

THE FOREIGN SERVICE JOURNAL

PUBLISHED BY THE AMERICAN FOREIGN SERVICE ASSOCIATION

NOVEMBER 2013



IN THEIR OWN WRITE
BOOKS BY FOREIGN SERVICE AUTHORS

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THE FOREIGN SERVICE JOURNAL

November 2013
Volume 90, No. 11



FOCUS In Their Own Write

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We are pleased to present this year's roundup of books by members of the Foreign Service community.

BY SUSAN B. MAITRA

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Due Process and the Collective Good

BY ROBERT J. SILVERMAN

In my initial courtesy calls on several senior State Department officials, a common theme went something like this: “Why did you AFSA guys represent an individual in case x, when his interests went against the common good of your membership? How do you reconcile the roles of professional association and labor union?”

These are serious questions, ones that lead me to offer the following observations about our organization’s dual roles, and about the dynamic between individual rights and the collective good. On a lighter note, I’ll end with a quiz about the Foreign Service.

The easiest part of management’s complaint to dismiss is the idea that AFSA’s roles as professional association and labor union are in conflict. As a union, AFSA represents the interests of the Foreign Service collective bargaining unit, which is comprised of all FS members except certain management officials. The bargaining unit also happens to contain nearly all members of our professional association. Many management officials are AFSA members active in the professional association.

Both the union and the association share the same interests in ensuring that assignment, promotion and discipline systems are fair and transparent, and comply with the Foreign Affairs Manual and U.S. law. Both are interested in maintaining and raising the Foreign Service’s high standards of professionalism.

It may be unusual for one

organization to play both roles, but AFSA is not unique. The Screen Actors Guild, for example, is also both, though its award ceremony is more elaborate than ours. The National Education Association is another example of a dual-hatted entity.

The harder part to dismiss is that of a possible conflict of interest between individual representation and the collective good. For instance, management alleges that AFSA filed and won a grievance on behalf of individual members undergoing a State Department investigative process, and these victories prompted State to reconsider the process intended to benefit a wider group of Foreign Service members.

The other side of the story comes from AFSA’s lawyers. They focus on the due process rights of the individual, and if it appears there has been an abuse or failure to comply with existing rules, they assist the member in seeking redress through established forums, such as the Foreign Service Grievance Board. But that redress is limited to the correction of individual problems, and is not intended to overturn systems and processes that benefit the collective Foreign Service.

Generally speaking, there should not be a contradiction between the due process rights of individuals and the overall collective good. My sincere hope is that managers perceive AFSA’s support for individuals’ rights as one of the checks and balances that, along with the department’s own internal reviews, ensures

systems designed for the collective good work properly in practice. If an individual grievance causes management to rethink a policy or process, perhaps that is a sign that it needs to be tweaked—not done away with.

If a conflict of interest would arise between AFSA’s obligations to the collective bargaining unit or its members, and an individual’s right of redress, AFSA lawyers would refer the individual to outside counsel. Luckily, our lawyers and outside counsel have both assured me that such situations are rare. But I appreciate hearing of them.

And now for the quiz! Please reply to me at the e-mail address below with your answers. The first five respondents who answer at least three of the questions correctly will receive AFSA’s handsome, industrial-size coffee mug.

- Name the author of the Long Telegram who was also an editor of *The Foreign Service Journal* in the 1940s.
- Which of the following is the closest to the correct ratio in today’s Foreign Service between generalists and specialists: (a) 70/30 (b) 60/40 (c) 50/50 (d) 40/60?
- When the early American republic eschewed granting the title of ambassador, because of its overtones of nobility, chiefs of mission were given which title?
- Name the sitting U.S. senator whose father was an AFSA president.

Answers will be in the December *Journal*. Until then, be well, stay safe and keep in touch.

Bob

Silverman@afsa.org ■



Robert J. Silverman is the president of the American Foreign Service Association.

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Thank You, AFSA!

I am writing to express my gratitude to the American Foreign Service Association, and particularly to the AFSA staff and Governing Board, for your support during my period of extended administrative leave (Dec. 18, 2012, through Aug. 19, 2013).

As many *Journal* readers know, I was among four State Department employees placed on administrative leave following the department's knee-jerk decision to remove us from our positions, in response to alleged fears of congressional backlash to the Benghazi Accountability Review Board report.

AFSA never abandoned me, and continued to provide sage, sound legal and practical advice throughout a very arduous period. It did so despite pressure from the department to politicize what was essentially a human resources issue.

I have a renewed faith in AFSA, in its mission and in its leadership's capacity to provide a bulwark against politicized attempts to erode, if not eliminate, the rights of hard-working, dedicated State Department employees. These include the right to due process, notification and privacy—rights to which we are entitled as citizens of this republic.

Raymond D. Maxwell

FSO

Washington, D.C.

Dissent and All that Jazz

As a foreign policy adviser serving at the Pentagon, I found your September issue on AFSA's dissent awards very interesting. Just for fun, I canvassed my office to see what Defense Department personnel would say about the idea of a dissent channel. The general consensus was that a formal dissent channel would not work well in the military, although there are

certainly ways to make individual views known.

For example, the Ideas Program rewards those suggesting money-saving ideas with cash bonuses of up to \$10,000. However, that program does not deal with policy, but with matters like better ways to repair a Humvee.

Any military member could also draft a letter and send it around his or her boss and up the chain of command. But that would be seen as very bad form in this highly hierarchical organization. In fact, no one in my office had ever heard of anyone submitting such a letter.

One can also report fraud and abuse to the DOD Inspector General. But there is no formal way to dissent on policy, and certainly no award is offered to recognize contrary thinking.

People in my office saw the idea of a dissent channel as very culturally "State." One observed that "State is like a jazz ensemble, and DOD is like an orchestra." State is made up of small teams that improvise (embassies, for example), so a dissent channel makes sense culturally and organizationally. Dissent in an orchestra, where every player has a set part and where every note must be played exactly as written, would sound jarring and throw other players off.

Shawn Dorman's article in the same issue, "AFSA Constructive Dissent Award Winners: Where Are They Now?" underlined how the culture of dissent and improvisation works in practice. It gave me a better idea of what meaningful dissent might look like, and convinced me that my career could survive dissent if undertaken properly.

As a consular officer, I also found the

article on citizenship—"What Makes Someone an American Citizen?" by James Rider and Shane Myers—enlightening.

Great writing, attractive layout, really good issue.

Phil Skotte

FSO

Washington, D.C.

Landau, Letelier and Townley

Congratulations on Steve Honley's terrific profile of Ambassador George W. Landau in the September issue. This is perhaps the finest article I've yet read in the *Journal*.

In Amb. Landau's discussion of the Orlando Letelier murder, I was interested to see that he credits "anti-Castro Cubans" with plac-

ing the bomb that killed the former Chilean foreign minister in 1976 as he drove on Sheridan Circle in northwest Washington, D.C. The majority of sources I have consulted indicate that, while he had assistance from Cuban-American activists, American expatriate Michael Townley was the person who actually attached the explosive device to Letelier's car.

When that occurred, I was in Brazil on my first Foreign Service tour. I will never forget hearing the disturbing news that a deadly bombing had taken place in our nation's capital.

T.J. Morgan

FSO, retired

Keswic, Va.

The Case for Professionalism

I congratulate AFSA and the *Journal* on the September issue, which focused on AFSA's dissent and performance awards.





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Another great issue!

Thomas Boyatt, Susan Johnson, Ronald Neumann and Thomas Pickering deserve kudos for continuing to make the case regarding the deterioration of the Foreign Service's role in managing U.S. foreign policy ("The Case for a Professional Foreign Service," September *FSJ*). The data the authors use to show the decrease in Foreign Service officers occupying senior-level positions certainly seem indisputable.

For those arguing against their thesis, I would simply quote the late Senator Daniel Moynihan, D-N.Y.: "Everyone is entitled to his own opinion, but not his own facts." What the implications are may be debatable, but that is precisely what the authors are calling for: a debate.

I am dismayed at some of the "water cooler" talk about this issue emanating from some of my colleagues who engage in knee-jerk reactions without focusing on the authors' main points. While I have come to terms with the apathy in our ranks regarding AFSA's efforts to promote the Foreign Service, the outright hostility by some is shocking and depressing.

I call on all my colleagues to heed the authors' clarion call by contributing to an intelligent discussion about the issues they have raised. After all, this is your organization and profession.

William Bent

FSO

U.S. Embassy Kabul

Fix It!

During her four years as AFSA's leader, Susan Johnson thoughtfully devoted several of her President's Views columns to exploring attributes of a military career that could be helpful in strengthening the Foreign Service. For instance, titles, characterizing rank, are everything in the armed forces, from image to assignments.

Every military officer has a personal title regularly used before his or her name. This is how each one is known, both inside and outside the service.

