



Center for a  
New American  
Security

## **STRIKING A BALANCE: A NEW AMERICAN SECURITY**

### **LUNCHEON KEYNOTE ADDRESS**

#### **INTRODUCTION:**

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AND DIRECTOR OF STUDIES, CNAS**

#### **SPEAKER:**

**HONORABLE JUDITH A. MCHALE, UNDER SECRETARY OF  
STATE FOR PUBLIC DIPLOMACY AND PUBLIC AFFAIRS**

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MS. KRISTIN LORD: Good afternoon. I'm Kristin Lord, vice president and director of studies at the Center for a New American Security. It is my very great pleasure to introduce our keynote speaker for this afternoon, Under Secretary of State for Public Diplomacy and Public Affairs Judith McHale.

Under Secretary McHale brings to this mission a truly remarkable background. A distinguished corporate leader, she is a former president and CEO of Discovery Communications, where she led her company's expansion into 170 countries. A believer in engaging young people, Under Secretary McHale served as general counsel for MTV Networks, where she oversaw legal affairs for MTV, Nickelodeon, VH1, and served as a principal architect of the company's rapid international expansion. A committed supporter of corporate responsibility, she launched initiatives that provided free educational programming to hundreds of thousands of young people in Africa, Latin America, and Eastern Europe. And as a shrewd, but public minded business woman, she launched the Global Environment Fund's Africa Growth Fund, an investment vehicle that supplies expansion capital to small and medium-sized enterprises in emerging African markets.

And in speaking with us here today, this is truly historic – in the very short history of Under Secretary McHale's office, the inaugural address has never been delivered to a national security audience, but I think it is a fitting and proper way to start her job.

Our nation faces a rapidly evolving world characterized by new centers of power, new ways of communicating, new opportunities, but also – as we all know too well – new perils. Achieving national interests in this environment requires legitimacy and public support, not just domestically, but around the world.

As Secretary Gates once observed, success in this new world will be, and I'm going to quote him, “less a matter of imposing one's will and more a function of shaping behavior, of friends, adversaries, and most importantly the people in-between,” unquote. But to do this, our nation must engage all appropriate instruments of power in a cohesive vision for action – military and moral, diplomatic and economic, intelligence and informational. Our nation must, as captured in the title of a new CNAS report released today, go beyond bullets and recognize that the ability to engage, persuade, and attract the cooperation of foreign publics is also a very real and potent source of national power.

Under Secretary McHale, we welcome your leadership in helping our country to craft a new public diplomacy strategy for the 21st century in support of our national security interests, in line with our cherished values, and in cooperation with our friends and allies around the world.

Ladies and gentlemen, please join me in welcoming Under Secretary of State for Public Diplomacy Judith McHale.

(Applause.)

SEC. JUDITH MCHALE: Thank you. Thank you, Kristin, for that generous introduction. I'd also like to thank Dr. John Nagl and the Center for New American Security for inviting me to be part of this conversation. And thank you also for sending us Kurt Campbell and Michele Flournoy. I met with Michele this week and I am looking forward to working closely with Kurt at State. In fact, I've quickly learned that Foggy Bottom and the Pentagon have become unofficial CNAS alumni clubhouses and I just hope one of you today will tell me what the secret handshake is before I leave.

It is a privilege to share the program today with so many distinguished speakers, including General Petraeus, who continues to provide leadership and insight on the most complicated issues of the day. Fortunately, he is not alone. Today we have a president and secretaries of state and defense who are committed to renewing our engagement with the people of the world and restoring the kind of leadership that made the United States a force for global progress for so much of our history. The Obama administration recognizes the central role of public diplomacy as a tool of smart power and an essential ingredient of 21st-century statecraft.

Whether we are strengthening old alliances, forging new partnerships to meet complex global challenges, engaging with citizens and civil society, or charting new strategies in Afghanistan and Pakistan, our national interests depend on effective engagement and innovative public diplomacy. The stakes could not be higher. We must get this right.

Today I'd like to share some thoughts on what effective engagement looks like in a rapidly changing world and why it is so important to our foreign policy. The starting point must be a recognition of how much the communications and information revolution has transformed the world in which we live.

