



US Army Corps
of Engineers
St. Paul District

Crosscurrents

Vol. II, No. 7, July 1988

50th anniversary of 9-ft channel



More than 2,200 people enjoyed the 50th anniversary festivities at Lock and Dam 7 on June 25 and 26. A rededication ceremony and ribbon cutting on Saturday morning started the 2-day open house.

Tours of the facility were given both days. Lockmaster Bill McDonald and his staff were assisted in escorting the visitors by staff from other locks. Displays included the district's traveling exhibit trailer, Survey Launch 19 and the Coast Guard Buoy Tender Wyaconda. After the ceremony, more than 100 people, including participants in the ceremony, district employees and retirees took a river tour on the La Crosse Queen sternwheeler.

At upper left, retired lockmaster Erwin "Frosty" Ganschow cut the ceremonial ribbon rededicating the lock and dam system. He was assisted in the ribbon cutting by Upper Area lockmaster Arden Duval and Col. Briggs.

At upper right, Col. Briggs talks with retiree Don Zimmerman (left) and Walt Hermerding (center), park manager at Cross Lake. Many retirees, including people who had worked on the construction of the locks and dams between 1932 and 1938, attended the ceremony.

At lower left, Bill McDonald, lockmaster at Lock 7, talks with a radio reporter about the open house activities. (Additional photos are on page 2.)

Photos by Ken Gardner

Commander's viewpoint

by Colonel Joseph Briggs

It's hard to believe that three years have slipped by and my time here as district commander is at an end.

The past several weeks have gone like a whirlwind. We had the picnic in June, the 50th anniversary celebration at Lock 7, and a couple of trips to the field to take one last look around and, of course, to say good-bye. Naturally, getting ready to move my family to Seoul, Korea, has added to the confusion and excitement of these last weeks.

But now the time has come to clean out my desk and tie up the loose ends around the office.

It is obvious to me that the district in 1988 is not the same as I found it in 1985. A great deal of work has been accomplished, and I am sure many of you realize that we have experienced significant changes.

Passage of the Water Resources Act 1986 not only assured us of projects to work on for the next decade but also changed the way we relate to our customers in terms of cost-sharing.

We've completed projects like

Winona, Lake Pulaski, and Zippel Bay. Work continues on others such as Mankato. And we started work at Bassett Creek, Rochester, and on the locks and dams.

We have reorganized the district with the creation of Logistics Management, Information Management, the Internal Auditor, and just recently, a deputy commander for project management. We have also opened, closed, and realigned some of our field offices and shuffled people around the district office.

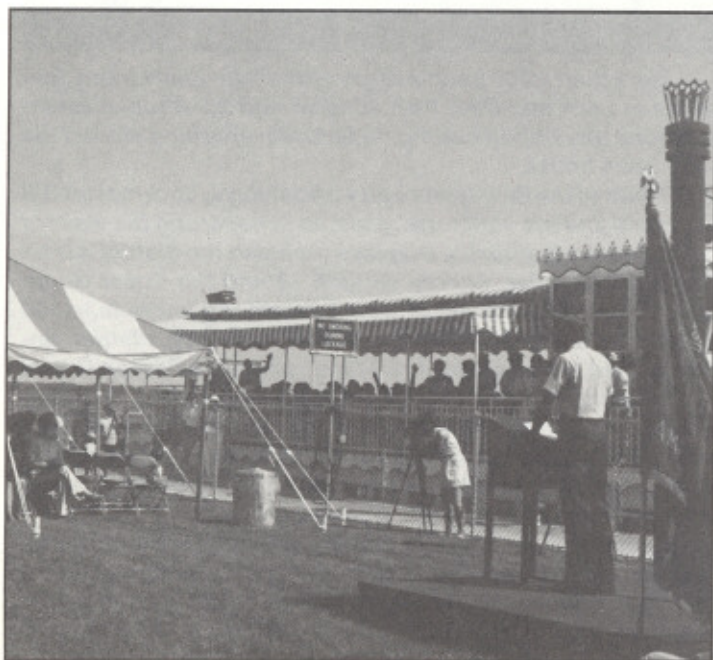
Every one of you can stand tall and hold your head up proudly because you have accepted and dealt with these challenges in an outstanding manner. Without hesitation, I can assure our new chief of engineer, Lt. Gen. Hatch, and your next commander, Col. Baldwin, that the men and women of the St. Paul District are prepared to respond to the new challenges the district will face during the next few years.

In closing, I would like to thank you all for your help, assistance, and support. I don't feel like I am leaving my friends and family behind. You will always be in my heart and in my memories.