In my opinion, all Foreign Service officers likewise deserve a personal title, not just a number. This should be used regularly in communications and included on their security badges. The Foreign Service Act of 1980 authorized titles for its senior officers; regrettably, these are seldom used. These, along with appropriate new titles for non-Senior Foreign Service personnel, would reflect pride in a diplomatic career.

Ms. Johnson also used many of her columns to highlight unmet challenges progressively eroding traditional strengths of the Foreign Service and stifling the morale of its career officers. I'm therefore pleased to see that she is continuing that effort after leaving office, in concert with Tom Boyatt, Ron Neumann and Tom Pickering, in their September article, "The Case for a Professional Service."

Considering the authors' impressive professional experience, however, I was disappointed that nowhere in their article do they offer specific steps to reverse the deterioration they describe. True, in their final paragraph they cite Secretary of State John Kerry's Foreign Service background, and declare: "We believe he is well placed to lead a fundamental re-evaluation, and trust he will do so expeditiously."

That assessment is accurate, of course. But taking into account the relevance of his family and military background, and his years in the Senate, one can readily imagine Secretary Kerry charging his senior staff to "Fix it! I'll help when you need me."

John Fry

Minister-Counselor, retired

Annapolis, Md. ■

Political Ambassadors: 20 and Counting

Salon reported on Sept. 20 that Bruce Heyman, a veteran Goldman Sachs & Co. executive and major fundraiser for President Barack Obama, has been nominated as the next U.S. ambassador to Canada. The nomination represents a milestone for the White House: During the first eight months of his second term, Pres. Obama has already tapped 20 campaign bundlers for ambassadorships.

Together, the nominees have raised at least \$13.8 million—and likely much more—for Obama’s political committees since 2007, according to research by the Center for Public Integrity. And the total

may be considerably higher, since the Obama campaign disclosed the data using broad ranges—the largest of which was simply “more than \$500,000.”

Two men—attorney Kirk W.B. Wagar and Matthew Barzun, who served as Obama’s 2012 national finance chairman—each bundled at least \$1.2 million for Obama’s committees over the years, records show, placing them atop the list of most prolific embassy-bound fundraisers. Wagar is the U.S. ambassador to Singapore, while Barzun now represents America at the Court of St. James’s.

On Sept. 10 alone, Obama selected three bundlers for diplomatic positions: hotel magnate George Tsunis for Norway,

private equity executive Anthony Luzzatto Gardner for the European Union, and attorney Michael A. Lawson for the United Nations’ Council of the International Civil Aviation Organization.

Salon notes that “Obama’s overall rate of appointing non-career ambassadors has remained in line with those of previous administrations: about one in three, according to the American Foreign Service Association, the labor union and trade association for career diplomats.” But the Obama administration has so far not followed the usual practice of increasing the number of career appointments during a president’s second term.

“Now is the time to end the spoils system and the de facto ‘three-year rental’ of ambassadorships,” declares the American Foreign Service Association website. “The appointment of non-career individuals, however accomplished in their own field, to lead America’s important diplomatic missions abroad should be exceptional and circumscribed.”

White House spokesmen Eric Schultz says that Pres. Obama has nominated “talented people from all across the country and all kinds of professional backgrounds” to represent the United States abroad. “Being a donor does not get you a job in this administration, nor does it preclude you from getting one.”

President Richard Nixon made an even more forceful argument during his 1975 grand jury testimony, which was unsealed in 2011 after a lawsuit filed by Public Citizen on behalf of several historians.

“Some posts require wealthy people,” Nixon said. “Big contributors in many instances make better ambassadors, particularly where American economic interests are involved.” Conversely, Nixon derided career diplomats as “intellectual and emotional eunuchs, not worthy of representing the United States.”

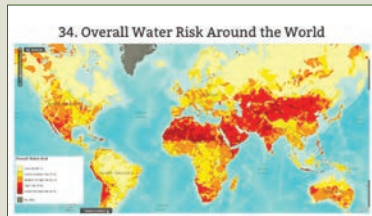
SITE OF THE MONTH: *Twisted Sifter*

The anonymous Sifter proclaims that this site has just one objective: “to educate, entertain and inspire each and every day.” While *Twisted Sifter* is primarily geared to visual learners, there is plenty of content, too.

The site features three new posts daily, in addition to regular additions under the following headers: Art, Travel, Nature/Space, Architecture, Animals, Sci/Tech, History and The Rest. You can sample the Picture of the Day to whet your appetite, or feast on the Best Of if you’re hungry. And each Friday, the Sifter publishes the *Shirk Report*, a weekly collection of the 25 funniest images, 10 most interesting articles and five most entertaining videos. Visitors are welcome to contribute material.

One recent posting that may be of special interest to *Journal* readers is *40 Maps That Will Help You Make Sense of the World*. This includes depictions of “The Only 22 Countries in the World Britain Has Not Invaded (not shown: Sao Tome and Principe),” “Global Internet Usage Based on Time of Day,” “The Most Dangerous Areas in the World to Ship Due to Pirates” and “Visualizing Global Population Density.”

— Steven Alan Honley, Editor



Obama's bundlers may actually be getting a bargain: Nixon declared that donors needed to pony up at least \$250,000—about \$1.4 million in today's dollars when adjusted for inflation—to be considered for an ambassadorship ahead of his 1972 re-election, according to White House tapes released in 1997. (Herbert W. Kalmbach, Nixon's personal lawyer and a major campaign fundraiser, ultimately pleaded guilty and served jail time for selling the U.S. ambassadorship to the Caribbean island nation of Trinidad and Tobago.)

—Steven Alan Honley, Editor

Speaking of Ambassadors

In his Sept. 19 "In The Loop" column, *Washington Post* columnist Al Kamen gives mini-reviews to some of the best and worst video "introductions" the State Department has produced as new U.S. ambassadors head overseas.

Kamen reports that the slick spots, each roughly two minutes long, are TV-broadcast quality, though they're more likely to be seen on YouTube or on embassy websites. They all follow the same general format, declaring the ambassador's excitement to be representing America abroad—mixed with brief, sometimes painful attempts to speak the local language—and talk about increasing trade, historical ties and so forth.

State says the process of producing the videos is consultative, but each chief of mission is given latitude in tailoring the message to his or her own interests and strengths. This sometimes results in presentations that are interesting, but not necessarily for the right reasons.



Contemporary Quote

“The system is not designed to diagnose mental health problems or assess the potential for violent acts. It's designed to assess your trustworthiness for handling classified information. And just because you're depressed doesn't mean you're going to sell secrets to the Iranians.”

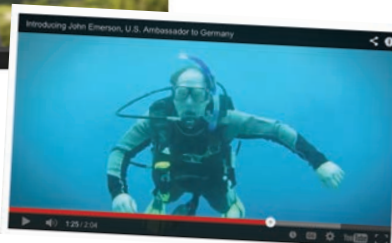
— Marc Frey, a former senior adviser at the Department of Homeland Security, questioning claims that the security clearance process could have prevented Aaron Alexis from carrying out the Sept. 16 Navy Yard shooting in Washington, D.C.; quoted in the Sept. 18 *Washington Post*.

For instance, Kamen deems the video profiling U.S. Ambassador to Germany John Emerson “a bit overexuberant,” beginning as it does with “Hahlowwww, Deutschland!” The former Clinton White House official and major bundler then praises the wonders of California, giving the video a campaign commercial feel, before talking about his family and love of film, tennis, golf, skiing and scuba diving (complete with a rather odd underwater photo of the ambassador in scuba gear).

Kamen says that colleagues who worked in Germany and a German reporter panned that video, noting that Germans are quite formal in general and most serious about foreign policy and government. “It's silly and feeds into the stereotype that Germans think Americans are spacey, trying to be too happy,” the German reporter said. Still, “it's not offensive, just American.”

“Hey! We like hot dogs,” Kamen

quotes an anonymous State Department official in response. The job of ambassadors “is



to be Americans.”

Judge for yourself: www.washingtonpost.com/blogs/in-the-loop.

— Steven Alan Honley, Editor

Make Room!

As the world population grows, profoundly altering global demographics, the Population Reference Bureau is taking it all into account. The organization's annual World Population Data Sheet, released on Sept. 12, highlights several trends it expects to unfold over the next few decades.

For instance, the PRB projects that the current sub-Saharan population of 1.1 billion will more than double by 2050, rising to 2.4 billion. In contrast, the populations of Europe and North America are expected to remain at current levels, 0.7 billion and 0.4 billion, respectively.

The bright, colorful graphs that illustrate the data sheet contain a rich array of information that sheds light on many different angles of future demographic shift. Wealth disparities, HIV/AIDS levels and settlement preferences, among many other items, give readers a well-rounded, informative picture of what is to come.

Interesting takeaways from the 2013 Data Sheet include:

■ The trend of the “rich getting richer and poor getting poorer” is not ending anytime soon. In developed countries,

this is most prevalent in the United States. Measured in quintiles of who in the population controls the money, the richest fifth of Americans control 51 percent of overall income. This level has increased in the past several years, while the poorest fifth continue to receive less.

