

Clockwise from top: Cannon look down from a hilltop fort onto picturesque Port of Spain. *Photo by Debbie Chioldi*; At 85 feet, this is the tallest statue of Hanuman, a Hindu deity, outside of India. *Photo by Wyatt Gallery*; Ambassador Beatrice Welters, left, chats with Prime Minister Kamla Persad-Bissessar at the donation of a mobile classroom for Tobago. *Photo by Stephanie Van Hoff*; Marine Staff Sergeant Christopher Own shows his form with a cricket bat during a friendly game with embassy staff. *Photo by Gabrielle Punch*



Trinidad and Tobago's national anthem celebrates the country's ethnic and religious diversity by promising that "here every creed and race find an equal place." People of African and East Indian descent each make up roughly 40 percent of the nation's 1.3 million people; the remainder is a mix of people of European, Chinese and Middle Eastern descent, including a small community descended from the Carib Indians.

With this ethnic diversity comes religious diversity. Christian churches stand alongside Hindu temples and Muslim mosques. Religious festivals fill the calendar. Trinibagonians of all faiths light *deyas* during the Hindu festival of *Divali*, attend Muslim *Eid* suppers and solemnly mark the Stations of the Cross on Good Friday.

By far the biggest event of the year is Carnival, celebrated on the Monday and Tuesday before Ash Wednesday. It is a two-day countrywide party marked by bands, costumes and the pounding beat of soca and calypso. During Carnival, musicians compete for titles like *Soca Monarch* and *Calypso King* while ordinary citizens play "mas" (masquerade), dancing through the streets in costumes that range from the elaborate to the barely there. Carnival's soundtrack is the beat of the steelpan. After the colonial government outlawed African drums in the 1880s, defiant Trinibagonians turned to pots, pans and steel barrels, which evolved into the modern steelpan, the national instrument of Trinidad and Tobago.



Clockwise from right: A young boy plays in the surf at Maracas Beach, Trinidad; members of the Trinidad and Tobago Coast Guard line up during a ceremony rededicating the Perry Gate near the burial place of Commodore Oliver Hazard Perry, who died off the Trinidad coast; U.S. Attorney General Eric Holder, back center, shares a moment with consular section staff during his 2011 visit.

Photos by Gabrielle Punch





Unspoiled Caribbean

Although not even the size of Delaware, Trinidad abounds in unspoiled nature and wildlife. Forested mountains tower over the cities, and towns and jungle-capped cliffs cover the coastline, little changed from the days Columbus set foot here. Manatees, howler monkeys and ocelots can be found in the interior, while bird watchers search out more than 460 different species.

Just a short flight or ferry ride from Port of Spain is Trinidad's twin island Tobago. Home to multitudes of coves with sandy beaches and the oldest protected rainforest in the Western Hemisphere, Tobago is a serene haven for vacationers, nature lovers and divers.

For some Americans, the Andrews Sisters' song about sipping rum on the beaches of Trinidad is their chief image of the country. What few realize is that it was stolen from a biting Calypso song by Rupert Westmore Grant (aka Lord Invader) attacking the corrupting influence of the American military presence. Lord Invader challenged the Andrews Sisters' producer and won damages in a prominent plagiarism suit.

Similarly, while some Americans imagine only beaches and coconut trees, Trinidad and Tobago is in fact a vibrant democracy and regional leader—a nation of many races and faiths joined by a commitment to tolerance, pride in their country and love of a good fete. ■



At a Glance

Trinidad and Tobago

Capital: Port of Spain

Government type: Parliamentary democracy

Area: 5,128 sq. km.

Comparative area: Slightly smaller than Delaware

Population: 1.2 million

Language: English (official), Caribbean Hindustani, French, Spanish and Chinese

Religions: Roman Catholic, Protestant, Hindu and Muslim

GDP—per capita: \$20,300

Export commodities: Petroleum, liquefied natural gas, methanol, ammonia and urea

Export partners: U.S., Spain and Jamaica

Import commodities: Mineral fuels, lubricants, machinery, transportation equipment and manufactured goods

Import partners: U.S., Russia, Brazil, Colombia and Gabon

Currency: Trinidad and Tobago dollars (TTD)

Internet country code: .tt

Source: Country Background Notes





Catalyst for Action

Forum Strengthens Global Efforts to Counter Terrorism

By Eric Rosand, senior advisor to the Coordinator for Counterterrorism, and Rhonda Shore, senior public affairs advisor

Last year, Secretary of State Hillary Rodham Clinton and Turkish Foreign Minister Ahmet Davutoglu announced the creation of a new, multilateral counterterrorism platform designed to tackle 21st-century terrorism and violent extremism. At the launch of the Global Counterterrorism Forum (GCTF), Secretary Clinton made its purpose clear: “We don’t need another debating society. We need a catalyst for action.”

The Department’s goal was to make the forum the international “go-to” venue to pursue civilian-led counterterrorism cooperation and capacity-building initiatives, while complementing and reinforcing the efforts of the United Nations and other multilateral bodies.

The forum’s launch was the culmination of more than a year’s work, an effort led by Coordinator for Counterterrorism Ambassador Daniel Benjamin. The aim: to build the international architecture to address terrorist threats and the need for a nimble multilateral platform for counterterrorism policymakers and practitioners from different regions to share expertise, experiences and lessons learned, and mobilize resources and political will.

Speaking in New York last September, Secretary Clinton called for “an international counterterrorism network that is as nimble and adaptive as our adversaries.”

The GCTF puts that vision into action. It was intended to replace the G8 Counterterrorism Action Group and bring together the expertise, experience and resources of traditional Western allies, emerging powers and countries on the front lines of terrorism. It would demonstrate the U.S. commitment to broadening and deepening counterterrorism cooperation and reflect the realities of a changing world.

Late last year, Ambassador Benjamin de-

scribed how the world was changing. “Even as the core of al-Qaida experienced massive setbacks, activity by the affiliates continued to spread geographically, and other groups with al-Qaida-related ideological leanings gained prominence,” he said.

With the terrorist threat becoming more diffuse, decentralized and diversified, the United States needs “capable partners around the world who are better suited to dealing with the threats within their borders and regions,” he added.

The GCTF members include 29 countries and the EU, encompassing all regions of the world. According to Ambassador Benjamin, the forum aims to identify and respond to specific, localized conditions and factors that al-Qaida exploits to recruit, radicalize and mobilize followers, and to incorporate core U.S. values into counterterrorism activities, including respect for human rights and the rule of law.

The forum’s spirit of action is reflected in its founding declaration that it intends to be “pragmatic, action-oriented, informal and civilian-led.” At the September 2011 launch, GCTF members announced significant deliverables in two strategic priority areas: strengthening rule of law and countering violent extremism. Forum members contributed approximately \$100 million for capacity-building programs to assist countries transitioning from authoritarian rule to democracy and the rule of law as they draft new counterterrorism legislation and train police, prosecutors and judges to apply the laws.

One forum member, the United Arab Emirates, announced it would host the first international Center of Excellence (COE) on Countering Violent Extremism. The COE, slated to open in Abu Dhabi in this fall, will have a multicultural staff and provide new perspectives on addressing the challenges



of violent extremism. It will also support research, dialogue and training to strengthen the emerging international CVE community.

The Department’s recently created Counterterrorism Bureau is working closely with the Emirates to develop the center, whose target audience includes government policymakers, police, educators, media (including online communicators) and religious and community leaders. The UAE has already outfitted a modest headquarters, and is working to identify the center’s first director and to include women in prominent roles.

In November, Attorney General Eric Holder opened the inaugural meeting of the Criminal Justice and Rule of Law Working Group, which brought together senior counterterrorism prosecutors and criminal justice officials from the 30 GCTF members. At a subsequent meeting in Rabat, the group developed a set of 16 preferred practices on counterterrorism for criminal justice officials. It will now mobilize donor support and training platforms for these practices. Algeria,



Egypt, Indonesia and Turkey have already offered facilities.

In a related move, the Department will co-fund a pilot project with Denmark and possibly other GCTF members to allow the U.N. to deliver human rights-based advice and training to law enforcement officials, which will help interested countries implement the “Rabat good practices.”

In April, the forum’s CVE Working Group, co-chaired by the United Arab Emirates and the United Kingdom, held its first meeting in Abu Dhabi with more than 100 experts participating. The group endorsed a 12-month work plan that focused on using CVE communications to promote community resilience and shape a counter-narrative; identifying the role of institutions, including schools, prisons and victims’ groups in CVE; and measuring the impact of CVE programming.

The forum has also set up regional capacity building groups in three areas, including the Sahel. A November kick-off meeting involved Algeria and Morocco as well as Mali,

Mauritania, Niger and other Sahel countries. Participants discussed enhancing regional counterterrorism cooperation and capacities. Next, the group will bring together the region’s CT practitioners, starting with border security experts in a workshop in Niger, to devise further action.

Having designed the forum, the Counterterrorism Bureau now oversees U.S. participation in it, which involves managing the small administrative unit and coordinating U.S. interagency engagement in the five GCTF working groups. Ambassador Benjamin co-chairs the forum with his Turkish counterpart. The bureau works closely with Turkey’s Ministry of Foreign Affairs on the forum’s agenda and to identify initiatives and engage GCTF partners.

The bureau also collaborates on the forum with regional bureaus, the new “J” family of offices and interagency partners, such as the departments of Justice, Defense, Treasury and Homeland Security, USAID and the National Counterterrorism Center. Attorney General Holder told the November conference of the

At the head of the table at the September launch of the GCTF in New York City are the event’s four principals, including Secretary of State Hillary Rodham Clinton, second from right.

Photo by Michael Gross

Criminal Justice and Rule of Law Working Group, that he expected there to be “a series of ongoing discussions aimed at establishing best practices, and reinforcing our shared commitment to the rule of law.”

Ambassador Benjamin and the CT Bureau want to leverage interagency partners’ expertise and encourage other GCTF members to adopt a similar whole-of-government approach to counterterrorism. The bureau expects senior officials from many of these federal agencies to join Secretary Clinton at the second GCTF plenary meeting in June, which she will co-chair. There, GCTF members will consider the forum’s remarkable progress since its 2011 launch and set new goals and strategic direction for the next year. ■

Widening Awareness

Posts Disseminate Immigration Information

By Scott Feeken, nonimmigrant visa chief, U.S. Consulate General in Toronto

Two Western Hemisphere posts recently acted to promote regional knowledge of consular practices. Mission El Salvador helped future Salvadoran diplomats understand U.S. immigration policy, while the U.S. Consulate General in Toronto provided consular operations information to congressional staffers from states bordering Ontario.

The late March Congressional Immigration Staff Event in Toronto (CISSET) also sought to

boost staffers' awareness of Mission Canada's efforts to advance presidential and Department initiatives and foster good relations between the Department, U.S. Customs and Border Protection (CBP) and Congress.

Working with the Bureau of Consular Affairs' Hill Liaison Office, the post brought together 18 congressional staffers from four Senate and eight House offices in six states, as well as staff from the House Committee on

Homeland Security. Participants observed visa and passport interviews at the consulate general, and consular officers answered questions on assisting constituents with citizenship and nonimmigrant visa cases.

Toronto Consul General Kevin Johnson and the post's political/economic chief briefed attendees on the Beyond the Border Vision, announced in 2011 by President Obama and Prime Minister Harper, and the Foreign Commercial Service representative explained the post's involvement in the President's National Export Initiative to promote trade and investment. The CBP port director from Toronto's Pearson Airport discussed preclearance procedures for travelers, and the consular chief spoke on the post's Nexus Mobile Unit pilot program.

The event's second day, held in Buffalo, N.Y., involved a tour of the Peace Bridge border crossing, with CBP's representative explaining how people and cargo are processed through the port of entry. After a lunch with Canadian and U.S. officials, the group visited the Buffalo Passport Agency, where Director Jim Theis gave a tour and explained how U.S. passport applications are processed.

In February, officials at the U.S. Embassy in San Salvador joined 25 graduate students at El Salvador's new diplomatic institute for a daylong seminar on U.S. immigration policy. The institute, which grants master's degrees in diplomacy and international relations to Salvadoran diplomats, asked the embassy to explain U.S. immigration policy and its relevance to Salvadorans abroad. The seminar included presentations on U.S. citizen and visa services, coordination between consular work and U.S. law enforcement, and an overview of disaster response operations in the United States.

U.S. Chargé d'Affaires Sean Murphy and Salvadoran Foreign Minister Hugo Martinez spoke on the importance of quality training for the next generation of Salvadoran diplomats, and highlighted the benefits of coordination between the embassy and institute.