Col. Joseph Briggs

Thousands visit Lock 7 for the rededication



Col. Briggs (standing, right) spoke to the visitors at Lock 7 on June 25. Afterwards, more than 100 people took a cruise on the sternwheeler *La Crosse Queen*.



Approximately 2,200 visitors toured the lock and dam facilities on June 25 and 26. Many witnessed recreational and commercial lockages.

Photos by Ken Gardner

This may be your last issue!

If you receive Crosscurrents by mail, you should have received a yellow return card with the May issue. To continue on the mailing list, you must return that card or contact the Public Affairs Office by mail or telephone (612-220-0201). If you have al-

ready returned the card, your subscription will continue. If you have not, your subscription will end with this issue.

If you are a current employee, you did not receive a yellow card. All employees will continue to receive Crosscurrents.

Gudrun Smedsrud dies

Gudrun ("Goodie") Smedsrud, age 80, died May 12 in Grand Forks, N.D. He was a 29-year employee of the Corps of Engineers, working in the St. Paul Real Estate Office, until his retirement in 1972.

Corps Calendar

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|------------|---|
| July 1 | IDEA EXPRESS (New Suggestion System) Becomes Effective, Mary Rivett, 220-0343 |
| July 2-4 | Traveling Trailer Exhibit, La Crosse, Wis., Rosemarie Braatz, 220-0316 |
| July 4 | Independence Day, Federal Holiday |
| July 5-8 | Staff Interviews, OCE Transition Team, Mary Kay Linder, 220-0302 |
| July 9 | Open House, Lock and Dam 6/Catfish Days, Trempealeau, Wis., James Weyant, 608-534-6424 |
| July 11 | Farewell Luncheon for Col. Briggs, St. Paul Athletic Club, 11:30 a.m., Mary Kay Linder, 220-0302 |
| July 12 | S.A.M.E. Golf Tournament, Bruce Boldon/Chuck Rogers, 220-0438 |
| July 13 | Change of Command Ceremony, Holiday Inn - Town Square, 11 a.m., Mary Kay Linder, 220-0302 |
| July 16 | Open House, St. Anthony Falls Locks and Dams/Traveling Trailer Exhibit/Minneapolis Aquatennial, Joe Dvorak, 612-332-3660 |
| July 20-21 | Upland Dredged Material Disposal Workshop, Charleston, S.C., Dan Krumholz, 608-687-3011 |
| July 20-22 | Transitional Workshop, Riverwood Conference Center, Monticello, Minn., Mary Kay Linder, 220-0302 |
| July 23-24 | Open House, Lock and Dam 2/Traveling Trailer Exhibit/Rivertown Days, Hastings, Minn., Franklin Yule, 612-437-3150 |
| July 23-24 | First Annual Construction-Operations Division Golfing/Fishing/Sunning Weekend, Glenwood, Minn., Arlee N. Keys, 701-845-1429 |
| July 25 | District Office Tour for Col. Baldwin, Mary Kay Linder, 220-0302 |
| July 30-31 | Traveling Trailer Exhibit/Riverboat Days, Wabasha, Minn., Rosemarie Braatz, 220-0316 |
| July 31 | Open House, Lock and Dam 8, LaVern Horstman, 608-689-2625 |
| August 6-7 | Traveling Trailer Exhibit/Riverboat Days, Red Wing, Minn., Rosemarie Braatz, 220-0316 |
| August 8 | Field Site Visits for Col. Baldwin, Mary Kay Linder, 220-0302 |

Raster qualifies for 4th world championship

Tom Raster (PD-ES), the St. Paul District's resident Sunfish champion, has done it again. (The Sunfish is a popular 14-foot sailboat.) In June, he won a regional competition against sailors from Minnesota, North Dakota and Illinois. That victory qualified him to go the 1989 Sunfish World Championship in Peru. Tom competed in the world championships in Italy in 1985 and in Aruba in 1987. This fall, he will compete in the 1988 world championship in the Bahamas. Tom and Greg Schroeder (ED-M) use Sunfish to teach beginning sailors in the Red Cross program at Lake Phalen in St. Paul.

Thanks, resource staff

Dear editor;

Every year, one or a group of offices gets the privilege of planning and executing the annual picnic. These people usually work in shifts and then get a chance to play with the rest of us. However, this year a special group of people were "on duty" all day to help us enjoy ourselves. I believe a special thank you should go to the very visible (in uniform) resource staff.

Diana Tschida

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*District Engineer Col. Joseph Briggs
Chief, Public Affairs Ken Gardner
Editor Joe Yanta*

District implements INITIATIVE '88

by Joe Yanta, Public Affairs Office

The Corps of Engineers is beginning a new effort, called INITIATIVE '88, designed to promote more efficient management of projects. It will also change the way that the district manages projects.

