

Withdrawal/Redaction Sheet

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DOCUMENT NO. AND TYPE	SUBJECT/TITLE	DATE	RESTRICTION
001. letter	Swanee Hunt to Bruce Lindsey (2 pages)	03/18/1993	b(6)
002. resume	re: applicant (2 pages)	n.d.	b(6)
003. memo	Michael Barnes to Hillary Clinton (5 pages)	12/10/1992	Personal Misfile
004. memo	Nadine Hack and Barry Koch to Lila Gracey (7 pages)	01/12/1993	Personal Misfile
005. letter	David Rosin to Hillary Clinton (3 pages)	02/20/1993	b(6)
006. briefing paper	re: Staffing of UN Organizations (4 pages)	01/06/1993	Personal Misfile

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FOLDER TITLE:

Swanee Hunt [1]

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RESTRICTION CODES

Presidential Records Act - [44 U.S.C. 2204(a)]

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file Swonee
Hunt



EMBASSY OF THE
UNITED STATES OF AMERICA

Office of
The Ambassador

Vienna, Austria

November 2, 1995

UNCLASSIFIED
MEMORANDUM

EYES ONLY
VIA FAX: 202-647-8947

TO: Secretary Warren Christopher

FROM: Ambassador Swanee Hunt 

SUBJECT: Special Envoy to Women in Europe

Following up our conversation outside the Oval Office, October 19th, I would like to propose a dual hat designation - U.S. Ambassador to Austria and Special Envoy to Women in Europe -- to reflect the work I am currently doing. The change will be in title only, with no additional cost to the State Department; I will absorb all costs personally for the second set of responsibilities, and it will not diminish my primary bilateral role.

Context: Representing the United States in Austria I find myself in the heart of an evolving Europe as the emerging democracies go through their challenging transition, and as our socio/economic ties with the EU become increasingly critical to European stability. In relation to both situations, our administration's commitment to the empowerment of women as a foreign policy objective comes at a critical time, particularly in this Beijing implementation period.

In extensive travels throughout Central and Eastern Europe, I have found that while the desire for freedom may be intrinsic, the practice of democracy must be learned. Democracy represents both a promise and a challenge, and the success of the transition will depend on the participation of all citizens -- half of whom are women. As the First Lady said in Beijing: "Women must enjoy the right to participate fully in the social and political lives of their countries if we want freedom and democracy to thrive and endure." This is certainly evident in the emerging democracies, for women tend to think cooperatively rather than competitively; they can be a powerful economic engine; and, with a natural focus on their children and families, they tend to make choices that reflect a long-term view.

I believe our work in foreign policy must now include finding ways to bring women into the political, economic, and social mainstream. This is work that crosses borders, and that should rely heavily on NGOs as sources of creative thinking and fresh energy.

My Work in this Area to Date: A spin-off of my activities in Vienna has been a regional initiative I fund personally, to help European women create professional networks locally and abroad; to bring them together to share experiences, skills, and ideas; and to increase public and

government awareness of their essential role in a democratic society. I have been able to reach hundreds of women in the emerging democracies through personal meetings, and hundreds of thousands through speeches, television interviews, and newspaper and magazine stories. As a result of these activities in the past two years, I have become a *de facto* representative of U.S. support for their efforts. I speak so not representing myself or Austria, but the United States and, more specifically, this Administration.

Most recently, when I suggested we might convene in Vienna women from throughout the new democracies -- as a speaking venue for the First Lady -- Dick Holbrooke suggested that the meeting would be better in Prague or Warsaw. I commented that it would not be appropriate for me to organize that from my bilateral position, and he suggested that I could be designated a "roving ambassador" for women. Coincidentally, after observing a session I led with a group of women leaders in Prague this summer, Joe Duffy's assistant at USIA, Iris Burnett, also suggested I be named "Ambassador-at-Large for Women."

In addition, DAS Dick Hecklinger and Stu Eizenstat recently asked me to conceptualize an EU-U.S. women's link. Stu told me recently he envisions my playing a leading role in organizing those activities. Similarly, John Kornblum has asked me to compose language describing the "full participation of families in society," for OSCE purposes.

An Example: A concrete example of my activity may be useful. I was invited to come to Kiev to keynote the Beijing Preparatory Conference for Ukraine. In addition to granting me country clearance, Ambassador Bill Miller hosted a group of woman leaders in his home to discuss with me the status of women in their country. On recommendation of his USIS staff, I also had two other appointments with NGO and parliamentarian leaders, dealing with women's legal rights and the situation of women in politics.

Five developments came from that 24-hour visit. First, I wrote about what is happening to women in Ukraine in Austrian and Colorado newspapers, and spoke about it on Austrian radio, in total reaching well over two million readers/listeners. Second, I was asked to return to address a full session of the Parliament (with country-wide television coverage) on the day they considered legislative changes to end discrimination against women. Third, I soon am hosting eight Ukrainian women leaders in my home for a three-day seminar (all costs, including travel, funded by me personally), to link them with Austrian and American women - political, business, and NGO leaders. Fourth, I will be addressing the situation of Ukrainian women on a World Net program from Washington on November 13th, thus highlighting the issue for Ukrainian media.

Similar scenarios are true of Slovakia, the Czech Republic, Croatia, Poland, Hungary, Slovenia, Macedonia, and Bosnia.

Other Ambassadors: Being a bilateral Ambassador myself, I am very sensitive to the issue of propriety when visiting another country. Every trip I have made has been not only coordinated with the American Ambassador, but has also included events designed by their USIS staff, hosted in their Residences or Chanceries, attended by them or their spouses, with

media coverage arranged by their press staff. So it has been a joint effort, with me coming in, as it were, as a resource person, and the Embassy and Ambassador becoming publicly identified with this issue in a way that well may not have otherwise.

Although the title I am asking for specifies "Europe," I expect 95% of my effort will continue to be in the new democracies, where women have taken a giant step backward in the past five years in terms of employment, political representation, and social welfare, and where the NGO structure is fledgling.

Domestic Considerations: In a time when we are concerned about building a domestic constituency for our foreign policy, I believe the timing of such a designation would be fortuitous. I speak before numerous women's groups in the U.S., for whom this signal of commitment on the part of the Clinton administration would have particular meaning.

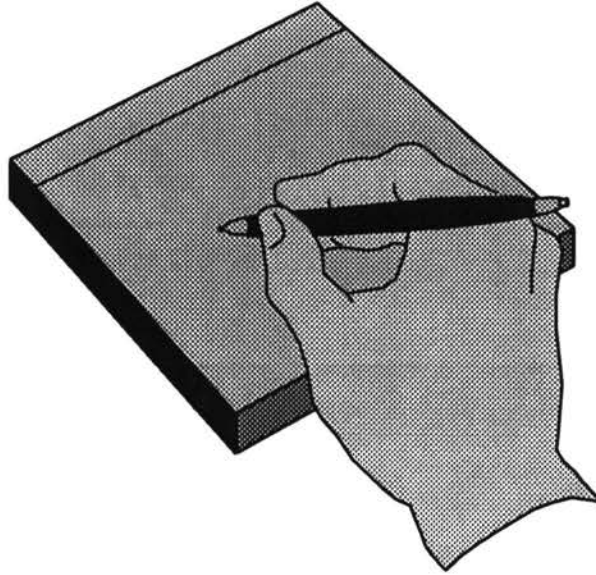
Administration Support: On October 19, 1995, per your suggestion, I did not broach this idea with the President. But I did tell him I was meeting with women across Europe, speaking in his name. He said this work was very important, and asked me to continue throughout the development of this work. I have not been working in a vacuum, but rather have been in close touch with the First Lady's office and have reported on it numerous times through conversations and cables to Dick Holbrooke, Tim Wirth, Dick Moose, Peter Tarnoff, Joe Duffy, the Vice President, the First Lady, and others and have received continuous words of support.

Implications for my Bilateral Work: Interestingly, the Austrians have taken great pride in the regional work of "their" American Ambassador. These activities have been described in the most glowing terms in the press, and I'm frequently asked to speak on these themes within Austria. I think this is because: 1) there are no difficult issues between our two countries; 2) I've been able to meet Austrian expectations or hopes vis a vis Washington; 3) Charles and I are both extremely active within Austria; and 4) Austrians think of Vienna as having a regional role.

Cost: There will be no cost to the State Department for this work. I will pay for all staffing, travel, and other expenses myself. (For your information, I now fund my own transportation and other costs connected with my activities in this area, and I also fund three full-time staff members.)

My role vis a vis women in Europe has evolved to a quite active level. It would now be very helpful for me to carry a title to accompany the work, both for the sake of clarity, as well as to ensure that this administration receives unambiguous credit for these efforts. Thank you for taking a look at this. I think this action would be mutually beneficial -- in my work here and for the Administration. And I look forward to hearing from you.

*Swanee Hunt
file*



Rocky Mountain News

Ambassador's Journal

**A monthly column by U.S. Ambassador
Swanee Hunt**

A home away from their own

Das Christkind kommt. The Christ child comes.

I'm sitting by a crackling fire, listening to the wind whistle through the trees outside. It's a thoroughly familiar scene for me, except this time "outside" is not the open acres of South Park, but rather the Vienna woods. A sonorous grandfather clock chimes the hour; the sound bounces off 12-foot ceilings, then rolls through the empty corridors of my new residence. Soon the space will be filled with the noise of 200 children from the embassy making tree ornaments, spilling eggnog and caroling until way past their bedtimes. But for tonight it's quiet, and the child in me can reflect on a few impressions.



**Swanee
Hunt**

Straddling two worlds, I'm still savoring a perfect sendoff from Colorado and Washington. Among the sweetest memories was standing on a stage at the State Department's elegant Ben Franklin Room before a crowd of friends hailing from the Rocky Mountains and every other peak and valley of my life.

The vice president administered the oath of office — surrounded by a wiggly gaggle of kids at the base of the stage. That was a first for the State Department, which has fancied itself more seriously predisposed. But, then, I've never really trusted ceremonies without children; they tend to suffer from overstuffed predictability.

My arrival in Austria was in time to wander through the *Christkindlmarkt*, an outdoor market with rows of charming booths bedecked with holiday folk art objects steeped in centuries of traditions. It's a magical time, straight out of a peaceful nativity scene. But that oh-so-holy night was followed, after all, by an unholy nightmare: the murder of male infants who might one day claim Herod's throne, and an urgent flight into Egypt by a refugee family fleeing political persecution.

Bosnia-Herzegovina lies 100 miles from the southern border of Austria, about the distance from Denver to Cheyenne. Three million people have been displaced in Bosnia and face a bitter cold winter. The children and their grandparents die first. That's the ironic way of deprivation — cutting down past and future in one stroke.

Many Bosnians have found refuge in Austria, which has

taken in more refugees per capita from the former Yugoslavia than any other European nation. But children can suffer even in lands of stability and peace. And Austrian children are no exception. So in Salzburg I visited "SOS Kinderdorf."

There, in contrast to the failed foster-care system of the U.S., where children are lucky if they stay a year with one family, the Austrians have found a way to save children who have been neglected, mistreated or abused. The key is so-called "mothers" who make a lifelong commitment to raising six to eight children. They agree never to marry because the Kinderdorf has found that couples have not stayed with the program on a permanent basis. So father figures are few and far between, found primarily in the married couple who oversees the entire village (or Dorf) of a dozen or so homes.

When a child grows up and leaves home, a new little one joins the family. The six children in the simple country home I visited ranged from ages 4 to 12. We sat around a kitchen table playing a game. As I made the cautious overtures of a newcomer (and grown-up to boot), I had to remind myself that these children had been beaten, kicked, raped and abandoned; because what I saw before me were simply Thomas, Maria, Dietrich, Bernard, Gerhardt and Sybille, laughing comfortably and teasing each other like any set of siblings I know.

Later, talking with their "mother" (in her 10th year with the Kinderdorf), I asked about the children's parents. Some visit or call once a month, some never. The hardest is when parents say they're coming . . . and then don't appear.

Potential mothers at the Kinderdorf are carefully screened and trained. They must be grounded in some religious belief, though the content is not prescribed; children are then matched up with the mothers of their own religious faith. Mothers are granted five weeks of vacation, seen as an opportunity for them to travel with one child at a time.

Such commitment is clearly too much to ask, but for some Austrians, not too much to give. They know how to provide a child protection, love and stability. They understand what it takes, and they have the will to make it happen.

So komm, Christkind. There's room.

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AMBASSADOR'S JOURNAL

Revenge refuses to release its grip

Some people think of an ambassador's life as an unending series of glamorous social events. Yes, entertainment is an important part of the job, but it is done for a purpose. Ambassadors represent the United States abroad and also report back on the views and policies of the country where they are posted.



Swanee
Hunt

The first diplomatic dinner we hosted at the residence in Vienna was in honor of the United States ambassador to Bosnia-Herzegovina, Victor Jackovich. I had met Vic in a small office at the State Department last summer. I remember thinking that his soft voice and almost angelic demeanor made him an unlikely fit for a war-torn situation. I offered to house him in my embassy until the time when he and his co-workers could safely set up a permanent office in Sarajevo. Until then he would be flying into the war zone once a week,

strapped into a cargo plane.

And so I found myself sitting opposite Vic at our elegant, formal dinner table. With poignant imagery he described the day before in Sarajevo. No water, no electricity, no heat. At his hotel, he had taken to lunch a friend who hadn't had meat in 20 months. "Not two but 20."

Just then our butler held before Vic an enormous platter heaped with veal stuffed with creamed spinach, surrounded by mounds of vegetables. Staring down the long candlelit table at my guest of honor, I searched for words to erase the incongruence. No words came.

Around the table were Austrian leaders involved in humanitarian relief and in political affairs. The two-hour discussion that followed was thoughtful, penetrating . . . and terribly discouraging.

Reflecting on the history, culture and mindset of the Balkans, my guests found no reason to hope for a quick end to the war. Rather, they described an unending circle of revenge. As one put it, "Every family has experienced murders by their neighbors. How shall they now simply stop and live together?"

About 11 p.m. I brought our dinner conversation to a close, realizing that the conversation, like the war, had no natural ending: No one around the table could imagine a finale to the antiphonal chorus of revenge.

The next morning, I was up early, sitting at the same table for a private breakfast with the legendary Simon Wiesenthal. His reputation centers on his activity as a hunter of Nazi war criminals. But Wiesenthal, now 85, round and wrinkled, has lived a full, fascinating life.

Born in what is now Ukraine, he trained in Prague as an architect. From Nazi prison camps, he not only emerged alive (though weighing only 90 pounds) but with the presence of mind to organize an effort to identify war criminals immediately after the camps were liberated.

Wiesenthal and his helpers sent out 200,000 questionnaires to former inmates, asking them to describe those who had committed atrocities. Within three months there were thousands of documents bearing witness to crimes that otherwise might have been forgotten.

Yet Wiesenthal did not return hatred for hatred. Significantly, he titled his autobiography *Justice, Not Revenge*. As he said at breakfast about an 80-year-old war criminal recently discovered, "At least he should have to live with the fact that his neighbors know the truth. There may be no reason now to imprison him, but his crime should not go unnoticed."

For this grounding in moderation, Wiesenthal has been taken to task by some. But, he insists, "to accuse without adequate evidence will undermine all the work I have done." He will not mindlessly join the chorus of revenge.

Now, in an ironic twist of fate, Wiesenthal feels himself hunted again — this time by those who are convinced he is not ardent enough. To my mind he is more likely a champion of reasoned restraint, determined not to become like those whose prejudice turned demonic in Austria 50 years ago — and in Bosnia and Croatia yesterday.

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Austrian matriarch's legacy lives on

When I arrived in Austria as ambassador three months ago, I expected to build on my experiences working on domestic policy in Colorado. But I didn't adequately appreciate that some of our most treasured domestic principles can be traced not only to America's Founding Fathers but also to an Austrian founding mother, Maria Theresa, who ruled Austria from 1740 to 1780. In those 40 years she instigated widespread political and social changes, waged war and negotiated peace, and, oh yes, bore 16 children.



Swanee
Hunt

AP/WIDEWORLD

Civil libertarians of today would say that her reforms were compromised by conservative religious beliefs. Within her own context, however, Maria Theresa was extraordinary on many counts, including her sensitivity to the plight of serfs in feudal society, and her insistence that as monarch she was concerned equally for every person in the empire.

Last month, I walked into the beautiful baroque building where Maria Theresa had lived as a young girl in the summer months with her father, Charles VI, ruler of the vast Hapsburg Empire. When he died in 1740, the empire, at its nadir, still stretched from beyond Italy to Romania.

Maria was very close to her father; after his death she never entered the building again. Essentially uneducated for the role, she became empress at the age of 23. Seventeen years earlier, the "Pragmatic Sanction" had changed the law of succession to allow a female access to the throne. That act of reform was a fitting precursor. Reform was what Maria Theresa was all about.

The very building where I stood on that brisk January day had been influenced by Theresian reforms. The Jesuits, who had been given the building by their devout Catholic empress, were eventually commanded to put their principles into action. Any church property not being used to serve the needs of the people would be confiscated. And so the former palace became a school, with the dining hall that once served Frederick the Great becoming the student cafeteria.

Later, the building was transformed into Hitler's military academy. Afterward it housed Soviet occupation authorities until the 1955 State Treaty made Austria independent again. At that time the building returned to its function of education.

At the school I spent an hour with students, looking through exhibits resulting from their recent trip to the United States. The subjects ranged from the homeless, to the bombing of the World Trade Center, to the Civil War. Their understanding of American history and culture went far beyond that of the average American student.

In contrast, I couldn't help but reflect on the number of times I was asked by Americans, prior to my departure for Europe, whether I spoke "Austrian." In fact, many Americans seem confused about whether Austria is the same as Australia. But then the functional literacy rate in the United States is around 70%. In Austria it's in the upper 90s.

To be sure, the Theresianum, as the school is known, isn't an average Austrian school. But all Austrian students — not just those at elite institutions — take their role seriously. They not only know that Americans speak English; they study English for a minimum of six years, and many of them speak it fluently.

Students go to school six days a week, five hours a day, 35 weeks a year. When they finish elementary school at about age 10, those with sufficiently high grades enter secondary schools that prepare them for university education. Others begin vocational training. In all high schools, vocational or college prep, language and math proficiency is required.

The system isn't perfect. You may argue that the curriculum is too rigid, or that the early selection of college-track students is unfair to late bloomers. Surely the most egregious fault is that a whole generation, now my age, has learned little about their country's history since 1918.

That omission, however, is being corrected. The federal minister of education, at our residence to address a group of distinguished American rabbis (led by Denver's own Steven Foster), asserted that the schools are now facing the terrible realities of the Hitler period.

I've been involved in education issues for a long time. In fact, I met my husband, Charles Ansbacher, when I served on the board of the Public Education Coalition. And I've devoted a huge number of hours and dollars to efforts to strengthen the public and private education systems in Colorado. Maybe that's why I feel especially appreciative that some 250 years ago a European matriarch caring for 16 kids was able to extend that maternal care to an empire.

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All Austrian students . . . take their role seriously.

AMBASSADOR'S JOURNAL

What is true mustn't be forgotten

Before I came to Vienna four months ago, I was used to getting my hands dirty in the rough and tumble of social change. Here, only the context is different: The struggles against poverty, discrimination and intolerance continue, although the faces across from me now are those of refugees and war victims or wild-eyed supernationalists.



Swanee
Hunt

There are moments that penetrate to my very core. One came recently when I hosted Steven Spielberg on the occasion of the German-language premiere of *Schindler's List*. The opportunity arose through my friendship with Simon Wiesenthal, the legendary Nazi hunter who had been imprisoned in the Polish concentration camp depicted in the film. Although Spielberg and Wiesenthal had never met, the filmmaker held this Viennese figure in such high regard that he chose this city for

the premiere.

Spielberg arrived with Tom Keneally, author of the historical novel on which the movie is based. It was immediately a meeting of friends. We had agreed that my reception would held before the film's screening, as many people are unable to speak for a while after they have seen it. Our gathering was small and select, with people who had deep ties to the film they would see an hour later. Many were survivors of the camps. Others had lost parents, a wife, or their closet friends in those hell holes.

Existential psychologist Victor Frankl attended. Steven told Frankl that his account of life in the camps in his book *Man's Search for Meaning* had been an early, formative influence on him. The widow of the manager of Schindler's factory in Czechoslovakia held a picture of her husband. Steven smiled at the handsome face. "I would have cast him for a part," he said.