During the past year, the embassy's entry-level officers attended several of the institute's events, including a seminar for young diplomats, and established an informal dialogue on bilateral issues. ■



Above: Congressional staffers from six regional border states and the House Committee on Homeland Security, plus Toronto consular officers, gather on the steps of Consulate General Toronto. *Photo by Patrick Merrill*

Right: El Salvadoran Foreign Minister Hugo Martinez, left, and Chargé d'Affaires Sean Murphy, second from left, speak with students from the IESFORD diplomatic academy. *Photo by Cristóbal Arévalo*





By the Numbers

2011 Foreign Service promotion statistics

By Heather Mroczkowski and Victor Villones, analysts, Bureau of Human Resources



2011 Promotion Statistics

The Bureau of Human Resources has compiled the 2011 Foreign Service Selection Board results by class and cone for generalists and specialists. The results show promotion numbers, rates, average time-in-class and average time-in-service for each competition group. The bureau also compared certain 2011 promotion rates to the 2010 levels and the five-year averages. For 2011, the promotion rate for all eligible Foreign Service employees was 24 percent, the same rate as in 2010 but slightly lower than the five-year average rate of 25 percent.

Generalists

Promotion rates for eligible Foreign Service generalists slightly increased to 31.8 percent in 2011 from 31.2 percent in 2010. Compared with 2010, promotion rates into and within the Senior Foreign Service held steady at 16 percent, slightly higher than the five-year average of 15.2 percent.

In 2011, the FS02 to FS01 promotion rate was 19.3 percent, reflecting 181 promotions. While the promotion rate was nearly the same in 2010, nine additional promotions occurred in 2011. The 2011 promotion rate and number were also higher than the five-year average of 18.3 percent, or 163 promotions per year.

The 2011 promotion rate from FS03 to FS02, 45.4 percent, was higher than the 2010 rate, 42.7 percent, representing 32 additional promotions (318 vs. 286) and 68 more than the five-year average of 250. However, the 2011 promotion rate was slightly lower than the five-year average of 46.9 percent.

Generalist promotions from FS04 to FS03 decreased to 294 in 2011 from 324 in 2010. The number promoted was also lower than the five-year average of 352 per year. Though fewer employees were eligible, the promotion rate increased to 68.5 percent, up from 63.4 percent in 2010 and also higher than the five-year average of 65.3 percent.

Specialists

Overall, 17 percent of all eligible Foreign Service specialists were promoted in 2011, the same rate as in 2010 but less than the five-year average of more than 18 percent. The total number of such promotions was slightly above the 2010 level. Historically, specialist promotions vary by class and skill group.

For several specialist skills, the 2011 promotion rates and numbers were at or above the 2010 levels and the five-year averages. For

instance, the number of construction engineer positions increased and resulted in additional 2011 promotion opportunities. In 2010, 45.2 percent of the eligibles were promoted (14 promotions). The promotion rate increased in 2011 to 47.2 percent (17 promotions). The 2011 promotion rate and totals for construction engineers were also higher than the five-year averages of 43.1 percent, or 14 promotions per year.

Another specialist category, the human resource officer skill group, faces deficits at the FS02 and FS03 levels. Because of these gaps, the number of 2011 promotions increased to 27, up from 20 in 2010 and higher than the five-year annual average of 22. Yet the overall promotion rate for human resource officers slightly decreased from 33.3 percent in 2010 to 29.7 percent in 2011 due to the increase in the number of eligibles at the FS04 level. Thus, the 2011 promotion rate was less than the five-year average of 40.7 percent.

The primary factor in determining the number of promotion opportunities is service need. The methodology is based on Foreign Service position requirements and estimated personnel numbers. A computer model simulates the movement of employees through the Foreign Service career system over multiple years and averages promotion opportunities over three to five years to create a smoothing effect in closing projected staffing gaps. If the Department were to promote to fill only the current-year gaps, promotion opportunities would vary significantly from year to year, especially for many specialist skill groups.

In 2005, the Department began offering classwide promotions at the FS03 to FS02, FS02 to FS01, FS01 to OC and OC to Minister-Counselor (MC) levels for generalists, in addition to conal promotion opportunities. Generalist opportunities are first determined for each grade level and then divided between classwide and conal promotions. Specialist promotion

opportunities are determined specifically for each skill group by grade level. The Director General directs the promotion planning process and authorizes the final generalist and specialist promotion opportunities.

Gender and Ethnicity/Race

New for each generalist and specialist class, one snapshot depicts the number competed, number promoted and percentage competed by gender, and another shows these factors by ethnicity and race for the 2011, 2010 and 2009 promotion years. The 2011 overall promotion rate for all eligible generalists was 31.8 percent, or 29.1 percent for males and 36.8 percent for females. Broken down by ethnicity and race, that rate was 31.8 percent for Whites, 27 percent for African-Americans, 29.4 percent for Hispanics, 40.1 percent for Asians and 50 percent for Native Americans in 2011.

The 2011 overall promotion rate for all eligible specialists was 17 percent, or 17 percent for males and 17.2 percent for females. Broken down by ethnicity and race, that rate was 17.7 percent for Whites, 15.6 percent for African-Americans, 14.3 percent for Hispanics, 14.9 percent for Asians and 11.1 percent for Native Americans in 2011. ■



Photo by the U.S. Embassy in Ljubljana

FEMC to FEMC

	Number Completed	Number Promoted	Percent Completed/Promoted	Avg Time-in-Class for CO completed	Avg Time-in-Class for P Promotees	Avg Length of Service Completed	Avg Length of Service Promotees
CLASSWIDE MANAGEMENT	32	0	0	6.3	0	29.4	0
CLASSWIDE CONSULAR	17	0	0	6.6	0	31.5	0
CLASSWIDE ECONOMIC	41	2	4.9	6.9	5.5	30.2	25.9
CLASSWIDE POLITICAL	50	3	6	6.9	7.2	29.7	28.6
CLASSWIDE PUBLIC DIPLOMACY	28	0	0	6.6	0	29.4	0
CLASSWIDE FINANCE	1	0	0	9.3	0	25.2	0
CLASSWIDE INFO TECH MNGR	3	0	0	4.9	0	22.6	0
CLASSWIDE PSYCHIATRIST	2	0	0	9.6	0	19.8	0
CLASSWIDE MEDICAL OFFICERS	10	0	0	9.4	0	20.7	0
CLASSWIDE SECURITY OFFICER	1	0	0	4.5	0	23.8	0
CLASSWIDE TOTAL	185	5	2.7	6.9	6.5	29.1	27.5

GENERALIST FE0C to FEMC

CLASSWIDE MANAGEMENT	41	1	2.4	3.9	3.5	24.4	23.5
CLASSWIDE CONSULAR	39	1	2.6	4	3.5	25.9	17.5
CLASSWIDE ECONOMIC	52	4	7.7	4.3	5	25.8	25.4
CLASSWIDE POLITICAL	73	7	9.6	4.3	5.1	26.3	26.5
CLASSWIDE PUBLIC DIPLOMACY	42	0	0	4.1	0	24.1	0
CLASSWIDE TOTAL	247	13	5.3	4.1	4.8	25.4	25.3
MANAGEMENT	40	8	20	3.9	4	24.4	26.1
CONSULAR	38	4	10.5	4	5.8	26.1	30.2
ECONOMIC	48	5	10.4	4.3	5.6	25.8	26.8
POLITICAL	66	9	13.6	4.2	5.3	26.3	27.3
PUBLIC DIPLOMACY	42	9	21.4	4.1	4.8	24.1	24.9
FUNCTIONAL TOTALS	234	35	15	4.1	5	25.5	26.6
COMBINED TOTALS	247	48	19.4	4.1	4.9	25.4	26.3

GENERALIST FS01 to FE0C

CLASSWIDE MANAGEMENT	63	0	0	5.4	0	21.7	0
CLASSWIDE CONSULAR	51	2	3.9	6.2	5.7	22.5	19.2
CLASSWIDE ECONOMIC	100	3	3	6	6.4	22.6	19.4
CLASSWIDE POLITICAL	137	18	13.1	6.1	6.5	22.3	21.6
CLASSWIDE PUBLIC DIPLOMACY	81	1	1.2	6.2	8.7	21.4	17.7
CLASSWIDE TOTAL	432	24	5.6	6	6.5	22.1	20.9
MANAGEMENT	63	16	25.4	5.4	6.1	21.7	22.9
CONSULAR	49	10	20.4	6.2	6.4	22.6	21.3
ECONOMIC	97	9	9.3	5.9	7.3	22.7	22.5
POLITICAL	119	10	8.4	6	7.3	22.4	23.1
PUBLIC DIPLOMACY	80	16	20	6.2	6	21.4	20.9
FUNCTIONAL TOTALS	408	61	15	5.9	6.5	22.2	22.1
COMBINED TOTALS	432	85	19.7	6	6.5	22.1	21.8

GENERALIST FS02 to FS01

	Number Completed	Number Promoted	Percent Completed/Promoted	Avg Time-in-Class of CO completed	Avg Time-in-Class for P Promotees	Avg Length of Service Completed	Avg Length of Service Promotees
CLASSWIDE MANAGEMENT	112	5	4.5	4.8	5.7	13.2	15
CLASSWIDE CONSULAR	217	7	3.2	5	5.4	14.9	14.6
CLASSWIDE ECONOMIC	231	12	5.2	5.4	6.3	15	15.3
CLASSWIDE POLITICAL	275	26	9.5	5.5	6.8	14.6	16.3
CLASSWIDE PUBLIC DIPLOMACY	102	3	2.9	3.8	5	12.3	13.5
CLASSWIDE TOTAL	937	53	5.7	5.1	6.3	14.4	15.5
MANAGEMENT	107	35	32.7	4.7	4.8	13.2	12.5
CONSULAR	210	18	8.6	5	5	14.9	15.1
ECONOMIC	219	20	9.1	5.4	6	15	14.3
POLITICAL	249	21	8.4	5.4	6.6	14.4	15.7
PUBLIC DIPLOMACY	99	34	34.3	3.8	3.8	12.3	11.5
FUNCTIONAL TOTALS	884	128	14.5	4.9	5.1	14.3	13.4
COMBINED TOTALS	937	181	19.3	5.1	5.4	14.4	14

GENERALIST FS03 to FS02

CLASSWIDE MANAGEMENT	116	9	7.8	3.7	4.6	8.9	9.7
CLASSWIDE CONSULAR	144	11	7.6	4.2	5.9	9.5	10.7
CLASSWIDE ECONOMIC	153	23	15	3.9	4.5	8.5	8.9
CLASSWIDE POLITICAL	141	20	14.2	3.7	4	8.4	8.4
CLASSWIDE PUBLIC DIPLOMACY	146	11	7.5	3.6	4	8.1	8.2
CLASSWIDE TOTAL	700	74	10.6	3.8	4.5	8.6	9
MANAGEMENT	107	50	46.7	3.6	3.5	8.8	8.9
CONSULAR	133	34	25.6	4	4.5	9.4	9.8
ECONOMIC	130	39	30	3.8	4.1	8.4	8.6
POLITICAL	121	61	50.4	3.7	3.6	8.4	8.2
PUBLIC DIPLOMACY	135	60	44.4	3.5	3.8	8	8.2
FUNCTIONAL TOTALS	626	244	39	3.6	3.9	8.6	8.6
COMBINED TOTALS	700	318	45.4	3.8	4	8.6	8.7

GENERALIST FS04 to FS03

CLASSWIDE MANAGEMENT	69	42	60.9	3.3	2.7	4.6	4.4
CLASSWIDE CONSULAR	91	62	68.1	2.9	2.8	4.7	4.4
CLASSWIDE ECONOMIC	97	66	68	2.8	2.7	4.6	4.7
CLASSWIDE POLITICAL	83	69	83.1	2.7	2.6	4.5	4.4
CLASSWIDE PUBLIC DIPLOMACY	89	55	61.8	2.3	2.1	4.9	4.7
CLASSWIDE TOTAL	429	294	68.5	2.8	2.6	4.7	4.5

2011 Promotion Statistics

SPECIALIST FE0C to FEMC

	Number Completed	Number Promoted	Percent Completed/Promoted	Avg Time-in-Class of Completed	Avg Time-in-Class of Promotees	Avg Length of Service Completed	Avg Length of Service Promotees
FINANCE	6	0	0	3.8	0	22.5	0
HUMAN RESOURCES	1	0	0	4.5	0	30.3	0
GENERAL SERVICES	1	0	0	4.5	0	28.3	0
INFO TECH MNGR	12	0	0	4.1	0	27.9	0
DIPLOMATIC COUR	2	0	0	5	0	21.5	0
PSYCHIATRIST	5	1	20	4.7	2.7	9.6	7
SECURITY OFF	36	2	5.6	4.1	4	24.9	24.4
CONSTR ENGR	3	1	33.3	3.9	5.6	19.3	26.2
ENGLISH LANG PGMS	1	0	0	5.6	0	27.1	0
INFO RESOURCES	1	0	0	4.5	0	34.7	0
MEDICAL OFFICERS	7	3	42.9	4.7	4.6	10.7	10
HEALTH PRACTITIONER	2	0	0	3.6	0	27.5	0
FUNCTIONAL TOTALS	77	7	9.1	4.2	4.3	22.9	16