According to information from the Office of the Chief of Engineers (OCE), much of INITIATIVE '88 "predates the Water Resource Development Act of 1986 (WRDA '86), but the increased non-federal cost sharing in studies and projects mandated by WRDA '86 provided the major impetus for a more efficient project development process." In addition, the new Assistant Secretary of the Army (Civil Works), Robert W. Page, proposed a number of changes intended to promote efficiency, cut costs and speed up schedules for planning and project management.

Life cycle management: IPM and TPM

According to Bob Post, the chief of Engineering Division, INITIATIVE '88 institutes a "life cycle project management" system. This system will set up a deputy district engineer for project management in most districts, including St. Paul.

Dale Mazar, chief of Project Management Branch, has been named acting deputy district engineer for project management. Dale said that he has "two basic jobs:...to get the system set up in the district...and to develop an organization for the district within the guidelines" provided by OCE.

This system will establish "independent project managers" (IPM) in a separate office under the new deputy district engineer for large or complex projects. Until these managers are selected, Dale will prepare the reports and perform the other duties of these managers.

Other projects will be managed under a new "team project management" (TPM) system that would involve representatives from Planning, Engineering, Construction-Operations and Real Estate Divisions throughout the project life cycle.

In the St. Paul District, Bob said that eight projects have been identified for the IPM program.

Two of these projects entered the IPM system on July 1: Sheyenne River and

Rochester.

Perhaps as early as January 1, 1989, the six other projects will be added to the IPM list: Bassett Creek, Chaska, Souris River, State Road, Baldhill Dam Safety, and the Upper Mississippi River locks and dams major rehabilitation program. Later, other projects will be added.

Individual project managers will handle scheduling, manage costs, and coordinate with reviewers and local sponsors. In general, they will be less concerned with the technical aspects of project management than the district's current project managers are. Bob said that "project coordinators," "study managers," or managers with similar titles (to distinguish them from the individual project managers) will coordinate the more technical aspects of project management for IPM projects.

Other large projects that are not on the IPM system will be on the TPM system. The six projects scheduled to be added to the IPM list on January 1, 1989, or later will be in the TPM system in the interim. Eighteen other projects have been identified to be on the TPM system by July 1, 1989.

Bob said that the concept of TPM will involve a management team that will stay active throughout the project's life cycle.

Some things stay the same

As is usually the case now, these projects will begin as reconnaissance or pre-reconnaissance studies in the Plan Formulation Branch of Planning Division. They will stay there through the feasibility study phase.

For the more detailed design memorandum studies, primary management of these projects will shift to Project Management Branch, again as they do now.

A manager from Construction-Operations Division will oversee the actual construction of the project.

Some things change

Bob pointed out that the TPM system will keep the Planning, Engineering, and Construction-Operations Division representatives active through the project life cycle in contrast to the present system. They will not drop their involvement in the proj-

ect at the end of their management phase, nor will they come to a project "cold" the way that they often do now.

They will also maintain one project file to create what Bob termed "an institutional memory" of the project. In this way, each of the project managers—or their replacements—can step into a project when necessary and will have someone in the district who can assist them with their management roles.

These management teams would also coordinate with the new deputy district engineer for project management, with the manager from the appropriate division taking the lead role in this coordination.

Other projects, such as continuing authorities (small projects), operations and maintenance, and similar programs, would probably continue to be managed much as they were previously.

Civil Works Project Review Board

Another change that will affect the district, is the Civil Works Project Review Board. This board will include representatives from Engineering Division, Planning Division, Construction-Operations Division, Program Development Office, Real Estate Division, Contracting Division and others as determined by its chairman, the deputy district engineer for project management. This board will help allocate priorities and resources for the IPM and TPM projects.

Other changes

Other changes resulting from INITIATIVE '88 include a redefined organizational role to improve accountability and communication, controls on overhead costs, better monitoring of projects, development of yearly and 5-year plans, and an improved research program intended to improve the productivity of the Corps and the U.S. construction industry.

Not all new, not without problems

Bob indicated that the project management system outlined in INITIATIVE

Continued on the next page

NCS prepares for change of command

INITIATIVE '88, continued

'88 is not new. It has been used by private industry, and the Corps has been considering such a system for some time.

System needs to be federalized

He said that the system "needs to be federalized" so that it can work within a government agency. He explained that the federal government has various legal restraints on personnel and resource management. It cannot simply hire and fire or lay off employees to meet immediate needs as private industry can. It also cannot use the same sort of monetary incentives (large bonuses) or penalties (unpaid overtime to meet an agreed-upon deadline) that private industry can use.

