

VIII. Global Issues II

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American Diplomacy and the Global Environmental Challenges Of the 21st Century

Secretary Christopher

Address to the alumni and faculty of Stanford University, Palo Alto, California, April 9, 1996

Thank you very much for that kind introduction. I am especially honored to be introduced by Gerhard, whom I have known and admired in his various incarnations, especially his current one. Even putting aside my personal ties, I can think of no better venue for my remarks today on global environmental issues than this university. From the founding of the Sierra Club in 1892 to the first Earth Day in 1970, Stanford faculty and alumni have led efforts to preserve our country's natural resources for future generations. Your centers for Conservation Biology and Global Ecosystem Function have done pioneering work. Let me also say that I am personally grateful for the continuing work of Coach Montgomery and Coach Willingham to keep the California Bear population under control.

With strong leadership from President Clinton and Vice President Gore, our Administration has recognized from the beginning that our ability to advance our global interests is inextricably linked to how we manage the Earth's natural resources. That is why we are determined to put environmental issues where they belong: in the mainstream of American foreign policy. I appreciate and value this opportunity to outline our far-reaching agenda to integrate fully environmental objectives into our diplomacy and to set forth our priorities for the future.

The environment has a profound impact on our national interests in two ways: First, environmental forces

transcend borders and oceans to threaten directly the health, prosperity, and jobs of American citizens. Second, addressing natural resource issues is frequently critical to achieving political and economic stability and to pursuing our strategic goals around the world.

The United States is providing the leadership to promote global peace and prosperity. We must also lead in safeguarding the global environment on which that prosperity and peace ultimately depend.

In 1946, when I came to Stanford as a law student, the connection between the environment and foreign policy was not so readily apparent. At home, Americans were entering a period of unprecedented prosperity fueled by seemingly infinite resources. Abroad, we were beginning to focus on the struggle between the United States and the Soviet Union. And I was trying to master the intricacies of contracts, torts, and something called remedies, taught by Stanford's version of John Houseman. I was also trying to measure up to the high standards set by a new young Dean, Carl Spaeth, who had just come to Stanford from a very promising career at the State Department and who first stimulated my interest in the work in which I am now engaged full time.

But since 1946, population growth, economic progress, and technological breakthroughs have combined to fundamentally reshape our world. It took more than 10,000 generations to reach a world population of just over

2 billion. In just my lifetime—a period that may seem like an eternity to many of the students in the audience—the world's population has nearly tripled to more than 5 1/2 billion.

These changes are putting staggering pressures on global resources. From 1960 to 1990, the world's forests shrank by an amount equivalent to one-half the land area of the United States. Countless species of animals and plants are being wiped out, including many with potential value for agriculture and medicine. Pollution of our air and water endangers our health and our future.

In carrying out America's foreign policy, we will, of course, use our diplomacy backed by strong military forces to meet traditional and continuing threats to our security, as well as to meet new threats such as terrorism, weapons proliferation, drug trafficking, and international crime. But we must also contend with the vast new dangers posed to our national interests by damage to the environment and resulting global and regional instability.

As the flagship institution of American foreign policy, the State Department must spearhead a government-wide effort to meet these environmental challenges. Together with other government agencies, we are pursuing our environmental priorities—globally, regionally, bilaterally, and in partnership with business and non-governmental organizations. Each of these four dimensions is essential to the success of our overall strategy.

First, our approach to these problems must be global because pollution respects no boundaries, and the growing demand for finite resources in any part of the world inevitably puts pressure on the resources in all others.

Across the United States, Americans suffer the consequences of damage to the environment far beyond our borders. Greenhouse gases released around the globe by power plants, automobiles, and burning forests affect our health and our climate, potentially

causing many billions of dollars in damage from rising sea levels and changing storm patterns. Dangerous chemicals such as PCBs and DDT that are banned here but still used elsewhere travel long distances through the air and water. Overfishing of the world's oceans has put thousands of Americans out of work. A foreign policy that failed to address such problems would be ignoring the needs of the American people.

Each nation must take steps on its own to combat these environmental threats, but we will not succeed until we can effectively fight them together. That realization inspired the path-breaking efforts of the United Nations at the Stockholm Conference on the Human Environment 25 years ago and at the historic Rio Summit on Environment and Development four years ago. There, the international community forged a new global commitment to "preserve, protect, and restore... the Earth's ecosystem" and to promote economic development in ways that also preserve our natural resources.

Since Rio, the United States has intensified our global efforts. We led the way to an agreement to phase out the remaining substances that damage the ozone layer, to ban the ocean dumping of low-level radioactive waste, and to achieve a new consensus in Cairo on stabilizing global population growth.

We are working to reform and strengthen the UN's key environmental and sustainable development programs. We have joined forces with the World Bank to incorporate sound environmental policies in lending programs and to fund projects through the Global Environment Facility that directly benefit our health and prosperity. We are striving through the new World Trade Organization to reconcile the complex tensions between promoting trade and protecting the environment—and to ensure that neither comes at the expense of the other.

This year, we will begin negotiating agreements with the potential to make 1997 the most important year for the global environment since the Rio

Summit. We will seek agreement on further cuts in greenhouse gases to minimize the effects of climate change. We will help lead an international process to address the problems caused by toxic chemicals that can seep into our land and water, poisoning them for generations. We will develop a strategy for the sustainable management of the world's forests—a resource that every great civilization has discovered is "indispensable for carrying on life," as the Roman historian Pliny once wrote. We will work with Congress to ratify the Biodiversity Convention, which holds benefits for American agriculture and business. We will also seek ratification of the Law of the Sea Treaty, which safeguards our access to ocean resources. We will provide the leadership needed to ensure that this June's UN summit in Istanbul effectively confronts the pressing problems associated with the explosive growth of cities in the developing world. Finally, by the end of 1997, the State Department will host a conference on strategies to improve our compliance with international environmental agreements—to ensure that those agreements yield lasting results, not just promises.

This is a daunting global agenda. Achieving these goals will take time and perseverance. But I often remember Don Kennedy's advice to graduates to set a "standard higher than you can comfortably reach."

The **second** element of our strategy—the regional element—is to confront pollution and the scarcity of resources in key areas where they dramatically increase tensions within and among nations. Nowhere is this more evident than in the parched valleys of the Middle East, where the struggle for water has a direct impact on security and stability. In my many trips to the region, I have seen how rapid population growth and pollution can raise the stakes in water disputes as ancient as the "Old Testament." As Shimon Peres once remarked to me, "The Jordan River has more history in it than water." We are helping the parties in the Middle East peace process to manage the region's water

resources—to turn a source of conflict into a force for peace.

There can be no doubt that building stable market democracies in the former Soviet Union and Central Europe will reinforce our own security. However, for these new nations to succeed, we must help them overcome the poisonous factories, soot-filled skies, and ruined rivers that are one of the bitter legacies of communism. The experience of this region demonstrates that governments that abuse their citizens too often have a similar contempt for the environment.

Three weeks ago in Kiev, I walked through the wards of a children's hospital that treats the victims of Chernobyl. I saw first-hand the terrible damage that this 10-year-old catastrophe still inflicts on the region's people. We are helping Ukraine to ensure that there will be no more Chernobyls. In Central Asia, we are helping nations recover from Soviet irrigation practices that turned much of the Aral Sea into an ocean of sand. Our Regional Environment Center in Budapest supports the civic groups in Central Europe that are essential to a healthy democracy and to a healthy environment.

The United States also has an enormous stake in consolidating democratic institutions and open markets in our own hemisphere. To deepen the remarkable transformation that is taking place across Latin America and the Caribbean, we are advancing the agenda for sustainable development that our 34 democracies adopted at the Miami Summit of the Americas. To help democracy succeed, for example, we must ease the pressures of deforestation and rapid population growth that I have seen at work in the bare hills and crowded city streets of Haiti. To sustain our prosperity, we must work to preserve the rich diversity of life that I saw in the Amazon rainforest. To help heal the wounds of old conflicts, we must reverse the environmental damage that has narrowed economic opportunities and fueled illegal immigration from El Salvador. And to help combat drug trafficking and crime, we are encouraging sustainable agriculture as an

Alternative to the slash-and-burn cultivation of opium poppies and coca from Guatemala to Colombia. These goals will be high on our agenda at the Sustainable Development Summit this December in Bolivia.

In Africa, we are pursuing environmental efforts designed to save tens of thousands of lives, prevent armed conflict, and avert the need for costly international intervention. Our Greater Horn of Africa Initiative, for example, addresses the root causes of environmental problems that can turn droughts into famines and famines into civil wars. We must not forget the hard lessons of Rwanda, where depleted resources and swollen populations exacerbated the political and economic pressures that exploded into one of this decade's greatest tragedies. We also have a national interest in helping the nations of the region address the AIDS crisis, which is decimating a whole generation of young Africans and wasting the economic resources that African nations so desperately need to build stable governments and a brighter economic future.

To intensify our regional environmental efforts, we will establish environmental hubs in our embassies in key countries. These will address pressing regional natural resource issues, advance sustainable development goals, and help U.S. businesses to sell their leading-edge environmental technology.

The **third** element of our strategy is to work bilaterally with key partners around the world—beginning, of course, with our next-door neighbors. Whether it is fishing on the Georges Bank or in the Gulf of Mexico, or clean drinking water from the Great Lakes or the Rio Grande, we cannot separate our environmental interests from those of Canada or Mexico.

We are extending our century-old cooperation with Canada on behalf of clean water and flood control in the Great Lakes region. We are improving conservation in our adjoining national park lands. Through the U.S.-Canada Joint Commission, we are protecting human health and natural habitats.

And with all our Arctic neighbors, we are establishing a partnership to protect that fragile region.

Our joint efforts with Mexico have grown in importance since NAFTA took effect just over two years ago. Under the NAFTA side agreements on the environment, we have set up new institutions to help communities on both sides of the border safeguard the natural resources they share. Later this spring, we will launch an innovative program that will enable business and government leaders from Texas, New Mexico, and Ciudad Juarez to reduce some of the region's worst air pollution. When our two nations' cabinets meet in Mexico City next month, I will emphasize the importance of Mexico continuing to strengthen its environmental standards.

Through our Common Agenda with Japan, the world's two largest economies are pooling their resources and expertise to stabilize population growth, to eradicate polio, to fight AIDS, and to develop new "green" technology.

Our New Transatlantic Agenda with the European Union will spur global efforts on such issues as climate change and toxic chemicals. Together, we are already advancing our environmental goals in Central Europe and the New Independent States.

Russia and China are both confronting major environmental problems that will have a profound effect on their future—and on ours.

In Russia, the fate of democracy may depend on its ability to offer the Russian people better living standards and to reverse a shocking decline in life expectancy. From Murmansk to Vladivostok, poorly stored nuclear waste poses a threat to human life for centuries to come. Economic reforms will not meet their potential if one-sixth of the Russian land mass remains so polluted that it is unfit even for industrial use and if Russian children are handicapped by the poisons they breathe and drink.

We are cooperating with Russia to meet these challenges. Ten days from now, President Clinton will join President Yeltsin and other leaders at a Nuclear Safety Summit in Moscow,

which will promote the safe operation of nuclear reactors and the appropriate storage of nuclear materials. Vice President Gore and Prime Minister Chernomyrdin are spearheading joint initiatives to preserve the Arctic environment, reduce greenhouse gases, and promote the management of key natural resources. We are even taking the satellite imagery once used to spot missiles and tanks and using it to help clean up military bases and track ocean pollution.

As we discussed this morning at your Institute for International Studies, the environmental challenges that China faces are truly sobering. With 22% of the world's population, China has only 7% of its fresh water and cropland, 3% of its forests, and 2% of its oil. The combination of China's rapid economic growth and surging population is compounding the enormous environmental pressures it already faces. That is one of the many reasons why our policy of engagement with China encompasses the environment. Later this month, Vice President Gore will launch an initiative that will expand U.S.-China cooperation on sustainable development, including elements such as energy policy and agriculture.

In our other bilateral relationships, we have created partnerships that strengthen our ties while moving beyond the outdated thinking that once predicted an inevitable struggle between North and South. Under the Common Agenda for the Environment we signed last year with India, for example, we are cooperating on a broad range of shared interests from investing in environmental technologies to controlling pesticides and toxic chemicals. During my trip to Brazil last month, we strengthened a similar Common Agenda with agreements on cooperation in space that will widen our knowledge about climate change and improve management of forest resources.

The **fourth** and final element of our strategy reinforces these diplomatic approaches by building partnerships with private businesses and non-governmental organizations.

American businesses know that a healthy global environment is essential to our prosperity. Increasingly, they recognize that pitting economic growth against environmental protection is what President Clinton has called "a false choice." Both are necessary, and both are closely linked.

Protecting the environment also opens new business opportunities. We are committed to helping U.S. companies expand their already commanding share of a \$400-billion market for environmental technologies. This effort was one of many championed by my late colleague and friend, Commerce Secretary Ron Brown. His last mission to Africa helped an American firm win a contract that will protect fisheries and fresh water supplies for 30 million people in Uganda, Tanzania, and Kenya. On my recent visit to El Salvador, I met with U.S. firms, non-governmental organizations, and their Central American partners who are pioneering the use of solar and wind power stations.

Non-governmental organizations working with USAID have played a crucial role in advancing our environmental objectives overseas. For many years, for example, the Sierra Club has been deeply engaged in international population efforts, and it made an important contribution to the Cairo Conference. As part of these joint efforts, the World Wildlife Fund is helping to conserve biodiversity in more than 40 countries, the World

Resources Institute is confronting deforestation in Africa, and the Nature Conservancy is protecting wildlife preserves across Latin America. Through the State Department's new "Partnership for Environment and Foreign Policy," we will bring together environmental organizations, business leaders, and foreign policy specialists to enhance our cooperation in meeting environmental challenges.

It is the responsibility of the State Department to lead in ensuring the success of each one of the four elements of the strategy that I have discussed today—global, regional, bilateral, and partnerships with business and NGOs. Working closely with the President and the Vice President, I have instructed our bureaus and our embassies to improve the way we use our diplomacy to advance our environmental objectives.

We will raise these issues on every occasion where our influence may be useful. We will bolster our ability to blend diplomacy and science and to negotiate global agreements that protect our health and well-being. We will reinforce the role of the Office of Under Secretary for Global Affairs, which was created at the beginning of our Administration to address transnational issues. We will strengthen our efforts with USAID to promote sustainable development through effective environment and family planning assistance. And we will reinforce the environmental partnerships that we have formed with the

EPA and the Departments of Defense, Energy, Commerce, Interior, and Agriculture.

In addition, I am announcing today that starting on Earth Day 1997, the Department will issue an annual report on Global Environmental Challenges. This report will be an essential tool of our environmental diplomacy, bringing together an assessment of global environmental trends, international policy developments, and U.S. priorities for the coming year.

I will continue to work with the Congress to ensure the success of our environmental efforts. The current Congress has slashed critical funding for needed environmental programs at home and abroad. We will press Congress to provide the necessary resources to get the job done.

Our strength as a nation has always been to harness our democracy to meet new threats to our security and prosperity. Our creed as a people has always been to make tomorrow better for ourselves and for our children. Drawing on the same ideals and interests that have led Americans from Teddy Roosevelt to Ed Muskie to put a priority on preserving our land, our skies, and our waters at home, we must meet the challenge of making global environmental issues a vital part of our foreign policy. For the sake of future generations, we must succeed.