■ The region of Southern Africa has distinctly higher levels of HIV/AIDS than any other region in the world, as well as having the worst gaps in wealth distribution. The richest fifth of the population there control 67.4 percent of income.

■ 49 percent of Afghanistan's population is under the age of 15. At the other end of the demographic spectrum, one in four people in Japan are over 65.

■ 81 percent of the population of the United States lives in nationally defined

"urban" areas. Conversely, just 37 percent of sub-Saharan Africans do.

■ The gross domestic product of the most developed nations is increasing at an average rate of 1.9 percent. Partially because the least developed countries have smaller outputs to begin with, theirs grew by much more—7.2 percent, on average. This suggests that while the industrialized world was hit hard by the global financial crisis, less developed states used this opportunity to grow and prosper.

■ Overall, sub-Saharan Africa boasts the highest average fertility rate (births per woman) of any region, at 4.85. Despite an increased use of contraceptives, Africa is still setting itself up for an unprecedented population boom.

— Valerie Sanders, *Editorial Intern*

Don't Worry; Be Happy!

Numerous international organizations assess the world's health, education and wealth. But what about happiness?

Last year the Sustainable Development Solutions Network, an initiative of the United Nations, began producing an annual *World Happiness Report*. The 2013 study, just released, includes many pictures of smiling faces, as well as an array of graphs, numbers and statistics intended to prove that happiness really is measurable.

If that is true, the logical follow-up question is: How important is happiness in the global scheme of things? The SDSN believes that well-being is a vital statistic in tracking a country's progress and prosperity, citing such benefits as higher

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productivity, pro-social behavior and better overall health.

Factors that the SDSN takes into account in compiling the data include the feeling of having individual freedom in life decisions, social support and the perception of corruption. These influences, among many others, are combined to create a bank of statistics that measure happiness on a day-to-day level as well as overall life satisfaction.

Not surprisingly, international conflicts and crises are important factors in the happiness of a region; this correlation is particularly clear in the euro zone and Middle East. Yet despite these hardships, overall global happiness has been on the rise in recent years, and people around the world have become more generous toward others.

Among other valuable feedback for policymakers, the report emphasizes the importance of mental health care. The message that emotional health is just

as important as physical well-being is especially welcome since that factor is often underrepresented, if not completely ignored, in other global development studies.

An easy-to-read map generated by the *Washington Post* brings the findings to life, illustrating where high levels of happiness are having the greatest impact around the globe.

For development scholars who traditionally rely heavily on economic and political indicators, the World Happiness Report not only offers a different perspective, but a refreshing one.

— Valerie Sanders, *Editorial Intern*

VOA's New App

Getting the latest news from the Voice of America's many language services just got easier with the launch of new mobile and tablet apps that work on iPhones, iPads and Android devices.

"Everything is available in one place

50 Years Ago

I do not pretend to foresee the future course of Soviet policy. I do suggest, however, that the trend over recent years, as evidenced by the rejection of Chinese importunities for a more adventurous policy, has been toward relative moderation by the Russians, and that it is within the power of the West to encourage and reinforce this tendency. If it is ingenuous to predict the "mellowing" of Soviet policy, it is equally ingenuous to regard Soviet policy and goals as absolutely intractable.

Powerful forces for change are at work within the Soviet Union. Soviet policy and the Soviet economy are becoming highly complex, too complex to be completely controlled by a highly centralized dictatorship. Many of the same factors are at work within Russia as those which over many centuries shaped the evolution of the free societies of the West.

Modernization, writes Walter Lippmann, is "changing the character of the Soviet state—changing it from a Byzantine despotism into what might be described as a Western state in the very earliest stages of its development."

—Excerpted from "Russia and the West" by Senator J.W. Fulbright;
FSJ, November 1963.

now,” says VOA Director David Ensor. “This is a big step forward, and these apps open up the Internet to a new generation of mobile users.”

Chinese, Russian, Swahili, Turkish and English are among the 43 languages available at the touch of a button on Apple iOS and Google Android.

Both apps are free and offer the latest news and information in text, audio and video. You can even pick your favorite stories and download them for offline viewing, to watch or listen later if wireless reception is poor.

Content is divided by region as well as topic, with special news sections on science and technology, health and entertainment. Users can customize the fonts and content, and the apps are designed for touch interactivity, so that you can easily change stories by swiping across the screen as if reading a newspaper or magazine.

“Another feature we are very excited about,” Ensor adds, “is the capability the apps give to citizen journalists who can now use their mobile phones to directly share photos, audio, text or video with VOA editors in Washington, who can post them to any of our language service websites.” Users can also share their favorite stories on Facebook and Twitter.

On the technical side, the app can prioritize content for users in areas with slow connections or expensive data rates, says Will Sullivan, the mobile project manager with the Broadcasting Board of Governors’ Office of Digital Design and Innovation, which spearheaded the rollout of the app.

“This app allows you to switch to a low bandwidth mode, so, for example, in parts of Africa where connectivity is slow and data charges are high, users can get our content streamlined for their needs,” Sullivan says.

In addition, the Android version of

the app has integrated functionality with proxy server connections, so audiences can get unfiltered VOA news in countries where the Internet is censored by the government.

To download the iPhone and iPad app, which offers news in 43 VOA languages, go to the Apple iTunes Store. To download the Android app, which includes 33 VOA languages, go to the Google Play Store.

— Steven Alan Honley, Editor

Putin 101

Russian President Vladimir Putin has been in the news even more than usual lately, what with harboring Edward Snowden, publishing op-eds in the *New York Times*, brokering peace agreements

in Syria (or stymieing U.S. diplomacy, take your pick), pronouncing on Italian politics, and defending his crackdowns on political opponents and endorsement of anti-gay legislation. (For a thoroughly annotated analysis of Putin’s *Times* op-ed, check out Max Fisher’s WorldViews column in the Sept. 12 *Washington Post*.)

With all that activity, it’s not easy to keep straight all the fascinating details of Pres. Putin’s life and career. But never fear! BuzzFeed is here with “One Post That Will Help You Understand Vladimir Putin,” courtesy of the Wilson Center.

And for those who believe that a picture is worth a thousand words, you’ll find lots of action shots of the charismatic leader over the years.

— Steven Alan Honley, Editor ■

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Keeping Faith with State's Wounded Warriors

BY JULIET WURR

Fading in and out of awareness, I curled up on a gurney in the hospital emergency room in Hyderabad, India, in November 2010. For the previous five days, I'd been feverish with a splitting headache. I couldn't sleep, yet felt listless and weary. The consulate's local doctor had no answers, but said the obvious culprit, dengue fever, wasn't evident in my blood—yet.

Days later, I ended up in the emergency room. Embassy New Delhi's American doctor, who was fortuitously in Hyderabad on his quarterly visit, asked me to name the current U.S. president. "Roosevelt?" I offered. That afternoon, I was medivaced to Singapore. After 10 days and numerous medical tests in Glen Eagles Hospital, the doctors concluded I had indeed contracted dengue fever, with encephalitis as a bonus.

There's no telling where the mosquito came from that infected me. Dengue is endemic in India, and I wasn't the only American at our new consulate to become ill from it. But I definitely had the worst case of anyone I knew.

Coming to Grips with a Lifelong Illness

Over the next year, first in Hyderabad and then in Washington, D.C., I discovered and then struggled to cope with the

repercussions of my illness. My doctor concluded that my now-unreliable memory, constant drowsiness and cognitive impairment were all the result of my encephalitis. I knew that my Foreign Service career had come to an end.

I spent months trying to find an individual or office at State designated to help me. Surely there was compensation or some kind of assistance, I thought, though I wasn't sure what kind. So I was aghast when, time and again, I was told that no one had a mandate to help. Employees in the Office of Medical Services and the Bureau of Human Resources were kind and welcoming, but eventually they admitted they had nothing to offer me.

Was I at fault? Should I have taken out disability insurance? The idea would have seemed preposterous when I entered the Foreign Service 20 years ago. With the bravado of youth, I would have laughed and proclaimed, "But I never get sick!" Like most of my peers, I would have assumed that if an illness left me with huge medical and pharmaceutical bills, the State Department would share the burden of those costs and mitigate the loss of income from a career cut short.

After all, hadn't I volunteered for hardship assignments, including some severe hardship posts, throughout my career? Hadn't the department and my insurance

company covered two hospitalizations already? So surely they would help me now.

Or so I thought.

The truth was that no one at State had a mandate to offer assistance to an employee with compromised abilities and bills for an illness contracted while serving at a hardship post. Blue Cross/Blue Shield paid a certain percentage of my costs, but I was dismayed to discover how much still had to come from my own pocket—as it will for the rest of my life.