In today's interconnected world, people everywhere and at all levels of society are bombarded with information and more engaged with the wider world than ever before. Young people especially see the world through new lenses that fuel both new aspirations and old resentments. The advance of democracy and open markets has empowered millions to demand more control over their own destinies. Even in autocratic societies, leaders must increasingly respond to the opinions and passions of their people. This has far-reaching implications for our foreign policy and national security. Governments inclined to support U.S. policies will back away if their populations do not trust us. But if we do this right, if we develop relationships with people around the world, if they trust us as a partner, this dynamic will be reversed. Less cooperative regimes will be forced to moderate their positions under popular pressure. To the extent that we succeed, threats we face today will diminish and new partnerships will be possible.

That is why Secretary Clinton has put people-to-people diplomacy at the heart of smart power and has underscored our need to, quote, "build new partnerships from the bottom up, and to use every tool at our disposal." Today, traditional government-to-government diplomacy is just not enough. Our ability to build and sustain the kind of partnerships we need to address the challenges of this century and seize its opportunities will depend on bolstering our credibility with the people of the world and forging an ethic of common purpose.

Secretary Gates has argued, quote, “much of our national security strategy depends upon securing the cooperation of other nations, which will depend heavily on the extent to which our efforts abroad are viewed as legitimate by their publics.” “The key,” he says, “is the steady accumulation of actions and results that build trust and credibility over time.”

We are not the only ones who see the significance of increased engagement. Friends, competitors, and adversaries are moving quickly. The Chinese are building infrastructure and cultural centers across the world, developing long-term relationships in Africa, Latin America, and elsewhere. The Iranian public diplomacy network in the Middle East and beyond includes satellite television and radio networks in several languages, more than 100 newspapers and magazines, and thousands of websites and blogs. And of course al Qaeda and other extremists continue to engage aggressively using a range of new and old media.

This is not a propaganda contest. It is a relationship race. And we have got to get back in the game. So how do we rebuild our national credibility and renew our engagement with the people of the world?

We need to develop a multi-dimensional, results-oriented approach that combines traditional outreach with cutting edge technology to engage with people at all levels of society. Broadly speaking, public diplomacy operates on two levels. First, communication. This is the air game, the radio and TV broadcasts, the websites and media outreach that all seek to explain and provide context for U.S. policies and action. Second, engagement, the ground game of direct people-to-people exchanges, speakers, and embassy-sponsored cultural events that build personal relationships.

It is imperative that we improve on both levels, that we get smarter about how we communicate and more ambitious in how we engage.

As we communicate with people around the world, we must move beyond messaging. We need to listen more and lecture less. We have to learn how people listen to us, how our words and deeds are actually heard and seen. And we need to explain our positions and policies up front and not after the fact, when opinions have already hardened. The more languages and venues we communicate in, the more respect we show for our audience, the more effective we will be. And in our on-the-ground engagement, we need to build on the historic success of exchange programs such as Fulbright and reach wider and deeper into societies. In a world of billions of people, we need to find ways to scale up our programs and engage on a much broader level.

Advances in technology are providing new tools to do just that. They are enhancing our communications and our engagement, and providing unprecedented opportunities to develop new relationships. They allow us to move from an old model in which our government speaks as one to many, to a powerful new model of engaging interactively and collaboratively as many to many.

Our efforts to support President Obama’s recent Cairo speech suggest the breadth and depth of these new possibilities. The president’s words were almost instantly translated into 14 languages, posted on websites and blogs around the world, transmitted by text message to mobile phones in more than 170 countries, and discussed on social networks

that span the globe. State Department officers texted, blogged, and chatted about the speech in dozens of languages.

We paired these unprecedented high-tech communications efforts with traditional person-to-person outreach. Staff at more than 100 embassies and consulates hosted speech-watching gatherings, sponsored post-speech public debates and discussions, conducted hundreds of media interviews, and visited universities, mosques and madrassas, putting a local face on the president's promise of a new beginning.

The goal of this kind of person-to-person engagement has always been to form lasting relationships. This is now a foundation of our communications strategy as well. In a crowded media environment, relationships offer a way to break through the clutter. I learned this lesson while leading the expansion of Discovery into 170 countries and 35 languages. We knew that developing relationships with people across countries and cultures required understanding how they saw the world and offering them information they wanted and valued.

So if we want to forge relationships with people around the globe – and this is absolutely critical to our national strategic objectives – we need to understand people's interests and aspirations, and form partnerships to provide them with information and services they value. That is the key to an enduring relationship.