Thank you very much. ■

THE WHITE HOUSE

WASHINGTON

PRESIDENTIAL DECISION DIRECTIVE NSTC-7

MEMORANDUM FOR THE VICE PRESIDENT

THE SECRETARY OF STATE
THE SECRETARY OF DEFENSE
THE SECRETARY OF THE INTERIOR
THE SECRETARY OF AGRICULTURE
THE SECRETARY OF COMMERCE
THE SECRETARY OF HEALTH AND HUMAN SERVICES
THE SECRETARY OF TRANSPORTATION
THE SECRETARY OF ENERGY
THE SECRETARY OF EDUCATION
THE SECRETARY OF VETERANS AFFAIRS
THE ADMINISTRATOR OF THE ENVIRONMENTAL
PROTECTION AGENCY
THE DIRECTOR OF THE OFFICE OF MANAGEMENT AND
BUDGET
THE CHAIRMAN OF THE COUNCIL OF ECONOMIC
ADVISORS
THE DIRECTOR OF CENTRAL INTELLIGENCE
THE ASSISTANT TO THE PRESIDENT FOR NATIONAL
SECURITY AFFAIRS
THE ASSISTANT TO THE PRESIDENT FOR DOMESTIC
POLICY
THE ASSISTANT TO THE PRESIDENT FOR ECONOMIC
POLICY
THE ASSISTANT TO THE PRESIDENT FOR SCIENCE AND
TECHNOLOGY
THE ADMINISTRATOR OF THE AGENCY FOR
INTERNATIONAL DEVELOPMENT
THE DIRECTOR OF THE ARMS CONTROL AND
DISARMAMENT AGENCY
THE CHAIRMAN OF THE COUNCIL ON ENVIRONMENTAL
QUALITY
THE CHAIRMAN OF THE JOINT CHIEFS OF STAFF
THE ADMINISTRATOR OF THE NATIONAL AERONAUTICS
AND SPACE ADMINISTRATION
THE DIRECTOR OF THE PEACE CORPS
THE DIRECTOR OF THE NATIONAL SCIENCE FOUNDATION

THE DIRECTOR OF THE NATIONAL INSTITUTES OF
HEALTH
THE ADMINISTRATOR OF THE NATIONAL OCEANIC AND
ATMOSPHERIC ADMINISTRATION
THE DIRECTOR OF THE NATIONAL INSTITUTE OF
STANDARDS AND TECHNOLOGY
THE DIRECTOR OF THE CENTERS FOR DISEASE CONTROL
AND PREVENTION
THE COMMISSIONER OF THE FOOD AND DRUG
ADMINISTRATION

SUBJECT: Emerging Infectious Diseases

This Directive establishes national policy and implementing actions to address the threat of emerging infectious diseases by improving surveillance, prevention, and response measures.

Background

Emerging infectious diseases -- new, resurgent, or drug-resistant infections of which the incidence in humans has increased within the past two decades or threatens to increase in the near future -- present one of the most significant health challenges facing the global community. Despite the major medical and scientific advances of this century, infectious disease deaths have risen sharply over the past decade in the United States and globally. HIV/AIDS has exploded into a global pandemic, while other diseases thought to be under control, such as tuberculosis, cholera, and pneumonia, are reemerging worldwide. The factors that contribute to the resurgence of these diseases, such as the evolution of drug-resistant microbes, population growth and urbanization, unsafe human behaviors, and changes in ecology and climate, show no sign of abatement.

Diseases such as Hantavirus and Lyme disease have emerged within the United States. At the same time, there is a considerable risk of infectious agents entering unnoticed from overseas. Most cities in the United States can be reached by commercial flight from any area of the world within 36 hours -- less time than the incubation period of many infectious diseases. Furthermore, the United States is vulnerable to a release of biological agents by rogue nations or terrorists, which could result in the spread of infectious diseases.

I have determined that the national and international system of infectious disease surveillance, prevention, and response is inadequate to protect the health of United States citizens from emerging infectious diseases. On the basis of the National Science and Technology Council reports, "Infectious Disease -- A Global Health Threat" (September 1995), "Meeting the Challenge -- A Research Agenda for America's Health, Safety Food" (February 1996), "Proceedings of the Conference on Human Health and Global Climate Change" (May 1996), and the National Security Council (NSC)/Office of Science and Technology Policy (OSTP) Tasker on emerging infectious diseases, I am calling for a series of actions to improve our surveillance, prevention, and response capability. Where relevant, these actions will be coordinated with Presidential Decision Directive (PDD) 39/United States Policy on Counterterrorism.

I. Objectives

The United States will improve domestic and international infectious disease surveillance, prevention, and response. Specifically, the United States will:

- A. Strengthen domestic infectious disease surveillance and response, both at the Federal, State, and local levels and at ports of entry into the United States, in cooperation with the private sector and with public health and medical communities.
- B. Work with other nations and international organizations to establish a global infectious disease surveillance and response system, based on regional hubs and linked by modern communications.
- C. Strengthen research activities to improve diagnostics, treatment, and prevention, and to improve the understanding of the biology of infectious disease agents.
- D. Ensure the availability of the drugs, vaccines, and diagnostic tests needed to combat infectious diseases and infectious disease emergencies through public and private sector cooperation.
- E. Expand missions and establish the authority of relevant United States Government agencies to contribute to a worldwide infectious disease surveillance, prevention, and response network. In some cases, this will require legislation to extend agency mandates.
- F. Promote public awareness of emerging infectious diseases through cooperation with nongovernmental organizations and the private sector.

II. Implementing Actions

Departments and agencies are directed as follows:

1. Enhance the surveillance and response components of our domestic and international public health infrastructure.
 - Strengthen Federal and State laboratory and epidemiological response capabilities. The Centers for Disease Control and Prevention (CDC) will coordinate Federal government efforts to strengthen Federal, State and local health departments surveillance and response capabilities.
 - Strengthen research, training, and technology development for establishing new and more effective interventions to combat emerging infectious diseases.
 - The Federal government, in cooperation with State and local governments, international organizations, the private sector, and public health, medical and veterinary communities, will establish a national and international electronic

network for surveillance and response regarding emerging infectious diseases.

2. Enhance biomedical and behavioral research efforts on emerging infectious diseases.
 - The National Institutes of Health (NIH) will lead Federal government efforts to strengthen research on the development of new tools to detect and control emerging infectious diseases and on the biology and pathology of infectious agents, including antimicrobial drug resistance. Research will include the development of new mechanisms for the control and prevention of zoonotic infectious agents, which are derived from domesticated and wild animals, and the health effects of climate change.
 - Federal agencies will coordinate with the private sector, as appropriate, including representatives of the pharmaceutical industry and the academic, medical, and public health communities.
3. Expand formal training and outreach to health care providers.
 - The Public Health Service will strengthen efforts to work with professional organizations and health care providers to reduce inappropriate use of antibiotics.
 - Before the end of June 1996, senior United States Government officials will write health care provider, health research and professional organizations to urge that emerging infectious diseases be given greater emphasis in fellowship programs and on certifying and re-certifying examinations.
 - NIH will write appropriate medical college and public health school associations, urging them to advise their member institutions to expand training in emerging infectious diseases and antimicrobial drug resistance in student curricula.
4. Review and update regulations, procedures, and resources for screening and quarantine at ports of entry into the United States.
 - An interagency group led by CDC will review and update current screening and quarantine regulations, procedures, and resources aimed at minimizing the threats disease outbreaks can pose to national health and security. Issues considered should include early warning systems abroad, stricter controls at ports of entry, and improved surveillance after persons, animals, or material have entered the United States.
 - NSC will ensure that any recommendations support the counterterrorism measures called for in PDD 39/United States Policy on Counterterrorism.
5. Make information about ill international travelers with communicable diseases more accessible to domestic health authorities.

- CDC will be the lead agency in the development of cooperative arrangements with the transportation industry to provide needed information when follow-up is required of passengers with communicable diseases arriving at United States ports of entry.
6. Encourage other nations and international organizations to assign higher priority to emerging infectious diseases.
- The Department of State and OSTP, in consultation with other agencies, will develop and coordinate a sustained effort to enlist support from other nations and international bodies. State will raise the issue of emerging infectious diseases in bilateral, regional, and multilateral discussions and will negotiate cooperative agreements with other nations to promote the establishment of a global surveillance and response network.
7. Support the World Health Organization and other bodies in playing a stronger role in the surveillance, prevention, and response to emerging infectious diseases.
- The United States will participate in the WHO-proposed revision of the International Health Regulations to ensure improved screening and quarantine capabilities.
 - The United States will urge the WHO to develop regional inventories of resources for combating emerging infectious diseases and will explore joint steps to strengthen surveillance and response capabilities of WHO and other international organizations, as appropriate.
8. Expand United States agency missions and mandates in order to ensure that responsible agencies are provided with the authority, emergency procurement powers, and resources to respond to worldwide disease outbreaks that have the potential to adversely affect the United States.
- CDC's mandate to protect the health of United States citizens will be more clearly stated to allow conduct of surveillance and response activities, including outbreak investigations and selected responses to epidemics overseas in coordination, as appropriate, with State and local health departments, the Departments of State and Defense (DoD), the United States Agency for International Development (USAID), and other Federal agencies. In disaster relief operations involving infectious diseases, CDC will operate as part of the United States effort, as appropriate.
 - USAID will continue to address the root causes of emerging diseases through its on-going portfolio of assistance to developing countries.
 - The mission of DoD will be expanded to include support of global surveillance, training, research, and response to emerging infectious disease threats. DoD will strengthen its global disease reduction efforts through centralized coordination;

improved preventive health programs and epidemiological capabilities; and enhanced involvement with military treatment facilities and United States and overseas laboratories.

- DoD will ensure the availability of diagnostic capabilities at its three domestic and six overseas laboratories, using existing DoD resources. DoD will make available its overseas laboratory facilities, as appropriate, to serve as focal points for the training of foreign technicians and epidemiologists. If necessary, DoD will seek Chief of Mission concurrence to raise personnel ceilings at overseas laboratories, in accordance with NSDD-38 procedures.

III. Coordination by a Standing Task Force

A standing Task Force of the National Science and Technology Council (NSTC) is hereby established to provide strategic planning and further coordination on issues of emerging infectious diseases. The Task Force will establish action groups as necessary to pursue specific topics. In particular, the Task Force will act immediately to realize the objectives and implementing actions described above. The Task Force will, as necessary and in a timely manner, present to the NSTC issues requiring decision by Principals.

The Task Force will be co-chaired by the Centers for Disease Control and Prevention and the White House Office of Science and Technology Policy. Members of the Task Force will include, but not be limited to, appropriate representatives of the Departments of Health and Human Services (including the National Institutes of Health and the Food and Drug Administration), State, Defense, Justice, Commerce, Agriculture, Interior, and Energy, as well as the United States Agency for International Development, the National Aeronautics and Space Administration, the Environmental Protection Agency, the Intelligence Community, the National Security Council, the Domestic Policy Council, and the Office of Management and Budget. The Task Force will seek the views of the private sector and health service providers in implementing this Directive.

IV. Resources

The Departments of Health and Human Services, State, Defense, Justice, Commerce, Agriculture, Interior, and Energy, the United States Agency for International Development, the National Aeronautics and Space Administration, the Environmental Protection Agency, the Intelligence Community, the White House Office of Science and Technology Policy, the National Security Council, the Domestic Policy Council, and the Office of Management and Budget will take appropriate actions to promote the objectives of this Directive. This requires strengthened activities in appropriate Federal agencies. Agencies will seek to achieve the objectives of this Directive with available resources, and to the extent necessary, new resources, which will be determined during the normal budget process in the appropriate fiscal year.

V. Reporting

The Task Force will report to me through the NSTC and will provide me with annual reports on the progress realized, including recommendations for further action.

William J. Clinton

Emerging Infectious Diseases are a National Security Challenge to the United States

Talking Points for Open Forum on Emerging Infectious Diseases

Prepared for
Ambassador Wendy R. Sherman
March 25, 1998

Introduction

- Good afternoon and welcome to the open forum on emerging infectious diseases. I trust that everyone washed their hands before they entered the conference room today. Unfortunately, I'm only half-joking.
- Infectious diseases once thought to be controlled are re-emerging worldwide. They endanger the health of Americans and our national security interests. These diseases are the silent enemies of economic growth, national well-being, and stability around the globe, as infectious diseases know no borders.
- The resurgence of infectious diseases, the threats they pose and the devastation they portend give reason to reexamine how we define "national security." Our responses to these challenges must engage the foreign affairs and national security community along with the health community here and abroad.

How U.S. is affected

- U.S. national interests are affected in four ways:
 - (1) it is a challenge to health and economic productivity;
 - (2) it is a danger to economic development and political stability abroad;
 - (3) there are potential dangers of bio-terrorism; and
 - (4) there is the necessity of enhanced preparedness to safeguard the US and the global community against the threat of infectious diseases.

Current situation

- Infectious microbes do not recognize international borders. The modern world is a very small place where any city in the world is only a plane ride away from any other. Infectious microbes can easily travel across borders with their human or animal hosts, in the food and products we trade. No nation is impervious to these health threats. Beyond the terrible AIDS pandemic and the more exotic, publicized diseases such as the Ebola virus in the former Zaire, lie a wide range of microbiological threats. These threats, some of which you will hear about today, include TB, malaria, cholera, and hepatitis.

- Growing global population, changes in climate, massive demographic shifts, poverty, greater population mobility and other imbalances between people and nature contribute to the upsurge of infectious diseases. Industrialization and even health technologies such as antibiotics have had unintended consequences, including the development of antibiotic resistance.
- Human suffering and economic burdens worldwide are more severe, resulting in significant losses in productivity and economic growth, and gross distortions in the workforce and population of other nations. For example the World Health Organization estimated that nearly 30 million people will have been infected by HIV/AIDS by the year 2000. This will have a severe demographic impact, especially in Central Africa, but statistics show this problem is on the rise in Aisa and other regions as well.
- We have practical as well as humanitarian reasons for broader international action against infectious diseases.
- New and re-emergent strains may vitiate past successes. As a 1995 report by the National Science and Technology Council's Committee on International Science, Engineering and Technology (CISSET) points out, the annual aggregate cost to the nation for infectious diseases exceeds an estimated \$120 billion.

- American and other investors find it difficult to carry on business in nations beset by infectious diseases or to locate plants and send employees to areas posing great health risks. Trade and travel can be negatively affected as can the ability of a nation to muster troops to keep peacekeeping commitments.

Role of State Dept. in protecting US citizens from infectious diseases

- The Department of State has been directed by the President to develop and coordinate a sustained effort to enlist support from other nations and international bodies, to raise the issue of emerging infectious diseases in bilateral, regional and multilateral discussion and to negotiate cooperative agreements with other nations to promote the establishment of a global surveillance response network.

Need to intensify international effort

- Just as the U.S. cannot protect itself through isolation, it cannot cure the problems of infectious diseases on its own. We must strengthen the efforts of the World Health Organization, the World Bank and other international bodies to address these problems.
- At the same time, we must intensify our current international effort. We must broaden the way that we as foreign affairs representatives look at these issues.