Passing the Buck

The Foreign Affairs Manual assigns responsibility for assisting Foreign Service members who have contracted life-changing illnesses overseas to the Department of Labor's Workers' Compensation Program. However, this worthy government assistance program was originally designed for blue-collar laborers who toiled in America's factories, not white-collar workers living and working overseas.

I duly submitted my application with its inch-thick stack of supporting material in October 2012. My application was denied because the DOL adjudicator failed to recognize that dengue fever was endemic in India—and that my job required me to be there. Undaunted, I reapplied three months later, presenting more doctors' letters and explanations. The result was the same: I could not convince Labor that my illness was caused by being in India as an employee of the Department of State.

I have one more appeal to DOL left,

Juliet Wurr is a Foreign Service officer currently working in the U.S. Diplomacy Center in Washington, D.C. Since joining the Service in 1993, she has served in New Delhi, Tunis, Damascus, Alexandria, Beirut, Hyderabad, Kuwait City and Erbil. She received the Edward R. Murrow Award for Excellence in Public Diplomacy, given annually to a State Department public affairs officer, in 2008.

and this time I've hired a lawyer.

To apply successfully for disability, another program we all contribute to through our paychecks, I must stop working with no guarantee I'll receive compensation. And I must use a considerably smaller income than I'd expected for costly medications and frequent visits to specialists for the rest of my life.

The Department of State insists it has met its legal responsibility by referring me to the Workers' Compensation Program, managed by the Department of Labor. In a series of meetings with MED and HR, I was told that workers' comp is the only avenue for receiving compensation to cover my medications and medical bills. MED noted that its ability to advocate for me is extremely limited, but did give me

Instead of dragging its feet, State should implement new policies to assist employees who return to the U.S. with life-changing illnesses or injuries.

a letter attesting that, as a requirement of my State Department employment, I worked in an area where dengue fever was endemic.

Several years ago, Iraq returnees sounded off about their frustration with the inadequate treatment of Post-Traumatic Stress Disorder. A similar outcry will be heard as more Foreign Service employees find that State does not value the physical sacrifices they have made.

Helping State's "Wounded Warriors"

Instead of dragging its feet, State should implement new policies to assist employees who return to the U.S. with life-changing illnesses or injuries. This should include assistance, both in terms of applying to the Labor Department for workers' comp and within the department itself. DOL obviously does not understand or appreciate the inhospitable environ-



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State could offer low-cost disability insurance, or at least publicize other avenues for obtaining it.

ments in which Foreign Service personnel work all over the world. Accordingly, State should aggressively educate DOL adjudicators about the realities of service abroad and advocate on their behalf.

State could also offer low-cost disability insurance—or at least publicize other avenues for obtaining it—and educate its employees, especially new recruits, about the limits of the assistance it can offer. Information about disability insurance for federal employees is actually just a click away on the Internet, but how many people know it exists or that they need it?

Another idea would be for State to use

employees' contributions to fund its own workers' compensation program, rather than contributing to the Labor Department plan.

Better still, State should emulate the Department of Defense's approach to assisting employees who have been disabled by injury or illness incurred overseas. DOD's congressionally mandated "Wounded Warriors" program makes injured soldiers' care a priority. Shouldn't State recognize that the injuries and life-changing illnesses of its own employees are equally worthy of care and compensation?

Let me note a valuable resource with

great potential to aid Foreign Service personnel in my situation. With an infusion of staff and funding, the Employee Consultation Service could play a welcome role as advocate and adviser for those suffering from illness or injuries. The department's new, congressionally mandated creation of a Post-Combat Case Coordinator is another step in the right direction.

Sadly, though, it is not only war and captivity that cause life-changing illness and injury. To ignore the plight of Foreign Service members who serve on the "front lines" is wrong, especially those left with something as severe as a brain injury.

Sending the Wrong Message

One of the lowest points in coming to terms with my illness was the realization that the agency I'd so loyally worked for was unwilling to help me in my time of need. MED, HR and other bureaus I asked to help me often had consoling words, but none were able to offer me what I sought: compensation for my medical bills and recognition of the sacrifices I'd made in serving abroad. An illness I'd contracted while serving my country denied me six years of a career that I loved, yet I was no one's Wounded Warrior at the Department of State—even though I had served and excelled at some of its most difficult posts.

If the department does not start taking the health and welfare of its returning overseas employees more seriously, it will send the wrong message to all its employees—especially its talented and eager new hires. Unless it consistently demonstrates that commitment, it will quickly find the goal of recruiting and retaining the best employees becoming more and more difficult. ■

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American Foreign Service Association (AFSA)

We are pleased to present this year's roundup of books by members of the Foreign Service community.

IN THEIR OWN

WRITE



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The *Foreign Service Journal* is pleased to present our annual Foreign Service authors roundup in plenty of time for holiday orders. Whether you read the listings in print or online, we urge you to visit our online bookstore when a title strikes your fancy. There you will find all the books in this edition, as well as the volumes that have been featured in previous years—and more (www.afsa.org/ads/books/).

Below is our annotated list of some of the books written, edited or translated by Foreign Service personnel and family members in 2012 and 2013. This is not a definitive record of

works by FS authors; we rely on the authors themselves to bring their books to our attention. The roundup was assembled with the vital assistance of editorial interns Jesse Smith and Valerie Sanders.

With only a slight drop-off from the robust numbers of last year, our roster contains a weighty and wide-ranging history section, a solid policy and issues section, an array of memoirs, a rich fiction section, several children's books and an eclectic variety of works in the categories of essays, travel, education, oenology, genealogy and theology—as well as two very useful works on the Foreign Service lifestyle. As has been the case for a decade, a majority of the titles are self-published.

Our primary purpose in compiling this list is to celebrate the wealth of literary talent within the Foreign Service community, and to give our readers the opportunity to support colleagues by sampling their wares. Each entry contains full publication data, including the list price, and a short commentary.

As has become our custom, we also include a short listing of books “of related interest” to diplomats and their families that were not written by FS authors.

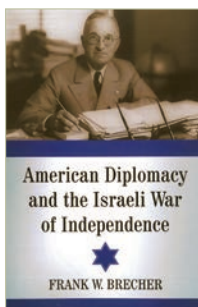
Once again, although many of these books are available

elsewhere, we encourage our readers to use the AFSA website’s online bookstore to place your orders. The AFSA Bookstore has links to Amazon and, at no extra cost to you, each book sold there generates a small royalty for AFSA. For the few books that cannot be ordered through Amazon, we have provided alternative links or, when the book is not available online, the necessary contact information.

But enough crass commercialism. On to the books!

—Susan Brady Maitra, Senior Editor

HISTORY AND BIOGRAPHY



American Diplomacy and the Israeli War of Independence

Frank W. Brecher, McFarland & Company, Inc., 2013, \$45, paperback, 212 pages.

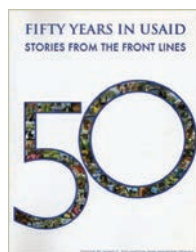
In *American Diplomacy and the Israeli War of Independence*, retired FSO Frank Brecher takes on many of the historical assumptions surrounding the Arab-Israeli conflict, particularly at Israel’s birth in 1947-1948.

This work is a follow-up to his *Reluctant Ally: United States Foreign Policy Toward the Jews from Wilson to Roosevelt*, released more than 20 years ago.

In light of recently released primary sources from Israel, Britain, the United States and the United Nations, Brecher gives new consideration to such issues as Palestine and the Gaza Strip, the role of the U.N., and the introduction of Iran and Turkey, both non-Arab states, into Israel’s conflict. He acknowledges that while Jewish-related issues in foreign policy were of little concern at the start of the 20th century, by mid-century they had become a primary focus, and today are paramount to U.S. interests.

Brecher also examines the American role in the conflict—how it began and how it developed into an extensive involvement in the region, highlighting those individuals in the White House and State Department who most fatefully affected the conflict. Their interactions and disagreements, as well as the domestic and foreign interests at play in America in the late 1940s, have had an enormous effect on Washington’s current strategy toward the Middle East.

Frank Brecher has written several historical books on U.S. foreign policy, including *Negotiating the Louisiana Purchase: Robert Livingston’s Mission to France, 1801-1804* (McFarland & Company, Inc., 2006).



50 Years in USAID: Stories from the Front Lines

Janet C. Ballantyne and Maureen Dugan, Arlington Hall Press, 2012, \$15, paperback, 219 pages.

To celebrate the 50th anniversary of the founding of the U.S. Agency for International Development, editors Janet C.

Ballantyne and Maureen Dugan reached out to all agency staff, alumni and administrators to seek their thoughts on serving with USAID. This collection of 115 brief essays submitted in response to that invitation, organized by decade, is a volume in the Association for Diplomatic Studies and Training Memoirs and Occasional Papers Series.

During the 1960s, USAID and the Peace Corps challenged Americans to expand their vision toward the developing world. Contributors who served in those pioneering years proudly recount their role in aiding 31 newly independent African countries and launching Long-Range Assistance Strategies, the Alliance for Progress and the Technical Assistance Bureau.