Photo by the U.S. Embassy in Kabul



Percentage of eligible Foreign Service specialists promoted in 2011

SPECIALIST FS01 to FE0C

	Number Completed	Number Promoted	Percent Completed/Promoted	Avg Time-in-Class of Completed	Avg Time-in-Class of Promotees	Avg Length of Service Completed	Avg Length of Service Promotees
FINANCE	20	1	5	6.8	10.7	19.7	20.7
HUMAN RESOURCES	10	0	0	6.2	0	21.4	0
GENERAL SERVICES	6	0	0	5.4	0	22	0
INFO TECH MNGR	24	4	16.7	4.8	4	23.2	24.1
DIPLOMATIC COUR	2	1	50	4.2	2.7	19.2	18.5
PSYCHIATRIST	2	1	50	4.3	4.3	4.3	4.3
SECURITY OFF	53	12	22.6	4.9	4.7	24.2	23.3
SECURITY ENGINEER	10	1	10	6.4	7.7	23.5	22.8
CONSTR ENGR	8	2	25	4.7	5.2	14.7	14
FACILITIES MAINT	6	0	0	7.9	0	17.4	0
ENGLISH LANG PGMS	3	0	0	8.2	0	22.4	0
INFO RESOURCES	2	0	0	10.2	0	17.4	0
MEDICAL OFFICERS	11	2	18.2	5.9	5	5.9	5
HEALTH PRACTITIONER	5	0	0	5.3	0	22.3	0
FUNCTIONAL TOTALS	162	24	14.8	5.6	4.9	20.8	20

Number Completed
Number Promoted
Percent Completed/Promoted
Avg Time-in-Class of Completed
Avg Time-in-Class of Promotees
Avg Length of Service Completed
Avg Length of Service Promotees

SPECIALIST FS02 to FS01

	Number Completed	Number Promoted	Percent Completed/Promoted	Avg Time-in-Class of Completed	Avg Time-in-Class of Promotees	Avg Length of Service Completed	Avg Length of Service Promotees
FINANCE	59	6	10.2	6.1	8	10.4	11.1
HUMAN RESOURCES	21	3	14.3	3.8	4.4	16.4	17.3
GENERAL SERVICES	25	3	12	4.8	6	14	19.6
INFO TECH MNGR	188	8	4.3	6.8	5.6	19.6	17.7
DIPLOMATIC COUR	6	1	16.7	6.5	4.7	20.9	18.2
SECURITY OFF	229	22	9.6	5.8	5.3	15.8	13.9
SECURITY ENGINEER	58	3	5.2	6.5	5	13.7	11.2
CONSTR ENGR	3	3	100	3	3	8.5	8.5
FACILITIES MAINT	15	4	26.7	4.4	5.2	15.1	15.2
ENGLISH LANG PGMS	12	2	16.7	5.3	8.8	9.7	14.5
INFO RESOURCES	10	1	10	5.2	7.7	9.1	12.1
MEDICAL TECH	2	0	0	11.7	0	31.3	0
HEALTH PRACTITIONER	22	3	13.6	5.7	8	10.7	13.6
FUNCTIONAL TOTALS	650	59	9.1	6	5.8	15.8	14.3

	Number Completed	Number Promoted	Percent Completed/Promoted	Avg Time-in-Class of Completed	Avg Time-in-Class of Promotees	Avg Length of Service Completed	Avg Length of Service Promotees
SPECIALIST FS03 to FS02							
FINANCE	28	11	39.3	4.7	4.8	5.4	5.6
HUMAN RESOURCES	14	10	71.4	3.2	3.1	10.9	11.6
GENERAL SERVICES	59	8	13.6	5.1	5	10.9	10.5
INFORMATION MGMT	240	19	7.9	5.8	5.6	12.3	12
INFO MGMT TECH	58	5	8.6	5.5	6.3	10.5	10.6
DIPLOMATIC COUR	9	2	22.2	7	3.7	15.2	12.1
SECURITY OFF	417	44	10.6	4.8	4.9	9.7	9.5
SECURITY ENGINEER	23	12	52.2	3.4	3.4	8.1	8
SECURITY TECHNICIAN	27	0	0	4.8	0	11	0
CONSTR ENGR	7	5	71.4	3.4	3.7	6	6.1
FACILITIES MAINT	39	10	25.6	4.8	5.3	10.2	10.7
ENGLISH LANG PGMS	3	2	66.7	3.4	4.1	3.4	4.1
INFO RESOURCES	2	1	50	4.7	5.4	4.7	5.4
MEDICAL TECH	5	0	0	10.1	0	20.3	0
HEALTH PRACTITIONER	32	7	21.9	4.7	7	4.7	7
OFFICE MGMT SPEC	24	0	0	4.6	0	25.3	0
FUNCTIONAL TOTALS	987	136	13.8	5.1	4.9	10.7	9.4



Number of Foreign Service Generalists promoted from FS02 to FS01 in 2011

	Number Completed	Number Promoted	Percent Completed/Promoted	Avg Time-in-Class of Completed	Avg Time-in-Class of Promotees	Avg Length of Service Completed	Avg Length of Service Promotees
SPECIALIST FS04 to FS03							
FINANCE	1	1	100	1.5	1.5	13.5	13.5
HUMAN RESOURCES	45	14	31.1	2.2	2.8	3.2	3.6
GENERAL SERVICES	63	16	25.4	2.9	3.9	3.3	5.1
INFORMATION MGMT	237	47	19.8	5.6	6.2	7.6	7.7
INFO MGMT TECH	29	10	34.5	3.5	3.9	5	5.3
DIPLOMATIC COUR	44	2	4.5	4.8	2.4	9	5
SECURITY OFF	182	80	44	2.5	2.4	5.1	4.9
SECURITY ENGINEER	21	10	47.6	2	2.8	2.4	3.6
SECURITY TECHNICIAN	49	4	8.2	5.2	6.8	8.1	10.3
CONSTR ENGR	15	6	40	2	2.3	2	2.3
FACILITIES MAINT	47	25	53.2	3.7	4.5	3.9	4.8
OFFICE MGMT SPEC	112	9	8	4.4	5.1	17.7	16.5
FUNCTIONAL TOTALS	845	224	26.5	4	3.8	7.4	5.9

SPECIALIST FS05 to FS04							
OFFICE MGMT SPEC	189	30	15.9	3.7	4.4	10.8	10.6
FUNCTIONAL TOTALS	189	30	15.9	3.7	4.4	10.8	10.6

SPECIALIST FS06 to FS05							
OFFICE MGMT SPEC	203	54	26.6	4	4.5	5.6	6.2
FUNCTIONAL TOTALS	203	54	26.6	4	4.5	5.6	6.2



Photo by Benjamin Edwards

Diversity Statistics

		2011 Number Completed	2011 Number Promoted	2011 % Completed Promoted	2010 Number Completed	2010 Number Promoted	2010 % Completed Promoted	2009 Number Completed	2009 Number Promoted	2009 % Completed Promoted
FEMC TO FEMC	Male	130	4	3.1	129	2	1.6	123	4	3.3
	Female	55	1	1.8	51	3	5.9	49	1	2.0
	COMBINED TOTALS	185	5	2.7	180	5	2.8	172	5	2.9
GENERALIST FE0C TO FEMC	Male	174	32	18.4	170	29	17.1	172	36	20.9
	Female	73	16	21.9	71	17	23.9	63	13	20.6
	COMBINED TOTALS	247	48	19.4	241	46	19.1	235	49	20.9
GENERALIST FS01 TO FE0C	Male	289	47	16.3	282	49	17.4	291	44	15.1
	Female	143	38	26.6	148	33	22.3	156	34	21.8
	COMBINED TOTALS	432	85	19.7	430	82	19.1	447	78	17.4
GENERALIST FS02 TO FS01	Male	597	111	18.6	601	118	19.6	581	111	19.1
	Female	340	70	20.6	304	54	17.8	282	53	18.8
	COMBINED TOTALS	937	181	19.3	905	172	19.0	863	164	19.0
GENERALIST FS03 TO FS02	Male	413	184	44.6	416	173	41.6	376	161	42.8
	Female	287	134	46.7	254	113	44.5	260	129	49.6
	COMBINED TOTALS	700	318	45.4	670	286	42.7	636	290	45.6
GENERALIST FS04 TO FS03	Male	237	153	64.6	267	171	64.0	279	186	66.7
	Female	192	141	73.4	244	153	62.7	255	173	67.8
	COMBINED TOTALS	429	294	68.5	511	324	63.4	534	359	67.2
SPECIALIST FE0C TO FEMC	Male	71	5	7.0	59	3	5.1	50	3	6.0
	Female	6	2	33.3	8	1	12.5	8	0	0.0
	COMBINED TOTALS	77	7	9.1	67	4	6.0	58	3	5.2
SPECIALIST FS01 TO FE0C	Male	128	20	15.6	123	21	17.1	119	14	11.8
	Female	34	4	11.8	24	1	4.2	27	5	18.5
	COMBINED TOTALS	162	24	14.8	147	22	15.0	146	19	13.0
SPECIALIST FS02 TO FS01	Male	501	45	9.0	495	46	9.3	460	33	7.2
	Female	149	14	9.4	139	10	7.2	127	12	9.4
	COMBINED TOTALS	650	59	9.1	634	56	8.8	587	45	7.7
SPECIALIST FS03 TO FS02	Male	822	112	13.6	793	96	12.1	693	84	12.1
	Female	165	24	14.5	167	29	17.4	164	25	15.2
	COMBINED TOTALS	987	136	13.8	960	125	13.0	857	109	12.7
SPECIALIST FS04 TO FS03	Male	625	180	28.8	681	189	27.8	676	163	24.1
	Female	220	44	20.0	197	41	20.8	197	42	21.3
	COMBINED TOTALS	845	224	26.5	878	230	26.2	873	205	23.5
SPECIALIST FS05 TO FS04	Male	11	6	54.5	7	0	0.0	7	2	28.6
	Female	178	24	13.5	174	29	16.7	163	28	17.2
	COMBINED TOTALS	189	30	15.9	181	29	16.0	170	30	17.6
SPECIALIST FS06 TO FS05	Male	19	4	21.1	17	5	29.4	26	6	23.1
	Female	184	50	27.2	207	57	27.5	232	50	21.6
	COMBINED TOTALS	203	54	26.6	224	62	27.7	258	56	21.7