In a world where information is often the most valuable currency, we can link our unmatched national data resources with new communications technologies to create information tools that expand opportunity and improve lives. We can provide crop pricing data to cotton farmers in Uganda, financial literacy tools to shopkeepers in India, and online organizing training to activists in Colombia. Local voices and local aspirations must drive these efforts, and it is crucial that we work in a spirit of partnership, not patronage.

One of our most effective tools of relationship building is English language training. Even in the most difficult of settings, we find that people value these skills and see them as building blocks to a better life. Through the English Access Microscholarship Program, created in 2004, the State Department has provided language skills to approximately 44,000 low income high school students in more than 55 countries, including many in the Middle East. Evaluations have found that 87 percent of students in the Access program report a more favorable view of the American people. If we do this right, we can forge relationships that become part of people's daily lives and endure long after the latest sound bites have faded away. With young people in particular, who are connected to the world – the wider world in ways that their parents and grandparents never dreamed possible, we can lay a foundation of trust that will last a lifetime.

And when our interests diverge, as they inevitably will from time to time, these bonds of trust and common purpose will help us to debate as friends rather than clash as enemies. They will provide powerful counterarguments against the extremists who seek to spread anti-Americanism, will bolster those who see America as a source of good in the world.

The national security implications of engagement have not been lost on our colleagues at the Department of Defense, which has become heavily involved in what we call public diplomacy and they call strategic communications.

This influx of resources and personnel has bolstered our public diplomacy efforts. In Nigeria, for example, where high rates of HIV and AIDS among its soldiers hampered the Nigerian military's ability to participate in peacekeeping missions, the State Department organized a partnership with DOD and the Nigerian Ministry of Defense to create a program of testing, training, and education aimed at Nigerian military families. As of last month, more than 77,000 Nigerians had received HIV counseling and testing. Civilians at State took the lead, but they could not have implemented this program without the resources and assistance of their DOD counterparts.

Stories like this are encouraging, but we cannot ignore the legitimate concern that American public diplomacy should not be seen in any part of the world only as wearing combat boots. There needs to be a civilian face as well. Secretary Gates himself has said, quote, "when it comes to America's engagement with the rest of the world, it is important the military is – and is clearly seen to be – in a supporting role to civilian agencies." But as Secretary Gates also notes, we cannot build the civilian capacity needed to assume an appropriate leadership role without adequate resources. And frankly at the State Department, we simply don't have them. This is a problem that I am committed to addressing.

I also recognize that our civilian efforts need more than just resources. Our military colleagues have grasped both the significance and the urgency of the public diplomacy mission and have responded accordingly. They recognize that the stakes are literally life and death and that their approach must be both strategic and global in scope.

One of my top priorities at the State Department is to instill a renewed sense of urgency and a strong emphasis on achieving real results. I am in this for the long haul, and with the support of Secretary Clinton, I will tackle this challenge head-on.

At the top of my list is integrating public diplomacy into the policy process at every level, from formulation through implementation. Our policy decisions must be informed upfront by sound research and perspectives on possible impacts.

We also must create a culture of risk taking and innovation that can adapt quickly in a changing world, nurture good ideas, and capitalize on new technologies. I plan on supporting numerous pilot programs to see which initiatives we should operationalize and scale up and which are better left on the shelf.

As someone with experience leading a large international business, I have a deep appreciation for strategic planning and results oriented management. At the State Department, we can do a better job of thinking and planning strategically, with a clear mission and a steady eye on the long-term global goals, accompanied by careful assessment of programs, personnel and expenditures.

The bottom line is that results matter. I will work to develop methods for tracking outcomes on a consistent basis so that we have reliable ways of spotting trends and are

better positioned to respond to shifting circumstances. And we will put a greater emphasis on considering and quantifying expected outcomes throughout the planning process.

I am confident that we can build a responsive and effective infrastructure that will support the kind of public diplomacy we need to achieve our national strategic objectives in today's world. Nowhere – excuse me – nowhere is this imperative more pressing than in Afghanistan and Pakistan.

Enhanced public diplomacy is a key component of the president's new strategy in the region. When he announced his plan in March, the president said, quote, "a campaign against extremism will not succeed with bullets or bombs alone." He stressed the need to provide the people of the region with alternatives to extremism and to, quote, "demonstrate through deeds as well as words a commitment that is enduring."

Afghanistan and Pakistan are, of course, large and diverse countries and we will carefully tailor our approach accordingly, valley by valley, village by village. To achieve the president's aims, we are launching a multifaceted strategy to provide platforms for local moderate voices, support democratic institutions and civil society, and position the United States as a long-term partner working to create opportunities and enable the people of the region to chart the futures of their own countries.