The 1970s saw initiatives in Vietnam that combined economic and technical assistance and the counterinsurgency pacification program known as Civil Operations and Revolutionary Development Support. During the 1980s USAID expanded the countries it assisted as well as its work in health. New countries, a continuing focus on major disasters, and a heightened interest in democracy and governance programs dominated USAID’s work during the 1990s.

In the 21st century USAID has undertaken major reconstruction and development programs in Iraq and Afghanistan, and pursued new directions in agriculture, health and education. Contributors also reflect on the role of the new office of Director of Foreign Assistance that oversees USAID, State Department and other foreign assistance programs.

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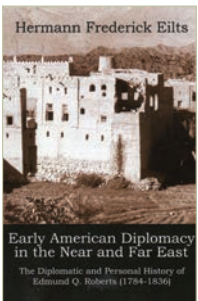
**Hollywood on the Potomac:
How the Movies View Washington**
Mike Canning, Friends of Southeast
Library, 2012, \$25, paperback, 270 pages.

The nation's capital is often used in Hollywood films, sometimes as a setting for historical fiction or fantastical dramas, and other times simply as a backdrop for national symbolism or alien invasions.

Hollywood on the Potomac takes an in-depth look at 58 movies made between 1939 and 2011 (from "Mr. Smith Goes to Washington" to "J. Edgar"). The comprehensive list allows readers to see how the city's depiction in film has evolved alongside the film industry, and also how different genres and topics utilize the city, its landmarks and its history in different ways. The book includes a "goofs" section for each movie, exposing amusing physical and chronological flaws during its production.

Washingtonians and others familiar with the city, as well as movie buffs and political minders, will particularly enjoy this book. The author's prodigious research and his analysis of the relationship between the movie, its material and the era of its production contribute to an engrossing read.

Mike Canning was a Foreign Service officer for 28 years, serving in eight countries on four continents as a press and cultural officer. A freelance writer on film, public affairs and politics, he has reviewed movies for the *Hill Rag* newspaper for about 20 years. He lives on Capitol Hill.



**Early American Diplomacy
in the Near and Far East:
The Diplomatic and Personal History
of Edmund Q. Roberts (1784-1836)**
Hermann F. Eilts, New Academia
Publishing, 2012, \$34, hardcover,
255 pages.

"Anyone interested in the history of U.S. diplomatic relations in the Middle East

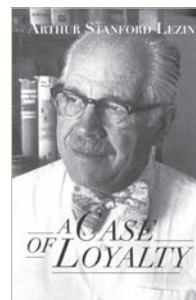
and East Asia, or early American history, will be grateful that Hermann Eilts' family pushed for this book's posthumous publication as part of the ADST-DACOR Diplomats and Diplomacy Series," wrote FSO Jason Vorderstrasse in his review of this book in the June *Foreign Service Journal*.

A merchant from New Hampshire, Edmund Q. Roberts had a significant impact on American foreign policy at a time when the federal government was small and depended on a loosely organized, self-financed and, by today's standards, "unprofessional"

cadre of individuals to advance the nation's commercial interests.

Roberts departed in 1832 on a diplomatic assignment to ascertain the terms on which American merchants might be received in various Indian Ocean and Southeast Asian polities and, if possible, negotiate commercial treaties with those states. He negotiated the first U.S. commercial treaties with the ruler of Muscat and Oman and with the king of Siam (Thailand), but was unable to conclude a treaty with Cochinchina. Nor did his proposal to open relations with Japan materialize until decades after his death.

Herman Eilts, an FSO from 1947 to 1979, served in Iran, Saudi Arabia, Aden, Yemen, Iraq, London and Libya, and was U.S. ambassador to Saudi Arabia (1965-1970) and to Egypt (1973-1979). After retiring, Ambassador Eilts founded and directed Boston University's Center for International Relations. He continued to lecture and write until his death in 2006.



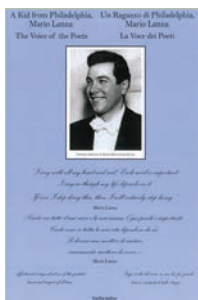
A Case of Loyalty
Arthur Stanford Lezin, CreateSpace,
2013, \$13.50, paperback, 167 pages.

On Aug. 1, 1946, Ben Bernard Lezin was asked by the United States government to defend his loyalty to the country, or face termination from his engineering job with the Navy Department. Born in the Ukraine but a U.S. resident since age 12, Lezin was

accused of having anti-American sentiments and of being a member of the Communist Party during the height of McCarthyism and the Red Scare.

As related by his son Arthur, Ben Lezin's story eloquently represents the struggles of hundreds of other Americans, who were not communist sympathizers, to defend their loyalty to the very government that was feverishly discrediting them. In the end, Lezin would prove his credibility and save his career, but only after an arduous struggle that included intense scrutiny by the Navy Department and the FBI, as well as years of lost salary and work.

Arthur Stanford Lezin attended Reed College and Harvard University, and served in the Foreign Service with USAID. His career took him and his family to Guatemala, Chile, Colombia, Uruguay, Pakistan, Zaire, Mauritania and Haiti. Lezin is also the author of *From Afghanistan to Zaire: Reflections on a Foreign Service Life* (CreateSpace, 1997). He and his wife, Alice, live in central Oregon.



**A Kid from Philadelphia,
Mario Lanza: The Voice of the Poets**

Emilio Iodice, published by author, 2012,
\$15, paperback, 178 pages.

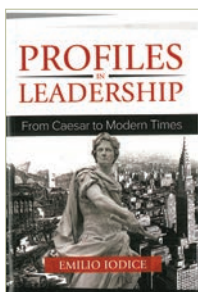
Mario Lanza (1921-1959) was an Italian-American actor and tenor from Philadelphia. Known as a unique and outstanding performer, Lanza was an important influence on both Luciano Pavarotti and

Plácido Domingo.

Emilio Iodice—a longtime admirer and scholar of Italian culture and arts, as well as leadership in all fields (including the arts)—pays tribute to this special performer in *A Kid from Philadelphia*. The book is a compilation of personal, non-academic essays, along with a posthumous letter to Lanza, honoring him for his remarkable career. Iodice admires Lanza’s ability to brighten his audience’s mood and to forge a new style of passionate, artful performance that led to his being called “The Voice of the Poets.”

Featuring large print, this dual-language (English and Italian) work comes with five CDs containing 100 of the artist’s legendary recordings.

Emilio Iodice, a retired FSO, is vice president at Loyola University in Chicago and director of the school’s John Felice Rome Center. As a Foreign Service officer, he served in France, Brazil, Mexico and Spain. He then spent five years as vice president for Lucent Technologies in France before moving to Loyola in 2007. He is the author of *Profiles in Leadership: From Caesar to Modern Times* (North American Business Press, 2012).



**Profiles in Leadership:
From Caesar to Modern Times**

Emilio Iodice, North American Business
Press, 2012, \$45.44, hardcover,
343 pages.

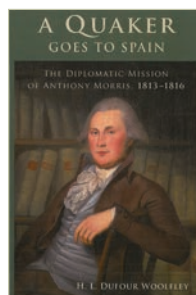
All leaders throughout history have had certain characteristics and key achievements that elevated them to their respective positions, to be remembered for

decades and even centuries to follow. *Profiles in Leadership* combines a thorough account of some of the most celebrated leaders with an analysis of the words, wisdom and actions that made them hallmarks of leadership to this day.

Emilio Iodice includes such figures as Martin Luther King Jr., Eleanor Roosevelt and Oprah Winfrey in this book, demonstrating that not only political leaders but ideological and cultural

ones, as well, fit the mold. For each, he undertakes an in-depth exploration of personality and actions to convey an understanding of his or her unique leadership qualities. Iodice offers the “Common Denominators of Great Leaders” to identify and replicate the primary attributes that led to the success of these historical figures.

For a biography of the author, see the previous entry.



**A Quaker Goes to Spain:
The Diplomatic Mission of
Anthony Morris, 1813-1816**

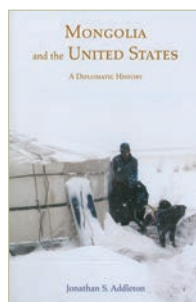
H.L. Dufour Woolfley, Lehigh University
Press, 2013, \$58, hardcover, 197 pages.

Few know much about Anthony Morris, who traveled to Spain in 1813 to dissuade the Spanish from allowing the British to attack the young United States during the

War of 1812. A personal friend of Dolly Madison, wife of James Madison, Morris found himself thousands of miles across the Atlantic, attempting to complete his diplomatic duties in the face of a highly uncooperative Spanish government. To make matters worse, he dealt with colleagues bent on tarnishing his reputation and hindering the mission he had sacrificed so much to achieve.