Midway through the hour, I was told that reporters and photographers were waiting in the hallway. When Steven and I opened the door, dozens of cameras started flashing. "It's a feeding frenzy, isn't it?" I said through my fixed grin. "Yes!" he said, "I once made a movie about sharks. It reminds me of some of those scenes."

"I once made a movie about sharks." What a striking lack of self-importance in this man, who has practiced his art on

what he himself considers relatively insignificant works — only now to apply what he has learned to a theme that will shape the thinking of an entire generation across the world. Isn't that life: moving from one experience to another, unable to predict how all we've learned will weave a future tapestry?

"You know, most of the movies I've made were about things that weren't true: *Jaws*, *Raiders of the Lost Ark*, *E. T.*, *Jurassic Park*. At last I'm making a film that is true."

And only too true. For, although this film is about a particular time and place, it is also about the capacity within each of us for terrible evil (either through active engagement or passive acceptance) and for redemptive good. Nor were the lessons of *Schindler's List* lost on the theater crowd. There Austria's president, chancellor, cabinet ministers and parliamentarians joined 800 others. Steven was astounded at this display of the nation's leadership.

Sitting beside him as the first frames went up on the screen, I felt proud to be the ambassador from a country that produced Steven Spielberg, and proud to have been sent to a country that welcomed him with such attention, understanding and respect.

Having seen the film before, I slipped out after 10 minutes to address a huge gathering of worldwide Lotus employees at their annual dinner. It was a crazy-making evening, moving from the profundity of the Holocaust to the rah-rah-sis-boom-bah of a sales representatives' meeting in the historic Vienna City Hall. In due course, the Vienna Boys Choir sang their cherubic waltzes, a plumed herald announced the ambassador, and I stepped up to the mike. I thought of what was being projected in the movie theater just then. The juxtaposition was not unlike the split scenes in the movie — back and forth between desperate deprivation and callous cavorting.

And so I reminded the Lotus revelers: As we sit here tonight, there is war in Europe. Keep doing your work, because trade promotes understanding. And, as President Clinton says, economic ties are our most effective means of global security. Then to myself I added, may we never again have to make a film like *Schindler's List* to say what is true.

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Isn't that life: moving from one experience to another, unable to predict how all we've learned will weave a future tapestry?

Newborn peace fragile as an infant

Living in Vienna affords an unusual perspective on the priorities of the American public. Europeans are under the impression that the devastation of Bosnia, double-digit unemployment, a rising Hitleresque demagogue in Russia, and the potential collapse of the Ukraine economy are more important than the "whodunits" that often consume the attention of the American public.



**Swanee
Hunt**

Serving as ambassador, I share the concerns of the Austrians, riveted to the war raging 100 miles from their border. People who have lived together peacefully for centuries are being forced to declare themselves friend or foe of their neighbors. The striking incongruity of Bosnia is that one-third of the marriages are ethnically mixed. This war is not the result of deeply embedded hatred in the heart of Bosnian society, but rather flames fanned

by a Serbian nationalist with an appetite for Bosnian land, enlisting Serbs living in Bosnia to achieve that goal.

Recently, I was honored to sit in the elegant old Executive Office Building of the White House, filled with pride at the scene unfolding before my eyes. I watched intently as deadly political enemies, brought together by the United States, reached across President Clinton to shake hands. The negotiations and crafting of a new constitution that united Bosnian Muslims and Croats had been accomplished by ethnic teams headquartered in our embassy in Vienna.

We had turned over to the Croats the ambassador's private dining room, to the Muslims our administrative conference room. My office lay in between, the door uncharacteristically open to the linking hallway. As the process began, we located a copy of the Swiss constitution for the teams to use as a model for their canton federation structure. We furnished translators as well, and the software they needed to track the many drafts of the constitution — a work in progress.

The hero of the negotiations was Chuck Redman, skilled and steady former U.S. Ambassador to Sweden. He moved back and forth between the two rooms, carrying the historic document chapter by chapter between Muslims and Croats until the end. We were there weekends and weekdays, Chuck to hold feet to the fire, the negotiators to create a new vision and hammer out their constitution, me to nurture the process along by providing an environment

fertile for the seeds of understanding and tolerance.

Early in the negotiations, I hosted a dinner for all in the ambassador's residence. A few hours before the 40 guests arrived we cut up bedsheets to make tablecloths for smaller, more intimate tables, designed to encourage conversation. We engaged a harpist for the evening, hoping the strings would soothe spirits even as a young shepherd named David once calmed a disquieted King Saul.

Once at the table, I discovered to my dismay that the Bosnian negotiator on my right spoke no English or German, the common language at the table. I translated our conversation into French for him, grateful for that doctoral language requirement in my education.

Two guests told me this was their "first normal night in two years" — they had flown to Vienna from Sarajevo, where they had been living for months without electricity or running water. The evening ended with a toast in which I quoted from Kennedy, Khrushchev, Carter and Brezhnev, all speaking of summits held in that same residence.

Only days later, across an ocean, we stood in the sumptuous Thomas Jefferson Room of the State Department as the secretary of state hosted a formal luncheon to celebrate the new treaty. One of Redman's staff joked that I could be considered the mother of the Bosnian constitution. Another laughingly added that maybe I'd rather first see if it was a success or failure. "Mothers don't have that prerogative," I observed wryly. But I thought to myself how this newborn peace was indeed both as precious and as fragile as a tiny infant.

At lunch I was seated between the former NATO supreme commander and the Russian deputy foreign minister, across from the Bosnian and Austrian foreign ministers and the U.S. deputy secretary of state. The priority of the occasion was clear to us all.

That same evening at dinner I sat between "Washington insider" friends who track the who's up and who's down of our capital. I was filled with the experiences of the day, mindful of the tragic despair and now incipient hope for hundreds of thousands — no, millions — of people whose lives have been devastated in this war.

Our dinner conversation was a thrill a minute: flimsy Washington Beltway gossip.

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I watched as deadly political enemies reached across to shake hands.

Rocky Mountain News
June 29, 1994

AMBASSADOR'S JOURNAL

The quiet power of one good man

In a world of atom bombs and instant communications, diplomacy may seem an anachronism. But sometimes it can be extremely powerful.

Consider what Jimmy Carter accomplished in North Korea recently. As the difficulties there escalated, we discovered that being able to communicate at the speed of light is little help when parties to a conflict are talking past one another. It took the personal efforts — the diplomacy — of one person to cool things down and bring the right people together.



**Swanee
Hunt**

President Clinton thanked Carter for "the important role he played in helping to achieve this step." Even in this high-tech world, there's sometimes no substitute for the personal touch.

What Jimmy Carter accomplished came as no surprise to me. In recent years, I've now seen him in action several times. I'm always impressed.

The last time I met the former president was when I accompanied Austria's chancellor (i.e., prime minister), Franz Vranitzky, when he visited the United States in April. There were many high points on this whirlwind, five-day trip. The chancellor met with leaders of the Senate and House of Representatives in their stately chambers on Capitol Hill, with Alan Greenspan at the Federal Reserve, and, of course, with President Clinton at the White House, discussing a whole range of important issues — from the war in the Balkans to strengthening democracy and market reform in Eastern Europe and the former Soviet Union.

But, in addition, I was grateful we had time in Atlanta with Jimmy Carter. He is one of the few people who contemplates all he has — talents, experiences — and then figures out the best and highest use he can make of his life. It's as if the presidency was only a training ground for his real work.

Coming from a religious background myself, I always appreciate those who can combine evangelical zeal with social conscience. Carter is one of those rare saints. He has set goals that would intimidate entire governments: the global eradication of polio and guinea worm (a dreadful

parasite in many countries); diplomatic intervention in civil wars that are wreaking havoc in countries throughout the world; and helping 500,000 people in Atlanta's poorest neighborhoods create a new future.

But, though his vision is grand, Carter himself is unassuming. His skin may be more wrinkled than when he was president, his hair is whiter. But his smile is as broad and forthcoming, and his manner as calm and unpretentious, as kind and simple as ever. That comfort with himself easily transfers to those around him, including his life partner.

At the visit with Chancellor Vranitzky, I sat between President Carter and Rosalynn, his wife of 48 years. A couple of times she offered suggestions as to what he might mention next. He took these in as if the two of them were of one mind. I've heard them strongly disagree at times, with healthy respect. But on this occasion, comments of one seemed to flow by simple gravity into the conversation of the other. I remembered the hullabaloo they endured 16 years ago when President Carter included Rosalynn in cabinet meetings and my admiration increased all the more.

Jimmy Carter represents what I consider the best of America: a stunning balance of individualism and community, achievement and informality. The latter virtue, informality, doesn't come easy for Austrians. Within that oh-so-formal culture, for example, first names are reserved for family and close friends. Still, at the end of our trip, members of the Austrian delegation were overheard referring to me as "the Swanee."

Even American informality has its limits. I remember some consternation in Washington at the thought of a chief of state called "Jimmy." Now in a public position myself, I ponder: Maybe the highest compliment for me, at the end of my tenure in Austria, would be to be known not as "Her Excellency" or "Madame Ambassador," but rather as, simply, "the Swanee."

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(Jimmy Carter) is one of the few people who contemplates all he has — talents, experiences — and then figures out the best and highest use he can make of his life.

Normalcy, of sorts, in Sarajevo

As I stood between U.S. Ambassador to Bosnia Victor Jackovich and Bosnian President Izetbegovich on the stage, the ambassador leaned over to me and whispered, "The man on the roof with the machine gun is ours."

I looked up at the figure with dark glasses. "Glad to know it," I replied.



**Swanee
Hunt**

After two years of shelling, Sarajevo was finally calm enough for the United States to relocate our Bosnian embassy, which has been housed at our embassy in Vienna. As the Chief of Mission in Vienna, as well as the host of the historic negotiations between the Bosnian Muslims and Croats, I had been invited to attend the dedication ceremony.

Part of the complexity of this Balkan war derives from the complicated geography, interrelated players, and different interpretations of political history. But I have

come to understand the struggle as the ideology of Serb nationalists against a multicultural Bosnian society.

Bosnians cannot be described simply as "Muslims." The truth is the Bosnian people have built a diverse society in which a third of the marriages are now mixed. You can't distinguish the ethnic groups from each other by physical attributes or language — only by family name.

I found this out firsthand on this visit. Though I flew the whole way, it hadn't been a simple journey covering the 500 miles from Vienna to Sarajevo.

I had to fly commercially north to Frankfurt, spend the night on the U.S. Air Force base, and then ride alongside 50,000 pounds of flour on a 30-year-old military cargo plane south to the Bosnian capital. The voices through my headset — of air traffic controllers speaking English with thick German accents during our takeoff — had a more unfamiliar Slavic tone as we approached.

I sat in the cockpit, peering intensely through the clouds during our descent. Hearing the conversations from the ground before we could see the city nestled below in the hills gave an eerie impression, like the voices of spirits rising from the war-torn valleys.

As we came down, the first sign of life was children playing soccer beneath the flight path; but that innocence was soon dispelled at the airport when I was whisked into an American-made armored sedan. Our driver sped past Serb

outposts.

All around us were vestiges of the 26-month-long siege: buses turned on their sides as barricades, buildings with gaping holes, hand-painted signs that warned "SNIPER DANGER," and endless rows of windows covered with plastic marked by the ubiquitous blue United Nations seal.

Our car pulled up to the new embassy, a relic of former Yugoslavian marshal Tito's administration, now remodeled for U.S. occupancy. The building was freshly painted white, but without furnishings — full of promise not yet realized.

Waiting for me were six women, articulate in English, professionals who had agreed to give me their impressions of both the current situation and future possibilities. I had asked to meet with them, believing that their voices have too often been missing in the negotiating room and the strategy sessions in the course of this war.

The stories they recounted were poignant. Vesna hasn't seen her 85-year-old father in two years. He lives only a 20-minute walk from her doorstep, but on the other side of Serb lines. Amelia, a pediatrician, heads a clinic demolished during the siege. Now she treats wounded or sick children, crowded into makeshift facilities, without the medicines she needs.

The women still bathe from cups of water; but every day they put on their makeup and get dressed up — a quiet act of defiance to the deprivation all around them.

After hearing their stories, I joined Ambassador Jackovich to greet his guests, including Bosnian political and military leaders, U.N. officials, NATO personnel, media, and Bosnian friends of the embassy, 300 well-wishers, gathered on the sunny lawn to share in a moment of hope.

For it was the Fourth of July, a day of remembering the founding of another country across the Atlantic that has struggled to build a multiethnic society. Hamburgers and hot dogs, a military color guard, and band music provided the trappings.

But the real moment when I knew it was the Fourth was when the U.S. flag was slowly raised above the embassy for the first time, unfurling dramatically at the swelling lyrics, "the home of the brave."

I've never been prouder to be an American.

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Though I flew the whole way, it hadn't been a simple journey covering the 500 miles from Vienna to Sarajevo.

AMBASSADOR'S JOURNAL

The modern search for meaning

A great privilege of life as the American ambassador living in Vienna is getting to know the political, cultural, scientific and intellectual leaders of that historic capital. In my first nine months, there has been no opportunity I have treasured more than my times with world-renowned intellectual Viktor Frankl.



Swanee
Hunt

As a college freshman, I was deeply moved by *Man's Search for Meaning*, a stirring recounting of the three years the young psychiatrist endured in brutal Nazi concentration camps. The story is told in heart-wrenching detail, and with powerful analysis of the motivations of both captors and captives. That book is read in 23 languages, and countless millions of copies have been sold. Such is the attraction of existential truth that transcends the specificity of a horrible historic time.

Now Dr. Frankl is a sharp and witty 89. In his denouement, he makes room for this transplanted Denverite. Perhaps 94 speaking tours to the United States have prepared him for my very American openness. We talk for hours, about his life and mine, foreign policy, our families, the future of psychotherapy, and current affairs in Vienna. I am struck with his solid sense of the world, and his place in it.

"Sometimes it's only through ruins that you can see the sky," he tells me.

I've been doing a lot of thinking about our search for meaning in the 1990s. Throughout Europe, as in the United States, there is a great unrest within the political process. For 70 years we Westerners have known exactly who the enemy is. Whether in Korea or Cuba, the Soviet Union or Vietnam, Nicaragua or Angola, we thought the lines were clearly drawn. And we've been comfortably clear about which side we were on.

Our wars against communism — some hot, some cold — were the focal point not only of our foreign policy but much of our domestic policy as well. Significant parts of our industrial base were oriented around that threat. Patriotism was defined as anti-communism. Our educational system responded, with a push in math and science so we could beat our enemy in the race to space. Even our religious institutions joined in, with campaigns from the pulpit against "godless communism."

So now, without our old enemy, how shall we organize ourselves? Suddenly we wake up and find that instead of a single power, we are up against myriad forces of destruc-

tion: famine, civil wars, nuclear terrorism, unemployment, overpopulation, a global mafia, anarchy, environmental destruction, AIDS, genocide, ethnic nationalism ... all threaten to overwhelm us.

Ironically, the fall of the Berlin Wall, heralded as a hopeful Jericho, was also a precursor to global unrest: The predominant political parties in many Western nations have suffered dramatic reversals. Ethnic conflicts in the former Yugoslavia explode without the strongman Tito. Cubans grow desperately poor without Soviet support, and their society threatens to implode 98 miles from our shores. And the U.S., which once vied with the Soviets for the role of patron to Third World countries, now joins responses to massive humanitarian crises as the lone superpower.

It is a critical time in American history, this transition from communism's foe to humanity's friend. We, as a people, are frustrated by the complexity and quick to blame our leaders when they must shift their responses to constantly changing circumstances.

I think of Viktor Frankl in Auschwitz — without family, profession, possessions. He survived that hellish suffering by plumbing the depths of his soul for meaning. Now he listens to the deliberations of an American ambassador in Vienna; What did we learn from World War II, when the world waited so long to oppose the persecution of the Jews? And what did we learn from Vietnam about intervening in a war we didn't have the will to win?

Dr. Frankl's answer is that we can become obsessed by trying to exact lessons from history. In the face of moral crises, we tend to look forward or backward, but fail to look within.

The answers are internal, in values rooted deeply in our core. We speak glibly of loving our neighbor as ourselves, promoting the democratic ideal, the national interest and creation. But when does one value take priority over another? And do we, as a people, have the maturity to tolerate political leaders willing to wrestle with such ambiguities — who must make tough choices Frankl describes as only "55% right, and 45% wrong."

We might long with nostalgia for simpler days, for an Evil Empire that will let us define ourselves as the Godly Good. But no longer do we have the luxury of such simple external labels. Our search for meaning — as individuals and as a country — must begin within.

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AMBASSADOR'S JOURNAL

The challenge of clashing cultures

Because ambassadors interpret their own societies to Others, we are asked by the State Department to spend four weeks a year in the United States, keeping a finger on the pulse of this complex, multicultural nation we represent abroad.

I recently returned to Vienna from such a trip: first for a week of consultations in Washington, where I also visited Ben Nighthorse Campbell, the only Native American in the U.S. Senate, on the day he received a death threat from a National Rifle Association enthusiast. Back home, I spoke with several Coloradans, who shared their impressions from the West — ranchers, urban yuppies, Hispanic grassroots leaders, Asian refugee workers and black political leaders. Then it was on to New York for a foreign policy discussion with three Americans with Dutch, German and Turkish last names; dinner with a Chinese-American investor friend; and ending in Dallas with a dose of honey-coated southern charm.

It was American diversity at its best — that rich tapestry of discord and difference woven in an open society where, at the end of all the editorializing, shouting and posturing, at least some small majority usually coalesces around common values and goals.

The model may seem obvious to those of us who've grown up in some semblance of a melting pot. Ours is, after all, a nation of immigrants. But European countries, though confronted with multicultural pressures, don't necessarily accept the melting pot model. On the other side of the North Atlantic, tense and ominous ethnic struggles are creating a crucible of crisis in which differences more and more grind against each other rather than blend.

Without the Soviet threat on which to focus, the attention of Europe has turned inward. Although CNN reports primarily on Bosnia, Croatia and Serbia, ethnic conflicts throughout Europe are festering as immigrants, long settled or newly arrived, create a strain on established economies. The facts are dramatic:

A quarter of the people living in Switzerland and 10% in France are foreign born. Among Germany's 81 million inhabitants, 7 million are foreigners, many of them Turkish workers whose families, despite living in Germany for generations, have not become German citizens. In past years, Italians have left home in search of jobs; now Italy faces an unprecedented influx that pressures her educational and social services systems.

Across Europe, immigration from the economically de-

pressed former communist empire (including Bosnia), the Middle East and crowded northern Africa plays into the hands of the right wing. Some politicians where I live, for example, argue against further immigration, predicting "the mongrelization of Austria."

The U.S. government has stated that it's in our national interest to encourage a united Europe. So it's ironic that these European trends are contemporaneous with a tendency toward cultural separatism in the U.S., the global paragon of an integrated society. The country that has achieved the most successful multicultural integration of our time now hosts successive political movements energized by the notion of division rather than assimilation.

Why this shift? America's big pot "melted" mostly immigrant groups with a high degree of commonality. Despite their many differences, western Europeans shared a close history and many cultural similarities. Immigrants from Asia, Eastern Europe, Latin America and Africa, here by choice or brought by force, have often not blended. Consequently, rather than identifying with an integrated "American character," establishing a separate identity (with different language, religion, dress, schools, etc.) has become the focus of groups that feel left out, ostracized and discriminated against.

As a frequent supporter of minority events and organizations over the past decade, I realized that this emphasis on separateness has played an important role: promoting self-esteem in the face of subtle and blatant denigration on the part of the majority culture. But it also may have often slowed the integration that contributes to a coherent national character as well as economic success.

Since the fall of the Berlin Wall, ethnic nationalism in its various forms has emerged as a critical threat to European security. Will ethnic divisions similarly proliferate in the U.S., resulting in the "balkanization" of university campuses or inner cities?

The answer may depend more on American will and awareness than our laws. We can succumb to the human tendency to separate and denigrate others so that we can feel better about ourselves, or we can refuse to isolate minorities from the mainstream, and insist on equal respect, responsibility and rights for all Americans.

My trip home was a reminder that America's greatest challenge — and greatest strength — is our combining of cultures. The tremendous social challenges we face are not alleviated by separatism — on either side of the Atlantic.