		2011 Number Completed	2011 Number Promoted	2011 % Completed Promoted	2010 Number Completed	2010 Number Promoted	2010 % Completed Promoted	2009 Number Completed	2009 Number Promoted	2009 % Completed Promoted
FEMC TO FEMC	White	153	4	2.6	149	4	2.7	151	5	3.3
	African-American	16	1	6.3	15	0	0.0	11	0	0.0
	Hispanic	10	0	0.0	10	0	0.0	6	0	0.0
	Asian	6	0	0.0	6	1	16.7	4	0	0.0
	Native American	0	0	0.0	0	0	0.0	0	0	0.0
	COMBINED TOTALS	185	5	2.7	180	5	2.8	172	5	2.9
GENERALIST FE0C TO FEMC	White	208	41	19.7	199	38	19.1	195	42	21.5
	African-American	17	3	17.6	24	5	20.8	22	3	13.6
	Hispanic	12	2	16.7	10	1	10.0	10	2	20.0
	Asian	8	0	0.0	6	2	33.3	6	2	33.3
	Native American	2	2	100.0	2	0	0.0	2	0	0.0
	COMBINED TOTALS	247	48	19.4	241	46	19.1	235	49	20.9
GENERALIST FS01 TO FE0C	White	382	75	19.6	382	75	19.6	390	63	16.2
	African-American	16	1	6.3	12	2	16.7	15	8	53.3
	Hispanic	18	4	22.2	22	4	18.2	26	3	11.5
	Asian	15	5	33.3	13	1	7.7	14	3	21.4
	Native American	1	0	0.0	1	0	0.0	2	1	50.0
	COMBINED TOTALS	432	85	19.7	430	82	19.1	447	78	17.4
GENERALIST FS02 TO FS01	White	828	160	19.3	801	160	20.0	766	145	18.9
	African-American	36	5	13.9	31	4	12.9	28	4	14.3
	Hispanic	37	10	27.0	38	6	15.8	36	7	19.4
	Asian	33	6	18.2	33	2	6.1	31	7	22.6
	Native American	3	0	0.0	2	0	0.0	2	1	50.0
	COMBINED TOTALS	937	181	19.3	905	172	19.0	863	164	19.0
GENERALIST FS03 TO FS02	White	577	268	46.4	562	246	43.8	544	245	45.0
	African-American	33	15	45.5	31	8	25.8	29	13	44.8
	Hispanic	30	11	36.7	29	14	48.3	24	11	45.8
	Asian	58	23	39.7	46	17	37.0	37	21	56.8
	Native American	2	1	50.0	2	1	50.0	2	0	0.0
	COMBINED TOTALS	700	318	45.4	670	286	42.7	636	290	45.6
GENERALIST FS04 TO FS03	White	345	240	69.6	414	261	63.0	419	283	67.5
	African-American	41	18	43.9	34	17	50.0	35	22	62.9
	Hispanic	12	8	66.7	22	18	81.8	21	10	47.6
	Asian	28	25	89.3	41	28	68.3	57	42	73.7
	Native American	2	2	100.0	0	0	0.0	2	2	100.0
	Unspecified	1	1	100.0	0	0	0.0	0	0	0.0
	COMBINED TOTALS	429	294	68.5	511	324	63.4	534	359	67.2
SPECIALIST FE0C TO FEMC	White	71	6	8.5	64	4	6.3	53	2	3.8
	African-American	1	0	0.0	1	0	0.0	3	1	33.3
	Hispanic	2	0	0.0	1	0	0.0	1	0	0.0
	Asian	3	1	33.3	1	0	0.0	1	0	0.0
	Native American	0	0	0.0	0	0	0.0	0	0	0.0
	COMBINED TOTALS	77	7	9.1	67	4	6.0	58	3	5.2
SPECIALIST FS01 TO FE0C	White	140	24	17.1	132	20	15.2	131	17	13.0
	African-American	11	0	0.0	10	1	10.0	6	0	0.0
	Hispanic	3	0	0.0	1	0	0.0	3	1	33.3
	Asian	7	0	0.0	4	1	25.0	6	1	16.7
	Native American	1	0	0.0	0	0	0.0	0	0	0.0
	COMBINED TOTALS	162	24	14.8	147	22	15.0	146	19	13.0
SPECIALIST FS02 TO FS01	White	515	45	8.7	519	48	9.2	489	36	7.4
	African-American	50	6	12.0	39	0	0.0	32	3	9.4
	Hispanic	46	5	10.9	44	6	13.6	36	2	5.6
	Asian	36	3	8.3	29	2	6.9	26	3	11.5
	Native American	3	0	0.0	3	0	0.0	4	1	25.0
	COMBINED TOTALS	650	59	9.1	634	56	8.8	587	45	7.7
SPECIALIST FS03 TO FS02	White	758	106	14.0	745	96	12.9	672	84	12.5
	African-American	99	16	16.2	96	16	16.7	78	9	11.5
	Hispanic	68	6	8.8	59	4	6.8	58	9	15.5
	Asian	56	8	14.3	54	8	14.8	44	6	13.6
	Native American	4	0	0.0	5	1	20.0	5	1	20.0
	COMBINED TOTALS	987	136	13.8	960	125	13.0	857	109	12.7
SPECIALIST FS04 TO FS03	White	639	184	28.8	660	182	27.6	648	154	23.8
	African-American	78	14	17.9	85	20	23.5	90	20	22.2
	Hispanic	58	12	20.7	65	16	24.6	62	13	21.0
	Asian	67	12	17.9	65	12	18.5	69	17	24.6
	Native American	1	1	100.0	1	0	0.0	2	1	50.0
	COMBINED TOTALS	845	224	26.5	878	230	26.2	873	205	23.5
SPECIALIST FS05 TO FS04	White	133	21	15.8	132	23	17.4	126	23	18.3
	African-American	22	3	13.6	22	4	18.2	21	2	9.5
	Hispanic	16	3	18.8	14	1	7.1	10	2	20.0
	Asian	18	3	16.7	13	1	7.7	13	3	23.1
	Native American	0	0	0.0	0	0	0.0	0	0	0.0
	COMBINED TOTALS	189	30	15.9	181	29	16.0	170	30	17.6
SPECIALIST FS06 TO FS05	White	144	41	28.5	155	41	26.5	185	43	23.2
	African-American	28	6	21.4	25	6	24.0	26	3	11.5
	Hispanic	17	4	23.5	24	7	29.2	23	3	13.0
	Asian	14	3	21.4	20	8	40.0	24	7	29.2
	Native American	0	0	0.0	0	0	0.0	0	0	0.0
	COMBINED TOTALS	203	54	26.6	224	62	27.7	258	56	21.7



STATE
MAGAZINE



Summit Promotes Volunteerism in Spain

By Jeffrey Galvin, public affairs office, U.S. Embassy Madrid

Two hundred experts on citizen service and volunteerism at the U.S. Embassy in Madrid's Service Innovation Summit in March sought to develop creative, practical solutions to social problems. The summit occurred at a time when Spain's economic crisis and budget cutbacks had led to labor unrest, including a general strike. Summit organizers decided to proceed, but made a few changes. A service project planned for the day of the strike was rescheduled as a post-summit effort, but organizers replaced it with sessions on engaging youth and increasing public participation. In the end, the summit went off without a hitch.

In fact, government and opposition leaders, as well as Spain's crown prince and representatives of civil society, all sat together on the dais on the summit's opening day. The controversy helped summit participants focus on the value of civic engagement and public-private partnerships.

At the conference, the embassy announced a \$5,000 grant competition for grassroots community service projects, and Madrid's mayor announced that her city had joined Cities of Service, a coalition founded by New York City Mayor Michael Bloomberg to leverage volunteerism.

A public-private partnership between the embassy and the Meridian International Center, the summit reflected Ambassador Alan Solomont's effort to promote greater civic engagement. Hosted by the Rafael del Pino Foundation, the event sought to build bridges among service leaders from government, the private sector and NGOs, and to foster an information exchange on increasing the role of citizens in problem solving.

The summit attracted American community service experts such as City Year founder Alan Khazei, Jonathon Greenblatt from the White House Office of Social Innovation and Civic Participation and Diahann Billings-Burford, New York City's chief service officer. Other participants included Assistant Secretary of State Ann Stock, Special Representative for Global Partnerships Kris Balderston and Ambassador Solomont, former chair of the Corporation for National and Community Service.

Spanish participants included representatives of the Madrid city government, the Spanish National Volunteerism Platform and the SERES Foundation, representing Spanish companies committed to corporate social responsibility. Civil society organizations and government, volunteerism experts and Spanish and American executives also participated.

The three-day event was streamed live on the Web, and featured sessions where private- and public-sector officials and NGO representatives discussed recommendations for action.

There was also an informal reception at the ambassador's residence and a museum tour. For promotion, the summit used a public awareness campaign, a website/blog and donated ads promoting citizen service in Spain, and an embassy-built social media platform. Participants contributed blog entries, tweeted and posted videos to the summit website, the embassy's social media pages and elsewhere.

Several summit attendees came together again in April for a service project at a bilingual school in the working-class neighborhood of San Blas. The Realmadrid Foundation organized exercise demonstrations, and volunteers gave English lessons and worked on park and neighborhood beautification projects.

The embassy grant will go to the community NGO with the most innovative idea for using volunteers to improve their neighborhood or helping solve a community problem. ■



Above: Ambassador Solomont talks about the potential of citizen service with President of the Region of Madrid Esperanza Aguirre. *Department photo*
Below: Protesters fill Puerta del Sol and the surrounding streets to hear speeches by union leaders during the General Strike, March 29, 2012, in downtown Madrid. *Photo by Ethan Klosterman*



FAMILY MEMBERS CONTRIBUTE AT AIP POSTS

By Gabrielle Hampson, communications and outreach officer, Family Liaison Office

When George Ketchum retired from a career in education and mental health at age 62, he never expected to be gainfully employed again. His wife had joined the Foreign Service that same year, and he said he “looked forward to a horizon of new experiences, travel to far-flung places and many a day of leisure.”

Five years and many miles later, he found himself investigating employment opportunities as an Eligible Family Member (EFM) at the U.S. Embassy in Baghdad. He said he and wife, Sharon, “both looked at it as something good we were doing for our country, a new adventure and a pathway to further opportunities.” Ketchum now works as a countermeasures administrative assistant at Embassy Baghdad.

Heidi Porter, community liaison office (CLO) assistant at the U.S. Embassy in Kabul, Afghanistan, has a different story. Her husband had already been at post for a year before she joined him. In fact, they married during one of his R&Rs, and once married, she was on his orders and able to apply for a position at post.

“I get to be with my husband, which makes it absolutely the right decision,” she said, adding that the experience exposes her to two new cultures, that of the Foreign Service and Afghanistan, and provides experiences available no other way.

Back in 2005, when Pakistan became the first of the AIP (Afghanistan, Iraq and Pakistan) posts approved to hire EFMs, there were just 11 positions available. Today, there are approximately 100

EFM positions throughout the AIP posts: Baghdad, Kabul, Karachi, Lahore and Islamabad. Most are with the CLO, medical services, consular section, general services, security, protocol, refugee services and office management systems.

Posts identify the positions needed and work with the bureaus of South and Central Asian Affairs (SCA) and Near Eastern Affairs (NEA) to coordinate selection and hiring. The bureaus do recruitment and screening, and then pass candidates’ files to post, where the HR office works with the employment committee to interview and select candidates. Though the number and type of EFM positions vary from post to post, post management and the bureaus regularly seek employment opportunities within the mission for those who wish to accompany their spouse or same-sex domestic partner.

The first stop for EFMs wishing to accompany their spouse or partner to an AIP post is the NEA/SCA bureaus’ EFM coordinators, who guide them through the application process, provide information about what it’s like to work at post and respond to questions. The Orientation and In-Processing Center (OIP) also plays a major role, ensuring that the EFMs are ready to travel to post.

“OIP meets with the EFMs just as it does with direct-hire candidates and facilitates a diplomatic passport if needed, a visa, computer log-on, country clearance and numerous documentation that make check-in at post complete,” explained Carleen Kaurin, a management analyst in the bureaus’ combined executive office.

Prior to bidding on an AIP assignment, many employees, spouses and partners research these posts through FSI’s Overseas Briefing Center, seek advice from friends and colleagues, and rely on guidance from the Family Liaison Office (FLO), which supports employees and family members before, during and after unaccompanied tours. FLO helps those on unaccompanied tours navigate the process and learn about allowances and support resources.

For instance, EFM Ketchum from Embassy Baghdad found that as the departure time for him and his wife approached, his



EFMs in Kabul gathered before the new chancery building include, from left, (back row) Daniela Morich, Maria Brunet, Nara Lopez, Helen Myers, Heidi Porter, Barbara Brown and Lilia Tidwell. In the middle row from left are: Honeylee Temblador, May Wang-Andersen, Jianping Lynn, Christine McCarthy and Tokyn Martin. In the bottom row are Matt Glass, Danny Kwan, Brian Neely and Emiliano Di Rosa.

Photo by Barat Ali Bataor



Clockwise from above: Cindy Jones-Pettiford, HR officer at the U.S. Embassy in Islamabad, enjoys a group outing at the Margalla Hills, with their spectacular views of Islamabad. *Photo by Maurice Pettiford*; Embassy Baghdad employees Phillip Salazar, left, and Nathan Augustin race to the finish of the Urbanathlon jointly organized by the Community Liaison Office and Office of Security Cooperation - Iraq. *Photo by Fred Anderson*; The co-coordinator of Embassy Baghdad's CLO, Megan Porter, gets help from John Cru, left, and Lance Veronie as she tries on protective gear as part of a safety demonstration. *Photo by Elizabeth Pepe*

security clearance had not yet come through. “Our anxiety brought us to the FLO office at Main State to explore what would happen if Sharon had to go ahead while I awaited the clearance,” he said. The office gave him good advice on the timing of the clearance and on FLO support services. Ketchum added that his extensive information gathering prior to deployment “contributed significantly to my well-being here in Iraq.”

Megan Porter, co-coordinator of the Embassy Baghdad CLO, agreed that research is crucial. She said she met with Jerry Nice, the EFM employment coordinator for Iraq, “even before we bid, to learn more about the program; he is an amazing resource.” She also spoke with departing CLOs and met with FLO’s Unaccompanied Tour Support Specialist.

Cindy Jones-Pettiford, who handles the EFM portfolio in Islamabad, said she felt well prepared for her work as an HR officer in Pakistan. “I wanted to be able to share my experiences with other EFMs and perhaps guide them through the process that at times can be discouraging and difficult,” she said.

Jones-Pettiford left a flourishing career to accompany her spouse to Pakistan, where she didn’t initially have a job. But she did have more than 10 years of HR experience. Jones-Pettiford is now the first EFM

in Islamabad in the Expanded Professional Associates Program. She and her husband are on a three-year tour and have asked to extend an additional year. She is the longest serving EFM at post and is on the register to join the Department as a direct-hire HR officer.

“As I look toward a career in the Foreign Service, I see this as an excellent training ground,” she said.

To prepare for AIP assignments, employees and EFMs take FSI’s familiarization and Foreign Affairs Counter-Threat courses. Tol kyn Martin, the EFM coordinator at Embassy Kabul, said the courses boosted her understanding of the cultural and political landscape at post, but she wished she had been given more information about the position she would be occupying.

“I drew from this experience when I became EFM coordinator and worked to improve communications with incoming EFMs,” Martin said. Embassy Kabul now interviews applicants and explains to prospective EFMs their role in the mission. It also has monthly EFM group meetings and helps EFMs develop career plans.

“Our efforts improved EFM morale and demonstrated that EFMs are an integral component of mission staffing,” Martin said.