- We can no longer address infectious disease issues as the subject of foreign assistance alone but must instead look at them as issues on the foreign policy agenda. Our chiefs of missions at embassies and consulates as well as our policymakers here at headquarters must take these issues to the heart of their discussions with national leaders at the highest levels.
- At present, infectious disease issues are part of the President's agenda as he continues his African trip. Infectious diseases, however, know no borders and are problems for Asia, Europe, the Middle East and Latin America as well. Accordingly, it is an issue on the President's agenda for all regions and for the Economic Summit with the Major Industrialized Nations (G-8). It must be on ours.

Conclusion

- The choice is clear: we can continue to react to the spread of infectious diseases by costly and imperfect ad hoc crisis measures that do little to solve the essential problems, or we can combine our talent and resources for strengthened awareness, prevention, surveillance and treatment. From a national security perspective, the latter seems infinitely preferable.

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THE REPRESENTATIVE
OF THE
UNITED STATES OF AMERICA
TO THE
UNITED NATIONS

12 September 2000

Dear Kofi:

I am pleased to transmit to you the enclosed letter from thirteen women foreign ministers to you concerning the worldwide threat of HIV/AIDS. Secretary of State Madeline Albright organized this statement as part of our ongoing efforts to raise the level of attention given to combating this pandemic. We very much appreciate your continuing efforts in this area.

Sincerely,

A handwritten signature in black ink, appearing to read 'R. Holbrooke', written over a horizontal line.

Richard C. Holbrooke

His Excellency
Mr. Kofi Annan,
Secretary-General,
United Nations,
New York.

11 September 2000

Mr. Secretary-General:

We are writing as the Foreign Ministers of thirteen nations, and as concerned women, to proclaim our joint resolve to combat the global scourge of HIV/AIDS. We are saddened to note that HIV/AIDS continues to ravage the developing world, where 95 percent of global infections and deaths have occurred. The worldwide HIV/AIDS pandemic, and the continued, associated health challenges of other infectious diseases, such as malaria and tuberculosis, threaten to rob multiple generations of the promises and hope of a new century.

Our governments recognize that the HIV/AIDS pandemic is an urgent foreign policy issue with humanitarian, security, economic, and development implications that threaten decades of hard-won progress, and which extends beyond the means and competence of any one nation or entity to counter. This is especially evident in the pandemic's current epicenter, Africa. We are cognizant, however, of the need to focus international attention on the emerging HIV/AIDS threat in Asia, Russia, the newly independent states, regions of northern Europe, and parts of the Western Hemisphere, especially the Caribbean, as well.

His Excellency

Mr. Kofi Annan,
Secretary-General,
United Nations,
New York.

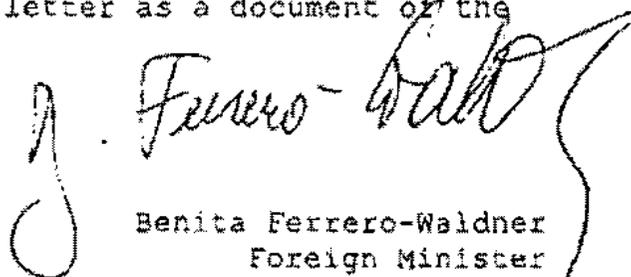
We welcome the success of the recent HIV/AIDS conference in Durban and the urgency attached to tackling HIV/AIDS by African leaders, donors, international financial institutions and the private sector. We encourage all Heads of State to devote high-level political leadership and direction to the struggle against HIV/AIDS, not only in Africa, but also around the world. Experience has shown that strong national leadership and open discussion of the problem are critically important to the fight against HIV/AIDS, and we call on all national leaders, not only Health Ministers, to join in the public fight against HIV/AIDS.

Mr. Secretary-General, our governments are committed to supporting your call to stop and reverse the spread of HIV/AIDS by 2015, and to provide special assistance to children orphaned by HIV/AIDS. We recognize that support of this goal requires the dedication of significant financial and human resources, and we will strive to identify and dedicate those resources. We especially note the critical need to support UNAIDS, including the promotion of assistance to developing countries in their efforts to treat people infected with HIV/AIDS.

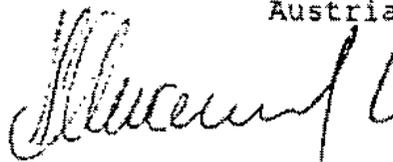
Finally, but by no means the least of our concerns, we as women note the special needs of women in HIV/AIDS prevention, care and treatment. Recognizing the increasing number and growing proportion of women with HIV, we call upon the UN membership to take into account the need for the enhanced availability of education, testing, counseling, care and treatment designed to address the specific needs of women and girls. The destructive forces of the AIDS pandemic pose a fatal threat to young men and women during their productive years, and, in the case of women, in the reproductive process itself. In addition, we call for affordable, enhanced medical interventions aimed at lessening the risk factors associated with mother-to-child transmission of HIV/AIDS, and which address the needs of mothers as well as their newborn.

We thank you, Mr. Secretary-General, for your leadership on this issue of global importance. We look forward to working with you in our common effort to overcome this global plague.

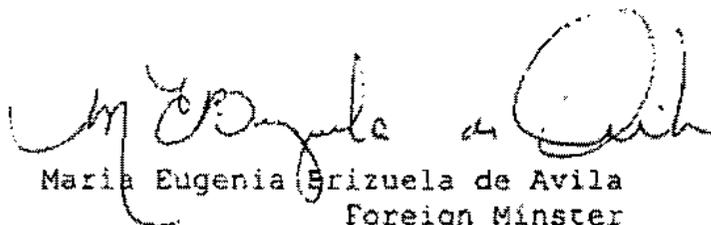
We ask that you circulate this letter as a document of the General Assembly.



Benita Ferrero-Waldner
Foreign Minister
Austria



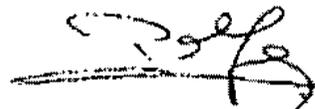
Nadezhda Mihailova
Foreign Minister
Bulgaria



Maria Eugenia Brizuela de Avila
Foreign Minister
El Salvador



Maria Soledad Alvear Valenzuela
Foreign Minister
Chile



Lydia Polfer
Foreign Minister
Luxembourg



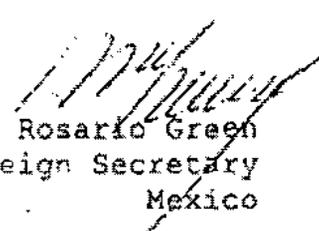
Dr. Andrea Willi
Foreign Minister
Principality of Liechtenstein



Lila Ratsifandrihamanana
Foreign Minister
Republic of Madagascar



Lilian Patel
Foreign Minister
Malawi



Rosario Green
Foreign Secretary
Mexico



Nkosazana Zuma
Foreign Minister
Republic of South Africa



Maria E. Levens
Foreign Minister
Suriname



Anna Lindh
Foreign Minister
Sweden



Madeleine K. Albright
Secretary of State
United States of America

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Secretary of State Madeleine K. Albright
Remarks at American Association for the Advancement of Science
February 21, 2000, Washington, D.C.
As released by the Office of the Spokesman
U.S. Department of State

[As Prepared for Delivery]

SECRETARY ALBRIGHT: Thank you, Mary, to you and the entire Association. Dr. Colwell, Dr. Gould, Dr. Ramphale; guests and friends from Capitol Hill and the worlds of science, academia, and journalism.

I could spend my entire speech simply acknowledging all the luminaries who are here this afternoon. But that would grow tiresome -- certainly by the second half hour.

It is a great honor to address the most distinguished and diverse gathering of scientists and engineers in the world.

It is also a bit intimidating. If just a fraction of the Nobel Prize winners and brilliant minds who are here today had been present 30 years ago when I defended my dissertation at Columbia, I might have turned around and headed right back out the door.

Of course, that couldn't have happened. My doctorate is in International Relations. Many of your degrees are in fields such as Physics and Physiology, Computer Science and Chemistry, Economics and Engineering. Someone reading C.P. Snow's *Two Cultures* might well conclude that even if you had been on my dissertation committee, we wouldn't have been speaking the same language.

I have to admit that I don't speak science very well. I'm not a member of the triple-A "S". However, I am a member of the triple-A, double "S" -- the American Association for the Advancement of Slavic Studies. This doesn't help me understand physics, but it's nice to know that at least our acronyms are related.

Moreover, as Secretary of State, I have both learned and thought a lot about the linkages between what scientists and diplomats know and do.

We live in a global era. National borders mean less. From microbes to missiles, the threats we face could come from almost anywhere on earth. International cooperation is essential to respond to such challenges.

Because cooperation is required, so is diplomacy -- but that is not sufficient. For if negotiations are actually to solve problems, rather than merely paper them over, they must often be informed by first-rate scientific advice.

Even today, not everyone in the so-called "foreign affairs community" is comfortable with that. Sometimes, it takes awhile for something different to be accepted as a legitimate part of the mainstream of our foreign policy.

At one time, economics was considered outside the pale. It took decades for human rights to loom larger in our policies. And it required some two centuries before

women were considered fit both as shapers of policy and builders of progress important to American aims overseas.

But today, there can be no question about the integral role science and technology must play in our diplomacy and more generally in world affairs.

And I want to thank you at the outset for all your community is doing to help the State Department meet its science and technology -- or S&T -- needs.

The ten AAAS Fellows we have at State this year -- like their many predecessors -- are a splendid resource. The National Research Council study completed in October was a great service to the Department and to the country. The National Science Foundation has allowed us to bring Jack Gibbons on board as Senior Science Consultant -- where my former White House colleague is doing a tremendous job. More broadly, the S&T community has given much of its time and resources, both material and intellectual.

I especially want to thank William Golden for his incredible generosity. Whether as a banker or in public service, Bill has always known the value of a good investment. And that has been clear ever since he helped persuade Harry Truman to bring a Science Advisor into the White House.

Speaking of which, it appears that President Clinton has been getting some pretty good advice. In his new budget, the President is proposing increased investments in civilian R&D for the eighth year in a row. He is also seeking a \$1 billion increase for the National Institutes of Health; the largest dollar increase in history for the National Science Foundation; and \$50 million to create an Institute for Information Infrastructure Protection.

Quite clearly, the President believes, as do I, in better living through science. That is true here at home. And it is true for the world.

This afternoon, I want to talk about the intersections between science and diplomacy, and how they are making a difference on issues and in parts of the globe that matter to Americans. Then, I would like to describe some specific steps we will be taking to ensure that our foreign policy takes full advantage of all available scientific and technological expertise.

For we have learned that our diplomacy is most effective when we have a full set of tools at our disposal. And that in a world being transformed by science, good science is one of the tools most vital to good diplomacy.

This is not theory. It is proven fact.

For example, it was first-rate science that alerted us to the loss of stratospheric ozone -- and the threat this poses to human health. The evidence was so compelling it led to an international agreement, known as the Montreal Protocol, under which ozone-depleting chemicals are being phased out around the world. The Montreal Protocol helped us turn the corner in fighting a global environmental problem. And the science behind it won a Nobel Prize.

Since the dawn of the nuclear age, science has informed our efforts on arms control. Today, it is easy to view advancing technology simply as the crux of the proliferation problem. But as Adlai Stevenson once said, "There is no evil in the

atom, only in men's souls."

Our challenge -- which we are meeting -- is to use our growing knowledge to make arms control more effective and to broaden its scope. Often this is based on improvements in remote sensing and other verification technologies.

In the painstaking development of the Comprehensive Nuclear Test Ban Treaty, the zero-yield decision, among others, was based on rigorous S&T analysis -- first by government scientists, then by the independent JASON group. There would be no viable Treaty today if not for that decision.

And because the science behind the Treaty is sound, I am convinced that America will ultimately join the CTBT -- and thus help to ensure that the nuclear arms race becomes a relic of the 20th Century, not a recurring nightmare of the 21st.

Simply put, arms control often is rocket science. And we must keep good rocket scientists in our midst if we hope to keep doing it well.

Speaking of rockets, another subject of interest to both diplomats and scientists is space. Two Decembers ago, I traveled to Cape Canaveral to see the launch of the first U.S. element of the International Space Station. The first launch was scrubbed, so it took me two tries and two sleepless nights. But I was determined to be there, because I knew I would be witnessing an historic event from the perspective of both your community and mine.

In space, the Global Positioning System, based on U.S. technology, is bringing major advances in air traffic safety, and is also guiding millions of hikers, boaters and motorists all over the world. The United States has a major stake in ensuring that GPS becomes the world standard. Our diplomats are working to ensure that at a minimum, any other systems -- including Europe's proposed Galileo -- are compatible with GPS.

The oceans are another area where wise management and international cooperation are required. Fish don't respect marine boundaries. And the economic stakes are high. So science provides the only sure basis for reaching agreements that can not only be signed, but implemented to bring about the best sustainable use of marine resources.

We took a major stride in the agreement we completed last summer with Canada to manage North America's Pacific Salmon fishery. Good science helped us shift the debate away from unresolvable issues of "equity" to the development of rules for conservation of salmon stocks and habitat. This treaty will be good for the resource and for those who depend upon it on both sides of the border.

Of course, diplomacy and science are not negotiated in a vacuum. Governments respond to many forces, including economic and trade interests, as well as the values and fears of their people. That has certainly been the case with recent international differences about the perceived risks and benefits of biotechnology.

Biotech crops have tremendous potential to produce more and better food while using less land, water and pesticides. For example, vitamin A-enriched rice could reduce blindness and disease among the more than 100 million children in the world who suffer from a deficiency in that vitamin.

At the same time, science tells us that biotechnology -- like all technologies -- may present risks. If improperly managed, some biotech products could harm "non-target" species or increase the resistance of weeds.

But science does not support the "Frankenfood" fears of some -- particularly outside the United States -- that biotech foods or other products will harm human health. So it is unfortunate that unsubstantiated fears about biotech products exerted significant influence on the recently-concluded Biosafety Protocol.

We fought and succeeded in basing that agreement on good science. That small victory could yield big benefits for Americans and consumers worldwide. But we know that the biotech controversy has not fully been resolved.

The Biosafety negotiation shows that simply having good science is not always enough. The science must be part of a larger long-term strategy to educate publics and work with governments to address concerns and find practical solutions to specific problems. In fact, on many of the issues where my field intersects with yours, this may be the closest thing we have to a working formula for success.

This formula certainly accounts for our advances in the area of global climate change. Don't get me wrong: the Kyoto Protocol remains a work in progress. And we have many skeptics yet to convert on Capitol Hill.

But on this issue more broadly, the United States has not only been out front in doing the science; we have been out front in communicating the science publicly, and in a coordinated and energetic way. So that whatever international disagreements there are about how to deal with this challenge -- and there are plenty -- almost all of them concern how to address it, not whether a problem exists.

For that we can thank the S&T community, working through such bodies as the Inter-governmental Panel on Climate Change. This Panel is a model of how governments and scientists can work together to develop international consensus.

Of course, scientists need the support of political leaders to foster popular understanding and change public policy. I am proud of the effort that President Clinton and Vice President Gore have invested in the climate change issue. And I am convinced it will make all the difference in the end.

I don't want to imply that this very selective discussion I've just gone through is exhaustive. There are a number of other commercial, regional, and security-related subjects on which our ability to integrate science and diplomacy is vital to success.

In the Middle East, for example, our diplomats work closely with scientists on water issues that are critical to the search for a comprehensive peace.

In the telecommunications area, gaining expertise on spectrum allocation and standards-setting for wireless services has allowed us to better advocate U.S. commercial interests.