Bob also said that there are problems with allowing a government project manager to assume total responsibility for both the technical and scheduling aspects of a project.

The "many layers of review and approval" within the government also complicate the situation, he said. The St. Paul District, for example, cannot act as independently as a private firm might be able to.

Solutions require imagination

Bob indicated that the solutions to these problems "will require some imaginative thinking," but he stressed that "we want to do it in the least threatening, most advantageous way."

by Joe Yanta, Public Affairs Office

Anyone who has been with the Corps of Engineers for more than a few years has probably experienced at least one change of command. Some St. Paul District employees have gone through many of them.

Although these changes in leadership occur frequently in the Corps, there were only limited guidelines for effecting a transition, at least until recently.

Now the Corps has established an office in the Office of the Chief of Engineers (OCE) that will assist districts, divisions and other Corps organizations that are about to undergo changes of command. It has also published voluntary guidelines for such transitions.

Lt. Col. David M. Nelson, the deputy district commander, explained that the St. Paul District will be the first Corps district to use the new guidelines to smooth the transition between commanders. He said that the district's experiences will be a test of the guidelines and that its comments will help modify the guidelines for the benefit of other districts and Corps organizations.

Nelson said that the transition guidelines are intended to give the new commander "a chance to get on board rapidly,...to get to know his people,...to let them get to know him,...to learn how to work with each other,...yet not lose impetus," and at the same time, "to take some of the trauma out of the transition."

Col. Roger Baldwin, the incoming district commander, has gone through two previous transitions as a district commander, one when he assumed command of the Philadelphia District in 1981 and another 3 years later when he turned over that district to his successor. He requested that

the St. Paul District be a part of the pilot program for the new guidelines.

Nelson has been coordinating the transition with Baldwin, Col. Joseph Briggs, the district staff and OCE.

As part of this coordination, the district staff meeting on June 13 featured a videotape on the program, "Leadership Transition: The Art of Passing the Baton," and staff members received a booklet of guidelines, "Leadership Transition Guide."

OCE is also working with the district on this transition. Tina Anderson of OCE and Sam Morton, a consultant working for OCE, tentatively will be in the district office on July 5-8 for staff interviews and will lead a workshop at the Riverwood Conference Center in Monticello, Minn., on July 20-22 for the new commander, the deputy commander, the military staff, and the office and division chiefs.

The workshop will be the first of its kind for the district. Nelson said that the idea of holding the workshop outside the office is to allow the participants to escape the "daily interruptions" of the office and to provide a more "positive atmosphere."

At the workshop, the participants will take a management-style evaluation. The new commander and his staff will also have an opportunity to share ideas and get to know themselves and each other better so that they can establish an effective team.

Nelson said that the result of this effort will be a melding of ideas from "OCE,...the new and old commanders,...the staff," combining new ideas with "things that have been successful in the past." He also said that some of the division and office chiefs may want to use similar team-building techniques in their own offices.

On changing leadership successfully: the handoff is critical

A change in leadership may be compared to the passing of a baton in a relay race. The runner with the baton must maintain speed and momentum until the baton is passed while the relief runner must come up to speed and continue the race. Both must take care that the baton is passed smoothly. If the baton is dropped, the race is lost. If the pass is successful, the leader and the team he supports may move forward to the challenges that await.

From "Leadership Transition: The Art of Passing the Baton"

Baldwin to succeed Briggs as district engineer

Col. Roger L. Baldwin will succeed Col. Joseph Briggs as commander and district engineer of the St. Paul District this month.

The official change of command ceremony will be on July 13 at 11 a.m. in the Holiday Inn - Town Square. All district employees are invited to attend.

Baldwin's previous assignment was assistant director in the Directorate of Engineering and Construction with Headquarters, U.S. Army Corps of Engineers in Washington, D.C. Prior to this assignment, he served as the military assistant to the assistant secretary of the Army for civil works at the Pentagon in 1985.

Colonel Baldwin is a native of Findlay, Ohio, and is a 1964 graduate of the U.S. Military Academy at West Point. He also received a master's degree in Mechanical Engineering from Texas A&M University in 1969.

His military schooling includes the Engineer Officer Advanced Course at Fort Belvoir, Virginia, and the Naval College of Command and Staff. He is also a 1986 graduate of the National War College.

During his military career, Colonel Baldwin served two tours in Vietnam, one as an engineer staff officer and another as

the commander of an engineer construction company.