Jones-Pettiford said spouses or partners who are serving as EFM for the first time, many having left private-sector jobs, can face a huge adjustment. Because they've had a diverse pool of positions from which to choose, however, most EFM have been satisfied with their jobs, she said. Very few have asked to change positions, she continued, and most were planning to stay for extended tours.

Brad Moore, co-coordinator of the Baghdad CLO, said he's delighted to be in a full-time government position and eligible for other government positions afterward. Moore, a licensed ESL instructor, had been unable to work in his field at post.

"I left a position that paid better, had better vacation, required fewer working hours and was within my field to serve here for this year," he said. "Most importantly, I am with my partner, rather than separated for a year."

Many spouses and partners often take multiple hardship assignments. Last year, for instance, Kristina Kimbrough and her family were evacuated from Tripoli. Undaunted, she has spent the better part of this year working at Embassy Baghdad as a consular associate in American Citizen Services. She and her husband have extended for a second year, and when her husband bids in a few months, she said she'll encourage him to consider either Afghanistan or Pakistan. The reason, she said, is that "AIP posts offer unique professional opportunities and challenges in a very dynamic environment."

Another EFM, Helen Pace, first served with her husband in Baghdad from 2007 to 2009 and was finishing a one-year tour in Islamabad as a warehouse assistant this spring before heading to Embassy Kabul, which will make her one of few EFM to have served at all three AIP posts.

She said there are several advantages to EFM employment at AIP posts, like being "hired up front without having to go to post and apply for a position." She also cited the challenging work environment, good benefits and opportunity to be with her spouse.



Above: At Embassy Kabul's Rock Band Night are, from left, Management Officer Todd Tiffany on drums, Economics Officer David Arnold on guitar and Cultural Affairs Assistant Brian Neely on guitar and wig. *Photo by Brian Neely* **Below:** Embassy Islamabad employees on an outing to Taxila include from left Community Liaison Office Coordinator Tara McCleary, GSO Warehouse Assistant Helen Pace and USAID employees Kate Johnson and Darlene Cutshall. *Photo by Michael Pace*

At Embassy Baghdad, Kimbrough said, most EFM appear to enjoy their jobs, perhaps because they've already decided to give up or postpone other career paths to follow their spouses' Foreign Service careers.

"We do this with the understanding that our job choices will be limited," she said. "In return, there are many benefits to this lifestyle, and the bottom line is all of us are much happier being with our spouses than not."

For Ketchum, the EFM life isn't about career advancement but about knowing that his contribution is important. He said he is proud to be contributing to something bigger than himself.

Megan Porter, co-coordinator of the Embassy Baghdad CLO, said she loves her work because it lets her be creative, do something she enjoys and make a positive difference in the quality of life at post.

Kabul CLO Heidi Porter said EFM with an upbeat attitude will find "there are always creative things you can do to make your life at post more fulfilling."

For instance, Matt Glass, the post's Arrivals and Departures Unit specialist, runs a CrossFit group and likes it so much he used an R&R to get Level 1 CrossFit certification. His group has both improved physical fitness and built community at post, he said.

EFMs working outside their field can still find a way to use their skills. Former college instructor Doug Saxen, an EFM who works as the DPO Mail Facility Supervisor in Islamabad, could not work as a teacher on the local economy. Nonetheless, he put his interpersonal, writing and creative skills to good use by creating a humorous and popular DPO Corner for the post newsletter. His contributions to the newsletter "have brought a bit of needed levity to the work environment," he said.

Clearly, EFM bring AIP posts more than just a sense of humor; they offer specialized talents and a commitment to mission goals—just like their family member in the Foreign Service. ■





In Tallinn, Ambassador Michael C. Polt demonstrates the mobile American Corner at the app's rollout in March. Photo by Cristóbal Arévalo

An App for That

Post's American Corner Goes Mobile

By J. Michelle Schohn,
public affairs officer,
U.S. Embassy in Tallinn

As king of the Seto people, a religious minority living on both sides of the Estonian-Russian border in one of the most remote areas of Estonia, Ahto Raudoja is charged with preserving his people's culture. When he meets with dignitaries, as he did with U.S. Ambassador to Estonia Michael C. Polt on April 2, he dresses in traditional clothing: a handmade shirt with embroidered designs encircling the collar, as well as woolen pants and overcoat, all made by hand from sheep raised by his people. Over his shoulder is draped a traditional bag made of sheepskin. Inside the bag is his laptop.

In any other traditional community, this might be an anomaly. But that's not the case in Estonia, or as people there like to call it, E-stonia.

It is into that environment that the U.S. Embassy in Tallinn recently introduced the first mobile American Corner. Like a traditional American Corner, the mobile one offers information about the United States and its diplomatic mission to overseas audiences, but the Embassy Tallinn offering is unique in being an original mobile application for the iPhone or iPad or Android-based products.

The mobile American Corner is well suited to Estonia, a tech-savvy and wired country that is a leader in both Skype use and electronic-based governance. The app aims to reach these Internet-savvy consumers by creating an interesting, interactive format that keeps users engaged for hours in learning about the United States.

The beta version of the app will go live July 4. It offers information on America's government, culture and geography, and details about the embassy. Content includes videos of President George H.W. Bush restoring diplomatic relations with the Baltic countries in 1991 and of Secretary of State Hillary Rodham Clinton congratulating Estonia in 2011 on its 20th anniversary of re-independence. There are also biographies of all former U.S. ambassadors, information on travel and study in the United States and U.S. history, and links that direct users to more information about such topics as Congress, the Prohibition Movement and American food and music.

The app's most exciting aspect is the page laying out key elements of the U.S. diplomatic agenda with Estonia and letting users comment, argue and participate in the development and execution of the mission's public diplomacy effort. In that way, the app's users virtually join the Country Team.

The app's launch required a comprehensive demonstration strategy. Two public events were held, one among the historic Seto people in southern Estonia and one at a Tallinn shopping mall, a natural hangout for young Estonians. In Tallinn, more than 300 young people turned out as Ambassador Polt and I demonstrated the app, using large-screen monitors that mirrored content on the iPad running the app. Other iPads were running at demonstration stands, to allow users a test drive.

During the event, the embassy announced a photo contest that asked

Estonians to take a photo of "A Piece of America in Estonia." Winners in each of three age categories will get a new iPad complete with a preloaded version of the mobile American Corner. The contest is being advertised and carried out on the embassy's Facebook page, and the finalists will be selected from the most "liked" photos. This encourages participants to get friends to "like" their photo—and therefore the post's Facebook page.

In just two weeks, the number of followers increased 10 percent.

The post also made the app a vital part of its Regional Outreach Program, which pairs one American and one local staff member with each of Estonia's 15 counties. The teams visit their counties at least twice per year and can now use this app as the focal point of their trips.

Many of the countries formerly under Soviet occupation have yet to fully modernize since gaining or regaining their freedom, but Estonia is different, and is in many ways a model. A telling anecdote about Estonia's headfirst plunge into the future was the country's response some 20 years ago when the United States offered it for free an older national telephone system to replace the outdated Soviet system.

They declined because they wanted the latest and best system and were willing to make sacrifices to obtain it.

Today they have it, along with a wireless phone network that allows Estonians to carry only a smart cell phone for all daily personal and professional business, such as banking, paying for parking and bus tickets, and interacting with their government. Through the country's groundbreaking e-governance system, nearly 95 percent of the population files taxes online, taking an average of 10 minutes. What's more, much of the population now votes in elections online, and the country expects to have 100-megabit-per-second wireless Internet access for every household by 2015.

The proud Seto people have not been left behind in this technological revolution; they actively use the Internet, particularly YouTube, to demonstrate their unique form of singing. The king himself has a Facebook account even as he continues to make wooden roof shingles for traditional Seto homes by hand. In both the Seto Museum and the Seto Cultural Center, wireless Internet access is available at the touch of a button. Like all Estonians, the Seto remember their past while striding into the future.

The mobile American Corner app will be available for free download from the embassy's website so that colleagues at other U.S. embassies can easily adapt it to their host countries. The post ultimately hopes the app can also serve freedom movements anywhere in the world, allowing citizens to communicate with each other and the State Department.

Whether people are looking for a voice for democracy or simply for more information about the United States, the app's developers hope they will look no further than their closest American Corner. ■

Group Finds Uses for Futuristic Technologies

By Sarah Jessup, Office of eDiplomacy

At its most basic, the group Tech@State disseminates ideas, largely through events focused on new technologies. At its “data visualization” event last year on the graphical presentation of data, attendees discussed a graphic showing the impact of Napoleon Bonaparte’s 1812 defeat in Moscow, an image in which a wave of 422,000 troops left Paris but a trickle of only 10,000 returned.

The graphic inspired attendee Josh Campbell, geographic information system architect with the Department’s Humanitarian Information Unit (HIU) in the Office of the Geographer and Global Issues. The week following the Tech@State event, he said, unique visitors to the HIU website nearly quadrupled.

“We deal with names of places as opposed to representations of places,” he said, adding that he uses such creative graphics to display his office’s large-scale international boundary data. Campbell said the data visualization event made employees aware of the need to “deal with data in its native form.”

According to Campbell, narrative text is sometimes inferior to an interactive map, where the viewer can see where a tsunami hit hardest or first, and what the population of that area was then or days later.

Tech@State, sponsored by the Bureau of Information Resource Management’s Office of eDiplomacy, implements Secretary of State Hillary Rodham Clinton’s vision of 21st Century Statecraft through two key areas of focus: Open Government and Civil Society 2.0. According to Office Director Richard Boly, the group’s events (six have been held so far) aim to improve employees’ technological understanding and showcase a range of technologies, including those for social media and civil society groups. The conferences bring together technologists, government personnel, civil society leaders, academics and entrepreneurs to collaborate on technology solutions for the U.S. diplomacy and development agenda.

Most events are held at The George Washington University, located just north of Main State, and involve several hundred participants and a range of topics, such as humanitarian and development challenges and institution building. The aim is to increase understanding of how to use technology so diplomats can improve government efficacy and efficiency, said Tim Hayes, who runs the Tech@State events.

The first Tech@State event, in January 2010, featured representatives of the private and public sectors, NGOs, academia and the Haitian diaspora, and focused on disaster relief in Haiti and the innovative technology used to rebuild the country. The Haiti crisis galvanized the development and relief communities around incorporating such technologies as SMS (texting) into the emergency response system and using mobile phones in banking and re-

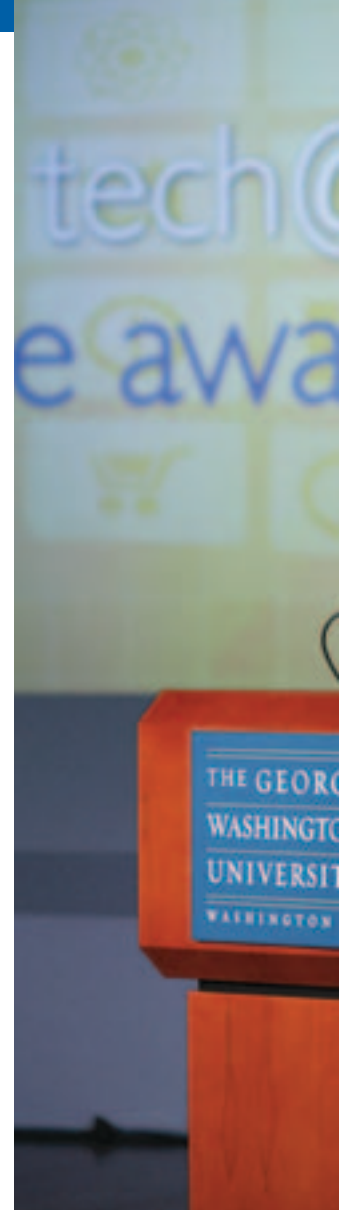
source allocation. After the Haiti earthquake, relief workers collaborated on ways to locate those sending messages from mobile devices and provide survivors with critical information. When Haitians texted “4636,” the data were quickly collected and accessed by workers and volunteers who translated the Creole and French messages into English. The messages were then distributed to emergency responders and aid workers.

Since that crisis, texting and geocoding—identifying the geographic coordinates of a location based on other easily accessible contextual information—have become well-established means of coordinating development work.

Secretary Clinton’s Civil Society 2.0 initiative aims to connect organizations committed to social good with technology-based tools and volunteers. Ultimately, the goal is increased digital literacy and government impact, said Noel Dickover, eDiplomacy’s new media advisor. Dickover organized the Tech@State Civil Society 2.0 event, which was held in partnership with the World Bank in late 2010, and collaborative opportunities to strengthen civil society organizations. One speaker urged participants to develop a stack of “civic software” to prepare for crises.

The Civil Society 2.0 Tech@State event was planned as the first of a three-step process: first, to socialize the technology community to the Civil Society 2.0 initiative; second, to bring together technologists with civil society participants in a “TechCamp” in Santiago, Chile, to create potential solutions to problems; and, finally, to send these potential solutions to the Random Hacks of Kindness event (a collection of programmers, hackers and subject matter experts who focus on crisis response) a few weeks later.