In the global fight against narco-trafficking, we have been helped by sound science on alternative crops to coca, marijuana and opium poppy.

In our Science and Technology Centers, we engage former Soviet weapons scientists

in civilian activities so they do not sell their skills to rogue states.

Our foreign policy also now encompasses a number of issues that once were viewed simply as health matters.

We have long known that the HIV/AIDS pandemic is a profound human tragedy. In recent years -- as Vice President Gore recently indicated at the UN -- we have recognized it as a foreign policy challenge, as well.

That is why we launched a diplomatic initiative last year to urge foreign leaders to put more money and muscle into the fight against HIV/AIDS.

And it is why, more broadly, President Clinton in his State of the Union address called for concerted action to fight infectious killer diseases around the world.

I noted earlier what a profound service the National Research Council has performed in answering my request to study the ways and means by which the State Department may better fulfill its S&T responsibilities.

This is not the time or place for an extended response to the NRC's report or to similar contributions by others here. Within the next few weeks, I will be receiving the final report of a Departmental Task Force on Strengthening Science at State. But I do want to comment on the subject, because I think it is of mutual interest.

First, a mea culpa. The State Department's science capabilities have not always been as substantial as they should be. That's why I asked for the review.

But bear in mind that to a great extent, this has been the result of a serious, Department-wide shortage of resources in recent years. Our workload and security costs have gone way up. Our funding and personnel have not kept pace. Our people with science responsibilities have been stretched thin. But they have done a great job under the circumstances, and deserve our thanks and support.

Second, a caveat. I'm not going to limit myself to outlining a plan for upgrading science at the Department merely through the end of the Clinton Administration. Rather, I want to lay out my long-term vision for doing so. Because this will be a multi-year, multi-Administration, bipartisan mission.

As a start, next month I will issue a Policy Statement setting forth my commitment to enhance the Department's ability to handle S&T issues and to improve our access to the experts who can help us.

Second, I want to begin building an enhanced leadership and management structure for these issues across the Department.

I will appoint a Science Advisor as soon as possible, who will be located within the Under Secretariat for Global Affairs. We are seeking the very best person from a strong list of candidates. There is not one we are considering in whom I would not have great confidence. Or who would not have direct access to me. That is more than a congressional mandate -- it is what I want.

I also intend to establish a Science Directorate within the Bureau of Oceans and International Environmental and Scientific Affairs.

I do not intend to limit consideration of science at State to the Global Under Secretariat or the OES Bureau. Rather, we should aim for a network of small clusters of solid scientific competence throughout the Department, wherever they are needed to wrestle with tough problems.

Where such clusters already exist, we should learn from and make good use of them. For example, the office of the Under Secretary for Arms Control has its own Science Advisor. It draws on the independent expertise of an advisory board that meets monthly. And we have established a new Bureau of Verification and Compliance which has responsibility over the R&D and much of the science that is needed in its field.

I plan to review the Department's recruitment, training, and promotion policies to upgrade and broaden our in-house scientific expertise.

I will launch a review of our Science Counselor positions worldwide, and decide which need to be upgraded. New Delhi, I can promise you already, is one that will.

And I want to forge a truly active partnership with the S&T community. That means more and better communication with outside scientists. It means co-sponsoring regular roundtables on key issues such as the one on biotech agriculture we had last summer, or the one on carbon sinks that we are planning for this spring. And it means better use of Internet technology to follow developments in technology.

I have no illusions that these changes will be quick or easy. After all, it doesn't take a physicist to know that change is harder than inertia.

When I was a professor at Georgetown, it was difficult even to add a geography course to the curriculum at the School of Foreign Service. The thinking was that although geography may be destiny, it has nothing to do with diplomacy. We fought that thinking -- and we won.

The changes I envision for the Department are likewise necessary and worth fighting for. With your help, that process can get well underway, right away.

Speaking of help, I cannot leave you without saying just a few words about a subject that is critical to so much of what we both want -- and that is resources.

For years now, the funds available for foreign policy have not kept pace with our responsibilities, which have grown in even more ways than you have heard about today. People often cannot believe it when I tell them that only one penny out of every dollar the Federal Government spends goes for international a

ffairs. But that one percent of the Federal budget affects the lives of 100 percent of the American people, and countless millions around the world as well. For peace, for progress, for a healthier environment and a safer world, U.S. diplomacy is often our first line of defense and the best investment we can make.

So I hope I will have the support of every one of you, and the entire S&T community, in seeking the resources we need. Because as much as I want to do for science at State, our current budget is a very small pie. And the changes I have talked about today will have to be made within our existing resource constraints. So the more we work together to expand the overall pie, the bigger the slice we will

have for our responsibilities related to science.

Before closing, I have an additional thought. The purpose of American diplomacy is to protect American interests. This basic fact hasn't changed in 200 years. But because the world has grown so much smaller, we now define our interests much more broadly.

To one degree or another, we have a stake in the stability of every part of the globe. To us, diplomacy has ceased to be a zero-sum game. It is in America's interest to bring nations closer together around basic principles of democracy, liberty and law that will lift the lives of people everywhere.

To me, this provides a deeper connection between diplomacy and science than any single initiative or project. Because the best science is driven by a similar impulse to improve not just the American condition, but also the human condition; to enable children in even the poorest countries to grow up in health and hope.

Here, you have a bit of an advantage over diplomats, for we are by definition official representatives. And today, although our government is widely respected, America is also resented by those who confuse leadership with hegemony, and distrusted by those who, in our place, would use their power for more selfish ends.

Scientists, I hope, are less vulnerable to such negative pressures. Because there is no hegemony in the quiet, but persistent, quest for truth. No resentment towards those who seek to conquer malaria or HIV/AIDS. No doubting the motives of those working to spare a region or an entire planet from ecological disaster.

Science, perhaps even more than diplomacy, carries with it the hopes of people everywhere who seek a future better than the past. As I look out at you today, I believe more and more that when our best efforts are truly joined together, we have it within our power to realize that simple, but all-important aspiration.

In the same classic I cited at the outset, Sir Charles Snow wrote that scientists "have the future in their bones."

As we strive to shape the future together, America's diplomats must have scientists in our ranks and by our side. And you must be able to inform our efforts with what you know and can help us understand.

The divide between our two cultures is real. And bridging it completely -- to benefit our nation and our world -- is a mighty tall order.

But there is no better time than the start of a new century to design a great mission. And no better gathering than this to launch one.

To that end, I pledge my own best efforts, and respectfully solicit your wise counsel and support.

Thank you very much.

[End of Document]



Secretary of State Madeleine K. Albright
Memorandum to All Department of State Employees on
Science and Technology
Signed May 12, 2000
Released by the Office of the Spokesman, May 15, 2000
U.S. Department of State

MEMORANDUM TO ALL DEPARTMENT OF STATE
EMPLOYEES

The impact of science and technology on every aspect of our work is great and growing. National security has increasingly become grounded in technology, as has arms control; the debate over the Comprehensive Test Ban and the Chemical Weapons treaties and the current international discussion of genetically modified organisms in agriculture show how important technical competence has become to working diplomats. We must recognize the role and contributions that science and technology play in shaping our bilateral and multilateral relationships around the world. All of us must become more scientifically literate to meet the challenges and opportunities presented by scientific and technological developments, and we must forge closer bonds with the scientific communities in government, industry and academia to help inform our foreign policy.

The United States must maintain its ability to lead effectively on a range of global science-related issues. For this reason, I am putting in place a series of measures arising from the work of the Department's Senior Task Force on Strengthening Science at State, co-chaired by Under Secretary for Global Affairs Frank Loy and Senior Adviser for Arms Control and International Security John Holum. These measures are designed to strengthen our capacity to integrate science considerations more fully into the foreign policy process.

The new steps are outlined in the attached policy statement, "Science and Diplomacy: Strengthening State for the 21st Century" and in the Department's report, "Science and Foreign Policy - The Role of the Department of State," which is being posted on our web page at www.state.gov. The measures involve significant institutional changes, including appointment of a Science and Technology Adviser; personnel recruitment, training and assignment innovations; and development of an active partnership with the scientific community. I urge your thoughtful attention to these documents.

[signed]



Secretary of State Madeleine K. Albright
Policy Statement on Science & Technology and
Diplomacy
Attachment to Memorandum Signed May 12, 2000
Released by the Office of the Spokesman, May 15, 2000
U.S. Department of State

**Science and Diplomacy:
Strengthening State for the 21st Century**

In a world being transformed by technology, good science is vital to good diplomacy.

That may seem obvious, but even now, not everyone is comfortable with it. For often -- as was once the case with economics or human rights -- it takes time for something different to be accepted within the mainstream of U.S. foreign policy.

But today, there can be no question about the integral role science and technology (S&T) must play in our diplomacy. Whether the issue is countering weapons of mass destruction, dealing with infectious diseases, or expanding the global economy while protecting the global environment, if we are to get our international strategies right we must get our science right.

The Department's S&T capabilities have not always been as substantial as they should be. Because of resource constraints in recent years, our people with science responsibilities have been stretched thin. But they have done a great job under the circumstances, and deserve our thanks and support.

At my request, the National Research Council of the National Academy of Sciences has completed a study of the ways and means by which the Department may better fulfill its S&T responsibilities. I am using that report, received last fall, as a guide in our efforts.

What I envision is not a one-shot quick fix, but a multi-year, multi-Administration, bipartisan mission. To succeed, we must make changes affecting our organizational structure, our personnel, and our relationship with the science community.

Structure: First, we will strengthen our science leadership and management structure. Shortly, I shall appoint a Science and Technology Adviser who will have direct access to me and other senior

Department officials and who will be located within the Under Secretariat for Global Affairs. The Adviser will lead a Department-wide effort to ensure that science, technology and health issues are properly integrated into our foreign policy. The Adviser will also serve as the Department's principal liaison with the national and international scientific community.

Other structural changes in the Department will also reflect and support the enhanced role of science and technology. By the end of April, I will re-establish a Science Directorate within the Bureau of Oceans and International Environmental and Scientific Affairs (OES). Under the leadership of the Principal Deputy Assistant Secretary, this Directorate will bring together three separate OES offices currently focused on science, technology and health issues.

Further, all regional and policy bureaus in the Department will designate a Deputy Assistant Secretary-level person to be responsible for S&T-based issues. These bureau representatives -- along with the Under Secretary for Global Affairs, the Under Secretary for Arms Control and International Security, the Science Adviser to the Bureau of Arms Control, the Chair of the Arms Control and Nonproliferation Advisory Board, and the Science and Technology Adviser -- together will form a standing science policy group.

Personnel: The Department's effectiveness on any issue is only as good as its people and the quality of information available to them. I want to ensure that we have the right people in the right places with the right training, expertise and information to provide strong leadership on science-related issues. The Director General and other senior officials are currently reviewing the Department's recruitment, training, assignment and promotion policies to broaden and deepen our in-house science and technology expertise. The Science and Technology Adviser will work closely with the Director General in this effort.

It should be a priority of the Department to ensure that, at a minimum, all foreign service and civil service personnel, at home and abroad, have a basic understanding of science-related issues. They should also know whether and when science can inform our policy, where to go for this expertise, and how to make sure it is incorporated in the formulation and execution of our policies.

The Department has begun a survey to identify those overseas posts -- such as New Delhi -- where science, technology and health issues are most vital to the success of our bilateral or regional agenda. Based on those results, we will examine our current science positions to determine whether new positions are needed, assess the upgrading of existing

positions, and identify those overseas locations where our interests would especially benefit by assigning scientists to key positions. I expect this work to be completed by this September.

Partnership: We must do more than marshal our resources effectively; we must marshal help from other places. The Department will establish an active, long-term partnership with the science, engineering and technology community -- in academia and the private sector as well as in government. That means more and better dialogue on policy issues; collaboration in training our people; and temporary assignments in the Department and overseas.

To help us get the science right, we will continue the program of policy roundtables on key issues, such as those we have already held on biotech agriculture and carbon sinks. And to help us work faster and smarter, we are also striving to enhance our access to the latest advances in information technology.

Strengthening the Department's S&T capabilities will be a long-term effort requiring new fiscal and human resources. This will require the support of Congress as well as the science community. And I have no illusions that it will be quick or easy; it doesn't take a physicist to know that change is harder than inertia.

But this is a mission worthy of our utmost shared efforts. For enhancing science at State is not about the foreign service versus the civil service; nor is its appeal limited to only one end of Pennsylvania Avenue or one side of the aisle. To the contrary, it is a goal that should unite us all.

If America is to continue to lead in the new century, then we must lead the way in integrating science in our diplomacy. So we will move forward aggressively. As I told the American Association for the Advancement of Science in February, while it will take time and money to realize this vision, we must and will begin now.

[End of Document]

Also see:

- Secretary Albright's memorandum to Department employees (May 12, 2000)
- Department of State report on "Science and Foreign Policy - The Role of the Department of State" (March 28, 2000)

[Secretary's Home Page](#) | [State Department Home Page](#)

X. International Information, Education Exchange and Cultural Affairs Programs

Doc. No. Description

- X-1 Public Diplomacy Guidelines for all Ambassadors, Washington, January 10, 2000; 7 pp.
- X-2 Joint message to all Embassies from Under Secretaries Pickering and Lieberman on public diplomacy, Washington, October 31, 2000; 6 pp.
- X-3 Remarks by Secretary Albright to Department of State Employees, January 27, 1997; 4 pp.
- X-4 Remarks by Secretary Christopher and Acting Assistant Secretary of State for Public Affairs Nicholas Burns at the opening of the State Department Exhibit Hall, December 17, 1996; 4 pp.
- X-5 Remarks by Secretary Albright at Groundbreaking Ceremony for the United States Diplomacy Center, November 1, 2000; 3 pp.

Current Class: UNCLASSIFIED

Page: 7

Current Handling: n/a

Document Number: 2000STATE004965

Channel: n/a

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S/NIS:MPEKALA, WHA:PDESHAZO, S/S:SDMULL S/S-O:DFETTER
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FM SECSTATE WASHDC
TO ALL DIPLOMATIC AND CONSULAR POSTS
SPECIAL EMBASSY PROGRAM

UNCLAS STATE 004965
FROM UNDER SECRETARY LIEBERMAN TO CHIEF OF MISSION
E.O. 12958: N/A

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TAGS: OEXC, SCUL, KJRE
SUBJECT: PUBLIC DIPLOMACY GUIDELINES

1. SUMMARY: THE MERGER OF STATE AND USIA INTO THE NEW DEPARTMENT OF STATE IS NOW 90 DAYS OLD. THIS INTEGRATION CONSTITUTES NOTHING LESS THAN A RESTRUCTURING OF THE CORE APPARATUS OF AMERICAN FOREIGN POLICY. IT OFFERS US A TREMENDOUS OPPORTUNITY TO USE OUR PUBLIC DIPLOMACY AND TRADITIONAL DIPLOMATIC TOOLS IN WAYS THAT WILL STRENGTHEN

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BOTH. SECRETARY ALBRIGHT HAS SAID THAT THE REORGANIZATION WILL PRESERVE AND STRENGTHEN PUBLIC DIPLOMACY, MAKING IT CENTRAL TO THE DEVELOPMENT OF OUR FOREIGN POLICY. THIS MESSAGE SETS FORTH SOME GENERAL GUIDELINES THAT I HOPE WILL ASSIST YOU AS YOU MANAGE INTEGRATION IN THE FIELD. I LOOK FORWARD TO RECEIVING ANY COMMENTS OR SUGGESTIONS YOU MAY HAVE. LATER THIS MONTH I WILL SEND YOU A SURVEY, ASKING THAT YOU REVIEW THE VARIOUS PUBLIC DIPLOMACY PRODUCTS AND PROGRAMS AT YOUR DISPOSAL AND GIVE ME YOUR CANDID VIEWS. I THANK YOU FOR THE GREAT EFFORTS YOU HAVE ALREADY MADE TO IMPLEMENT THE MERGER AND WISH YOU A HAPPY NEW YEAR. END SUMMARY.

