

**Interview with Robert L. Gallucci,
Dean of the Edmund A. Walsh School of Foreign Service
of Georgetown University**

January 31, 2007

Introduction: Robert L. Gallucci has served as the Dean of the Edmund A. Walsh School of Foreign Service at Georgetown University since 1996. From 1998 through 2001 he also served as the United States Special Envoy dealing with the proliferation of weapons of mass destruction and ballistic missiles. Dean Gallucci, who holds a Ph.D. in politics from Brandeis University, has a distinguished academic background. Before becoming Dean of the School of Foreign Service, he taught at Swarthmore College and John Hopkins University's School of Advanced International Studies, and received fellowships from the Brookings Institution, Council on Foreign Relations, Harvard University and the International Institute for Strategic Studies.

Janet H. Moore: I am speaking with Dean Robert Gallucci of Georgetown University's School of Foreign Service. Welcome, Dean Gallucci.

Dean Gallucci: It's a pleasure to be here.

Janet H. Moore: What kind of training, talents and other qualities do you think make a person most effective when working in the international arena?

Dean Gallucci: I think if I focused on the word "international", the first quality would be an appreciation for the differences between people. That quality is useful in any endeavor but, if you are particularly engaged in international negotiations—international business, or another area—there are going to be cultural differences that highlight or exacerbate the differences one confronts within your own culture. So, I would probably put that first.

Second, I think having a grasp of history is important so that you understand where other people are, as they say, coming from.

Janet H. Moore: Are there any tips for young professionals who want to break into the international arena, either private or public?

Dean Gallucci: I think there is always a danger of being over credentialed. Having said that, here are two things that would be very useful to a young professional interested in moving into this field. One is some academic or formal study in international affairs; that would demonstrate a kind of commitment to the field, and also provide an organized way of trying to understand how nation states act and the nature of our now globalized world. I am speaking about either graduate or undergraduate study with some emphasis on

international affairs—some formal address of the international arena, which is quite different than a pure domestic enterprise.

The second thing is experience, and having demonstrated an interest by voting with your feet by looking for opportunities that are international. Very often when a graduate of the School of Foreign Service is adrift and not sure of what to do, I will say: What about the Peace Corps? Or, what about something else that immediately brings you in contact with an international environment? The exact area in which any particular individual may go will reflect his or her separate interests. Someone may have no interest in the Peace Corps, and may be interested in business, but, I still suggest an international enterprise so that you start to underline for your later career moves an early interest in international affairs.

Janet H. Moore: From your personal observations, are there any particular characteristics or qualities that you feel make an international lawyer particularly effective?

Dean Gallucci: I have worked with international lawyers all through my professional career. It is very hard for me to remember any of the major policy issues I have worked on in over 20 years of government service when I was not accompanied by at least one international lawyer from our State Department's legal advisors' office. As I think back to these lawyers, the traits that I would pick out, and those that would be most effective, would be: first, having a substantive interest in issues at hand in addition to the legal dimensions that they were there to address. In other words, what every lawyer wants is to be in on the ground floor. If I am not in at the take off, they say, don't expect me to be with you on the landing. That is an easier thing to accomplish if you have built up respect with the lawyer. Rather than regarding the lawyer as sort of a hired gun coming in to do the legal aspect of the issue, the lawyer becomes part of the whole team.

I am thinking of the legal negotiations to establish the International Science and Technology Center in Russia to absorb Russian weapons scientists so that they didn't go off and work for countries wanting to build secret weapons programs; that was a very complicated negotiation both politically and legally. The principal lawyer on that matter had these qualities, so that you wanted his advice even if it wasn't on a legal issue.

I am also thinking of what we call SOFA (Status of Forces Agreement) negotiations with the United Arab Emirates. For those, I had more lawyers than I might have thought I needed from the uniformed military, the civilians in the Department of Defense, the White House, and the State Department's legal advisors' office. Again, if I think back, those lawyers certainly needed a solid grasp of the law, and certainly intelligence and overall judgment, but also a really deep appreciation for all the issues, including legal issues. That is what I would say without a doubt is the most important thing.

Janet H. Moore: To conclude, please say something about the new School of Foreign Service's location in Doha, Qatar. How do you feel it might build bridges between those located in the Middle East and elsewhere?

Dean Gallucci: Quite frankly, my view of the school, which we have just opened in September of 2005 in Doha, Qatar, is that it holds out the prospect that we can have an impact on the way Middle East decision makers will think about the United States, and relations with other countries in that region. With this school in the Middle East we are delivering an American liberal arts education of the kind we deliver at Georgetown in Washington, D.C. It is focused on international affairs and is interdisciplinary in character, but fundamentally, it's a liberal arts education and that is something extremely rare and extremely valuable to have in a region like the Middle East.

After September 11, I wondered what I could do. I no longer worked for the government. I was not in political military affairs any longer. I think the thing that came closest to satisfying this concern—in other words, that would scratch that particular itch—was working to establish this school in Qatar.

Janet H. Moore: Thank you so much Dean. I appreciate your time.

Dean Gallucci: Thank you.