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**Swanee
Hunt**

AMBASSADOR'S JOURNAL

A 'language' the whole world loves

In this age of instant response, clear communication has never been more important. Here in Vienna, the number of languages on the street, not only of tourists, but also immigrants, is impressive. One has the sense of being in the hub of that Central European wheel, once called Hapsburg, and home to great composers like Mahler, Beethoven, Mozart and Haydn.



Swanee
Hunt

With a natural centripetal throughout the wide empire to the capital there grew a sophisticated arts climate that rivaled any in the world. Important patrons of the arts lived near Vienna as well, in places like Salzburg, Prague, Budapest, and the Estherhazy in Eisenstadt. The realm of the Prince of Estherhazy was part of Hungary (which was a part of the Hapsburg Empire) when Joseph Haydn, as a young man, came to be employed there as the *Kapellmeister*. His father was a wheelwright who accompanied his children on the harp, which he played by ear. At 8 years of age, Joseph joined the choir of St. Stephen's Cathedral in Vienna, where his musical talent was nurtured — at least until his voice broke at age 16. Then he lived in an attic, with an old harpsichord, eking out a living as a young street musician.

But such was the love of arts in Austria that Haydn's talent was noticed on the street, and he was offered a position as a musician in the country home of a nobleman. His next patron kept a small orchestra, allowing Haydn the opportunity to experiment with composition. He was 29 when his career took the giant step into stability — at the court of Estherhazy — where he remained for almost 30 years.

There he was a uniformed staff member, meeting each morning and evening with the prince to discuss the music required. Haydn produced more than 300 performances a year, with a standing repertoire of 100 operas. He wrote a new piece almost every day.

His contract with the prince was very strict, with 30 points of agreement, regulating everything from his travel, to his eating manners, to his dress. But the music had enormous privileges as well.

He wrote for his own orchestra, opera company, marionette theater and chapel. At his command, the marble floor of the ballroom was removed to improve the acoustics for his performances. It was a magnificent working environment, using the best musicians hired from Vienna.

Maria Theresa, the great Hapsburg empress, visited the Estherhazy palace, creating the occasion of the *Maria Theresa Symphony*. Haydn directed the performances himself, receiving instant feedback from his patron. The approach of Napoleon occasioned a mass: *In Tempori dell Beili*. The halt of the Frenchman by Lord Nelson brought the *Lord Nelson Mass*.

Born in 1732, Haydn spanned the decades when the classical style of music was being formed. Mozart's life began and ended as Haydn worked. Their friendship and mutual admiration was deep. And a young man named Beethoven came to study with him as well. An experimenter who rejected rules and tradition, Papa Haydn had the inner security to declare, "Art is free and should be fettered by no such mechanical regulation. . . . I think I have as much right to lay down the law as anyone."

The result? Joseph Haydn's corpus includes 104 symphonies, 68 string quartets, 14 masses, as well as numerous operas, marionette plays and piano sonatas. His oratorio, *The Creation*, attained a popularity second only to Handel's *Messiah*.

One can look upon the investment of the Estherhazy family as an isolated example of privilege put to remarkably productive use. But, in a larger sense, this stabilizing investment in the arts has been characteristic of Austria for centuries.

Today, the federal government spends about \$54 per capita on the arts, compared with 65¢ in the United States. Obviously, the money must be raised by taxes, but that's a deal the Austrians accept. This is not, for them, money wasted on the trivial, or even the optional; the Viennese State Opera and the dozens of summer music festivals are as mainstream as the Colorado Rockies or Denver Broncos.

In 1993, about 18 million visitors came to Austria, for the beauty of her mountains, the quiet of her lakes, but also to participate in the highest standard of arts found in the world. Far beyond her borders, Austria reaches out to the world innumerable times every day, on every continent, as one person, or a crowded audience, listens to a work by Mozart, Mahler, Beethoven or Haydn.

That influence is incalculable, for their music admonishes and soothes the soul. As Haydn put it, "*Meine Sprache versteht man durch die ganze Welt*" — "My language is understood throughout the whole world."

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AMBASSADOR'S JOURNAL

Women must find their voice

A few days ago there came across my desk in Vienna a publication titled "The Status of Women and Girls in Colorado." It reported, among other things, that, on average, boys are called on four times as often as girls in school, and as girls go through their school years, their self-esteem plummets.



**Swanee
Hunt**

This report, published by the Women's Foundation of Colorado and its spinoff program, Girls Count, was a voice out of the past: I had worked for five years in the 1980s with a group of friends to establish the foundation. Only now am I coming to understand its relevance worldwide.

President Clinton has made the empowerment of women a key objective of his foreign policy. And, as a highly visible American woman in Central Europe, I've been able to represent that policy both in Austria and in travels to her southern

neighbors: the former Yugoslavia.

There the task is not only to stop the bloodshed, but also to rebuild societies that have been damaged by a three-year war. The rebuilding is not just bricks and mortar, bridges and water systems — though, Lord knows, that's a challenge in and of itself. The social structure also has gaping holes, left by women who have often been the first to be laid off in the economic transition to a free-market economy. In fact, throughout the emerging structures of these societies in transition, there is increased pressure for women to be confined to the most traditional aspect of home life.

The timing of this development couldn't be worse, for never have women's skills in networking, building relationships and solving conflicts been more needed. Security in the new Europe is no longer based on a competitive model. Instead, cooperative institutions based on partnerships such as the European Union, the Conference on Security and Cooperation in Europe, NATO and the General Agreement on Tariffs and Trade are the foundation of peace in Europe for the future.

Why? Because countries tend not to go to war against those with whom they work together as economic partners. There is enough understanding and mutual benefit to stop the development of aggression before it reaches that stage.

Similarly, countries don't go against nations with which

they cooperate as military partners. That's why President Clinton's emphasis on early inclusion of former communist countries in the Partnership for Peace, as a step toward full membership in NATO, was a brilliant foreign policy move.

In this work of building alliances, the skills and natural tendencies of women to build relationships are particularly valuable. But even though women may have equal educational opportunities in these societies, their faces are few and very far between in the new post-communist structures.

Once again, Freud's observation that "biology is destiny" is being lived out. Women are told that it's fine to pursue a university degree and a career — as long as they take 100% responsibility for the homemaking and child care. That systemic expectation is pervasive and reinforced by the government, the media, social tradition and family pressure. But, just as in Colorado, there is a more powerful obstacle that blocks women from working shoulder to shoulder with men in the rebuilding of these societies and that has to do with their view of themselves.

I spoke recently at the University of Zagreb to a large room packed with students. My topic was "The Role of Women in Democracy," and, as I'd expected, 80% of my audience was female. The students listened attentively, enthusiastically. After I was finished with a fairly rousing call to action to the women in the room, I asked for questions.

A young man raised his hand, asking me about the breakdown of the American family, drugs, crime and so forth now that women aren't at home anymore. Then another young man asked if the recent anti-Democrat vote wasn't really a voice against the presence of more women in American politics. Then another young man ... and another. And another. And another. Not one young woman would bring herself to compete in that public setting.

I thought about Girls Count, a project to help middle school girls imagine a vocation, plan for a future, engage in their studies ... find their voice. When we embarked on that project, we did it for the sake of Colorado girls.

Maybe the potential beneficiary is the world.

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There is a powerful obstacle that blocks women from working shoulder to shoulder with men and that has to do with their view of themselves.

AMBASSADOR'S JOURNAL

Rebuilding lives from ground up

These are days when change is in the air, as both the United States and Austria are rethinking their domestic policies. When are government programs needed to give citizens a boost? And when do they squelch ambition and creativity, becoming ossified obstacles to the very values — such as independence and initiative — they were created to support?



Swanee
Hunt

As the most highly developed nations on earth ponder these questions, we may benefit from examining other societies, where a simpler life allows a clearer look at the dynamics of human society.

Looking abroad, America can take great pride in one of our most successful exports, Queen Noor of Jordan, born and raised in the U.S. as Lisa Halaby, and a graduate of Princeton in 1972. In 1978, she became Queen Noor, wife of King Hussein of the Hashemite Kingdom of Jordan, who

has been reigning for 42 years and is a descendent of the Prophet Mohammed.

Austria has been a regular retreat for the royal family, and I was intrigued by my contemporary, famous worldwide for her looks and elegance. So when she and King Hussein came through Vienna a year ago, I stopped by the Imperial Hotel to greet them. I found the queen to be a woman with a mind and soul as deep as her beauty.

In an hour with the royal couple, Queen Noor and I discovered we had been on parallel tracks, although on different continents. She was interested in my grassroots work in Colorado, through The Hunt Alternatives Fund and the Women's Foundation, as well as more current efforts to encourage women's roles in the new democracies of Central Europe. And I was fascinated by her majesty's projects with women in impoverished villages, which have found dozens of ways to encourage self-reliance and hope. This month, I accepted an invitation to see, firsthand, their work.

The Noor Al-Hussein Foundation serves as a broker for 35 different projects, matching up international funding sources and technical expertise with innovative ideas to better the lives of current and future generations of this Middle Eastern land. The queen is using her position to persuade, guide and advocate for her people as they look for ways to join the economic and social groundswell that peace could bring to this region. But she also lays aside her crown from time to time to literally dig in the dirt of a new

community garden of an impoverished village.

Societal change is fragile, and fraught with cultural challenges. But Queen Noor understands the ~~chance~~ that links political stability, the development of a society, the security of families, and the empowerment of women. One of her many initiatives is the Quality of Life Project, which is working with 2,000 families in villages like Sweimeh.

Sweimeh lies near the Dead Sea, about 24 miles from the capital, Amman. About 2,000 inhabitants live mainly a subsistence lifestyle, herding goats and sheep. Until 1988, only 166 dwellings were fixed. Many people lived in tents, shacks or under trees. There were six sanitary toilets with running water. Only 27% of the women received any prenatal care, and 49% of the children had chronic diarrhea, from a diet of mainly tea and bread.

The Noor Al-Hussein Foundation intervened at the most basic level of that community, establishing councils in which, for the first time ever, residents would discuss their needs, decide on solutions to their own problems and monitor their own progress. "Self-reliance" is a term they often use now — and that applies not only to the men in the village, but also to the women, who have been brought into income-producing activities as bucolic as rabbit farming and bee-keeping.

The foundation also has a number of programs for children, including two "SOS villages," which provide orphaned and abandoned children with a family environment by placing them in the care of a Jordanian group "mother." The SOS Kinderdorf originated in Austria and has now spread worldwide. I was so moved by one I visited a year ago that I devoted my first "Ambassador's Journal" to it.

The Austrian children I met at the Kinderdorf left a lasting impression on me. Their eyes were bright with hope, and their spirits calm with a deep sense of belonging. Now I add to my store of memories those nomadic women of Jordan, weaving wondrously colored rugs on looms made of simple sticks and rope. The warp and woof of their lives are a steady new sense of self, overlaid with brilliant, unimagined possibilities.

Funny how the simplicity of a desert metaphor can cut through the heavy political clouds of Washington or Vienna.

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Societal change is fragile, and fraught with cultural challenges.

Wednesday, February 22, 1995

AMBASSADOR'S JOURNAL

Waltzing beyond woes of world

Eins, zwei, drei ... eins, zwei, drei ... the rhythm of the waltz pulses through the veins of the Viennese. It's a rhythm they somehow learn at birth, as central to their identity as "Strike One!" has become to Coloradans.

But comparisons quickly fall short. The importance of Viennese balls is hard to imagine for those who regard Cinderella's tale as history. Before leaving Denver 14 months ago, I was warned, "When you arrive, set your watch forward eight hours, and your heart back 100 years."



Swanee
Hunt

What I took to be a slur, turned out to be a quite neutral observation. While Vienna is known as one of the world's most tradition-bound or tradition-blessed cities in the world, until you set foot on the ballroom parquet, you can't really appreciate the power of the past in this former

imperial capital.

No city on earth evokes former centuries so viscerally as Vienna during ball season, marked by a dazzling 700 to 800 such occasions stretching from New Year's Eve to June — a remarkable number considering Vienna's population nearly matches metro Denver's.

The three grandest are the Philharmoniker Ball, the Techniker Ball, and the Opernball, the last of which attracts international luminaries such as Sophia Loren and the King of Norway. Others range from the Juristen Ball (for the legal community), to the Hunter's Ball, which guests attend in traditional costumes. This year my husband, Charles, hosted 40 friends from the Colorado Springs Symphony at a New Year's Eve fantasy: the Kaiser Ball in the Hofburg — the Hapsburg's stately Winter Palace.

At the most formal balls, a committee of honor processes into a grand space such as the main floor of the symphony hall or opera — seats removed for the occasion. The music is regal and full. A few minutes later comes that special moment — the opening — when debutantes in long white gowns and their beaus in tuxes stream onto the floor. An odd mix of grace and ungainly adolescent awkwardness, the teen-agers perform precision dance movements. From the boxes above, the black-and-white kaleidoscopic effect is cleverly delightful.

Johann Strauss is the musical hero of the evening, and the words he set are the theme: "Mein Lebenslauf ist Lieb und Lust." ("My life's essence is love and joy.")

Midnight is the magical moment of the Mitternachts

Quadrille. Men and women line up in long rows, as a dance instructor calls out the steps of the complicated square dance. Then a rousing stampede begins, with couples forming an arch through which others run. The scene is straight from *Gone With the Wind*: couples skipping, laughing, their heads tucked down and clasped hands stretched out like the bow of a boat.

The balls generally take place on Thursday night. It follows, naturally, that local businesses suffer exceptionally high absenteeism on Fridays during the ball season.

But, of course, not all is an economic drain. A whole industry surrounds the ball season: shops renting gowns for one unforgettable evening, escort services, and elegant pre-ball dinners. And around 5 a.m., weary ball-goers in their finery join Austrian farmers for hot coffee and croissants at the open market.

True, tickets are not cheap. But the balls of Vienna mix ages and social classes in a swirling blender of music and movement. I have danced with princes and counts, followed by the flight attendant boyfriend of my hairdresser. (The last was the best.)

As U.S. ambassador, my presence seems especially appreciated at a few of these highly symbolic and public occasions, several of which are televised as national or even international events. For me these are opportunities to deepen relationships with policymakers, industry leaders, or other diplomats while twirling to the symphonic strains of Strauss. One minute I may be arm in arm with the prime minister, the next waltzing with the foreign minister, or jitterbugging with the minister of defense. At last I've discovered one occasion when being a female ambassador in a male-dominated body politic is a definite advantage!

I wonder at times about the image of the ball: the frivolity, the carefree laughter — yes, the superficiality. It's all so out of synch with the rest of my work.

Here in the heart of Central Europe, our embassy is engulfed daily with dramatic concerns: ethnic nationalism, free market reforms, the radical right, pollution vs. cheap energy, terrorism, refugees, minority rights, defense cooperation, nuclear proliferation. The list goes on and on. Maybe it's OK occasionally to swirl beyond time, forgetting for just an instant, in the dizziness, the onerous cares of the real world.

Colorado resident Swanee Hunt is U.S. ambassador to Austria. The views and opinions expressed are solely the author's and do not necessarily represent those of the Department of State.

AMBASSADOR'S JOURNAL

U.S. remains strong partner in peace

Last weekend I sat on a windswept hilltop, eating "the best cornbread outside of Texas," prepared by an 18-year-old soldier named Jeff. It was my third visit to a military site within a few weeks, and I was struck by the depth of America's military commitment in Europe. This time the setting was the Macedonian-Serbian border, where I visited 500 American troops who are part of the United Nations' peacekeeping effort.



**Swanee
Hunt**

The operation is known as "Able Sentry." Located half a mile from where Serbian forces 20 times as strong are massed, these young people patrol the border, wearing blue berets. Our young Americans, along with soldiers from Norway, Denmark and Sweden, are there to remind the Serbs that if they try to extend "greater Serbia" southward, they risk pulling in some mighty powerful opposition. That

preventive strategy has worked to contain this terrible war thus far, stopping its spread toward Greece and Turkey.

I listened to Jeff's stories of Balkan cousins living within sight of each other but divided by the line of war, of donkey caravans smuggling gasoline across the border, and of the difficulties of weather as capricious as that of the Rocky Mountains. I told him his personal sacrifices were worthwhile, because, in the grand scheme of things, his life was making the world a safer place.

That trip to Macedonia was as important to our mission as many of the more traditional diplomatic functions on which I spend my time. As our embassy concentrates more and more on the future security of an integrated Europe, I've been getting to know first-hand various aspects of U.S. military involvement here. A few weeks before my trip to Macedonia, a full day of briefings at the U.S. European Command headquarters in Stuttgart, Germany, had given me an increased appreciation of both the opportunities and challenges represented in our military involvement in Europe. We delved into operations in dozens of countries coordinated from that command center: humanitarian and peacekeeping missions affecting the lives of hundreds of millions of people with their own hopes and aspirations — like my new friend Jeff.

But all the high-level Stuttgart briefings — with over-

head projectors, colorful maps and busy blackboards — couldn't approach the understanding I gained from one long February day over the Adriatic Ocean, between Italy and Croatia. The roar was horrendous, the jolt at take-off enormous, and the draft bone-chilling as I flew toward the USS Eisenhower, one of 11 in our global fleet of aircraft carriers. Every day 27,000 meals are prepared and served to 5,000 sailors, mostly 20 years of age or younger, who tend to the 74 aircraft on board. It's a small floating city, complete with hospital, hotel and, of course, airport. The Eisenhower is part of Operation Deny Flight, the NATO enforcement of the no-fly zone over Bosnia-Herzegovina, a significant factor in containing the war.

As I stood on the deck of the Eisenhower, Austria's foreign minister was in Brussels signing on as the 24th member of the Partnership for Peace, the organization of countries not currently NATO members but who have a deep interest in the principles of the alliance. Through this partnership, European security is furthered by Poland, Germany, Ukraine, the U.S. and Holland, as they meet for joint military exercises and plan ways to make their military operations compatible.

In its first year, this Clinton administration program has turned out to be far more successful than most dreamed. The designers of the partnership wisely created enough flexibility so that a country like Austria could readily agree to cooperate in humanitarian assistance, disaster relief and refugee projects, even if it is reluctant — because of its historical neutrality — to join others in military exercises.

U.N. forces in Macedonia ... U.S. Command headquarters in Stuttgart ... an aircraft carrier in the Adriatic ... NATO and Partnership for Peace in Brussels — the U.S. military remains deeply involved in Europe.

This is no time to retreat into isolationism. The U.S. must continue to take bold, firm steps as a leader in Europe, so that ongoing tragedies such as those in the Balkans do not become the new scourge of the 21st century. And let's never lose our appreciation for young women and men like Jeff, who confided, by the way, that when he arrived in Macedonia three weeks ago, he was a terrible cook.

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In its first year, (the Partnership for Peace) program has turned out to be far more successful than most dreamed.

Austrians don't shrink from confronting ugly past

By Swanee Hunt

It's been an extraordinary few weeks in Austria, a time of remembering, retelling, confessing, celebrating. Emotions are deep and mixed, as Austrians mark the 50th anniversary of the days when American and Russian troops poured over their western and eastern borders, meeting with a historic hug at the little town of Erlauf on May 7.



**Swanee
Hunt**

On the one hand, it's a time of well-deserved joy, as Austrians think of the progress of their second republic over its first 50 years. On the other hand, it's a time of darkness, as they come to terms with their complicity in the Holocaust that took the lives of 6 million Jews and hundreds of thousands of others. But alongside those other feelings is a genuine sense of gratitude to the Americans who sacrificed to change the course of Austrian history.

One of the great tragedies of any war is that people become statistics — nameless faces, or faceless names. But in this time of remembrances, there have been some extraordinary moments, when the raw goodness of real people has shone through the ceremonial overlay.

I will never forget the evening we honored a spry 87-year-old, Col. Richard Seibel, the American commander whose troops liberated Mauthausen concentration camp on May 5, 1945. At that Austrian camp the colonel found 18,000 emaciated prisoners walking and lying among 700 corpses. In spite of his heroic efforts to set up an instant little city to manage the crisis, another 1,300 died, bringing the total number of camp deaths to over 260,000. "People treat me as if I was a hero, but I was only doing my job," he says, matter-of-factly. "Sometimes life just puts you in those situations."

One of the Mauthausen prisoners who was still alive was a young architect named Simon, Austrian-born but working in Prague when his life collapsed under the weight of Hitler's evil. Many years later, weighing less than 100 pounds, and badly injured from a beating, he was carried to Seibel. He realized the importance of recording the hell in which 6 million Jews had perished and spent the next days writing out his memories, as well as founding an

organization to collect specific details from the other survivors. The figure of Simon Wiesenthal has been portrayed in numerous documentaries, by stars such as Lawrence Olivier. But listening to him pay tribute to his dear friend of 50 years, it was Simon and Bill.