Prior civil works experience with the Sacramento District was highlighted with a temporary tour of duty to the Wilkes-Barre area in 1972 to assist in disaster recovery operation following Hurricane Agnes. From 1981 to 1984, he was the commander of the Philadelphia District.

He served on the faculty at West Point as an engineering instructor for 3 years.

In Germany, he was assigned to the 3rd Infantry Division and served as an engineering officer on the division staff and as the executive officer of the division's combat engineer battalion.

During his last year in Germany, he was the pilot project officer for the base operations contract of the Karlsruhe Military Community.

Among his military decorations are the Bronze Star Medal (three awards), Meritorious Service Medal (three awards) and Army Commendation Medal (three awards).

Baldwin is married to the former Jane Saffell of Zanesville, Ohio. They have two children: Richard, 9, and Martha, 6.

He is a registered professional engineer in the states of Virginia and Ohio.



Col. Roger L. Baldwin

Briggs assigned to Korea

Col. Joseph Briggs, district commander since 1985, will leave the St. Paul District for an assignment to Korea following the change of command on July 13. Briggs is the 52nd person to head the St. Paul District.

His next assignment takes him to Seoul, Korea, where he will be the assistant chief of staff for engineering for U.S. Forces, Korea and the 8th U.S. Army. In this capacity, Briggs will serve as the primary engineering staff officer at the headquarters of the joint-service command (U.S. Forces, Korea), while also serving as the top engineer at Headquarters, 8th U.S. Army. As such, he will oversee both military construction and facilities engineering activities for both the Army and Air Force in Korea.

His family will accompany him to Seoul.

Briggs is a graduate of Hampton Institute in Hampton, Va. where he earned a

bachelor's degree in architectural engineering. He also has a master's degree in civil engineering (geotechnical) from the University of California at Berkeley. He is a graduate of both the Army and Navy war colleges.

His major command assignments include serving as company commander, 86th Engineer Battalion, Fort Dix, N.J. (1964-65), and commander, 3rd Engineer Battalion, 24th Infantry Division, Fort Stewart, Ga. (1978-80).

His major staff assignments include serving as executive officer, 20th Engineer Battalion, Vietnam (1970-71); research and development technician, Nuclear Cratering Group/Explosive Excavation Research Laboratory, Lawrence Livermore Laboratory, Livermore, Calif. (1971-73); tactical officer and adjutant, U.S. Military Academy, West Point (1974-77); operations officer, Joint Task Force, Eniwetok Atoll

(Marshall Islands) (1977-78); action officer, Training Division, Office of the Army Deputy Chief of Staff for Operations, the Pentagon, (1981-83).

Among his military awards include the Bronze Star (two awards), Defense Meritorious Service Medal, Meritorious Service Medal (three awards), Air Medal and Army Commendation Medal (two awards).

Briggs is a native of Brooklyn, N.Y., and is married to the former Rebecca Sue Hughes of Danville, Va. They have three children: Joseph, Deidra and Damon.

Hatch named as chief, promoted

Adapted from *Engineer Update*

President Reagan nominated Maj. Gen. Henry J. Hatch as chief of engineers and commanding general of the Corps of Engineers on May 5. He was confirmed by the Senate in mid-June. Hatch succeeded Lt. Gen. E. R. Heiberg III, who retired in May.

Hatch, 52, has also been promoted to lieutenant general.

As chief of engineers, Lt. Gen. Hatch assumes responsibilities for both a major Army command and a Department of Army staff agency.

Hatch had been serving as director of civil works at Corps headquarters. He previously served as the assistant chief of engineers on the Army staff at the Pentagon.

He has held numerous command and staff assignments in the United States and overseas.

These assignments include serving as the engineer for the U.S. Army in Europe,

commanding the Pacific Ocean Division, commanding the 2nd Infantry Division Support Command in Korea, commanding Nashville District, serving as a staff officer in the Office of the Army Chief of Staff, commanding the 326th Engineer Battalion in the 101st Airborne Division in Vietnam and teaching at West Point.

Hatch is a 1957 graduate of the U.S. Military Academy at West Point and received a master's degree in geodetic science from Ohio State University.

He is also a graduate of the Army's Command General Staff College and the Army War College.

Among his military awards are the Legion of Merit, two Meritorious Service Medals, two Bronze Star Medals, three Air Medals and two Army Commendation Medals.

Hatch is a ranger and master parachutist, and he wears the Army Assault Badge.

He is also a registered professional engineer in the District of Columbia.



Lt. Gen. Henry J. Hatch

Kelly to be new director of civil works

Washington, D.C. (June 6, 1988)—The Department of the Army announced that Brig. Gen. Patrick J. Kelly will be the next director of civil works in the Office of the Chief of Engineers in Washington, D.C. The assignment will become effective on July 5, 1988.