This new volume in the ADST-DACOR Diplomats and Diplomacy Series is a fascinating window into the workings of the young State Department and one diplomat’s personal and professional struggles during the United States’ first war as a nation. Events occurred faster than messages could cross the ocean; by using a collection of letters written by Morris himself, Woolfley evokes the frustration the diplomat felt as his children grew up while he was thousands of miles away.

H.L. Dufour Woolfley is a retired Foreign Service officer who held various positions in Europe, including as political adviser to the commander of NATO’s southern flank. Earlier, he had practiced law in his native Louisiana, served in the U.S. Army for three years and graduated from Louisiana State University Law School.



**Mongolia and the United States:
A Diplomatic History**

Jonathan S. Addleton, Hong Kong
University Press, 2013, \$40.50,
hardcover, 186 pages.

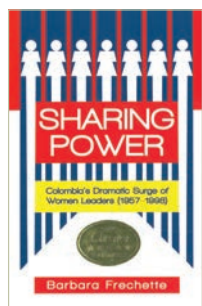
Former U.S. Ambassador to Mongolia Jonathan Addleton seeks to shed light on the little-known history of U.S.-Mongolian relations in this new volume in the ADST-

DACOR Diplomats and Diplomacy Series. While the two countries did not formally open embassies until 1987, they have been interacting for more than 150 years.

Nested between Russia and China, Mongolia is often overlooked. But as the author notes, much like the United States, Mongolia was once a great power born out of decisive leadership and the unification of various peoples. For this reason, U.S.-Mongolian relations have grown deep and fruitfully positive.

The author makes use of his extended time and experience in the region to give the book a personal flavor. As a result, it reads more like a historical narrative than a political piece. Readers searching for a simple history of the ties between the two countries, rather than a critique, will enjoy this.

Jonathan S. Addleton, a career USAID FSO, was U.S. ambassador to Mongolia from 2009 to 2012 and USAID country director there from 2001 to 2004. He received the Polar Star, Mongolia's highest honor for foreign civilians, in 2012 for his work in strengthening ties between the United States and Mongolia. Mr. Addleton is the author of *Undermining the Center* (Oxford University Press, 1992) and *Some Far and Distant Place* (University of Georgia Press, 1997).



Sharing Power: Colombia's Dramatic Surge of Women Leaders (1957-1998)

Barbara Frechette, iUniverse, 2012, \$15.95, paperback, 172 pages.

Impressed by the prevalence of women leaders in South America, Barbara Frechette decided to investigate further. Originally published in Spanish, *Sharing Power* contains biographies of seven

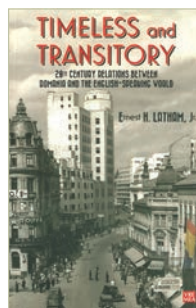
Colombian female leaders in fields ranging from art to journalism, law and more. These powerful women all managed to achieve success and elevate their stature considerably in society.

Frechette was intrigued that these leaders were not satisfied with miniscule roles in their communities. They aspired to attain power in Colombia despite the threatening environment created by the drug wars, at a zenith during the mid 1990s.

She provides compelling information on the individual women, as well as an analysis of the wave of gender reforms as a whole. Her contrast of Colombian and American progress in terms of gender equality is striking and contains valuable insights about both societies. In particular, she believes American women could benefit from an understanding of the Colombian model for women in politics.

Sharing Power will appeal especially to those who have an interest in women's studies, government or policymaking, but is an enlightening read for anyone. This revised edition received a Five Star Award from *Clarion Review* in 2012.

Barbara Frechette, a journalist, editor and author, is the wife of career FSO Myles Frechette, who served as U.S. ambassador to Colombia from 1994 to 1997.



Timeless and Transitory: 20th-Century Relations Between Romania and the English-Speaking World

Ernest H. Latham Jr., Editura Vremea, 2012, \$14.55, paperback, 480 pages.

In his foreword to *Timeless and Transitory*, Paul Michelson of Huntington University characterizes one of Ernest Latham's most notable contributions to Romanian studies

as "the kind of skillful 'short essays on small subjects' that comprise this welcome collection." With one of the best personal libraries of Romanian historical and cultural materials in the United States, Latham has access to surprising and eclectically chosen resources.

One set of engaging essays feature American and British writers on 1930s and 1940s Romania such as Henry Baerlein, Sylvia Pankhurst, Rosie Waldeck and Olivia Manning. Two essays concern American POWs in Romania, and a third deals with American Jews and Romania. Three more essays center on diplomats, namely Marcu Beza, Donald Dunham and Dimitrie Demetrius Dimancescu. Others address Romanian nationalism during World War II, Romania in the *Encyclopaedia Britannica* and business dealings in the post-World War I period.

"The abiding sense emanating from the studies in this volume is that of a gentle beguilement by Romania and the Romanians, not only of the figures in the studies themselves, but also of their author," says Dennis Deletant, Visiting Ion Ratju Professor of Romanian Studies at Georgetown University.

Ernest H. Latham Jr. is the coordinator of advanced area studies for Romania and Moldova at the Foreign Service Institute. A retired FSO, he was cultural attaché at Embassy Bucharest from 1983 to 1987. He also completed his Ph.D. in Romania, and has written and lectured on that country ever since.

Policy & Issues



Interesting Times: China, America and the Shifting Balance of Prestige

Chas W. Freeman Jr., Just World Books, 2012, \$25.20, paperback, 355 pages.

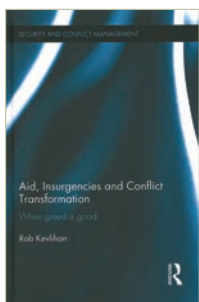
China's rise to global power is happening faster than many realize, and a major shift in American foreign policy toward that country is in order. This is the view of Chas Freeman Jr., a distinguished diplomat with

a long history of dealing with China.

Interesting Times is a compilation of 24 of Freeman's most trenchant works in the area of U.S.-China relations, including his perception of the current issues facing both Beijing and Washington. Freeman insists that the two nations' complicated relationship is exacerbated by their constant misperception of each other and their desire to attain (in China's case) and maintain (in the U.S. case) a rightful position at the head of the global order.

Chas Freeman Jr. began his Foreign Service career in India in 1965. He served as the main interpreter on President Richard Nixon's revolutionary visit to China in 1972, and then as director of Chinese and Mongolian affairs at the State Department, deputy chief of mission at Embassy Beijing, and assistant secretary of Defense. He was also ambassador to Saudi Arabia during the Persian Gulf War (1989-1992).

He is the author of *America's Misadventures in the Middle East* (Just World Books, 2012), *Arts of Power: Statecraft and Diplomacy* (United States Institute of Peace, 1997) and *Diplomat's Dictionary* (United States Institute of Peace, 1994).



Aid, Insurgencies and Conflict Transformation: When Greed Is Good

Rob Kevlihan, Routledge, 2012, \$135, hardcover, 152 pages.

This book explores the question of how international humanitarian aid affects civil wars and insurgencies, using three case studies: Northern Ireland, South Sudan

and Tajikistan.

Rob Kevlihan finds evidence for two distinct effects of aid on intranational conflicts. First, assistance can alleviate the underlying causes of insurgency movements and facilitate negotiations. Second, however, aid can become a source of revenue for the

rebel groups as social-service organizations provide material and financial assistance to victims of the conflict.

Kevlihan explains the way insurgency organizations insert themselves as middlemen between international aid organizations and the target population victimized by the conflict in order to increase revenue for their cause. Surprisingly, his research suggests that the greed exhibited by armed rebel groups can have positive effects, depending on the specific conditions of the conflict and type of insurgency movement involved.

The spouse of USAID FSO Laurel Fain, Rob Kevlihan works in Accra as an adviser to the Regional Peace and Governance Office in USAID's West Africa Division. This book is part of a series on security and conflict management edited by Fen Osler Jampson, Pamela Aal and former Assistant Secretary of State for African Affairs Chester Crocker.



Civil-Military Relations and Shared Responsibility: A Four-Nation Study

Dale R. Herspring, Johns Hopkins University Press, 2013, \$65, hardcover and e-book (same price for both), 349 pages.

In his latest book, Dale R. Herspring compares and contrasts the defense establishments in the United States, Germany,

Canada and Russia to identify factors that allow some civilian and military organizations to operate more productively in a political context than others.

Unlike such scholars as Samuel P. Huntington and Michael C. Desch, the author approaches this subject from a new angle, military culture, arguing that the optimal form of civil-military relations is one of responsibility shared by the two groups. Herspring outlines eight factors that contribute to conditions that promote and support that process, such as civilian leaders not interfering in the military's promotion process and civilian respect for military symbols and traditions.

Students of civil-military relations will find much to debate in Herspring's framework, while students of defense policy will appreciate his brief overviews of each country's post-World War II political and policy landscapes.

Dale R. Herspring, a Foreign Service officer from 1971 to 1991, served mainly in Eastern Europe and the Soviet Union, specializing in political-military affairs. The author or editor of more than a dozen books and numerous articles, he has been the University Distinguished Professor of Political Science at Kansas State University since 1993.