A third person at our dinner table was Prem Dobias, interpreter in five languages for Col. Seibel. (There were 21 nationalities imprisoned at Mauthausen.) "You saved my life!" the colonel exclaimed lightly. "You saved mine," the former inmate replied, with the weight of literal truth.

That dinner with Col. Seibel was one of dozens of memorial events these last few days. In true Viennese style, where culture is king, the State Operate held a three-hour concert of music that was banned under Hitler because of the Jewish affiliations of the artists. On a stage draped in black, the personal lives of so many individual composers were described, and then their works were performed by the likes of Placido Domingo and Jose Carreras. The cover of the program was a picture of the opera house, with Nazi flags flying. And as a chilling reminder, behind the singers loomed a gigantic screen, on which was projected a photograph of the audience five decades ago, standing where we now sat, arms raised in a rigid salute to their Fuhrer in the Kaiser's box.

All of which made me think of how easily we move from individual beliefs and convictions, to be swept along by a current of emotion and myth. Hitler's success was built upon the extraordinary talent of his propaganda wizard, Joseph Goebbels, whose work is now included in a display at the Vienna City hall. There, an extraordinary collection of paintings, postcards, newspapers, posters, figurines, and spoken slogans trace 15 centuries of anti-Semitic themes: Jews as the killers of God, as usurers, as wanderers, as global conspirators, as vermin to be exterminated. The display hangs in the harmonious halls of the very building where many of the most repressive decrees were signed — a stark statement by the Austrians, distilling the stereotypes that poisoned their country half a century ago, and that continue to course through the veins of Western society today.

Colorado resident Swanee Hunt is U.S. ambassador to Austria. The views and opinions expressed are solely the author's and do not necessarily represent those of the Department of State.

AMBASSADOR'S JOURNAL

Listen to the quiet voice inside

Recently I sat among the stiff white clerical collars, diamond- and ruby-framed icons, waist-long beards and longer black robes, and modest yarmulkes belonging to the 60 religious leaders from Central and East Europe who had gathered in Vienna to search for the key to religious peace.



**Swanee
Hunt**

They had been brought together by the tenacious work of one remarkable man — Rabbi Arthur Schneier of New York.

The rabbi is convinced that people who say they are killing, maiming and torturing because of their commitment to a just and loving God are deluding themselves. He suspects there's something else going on in those situations — a motivation that lurks far below the religious slogans invoked on the battlefield. I think he's right.

He calls his organization the Appeal of Conscience, as if to invite us all to listen to that quiet voice inside us that is often drowned out by the shouts of demagogues and the rumble of artillery. The organization was founded 30 years ago, and has worked ever since for religious freedom and human rights, focusing particularly on the former Soviet Union and Eastern Europe.

I'm a great supporter of Rabbi Schneier, and so I was very pleased to accept his invitation to address the Appeal of Conscience's Conflict Resolution Conference on the night it opened in a magnificent hall in Vienna's Hofburg Palace, the former residence of the emperors of Austria. In my remarks, I had the added privilege of delivering words of greeting from President Clinton, including these:

"In nations around the world, cooperation and moderation are beginning to take hold. Yet in too many places, the forces of extremism and violence threaten to undermine this moment of hope. Especially in the new states struggling to consolidate democracy, demagogues preaching extreme nationalism and religious hatred prey on the fear and uncertainty that change can produce. The results are devastating: a spiraling cycle of violence, 'ethnic cleansing,' mass migrations, full-fledged war. In the face of such a

tragedy, we must use every means at our disposal to strengthen the forces of peace and understanding."

The president's letter went on to say: "From experience, the American people have learned that our diversity is our greatest strength. The rich interaction of our many cultures, religions and ethnic groups — while not without friction and pain — propels our nation forward. The United States should give pause to all who doubt that a country of great differences can endure — and prosper."

It was deeply satisfying for me to read the forthright statement of a president who lives out his words and who, like Rabbi Schneier, is working night and day for the sake of values that transcend the greed and aggression threatening the new democracies.

A few days later I left Vienna for a visit to Colorado, where I spoke to the Anti-Defamation League. Although I was known to almost everyone in the room as "Swanee," I knew I also spoke as "Ambassador Hunt." I talked about Austria, about the warring factions in the Balkans, about the global threat of intolerance, and about the fear of difference that is reborn in every child.

But though my focus was international, I was also thinking about my fellow Coloradans in the voting booths, on the 16th Street Mall, at the Tattered Cover bookstore, at Manual High School, or at county fairs on the Western Slope. And I realized the imperative of an "appeal of conscience" as we face the radically changing political winds in our own country.

It's all too easy to speak of war in Chechnya or Bosnia in terms of numbers of artillery attacks — becoming deaf to the cries of children whose offense is to be born into the wrong family. And it's all too easy to cheer slogans about "contracts" and "less government" — forgetting those who suffer discrimination in our own society. We must keep listening to the still, small voice inside us, remembering the president's words: "Diversity is our greatest strength."

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AMBASSADOR'S JOURNAL

Working women struggle on both sides of Atlantic

The plight of working women is an issue not just in America, but also in Austria and indeed throughout the world. I have now visited a number of countries in Central and Eastern Europe. Each of them is



**Swanee
Hunt**

different. But in each of them women have much in common. These experiences have brought home to me just how much unites women on both sides of the Atlantic, and how useful it is for us to get together and seek common solutions to common problems.

Attending the White House Conference on Working Women helped me crystallize these thoughts. As I walked into the beautiful room where the conference was held, I was struck by the sight of more than 200 Americans jammed, in clothes (and with skins) of every hue, crowding together. Though each represented a different organization or professional association, they had all gathered with a common agenda — stressing the importance of working women in the U.S.

Labor Secretary Robert Reich began the conference by discussing his department's recent report — *Working Women Count*. This survey of 250,000 women carried a discouragingly familiar refrain: Women still suffer from substandard pay and benefits; they are weary from juggling work and home; and they lack sufficient opportunities for job-training and advancement. Furthermore, two-thirds of all minimum wage workers are women, and wages in general are stagnant.

The report also illustrated how much things have changed. In 1960, for instance, only 28% of mothers in America worked. In 1993 that figure was 67%. Unfortunately, the economic empowerment of women is obviously not growing as fast as their representation in the workforce.

But there's hope for a change. Two very influential and important supporters of working women followed Reich to the lectern. The first was Hillary Clinton. She hit the nail on the head when she said: "Women's issues are not some separate category. Women share the same concerns as the rest of society."

Then came President Clinton, who described himself as the son, grandson, and husband of a working woman. His words were simple — and simply true: "Working

women do count. Improving their status is not just the fair and decent thing to do. It's also the smart thing to do."

Washington and Kiev may seem a long way apart, but in both the U.S. and in the Ukraine women are facing the same kinds of problems. I went to Kiev to speak to the Ukrainian preparatory conference for the United Nations meeting on women, which will take place in Beijing next September. As in other countries, the women of the Ukraine were coming together to identify the key issues they feel most urgently need to be addressed. I had been asked to join them because I'm not widely known in Central Europe as a highly visible American woman representing President Clinton.

Perhaps the most interesting part of the trip was the chance to meet Ukrainian women. I won't soon forget my talk with Olena, who sat on a sofa across from me, her face animated, and described to me the event that changed her life. It was the day she was passed over for a promotion, which went to a less-qualified party man. Olena did something brave and unusual for Kiev in 1989 — she took her story to the street, holding up a placard accusing the Community Party of discrimination.

As police gathered to take her away, her friends did too. Many were weeping. "Don't cry," she told them, "or I'll cry too, and then they'll destroy me." In the following months, the KGB monitored her house constantly. She sent her children to France for safety and stayed inside, the doors locked, lying on the floor, writing speeches.

Those days are long gone now, though the memories are obviously still fresh. But these memories are now mixing with newer ones. It's ironic that, after the fall of Communism, the status of women has taken a giant step backward. Although highly educated and trained, women now make up 80% of the unemployed. The dream of freedom is being overshadowed by a nightmare of hardship.

As I listened to Olena and to other women with similarly sad stories to tell, I couldn't help thinking back to that White House conference and to the wisdom in President Clinton's words. Working women do count. Improving their status, not just at home but around the world, is one of the best investments we can make.

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has file
"Swanee Hunt
Correspondence"

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(303) 839-9781

Juana
Bordas

February 11, 1993

Bruce Lindsey
Presidential Personnel
Room 139 - OEOB
Washington, DC 20500

Dear Bruce,

I am pleased to recommend an outstanding leader and distinguished American for the position of Director of the Peace Corps. Since 1964 when Juana Bordas served as a Peace Corp volunteer in Chile, until 1992 when she built a national leadership organization for Latina women, Juana has continued to work and advocate for a more just and equitable society for almost 30 years.

Her energy, vision, professional skills, high ethics and abilities to bring people together are some of the unique qualities she brings to leadership. Juana is a highly capable and committed public servant. She has dedicated her life to empowering people and building organizations that foster their success.

Juana has founded, lead and administrated a number of model organizations that serve minorities, women and low income people. Two of these organizations have been funded by The Hunt Alternatives Fund. Mi Casa Resource Center for Women is recognized as a national model that provides employment and educational services to women. Last year Mi Casa served over 10,000 women. Juana was with Mi Casa for the first ten years of its development and is largely responsible for laying its firm foundation.

The National Hispana Leadership Institute is starting its sixth successful year as the only program in the country that prepares Hispanic women for national leadership positions. In this short time, NHLI has established a national network of Latina leaders and implemented leadership programs in five key cities. Juana was the driving force behind the planning and development of NHLI and served as its President for the first five years.

Bruce Lindsey
February 11, 1993
Page Two

In these positions she has conducted national recruitment, established influential contacts across the country, trained volunteers, motivated women to seek leadership positions that create change from local to national levels. She would bring talents in working with diverse people and her global perspective that she has developed in serving people of all ethnic and philosophical backgrounds. I strongly endorse her for the position and am confident that she would make an outstanding contribution to our country and the administration in this position.

Sincerely,

A handwritten signature in cursive script, appearing to read "Swane", with a long horizontal flourish extending to the right.

cc: Leslie Madden

JUANA M. BORDAS, MSW, LSW II

2678 Clermont
Denver, CO 80207
(303) 320-5644

Organizational Experience

- Women's International Economic Summit Organizing Committee and Fundraising Chair -1993
- Denver Children's Museum Board of Directors -1989/92
- Colorado Association of Commerce & Industry (State Chamber of Commerce), Blueprint Committee -1988/89
- Vision Colorado - Chosen by the State Legislature to work on the State's future plan -1988/89
- Denver Women's Commission, Commissioner - 1988/1989
- Colorado Women of Color, Founder & Convener - 1986/1989
- Denver Mexican American National Women's Association, Executive Vice President - 1988/89, President - 1990/91
- Mayor's Hispanic Advisory Committee - 1986/1989
- Hispanics of Colorado - Founding Board, Vice President - 1984/1986; 1988/1989
- Hispanic Agenda - 1990 & Beyond - Founding Board - 1986-Present
- Colorado Women's Forum - 1982/90
- Denver Election Commission, Commissioner - 1986/1987
- Victims' Assistance and Law Enforcement Board - 1984/1988
- Leadership Denver - 1983/1984
- Council on Public Television - 1982/1984
- Denver Women's Partnership - 1984/1985
- Economic Development Committee - Ms. Foundation - 1985 /1986
- Denver Commission on Human Services - 1981/1983
- Denver Council on Youth - 1981/1983
- Wider Opportunities for Women - Washington, D.C. - 1984/1985
- Mi Casa Women's Center - Founding Board & President of the Board -1977/1978
- Broadway Assistance Center - Founding Board, Secretary - 1977

Employment Background

Senior Program Associate-Center for Creative Leadership- 2/19/93-Present

Will be developing programs on multicultural and womens' issues for the largest leadership organization in the world. Assisting CCL in developing comprehensive diversity and multicultural programs for Corporate Executives, non-profit and government agencies. Will be instructing leadership, organizationzational development, strategic planning and effective management. CCL is an international organization with four offices in the United States and one in Europe.

President and COO - National Hispana Leadership Institute - 1987-1992

Founding board member and first CEO of the only national leadership program for Hispanic women in America. Responsible for program development, marketing, public relations and fundraising. Selected through an anuual national recruitment, 25 distinguished Hispanic women complete four weeks of training in a nine-month period, including a week at Harvard's JFK School of Government and the Center for Creative Leadership. Started as a corporate initiative of the Adolph Coors Company, the organization has become one of the premiere leadership programs in America.

In 1992, designed, funded and implemented Conexion Latina, a community leadership initiative in five U.S. cities: Albuquerque, Chicago, Denver, Miami and San Antonio. One hundred and forty women completed 60 hours of training and are volunteering a total of 6,000 volunteer hours. The U. S. Department of Labor Women's Bureau funded this program as part of their "Breaking the Glass Ceiling" initiative.

Coordinated the first "National Hispana Leadership Agenda" where 120 Hispanic women leaders developed public policy recommendations in key areas such as: employment, health, economic status, family and education.

Mestiza Management Services - 1987-1989

Started a management consulting firm to assist corporations and non-profits in developing effective public affairs programs and marketing strategies for minority communities. Projects included: working with National Cities in Schools in assessing and designing a coordination model to address dropout prevention in Denver; public affairs work for VISTA Magazine; personnel training for the Denver Department of Social Services and leadership seminars for national organizations.

Executive Director - Mi Casa Women's Center - 1981-1987

Director and Founder of Mi Carrera - Career Awareness, 1979-1981

As a founder and executive director of Mi Casa Women's Center for ten years, designed and managed programs for women and youth of all ages. Today, Mi Casa is recognized as a national model minority women's program. Designed the Mi Carrera program, the only youth employment program that assists teenage Hispanas in preparing for non-traditional careers. Targeting high risk, potential dropouts, Mi Carrera has an 85% high school retention rate and has been replicated in San Antonio, Texas and Pueblo, Colorado. Changed funding base from 76% government to 92% private funding; increased the budget 300% and staff by 350%. Created working partnerships with private sector; a marketing and public relations strategy and expanded the Board of Directors.

Westside Social Services Coordinator - Human Services, Inc. - 1977-78

Developed goals, reviewed program effectiveness and yearly budget; supervised staff; trained community groups; provided direct services.

Coordinator Social Services - Mariposa Clinic - 1974-1976

Administered social services; supervised staff; counseled clients; consulted with medical staff; liasoned with community agencies. Served on the Social Services Advisory Committee for Denver General Hospital.

Social Work Services Coordinator with Mile High Child Care - 1972-1974

Administered and supervised 50 day care homes; developed training for 200 day care providers; planned parent participation program for the agency; consulted with day care staff; assisted women in transition from home to employment.

Youth and Group Work Consultant - State of Wisconsin - 1968-1969

Advisor to the Wisconsin Youth Council - a state coalition of youth groups, developed youth councils; state-wide racial education and parent participation programs; provided staff support to Governor's Commission on Children and Youth.

Community Organizer - United States Peace Corps - 1964-1966

Worked in the poverty areas of Santiago, Chile. Organized and developed cooperative work groups for a successful economic development project in an underdeveloped country.

Consulting and Training

Planned and provided consulting services for over thirty organizations, including: Colorado College, University of Denver, University of Southern Utah, Colorado Alliance of Business, Hispanic Student Association at Harvard University, National Junior League, National Council on Foundations, National Girl Scouts Council, National Organization for Women, National Coalition for Sex Equity in Education, Denver Public Schools, Jefferson County Schools, Pikes Peak Community College, Denver Department of Health and Hospitals, Highland Neighborhood Housing Services, Denver Opportunity, Mountain West Desegregation Institute - Odgen, Utah; Operations Life - Las Vegas, Nevada; Phoenix Institute - Salt Lake City, Utah; Boxar County Women's Center - San Antonio, Texas, The New Jersey Hispanic Women's Task Force, Hispanic Women's Network of Texas and National IMAGE.

Awards and Recognition

- Jessie Bernard, Center for Women Policy Studies - Wise Woman Award - 1991
- Colorado Hispanic Annual Salute - 1990
- Vision Colorado - 1988. One of 50 state leaders chosen by the Legislature to write the state's vision plan.
- Big Sister - Salute to Women - 1986
- WonderWoman National Award - 1984
- Passages - Women Who Care Award - 1983
- Rocky Mountain Regional Working Women's Award - 1981
- Adelante Mujer National Leadership Award - 1981

Education

Center for Creative Leadership - 1988 and 1989
IBM Executive Training Program - 1981
Licensed Psychiatric Social Worker II - 1979
MSW - University of Wisconsin - 1968
B.A. - University of Florida - 1964

Publications

"Diminishing Sex-Bias in Youth Education and Employment Programs"
Department of Labor - December, 1980

"Today I'm a Girl, Tomorrow a Woman"
Weber State College Desegregation Center - June, 1981

"The Hispanic Agenda - 1990 & Beyond"
Co-Author - 1985

"Empowering Hispanas - A National Perspective"
The New Jersey Hispanic Women's Task Force - 1988

"Latina Leaders: Shaping America's Future"
U.S. Department of Labor - Women's Bureau - 1989

"Follow the Leader: Women's Ways of Mentoring" - 1992
Funded by American Express, printed by AT&T and distributed
by National Hispana Leadership Institute.

NATIONAL REFERENCES

Leslie Wolff, Executive Director, Center for Women Policy Studies
202-872-1770

Irene Natividad, President, National Council on Working Women
202-223-0267

Harriet Wood, President, National Women's Political Caucus

Judy Canales, National President of MANA
(Mexican-American Women's National Association)
202-393-3903

Political References

Senator Tim Wirth
Colorado
303-650-7900

Hon. Patricia Schroeder
Congresswoman, Colorado
202-866-1230

Hon. Ileana Ros-Lehtinen
Congresswoman, Florida

Hon. Lucille Roybal-Allard
Congresswoman, California

Hon. Bill Richardson
Congressman, New Mexico

Polly Baca
Director, Vision Hispanica
Colorado Co-Chair
Adelante Con Clinton
303- 620-4436

Bordas 'Wise Woman' award winner



Juana Bordas

The Center for Women's Policy Studies announced today that Denver's Juana Bordas, president and CEO of the National Hispana Leadership Institute, has been selected for one of the 1991 Jessie Bernard Wise Women Awards.

Bordas joins a number of distinguished Americans as "Wise Women." 1991 recipients include Shirley Chisholm, the first African American woman elected to the U.S. Congress; Barbara Ferraro and Patricia Hussey, two former nuns who fought the Vatican over a woman's right to choose; and Mariam Chamberlain, a former officer of the Ford Foundation who was the first in the nation to fund a women's studies program.

Bordas is being honored for her 10 year dedication as

founder and executive director of Mi Casa Women's Center and for her vision as a founder of Colorado Women of Color, The Hispanic Agenda and Hispanics of Colorado. She is the current president of Denver's Mexican American Women's Association. In 1986, Bordas left Mi Casa to become the first president and CEO of the National Hispana Leadership Institute, an organization that prepares Hispanic women for positions of national influence and public policy impact.

Bordas stated, "We are living in times of great change. The changes in women's lives over the past 25 years and the predictions of people of color becoming the majority by the turn of the century present great challenges and opportunities for America. We must prepare our-

selves now to create a more equitable and pluralistic society that respects individuals because of their inherent worth. A humanistic society is responsive to the needs of people. The women honored by the Center have committed themselves to bringing about these changes. I am honored to be in the company of such great Americans."

The Center for Women Policy Studies was established in 1972 as the first independent national policy institute focused specifically on issues affecting the social, legal and economic status of women. The Center's current programs include: the National Center on Women and AIDS, the Violence Against Women Program, the Educational equity Policy Studies Program, and the Law and Pregnancy Program.

L A T I N A

BY JUANA BORDAS

John F. Kennedy, the first president born in this century, proclaimed at his inauguration, "Let the word go forth from this time and place, to friend and foe alike, that the torch has been passed to a new generation of Americans."



Today, as we stand on the threshold of historic change, we look at certain cultural dynamics and know that the torch must once again be passed to a new generation of Americans. The tremendous changes in the role and status of women in the past two decades call this forth. The changing demographics of people of color, the growing numbers in the Hispanic community, the free trade agreement with Mexico, and the strategic place Hispanics hold in building closer links with Latin America call this forth. The opening up of national boundaries, the democratization of Eastern countries, and our emerging global village call this forth.