INTRODUCTION

2. PUBLIC DIPLOMACY ADVANCES U.S. FOREIGN POLICY BY SEEKING TO UNDERSTAND, INFORM AND INFLUENCE FOREIGN PUBLICS. IT EXPLAINS THE CONNECTION BETWEEN OUR VALUES AND OUR POLICIES. IT BROADENS GRASSROOTS DIALOGUE BETWEEN AMERICAN CITIZENS AND INSTITUTIONS ON THE ONE HAND AND THEIR COUNTERPARTS ABROAD ON THE OTHER. IN THIS ERA OF INSTANT, GLOBAL COMMUNICATION AND MORE OPEN SOCIETIES, IT IS

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ESSENTIAL THAT OUR PUBLIC DIPLOMACY USES THE VERY BEST TOOLS AND METHODS TO ENGAGE FOREIGN PUBLICS AND OPINION LEADERS. TO PULFILL OUR LEGISLATIVE MANDATES AND ENSURE THAT PUBLIC DIPLOMACY CONTRIBUTES SUCCESSFULLY TO THE FOREIGN POLICY PROCESS, WE NEED TO WORK FROM A COMMON SET OF UNDERSTANDINGS.

3. AS UNDER SECRETARY FOR PUBLIC DIPLOMACY AND PUBLIC AFFAIRS, I BELIEVE IT IS MY RESPONSIBILITY TO LAY A FOUNDATION OF UNDERSTANDING FOR OUR SUCCESSORS. YOU MAY FIND THESE GUIDELINES FAMILIAR AND ALREADY IN PRACTICE. I HOPE YOU WILL FIND THEM TO BE PRACTICAL. THEY ARE INTENDED TO FACILITATE COORDINATION, PERFORMANCE AND ACCOUNTABILITY AS WE WORK TO SUPPORT U.S. POLICY GOALS ABROAD AND TO PROMOTE MUTUAL UNDERSTANDING.

PUBLIC DIPLOMACY

4. PUBLIC DIPLOMACY PERSONNEL AND RESOURCES AT POSTS SHOULD BE DEDICATED TO THE WORK OF PUBLIC DIPLOMACY AND FULLY INTEGRATED INTO THE WORK OF THE MISSION IN SUPPORT OF MISSION GOALS. PLEASE ENSURE THAT PUBLIC DIPLOMACY IS AN INTEGRAL PART OF YOUR MISSION PERFORMANCE PLAN (MPP). I URGE YOU TO FACTOR IN PUBLIC DIPLOMACY CONSIDERATIONS AT

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THE BEGINNING OF THE POLICY FORMULATION PROCESS BY INCLUDING PUBLIC DIPLOMACY OFFICERS IN ALL POLICY-MAKING MEETINGS. SIMILARLY, WE ARE WORKING IN WASHINGTON TO ENSURE THAT TASKERS FOR HIGH-LEVEL TRIPS AND MEETINGS INCLUDE THE PUBLIC DIPLOMACY DIMENSION.

5. A WELL-INFORMED PUBLIC DIPLOMACY OFFICER IS THE BEDROCK
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OF ALL PUBLIC DIPLOMACY INITIATIVES. IN ADDITION TO BEING ABLE TO ARTICULATE U.S. POLICY AND VALUES, I EXPECT PUBLIC DIPLOMACY AND PUBLIC AFFAIRS STAFF TO BE FULLY CONVERSANT WITH ALL ASPECTS OF USG POLICY AS IT PERTAINS TO THEIR RESPECTIVE COUNTRY AND REGION. TO FULFILL THAT GOAL, PUBLIC DIPLOMACY PERSONNEL SHOULD CONTINUE TO REACH OUT TO DIVERSE FOREIGN AUDIENCES: GOVERNMENT OFFICIALS, NGOS,

ACADEMICS, THE MEDIA, BUSINESS AND SO FORTH. OUTREACH IS AT THE HEART OF PUBLIC DIPLOMACY, INCLUDING OUTREACH TO INDIVIDUALS AND GROUPS THAT DISAGREE WITH U.S. POLICIES AND ACTIONS, GROUPS THAT MIGHT NOT RESPOND TO MORE FORMAL OVERTURES. PUBLIC DIPLOMACY IS EFFECTIVE TO THE EXTENT THAT THE DIVERSE VIEWS OF OUR FOREIGN INTERLOCUTORS ARE UNDERSTOOD. RELEVANT POLLING DATA AND MEDIA ANALYSES ARE CRUCIAL IN GAINING THIS KNOWLEDGE AND SHOULD BE PRESENTED TO SENIOR POLICY MAKERS.

EDUCATIONAL AND CULTURAL AFFAIRS

6. PROGRAMS CONDUCTED BY THE BUREAU OF EDUCATIONAL AND CULTURAL AFFAIRS (ECA) UNDER THE FULBRIGHT-HAYS ACT MUST BY LAW "MAINTAIN THEIR NONPOLITICAL CHARACTER AND... BE BALANCED AND REPRESENTATIVE OF THE DIVERSITY OF AMERICAN POLITICAL, SOCIAL AND CULTURAL LIFE." IN ADDITION, THE STATUTE REQUIRES THAT WE PROTECT THE SCHOLARLY INTEGRITY OF ALL ACADEMIC AND CULTURAL PROGRAMS AND ENSURE THAT THEY MEET THE HIGHEST STANDARDS OF ACADEMIC EXCELLENCE OR ARTISTIC ACHIEVEMENT. RECIPIENTS OF FULBRIGHT AND OTHER SCHOLARLY GRANTS MUST HAVE FULL ACADEMIC AND ARTISTIC FREEDOM.

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7. CULTURAL PROGRAMS (PERFORMING ARTS AND EXHIBITS) CAN SIGNIFICANTLY ADVANCE THE U.S. NATIONAL INTEREST, ESPECIALLY WHEN THEY COMPLEMENT OTHER USG INITIATIVES. APPRECIATION OF AMERICAN CREATIVE VITALITY IN REALMS

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DIVORCED FROM OUR STATUS AS AN ECONOMIC, POLITICAL, OR MILITARY SUPERPOWER ADDS A DIMENSION OFTEN ABSENT FROM NEWS HEADLINES. FAMILIARITY WITH AMERICAN CULTURE ROUNDS OUT THE IMAGE OF THE UNITED STATES. AMERICAN CULTURAL PRESENTATIONS MAY ALSO ALLOW ACCESS TO AUDIENCES NOT OTHERWISE POSSIBLE.

8. PLEASE CONTINUE TO SUPPORT AND PROTECT THE LONGER-TERM PROGRAMS, SUCH AS: FULBRIGHT SCHOLARS AND STUDENTS, INTERNATIONAL VISITORS, CITIZEN EXCHANGES, STUDENT ADVISING, AND ENGLISH-LANGUAGE TEACHING. THEIR LONG-TERM RETURN IS SUBSTANTIAL.

INFORMATION PROGRAMS AND TECHNOLOGY

9. THE OFFICE OF INTERNATIONAL INFORMATION PROGRAMS (IIP) IS CHARGED WITH AIDING YOUR MISSIONS IN CONCEIVING, DEVELOPING AND PRESENTING PROGRAMS THAT EXPLAIN U.S.

POLICIES, SOCIETY AND VALUES. IN ADDITION TO CONTRIBUTIONS FROM USG OFFICIALS, IIP MAKES EXTENSIVE USE OF NON-GOVERNMENTAL SPEAKERS AND WRITERS WHO EXPRESS THEIR OWN VIEWS AND REFLECT A DIVERSITY OF OPINIONS, REFLECTING BOTH U.S. POLICY AND RESPONSIBLE DEBATE ABOUT IT.

IN ADDITION TO TRADITIONAL APPROACHES, IIP USES STATE-OF-THE-ART INFORMATION TECHNOLOGY TOOLS, AND IS COMMITTED
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TO DEVELOPING NEW AND EFFECTIVE DIGITAL PRODUCTS IN RESPONSE TO YOUR NEEDS. THE TOOLS AVAILABLE INCLUDE: REGIONAL AND ISSUE-ORIENTED WEBSITES, MULTI-POINT DIGITAL VIDEO CONFERENCES, CD ROM PRODUCTS, TARGETED E-MAIL LISTSERVS, ELECTRONIC JOURNALS, THE WASHINGTON FILE, SOPHISTICATED DATABASES FOR RESEARCH AND DATA COLLECTION, AND OUR 158 INFORMATION RESOURCE CENTERS ABROAD.

PUBLIC AFFAIRS

11. THE PUBLIC AFFAIRS BUREAU (PA), IN ADDITION TO ITS TRADITIONAL ROLES OF SUPPORTING THE SPOKESMAN OF THE DEPARTMENT OF STATE AND EXPLAINING U.S. FOREIGN POLICY TO THE AMERICAN PUBLIC, IS RESPONSIBLE FOR THE FOREIGN PRESS CENTERS IN WASHINGTON, NEW YORK AND LOS ANGELES, PRODUCING WORLDNET INTERACTIVE TELEVISION PROGRAMS AND DIGITAL VIDEO CONFERENCING. THESE ARE TWO VALUABLE WAYS TO HELP KEY INDIVIDUALS BETTER UNDERSTAND U.S. POLICY, SOCIETY AND

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VALUES.

FOREIGN NATIONAL EMPLOYEES

12. PLEASE ENSURE THAT THESE PUBLIC DIPLOMACY PROFESSIONALS CONTINUE TO BE USED EFFECTIVELY TO CARRY OUT THEIR PUBLIC DIPLOMACY FUNCTIONS AND HAVE THE NECESSARY RESOURCES TO DO SO. AN ESSENTIAL ELEMENT IN THE ABILITY OF PROFESSIONAL FOREIGN NATIONAL EMPLOYEES TO PLAY THEIR KEY ROLE IS SUSTAINED TRAINING. EXISTING CENTRAL TRAINING FUNDS, AND ADDITIONAL FUNDS earmarked within post public diplomacy budgets, SHOULD BE PRESERVED FOR THIS ESSENTIAL PURPOSE.

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RESOURCES

13. PUBLIC DIPLOMACY RELIES SUBSTANTIALLY ON PROGRAMS AND PRODUCTS. I WILL WORK CLOSELY WITH YOU AND OUR COLLEAGUES HERE TO ENSURE THE MOST EFFECTIVE USE OF PUBLIC DIPLOMACY RESOURCES, INCLUDING OVERSIGHT OF PUBLIC DIPLOMACY

RESOURCES IN THE FUNCTIONAL AND REGIONAL BUREAUS. OPERATIONAL AND SUPERVISORY RESPONSIBILITY, OF COURSE, REMAINS IN THOSE BUREAUS. TOGETHER, WE MUST ENSURE THAT BUDGET AND STAFF RESOURCES DEDICATED TO PUBLIC DIPLOMACY ARE PRESERVED.

14. YOUR PUBLIC AFFAIRS OFFICER WILL CONTINUE WORKING WITH YOU AND YOUR DEPUTY CHIEF OF MISSION TO DETERMINE THE MOST EFFECTIVE USE OF PUBLIC DIPLOMACY RESOURCES. OF COURSE, YOU RETAIN THE ULTIMATE RESPONSIBILITY FOR USING THESE ASSETS IN SUPPORT OF YOUR MISSION'S GOALS AND WILL PLAY A CRITICAL ROLE IN PROTECTING THE LEVEL OF PUBLIC DIPLOMACY RESOURCES AT YOUR MISSION.

15. APPROPRIATE PAO FUNDRAISING EFFORTS FOR CULTURAL PRESENTATIONS AND OTHER PUBLIC DIPLOMACY PROGRAMS PROVIDE ESSENTIAL SUPPORT WHEN UNDERTAKEN WITHIN REGULATORY CONSTRAINTS. PROCEDURES HAVE BEEN ESTABLISHED TO CONTINUE THESE EFFORTS.

LEGAL CONSIDERATIONS

16. LEGAL REQUIREMENTS GOVERNING THE USE OF PUBLIC DIPLOMACY ASSETS MUST BE SCRUPULOUSLY OBSERVED. EXCHANGE
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PROGRAM FUNDS MAY BE DEDICATED ONLY TO EXCHANGE AND OTHER APPROPRIATE PROGRAMS AS SPECIFIED IN THE FULBRIGHT-HAYS LEGISLATION. PROGRAM MATERIALS PRODUCED WITH PUBLIC DIPLOMACY FUNDS ARE INTENDED FOR FOREIGN AUDIENCES AND MAY NOT BE DISSEMINATED IN THE UNITED STATES EXCEPT BY SPECIAL LEGISLATION. FUNDS FOR PUBLIC DIPLOMACY INFORMATION PROGRAMS MAY NOT BE USED TO INFLUENCE DOMESTIC PUBLIC OPINION IN THE UNITED STATES. WORLDNET INTERACTIVE TELEVISION PROGRAMS FUNDED FROM PUBLIC DIPLOMACY FUNDS, FOR EXAMPLE, MAY NOT BE TARGETED AT THE AMERICAN PEOPLE. PUBLIC DIPLOMACY FUNDS MUST BE USED ONLY FOR PUBLIC DIPLOMACY PURPOSES, E.G., THE SPEAKER PROGRAM, INTERNET TECHNOLOGY USAGE, MEDIA TRAINING, AND INFORMATION RESOURCES.

CONCLUSION

17. THESE GUIDELINES FOR THE OPERATION OF PUBLIC DIPLOMACY WITHIN THE NEW STATE DEPARTMENT AND IN THE FIELD ARE A WORK IN PROGRESS. THEY HAVE BENEFITED FROM MY DISCUSSIONS WITH MY FELLOW UNDER SECRETARIES AS WELL AS WITH ASSISTANT SECRETARIES AND HAVE BEEN SHARED AT SEVERAL CHIEFS OF

MISSION CONFERENCES. JUST AS THEY HAVE CHANGED OVER THE WEEKS BASED ON COGENT COMMENTS, THEY MAY WELL LOOK DIFFERENT WHEN ALL OF YOU HAVE PROVIDED YOUR IDEAS AND SUGGESTIONS.

18. I HOPE THAT YOU WILL CONTINUE TO HELP US MEET THIS HISTORIC CHALLENGE TO ENHANCE THE ROLE OF PUBLIC DIPLOMACY IN THE CONDUCT OF U.S. FOREIGN POLICY. BY THE END OF MY TENURE, I WOULD LIKE TO BE ABLE TO SAY THAT WE ACHIEVED A
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TRUE MERGER OF STATE AND USIA-OF PERSONNEL, RESOURCES, PROGRAMS AND BEST PRACTICES-IN PRACTICE AS WELL AS IN LEGAL, FORMAL TERMS.