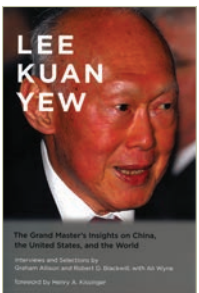
**Where Is the Lone Ranger?
America's Search for a Stability Force
(2nd Edition).**

Robert M. Perito, United States Institute of Peace Press, 2013, \$18.71, paperback, 248 pages.

In this second edition of *Where Is the Lone Ranger?*, Robert Perito argues that the end of U.S. military involvement in Iraq and Afghanistan will not mean an end to the need to maintain security in the tumultuous Middle East and North Africa regions. With other conflicts ongoing, security and stability are anything but assured, and U.S. experience in Iraq and Afghanistan has shown that the military does not have the ability to ensure lasting peace.

Perito calls for a designated stability force that would be able to react to future crises and effectively foster economic and political recovery. In addition to military forces able to expel and secure in the short term, a stability force, he argues, would bring public order and law enforcement to scarred regions while utilizing a minimum amount of force. With the foundations for stability in place, economic, political and social reconstruction could take place more effectively.

Robert M. Perito, a retired Foreign Service officer, serves as director of the Security Sector Governance Center of Innovation at the U.S. Institute of Peace. He also headed the International Criminal Investigative Training Assistance Program at the Department of Justice, and is author of *The American Experience with Police in Peace Operations* (Canadian Peacekeeping Press, 2002) and co-author of *Police in War: Fighting Insurgency, Terrorism and Organized Crime* (Lynne Rienner Publishing, 2010).



**Lee Kuan Yew: The Grand Master's
Insights on China, the United States
and the World**

Graham Allison and Robert D. Blackwill, with Ali Ayne, The MIT Press, 2013, \$17.95, hardcover, 232 pages.

Relations between Asian powers and the United States are constantly shifting, so insights into how to navigate the resulting diplomatic challenges are at a premium. Singapore's longtime prime minister, Lee Kuan Yew, is uniquely placed to offer such insights.

In this book, he bluntly describes how he sees major players like China and the United States interacting in the coming

years and sheds light on the intentions of each, with the purpose of informing experts and leadership in both capitals. The book, which includes a foreword by Henry Kissinger, is drawn from interviews with and speeches by Lee from 1959 to 1990, during the period Singapore was transforming itself from a corrupt city-state into a forward-looking, wealthy economic center.

Graham Allison is director of the Belfer Center for Science and International Affairs at Harvard University's Kennedy School of Government. Robert D. Blackwill is a retired Senior Foreign Service officer who served as ambassador to India from 2001 to 2003 and as the U.S. National Security Council deputy office director for Iraq at the start of the 2003 war. Ali Ayne served as a researcher at the Belfer Center from 2009 to 2012, and is now an associate there.



**Alternative North Americas:
What Canada and the United States
Can Learn from Each Other**

David T. Jones, Woodrow Wilson Center, 2013, free, e-book, 374 pages.

Over the past decade, there has been more than a bit of "Canada envy" among many American citizens. Looking northward, Americans see what appears to be going well in Canada: a peaceful, generally tranquil society; single-payer medicine; solid economics; and a generally docile political structure. But not so fast! There is a wide spectrum of Canadian culture, society and political life that should not be emulated—at least not if the United States wishes to remain the United States.

Alternative North Americas explores the underbelly of Canada, examining extensive problems in defense/security strategy; human rights; official languages complexity; criminal law; immigration/refugee policy; and economics. The study also reviews the ever-festering Quebec conundrum and the political disconnects in the Canadian West.

This e-book is part of the Woodrow Wilson Center's Canada Project, and is available for free download at Wilson Center website and at Scribd.

David T. Jones is a retired Senior Foreign Service officer who was political minister-counselor at Embassy Ottawa. He co-authored *Uneasy Neighbo(u)rs* (Wiley, 2007) and edited *The Reagan-Gorbachev Arms Control Breakthrough: The Treaty Eliminating Intermediate-Range Nuclear Force (INF) Missiles* (Vellum, 2012). He has also written many articles, columns and analyses of U.S.-Canada relations for various publications.

MEMOIRS



The Houseguests: A Memoir of Canadian Courage and CIA Sorcery

Mark Lijek, Amazon Digital Services, 2012, \$9.99/paperback; \$8.99/Kindle, 318 pages.

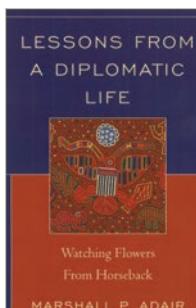
This memoir opens with a droll explanation of how and why Mark Lijek came to join the Foreign Service, via a somewhat circuitous

route that first took him from Georgetown to the Army. Lijek then describes how he ended up in Iran for his first assignment, and how his wife, Cora, joined him there just two months before the November 1979 embassy takeover—which would turn them and four other Americans into long-term guests of the Canadian mission in Tehran.

That experience, in turn, was one of the inspirations for the Oscar-winning Ben Affleck film about the episode, a connection Lijek recounts in “Argo’: How Hollywood Does History” (October 2012 FSJ).

As Editor Steve Honley noted in his review of *The Houseguests* in the January *Journal*: “Though the Affleck movie made a good-faith effort to convey what the Lijeks and their fellow ‘house-guests’ endured, that was not really its focus. Reading this book is the only way to truly appreciate the emotional roller-coaster the six Americans rode. Though there were lighter moments along the way, one can practically feel the walls closing in on them as the days go by.”

Mark Lijek, a Foreign Service officer from 1978 to 1996, served in Tehran, Hong Kong, Kathmandu, Warsaw, Frankfurt and Washington, D.C. He lives in the state of Washington, where he serves as the treasurer of the Anacortes Sister Cities Association.



Lessons from a Diplomatic Life: Watching Flowers from Horseback

Marshall P. Adair, Rowman & Littlefield, 2013, \$38, hardcover, 244 pages.

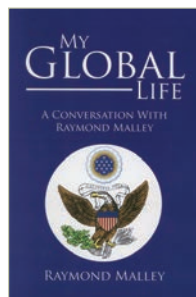
“A delightful read,” is how Associate Editor Shawn Dorman characterized Marshall Adair’s book in her review in the September *Journal*. “As he brings readers along on a journey from Paris to Lubumbashi and

on to Asia (including several China assignments), his engaging personal story offers insights into history and diplomacy, as well as context for the events he describes and the flavor of the places

in which he serves.”

Adair, who grew up in the Foreign Service, recounts 55 years of life and work abroad. He begins with a discussion of a cautionary Chinese idiom that translates as “watching flowers from horse-back,” the book’s subtitle. The phrase refers to the practice of observing a phenomenon from too distant a position, leading to superficial and incorrect, or “hasty,” judgments. While acknowledging the importance of seeing the world from a broader perspective, Adair implores diplomats to stop and smell the roses of their assigned country, instead of just viewing them from a distant and protected place.

The son of FSO Charles Adair Jr., Marshall Adair grew up in Latin America and Europe. During his own distinguished 35-year diplomatic career, he served on three continents and became an expert on Chinese politics and relations. He retired as a minister-counselor in 2007 and splits his time between homes in Arlington, Va., and Sugar Hill, N.H. He is currently a retiree representative on the AFSA Governing Board.



My Global Life: A Conversation with Raymond Malley

Raymond Malley, Xlibris Corporation, 2012, \$19.99, paperback, 156 pages.

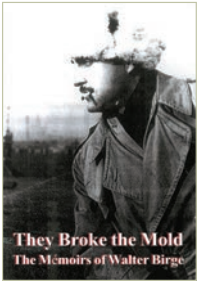
Readers interested in foreign affairs and global business should be fascinated by this extended conversation with retired senior diplomat and business executive Raymond Malley, a new volume in the

Association for Diplomatic Studies and Training’s Diplomatic Oral History Series. Because he moved between the public and private sectors of economic foreign relations, Malley is able to provide compelling insights into the differences between these two sectors.

In some ways, the book is also a history of the United States Agency for International Development. Malley joined the Development Loan Fund in 1961; later that year, the John F. Kennedy administration merged the DLF with another agency to form USAID. He worked overseas in South Korea, India, Pakistan and Zaire (now the Democratic Republic of the Congo), and soon mastered the intricacies of different elements within USAID as he negotiated and managed foreign aid programs in key Asian and African countries. He also formulated and introduced policies amid political infighting in Washington and Paris.

A former Senior Foreign Service officer, Raymond Malley spent 23 years in operational and management positions with USAID. After retiring in 1983, he undertook consulting assign-

ments for the agency for the next 20 years, in addition to working as a senior executive with a global Korean industrial manufacturing group. He lives in Hanover, N.H., and teaches international affairs at Dartmouth College.