We are responding to requests from the governments of Afghanistan and Pakistan to help meet the needs of their people. Secretary Clinton recently announced more than \$100 million in humanitarian support for the people of Pakistan. And Ambassador Holbrooke just announced another \$200 million. Since 2002, the United States has provided a total of more than \$3.4 billion to alleviate suffering and promote economic growth, education, health, security, and good governance in Pakistan. Yet we have a credibility gap with many in the region. Some have called it a trust deficit. So part of our task is reassuring the people that our aim in the region is to support their own aspirations. We need to do a better job of getting the word out about what we are doing to help Pakistan and Afghanistan become more stable and prosperous, both through the local media and by communicating directly with people.

There are 8 million Afghan mobile phone subscribers today and new towers and phones will provide more and more people with unprecedented access to information. Cell phone penetration in most parts of Pakistan has expanded even more rapidly. We are already exploring using text messaging to help internal refugees in Pakistan find much needed supplies and services.

We also need to lay the groundwork for long-term engagement. That is why we're expanding our English language programs in the region and launching efforts to engage teachers and students at madrassas. And we're putting new emphasis on proven public diplomacy programs. More students from Pakistan are studying for advanced degrees on Fulbright scholarships than from any other country. Both Afghanistan and Pakistan face entrenched and brutal insurgencies. One great insight of the counterinsurgency strategy pioneered by General Petraeus is that without lasting relationships with local people and the trust of local communities, success will prove fleeting. Of course, though hard learned, this is not really a new lesson.

A few days after I started at the State Department, I moved into George Marshall's old office. General Marshall saw a world beyond our shores devastated by war and reeling from economic crisis. He knew that our fates and our fortunes were intertwined and that America had to engage with the world to ensure our future. So he launched one of the most far reaching engagement efforts in history. And today we are still reaping the rewards of that investment in mutual prosperity and security. From Cairo to Kabul, from quiet villages to crowded cities, America is once again reaching out a hand of friendship and seeking new relationships. We know it is the right thing to do and we know, like General Marshall did, that our future depends on it.

Thank you.

(Applause.)

MS. LORD: Thank you very much, Under Secretary McHale. The under secretary has agreed to take questions. So if you raise your hand and identify yourself and please phrase your question in the form of a question, that would be much appreciated.

Yes, sir.

Q: Hi, my name is Ali Wyne. I'm a junior fellow at the Carnegie Endowment for International Peace. And you just mentioned that there're more students from Pakistan studying on Fulbright scholarships and from any other country. And I was wondering. I think that when I last checked the Fulbright program, that goes the other way, from American students going to Pakistan. I think that's currently – has been suspended for a couple of years. Are there plans to reinstate that program?

SEC. MCHALE: I promise I won't answer every question in the same way, but I've only been in my job two weeks, so I don't have all the information and I'm afraid I don't know the answer to that question. I have to get back to you on that.

Q: I'm Gregg Harper from DOD. Your two predecessors in the Bush administration were kind of termed strategic communications czars and they helped write the strategic communication strategy. Do you plan on continuing that role and do you have any plans on rewriting the strategy and if so, could you give us some highlights.

SEC. MCHALE: I've only been in my job – (laughter). No, seriously, we've been having a lot of meetings on that issue, and so we're beginning – one of the things that I want to do and I think that is so essential, I'm very focused on what are we doing, what are we actually achieving. How can we sort of leverage all the assets we have and work very collaboratively together across government? So I've been in a number of meetings and we are beginning that process to figure out what is the best way forward.

I was at a meeting earlier this week at the State Department and one of my newfound friends there used the phrase – she said basically “the turf wars of the past are in the past,” and that's a sentiment to which I subscribe wholeheartedly. I think we need to focus on the goals and objectives that we have to achieve. They are enormous and they are daunting. And the only way to do this is to do it together in a way which makes sense where we're all sort of going in the right direction. So we're working our way through that and hopefully

over the next couple of weeks or months, we'll have a – we'll be able to sort of share with you the way we intend to proceed.

Q: I'm Mitzi Wertheim with the Naval Postgraduate School. Last week, I ran into a friend of mine who was a former ambassador to Afghanistan and he asked me a rather poignant question I'm going to ask you. He said, "Why are we in Afghanistan?" And my question to you is, how are you going to explain it to the Afghans why we're there?