19. IN THE END, WE MUST SET A BASIS FOR PUBLIC DIPLOMACY THAT PROVES DURABLE IN YEARS AHEAD. THANK YOU, AGAIN, FOR YOUR CONTRIBUTION TO THIS CRITICAL PROCESS. PUBLIC DIPLOMACY MUST WORK FIRST AT OUR DIPLOMATIC POSTS. YOU KNOW BEST HOW TO MAKE THIS HAPPEN. I ASK FOR YOUR SUPPORT, YOUR COMMITMENT AND YOUR IDEAS, SO THAT WE MAY GIVE AMERICAN DIPLOMACY A NEW VOICE TO ADVANCE OUR NATION'S INTERESTS AND PROCLAIM OUR PEOPLE'S VALUES.

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	IO-00	MCO-01	VCE-00	MMP-00	M-00	NEA-00	DCP-01
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TO ALL DIPLOMATIC AND CONSULAR POSTS PRIORITY
AMEMBASSY FREETOWN
USOFFICE PRISTINA
AMEMBASSY DUSHANBE
SPECIAL EMBASSY PROGRAM

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FOR CHIEFS OF MISSION FROM U/S PICKERING AND U/S LIEBERMAN

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E.O. 12958: N/A
TAGS: APER, AMGT, PREL, PGOV, OPRC
SUBJECT: PUBLIC DIPLOMACY AND FOREIGN POLICY

REF: STATE 136011

1. AS YOU ARE FOCUSING ON GOALS FOR THE FALL AND
INTEGRATING NEW STAFF INTO YOUR MISSIONS, WE WANT TO ASK

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YOU TO GIVE YOUR PERSONAL ATTENTION TO PUBLIC DIPLOMACY. THE SUCCESS OF OUR FOREIGN POLICY DEPENDS NOT ONLY ON INFLUENCING GOVERNMENTS DIRECTLY, BUT ALSO ON INFLUENCING THE PUBLIC, MEDIA, OPINION ELITES, NON-GOVERNMENTAL ORGANIZATIONS, FAITH-BASED ORGANIZATIONS, AND OTHER ADVOCACY GROUPS. THAT FACT IS UNDERScoreD DAILY IN OUR WORK, INCLUDING IN RECENT EVENTS IN SERBIA AND THE MIDDLE EAST.

2. TO MEET THE CHALLENGES OF THE INFORMATION AGE, ALL OF US NEED TO THINK ABOUT OUR WORK IN NEW WAYS, AND YOUR LEADERSHIP AND CREATIVITY IN PUBLIC DIPLOMACY AS CHIEFS OF MISSION IS CRITICAL. THE INFORMATION AND TECHNOLOGICAL REVOLUTION THAT FUELS GLOBALIZATION IS AFFECTING HOW WE MAKE FOREIGN POLICY AS MUCH AS IT HAS ALREADY AFFECTED BUSINESS. THIS IS OFTEN DESCRIBED IN SHORTHAND AS THE "CNN FACTOR." INSTANT INFORMATION AND THE GROWTH OF INTEREST GROUPS AND NON-GOVERNMENTAL ORGANIZATIONS, ARE SHAPING WHAT PUBLICS WANT THEIR GOVERNMENTS TO DO, HERE AND ABROAD, AS WELL AS REDUCING OUR REACTION TIME. THIS NEW ENVIRONMENT REQUIRES NEW SKILLS AND NEW WAYS OF DOING BUSINESS. INDEED, PUBLIC
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03 STATE 209037 310157Z
 DIPLOMACY MUST BE A FACTOR IN POLICY FORMULATION. WE CAN NO LONGER AFFORD TO DEFER CONSIDERATION OF PUBLIC DIPLOMACY UNTIL THE IMPLEMENTATION STAGE.

3. BY THE SAME TOKEN, PUBLIC DIPLOMACY - AND TAKING THE RIGHT TONE IN PRIVATE DIPLOMACY -- ARE EXTRAORDINARILY IMPORTANT, ESPECIALLY IN AN ERA OF U.S. PREDOMINANCE. OUR GOVERNMENT'S ACTIONS AND OUR SOCIETY IMPACT CITIZENS ALL OVER THE WORLD. WE NEED TO EXPLAIN OUR POLICIES AND GET OUR STORY OUT. HOW WE SAY IT AFFECTS HOW WE ARE SEEN AND RESPONDED TO.

4. TOGETHER, WE HOPE YOU WILL DO THE FOLLOWING:
 O FIRST, ENSURE THAT YOUR PUBLIC DIPLOMACY ACTION PLAN INCLUDES A ROLE FOR ALL YOUR OFFICERS, AT EVERY LEVEL. IN THE MPP EXERCISE, YOU DEFINE THE KEY ISSUES OF YOUR PUBLIC AFFAIRS PROGRAM. NOW IS THE TIME TO ENSURE THAT

IMPLEMENTATION OF THOSE GOALS IS NOT LEFT SOLELY TO THE FRONT OFFICE AND THE INFORMATION AND CULTURAL SECTIONS.

INSTEAD, WE WOULD LIKE TO SEE ALL SECTIONS INVOLVED, AND

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ALL OUR OFFICERS EQUIPPED WITH THE SKILLS THEY NEED IN THE
INFORMATION AGE, FROM WRITING SPEECHES FOR YOU TO
DELIVERING THEM THEMSELVES; FROM EXPANDING THEIR CONTACTS
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WITH NEW PLAYERS IN THE FOREIGN AFFAIRS ARENA TO DESIGNING
THE APPROACHES THAT WILL EXPLAIN AND SELL OUR PRINCIPLES
AND POLICIES IN YOUR COUNTRY OR ORGANIZATION.

O THE EMBASSY SECTIONS, FOR THEIR PART, SHOULD REFLECT
ON THE PUBLIC DIPLOMACY REQUIREMENTS OF THEIR WORK,
INCLUDING ACTIVELY SUGGESTING PUBLIC AFFAIRS ACTIVITIES FOR
VISITING USG OFFICIALS. IT IS A VERY SIGNIFICANT ELEMENT
OF THE SECRETARY'S FOREIGN TRIPS. WE COUNT ON YOU IN THE
FIELD TO RECOMMEND APPROPRIATE EVENTS TO US AND TO OTHER
VISITING USG OFFICIALS AT ALL LEVELS. IN ADDITION, EACH
SECTION SHOULD REVIEW WHETHER IT HAS SUFFICIENT CONTACTS
OUTSIDE THE USUAL "BOX" OF PARLIAMENTARIANS AND GOVERNMENT
OFFICIALS. INCREASINGLY, OPINION SHAPERS ARE OUTSIDE
GOVERNMENT, AND 21ST CENTURY DIPLOMATS WILL NEED TO EXPAND
THEIR FIELD OF INTERLOCUTORS. SECTION HEADS SHOULD REVIEW

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THE GOALS SET FOR THE SECTION, CONSIDER A PUBLIC AFFAIRS
STRATEGY FOR ACHIEVING THEM, AND IN CLOSE CONSULTATION WITH
THE FRONT OFFICE AND PAO, ENSURE THAT CLEAR PUBLIC

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DIPLOMACY OBJECTIVES FOR THE SECTION ARE NOT ONLY DEFINED, BUT ALSO ASSIGNED TO OFFICERS AND INCLUDED IN WORK REQUIREMENTS.

O WE ARE ESPECIALLY CONCERNED THAT JUNIOR AND MID LEVEL OFFICERS BE INCLUDED IN MISSION OUTREACH EFFORTS. THE MORE EYES, EARS AND SPOKESPEOPLE YOU HAVE, THE MORE TERRITORY YOU CAN COVER AND THE MORE PEOPLE YOU CAN INFLUENCE. THE EARLIER NEW OFFICERS DEAL WITH THE ISSUE THE LONGER THEY CAN PROVIDE VALUABLE SUPPORT AND IDEAS. THIS IS ALSO CRUCIAL AS A CAREER DEVELOPMENT MATTER. THE SOONER WE GET PEOPLE COMFORTABLE IN FRONT OF A CROWD, SPEAKING WITH THE PRESS, OR DEVELOPING CONTACTS OUTSIDE GOVERNMENT MINISTRIES, THE BETTER THEY WILL BE ABLE TO SERVE OUR COUNTRY IN FUTURE ASSIGNMENTS. IN SOME POSTS, DCMS HAVE BECOME DIRECTLY INVOLVED IN ENSURING THAT JUNIOR OFFICERS ARE DIRECTLY INVOLVED IN PUBLIC SPEAKING. THAT IS A "BEST PRACTICE" WORTHY OF EMULATION.

O OFTEN THERE IS A RELUCTANCE INHERENT IN PUBLIC
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SPEAKING AND OTHER OUTREACH EVENTS - BOTH ON THE SIDE OF THE OFFICER SENT OUT ON THE HUSTINGS AND ON THE PART OF THE SUPERVISOR WHO WANTS TO ENSURE CLOSE ADHERENCE TO THE PARTY LINE. AMBASSADORS, DCMS AND SECTION CHIEFS NEED TO OVERCOME THIS RELUCTANCE AND ENSURE THEIR STAFFS ARE WELL-PRACTICED AND EQUIPPED FOR PUBLIC PRESENTATIONS. INFORMATION OFFICERS AT POST ARE A GREAT RESOURCE. THEY HAVE DEALT WITH THE MEDIA THROUGHOUT THEIR CAREERS AND CAN FACILITATE THE WORK OF THEIR COLLEAGUES.

O ON THE CONTENT OF REMARKS, THERE ARE SEVERAL RESOURCES AVAILABLE: THE DAILY PRESS BRIEFING; STATE'S WEB SITE, WHICH CARRIES THE REMARKS OF SENIOR STATE OFFICIALS, PROVIDES A BASE OF INFORMATION ON VIRTUALLY EVERY FOREIGN POLICY QUESTION; IIP'S WASHINGTON FILE AND USINFO WEB SITE; AND THE POLICY PLANNING OFFICE'S "MEGATALKERS" - A SET OF UNCLASSIFIED TALKING POINTS ON ISSUES IN EVERY BUREAU. THESE ARE UPDATED WEEKLY AND INCLUDE A CONTACT SHOULD MORE INFORMATION BE NEEDED. IN ADDITION, EVERY POST EITHER HAS

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AN INFORMATION RESOURCE CENTER IN COUNTRY OR HAS ACCESS TO ONE AT A NEIGHBORING POST. THE IRCS CAN HELP OFFICERS RESEARCH A TOPIC, INCLUDING FINDING NON-USG MATERIAL. OVERSEAS, THE DISCUSSION FREQUENTLY TURNS TO U.S. SOCIAL ISSUES. IRCS MAY BE HELPFUL IN RESEARCHING THE FACTS YOU AND YOUR STAFF NEED TO ANSWER HARD QUESTIONS.

O IT IS ESPECIALLY IMPORTANT TO SET CLEAR GUIDELINES
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FOR DEALING WITH THE PRESS, INCLUDING WHO HAS THE AUTHORITY TO SPEAK ON THE RECORD. TO THE EXTENT YOU CAN, SPREAD THE WEALTH, BUT ENSURE OFFICERS ARE PROPERLY PREPARED AND THAT ALL CONTACTS WITH THE MEDIA ARE COORDINATED SO THAT THE NATION SPEAKS WITH ONE VOICE.

O BE SURE YOUR WEB SITE IS KEPT UP TO DATE. IT IS ONE OF THE MOST IMPORTANT MEANS OF REACHING PEOPLE IN YOUR HOST COUNTRY. AT THE SAME TIME, STATE'S WEB SITE AND ELECTRONIC MEDIA OFFER A TREMENDOUS AMOUNT OF MATERIAL FOR DISTRIBUTION AND REFERENCE.

5. THOSE ARE JUST A FEW IDEAS FOR YOU AND YOUR COUNTRY TEAM TO CONSIDER. WE LOOK FORWARD TO HEARING FROM YOU AND TO POSTS' SHARING "BEST PRACTICES" AND WE GREATLY APPRECIATE ALL YOU ARE DOING FOR YOUR COUNTRY.

6. MINIMIZE CONSIDERED

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Secretary of State Madeleine K. Albright
Remarks to Employees with introduction by Deputy Secretary Strobe
Talbott
Washington, D.C., January 27, 1997
As released by the Office of the Spokesman
U.S. Department of State

DEPUTY SECRETARY TALBOTT: ... You will also agree that I have the easiest job in the world, by which I mean, of course, introducing to you our new boss. Over the last fifty-four days, since President Clinton announced her nomination to the world in the Rose Garden, there has been a palpable sense of excitement in the corridors of this building.

I can report that there is also a lively sense of anticipation around the world. And just the right kind of anticipation. Last week I was in Moscow, where several of my hosts were at pains to assure me that their foreign minister, too, can be pretty tough in defending his country's interests. You obviously all appreciate Russian subtlety of nuance. The week before, I was in four Allied capitals, where quite simply they count on our Secretary of State for leadership. And they won't be disappointed, nor will we, who look to her for strength and clarity in her stewardship of this institution and of your profession.

In that connection, let me say a word on behalf of Pat Kennedy, Barbara Larkin, Rich Greene, Craig Johnstone, and the rest of us on the Seventh Floor who are trying to get more resources for the conduct of American foreign policy, and that means more money for the operating budget of the Department of State and its sibling agencies and for the quality of life and job satisfaction of all of you, here in the mother ship and in our posts abroad. We have for the last several months spoken about the need for a winter offensive: a determined escalation in our effort to persuade OMB, the Congress, and the American public for more support.

Well, we have in Secretary Albright a new, victory-minded, and victory-prone general to lead us in that good and winnable fight. She made that clear in her first conversation with the President, when he asked her to take this job; she made it clear in her first public statement as Secretary-designate; in her confirmation hearings; in her swearing-in ceremony last Thursday; and she did it again yesterday, twice, in her op-ed page piece in the Times and on Meet the Press. Now yesterday on television the Secretary took questions, and she'll be meeting with all of you in the fairly near future for some Q&A with an even friendlier audience. She will not be doing that today, because we all have work to get back to.

But I would like, by way of an introduction, to offer one final word. As we've been told ad nauseam in the commentary over the past week, the beginning of a second term of a Presidency is traditionally, and perhaps appropriately, marked by a certain morning-after, down-to-earth, furrowed-brow, roll-up-our-sleeves realism about the difficulties that we face. Sober is in; euphoric is out. Now I wouldn't want to violate the spirit of the season, nor, I'm sure would any of you. So let's stipulate that the tasks that lie ahead of us are plenty daunting. Inevitably, we will go through some rough moments together. I wouldn't even rule out the possibilities that we'll make some mistakes-not you, Madam Secretary, but perhaps your deputy. But without in any way detracting from the seriousness of the enterprise or from the difficulty of the challenges that we face or from the seriousness of this event, I can, as someone who has known the Secretary for many years and has worked very closely with her for the last four, make one prediction about the experience that we're going to have working for her. I make this prediction with total confidence, and with total stone-cold sobriety. Friends and colleagues, ladies

and gentlemen of the U.S. Foreign and Civil Service, this is going to be fun, starting right now I suspect. Madam Secretary-

SECRETARY ALBRIGHT: Thank you very much. I never ever in my life thought I would be standing here talking to all of you, and describing how much fun we're going to have and how important it is that we all work together and how deeply grateful I am to the Deputy Secretary, or the former ad interim Secretary of State, who is the backbone and the strength that is really there for the Seventh Floor and for all of you. And I think, as Strobe has explained, we've been friends a long time, we've worked together a lot, and never more than we have or will. So I'm deeply grateful to you.