TechCamps (techcampglobal.org) are now led by the Secretary’s Office of Innovation. They promote the idea of a technology community, and link technologists and civil society leaders. There have been seven TechCamps since Santiago in 2010 in such cities as Vilnius and Bangkok.





interactive nature of the events. A regular feature of Tech@State is an “unconference” that takes place on the last day, where participants expand and comment on the conference.

Tech@State’s Serious Games event, held in May 2011, had special meaning for Secretary Clinton’s Special Representative to Muslim Communities Farah Pandith, who discussed the importance of online gaming for outreach.

“There are 1.6 billion Muslims in the world and 60 percent are under the age of 30,” she said. “They’re online and they play games. We need to reach them.” She urged attendees to build games for this demographic.

The most recent Tech@State conference, Real Time Awareness, held in February, focused on the need to organize information and make sense of it. Over two days, participants discussed strategies being developed and implemented to comb through volumes of social media feeds to filter out unneeded and unimportant data, and analyze the rest to provide relevant information that is quickly available, validated and verified.

Tech@State has generated enthusiasm for its efforts to bring together

Clockwise from above: Assistant Secretary of State for Consular Affairs Janice Jacobs addresses a Tech@State audience; a George Washington University auditorium is crowded for a Tech@State event; Craig Fugate, administrator of the Federal Emergency Management Agency, gives a Tech@State keynote address.

Photos by Abdul El-Tayef

Another Tech@State event focused on the use of “open source” and showcased data sharing and open-sourced data. Open source refers to the practice of allowing free redistribution and access to a product’s design and implementation details, including the code needed to replicate the product or technology. The conference highlighted the U.S. government’s use of open-source technologies and was aimed at those who use open source to support improvements to the world’s information infrastructure.

Susan Swart, chief information officer of the Bureau of Information Resource Management, told the conference that open source “can provide advantages

through flexibility in installation, integration and modification.”

Initiatives such as Civil Society 2.0 and Open Government use open-source technologies to enable innovation, coordinate communities and engage citizens. Organizations and individuals are developing open-source technologies to rapidly respond to disasters, provide reliable citizen services and design information resource collectives. Campbell, the GIS architect, said his office’s just-released Horn of Africa interactive map on regional famine uses open-source data.

Tech@State is “a wonderful venue for helping to expose people to a new way of thinking,” he said. Part of its appeal is the

stakeholders interested in how technology can improve lives. Author and tech guru David Weinberger, the closing speaker for the Real Time Awareness event, said, “To see the State Department forming communities around this is really remarkable.”

On the days of its events, Tech@State is a leading trending topic on Twitter.

The next Tech@State will be held in conjunction with Wikimania, Wikipedia’s annual conference in July. For more information on Tech@State, contact Tim Hayes at the Office of eDiplomacy (hayestw@state.gov). Tech@State is on the Department’s Corridor site, Twitter (@TechATState) and Diplopedia. The website is tech.state.gov. ■

Journalists' Exchange Generates Understanding

By Susan Domowitz, senior program officer, and Adam Meier, program officer,
Bureau of Educational and Cultural Affairs

A recent partnership of American and Pakistani journalists led one Pakistani to remark, "I had so many stereotypes when I came here. Would you believe that all the stereotypes have gone? It's because it was the first opportunity I came across to meet Americans directly."

Others involved with the two-week U.S.-Pakistan Professional Partnership in Journalism offered similar views. The partnership places more than 40 Pakistani journalists in U.S. media newsrooms for a month and sends smaller groups of U.S. journalists to Pakistan. Both groups improve their skills and gain new cultural perspectives.

Now in its second year, the program is funded by the Bureau of Educational and Cultural Affairs (ECA) Office of Citizen Exchanges' Professional Fellows Division in partnership with the International Center for Journalists (ICFJ).

In 2011, 42 journalists from every corner of Pakistan spent a month working at such news organizations as PBS, CNN and *The Cleveland Plain Dealer*. They also worked at a radio station in Austin, Texas, a TV station in Portland, Ore., and dozens of other locations. For most, it was their first U.S. visit.

The Pakistanis covered local, state and national news and feature stories, working as integral parts of the newsroom. Of equal importance, they also had an up close and personal opportunity to learn more about American culture.

The exchange was an eye-opener on both sides. Several Pakistani participants said they found that Americans care deeply about family and American editors take ethics and fact-checking seriously. They also said they found that Muslims have a place and a voice in American society. And they were surprised that losing candidates give concession speeches at the end of political campaigns.

Many of the Pakistani journalists focused some of their reporting on their perceptions of America and Americans, and on American perceptions of them.

"My three-week stay in Tallahassee... washed out all my prejudices," said Humaira Sharif, who worked at *The Tallahassee Democrat*. "I found people are polite, affectionate, caring and accommodate people of other nations. It is totally different from the concept we have about Americans from the media portrayal and culture described in movies."

Samia Saleem, who worked at *The Modesto Bee* in California, said, "Nobody frowned at the mention of the word Pakistani, and I found hospitality is not just a traditional value of my people."

Adeel Ahmad Aamir, who worked at *KGW News* in Portland, Ore., said, "In Pakistan, a section of society thinks the whole American nation is always busy conspiring to emasculate other nations, especially Muslim nations and their people. I did not find that." Maira Fayyaz, who worked at *The Cleveland Plain Dealer*, said she was surprised by several things. "In Pakistan, the perception is that Americans are selfish and materialistic people, that they don't take time for their family or friends," said Fayyaz. "But I have found that this is not true. I was impressed by all the women wearing headscarves. In Pakistan, we've been led to believe that wearing headscarves in America is frowned upon."

American journalists from the media organizations that hosted Paki-

stani journalists went to Pakistan for a two-week follow-up visit early this year. They appeared on Pakistani call-in shows, talked to journalism students, met with editors and government officials, and wrote, blogged and filmed prolifically about their experiences. Some of this material is at <http://storify.com/icfj/journey-to-pakistan>.

"As Pakistani and U.S. journalists come to understand each other's countries better, their audiences do too," said ICFJ Vice President for Programs Patrick Butler. "One of the most exciting things about this program is the long-term partnerships we are building between Pakistani and U.S. journalists and media organizations. Those ties don't end after the journalists return home—they will continue to benefit from the partnerships long after this program ends."



Joe Little of *10News* of San Diego reports from Karachi with Madiha Javed Qureshi of Pakistan's *Express News* in February. She reported from Little's newsroom for a month in May 2011.

Photo by Muhammad Mudabbir Maajid

The partnership in journalism, one of several U.S. public diplomacy exchanges with Pakistan, is making a difference. Stephen Cohen of the Brookings Institution said the exchange is "possibly the most important we have in Pakistan." By the time the exchange concludes in 2013, 128 Pakistani journalists will have worked in U.S. newsrooms and 30 U.S. journalists will have visited Pakistan.

The Professional Fellows Division brings emerging leaders to the United States for professional development programs. This year, Professional Fellows programs will recruit more than 600 young professionals, including journalists, community activists, climate change and agriculture experts, health care professionals, legislators, teachers, entrepreneurs, scientists and government officials. They will come from 75 countries for hands-on work for up to four months in U.S. public and private organizations. ■

Active Years

From Ambassador to Photographer

Story and photo by Charles O. Cecil

Photography had always been my hobby, but I didn't turn it into a second career until after I came to the Board of Examiners (BEX) in 1999, after three years as chief of mission in Niamey, Niger. One day at BEX, where I gave oral exams to Foreign Service applicants, it hit me: It was 2001, I was about to turn 61, was still healthy and could travel virtually anywhere. I'd better get started on that second career.

I canceled my request for a third year in BEX and retired in November.

I already had thousands of 35mm color slides, many from my last two FS assignments in West Africa. I identified a "stock agency"—a company that markets photographers' work to editors and publishers—and starting submitting photos. Slowly, I started making sales to publishers, a hundred dollars here, a hundred there. I've never sold my work at a craft fair or printed a photo to display for sale. All of my work is sold via the Internet.

Since I knew Arabic and had served in five Arab countries and four sub-Saharan African countries, all Muslim nations, it seemed natural to focus first on that part of the world. I sought out images that were educational and captured daily life and culture, particularly those associated with agriculture, public health and economic development.

After the 9/11 attacks, I felt an urgent need to help make the Muslim world better known in the United States. In 2002, I took the first of many post-retirement trips overseas, spending three weeks in Tunisia and Malta. This resulted in two published articles and hundreds of marketable photos. Encouraged, I returned to North Africa in 2003, this time for three weeks in Morocco.

To facilitate travel in the Spanish-speaking world, I began studying Spanish at the local community college and then George Mason University, where I enrolled as an undergraduate. I supplemented this with three-week stints at Spanish-language schools in Mexico and Guatemala, timing my visits to coincide with cultural events that offer wonderful photo ops: Day of the Dead in Oaxaca, Mexico, and Semana Santa, or Holy Week, in Antigua, Guatemala. I also spent two weeks in Honduras in 2005 with friends then serving in the Peace Corps, and visited Cuba on a humanitarian mission in 2010.

This new career has become a rewarding and educational experience. Before each trip, I read for weeks and make "shooting lists" of things to look for. I continue learning about foreign cultures, which greatly pleases the Foreign Service officer in me. And, I sharpen my artistic skills. While I always enjoyed writing during my FS years, it was only during retirement that I had time for the courses and workshops in photography that helped improve my eye for composition and images.

The switch from film to digital brought its own challenge, keep-



Two dhows approach each other in the late afternoon off Shangani Point, the westernmost tip of Stone Town, Zanzibar, Tanzania.

ing up with the constantly evolving software used to process images. I quit film cold-turkey in October 2006 as I prepared to go to Libya as chargé d'affaires on WAE status. Knowing that I couldn't get 35mm film developed in Tripoli and not wanting to trust my film to the pouch in the days when mail was X-rayed for security reasons, I bought digital cameras and never looked back. But in processing the resulting images I now spend as much time in front of the computer as I do behind the camera.

During my eight months in Libya, I was out on the streets every weekend with my camera. To my surprise, the two "minders" from the Libyan government who tailed me everywhere never once kept me from photographing anything.

My desire to explore the world beyond my FS experience has led me to Nepal, Cambodia, Burma and India. On my most recent trip, I spent two weeks documenting the daily activities of two Islamic madrassas in the city of Dehra Dun in northern India, plus an Islamic women's sewing group and the Hindu pilgrimage destination of Rishikesh.

I've published enough to be qualified to become a member of the Society of American Travel Writers and the American Society of Media Photographers, introducing me to a network of talented writers and photographers.

Financial returns have been modest, but photo income has usually covered all of my travel, equipment and software expenses and left me with a small profit.

More important, my images have appeared in publications in South Africa, Russia, the Middle and Far East, Brazil, Europe and no doubt other places, all thanks to the websites of my stock agencies. I've had six full-page images in Condé Nast Traveler's "Room with a View" feature and hundreds of images published in textbooks and magazines, as well as on calendars, postcards and book covers. More of my images are at my website, www.cecilimages.com, and I can be reached at chuck@cecilimages.com.

The Foreign Service was a fantastic 35-year career, but my 10 years as a travel photographer and writer have proven that "what's past is prologue." My Foreign Service skills in languages, cross-cultural communication and dealing with touchy local officials have helped me interpret other cultures to English readers.

Now if the artistic muse would just touch me with her wand.... ▣

Health Fair



Embassy Tallinn employees check out the fair's healthy activities table.
Photo by Filipp Mustonen

Malaysia and Estonia Hold Health Fairs

U.S. embassies in Kuala Lumpur and Tallinn held health fairs recently. Embassy Kuala Lumpur staff and family members participated in a fair on the embassy grounds in March involving 13 local organizations offering free medical tests, plus exercise demonstrations by professional fitness trainers and yoga instructors, and information on nutrition, healthy foods, exercise and recreation. The embassy's own exercise groups, dance instructors and Marine Security Guards also participated in the demonstrations.

The community liaison office (CLO) and health unit planned the fair with support from the management section and Malaysian and American employees associations. A Malaysian newspaper's Sunday edition gave the event a two-page spread, and the fair received rave reviews from staff and presenters.

Meanwhile in Estonia, the CLO and volunteers held a Healthy Living Fair at the U.S. Embassy in Tallinn. The event featured a juice bar, a restaurant that specializes in all-natural menu ingredients, and the makers of healthy breakfasts and protein-enriched nutrition products. Embassy nurse Annelore Gutmann answered questions and offered information, and Donna Goodin, a professional nurse and embassy spouse, measured employees' blood pressure and talked about heart health. Another spouse, Vilma Hilton, a Zumba instructor, led a demo class. Volunteers produced informational brochures that listed organic restaurants and grocery stores, farmers' markets, gyms, outdoor activities and sports.