The new focus on the integrity and ethics of our leaders in the wake of the S&L and political scandals, the growing deficits, and the widening gap between the rich and the poor call forth a new generation of leaders; a generation that can deal with the complexities of a rapidly changing world and put forth new and creative solutions to the challenges that face us in the '90s and beyond; leaders who can move us toward a humanistic society that values diversity and respects individuals for their inherent potential.

Latinas are particularly suited to this call to leadership. They have always been the foundation of the family, the well-spring of our community, and the preservers of culture. Their dedication to service, hard work, and commitment to creating a better world for their children are the cornerstones of ethical leadership. In the past two decades, Latinas have emerged as trusted, competent, and visionary community leaders. Latinas are now ready to bring their experience, skills, and humanistic values to the national level.

For the Hispanic community to move forward, we must develop a common agenda and the unity that will bring our growing numbers together. For Hispanics, our diversity is both our weakness and our strength. Unlike black Americans, who are bonded by their mutual history as slaves, Hispanics are a multi-ethnic group whose experiences range from the original settler in New Mexico, to the political refugee from Cuba, to the immigrant from El Salvador, to the Puerto Rican caught in the citizenship of two worlds. Through their common identity and experience as women, their shared values, and their respect for people and

their families, Latinas will be able to bring cohesiveness and unity to the Hispanic community.

Hispanics must also adapt to mainstream culture and build beneficial partnerships with other groups. Latinas can reach out to women's organizations and find the common ground. As women, Latinas are adaptable and have the capacity to nurture relationships. This ability is the framework for building bridges with mainstream groups and forging new coalitions.

The National Hispana Leadership Institute (NHLI) was formed to facilitate this process, to act as a unifying force, support excellence in leadership, and provide state-of-the-art leadership development. Our vision of creating positive global change and a pluralistic society implies leaders are agents of change, moving society to a more equitable future. The essential elements in actualizing this vision are personal integrity and ethical leadership. Ethical leadership engages the heart as well as the mind. At its core is service. It is effective because it nourishes the self, the community, the nation, and ultimately the earth itself. Ethics, values, integrity, and right intention must together be the cornerstone of the new generation of leaders. Latinas are playing a key role in forming this new core in leadership—inclusive leadership that reflects the changing demographics and maximizes the talents of our people. NHLI ensures that the talents, experience, and integrity that Latinas bring to leadership are part of this new leadership paradigm.

Since 1988, 95 Latina leaders in 23 states have participated in the national leadership program. By the year 2000, 500 women will be alumnae working together to shape a new America. In 1991, NHLI has initiated community programs in five cities that will bring leadership training to the local level. As this network expands, the influence Latinas have will increase until they reach a critical mass and are unified in their vision of a possible future. As our 1991 fellow, Virginia Cáceres, who recently won a primary for alderwoman in Morris County, New Jersey, stated in an interview, "The changing demographics mean the potential for a new era in leadership. The Hispana Institute is like a government in waiting, preparing to build a new and pluralistic society not just for Hispanics, but for all Americans." *Adelante mujer Hispana*. The future is in our hands. ■

Juana Bordas is president and CEO of the National Hispana Leadership Institute.



The Denver Post / Glen Martin

'You pass on what you have learned,' says Juana Bordas, executive director of Mi Casa pictured in a 1984 file photograph.

Woman bridges cultures, roles

By Janet Bingham
Denver Post Education Writer

Juana Bordas believes that everyone has the capacity to be creative.

"You create your life through your attitudes, beliefs and actions."

She teaches that to the young women who come to Mi Casa Resource Center for Women.

The non-profit center has helped thousands of women, especially Hispanics, gain not only job skills but the self-confidence and pride they need to cope with the transition from home and family to the world of work and education.

In the homelike atmosphere of the center — a two-story house on Galapago Street — women can talk about everything from divorce and single parenting to the tensions of trying to adapt to both Hispanic and Anglo cultures.

It can be hard to move from the closeness of family to an impersonal institution that stresses "reading and writing and being the best," says Bordas. "Families, which are central to most Hispanics, traditionally stress cooperation more than competition, relationships more than skills, and wisdom more than knowledge."

Mi Casa tries to help women recognize and hold on to the best values of both worlds.

The center was started by Bordas and a coalition of low-income and professional women, and its programs developed out of

their personal experiences.

Bordas was 4 years old when she arrived in the United States from Nicaragua with her parents and seven brothers and sisters. Her parents spoke both Spanish and Miskito, the Native American language of coastal Nicaragua.

Juana helped teach her parents the English she learned in American schools.

Her parents taught her values. "My mother taught me the value of giving. She was always asking, 'What can I do to make my children's lives better and help them reach their potential?'"

Despite their support, her parents weren't prepared when she said she wanted to go to college. To them, education for a Hispanic woman meant a high school degree so she could be self-supporting. Bordas worked her way through college anyway. She went to Chile with the Peace Corps, returned to the United States, married, had children, then, in the mid-1970s, went through a divorce. As the idea of Mi Casa developed, she began working with other women faced with divorce and single parenting.

"My mother also taught me a belief in the continuity of life. You pass on what you have learned, and life gets better and better. I'm optimistic because of it."

Bordas has won national awards for her work, and other organizations throughout the country are modeling their programs after the Mi Casa approach.

JUANA BORDAS

Age: 44

Occupation: Executive director, Mi Casa Women's Center, 571 Galapago St.

Personal Heroes: "My mother and grandmother, because they taught me the value of giving."

Favorite Aspect of Life: "If you believe in an idea and work hard, you can make it come true."

Saddest Moment: "Getting divorced."

Happiest Moment: "It's yet to come. I am continuing to grow and develop. My life gets happier every day."

What I'd Like to Change: "I'd like to see America become a multicultural society where people have mutual respect for diversity. That would be the first step toward realizing that we're one planet and all one people."

Know any heroes?

IF YOU KNOW someone who is an everyday hero, call Assistant City Editor Richard Farrant at (303) 820-1202, or write him at The Denver Post, P.O. Box 1709, Denver 80201.

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Melanne Verveer
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file
Swanee
Hunt
already exists

February 1, 1993

Melanne Verveer
Deputy Chief of Staff
to the First Lady
Office of the First Lady
The White House
Room 100 - OEOB
Washington, D.C. 20500

Dear Melanne,

Enclosed is the paper Lila and I wrote as a result of our research. It focuses on the international organizations and appointments that most directly affect women and children.

This has been an interesting and exciting project. Interesting because the subject matter is of great importance to both of us. Exciting because we talked to and met so many wonderful people. Lila and I were impressed with the willingness of people to share their experience and ideas and their depth of knowledge. Although everyone one with whom we spoke was gracious, we want to thank three people in particular. Their input was invaluable. They were generous with their time and sharing the experience they've had in their respective fields. Susan Andross is a staff member for the House Foreign Affairs Committee. She met with us during our stay in Washington, drafted memos on pertinent information and returned numerous phone calls. Judith Bruce of the Population Council offered new insights about the importance of fathers taking responsibility for their off-spring. Her enlightening paper is enclosed. Nadine Hack, a commissioner with the New York City Commission for the United Nations, Consular Corps and International Business gave us essential information and insight regarding the particular agencies. Her memos and some of the supporting material she so generously shared, are enclosed.

Thank you, Melanne, for the privilege of working with you and members of the transition team. The energy and commitment to behold. We look forward to working with you in an to make this world a better place for everyone.

Sincerely,

Swanee

International agencies and appointments that directly affect the lives of women and children

Our task has been to identify the array of international organizations whose work affects the lives of women and children. Some of the recommendations relate directly to policy, some to leadership, some call for explicit action and a few suggest investing more dollars. The process of identification was one of contacting key people in a variety of government and non profit positions who would have knowledge of the current organizational efforts to promote the welfare of children and women. The list of people with whom we talked is in appendix A. This report is a reflection of those conversations and the subsequent information sent to us.

Through the key interviews, the organizations listed on Table 2 were identified. While the impact of the work of each organization is mostly outside the U.S., the locations of the organization administrations are both within the U.S. and abroad. Our conversations focused on learning whether the direction of each organization is compatible with the Clinton administration's approach to the human rights and economic development issues of women and children. Further, we attempted to discern any needed change in organizational goals, objectives, or management. While specific information about each organization is provided in the text, Table 1 provides an overview of the general recommendations and Table 2 a summary of the individual agency recommendations.

As a result of our conversations we have several recommendations that are important to keep in mind for all appointments. Although some people with whom we talked thought various appointees were doing a good job, there was not consensus on this. Therefore, we are not suggesting specifically that anyone currently in these positions be retained. Recommendations for specific appointments will be made organization by organization. Following are the general recommendations.

Prepared by:
Swanee Hunt and Lila Gracey
500 East Eighth Avenue
Denver, CO 80203
(303) 839-8108
January 1993

TABLE 1

GENERAL RECOMMENDATIONS

POLICY
LEADERSHIP
ACTION

Well-being of children:

- * all fathers must take economic responsibility for their offspring;
- * all women must have access to and control of adequate resources;
- * all programs need to draw men in with adequate support and appropriate penalties.

Women's and children's human rights issues need to be addressed as part of human rights issues in general.

Agencies with specific mandates to address human rights of children and women need to be held accountable for carrying out those mandates.

Appointee's philosophy, commitment and personality are key to successfully carrying out policies of the administration.

Experience in foreign affairs and issues relating directly to women and children are key for any appointee.

The President:

Oversee a study of the bioethical questions and implementation of policies that directly affect the lives of women.

Establish a task force to:

- * identify and analyze the effectiveness of current forms of assistance to women and children;
- * guide the institutionalization of gender considerations into administration policies;
- * stress the importance of empowering women in developing countries;
- * establish entities to coordinate ambassadorial positions.

TABLE 2

SPECIFIC RECOMMENDATIONS

ORGANIZATION/POSITION	RECOMMENDATION	PAGE #
STATE DEPARTMENT - GENERAL	POLICY LEADERSHIP ACTION	5
STATE DEPARTMENT -STATE REFUGEE BOARD	POLICY LEADERSHIP	6
FOOD AND AGRICULTURE ORGANIZATION	POLICY LEADERSHIP	7
INSTRAW	DOLLARS	8
AGENCY FOR INTERNATIONAL DEVELOPMENT	POLICY LEADERSHIP ACTION	9
UN DEVELOPMENT PROGRAMME	POLICY LEADERSHIP	10
UN DEVELOPMENT FUND FOR WOMEN	ACTION	11
UN POPULATION FUND	POLICY DOLLARS	12
UN ECONOMIC AND SOCIAL COUNCIL	LEADERSHIP ACTION	13
UN COMMISSION ON THE STATUS OF WOMEN	POLICY LEADERSHIP ACTION	14
UN COMMISSION ON HUMAN RIGHTS	POLICY LEADERSHIP ACTION	15
UN CHILDREN'S FUND	POLICY LEADERSHIP ACTION DOLLARS	16
UN HIGH COMMISSIONER FOR REFUGEES	POLICY LEADERSHIP	17
IBRD (WORLD BANK)	POLICY ACTION	18
WORLD HEALTH ORGANIZATION	LEADERSHIP	20
UNESCO	POLICY	21

GENERAL RECOMMENDATIONS

1. A recent publication from The Population Council states, "the wealth or poverty of mothers and their children is determined to an important degree by whether fathers, regardless of marital or residential arrangements, contribute economically to their children, not by the family's normatively ascribed headship or household type."¹ **It is important that focus be shifted from women as the exclusive determining factor for the well-being of children to include the economic responsibility of all fathers for their offspring.** Women have increased access but also an increased economic burden. In order to have a positive impact on the status of children and women:
 - a) all women must have access to and control of adequate resources;
 - b) all programs need to draw men in with adequate support and appropriate penalties; and
 - c) children are entitled to know who both parents are and to have their plight kept out of the arena of male-female conflict
2. Women's and children's human rights issues, historically and currently, have not been addressed as part of human rights in general. There are legal avenues in place that guarantee basic human rights in various parts of the world (Foreign Assistance Act, International Financial Institutions Act, Export Import Bank Act, Agricultural Trade Development and Assistance Act). Women and children, however, have not been specifically described. **Many of the vehicles necessary for including women and children under these human rights protective devices are in place. There was agreement that it is really an issue of enforcement and attitude; there are currently adequate laws on the books.**

The Convention on the Rights of the Child still has not been signed. Nor has the Convention on the Elimination of All Forms of Discrimination against Women. Recommendations are that President Clinton work for ratification of these conventions.
3. **Agencies that have specific mandates to deal with the human rights of children and women need to be held accountable for carrying out those mandates. That policy will need the weight of the White House in order for it to be effective.**
4. **We have found a deplorable lack of consciousness in most of these organizations regarding the role of women in stabilizing developing countries, as well as the**

¹Bruce, Judith (1992) "Finding the Ties that Bind: Beyond Headship and Household"

human rights of women as a discrete concern. In addition, some organizations dealing with economic aid have no strong voice related to women and children's issues. We have also found some very sensitive and enlightened people (both inside and outside the agencies themselves) who are frustrated by the lack of leadership from the White House in defining policies that assist women and children globally.

5. **For most appointments, it matters more what the individual's philosophy, commitments, and personality are than that a woman be appointed.** Although it is important to appoint women, and especially women of color, to positions dealing exclusively with women's human rights issues, it is, in some circumstances, important to appoint a man to a position that has a direct impact on the lives of children. This sends a message that supports our first general recommendation.
6. **Appointees to these positions need to have experience in foreign affairs and issues relating directly to women and/or children.** The foreign affairs component is particularly important. Because there are so many issues facing children and women that cannot be remedied through legal means, it is vitally important that these positions are filled by people who have a deep understanding and commitment to systemic change, not just political and legal implementation of public policy. Outstanding candidates for the specific positions we are describing should be recruited and supported in those posts to elevate the positions dealing with children's and women's issues in international organizations. The importance of strong leadership in international agencies for both symbolic as well as programmatic reasons has been virtually ignored. Sending women and/or ethnic minorities to posts to which a white male has historically been sent sends a strong message to the rest of the world (eg. Andrew Young as Ambassador to the UN).
7. **A task force should be established to:**
 - a) **Ferret out the myriad avenues of assistance to women and children that are currently in place and analyze their effectiveness as a whole system.** The international web needs to be streamlined. Squabbling among agencies is rampant; we heard reports of agency directors being unwilling to ride on the same plane with each other! Only with a complete overview focusing on children and women can certain questions relating to specific organizations be answered. Because these agencies are both multi-lateral and bi-lateral, UN-related and free standing, the leadership of the White House is essential for meaningful structural analysis and change.
 - b) **Guide the institutionalization of gender considerations into administration policies.** For example, there is currently no policy at the Department of State regarding women's human rights issues.

c) Establish the necessary coordinating entities to oversee the various ambassadorial positions and agency mandates and to reduce duplication of efforts while ensuring the productive use of resources.

8. Because technology is "almost magical," especially in the area of medicine, and possesses compelling questions -- including many that directly affect the lives of children and women -- **the study of the biomedical ethical questions and the subsequent policies in these areas need to be guided directly from the White House.** We need to have an understanding of and healthy respect for the "unintended consequences" that plague well-meaning efforts -- often resulting in abuses or negative incentives that rival the problems originally targeted. That is why we must increasingly turn to collaborative efforts, that pull together many different points of view, believing that every person, however different from the next, will bring to the table a piece of the truth.

The following are specific agencies that surfaced as currently having the greatest direct impact on the lives of children and/or women around the world. We will not present an overview of the agency or position since that will, no doubt, be done by the State Department and National Security Council Clusters. Our goal is to offer insights about these appointments from the perspective of the direct impact they may have on the lives of children and/or women. Attached are numerous documents for further clarification.

STATE DEPARTMENT

GENERAL

1. There is reportedly a "glass ceiling" within the State Department that generally precludes women from gaining access to top-level positions. This needs to be eliminated.
2. State Department does not have a policy regarding women's human rights issues. Women's human rights issues are addressed in a bi-lateral manner, differing from one country to another. A clear policy needs to be established and disseminated to all areas and levels of the diplomatic corps.
3. The U. S. has been very slow to sign human rights treaties. The State Department's part in these delays needs to be examined and remedied.
4. The position of U. S. Ambassador to the UN in Vienna, Austria was down-graded to 150 hours last year. This post deals exclusively with issues affecting women's human rights and needs to be up-graded to full-time status. It is important to appoint a woman, preferably a woman of color, with foreign policy experience to this office.
5. The Assistant Secretary of State for International Organizations in Washington, must know the UN system and how to maneuver within that system. The position needs to be held by someone who has experience in the international arena.
6. Create a new position within the department that brings together all the strands related to women's and children's human rights, reproductive rights, and economic development. This new position can bring together program and policy issues that currently are fragmented, perhaps a deputy under the Assistant Secretary for Human Rights.

STATE DEPARTMENT

STATE REFUGEE BUREAU

1. Women and children make up a large percentage of the refugee population. Therefore, it is vitally important to have someone heading the bureau who has not only experience in the refugee field but also a special sensitivity to the human rights and economic issues facing children and women.
2. Because this Bureau "administers and monitors U.S. contributions to multilateral refugee assistance organizations,"¹ the impact of decisions made here is felt worldwide. This increases the importance of someone with sensitivities listed in the "General Recommendations" category being appointed.
3. It is important that the efforts of the State Department, Health and Human Services, and the Immigration and Naturalization Service, aimed at aiding refugees to this country, be coordinated.

¹Nadine Hack memo December 12, 1993

FOOD AND AGRICULTURE

ORGANIZATION (FAO)

1. Comments ranging from "FAO is dead in the water" to "there are some management problems," suggest that something is amiss in this organization. There is a Women in Development program, currently headed by a U.S. person but chosen by the director general of FAO. This program attempts to promote the involvement of women in rural development project planning. However, there is no evidence that this particular program has had a significant or lasting affect. The director general of FAO is expected to leave office this fall, it is unclear who will be named head of the Women in Development program by the new director general.

The current U. S. representative to FAO is a career federal service office (FSO) although this is a presidential appointment. Unfortunately the glass ceiling within the State Department makes it unlikely that a woman would be appointed if it were to remain filled by a career FSO. There may be compelling reasons for considering a non-career person for this position.

2. The post of Director of Human Resources, Institutions and Agrarian Reform has been vacant for more than two years. This is the person who oversees programs dealing with women's issues. This makes it doubly important to appoint a U. S. permanent representative who is sensitive to the human rights and economic issues of children and women.

INTERNATIONAL RESEARCH AND TRAINING INSTITUTE FOR THE ADVANCEMENT OF WOMEN

(INSTRAW)

1. The objectives of INSTRAW are "to stimulate and assist--through research, training and the collection and dissemination of information--the advancement of women and their integration in the development process both as participants and beneficiaries."¹ INSTRAW makes its research findings available to governments and helps governments do their own research. The board of trustees has eleven members who are nominated by states and confirmed by ECOSOC, the UN agency under which INSTRAW exists. **The United States does not have a representative on the board and it may be in our best interest to elevate our participation by increasing our financial contribution and seeking membership on the board.** The terms of the three trustees from our geographical region expire in June, 1993, 1994 and 1995, respectively.

¹Nadine Hack memo, January 12, 1993

AGENCY FOR INTERNATIONAL DEVELOPMENT

(AID)

1. The administrator's position was described as a 100 hour per week job, and the agency as "a bureaucratic nightmare." The office was created during the Cold War and has not been revamped since. This needs to happen. We were told that the agency has been essentially leaderless for six years. Since the U.S. makes loans to other countries through AID rather than international organizations, a superior management team is essential. The critical question for this administration is how AID delivers assistance oversees.
2. All AID bureau heads technically have responsibility for women's and children's development issues. The Office of Women in Development and the Office of Health deal most directly with children's and women's issues. Holding a position in the Women in Development office is described as a career dead end.
3. USIA and AID compete with each other in national endowment programs and other areas. Coordination between these agencies is important, but ineffective at this time.
4. AID has vacillated between macro economic support and basic human needs programs. We were told that AID sometimes turns a blind eye if the head of a particular country is someone we need. If AID is to have a clear policy directing support, it will have to come from the White House. One question that needs to be addressed in a policy statement is: Do we have a policy regarding women globally, or do we want to pick areas where women as individuals are important and "their reality" heightened in that way?