I am very, very glad to have this opportunity to meet with you today, and I will be doing much more of this in the future. But I wanted especially just to have a kind of formal introduction here today, and then spend more time, again, when we can really have some discussions.

The first phone call I made when I arrived at my desk was to Mr. Warren Christopher, who is now back in California, dealing unfortunately with a broken wrist, which is getting better, and the rigors of adjustment to life in California. I do consider it a great honor to have been asked to succeed him. As I said after the ceremony the other day, we begin this new term with the wind at our backs. And that is really thanks to the amazing work of Secretary Christopher and, obviously, Strobe Talbott and all of you. I'm very grateful for that.

I thought this afternoon that we would talk briefly about my intentions, priorities, and ways of doing business. From the outset, let me say, as some of you know, I don't shilly-shally much. I don't say "one the one hand/on the other hand." I'm not that kind of a person. I am an advocate. I believe that America is strong because we have the world's most productive economy, the world's most versatile and powerful military, and the world's finest diplomacy. If we are to remain strong, we need all three.

But today the third pillar is threatened, not so much by hostility as by ignorance. What we do here in this building and around the world is not always understood. There are those who question the very relevance of diplomacy in an era characterized by instant communication and no single overriding threat to American interests. The result has been a sharp decline in funding, a reduction in our overseas presence, a severe test of our morale, and a battle cry among some on Capitol Hill that we have only begun to shrink.

To such attitudes and policies we have a compelling response, and we must state it. For it is not too much to say that upon successful American diplomacy depends the future of the world. And it is no accident that the world is safer now than it was three or four or five years ago. It is no accident that nuclear weapons no longer target our homes; no accident that the Middle East continues to move toward peace; no accident that the carnage in Bosnia has come to an end; no accident that North Korea's nuclear program has been frozen; no accident that democracy, which had been stolen from the people of Haiti, has been returned; no accident that Saddam Hussein remains in a strategic box; no accident that agreements have been forged to ban nuclear tests and to eliminate chemical weapons from the face of the earth. And it is no accident that trade pacts have helped millions of Americans to find good new jobs.

None of this just happened. In each case, hard-nosed diplomatic work was required, work conducted not just by those whose pictures ended up in the newspapers, but by those who originated the ideas, conducted the research, attended the meetings, drafted the talking points, planned the strategy, and answered the summons to duty on holidays and weekends. The State Department is not about stars: it's about a team. So let me introduce myself to you with this pledge: from this day until the day I leave this office, I will devote the full measure of my energy and skill to working within this

Administration, with Congress, and with the American people to obtain the resources we all need to serve our country and to do our job.

And I will do all I can to see that you, the Foreign Service, Civil Service, and foreign nationals who work for this Department, get the rewards and recognition you deserve. Let me stress this: as a student, professor, National Security Council official and diplomat, I have studied and participated in American policy all my life. In my pantheon of heroes and role models, those who have worked in this Department have great prominence. Time and again I have seen embassies, over-burdened and harassed, work double and triple overtime to get the job done-in fact, I've often been responsible for embassies' working overtime-and I am aware of the terrific sacrifices you often must make in terms of family, comfort, and as we were so tragically reminded in Bosnia a year and a half ago, risk of life. As Secretary, I will do all I can to see that consistent with the work that needs to be done, your needs and those of your families are addressed.

Over the decades, you have established and maintained a standard of excellence. During the next few years, we must work together, not only to continue that standard, but to raise it higher still. For years, I taught about the Soviet Union and Central Europe; for the good it does now, I might as well have been teaching archaeology. This Department as an institution, and each of us as individuals, must constantly learn and upgrade our skills. Training is a priority. Extending the boundaries of our knowledge to new areas is a priority. Learning about the new threats to our security and well-being, mastering new technologies, installing new technologies-all these are priorities.

To ensure excellence, we must also manage the resources of this Department as efficiently as possible. I'm not a fan of change just for the sake of change; moving little boxes around on a flow chart or requiring a new round of reports is not my style. Neither is micromanagement. On the other hand, I spent the last four years at the United Nations, arguing for reform through greater accountability, less duplication of effort, and a clear-eyed focus on results. Any institution that doesn't strive constantly to improve will constantly degrade. As Lewis Carroll says in Alice in Wonderland, "Sometimes it takes all the running you can do just to stay in the same place."

The management of this Department and our foreign policy institutions has improved in recent years, but must improve more. We need to work together to share ideas, rethink old habits, conduct intelligent experiments, and remember that our goal is not to spend time serving institutions, but to make our institutions serve the times.

We also have to send a message clear enough for all to understand. The foreign policy of the United States is not made in a dozen different offices in a dozen different agencies scattered around this town. It is made in the Oval Office, and it is made here at the State Department. That is our responsibility, and we will exercise that responsibility. If excellence is our standard, we must also improve our communications with the American people. They're the boss, and as I said earlier, if they don't like, understand and care about what we do, we will not have the resources to do anything very well for very long. Over the past couple of years, a first-class outreach program has been established, and we must maintain that and more. I, and I hope many of you, will be spending a lot of time in the weeks ahead explaining to the American people how our accomplishments affect their lives and how their support contributes to our success.

I particularly want to reach out to young people. I still remember, as a teenager in Colorado, starting and being active in international affairs clubs. As a matter of fact, I used to start an international relations club wherever I went, and made myself president. I intend to use the bully pulpit of my new office to spread the word that international affairs are not only relevant and interesting, but exciting and, in the vernacular of the young, "cool," maybe even "awesome."

As part of this effort, I hope we will strive in all our public communications for clarity and simplicity of language. We don't need to speak down to the American people, but we do need to speak sense to them. We have a good story to tell, but to the extent that story is encased in acronyms, jargon, generalities, and banalities, we handicap ourselves. As Mark Twain once said, "When in doubt about an adjective, leave it out." And as Cato the Elder once said, "Stick to the subject, and the words will come." Incidentally, when you leave here, you might note that the inspection certificate in your elevator does not refer to an elevator, but rather to a "vertical transportation unit."

Finally, you may notice that I don't exactly look like Secretary Christopher. In the last few days of being interviewed, I've been asked a lot of questions. The hardest one is, "How do you feel about being a woman Secretary of State?" And I have now thought of the answer: I've never been Secretary of State before, I have been a woman for almost sixty years, so we're now going to see how you put the two together. I do think that my nomination does show that the President of the United States is a deep believer that this country is a place where there is opportunity for all. I believe in diversity; I think we all benefit from it; it enriches the workplace and improves the work product. It is also central to what America is all about. We must always do our best to apply that principle in this Department and in this country, for it is America's message to the world that a society that makes that principle live will see its people reach their full potential as individuals and thereby realize its own as a community.

Now, I need to tell you and warn you, I'm not exactly hierarchical, and for people that worked with me while I was in New York, they know that. I make phone calls to people that are not directly below me. I reach out-sometimes you may like that, sometimes it might make you nervous. Please talk to me when you see me in the hall. We are all in this together, and I want very much to work with all of you as I can.

After I was designated for this job by the President, I called every living former Secretary of State, which is a fascinating experience in its own right. One of the most interesting observations was by George Shultz, who said that the Department is happiest when it is the busiest. If that is true, we should have a very happy next few years. Thank you all very much.

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Carrying Forward America's Diplomatic Tradition

Secretary Christopher, Acting Assistant Secretary for Public Affairs Nicholas Burns

Remarks at the opening of the State Department Exhibit Hall, Washington, DC, December 17, 1996

Nicholas Burns. Secretary Christopher, Senator Mathias, Mr. Acheson, Ambassador Low, Mrs. Frasure, Mrs. Kruzell, Mrs. Jefferson-Patterson, ladies and gentlemen: Welcome to the Department of State and welcome to the opening of our permanent exhibit on American diplomatic history, a celebration of American diplomacy.

For the first time in our history here at the Department of State, we dedicate today an exhibit that honors in word, picture, and artifact the two-century-long tradition of American diplomacy. This exhibit showcases the triumphs and the tragedies and the drama of our nation's diplomats—men and women—from Jefferson's visionary purchase of the Louisiana Territory to Seward's Folly; from the brilliance of John Hay and Theodore Roosevelt to the dedication and wisdom of Marshall and Acheson and Kennan and Bohlen and so many others in the wake of the Second World War. It also speaks to our own modern triumphs at Camp David and at Dayton.

Mr. Secretary, the renovation of this hall required the enthusiasm and hard work of well over a score of your employees here at the State Department. Together, this team spent the last few months researching, planning, and then building—even until the very last hour—what you see here today. And, believe me, it was the last hour.

The result is an exhibit core of 17 diplomatic history panels, interspersed with cases of photos and memorabilia from Thomas Jefferson's books to William Jennings Bryan's peace medals to a signed photograph, which is extraordinary, just over in the corner, of the nine most recent Secretaries of State.

The pillars in the room's center portray the modern Foreign and Civil Service and the remarkable story of the

Dayton peace accords. They recognize the extraordinary life and career of Dean Acheson, and we are particularly grateful to David Acheson and the Acheson family for their generosity in helping us with this effort.

The exhibit also emphasizes one of the most positive developments of the past quarter-century, and that is the Department's growing diversity that has allowed minorities and women—people such as George Moose and people such as Madeleine Albright—to rise to the very top of their profession.

Many other people deserve our thanks for the work to make this exhibit possible. Any questions or challenges to the substance and content of the diplomatic history that is told here should be directed to Ambassador Stephen Low and his Association for Diplomatic Studies, whose splendid scholarship produced the history panels.

Acting Under Secretary of State Pat Kennedy greased all the wheels here at the Department to get the project off the ground, and he provided the one thing that this team lacked—money.

Finally, as in all group efforts, there were a few people who emerged to lead us to the finish line, and I would like to recognize them. I would like to recognize Tom O'Rourke in particular; Shirley Beard of the Technical Services staff; Richard Iselin, Bob Mack, Liz Elliott-Kimmel, Royce Rock, Genie Norris, and a young information specialist from the Bureau of Public Affairs, Joanna Weinz, who was given over the weekend a battlefield promotion to Field Marshal—as she whipped the project into shape to its conclusion. Thank you, Joanna.

This exhibit, as you will see, is very much a work in progress. We plan to update it, we plan to refine it, and we

very much welcome all of your suggestions and your artifacts—if you have them—and your continued support. Our inspiration for this exhibit was quite simple: to recognize the extraordinary breadth and vitality and drama, the successes and sometimes even the failures of America's foreign policy, to remind all of us of the pride we should have in it and the long tradition to which we are linked, and to show to the visiting American public a sense of what we do for them.

With the new historical photo corridor, just down the hall here—which I encourage you all to visit before leaving today—we finally have a way to talk about the State Department to the American people—the work that has so long been kept confidential from them. In fact, tomorrow, December 18, we begin the very first public tour of the State Department with this exhibit as its centerpiece.

In a larger sense, this exhibit was inspired by Secretary Christopher's four-year effort to make certain that among all of the regional desks in this building the most important is the America's Desk. Following his and Deputy Secretary Strobe Talbott's lead, we have launched a series of new programs in the past two years to give the public and the press and the Congress a better understanding of what we do. We took this show on the road last year to 23 American cities where we had foreign policy town meetings, and we will be in 30 American cities in 1997. We have worked hard to publicize more broadly the work of the Foreign Service and the Civil Service, and our State Department Web Site just passed 1 million hits per month.

All of this work is focused on making sure that we have the support of the American people in an era of declining resources and at a time when there is a great deal of uncertainty about America's global role—to convince the public, in short, that diplomatic readiness is at the heart of America's national security.

In addition, I must say that our work was inspired by many people who are seated before us today. If diplomacy can be defined as advancing our national interests by the brilliance of strategy and tactical acumen without

shedding American blood, then many of our guests today succeeded as no other generation has in the greatest struggle of the past half century.

With us today are many of the Foreign Service Officers and eminent private American citizens who led this Department and led our embassies and consulates throughout the Cold War—people such as Paul Nitze and Max Kampelman and Tom Pickering and Gen. Andrew Goodpastor, Sam Lewis, Nick Veliotis, Bruce Laingen, Steve Low, Roy Atherton, Joan Clark, Walter Cutler—many, many more—all of these diplomats and others here today who set an example for my generation that will be hard to match. We owe them an enormous debt of gratitude, and this exhibit is dedicated to them and to the legacy that they leave us.

Above all, this exhibit honors the diplomatic profession and the sacrifice, the duty, the accomplishment that often accompany it. We learn from this exhibit, Mr. Secretary, that one of your distinguished predecessors, William Jennings Bryan, believed that diplomacy was the art of keeping things cool. If that is so, then I believe that you, Mr. Secretary, are the personification of a diplomat.

From your successful negotiations with Russia and Ukraine in 1993 to reduce the nuclear threshold that offer us a generation of peace to your masterful endgame at Dayton in 1995 that ended the Bosnian war, to your tireless shuttle diplomacy last April that won a cease-fire along the Lebanon-Israel border, you have kept things cool for the United States, and we thank you very much.

In the process, you have made our country a better and safer place. I can't think of a finer example of a diplomat or of a role model for a younger generation of diplomats than Secretary of State Warren Christopher. Mr. Secretary, you also have been our inspiration for this exhibit—in many ways it honors you. And those of us in the career Foreign and Civil Service who have had the honor and privilege of serving you are most grateful.

Now I am going to cede the floor, ladies and gentlemen, and it is my great pleasure to introduce our featured speaker, Secretary of State Warren Christopher.

Secretary Christopher. Good afternoon. I am really honored to welcome this distinguished group here to inaugurate this exhibit. I look out and I see a number of people with whom I have worked over the years, and I am so glad that you have come here to be with us today. I see, in particular, Senator Mac Mathias who, when he was in the Senate, was one of the very best friends that diplomacy and the State Department had—certainly somebody who has played an important role in the postwar world.

I want to thank Nick Burns not only for being an outstanding Spokesman but for having been the inspiration that brought this exhibit along. Nick, I'm not sure that it's going to take a lot of visitors away from the Air and Space Museum—but we will make progress. And with the foreign affairs business being as rapidly moving as it is, maybe this is our most lasting contribution, Nick.

In any event, I want to say a few words about the exhibit and to tie it in with an issue that is very much at the front of my mind these days. As Nick has indicated, this exhibit celebrates both the practitioners and the achievements of American diplomacy since the founding of our republic. It reminds us of our uniquely successful diplomatic tradition and the importance of devoting sufficient resources to it—and that is the point that I want to come back to.

I would particularly like to thank those who helped create the exhibit—especially the Association of Diplomatic Studies and Training. The exhibit is clearly something we have needed for a long, long time.

Our nation is, right at this moment, engaged in a great debate about our role in the world and the scope of America's national interests. We have a responsibility in this new era to make sure that foreign policy is never foreign to the American people. Under Nick's leadership, our Bureau of Public Affairs is doing more than ever before to reach out to our constituents through television, radio, the Internet, and Town Hall meetings in every part of the country. I salute Nick and his colleagues for doing some quite path-breaking things such as appearing on talk radio all over this country—not an easy thing to do, not the kind of thing you might want to devote your morning to, but we do it so

that people around the country are able to hear the viewpoint of those who are involved in diplomacy and are knowledgeable about foreign affairs.