Embassy Rabat Breaks Ground for New Compound

Secretary of State Hillary Rodham Clinton recently helped break ground for a new embassy compound in Rabat, Morocco. She was joined by Ambassador Samuel L. Kaplan, representatives from the Moroccan government, the mayor of Rabat, community activists and the project's construction management team. This new facility will incorporate many green features, including rain-water reclamation, lighting controls, solar water heaters, reduced-water-use plumbing fixtures and indigenous plant species in landscaping. An innovative design on the confined site maximizes space, quality and security, and integrates details from Moroccan and American cultures. The embassy is expected to be completed in early 2015.

Breaking ground for the NEC are from left Ambassador Kaplan and Sylvia Kaplan, and Secretary of State Clinton, center. Also involved were Rabat's mayor, Fathallah Oualalou, OBO Project Director Aziz Younes and an executive from the contractor, Kevin Loftus.

Photo by Dennis Robertson

Consulate Produces LGBT Human Rights Handbook

The U.S. Consulate General in Hamburg, Germany, has compiled all major U.S. policy documents and speeches on lesbian, gay, bisexual and transgender (LGBT) issues into a 104-page booklet titled "U.S. Policy on LGBT issues and HIV/AIDS." In her foreword to the booklet, Consul General Inmi Patterson said there is a need for continued engagement on LGBT issues. The first 200 copies were distributed at the March 24 annual meeting of the German Gay and Lesbian Association in Cologne, and a version of the booklet will be offered to embassies and consulates worldwide through the Department's Office of International Information Programs.



Consulate General Hamburg GLIFAA representative Heiko Herold, left, and Consul General Inmi Patterson, third from left, present the LGBT booklet to members of the group Hamburg Pride.

Photo by Jochen Bast



Ambassador Commissions New Logo

When U.S. Ambassador to Hungary Eleni Tsakopoulos Kounalakis arrived in Budapest in 2010, she said she found the embassy's logo was not immediately recognizable to most Hungarians. In particular, she said, the Great Seal of the United States did not deeply resonate with Hungary's people.

Therefore, she worked with the public affairs section to help develop an embassy logo incorporating the most recognizable symbol of the United States, the American flag, with the words *Amerikai Nagykövetség* below, eliminating the need to say "U.S. Embassy Budapest."

"Today, I am very proud to see our bold new logo at cultural events, outreach programs and speaking engagements all across Hungary," she said.

Ambassador to Hungary Eleni Tsakopoulos Kounalakis speaks in front of the new logo. *Photo by Attila Nemeth*

ELOs Do Advance Work for Secretary Clinton's Meetings

What sounded like a dream vacation—10 days in Los Cabos, home to some of Mexico's most pristine beaches, luxury resorts and desert landscape—was in fact a week and a half of intense work for two entry-level officers (ELOs) who in February traveled from the U.S. Consulate General in Ciudad Juárez to the southernmost tip of the Baja peninsula to assist the advance team for Secretary of State Hillary Rodham Clinton's involvement in a G20 meeting.

Assisting with the February gathering, an informal preparatory meeting of foreign ministers from the G20 countries, were Ciudad Juárez General Services Officer Frances Crespo and ELOs Jerome Sherman and Catherine Croft, the latter two serving as site officers. They worked with colleagues from other posts, contacting embassies of participating countries to compile lists of delegates. They also helped address a spur-of-the-moment concern that arose as Secretary Clinton's motorcade was about to arrive.

They said they learned to be flexible, made useful contacts with hotel staff and Mexican security, and produced a binder that included the site scenario, maps, room layouts, contact sheets and the names and photos of all VIPs.

"Ultimately, we learned that a site officer's job is to be ready for everything and regard it as a success when he or she fades into the background," Sherman said.



Embassy Tokyo Hosts Regional Child Abduction Workshop

In March, the U.S. Embassy in Tokyo hosted a regional workshop on promoting the Hague Abduction Convention and techniques for managing international parental child abduction cases. The workshop involved 20 participants, pictured above, from seven posts in the region, Washington and Mission Japan. They left with greater knowledge of the Convention and practical strategies for managing, reporting and preventing international child abduction cases.

HR Bureau Presents 2011 CFC Awards

The Department's Combined Federal Campaign (CFC) organizers and key workers "did a terrific job supporting the program" in 2011, said Deputy Assistant Secretary for Human Resources Steve Browning at a March event honoring bureaus and offices that performed laudably during the campaign.



Deputy Assistant Secretary Steve Browning, left, presents a CFC Merit Award and 100-Percent Goal Award to Gelinda M. Giacomini, center, and Yerko Rojas, who accepted for the Foreign Service Institute. *Photo by Ed Warner*

The Department raised more than \$2.2 million in donations for the CFC, with 9.4 percent of the workforce participating at an average of \$822 per donation, he said. In all, 17 bureaus and offices met or exceeded their CFC goals. To recognize this accomplishment, Browning presented 100 Percent Goal Certificates to representatives of those units, including the Office to Combat Trafficking in Persons. To recognize significant donation or participation levels, he also presented the CFC's Merit, Honor, Chairman's and President's Awards. In order, they recognize per capita giving of \$125 and/or 50 percent participation, \$175 per capita and/or 60 percent participation, \$225 per capita and/or 67 percent participation, and \$275 per capita and/or 75 percent participation.

Among the Department units receiving a President's Award were the bureaus of East Asian and Pacific Affairs and African Affairs, which also received a 100 Percent Goal Certificate. Among those receiving a Chairman's Award was the Bureau of Economic and Business Affairs, which also received a 100 Percent Goal Award. Honor Awards went to the Office of Inspector General, among others, and the Bureau of Resource Management was among several to receive the Merit Award.

New Board Member Reflects Program Diversity

On March 28, presidential appointee Dr. Christie Gilson was sworn in as a board member of the Fulbright Foreign Scholarship Program. Blind since infancy as a result of retinopathy of prematurity, Dr. Gilson will collaborate with her 10 board colleagues in setting policy for the program, approving candidates and promoting the program here and abroad.

The Division of Disability and Reasonable Accommodations in the Bureau of Human Resources works closely with Dr. Gilson. It provided her with a reader/accommodation assistant during her orientation and a Braille transcript of her commission.

Dr. Gilson received a Fulbright Fellowship in 2006 to study higher education for students with disabilities in Hong Kong. Currently an assistant professor of education at Moravian College in Bethlehem, Pa., Dr. Gilson has written and co-authored numerous articles. She has also taught English to blind adults in Germany, China, Hong Kong, Singapore, Spain, Taiwan and the United States.

John Dickson, acting executive director of the Fulbright Foreign Scholarship Board, said Dr. Gilson's appointment was "an inspired choice" and underscores the commitment of the Fulbright Program and Bureau of Educational and Cultural Affairs to promote diversity. As a Fulbright alumna, Dr. Gilson will be able to use her status to inspire prospective students.



Dr. Christie Gilson, fourth from left, stands with, from left, board members Rye Barcott and Susan Ness, former board member Harriett Fulbright, and board members Tom Healy and Anita McBride, after being sworn in. *Photo by Alexis G. Dionne*

Treating Latent Tuberculosis

Department Follows CDC Recommendations

By Dr. Anil A. Panackal, Office of Medical Services

Tuberculosis has been the scourge of humankind for centuries. Egyptian mummies dating to 2600 B.C. reportedly showed signs of TB in their spinal bones. For much of human history, the incidence of TB has fluctuated; its latest surge coincides with the HIV pandemic.

TB, which can affect a variety of organs, especially the lungs, has latent and active forms. Active TB infection (ATBI) is characterized by fever, night sweats, weight loss, malaise and a cough that often contains blood. Patients with latent TB infection (LTBI) inhale the bacteria, which become contained by the body's immune system. Patients with ATBI can transmit infection but those with LTBI cannot. The risk of reactivation is highest in the first two years following exposure and is greatest among those with compromised immunity from conditions such as diabetes, HIV or cancer, or who are smokers or affected by immunosuppressant medications or old age.

One test for TB exposure is the tuberculin skin test (TST), performed by injecting a purified protein derivative from the TB bacillus and evaluating the reaction 48 to 72 hours later. Another test is the blood test known as interferon-gamma release assay. While the TST may pick up more cases of LTBI, it may also indicate an infection when none is present, i.e., a false positive. This is especially common among those born in countries with a high TB prevalence who have received the Bacille-Calmette-Guerin vaccination for TB. In these patients, the blood tests may offer less likelihood of a false positive.

There are also false negatives, i.e., a negative reaction in someone who was exposed to TB. One response, particularly for those who have never had a prior TST, is to offer a booster TST one to three weeks after the first negative TST. People who test positive on either test are given a chest X-ray. If no signs of active disease are found, they are treated with antibiotics to lessen the odds of reactivation of LTBI.

Although most countries, such as those in Africa, rarely screen for or treat LTBI, we do so in the United States,

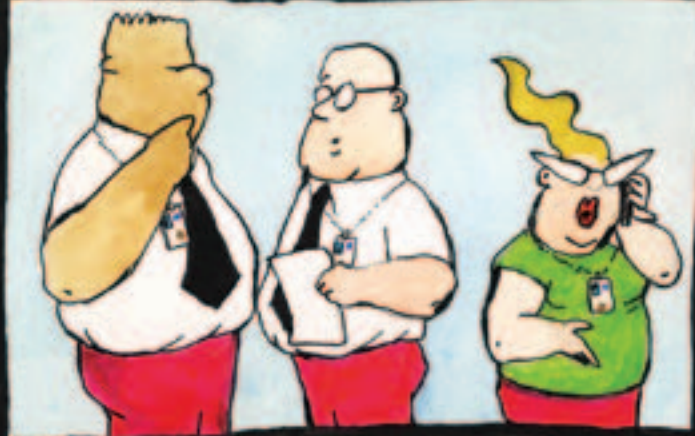
and the relatively lower incidence of active TB has been attributable in part to this aspect of TB control and prevention. The Office of Medical Services (MED) routinely screens all Foreign Service and Civil Service employees traveling overseas on extended trips for TB exposure using a TST. Employees determined to have LTBI are referred to their primary physician. Recently, the Centers for Disease Control and Prevention (CDC) approved an abbreviated regimen for LTBI consisting of two drugs taken for only four months. But it is only recommended for certain cases and requires that the patient take the medications in the presence of a health care professional. In 2011, MED screened 2,393 people for LTBI, and 87 (3.6 percent) had a positive TST.

Should we be treating employees for LTBI when they will be in potentially high-risk areas for TB anyway? A Massachusetts General Hospital study showed LTBI, in the era prior to INH availability, afforded a 79 percent reduction in subsequent TB re-infection as a consequence of acquired immunity. No study has been done on whether treating LTBI lessens this natural immune protection for subsequent secondary ATBI. Such research would be useful in a risk-benefit assessment for the Department's long-term travelers overseas. Without such data, MED believes we should continue to abide by the CDC recommendations to offer LTBI chemoprophylaxis to all, especially those at the highest risk of reactivation. ■



SUMMER WORK ATTIRE-SELECTED POST POLICIES

EMBASSY WEST BLUTOVIA: "WHILE IT REMAINS A QUIANT LOCAL TRADITION, 'FUCHSIA SPANDEX SLACKS FRIDAY' IS NO LONGER OBSERVED AT THE EMBASSY."



EMBASSY RITZOVIA: "SEERSUCKER BADGE LANYARDS MAY ONLY BE WORN AFTER MEMORIAL DAY."



CONSULATE GENERAL (FORMERLY EMBASSY) PLUTO: "ABSOLUTELY NO CROP TOPS"



EMBASSY ICKYSTAN: "WHILE LOCALLY POPULAR, BOLO TIES MADE OF DRIED DUNG BEETLE SPITTLE ARE NOT PERMITTED IN THE OFFICE DURING WARMER MONTHS WHEN MELTAGE IS AN ISSUE."
... IT'S THE HUMIDITY.



WASHINGTON, D.C.: "THAT COLORFUL LOCAL GARB FROM YOUR LAST POST-THINK ABOUT IT. REALLY."

JUST LIKE BEING BACK IN QUANOVIA - I ROCK THE TRADITIONAL DUDS!



Appointments

Kenneth Merten
U.S. Ambassador
to Croatia



See page 38

Gina K. Abercrombie-Winstanley
U.S. Ambassador
to Malta



Pamela A. White
U.S. Ambassador
to Haiti



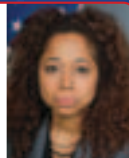
Jonathan Don Farrar
U.S. Ambassador
to Panama



Robert E. Whitehead
U.S. Ambassador
to Togo



Julissa Reynoso
U.S. Ambassador
to Uruguay



Gina K. Abercrombie-Winstanley of Ohio (SFS), class of Minister-Counselor, is the new U.S. Ambassador to the Republic of Malta. Previously, she was deputy coordinator for Counterterrorism. She has worked at the National Security Council and Department of Defense and been a Pearson Fellow. Other postings include Baghdad, Jakarta, Cairo, Tel Aviv and Jeddah, where she was consul general and was cited for courage during an attack by al-Qaida.