UNITED NATIONAL DEVELOPMENT PROGRAMME

(UNDP)

1. The administrator is appointed by the president. The current term expires December 31, 1993 but we understand the administrator will leave in June 1993. This position has always been held by a person from the U. S. and it is important that it remain so. A nomination will need to be made soon since the Nordic countries are offering a candidate for this position.
2. Since UNDP is responsible for the overall coordination of the UN system's technical grant assistance, it is important that the administrator have management experience and a deep commitment to coordination of efforts.
3. Since most money from UNDP goes to aid people in non-white parts of the world, it would send a very strong, positive message to appoint a woman of color to administer this program.
4. UNDP does not have the universal appeal of UNICEF (which deals with children). Therefore, this program needs to receive its clout directly from the White House, from the personality of the administrator, or both.
5. UNDP carries out training programs and is increasingly looking at opportunities for industrialization in developing economies. It is important that opportunities for women be factored into its programming. This also supports the recommendation of appointing a woman of color who has knowledge of and experience in women's economic issues.

UNITED NATIONS DEVELOPMENT FUND FOR WOMEN

(UNIFEM)

1. This is one of two UN organizations that looks exclusively at women's human rights and economic issues. There are no presidential appointments to this organization. The director is appointed by the administrator of UNDP. A Canadian currently holds this position and is not expected to leave for some time. There is no representation from the U.S. on the UNIFEM Consultive Committee. This five-member board is elected by ECOSOC with the next election scheduled for January 1995. Everyone with whom we spoke indicated that this is an important organization that is well run. The U.S. contribution is about \$1,000,000 per year. It may be to our benefit to try to get a U. S. member elected to the committee.
2. Women in developing countries wanted to head this organization. Our information is that a Canadian was elected because Canada's financial contribution is higher than the developing countries'.

UNITED NATIONS POPULATION FUND

(UNFPA)

1. President Reagan eliminated funding for this organization. Restoration of financial support to this agency was a campaign promise of President Clinton and is important. Although the executive director is not appointed by the president, our financial support of this agency is critical. Renewed support of this agency would further alienate right-to-life groups.

UNITED NATIONS ECONOMIC AND SOCIAL COUNCIL

(ECOSOC)

1. There is a presidentially appointed representative in New York -- one of five ambassadorial positions at the U.S. Mission to the United Nations. Because this organization focuses on promotion of economic, social and humanitarian progress it is vitally important to appoint someone with a deep understanding of the economic and human rights issues facing women and children.
2. There is a council meeting this spring that will focus on the agenda for the 1995 Summit for Social Development. The U. S. will want to send a representative to the 1995 summit.

UNITED NATIONS COMMISSION ON THE STATUS OF WOMEN

(CSW)

1. The U.S. representative to this commission holds the rank of ambassador. This appointment is within the State Department's Bureau of International Organization Affairs dealing with women's issues, expiring in 1994. The U.S. is not a member of the five-person "working group" of the CSW. Re-examination of our participation is desirable.

This commission monitors trends and issues reports. There are those who feel that it has not been especially effective -- in part because it is isolated, and in part because the budget and staff could be stronger.

2. Designation of a person from the State Department to attend the preparatory meetings prior to the UN conferences is very important. A strong statement would be made by:
 - a) selecting a woman of color, who knows the UN system and has a good track record on women's issues, to represent U.S. at the preparatory meetings. (the first meeting is in May 1993); and
 - b) Mrs. Clinton heading the delegation to the conference itself, which will be held in Beijing, September 4-15, 1995.

UNITED NATIONS COMMISSION ON HUMAN RIGHTS

(CHR)

1. The U. S. is represented by a presidential appointee with ambassadorial rank.
2. The president may also appoint a person to be a non-ambassadorial representative to the Sub-Commission on Prevention of Discrimination and Protection of Minorities of the CHR. Because of the nature of this commission's work, it would send an important message to other member countries for our representative to be a woman of color.
3. There is a Human Rights meeting in Vienna in September 1993. Women's groups are currently trying to get on the international agenda. It was recommended that the Bureau of International Organization Affairs within the State Department be the focal point for putting together the U.S. delegation. Questions that need to be addressed:
 - a) How are the delegates chosen?
 - b) How are our positions developed?
 - c) What kind of support and interest is there for these issues, which are sometimes seen as marginal to the main work of the agency?

UNITED NATIONS CHILDREN'S FUND

(UNICEF)

1. The current executive director's term expires at the end of 1994. We have received a broad range of reactions to his performance. [From "he's not at all sensitive to women's issues," to "I recommend that (his contract) be renewed."] There was, however, agreement that we should continue to have a person from the U.S. as director. This person is appointed by the UN Secretary General. Canada, UK, and the Nordic countries are expected to argue against a U.S. director. It has been suggested that, if we had to choose between UNICEF and UNDP being headed by someone from the U.S., that we should select UNDP.
2. The U.S. Representative to UNICEF is a political appointment. This is currently not an ambassadorial status position, but it has been in the past. We received no recommendations regarding retention of the current appointee. The Deputy U.S. Representative position is now vacant. That, too, is a political appointment. These both need strong leadership by people who understand that the lives of children will not improve until the lives of women do, and that the lives of women will not substantially improve until fathers take responsibility for their offspring.
3. Questions were raised about the advisability of continuing to have a celebrity Goodwill Ambassador. Opinions were varied. With the recent death of Audrey Hepburn, that post is now vacant. Before appointing a successor, an informed decision must be made about the advisability of continuing in this vein.
4. Appointments to the executive board are coming up soon. More research needs to be done on this before that deadline.

UNITED NATIONS HIGH COMMISSIONER FOR REFUGEES

(UNHCR)

1. The person who represents the U.S. on this commission is currently the Ambassador to the UN in Geneva. He is accredited to the UNHCR and other Geneva-based UN agencies. This is a political appointment. Because women and children make up 70% of the world's refugee population, it is imperative that our representative be experienced in the issues directly affecting the lives of children and women. It is recommended that a woman be appointed to fill this position.
2. The State Department's director for refugee programs works closely with the UNHCR and sometimes represents the U.S. at UNHCR meetings. This director has recently been a career foreign service officer.

INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT

(IBRD)

(WORLD BANK)

1. The current president of IBRD, elected by the executive directors, is from the U.S. His term expires June 30, 1996. It is important that this position continue to be held by someone from the U.S.

Each member country maintains an Office of Executive Director at the Bank. There are five or six people working for the U.S. executive director, all of whom are career employees within the Department of Treasury. This office is responsible to the Secretary of the Department of Treasury. It has been suggested that at least one of these five positions be reserved for a career AID employee or someone who has development experience.

2. The bank has a Women in Development division. It was reported to us that this division is not taken seriously within the organization and that there is talk of abolishing it in favor of "mainstreaming" women's development issues throughout the entire agency. It was recommended to us that this is not a good idea at this time. There does not seem to be enough commitment to, or understanding, of women's economic development issues to "mainstream" just yet. Some spoke of the bank's activity in the area of women's development as "window dressing."
3. It was suggested that the U.S. promote the creation of a Vice President for Humanitarian Affairs within the World Bank. This position would have the responsibility of elevating the importance of human rights (including children and women) and democracy in bank activities.

Social and humanitarian issues don't receive the attention they deserve. All programs are currently managed by bankers. Although strict financial considerations have to be first, human rights and economic development also deserve attention in the work of the bank. We were told that employee rights, basic living standards, women's issues, and children's issues all only receive lip service.

One recommendation is that, in order for human rights issues to become integral to the bank's decision-making process, an order would need to come from the president to the cabinet, and further, that non-financial concerns be part of any assessment of qualifications for appointments made within the Treasury Department.

4. Thought also needs to be given to the conditions under which the bank gives loans to developing countries. During the Reagan-Bush years, the "trickle down" theory was adopted. The money was given to macro enterprises and expected to eventually reach those at the lower end of the economic ladder. Unfortunately, this was rarely the case. In some instances, money was pocketed at the higher levels and never reached the people it was presumably to help.

WORLD HEALTH ORGANIZATION

(WHO)

1. The U.S. term on the board expires in May, 1993. After being off the board for a year, the U.S. will be eligible to compete for a position on the board in 1994. Generally the U.S. post has been filled by the Director of Health and Human Services Assistant Secretary for Health. Therefore, that particular appointment affects people throughout the world and requires someone with foreign affairs and broad human rights experience.

The current Director-General of WHO, from Japan, is up for re-election. The U.S. is supporting his challenger. This is causing strain between Japan and the U.S.

UNITED NATIONS EDUCATIONAL, SCIENTIFIC AND CULTURAL ORGANIZATION

(UNESCO)

1. The U.S. has not been a member since the early 1980s, although we do maintain observer status through the work of a mid-level foreign service officer. It would cost the U.S. between \$50 and \$60 million to gain membership. The people with whom we talked questioned our spending that amount of money in UNESCO. The feeling was that there are other UN organizations that are doing important work that need more financial help from us. UNDP was seen as a viable alternative.

However, if we do rejoin, we should be very clear at the start about what the money will be used for and what our position in UNESCO will be.

Although a major goal of UNESCO is "literacy for all," this is not the same as empowering women economically for self-sufficiency. This distinction must be understood if we are to rejoin.

APPENDIX A

People interviewed:

Barbara Blum - Foundation for Child Development
Erica Schlager - Helsinki Commission
Gabriel Guerra -- National Security Cluster
George Moose - Former ambassador USUN. -- State Department Transition.
Jane Wales - Carnegie Foundation and National Security Cluster
Jeff Faux - Economic Policy Institute
Jennifer Howse - Executive Director, National March of Dimes
Joan Dunlop - International Women's Health Coalition
Judith Bruce -Senior Associate, Population Council
June Zeitlen - Ford Foundation
Lisa Heyes, Staff Consultant, Subcommittee on Human Rights and International Mike Finley
-- Deputy Chief of Staff, House Committee on Foreign Affairs
Nadine Hack - Commissioner for Consular Core and International Business
Nancy Green - Office of Madeline Albright, UN Ambassador Designee
Nancy Stetson - Senate Foreign Affairs Committee
Organizations, House Committee on Foreign Affairs
Susan Andross - House Committee on Foreign Affairs

APPENDIX B

Withdrawal/Redaction Marker

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DOCUMENT NO. AND TYPE	SUBJECT/TITLE	DATE	RESTRICTION
003. memo	Michael Barnes to Hillary Clinton (5 pages)	12/10/1992	Personal Misfile

COLLECTION:

Clinton Presidential Records
First Lady's Office
Melanne Verveer
OA/Box Number: 10255

FOLDER TITLE:

Swanee Hunt [1]

2013-0534-S
rc1619

RESTRICTION CODES**Presidential Records Act - [44 U.S.C. 2204(a)]**

- P1 National Security Classified Information [(a)(1) of the PRA]
- P2 Relating to the appointment to Federal office [(a)(2) of the PRA]
- P3 Release would violate a Federal statute [(a)(3) of the PRA]
- P4 Release would disclose trade secrets or confidential commercial or financial information [(a)(4) of the PRA]
- P5 Release would disclose confidential advice between the President and his advisors, or between such advisors [(a)(5) of the PRA]
- P6 Release would constitute a clearly unwarranted invasion of personal privacy [(a)(6) of the PRA]

C. Closed in accordance with restrictions contained in donor's deed of gift.

PRM. Personal record misfile defined in accordance with 44 U.S.C. 2201(3).

RR. Document will be reviewed upon request.

Freedom of Information Act - [5 U.S.C. 552(b)]

- b(1) National security classified information [(b)(1) of the FOIA]
- b(2) Release would disclose internal personnel rules and practices of an agency [(b)(2) of the FOIA]
- b(3) Release would violate a Federal statute [(b)(3) of the FOIA]
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- b(7) Release would disclose information compiled for law enforcement purposes [(b)(7) of the FOIA]
- b(8) Release would disclose information concerning the regulation of financial institutions [(b)(8) of the FOIA]
- b(9) Release would disclose geological or geophysical information concerning wells [(b)(9) of the FOIA]

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DOCUMENT NO. AND TYPE	SUBJECT/TITLE	DATE	RESTRICTION
004. memo	Nadine Hack and Barry Koch to Lila Gracey (7 pages)	01/12/1993	Personal Misfile

COLLECTION:

Clinton Presidential Records
First Lady's Office
Melanne Verveer
OA/Box Number: 10255

FOLDER TITLE:

Swanee Hunt [1]

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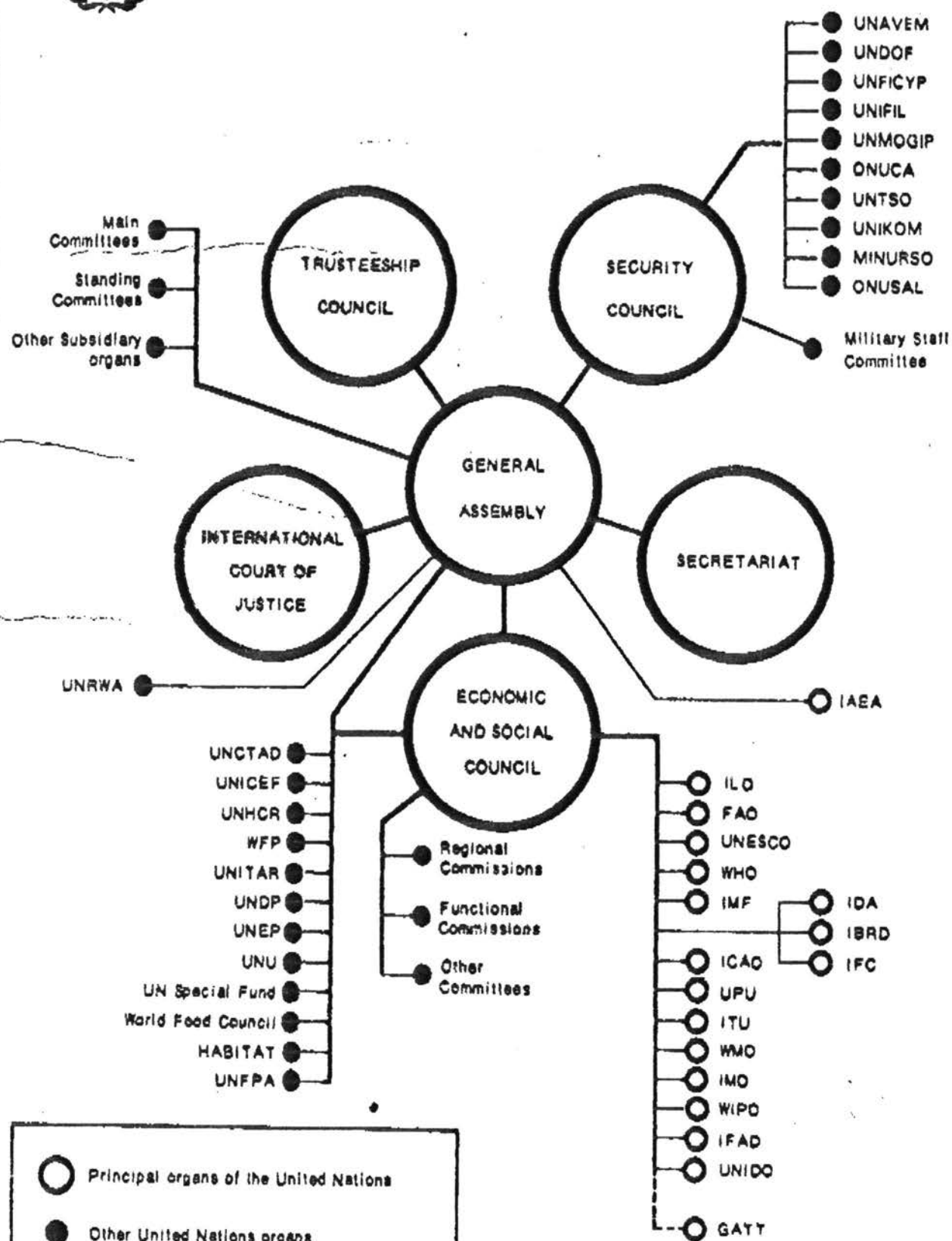
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THE UNITED NATIONS SYSTEM