SEC. MCHALE: Thank you for your question. I think that's an excellent question. I think if you – what I was trying to say and the way I look at this is that we have got to do a much better job of reaching out to people and that starts with listening to them, listening to their questions, their concerns, listening to how they hear us. And I think what we're going to be doing as we look ahead in the months and weeks ahead, as we develop our public diplomacy plans for Afghanistan, that would be at the core of it. It really comes down to sort of a people-to-people approach, community-by-community going in and really, frankly, I believe we owe them the sort of respect to sort of meet with them and to explain what we're doing to understand how they are viewing what we're doing and how we can move forward in the future better together.

Q: Thank you. Burton Gerber, Georgetown University. I just wonder if in the brief time you've been there you've been able to identify what is it that worries you the most in terms of what you're going to have to do. Do you have the proper – what do you think about your personnel and their language skills and their professional skills, the resources that you have, the questions about limitations of maybe dealing with hostile media, the questions of how to measure your success. What is that sort of when you go to bed at night you say, "Gosh, how do you solve those problems?"

SEC. MCHALE: Probably all of the above. (Laughter.) Yes, can't we – but seriously, I think that those are all issues that I'm focused on. You asked about the question of resources. I've said it in my remarks. Candidly the State Department does not have the resources I believe it needs to do everything that it wants. And I frequently tell the folks who work for me and they don't – when I was at Discovery and I looked at the budget I had at Discovery compared to what I have at the State Department and what we are trying to do, there's simply no comparison.

Having said that, we are clearly at a time of severe economic constraint. And the last time I checked, I had not gotten a call from anyone saying, "by the way, a check for \$5 billion is on its way." So we have to figure out. One of the first things I want to do is go through, and we've begun the process, to be sure what we're doing is worth the effort. Are we being the most efficient, the most effective we can be? Have we prioritized the allocations of the resources we have? Part of the answer is better collaboration across the government with different agencies who're involved in it and clearly with our colleagues at the Department of Defense we'll be doing that. But I'm hoping to start with developing – and I've talked about this before – a strategic plan, which will hopefully help lay out a better case for more resources to this effort within the State Department. But we have to demonstrate results to be able to – you can't just go into someone and say, "can you just give me more money?" I think I have to go on with the plan and I have – that plan has to include a process for evaluating outcomes and we have to hold ourselves accountable for that.

So we've begun that process, but there's a lot going on and we're trying to do it. But I think I've got – the people at the State Department, we have a terrific group of diplomats and civil servants who are advancing our interests each and every day and I think when we all sort of – we have a long way to go, but I think we'll be able to get there.

MS. LORD: The gentleman in the back, please.

Q: Thank you. My name is Warren Anderson. I'm the director of international health for the Assistant Secretary of Defense for Health Affairs. You mentioned public diplomacy and strategic communications. I'm wondering – and I realize you're new on the job – but are those like two words you would find in the thesaurus that sort of mean the same thing, or in your mind, do they mean exactly the same thing because we're a little confused. And at least in my division, we're a little – we deal a lot with strategic communications and public diplomacy, but I'm not sure we know exactly what the terminology is.

SEC. MCHALE: I think they're probably very closely related. I think if you look – I haven't actually looked at the definition of the two or how we do it. I think one of the challenges is there's probably a lot of different opinions across the world as to what public diplomacy means and then strategic communications. I think there's probably a significant overlap. I think maybe, as part of our process, as we move forward in a collaborative way with other agencies and departments, we can begin to clarify that question. There's clearly a significant overlap and I think hopefully over time we'll sort of bring some clarity to that.

MS. LORD: Can we get the gentleman in the back and – (off mike)?

Q: My name is Samar Chatterjee from SAFE Foundation. Since you said you're only two weeks, I won't ask you a question, but I would make a suggestion. One of the major problems that I see in a country where United States is still not in war, like India, and I consider the visa process, whether is student visa or for that matter immigrant visa or whatever, the kind of treatment those visa officers give to the potential candidates is disgraceful and almost uncivilized. And since you're in charge of diplomacy, I would like you to look into that. And of course, during Bush administration, I did file complaints, but they were not responsive and therefore you should forget their plans for communication, which is a disaster in my opinion, and develop a new one. And please look into that problem.