Kelly succeeds Lt. Gen. Henry J. Hatch, who has named chief of engineers.

As director of civil works, Kelly will have nationwide responsibilities for water resources development that include planning, programming, design, construction, operation and maintenance for navigation, flood control and other civil works missions with an annual budget of \$3 billion.

Kelly's previous assignment was commander and division engineer of the South Pacific Division, headquartered in San Francisco, and also commander of the Corps' Missile Construction Office at Norton Air Force Base in California.

Upon completion of the Reserve Officers Training Corps curriculum and educational course of study at Marquette University in 1959, Kelly was commissioned a

second lieutenant and awarded a bachelor's degree in civil engineering. He also holds a master's degree from the Naval Post-graduate School and a doctor of philosophy in applied science from the University of California.

His military education includes the Engineer Officer Basic and Advanced Courses, the Armor Officer Advanced Course, the Army Command and General Staff College and the Army War College.

Prior to his previous assignment, Kelly served as deputy director of civil works in the Office of the Chief of Engineers.

Other recent key assignments include serving as commander and district engineer, Mobile District, and as area engineer and contracting officer with the Near East Project Office in Onda, Israel, in support of the Camp David Peace Accords.

Additional career-building assignments include serving as military research associate performing laser fusion research at the Lawrence Livermore Laboratory, in Berkeley, Cal., and as commander of the

15th Engineer Battalion and special assistant to the chief of staff (both assignments with the 9th Infantry Division at Fort Lewis, Wash.). He also served as project officer and later, chief of special projects in the Office of the Deputy Commander for Research and Development, U.S. Army Missile Command, Redstone Arsenal, Ala.

Among his military awards and decorations are the Legion of Merit (two awards), Bronze Star Medal (two awards), Army Commendation Medal (two awards) and the Army Achievement Medal. He also wears the Parachutist Badge and the Ranger Tab.

Kelly was born in Norwalk, Conn., and is married to the former Marilyn Daggett of New York City. They have four children: Karen, Patrick, Megan and Marilyn.

Char Hauger: upwardly mobile

by Joe Yanta, Public Affairs Office

Char Hauger has been chief of the Permit Evaluation Section and assistant chief of Regulatory Functions Branch since November 1982. On June 25, she also received a bachelor's degree in liberal arts from Metropolitan State University, with emphasis on business and management.

Char arrived at her present position in an interesting way. And although she received a great deal of assistance from the Corps of Engineers, she had to put in a great deal of work to earn what she has received.

In November 1972, Char began working for the St. Paul District at the Construction Office in the Bulk Mail Center in Eagan, Minn., as a clerk-stenographer. Later she became a fiscal assistant.

She came into the Regulatory Functions Branch in April 1976 as an applications examiner, in an Upward Mobility position. (The Upward Mobility program is intended to help employees move into higher-graded target positions after both on-the-job and outside training.) At that time, the Section 404 permit program (for placement of fill in waters and wetlands) was just beginning to expand considerably. Since then, the branch has increased in staff and workload, and Char has moved up the supervisory ladder.

Partly as a result of her training, she became a supervisory environmental protection specialist in 1981.

In the early 1970's, Char began taking classes at Lakewood Junior College. At first, she was just interested in taking classes that interested her and in learning more, with no firm goal of a degree.

Eventually, she earned 90 credits at Lakewood and transferred to Metropolitan State University 3 years ago.

Almost all of her educational program was supported by the Corps of Engineers training program. Some of the courses were part of the Upward Mobility program. Others were sponsored under the regular district training program.

Char said that anyone who wants to move up from a lower-graded position should plan on more education. Time may seem to be a problem for many people, she said, but she added "the time is there—you just use it in a little different way,...plan more carefully,...make some sacrifices."



Char Hauger performs a dual role as chief of the Permit Evaluation Section and as assistant chief of the Regulatory Func-

tions Branch. She has also been taking college classes and working toward a degree for several years.

Photo by Joe Yanta

She noted that most students at Metropolitan State University have jobs and families.

Char recommended Metropolitan State University to working adults. It attempts to make a return to school easier for working people. Students can attend class in the evenings and weekends so that their work schedule is not interrupted. Char said that the instructors tend to be "more flexible in terms of attendance and due dates." Rather than just a simple letter grade, students receive written evaluations of their work. Independent study options are available, and students may also petition to receive credit for prior education or work experience.

Metropolitan State University is primarily an upper division school, offering students an opportunity to complete the last 2 years of a 4-year undergraduate program. It also now offers master's degrees in three fields: business, public administration and nursing.