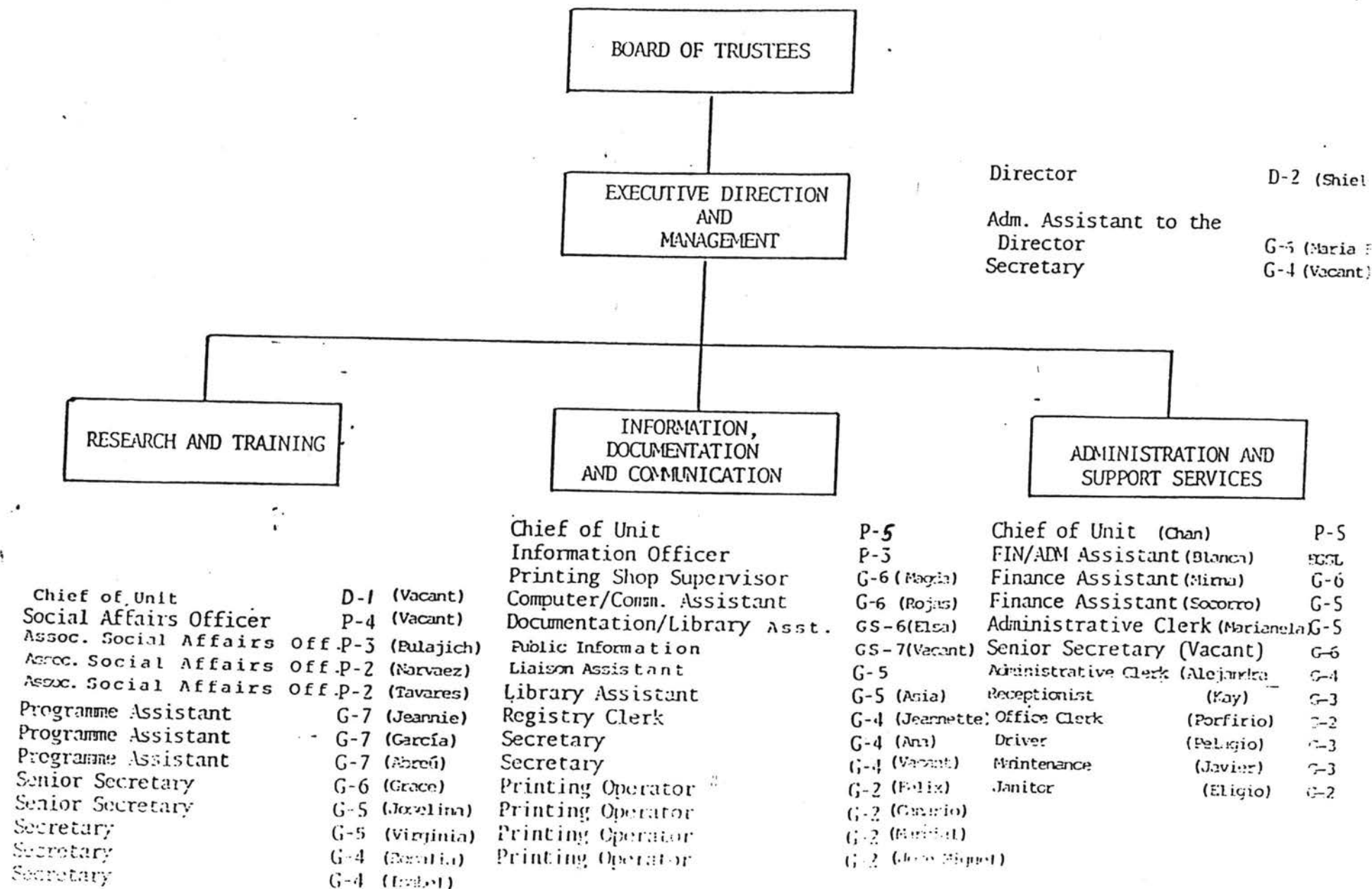
Principal organs of the United Nations



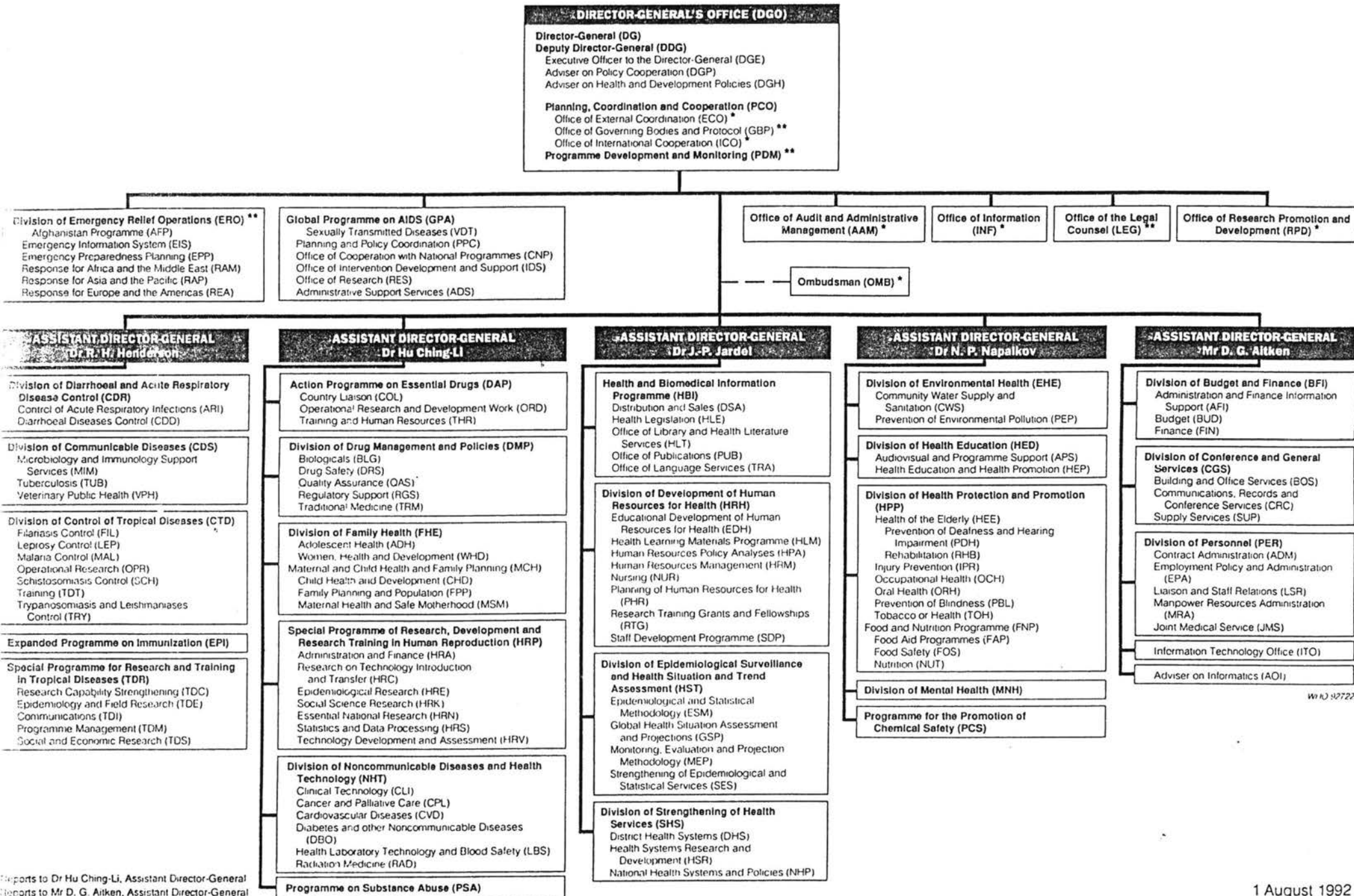
Other United Nations organs



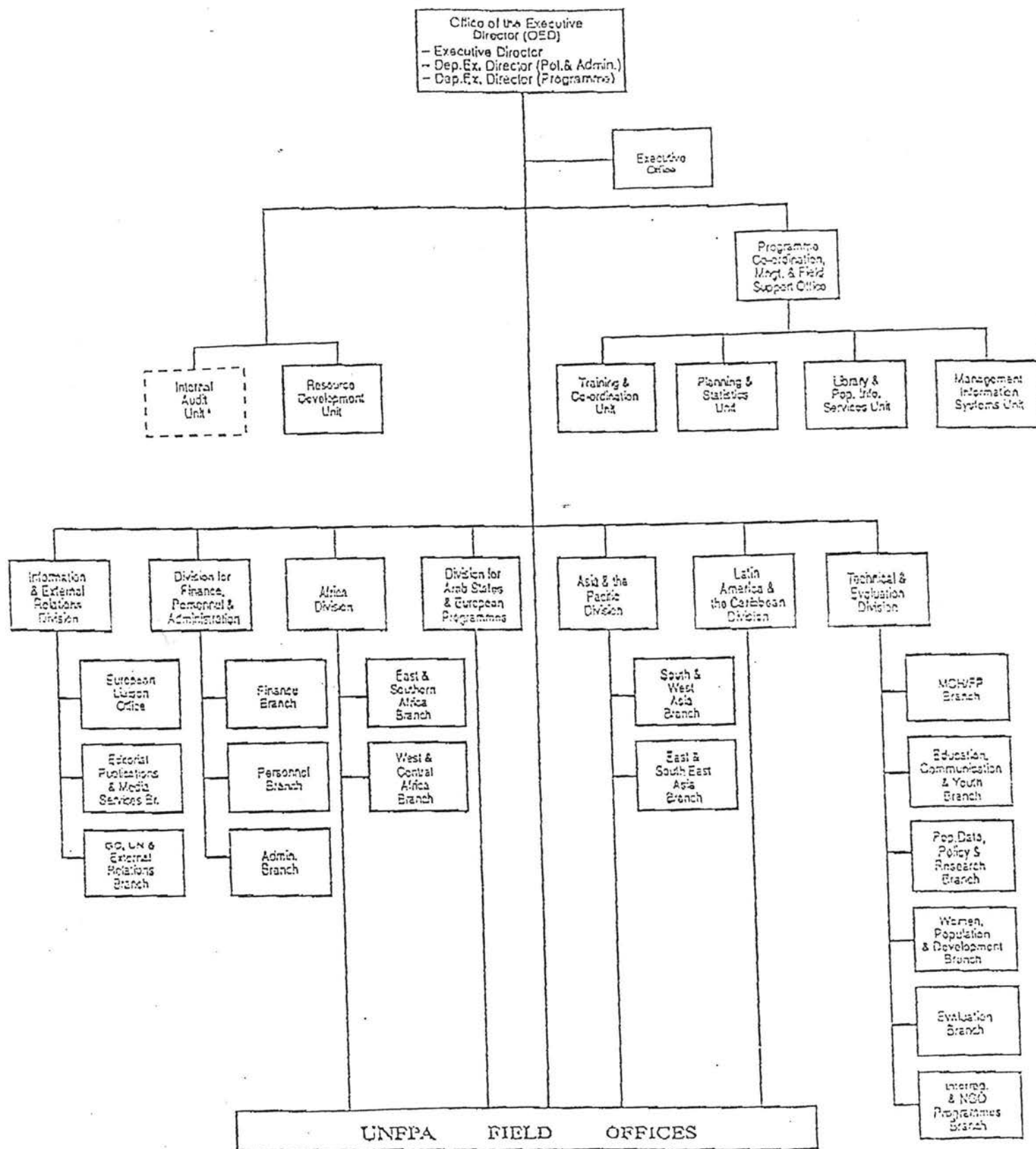
Specialised agencies and other autonomous organisations within the system.



Structure of the Secretariat at Headquarters

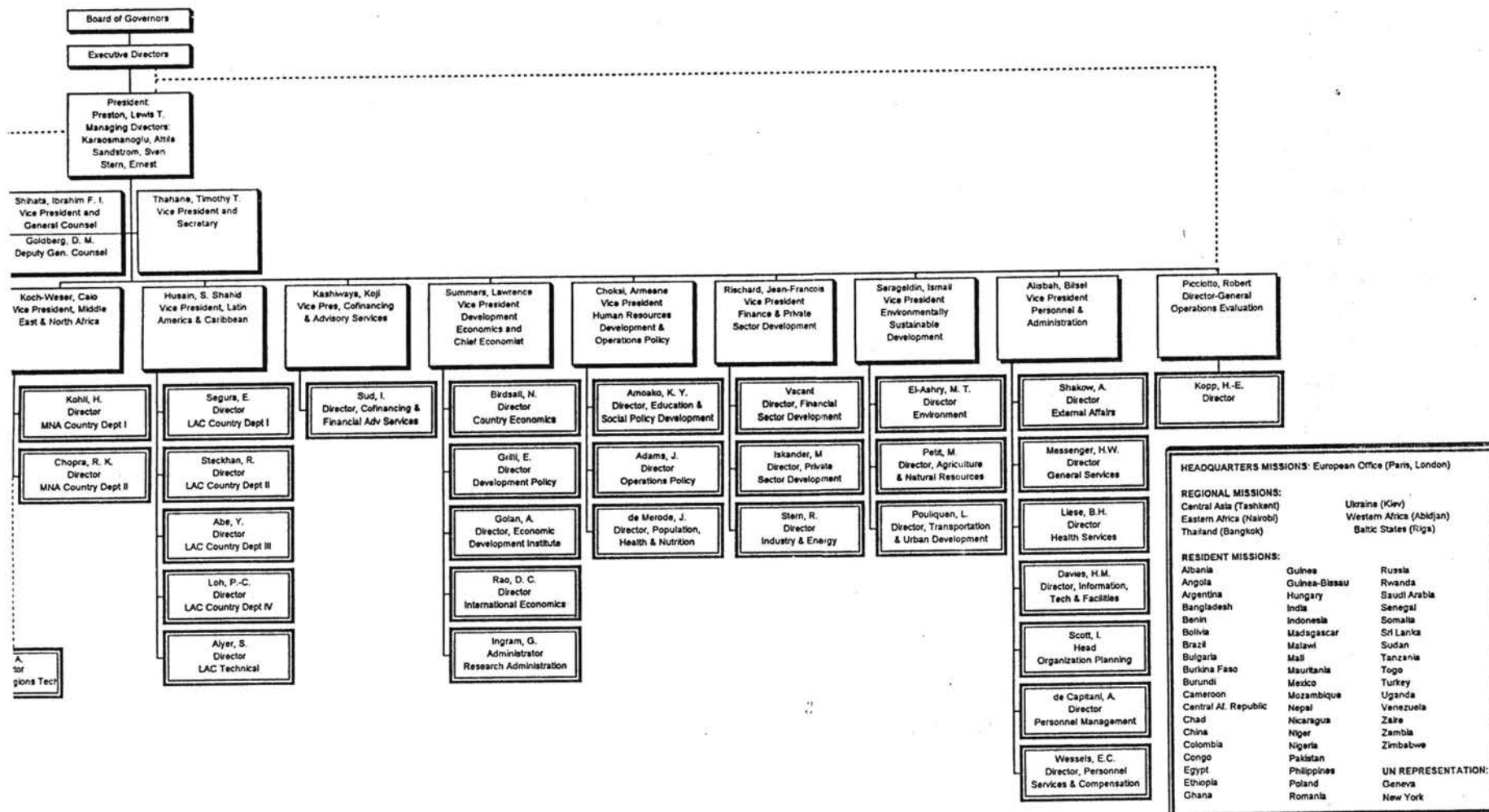


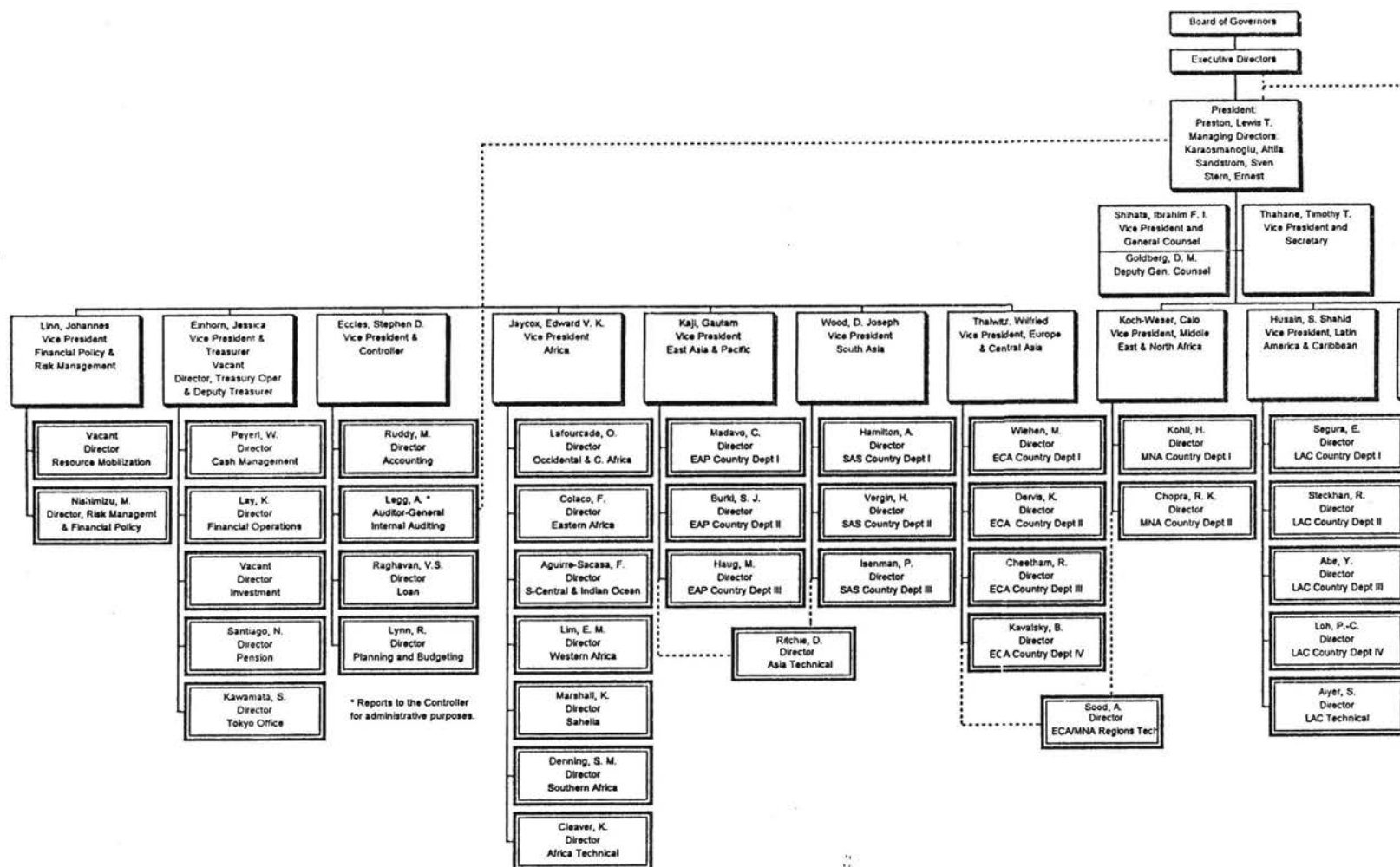
United Nations Population Fund



6 December 1991
 6. Revised chart

ORGANIZATION CHART OF THE WORLD BANK - JANUARY 1993





TO: HILLARY CLINTON

FROM: Michael M. Orzel 716 689-6413

DATE: 2-23-93 9:52p

SUBJECT: HILLARY CLINTON

PAGES: 1 (excluding this one)

VOICE: xxx xxx-xxxx

FAX: xxx xxx-xxxx

TO ; HILLARY CLINTON

FROM ; MICHAEL M. ORZEL

RE ; HEALTH CARE

DATE ; February 23, 1993

I UNDERSTAND THAT NO ONE ON YOUR HEALTH CARE REFORM TASK
FORCE IS A PERSON WITH A DISABILITY. PLEASE CONSIDER HAVING SUCH A
PERSON [WHO IS KNOWLEDGEABLE ON THE SUBJECT] ON THE TASK FORCE.
PEOPLE WITH DISABILITIES USE THIS SYSTEM VERY OFTEN, AND IF NOT IN
ON THE PLANNING STAGES WILL THEN BE A POORLY THOUGHT OF ADD ON. I
KNOW OF NATIONAL ASSOCIATIONS THAT WILL BE EAGER TO HELP WITH OUR
NEW SYSTEM.



NP EMPLOYEES
CREDIT UNION

Post Office Box 1688, Greenville, S.C., 29602 / (803) 298-4219 or 298-4439

Fax (803) 271-1747

February 24, 1993

Mrs. Hilary Rodham Clinton
The Office of the First Lady
The White House
1600 Pennsylvania Avenue
Washington, DC

Dear Mrs. Clinton:

We are writing concerning the health insurance program you are chairing. We are a very small credit union based in South Carolina. There are seven employees, and our insurance premiums are increasing this year by 32%.

On our insurance premium, the credit union pays 75% and the employees pay 25%. Because of the size of our credit union, which is just under \$6,000,000, this puts a terrible strain on the credit union and the employees. There is absolutely no way we can continue insurance coverage on our employees with this type of rate increase. We opted a year ago for a higher deductible in order to keep the major medical insurance coverage. We have never had a serious major medical claim.

We are 100% supporters of President Clinton and you in your efforts to do something about the economy, the national deficit, and the national health program crisis in this country. We are trusting and believing in you and your efforts on our behalf.

Sincerely,

Sarah Sherbert
Marline King
Joan Hughes
Mary Ann Walling
Clarice Lathem
Vicki Slnane
Leslie Smith

F A X S H E E T

DATE: 2-23-93

TO: HILLARY CLINTON

FROM: DAVID ROSIN, M.D.

PHONE: 209-432-3600

FAX#: 209-432-3685

NUMBER OF PAGES TO FOLLOW: 3

CONFIRMATION REQUESTED: YES _____ NO ☒

IF YOU DON'T RECEIVE ALL PAGES, PLEASE CONTACT: _____

MESSAGE:

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DOCUMENT NO. AND TYPE	SUBJECT/TITLE	DATE	RESTRICTION
005. letter	David Rosin to Hillary Clinton (3 pages)	02/20/1993	b(6)

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First Lady's Office
Melanne Verveer
OA/Box Number: 10255

FOLDER TITLE:

Swanee Hunt [1]

2013-0534-S
rc1619

RESTRICTION CODES

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Foot Specialist

Foot Surgeon



PAUL R. SCOLLO, D.P.M.
Fellow, American College of Foot Orthopedists
Diplomate, American Board of Podiatric Orthopedics

32 Jorgensen Lane
(Off Hollywood Ave.)
Fairfield, NJ 07006
(201) 227-0596

521 New Brunswick Ave.
Perth Amboy, NJ 08861
(201) 826-0893

Temporary Fax # (201) 575-5837 (This is my Home #)

FAX TRANSMISSION COVER LETTER

DATE: Feb. 23, 1993

TO: First Lady Hillary Rodham Clinton
The White House Washington, D.C.

FAX # 1-202-456-6244

RE: Suggestions for cutting the cost of Health Care Delivery

FROM: Dr. Paul R. Scollo

of Pages including this page 3

Message: These are the proposals and ideas I feel might help.
I hope you also received my earlier FAX concerning my own crisis with HHS.

I welcome any comments and the chance to expound and explain
these ideas. I would appreciate your help on my behalf.

THANK YOU,

Paul R. Scollo, DPM

Paul R. Scollo, D.P.M.



PAUL R. SCOLLO, D.P.M.

Fellow, American College of Foot Orthopedists
Diplomate, American Board of Podiatric Orthopedics32 Jorgensen Lane
(Off Hollywood Ave.)
Fairfield, NJ 07006
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(201) 826-0893

February 21, 1993

First Lady Hillary Rodham Clinton

The White House

Washington, D.C. 20500

Re: Suggestions for cutting the cost of Health Care

Dear Mrs. Clinton,

May I begin by first wishing you and the President the best of luck. Hopefully you will get cooperation from all during these difficult times. I am proposing some advice that may help cut some of the cost associated with the delivery of Health Care.

1) The paperwork generated per patient is beyond belief. Medicare and Medicaid as Federal and State agencies do not cooperate well as doctors have to submit different forms for each. Private insurers have their own forms and I understand there are something like 1060 different insurance forms across the country. How many different ways can you say Name, Address, Telephone #, etc. Suggestion: 1 universal claim form accepted by every carrier to become mandatory after a certain specified time.