SEC. MCHALE: Thank you for your comment. I think Secretary Clinton might find it strange that I was in charge of diplomacy, but thank you for your comment.

Q: Thank you very much. In the light of financial constraints on the whole realm of the federal government and rather impressive background that you come from to this position, have you thought about leveraging the resources in the private sector – speech writers, public relations, consultants et cetera – to help you in your new duties?

SEC. MCHALE: Thank you very much for that question. Actually I've given a lot of thought to that. Throughout my career I've been a very big proponent and supporter of private-public partnerships and I think that we absolutely have to do that. And I've been

approached by a number of private sector partners – frankly, many of them I knew from my prior life – who are very interested in working with us, both on the NGO basis, corporations, and others. And I think we will – you will see us over time, we’re very much going to be looking out to build those bridges to be sure we’re maximizing – I mean, this is a task which requires everybody in our country to get behind it. And we have to find ways of working together, of leveraging all the assets that we have, and certainly private-public partnerships will be one area of endeavor that we’ll be pursuing pretty aggressively.

Q: Paul Kawika Martin, political director with Peace Action, formerly SANE and the Freeze. Thanks very much to CNAS for this and for you coming and spending time with us.

Perception is reality and what we say I think is very important and you have a very important job in that, but also needs to match what we do. General Petraeus has recently said solutions in Iraq, Afghanistan, and other places and implementing the 80-20 rule – 80 percent non-military solutions, 20 percent military solutions. As we speak, we’re about to pass a supplemental of about \$100 billion, 90 percent of which is the military solution. What’s your vision to try to figure out how we get this 80-20 rule figured out correctly?

SEC. MCHALE: I think it’s critically important and I think you’ve heard that from the president. I think you’ve heard it from the secretary of state. I think you’ve obviously heard it from General Petraeus and Secretary Gates. And it’s one of the things that we’re going to be working on, but again, I’ll go back to some earlier remarks where I think it’s incumbent upon us to put together the case for those incremental resources by laying out how we’re going to be spending them. How we’re going to deploy those resources and what kinds of results that we hope to achieve. So yes.

MS. LORD: And I think we have time for one last question. Rona Freiberg (sp) and thanks very much for your service in the U.S. Information Agency.

Q: Thanks, Kristin. I’m Rona Freiberg, formerly with State and USIA. I’m now with LSI Consulting. We’re all very pleased to have you in place and moving forward. My question is this – another “what have you done in the last two weeks” kind of question – how soon do you anticipate having the opportunity to get out into the field. In my mind, the relationship between the field operation of public diplomacy and the infrastructure back here at State Department is critical and has suffered from some lack of attention in the past. So we’re hoping you’ll be able to investigate and meet with those folks who carry out the ground effort moving forward.

SEC. MCHALE: Well, in answer to your question, I’ve already been out to the field. I was in London. I went over to London for the president’s speech, at which I attended – the embassy set up a watching session at the embassy with Muslim students attending U.K. universities. So I participated in that, which was – because I think it’s critically important to hear how things are being interpreted, which is totally fascinating. I was telling Kristin earlier. On Monday, I went to a school in Hackney, a high school in Hackney, which is a very ethnically diverse part of London, and met with a group of students there. And let me tell you. It is – we have a lot of challenges ahead. The kids that I met with, both the university – actually the high school students were probably more

skeptical and difficult. They have a lot of concerns. We have a long way to go to reach out and really start rebuilding some of the bridges that we need to do.

But in terms of meeting with the staff, I spent a lot of time meeting with the folks who were there, both at our hub – I did some interviews while I was there on Thursday or Friday. I can't remember now. And I spent a lot of time meeting with staff, both locally employed staff, Foreign Service Officers to understand some of the challenges that they're facing.

A couple of weeks ago while I was still awaiting confirmation, we set up a couple of different video conferences with people throughout the region – with public affairs officers throughout the region, so that I could hear very directly from them the challenges they're facing. When I was at Discovery – to me, there's not better way of doing it. You've got to go yourself and really meet with the people who are actually – we're asking to sort of undertake all of these tasks to understand the resources they need, the problems they're facing. There's a lot of talk about listening. We all talk about we have to do a better job of listening and that's great, but we also should listen to the people who are in the field and who're within the State Department because they are great assets for us in interpreting the public behavior and what have you. So I intend to do a lot of traveling.

MS. LORD: Under Secretary McHale, thanks very much. We wish you the best in the coming days.

(Applause.)

(END)