By opening this exhibit here today, we are establishing our own Town Hall. When I saw the medals of Dean Acheson, which were generously donated by the family—and I am so pleased that David Acheson is here with us today—I remembered the sense of responsibility that he and President Truman instilled in a generation of Americans that were growing up when I was. Their achievements—of both President Truman and especially Dean Acheson—have been an inspiration to me from the very time I took my first job in Washington as law clerk to Justice Douglas in 1950.

I can remember going to your father's house one day with some colleagues from the Supreme Court. What a thrill it was to me. It was on Kentucky Derby Day. You probably remember, David, what was served in your house on Kentucky Derby Day. I'll never forget.

The display on the Dayton Accords brought back a host of memories—snowy days and sleepless nights at the Air Force base in Dayton; satisfaction that we felt in making, here in the heartland of America, peace for the heartland of Europe. Then, I experienced one of the high points of my service here—watching the children romping around playgrounds in Sarajevo where shooting had been going on only a year earlier—really quite a thrill.

I was amused, of course, as I walked by to see the colorful diplomatic uniform that John Mason wore when he was our Minister to the Court of Napoleon III. I am going to think over whether or not we should reinstitute those uniforms. It would make some choices easier early in the morning, wouldn't it?

But you can't walk around here even for a few minutes and fail to be struck by the richness of our tradition. Many things have changed since Thomas Jefferson became our first Secretary of State. I was reading the other day that he came with five clerks, two messengers, and one part-time French translator. The French had us going even then.

The exhibit also reveals what has not changed: Over the last two centuries our diplomats have forged a steady,

consistent record of global engagement. These achievements have enabled America to move from being a middle-sized New World outpost in the 18th century to being the most powerful force in all of history for peace, security, and prosperity.

For two centuries, U.S. diplomacy has been critical to protecting the security of the American people. Our first diplomat, Ben Franklin, who graces our main reception room on the eighth floor, negotiated a crucial alliance with France and eventually a peace settlement with Great Britain. In the early 19th century, Thomas Jefferson arranged for the purchase of the Louisiana territory from France—in one fell swoop doubling the size of our nation and greatly adding to our security. In the 20th century, Woodrow Wilson and Franklin Roosevelt led the United States in two world wars. Equally significant, each sought to build a global framework to prevent future conflict. One venture didn't succeed, and the other is trying to succeed still.

For two centuries, the United States has stood up for the freedom of trade and navigation around the world. From Thomas Paine's revolutionary pamphlet, *Common Sense*, to Will Clayton's blueprint for the Bretton Woods Agreement, Americans have believed that an open economy, an open trading system is the best guarantee of peace and prosperity.

As a great maritime nation, we have defended our access to international waterways during peace and war alike. Thomas Jefferson confronted the Barbary pirates in the Mediterranean Sea; James Madison, who has lent his name to my dining room, fought the War of 1812; and Teddy Roosevelt built the Panama Canal.

For two centuries, American diplomacy has promoted the democratic values we share with peoples of every culture and every faith. We were the first nation in history to have established itself on the universal principle of liberty. We have always believed that our nation will be more secure and more prosperous if we are an open society and if we have open markets.

The rise of democracy in this century has been inspired by our example and encouraged by our leadership—from the Marshall Plan to the reconstruction

of Germany—which I celebrated in my speech at Stuttgart 50 years after Secretary Byrnes had made his great speech there—to the triumph of freedom in Latin America and Europe and in many countries in Asia and Africa as well.

During the last four years, President Clinton and I have tried hard to carry forward our diplomatic tradition. We have improved our security by invigorating our alliances in Asia and in Europe. We took a long step forward last week with the decisions taken by NATO. An important step in our four years has been ending the war in Bosnia. We have lots to do to ensure the peace, but the war has been ended.

We have been pushing for a comprehensive peace in the Middle East. We are part way there. We must never overlook the substantial steps that have been taken, but we must also look at what more there is to be done.

We have begun to counter with some effectiveness the global threats from terrorism, narcotics, crime, and damage to the environment. I predict that those will be perhaps the key issues as we turn to a new century.

On the trade front, we have passed NAFTA, concluded the Uruguay Round, and forged commitments to open trade with our neighbors here in this hemisphere—the so-called Miami agreements. We have done a great deal in the Asia-Pacific area that had never been done adequately before—that is, to work effectively with Asian organizations. I think the President took a major step in turning APEC into a leaders' organization rather than simply a foreign ministers' organization.

The exhibit here today tells the story of these American achievements and many, many that preceded them with great distinction. It also raises a fundamental question that I worry a great deal about: A hundred years from now, what will historians say about our diplomacy as we turn to a new century? Will they say we honored our proud tradition of leadership by responding to the new challenges and opportunities in this post-Cold War period? Or will they, on the other hand, say that we squandered it by neglecting to protect the very freedom and prosperity which we fought so hard to achieve? Which of these paths will we take?

As I approach the end of my tenure here, I feel strongly that if we fail to provide adequate resources for our diplomacy, we will be turning our backs on our interests and ideals—and I firmly believe it would be a great tragedy to do so.

The figures, I hope, are familiar by now: Since 1984, our spending on international affairs has fallen 51% in real terms. It now constitutes just 1.2% of our total federal budget. During the last four years, our budget cuts have forced me to recommend to the President the closure of 30 U.S. embassies and consulates. Unless we can rescue our budget in this current year—and I am working hard on that right now—we are going to be forced to close more.

President Clinton has consistently sought more resources than Congress has provided. I want to emphasize that this isn't just about foreign assistance—although certainly we must never underestimate the value of carefully targeted foreign aid—it is one of the best investments we can make. What this resource argument is really all about is diplomatic readiness. Will we have the ability to carry out our responsibilities as America's first line of defense? My good colleague, Bill Perry, has frequently pointed to the fact that diplomacy is our nation's first line of defense—the kind of work that can keep our soldiers from having to go to battle.

Just as we honor and support our servicemen and women, we must honor and support the men and women of America's Foreign and Civil Service. During the past four years, I have been so impressed with their performance and, indeed, their patriotism. They are truly on the front lines of our national security. From Beirut to Sarajevo, from Dushanbe to Kigali—all around the world—American diplomats and their families are enduring tremendous hardships, tremendous sacrifices in order to serve their country.

Particularly when you visit the new posts that we opened in the New Independent States, you see what real sacrifices the diplomatic corps of the United States is making. That is why the purpose of this exhibit is more than to just highlight events or display memorabilia. It's to honor the men and women who have effectively and courageously conducted our diplomacy.

Nearly 180 American diplomats have given their lives in the line of duty—from William Palfrey in a shipwreck while crossing the Atlantic to become American Consul in France during the War of Independence to Bob Frasure, Joe Kruzel, and Nelson Drew who died bringing peace to Bosnia in 1995 and whose families are here today. I welcome you; we so appreciate your being with us today.

I want to take this opportunity to thank all the American diplomats, past and present, for their invaluable contribution to the security of their nation.

The victory of the United States and our allies in the Cold War simply could not have occurred without the efforts of our diplomats. But it was also due to bipartisan support for the necessary resources in that period to carry out our policies. The investments that we made in those postwar years contributed to an unprecedented era of global peace and prosperity. Now the United States must seize the opportunities born of our victory in the Cold War. To do anything else, I believe, would risk disavowing our proud diplomatic tradition at the moment of its greatest triumph.

Now, I want to officially open the exhibit by cutting the ribbon in front of me. But first, I would like to take just a moment to mention a personal donation that I am making to this exhibit—my briefcase. This briefcase broke the all-time four-year mileage record for a Secretary of State's briefcase, having traveled exactly 785,620 miles. The diplomatic security agents who helped me are so glad that I am going to give up this heavy briefcase, which, once in a while I handed off to them at moments of stress.

To the briefcase, I say: I'll miss you, old friend. When I go back to California, you'll have an opportunity to continue to serve your country right over there.

I hope you will take some time to enjoy this exhibit. I want to see more of it myself as soon as I can. I thank you all for attending. I am very grateful to all of you who have been involved in launching this exhibit. Indeed, all who are here today have done so, and I thank you for the originality and creativity that I hope has once and for all put the State Department on the tour map for all of Washington's visitors.

Thank you, Nick; thank you all. ■

Hammer Awards Ceremony

Secretary Christopher

Remarks at the Hammer Awards ceremony at the State Department, Washington, DC, December 18, 1996

First, to Bob Stone, my deep appreciation for those stirring and eloquent remarks. And to all of you, welcome to the Franklin Room. As you know, Benjamin Franklin was one of our first diplomats and one of our most brilliant inventors—maybe I should say “reinventors” for these purposes. This is certainly an appropriate room in which to honor the outstanding efforts for that reason of the State Department's employees in reinventing our government.

Over the past few years—especially in the last year—I have had the pleasure of presenting quite a few awards. Indeed, I didn't know how much fun it would be, but in the last year or so, I've made it a practice wherever I could, when I was traveling abroad, to go to embassies and present awards that they had fully earned. This morning, I presented an award—and I know that some of you will probably hear or have heard about it—to Ambassador Tom Pickering, our most senior diplomat, a Distinguished Service Award. But we can always do more, in my judgment, to recognize the creativity and commitment of our staff, so I thought this afternoon I'd hand out just a few more awards—indeed, about 900 of them—for outstanding effort in 43 different instances.

The Hammer Awards are Vice President Gore's special recognition for teams of federal workers who have made important contributions to reinventing a piece of the United States Government. The goals of that program, which I'm sure you all know well, are: Putting Customers First, Cutting Red Tape, Empowering Employees, and Getting Back to Basics. The State Department, as you will see from these awards, can be proud of progress on all of these fronts.

Four of today's seven Hammer Awards are honoring service to the public and making it faster and better. Our embassy in Seoul—the visa unit—dramatically cut the response time for issuing visas in Korea. The Freedom of Information Act team did the same for information requests here in Washington. The National Passport Center streamlined passport issuances for Americans, and the Consular Affairs bureau has given people all over the world instant Internet access to travel advisories. We are also recognizing today three teams for improving the way we do our jobs right here at Main State. The Diplomatic Courier Service redesigned the pouch processing system. The National Foreign Service Reengineering Team is ensuring better and more streamlined management of FSN personnel issues. And the creators of a new interagency cost-sharing system, which not only had the Department but Congress and the other executive agencies watching them and, I must say, watching them very closely as they worked. All of those deserve our warmest thanks.

Now, each one of those awards is in a specific sector. None of them may seem very earth shaking to you, but taken together and taken together with all the other hundreds of efforts of a comparable kind, has, as Bob Stone said, gone a long, long way toward reinventing our government. But we're not there yet, and as Bob also said, we have enough work for the next four years.

Let me add that just this week, our Boston Passport Office was also approved for a Hammer Award. That award will be presented later, but I wanted to note it here today, and I'm sure it will not be our last. Let me say that as the Secretary I take a good deal of satisfaction and gratification in knowing that we now have received eight awards.

X-5



Secretary of State Madeleine K. Albright
Remarks at Groundbreaking Ceremony for the United States
Diplomacy Center
November 1, 2000, 21st Street Entrance, Harry S Truman Building
As released by the Office of the Spokesman
U.S. Department of State

As Delivered

SECRETARY ALBRIGHT: Thank you. Thank you very much, Chris. Secretary Christopher, Senator Sarbanes, Senator Mathias, Senator Percy, Dana Murray, who is the voice on the Op Center phone so often, and colleagues past and present, honored guests, it is a great pleasure to have you all here this afternoon.

I believe that I speak for my distinguished predecessor, as well as for myself, in saying what a pleasure it is to appear at this future museum in person and not as an exhibit. (Laughter.) This is indeed a groundbreaking day, and it is both fully welcome and long overdue. For our country rightly honors its traditions in hundreds of historical and military museums, including shrines to everything from stamps and cars to cowboys and rock and roll. But America has not accorded a similar recognition to the immense contributions that diplomacy makes to our security and prosperity and freedom -- not, that is, until today.

And the United States Diplomacy Center will bring the deeds of our diplomats to life to the broader public. It will show the challenges that they face and the risks they run to advance America's interests and values around the world. And it will use state-of-the-art technology to illuminate and inform and inspire. It will appeal to people old enough to remember the League of Nations, and those not old enough to recall the collapse of the Berlin Wall. And it will not only commemorate the achievements of the past, but also attract support for the work of the present and the needs of the future.

Throughout my eight years representing our country, first at the United Nations and now as Secretary of State, I have tried to communicate clearly to the American people what we are doing in the world and why. After all, it is the American people's foreign policy that we are conducting. And in our democracy, no such policy will long succeed without their understanding and support.

That doesn't mean we should manage our international affairs according to opinion polls. Something can be popular for a while without being right for our country. In the long run, however, there is no firmer foundation for success than a citizenry that is engaged and informed about America's global role and our responsibilities. And that is why I am so excited about the United States Diplomacy Center, for this will be far more than a museum. It will be the finest vehicle for public education and outreach that our calling has ever known. And that is because of the innovative exhibits that will be mounted here and because of the vital national mission that is carried out here.

From the Treaty of Paris, which has now been mentioned, to the non-stop negotiations of our own era, the story of US diplomacy is one of a unique and free society emerging from isolation, crossing vast oceans, and assuming its rightful role on the world stage. It is the story of America first learning, then accepting, and then acting on its responsibilities.

And above all, it is a story of individuals, from Benjamin Franklin onward, who

answered the call of their country and who have given their life and labor in service to its citizens. This story is more than fascinating; it's fundamental to America's present standing in the world. And now we can make it more familiar to our own people as well.

Millions of Americans may recall learning something in school about the Louisiana Purchase and Seward's Folly, but until now there has been no place for them to fully explore the diplomacy that shaped the growth of our country. The hallowed grounds of Gettysburg, Antietam and Vicksburg have long attracted visitors with an interest in the Civil War, but there has been no place for them to learn about the crucial role of diplomacy in keeping Great Britain from tipping the balance to the South in that terrible conflict.

Much more recently, anyone with a television could become well acquainted with America's military successes in the Gulf War and Kosovo, but the diplomatic coalition-building that lay the foundation for those successes remained largely hidden from view. Some of these contrasts are understandable. Even in this age of CNNs and NGOs and the Internet, much diplomacy must be conducted out of the public eye, and many of our successes consist of bad things averted, wars prevented, arms shipments interdicted, and acts of terror halted before they could get off the ground.

But much of what we do can and should be on display for the public. We must do a much better job of communicating with the American people, explaining how our accomplishments affect their lives, and how their support contributes to our successes. And that is the great mission of the United States Diplomacy Center, and one I am confident will be performed brilliantly. Because the story that we have to tell is compelling, and I am sure that it will tell it, and that we will tell it well, and find an audience that is as receptive and attentive as this one has been this afternoon.

So, I thank you very, very much. And, now, to the task at hand.

Shall we go over there?

(Applause.)

(The Secretary picks up the hammer.)

(Laughter.)

SECRETARY ALBRIGHT: Now, the last time that I did this was to christen a 500-foot destroyer that I pushed into the Kennebec River, and I hope that as I do this that the Harry S Truman Building does not slide into the Potomac.

(Laughter.)

SECRETARY ALBRIGHT: Ready?

(Bang. Bang.)

(Laughter and Applause.)

SECRETARY ALBRIGHT: Now I am supposed to say, "This is a breakthrough for diplomacy and a great start." And I hope we are all here in 2004 to be able to enjoy it.

Thank you all very, very much.

(Applause.)

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