2) Computerization for paper and paperless claims is being pushed in a haphazard way. There are many software programs and they handle claim forms differently. Since most of the software is related to user preference such as practice management, accounting, etc. it is essential that a universal claim form with a universal way of handling the information should be mandated. If that sub-menu of the program was the same for every software program there would be less problems with transmission of this vital information. There would be freedom of choice to obtain Company X's software because say it has great graphics but you could choose Company Y which might be a low cost, no frills program. They and all others would still be able to handle the claims in the same way, creating a more efficient system. This would translate into savings for the users, i.e. Doctors, Hospitals, Labs, etc. and savings for the Insurers both Government and Private. Secondary insurance could be easily accessed for their portion of the claim.

Suggestion: The software vendors could compete to produce the best, most efficient claims handling portion of the program. It would cost the government nothing and the "winner" could be given credit for coming up with the



PAUL R. SCOLLO, D.P.M.

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best program and would be allowed to market that fact commercially. It would not be an unfair advantage or biased endorsement but rather a tribute to their genius. Users would still be able to buy the software of their choice with the added benefit of ease of handling and therefore generation of claims.

3) In a similiar fashion, electronic, "paperless" claims could be handled more efficiently. The fields and settings now used for different insurers are themselves different- one program cannot be used for another. If a universal "paperless" program could be created through open competition between venders, electronic claims would be swift and exponentially more efficient. The private agencies that now process claim forms for a fee would have to convert to a mandatory universal program. Some of the unfair and often expensive practices of these agencies would be eliminated through competition. Suggestion: A single universal paperless claims format could be incorporated into each companies custom software.

4) A universal health care I.D.Card encoded with a Bar Code, Code Strip or Computer Chip and typed information would identify the bearer for legal identification as well as benefits purposes. The private companies as well as the state and federal programs issue cards now so if they have to issue a new card they will incur a one time expense per patient. If the card were similiar to a Major Credit card or Gasoline card and every provider location had a verification unit, benefits could be checked and even updated in seconds. Priority as far as Primary and Secondary carriers could be confirmed and cost and confusion eliminated or at least reduced. It is frustrating to see the duplication of claims, return of faulty claims to providers and the the resubmission of these claims. Suggestion: A universal Health I.D. Card made as easy as a Charge card.

You may have heard some or all of this before but I thought I might help if by chance something I have proposed had not been presented to you.

Good Luck and God Bless You,

Paul R. Scollo, D.P.M.

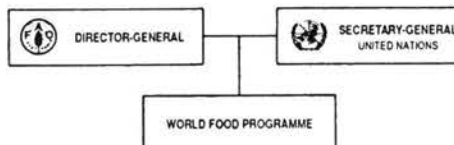
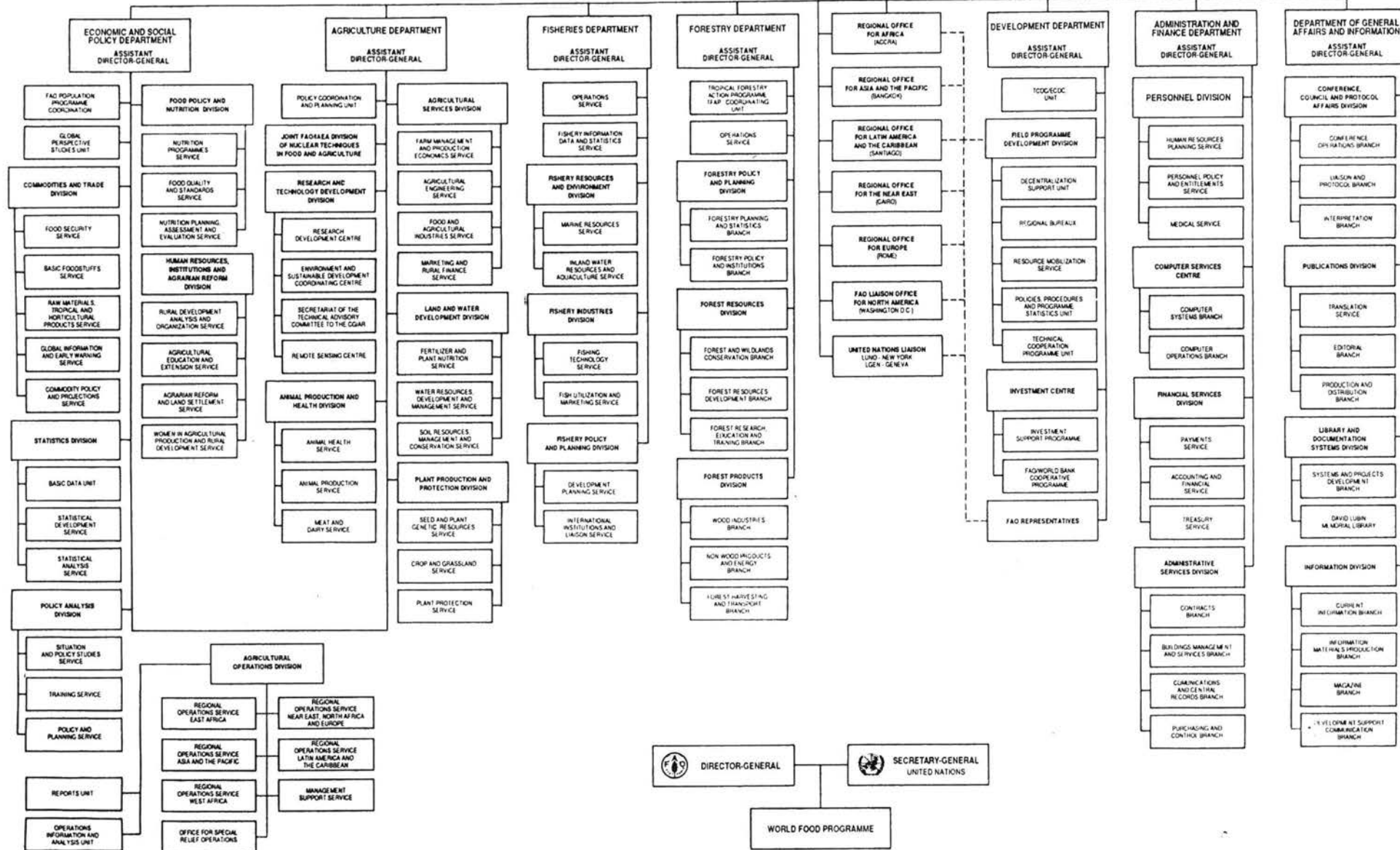
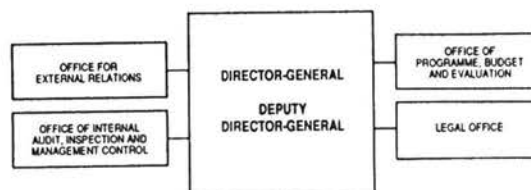
Paul R. Scollo, D.P.M.



FOOD AND AGRICULTURE ORGANIZATION OF THE UNITED NATIONS

ORGANIZATION CHART

1 January 1992



STRUCTURE

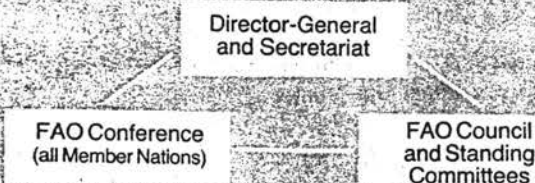
FAO's *Conference*, its supreme governing body composed of all Member Nations, meets every two years to review the state of food and agriculture and the Organization's work, and to approve the Programme of Work and Budget for the next two years. The Conference elects, as an interim governing body, a *Council* of 49 member nations, who serve three-year rotating terms.

The Conference also elects the *Director-General*, who is head of the *Secretariat*. The present Director-General, Edouard Saouma of Lebanon, was first elected in 1975 and was re-elected for further six-year terms which began in January 1982 and January 1988.

The Secretariat is staffed by some 3 500 professional and general service personnel located at FAO's Rome headquarters and a similar number employed on field projects and at country and regional offices in the Third World.

FAO cooperates closely with other international organizations, especially the other UN agencies. Special agriculture divisions have been established jointly with the UN economic commissions for Africa, Europe, Latin America and Western Asia. A Division of Isotope and Radiation Applications of Atomic Energy for Food and Agricultural Development has also been set up jointly with the International Atomic Energy Agency.

Basic links between the FAO Secretariat and Member Nations



The Constitution of FAO allows all member countries to have an equal say in its programme and activities. Its supreme governing body, the Conference, consists of all Member Nations. It usually meets every two years. A 49-member Council, elected by the Conference, acts on its behalf between sessions. The Council elects three main committees: the Programme Committee, the Finance Committee, and the Committee on Constitutional and Legal Matters. In addition, five committees, on commodity problems, fisheries, forestry, agriculture, and world food security, advise the Council. These committees are open to any Member Nation wishing to join them.

FINANCES

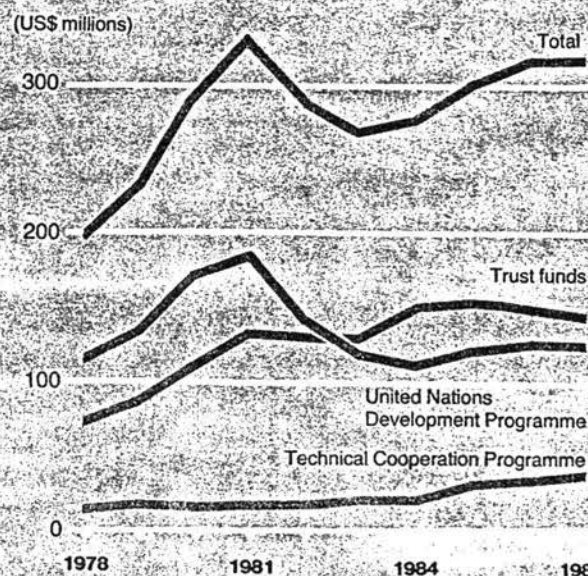
The funds for FAO's work come from three main sources: contributions by member nations, the trust funds of member countries and the United Nations Development Programme.

The *Regular Programme* (\$492 million for 1988-89) is financed by the 158 member countries according to a scale of contributions set by the FAO Conference. The Programme, FAO's internal budget, supports field work and enables FAO to service the international farming community with advice and information.

In 1987, slightly less than half the \$313 million spent under FAO's *Field Programme* came from national trust funds. The United Nations Development Programme (UNDP) provided just over 40 percent, and 12 percent was provided by FAO's Regular Programme budget through the Technical Cooperation Programme (TCP).

All FAO programmes are subject to rigorous internal and external evaluation to ensure their effectiveness and efficiency. Reviews of the Regular and Field Programmes are presented to each Session of the FAO Conference. Field projects are evaluated jointly with the host government and the funding agency, while the operations of the entire Organization are reviewed by the Joint Inspection Unit of the United Nations. FAO's financial affairs are audited by the United Kingdom Comptroller and Auditor General, who has been appointed external auditor by the FAO Conference.

FAO Field Programme expenditure by main sources of funding, 1978-1987



A NEUTRAL FORUM

In 1943, world leaders met at Hot Springs, Virginia, USA, determined to lay a framework for peace through international cooperation in food and agriculture. The meeting, the UN Conference on Food and Agriculture, gave birth in 1945 to FAO, which continues to provide opportunities for the international community to work together.

The major forum for the discussion of food and agriculture issues is the FAO Conference, composed of all member nations, which meets every two years. Apart from its "housekeeping" business of approving FAO's work and budget, the Conference is able to take concerted action on issues of concern to its members. Recent Conference initiatives include the adoption of a World Food Security Compact and an International Code of Conduct on Pesticide Distribution and Use. The Compact, originally prepared by FAO Director-General Edouard Saouma in 1984, provides a clearly defined moral commitment for governments, organizations and individuals to end hunger. Without involving legally or financially binding obligations, it provides a call to action for all people of goodwill.

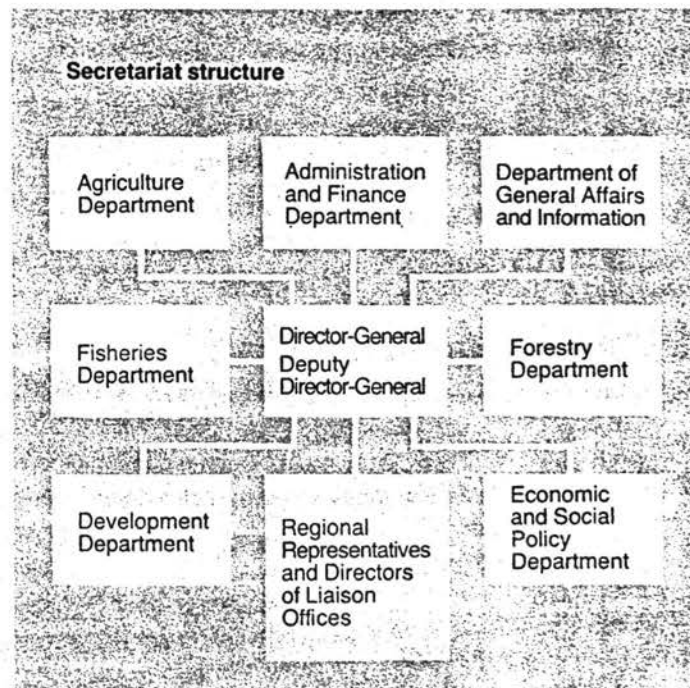
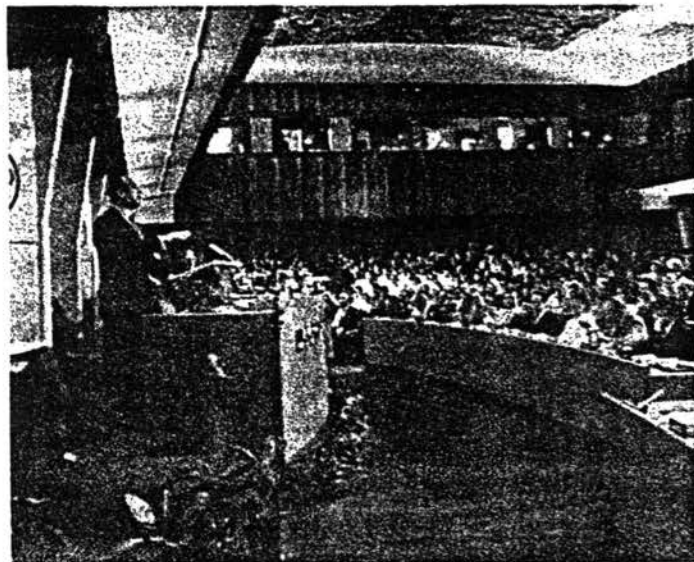
The Conference elects a Council to which a series of committees (see diagram at right) report. They look at issues in detail. The Committee on Commodity Problems, for example, works to bring greater stability to world trade through its specialized intergovernmental groups on agricultural commodities.

Many bodies have been set up by the FAO Conference and Council to foster cooperation in particular subject or geographic areas. In adopting the International Undertaking on Plant Genetic Resources in 1983, for example, the Conference provided for the establishment of a Commission on Plant Genetic Resources to guide FAO on policy and to monitor the implementation of the Undertaking. The Commission on African Animal Trypanosomiasis was established in 1979 to coordinate a large-scale FAO programme to control the disease. FAO cooperates with the World Health Organization through a joint FAO/WHO Codex Alimentarius Commission, which has issued some 200 international food standards.

Along with these standing bodies, FAO organizes specialist conferences and meetings on particular issues. For example, the 1984 World Fisheries Conference in Rome was the first major international forum to examine the practical implications for fisheries of Exclusive Economic Zones (EEZs). The FAO-serviced World Food Conference in 1974 resulted in a series of measures to promote world food security, including the International Undertaking on World Food Security.

On a more day-to-day level, FAO hosts meetings and consultations of experts at which they exchange information and opinions on their research in areas such as plant breeding, food processing, pest control and paper manufacture.

Director-General Edouard Saouma addresses World Food Day assembly



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006. briefing paper	re: Staffing of UN Organizations (4 pages)	01/06/1993	Personal Misfile

COLLECTION:

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First Lady's Office
Melanne Vermeer
OA/Box Number: 10255

FOLDER TITLE:

Swanee Hunt [1]

2013-0534-S
rc1619

RESTRICTION CODES

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b(7) Release would disclose information compiled for law enforcement purposes [(b)(7) of the FOIA]
b(8) Release would disclose information concerning the regulation of financial institutions [(b)(8) of the FOIA]
b(9) Release would disclose geological or geophysical information concerning wells [(b)(9) of the FOIA]

UNITED NATIONS DEVELOPMENT FUND FOR WOMEN (UNIFEM)

The United Nations Development Fund for Women (UNIFEM) remains the only international fund with an operational role that is dedicated to supporting women in their development activities and to work for the inclusion of women in mainstream development activities. It is uniquely placed to work with its partners in the UN system and among governments and NGOs as well as with women at the grassroots. It is positioned as a bridge between women's needs and aspirations and the resources for development.

To maximize the impact of its resources in the decade ahead, UNIFEM has moved in the past year to operationalize new programme, management and outreach strategies.

PROGRAMME

At global and regional levels UNIFEM has institutionalised a programme approach, focussing on activities which offer high impact for strategic UNIFEM investments.

Environment: To promote the involvement of women in the earliest stages of planning for the United Nations Year of the Environment, UNIFEM has embarked on a two pronged approach. First, it is launching a global environment programme, endorsed by the 28th session of UNIFEM's Consultative Committee. The major part of the programme funds direct action projects which recognize the centrality of women to easing environmental degradation and which demonstrate gender sensitive operational strategies to environmental protection. It also provides support to information, research, and advocacy activities. Secondly UNIFEM is working in close cooperation with the Secretariat for the International Year for the Environment, sharing support for a senior third world specialist on environment and gender to work in the Secretariat on policy issues.

Food Cycle Technologies: UNIFEM began expansion of its Women and Food Technologies Programme from a base in Africa to activities in Latin America and the Caribbean, Asia and the Pacific and Western Asia. (example)

Credit: The Credit Support Programme (CRESS) continues to explore innovative sources of funding for credit for women, including negotiation of an experimental debt swap arrangement and collaboration with the private sector. In May 1990, UNIFEM ran the first of a series of regional workshops for managers of credit projects. The workshop, in Banjul, examined the experience of UNIFEM projects with links between access to credit and entrepreneurial opportunities in Anglophone Africa and identified priorities for management training for project personnel.

National Machineries: UNIFEM has supported National Machineries since its inception, but its work in this area has been segmented by project. In 1990, UNIFEM moved to build coordination among major donor partners. With support from UNIFEM, the Division for the Advancement of Women is collecting data on ten selected national machineries from the three regions as a basis for developing a coordinated programme of assistance.

Technical Support: UNIFEM work in the above programme areas has been strengthened by the creation of a Technical Support Unit with the capacity to provide technical backup to regional programmes and projects and to develop new programme initiatives, particularly in the area of credit, food cycle technologies and small enterprises.

Monitoring and Evaluation: To focus and strengthen its monitoring and evaluation capacity, UNIFEM in 1990 created a Monitoring and Evaluation Unit with resources to manage monitoring activities and carry out independent evaluation of project work. During 1990 and working in selected countries in the three regions, a team of national and international specialists completed an assessment of UNIFEM's operational strategies for implementing its mainstreaming mandate. Analysis of strategies that worked and issues for the future were published in a report, *Women on the Agenda*, which is being distributed widely.

Regional Programmes: Updated programmes for each of three regions have been submitted to the 28th Consultative Committee for review and endorsement. Each of these programmes has sharpened its focus, identifying the activities or impact points where programme performance can be maximised and tracked. Regional programmes continue to give priority to food production and food security, the environment and small enterprises.

MANAGEMENT

UNIFEM has purposefully used the past eighteen months to consolidate its growth and to enhance its management capacity. Within the mandate given it by the General Assembly, UNIFEM has sought to clarify its mission and strategies. It has restructured its staff, sought able staff from the regions where it works to fill vacant posts, and has initiated training to build the skills of all staff. Finally, UNIFEM has spent 1989-1990 developing and implementing budget, programme and work management systems, which by expending capacity, will enable UNIFEM to serve its mandate more effectively and efficiently. The management changes which have been taking place at UNIFEM, position the Fund to expand its impact for women in the 1990s.

OUTREACH

To assure its capacity to meet the growing demand for UNIFEM support to women's development activities, UNIFEM in consultation with the Consultative Committee, has prepared and is implementing a fund raising strategy. Key to the strategy are efforts to make visible the ways in which UNIFEM assistance directly enhances the productive activities of women, and influences the involvement of women in mainstream development efforts.