Training and on-the-job experience played important parts in her ascent from a clerical position to professional and supervisory roles, but she says that one other major factor was her willingness to do tasks outside her normal job duties.

Char began working for the federal government in California when her husband was with the Navy. They had to move several times, and she said that experience made her more willing to try new jobs.

When they moved to the Twin Cities, Char began working for the U.S. Fish and Wildlife Service. She noted that some of the people she worked with at that agency are still in the same jobs.

Now that she has her degree, Char plans on some additional schooling, perhaps a master's program, perhaps just additional courses in areas of interest, including the environment.

Hundreds enjoy picnic at Eau Galle



About 650 people purchased food tickets for the picnic at Eau Galle Dam in Spring Valley, Wis., June 17. Even though the turnout of employees, families and retirees was large, servers gave away some food at the end. No one had to go home hungry!



Activities at the picnic included volleyball (ED-M won the tournament again). Both organized games and playground equipment were available for children. Swimming, tours, snacks and other activities were open to all.

Photos by Joe Yanta

Gina Erickson to spend year in Tunisia

by Joe Yanta, Public Affairs Office

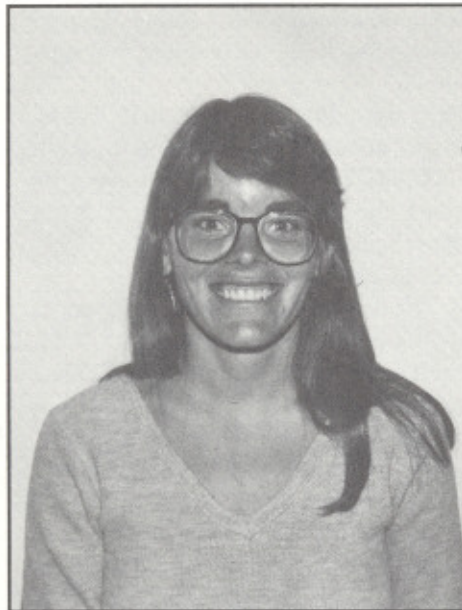
Gina Erickson has spent the last 3 1/2 half years working as an accounting technician in the Civil Works Section of Finance and Accounting Branch. Employed under the Stay-in-School program, she has also been studying international relations and Middle Eastern studies at the University of Minnesota.

Although Gina will continue her studies during the next school year, she probably will not be spending much time in the district office. Instead, she will be spending a great deal of time in North Africa.

Rather than taking classes at the University of Minnesota, Gina will be studying Arabic and French and teaching English at the Bourguiba Institute in Tunis, Tunisia.

Gina will be a participant in the International Student Exchange Program (IRSEP). IRSEP is a program at the University of Minnesota that sends one student every year to each of seven countries. One foreign student from each of those countries, in turn, comes to Minnesota to study.

"The program pays tuition and a monthly stipend to cover rent and food. I have to pay my way over there and back. I also have to find an apartment to live in over there. Dormitories are not available," Gina



Gina Erickson

Photo by Joe Yanta

said, "so I will probably share an apartment with other students."

Gina, who was selected from six other applicants for the Tunisian position, has a solid background in Arabic. She studied the language for 4 years as an Arabic linguist in the Army and she has studied it for another 3 years at the University of Minnesota. Her last formal class in French was at the University in 1985.

The application for IRSEP involved

filling out detailed forms explaining her reasons for wanting to enter the program and her goals. She also took an essay test and participated in a final interview.

Gina mentioned that the interview involved some interesting questions, about what she would do during an anti-American riot ("just stay away") or what foods she would cook for an Arab family ("meat-loaf"), in addition to more standard questions about her goals and interests.

Gina said that she wants to go to Tunisia to learn how to speak Arabic more fluently and to learn more about North Africa first hand. She will leave in mid-August and return to the United States in June or July 1989.

Once she is in Tunisia, Gina said she will have opportunities to travel to Egypt and other countries because the air fares are so low.

After her returns, Gina will spend her next year at the University helping to run IRSEP, which is a student-run organization.

For the longer term, Gina plans to continue her studies after her graduation from the University (in December 1989) and eventually to work for the State Department or a multi-national corporation where she can use her background in international studies.

Around the district

by Ken Gardner, Public Affairs Office

The day started with a group of boaters yelling "Happy Birthday Lock and Dams" as they locked through Lock 7. The day, for me, ended about eight hours later when the Winona radio news reporter I was escorting got his interview with the Vietnam veteran who was making the first sanctioned speed run down the Mississippi River from Minneapolis to New Orleans. In between those unrelated (and related) events, the 50th anniversary celebration at Lock and Dam 7 on June 25 was a great day.