Jonathan Don Farrar of California (SFS), class of Minister-Counselor, is the new U.S. Ambassador to the Republic of Panama. Previously, he was the head of the U.S. Interests Section in Havana. He was principal deputy assistant secretary for Democracy, Human Rights and Labor, and deputy assistant secretary for International Narcotics and Law Enforcement. Other postings include Montevideo, Asunción, Belize and Mexico City. He is married and has three children and a grandson.

Tracey Ann Jacobson of the District of Columbia (SFS), class of Minister-Counselor, is the new U.S. Ambassador to the Republic of Kosovo. Previously, she was deputy director of the Foreign Service Institute and dean of the School of Professional and Area Studies at FSI. She was ambassador to Tajikistan and Turkmenistan and deputy chief of mission in Riga. Other postings include Seoul, Nassau, Moscow and the National Security Council. She is married.

Kenneth Merten of Virginia (SFS), class of Minister-Counselor, is the new U.S. Ambassador to the Republic of Croatia. Previously, he was

ambassador to Haiti. Before that, he was deputy executive secretary to Secretaries of State Hillary Rodham Clinton and Condoleezza Rice. He served two previous assignments in Haiti and was also posted to Paris, the U.S. Mission to the European Union in Brussels and Bonn.

Richard B. Norland of Iowa (SFS), class of Minister-Counselor, is the new U.S. Ambassador to Georgia. Previously, he was deputy commandant at the National War College. Before that, he was ambassador to Uzbekistan and deputy chief of mission in Kabul and Riga. He was director for European Affairs at the National Security Council and also served in Mazar-e Sharif, Afghanistan; Dublin; Moscow; Tromsø, Norway; and Manama. He is married and has two children.

Nancy J. Powell of Iowa (SFS), class of Career Ambassador, is the new U.S. Ambassador to the Republic of India. Previously, she was Director General of the Foreign Service and director of Human Resources. She has been ambassador to Nepal, Pakistan, Ghana and Uganda; national intelligence officer for South Asia at the National Intelligence Council; and acting assistant secretary for International Narcotics and Law Enforcement Affairs. Other postings include Bangladesh, Togo, Calcutta, Kathmandu and Ottawa.



Tracey Ann Jacobson
U.S. Ambassador
to Kosovo



Visit state.gov/statemag
to watch a video
message from the
ambassador.

Richard B. Norland
U.S. Ambassador
to Georgia



**John Christopher
"Chris" Stevens**
U.S. Ambassador
to Libya



William E. Todd
U.S. Ambassador
to Cambodia



Nancy J. Powell
U.S. Ambassador
to India



Julissa Reynoso of New York, an attorney and foreign affairs specialist, is the new U.S. Ambassador to the Oriental Republic of Uruguay. Previously, she was deputy assistant secretary for Central America and the Caribbean in the Bureau of Western Hemisphere Affairs. Before joining the Department, she focused on international arbitration and antitrust law at an international law firm. She has published widely in English and Spanish on regulatory reform, immigration policy and Latin American politics.

John Christopher "Chris" Stevens of California (SFS), class of Counselor, is the new U.S. Ambassador to Libya. Previously, he was U.S. envoy to the Libyan Transitional National Council in Benghazi. Before that, he was director of the Office of Multilateral Nuclear and Security Affairs in the Bureau of International Security and Nonproliferation. Earlier postings include Tripoli, Jerusalem, Damascus, Cairo and Riyadh. He was a Peace Corps volunteer in Morocco.

William E. Todd of Virginia (SES) is the new U.S. Ambassador to the Kingdom of Cambodia. Previously, he was coordinating director of Development and Economic Affairs at the U.S. Embassy in Kabul. Before that, he was ambassador to Brunei. He has been acting inspector

general and deputy inspector general and served in the bureaus of International Narcotics and Law Enforcement Affairs, and Resource Management.

Pamela A. White of Maine (SFS), class of Career Minister, is the new U.S. Ambassador to the Republic of Haiti. Previously, she was ambassador to The Gambia. Before that, she was USAID mission director in Liberia, Tanzania and Mali. Other USAID postings include Burkina Faso, Senegal, Haiti, Egypt, South Africa and deputy director for East Africa. She was a Peace Corps volunteer in Cameroon. She is married to a member of the Foreign Service.

Robert E. Whitehead of Florida (SFS), class of Minister-Counselor, is the new U.S. Ambassador to the Togolese Republic. Previously, he was chargé d'affaires in Sudan. Before that, he was director of the Office of African Analysis in the Bureau of Intelligence and Research, and a senior inspector in the Office of the Inspector General. He was the first consul general in Juba, Southern Sudan, and has also served in Guyana, Zaire, Belize, Romania, Central African Republic, Zambia, Zimbabwe and Rwanda.

Appointments

Michael A. Hammer
Assistant Secretary
for Public Affairs



Tara D. Sonenshine
Under Secretary for
Public Diplomacy



Washington, D.C.

Roberta S. Jacobson
Assistant Secretary
for Western
Hemisphere Affairs



Linda Thomas-Greenfield
Director General of the
Foreign Service



Michael A. Hammer of the District of Columbia (SFS), class of Counselor, is the new Assistant Secretary for Public Affairs. Previously, he served at the White House as senior director for Press and Communications and National Security Council spokesman. Other postings include deputy spokesman and director of Andean Affairs at the NSC, special assistant to the Under Secretary for Political Affairs, Bolivia, Norway, Iceland and Denmark.

Roberta S. Jacobson of Maryland (SES), is the new Assistant Secretary for Western Hemisphere Affairs. Previously, she was acting assistant secretary and principal deputy assistant secretary for Western Hemisphere Affairs. She was deputy assistant secretary for Canada, Mexico and NAFTA Issues and director of the Office of Policy Planning and Coordination in WHA, as well as deputy chief of mission in Lima. Earlier, she worked for the United Nations.

Tara D. Sonenshine of Maryland, a specialist in communications and government, is the new Under Secretary for Public Diplomacy. Previously, she was executive vice president of the U.S. Institute of Peace. Before that, she was a strategic communications advisor to many international organizations. During the Clinton administration, she served as director of Foreign Policy Planning and deputy director of Communications for the National Security Council. She has high-level experience in broadcast, print and online media, and has won 10 Emmy Awards for News.

Linda Thomas-Greenfield of Louisiana (SFS), class of Minister-Counselor, is the new Director General of the Foreign Service and director of Human Resources. Previously, she was ambassador to Liberia. Before that, she was principal deputy assistant secretary in the Bureau of African Affairs and deputy assistant secretary in the Bureau of Population, Refugees and Migration. Other postings include Nigeria, The Gambia, Kenya, Jamaica, Pakistan and Switzerland.

Retirements

Foreign Service

Arroliga, Angela Dawn
Bagley, Gary G.
Crawford, Randy G.
Gurian, Marilynn
Kilkuskie, Mary Ann
Kuntz II, Robert R.
Loftus, Paul L.

Monson, Judith H.
Moor, John C.
Mudge, Jonathan Edward
Myers, Jon R.
Naglic, Robert L.
Rolph, Nancy C.
Speidel, Karen Sue

Civil Service

Anderson, James H.
Badan, Googiiin
Bennett, Patricia
Brown, Marshall
Bruce, Keith C.
Cain, John M.
Clarke, Suzanne F.
Dickey, Gordon John

English, Yermay Wang
Erskine, Sandra G.
Gaines, Sandra Eleanor
Goodwin, Gail F.
Henriksen, Walter Anders
Johnston, Thomas James
Mason, Albert M.
Miller, Toni Christian

Oberholtzer, David M.
Posillico, Michael G.
Stebbing, Mikiko D.
Sweet, Patricia Diane
Theotise, Bernard J.
Vavoudis, Lucinda M.
Ward, Pamela A.
Wood, Susan D.

Obituaries



William Milton Brigman, 72, a retired Foreign Service employee, died April 10. He lived in Spotsylvania County, Va. He served in the Navy for 20 years, including in Vietnam. During his 10 years with the Department, he was posted to Tegucigalpa and Bogotá.



Betty Sue Lineberry Christiana, 82, a retired Department employee, died Feb. 20 of pulmonary cardiac arrest. She lived in Arlington, Va. She joined the Department in 1951 and served in the bureaus of Economic Affairs and Public Affairs. Her overseas postings included Geneva and London. She retired in 1987.



Emil P. "Steve" Ericksen, 78, a retired Foreign Service officer, died Nov. 5 from complications of vascular dementia in Boulder, Colo. He joined the Department in 1962 and served in Monterrey, Madrid, Kathmandu, Montréal and Naples, where he was consul general. He retired in 1993. He was an avid runner, graceful skier, enthusiastic dancer and veteran hiker of the Rocky Mountains and Himalayan foothills.



Susie Ann Keating, 79, a retired Department employee, died Jan. 18 of cancer at her home in Roseville, Calif. After retiring from the Department in 1987, she operated her own secretarial service for nearly a decade. She had a sharp mind and quick wit, and loved traveling.



JoAnn "Joey" Kula, 74, a retired Foreign Service secretary, died March 25 in Altamonte Springs, Fla. She joined the Foreign Service in 1981 and served in Paris, Ankara, Rabat, Santiago, Riyadh and Asunción. After retiring in 1996, she served as a rehired annuitant in Malawi, Swaziland and Djibouti. She enjoyed painting, making jewelry and writing—she was a published author. Her daughter Toni is an office management specialist.



Gregory Kim Larson, 64, a retired Foreign Service officer, died Dec. 22 of pancreatic cancer at his home in Simi Valley, Calif. He served in the Air Force during the Vietnam War and worked for the Treasury Department before joining the State Department in 1991. His postings included Budapest, Muscat, Frankfurt, Chisinau, Bamako, Istanbul, Brasília and Beijing, where he was chief engineer of the U.S. Embassy.



Paul George Rusby, 86, a retired Foreign Service officer, died April 1 at his home in Arlington, Va. He served in the Navy during World War II. He joined USAID in the 1960s and was posted to India, Afghanistan, Senegal and Egypt, with shorter assignments in Asia, Central America and Africa. He retired in 1990, but returned twice on contract to work in Russia and Haiti. He enjoyed gardening and spending winters in India, his wife's birthplace.



Eugene L. Scassa, 73, a retired Foreign Service officer, died March 22 in San Antonio, Texas. He served in the Army in France. His postings included Panama, Ecuador, Gabon, Mozambique, Mexico, Zambia, Iceland, Jamaica, Switzerland, Saudi Arabia and Belize, where he was ambassador. He also took temporary assignments to Beirut and, following retirement, to Honduras, Colombia, Chile and Cuba. He was a founder of the Model Organization of American States and a master mentor at St. Mary's University.



Susie J. Tucker, a retired Foreign Service officer, died Jan. 31 in Washington, D.C. During her 25-year career, she was posted to Madrid, Manila, Riyadh, Dhahran, Abu Dhabi, Jeddah, Kingston, Damascus, Athens, Taipei, Bangkok and Seoul. She enjoyed participating in religious workshops, teaching Bible study, reading and writing.



Thomas Vrebalovich, 85, a retired Department science counselor, died March 30 of natural causes. He lived in Eugene, Ore. He worked as a project scientist in the space program and as a consultant to USAID in India before joining the Department in 1975. His postings included India, Egypt and Yugoslavia. He retired in 1991. He was president of the Southern California Explorers Club and traveled the world giving professional talks.

Brian A. Googins, 70, a retired Foreign Service officer, died March 11 of Parkinson's disease in Washington, D.C. He served with the Navy in Vietnam. He worked as an economist with the Department of Labor before joining the State Department in 1991. He was posted to Bangkok and Beijing. After retiring in 2001, he divided his time between Bangkok and Washington. He was a great fan of the opera, symphony, theater and foreign movies, and loved traveling.

End State



Estonia

A pond's calm surface reflects a vibrant blue sky above Marimetsa Nature Reserve in Läänemaa. The park, established in 1981, covers more than 50 sq. kilometers (approx. 12,500 acres) of marshland and is home to several protected plant and animal species.

Photo by Anita Priks

PG. 25



Pakistan

A spice vendor in Peshawar smiles at passers-by as he hawks his goods. Situated in a large valley near the eastern end of the strategically important Khyber Pass, Peshawar, also known as "The City on the Frontier," has become one of the most culturally vibrant and lively cities in Pakistan.

Photo by Stefan Sonntag

PG. 28





Washington D.C.

A specially equipped Boeing 747 ferries the Space Shuttle *Discovery* on a farewell flight over the District of Columbia, April 17. The retired shuttle will be launching into its new role as an exhibit at the Smithsonian's Udvar-Hazy Museum in Chantilly, Va.

PG. 10

Photo by Isaac D. Pacheco



Learn more about creative commons online at creativecommons.org



Cameroon

A plastic bucket serves as a wash tub for a young girl in Cameroon's South Region. United Nations estimates place Cameroon's population at 19,522,000, 41 percent of whom are under the age of 15. Only 3 percent of the country's residents are older than 65.

PG. 4

Photo by Guillaume Colin





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Bureau of Human Resources
Washington, DC 20520

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