One of my counterparts at OCE recently sent a classified job ad intended to cheer me up when my job stress level was hitting Warp Speed 10. This ad is from the Plano, Texas, *Star-Courier*:

"Temporary Part-Time Position, must have college degree, be able to handle FAS ANOVA through straight line and quadratic regression, be completely friendly with AT&T 6300 Plus, MS-DOS, UNIX, Crystal, Sigma-Plot and so forth. Also be willing to plant, dig, weed and water horticultural crops. EOE"

So, if you ever feel overworked, underpaid and generally unappreciated at work, just remember, at least we don't have to hoe weeds also.

But if you do get feed up and decide to retire on short-notice, you'll be able to attend the next Retirees' Old-Timers Luncheon, which, **Wes Walters** tells me, is scheduled for September 14. Retirees should expect more information on this luncheon with the August *Crosscurrents*. But mark September 14 on your calendar now.

Speaking of retirees, several months ago I mentioned in this column that a number of retirees live in all kinds of strange and wonderful places.

I expected thousands of letters. I got one. But it was nice letter so I thought I would share some it.

One of our Hawaii retirees, **Robert M. (Mert) Cowan**, wrote from Honolulu to say that he would not be able to attend the 50th celebration and that he understands that **Bill Darling**, the other Hawaii

(Kailua) member of the St. Paul retiree family, won't be able to attend either. Mert worked on Lock and Dam 8 from September 1936 to February 1937. He recalled the challenges of being a concrete inspector during cold-weather pours and commented on the GS grades back then. "**Bob McCullen**, the resident engineer in charge of construction on the job was an Associate Engineer (now GS-9). He transferred to the district office and was replaced by a recent graduate from West Point, a Second Lieutenant. **Martin Holmes**, an assistant engineer (now GS-7) was assistant resident engineer and was actually in charge of the physical end of construction." I hope that he has time to stop by the district office when he is in this area during July and August.

In the people department, there have been a number of changes. One in particular may be an indication of things to come. **Dale Mazar**, chief of Project Management Branch, has been named acting "Deputy District Engineer for Project Management."

If you didn't know we had a DDE/PM, you are not alone. This change is part of INITIATIVE '88, the new emphasis on making our project management effort more efficient. (See the article on INITIATIVE '88 elsewhere in this issue.)

While Dale temporarily works out of the Office of Counsel on the 15th floor, **Dave Loss** is filling in for him in Project Management.

Speaking of losses (not Dave, though), several people have left or will leave the district.

Eleanor Williams, the secretary in Project Management Branch, retired on July 1 after 17 years of federal service, including 15 years with the St. Paul District. Eleanor's immediate plans include some travel in the U.S. and Canada and entertaining some expected visitors in the next few months. Her long-term future is still in the early planning stages, however.

Also, **Mike Beaupre** has left the fold to form his own company. Mike, formerly a programming guru in the Information Management Office, will be doing contract

programming work. His last day was June 17, and he wanted to thank everyone for throwing the big party for him out at Eau Galle.

Another departee is **Marsha (McTamy, Stephan) Gilliland** in the Civil Works Section of Construction Branch. Marsha, with her new husband, is moving to Phoenix, Ariz.

In the Comptroller shop, there are some new changes and some old changes (which somehow escaped my attention).

Comptroller **Joe Lemons** has accepted a job with Jacksonville District as the chief of Resources Management (which includes all of the normal comptroller activities plus the manpower function). He leaves in July.

Ann Allen has moved from the F&A Control Section to Budget on a one year training assignment as budget officer. **Wayne Scheffel** has taken over the Control Section in Ann's absence.

Former budgeteer **Jim Gilbert** is now filling the staff accountant position in F&A for a training assignment. That's the position that **Kathleen Keating** had before she became the Internal Auditor.

Meanwhile, we don't want to leave Management Analysis Branch out. **Fred Voegle** is chief there, having moved some time ago from F&A. **Mary Rivett** has joined the DC-M staff as a management analysis specialist, moving there from Logistics.

Earl Christoffersen is still chief of Finance and Account, just to keep the record straight.

I mentioned at the beginning of this column the festivities at Lock and Dam 7. **Bill McDonald** is the new lockmaster there, replacing **Al Mathews**, who replaced **Lee Stenerson** as lower area lockmaster following Lee's recent retirement.

Not only do we move people around, we sometimes hire new people. At Lock and Dam 7, the new electrician is **Marcellus Sveine**, who is from Babbitt, Minn.

And that's what is happening around the district this month.