**They Broke the Mold:
The Memoirs of Walter Birge**

Walter Birge, edited by Virginia Birge, Paul Mould Publishing, 2012, \$13.54, paperback, 420 pages.

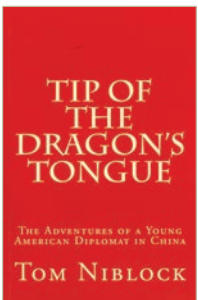
From an affluent beginning in peaceful New England, to a tumultuous and storied 12-year career as a Foreign Service officer during and after World War II, the memoirs

of Walter Birge Jr. offer a window into the workings of the still-young Foreign Service during a critical era.

Walter Birge Jr. served as a Foreign Service officer from 1940 until 1953. The accounts provided in this book were written by Birge between 1990 and 1992 and edited after his death by his wife, Virginia. They detail the adventures of the FSO serving in such key locations as Turkey during World War II and Prague from 1945 to 1949. Known as the “Scarlet Pimpernel of Prague,” he helped many escape the communist takeover. He also served in Argentina, Mexico, Iraq, Saudi Arabia and French West Africa.

Later chapters recount vignettes from his time directing the Czech division of Radio Free Europe and his representation of the state of Ohio in Brussels as vice president of the international division of BancOhio.

Walter Birge died in 2002, at the age of 89, in Plymouth, Mass. His widow, Virginia Birge, who resides in coastal Massachusetts, edited his memoirs in 2004 and 2005.



**Tip of the Dragon's Tongue:
The Adventures of a Young
American Diplomat in China**

Tom Niblock, CreateSpace, 2012, \$14.99, paperback, 216 pages.

Recalling his first tour as an FSO at Embassy Beijing, Tom Niblock offers stories of his travels throughout the city and other parts of China. Rather than write

about the specific duties he has as a representative of the United States in that country, he focuses on his curiosity about, and interactions with, the Chinese people and their dramatically different culture and customs.

In many short chapters, with dialogue translated for the

American reader, the author makes apparent the stark differences between Chinese and American lifestyles, as well as the differences among people and places within China. The experiences he recounts range from tours to feed hungry tigers to puzzling encounters on a crowded train (to the surprise of many locals, he was proficient in Mandarin). After two years, Niblock acknowledges that he has only touched the “tip of the dragon’s tongue,” but he clearly has some very memorable adventures to share.

Tom Niblock, who served in Beijing from 2010 to 2012, is now posted in Islamabad. A native of rural Iowa, he earned his master’s degree at Princeton University before joining the Foreign Service.



White Lilies in Autumn

Dustin W. Bradshaw, Millennial Mind Publishing, 2012, \$22, paperback, 288 pages.

Never lose hope. That is the lesson that echoes through the pages of Dustin W. Bradshaw’s memoir, *White Lilies in Autumn*. After being devastated by the death of an infant, Bradshaw searches for

ways to cope with the unimaginable loss. Much of the book deals head-on with facts of life that are seldom discussed openly, such as death, depression and abuse. His reflections on these topics give the work a dignified tone and lead to Bradshaw’s main point.

With a strong sense of storytelling, Bradshaw leads the reader through various points of his life, demonstrating how they are all connected. With the clarity of hindsight, he discusses the lessons he has learned. Bradshaw’s bravery in confronting the past and using it as a tool, as well as his intensely emotional descriptions, will captivate readers and provide inspiration.

After attending school and working in Hawaii, Dustin Bradshaw joined the Foreign Service and is serving in Manila. *White Lilies* is his first published work.



From the Inside Out

John David Tinny, New Academia/Vellum, 2013, \$26, paperback, 312 pages.

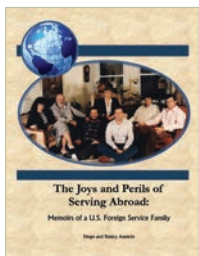
In 1956 John David Tinny began a turbulent decade on the “Golden Road to Samarkand,” his vision of the pinnacle to an FSO’s career. He recounts that period in this new volume in the Association for Diplomatic Studies and Training’s

Memoirs and Occasional Papers Series.

The murder of the British vice consul on the very first day of Tinny's initial assignment to the consulate in San Pedro Sula, Honduras, proved a grim portent for his chosen profession. After serving in Cairo, where Nile floods bring life and death, he moved on to Beirut. There he glimpsed hope in Palestinian refugee camps, witnessed the angry intensity of young Israelis, and came to realize that an intellectual understanding of the Arab-Israeli problem is not sufficient.

Despite what he describes as a professional misstep in Aden, Tinny was appointed principal officer in Benghazi—not long before the consulate was bombed in 1964. A murder on his last day there brought him full circle. His career as a Foreign Service officer ended aboard an Italian tramp steamer, not on the Golden Road.

John David Tinny served in Honduras, Egypt, Lebanon and Aden, accompanied by his wife Josephine and three sons. After leaving the Foreign Service in 1966, he worked for Occidental Petroleum and Conoco in the Persian Gulf and Africa. He later worked as a reference librarian until retiring in 2011.



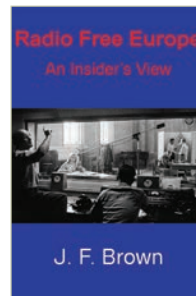
**Joys and Perils of Living Abroad:
Memoirs of a Foreign Service Family**

Diego and Nancy Asencio, Xlibris, 2013,
\$19.99, paperback, 264 pages.

From Diego Asencio's initial posting in 1957 until his retirement in 1986, the Foreign Service offered him, his wife Nancy and their five children fascinating lessons about new cultures, people and places. Nancy and Diego tell their family's story—all of it, both the joys and perils—with honesty and a great deal of humor in this new volume in the Association for Diplomatic Studies and Training's Memoirs and Occasional Papers Series.

The Asencios contended with everything from constant second-guessing by beancounters back in Washington to truly life-threatening situations. The most notable of these was the ambassador's 1980 kidnapping by a Colombian paramilitary terrorist group, the 19th of April Movement. He was one of a dozen diplomats M-19 held hostage in Bogota for 61 days.

Diego Asencio served as U.S. ambassador to Colombia from 1977 to 1980, and ambassador to Brazil from 1983 to 1986, among many other Foreign Service postings over a 29-year career. Ambassador Asencio is a member of the American Academy of Diplomacy and the Council on Foreign Relations.



Radio Free Europe: An Insider's View

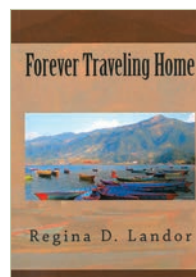
James F. Brown, New Academia/Vellum, 2013, \$22, paperback, 154 pages.

In this book, posthumously published as part of the Association of Diplomatic Studies and Training's Memoirs and Occasional Papers Series, J.F. Brown describes the critical role Radio Free Europe played throughout the Cold War. A veteran RFE official who served as its director from 1978 to 1983, he offers a balanced and penetrating analysis of what made the broadcast service tick. As he writes, RFE "broke the communist information monopoly and gave East Europeans the chance to think and judge for themselves."

Brown explains how RFE functioned as a decentralized organization that empowered exiles, and points out what it could—and could not—offer East European listeners. Living up to the title's promise of "an insider's view," his book illuminates the editorial policies and internal relationships that made RFE such a success.

His vivid portraits of key personalities illustrate the point that RFE was not just an institution, but a unique, multinational group of men and women who played a critical role throughout the Cold War. Brown's insights are equally applicable to reaching present-day audiences similarly deprived of access to information.

James F. Brown (1928-2009) spent 27 years at Radio Free Europe. As its director, he played a seminal, behind-the-scenes role in the rise of the Polish Solidarity movement. He is the author of *The New Eastern Europe* (Praeger, 1964), *Surge to Freedom: The End of Communist Rule in Eastern Europe* (Duke University, 1991), *Hopes and Shadows: Eastern Europe after Communism* (Duke, 1994) and three other books on Eastern Europe.



Forever Traveling Home

Regina D. Landor, CreateSpace Independent Publishing Platform, 2013,
\$9.99, paperback, 188 pages.

Regina Landor invites the reader to join her in an adventure that moves from Eastern Europe to the United States, and back again.

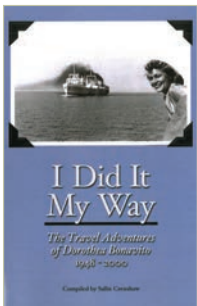
As a Peace Corps alumna and the wife of a USAID FSO, Landor has had her share of overseas experiences. Opening up about her personal struggles and the difficulties of coping with family and children during travels, Landor shares her

ups and downs in a reflective manner.

The concept of “home”—discovering what that term actually means and finding it—is an underlying theme that resonates especially strongly with Foreign Service families.

As the story progresses, Landor becomes stronger and better equipped to find a balance between all the stressors in her life. The road any Foreign Service family traverses can be rocky, but Landor has overcome every challenge.

Regina D. Landor lives with her husband, two sons and mother in Bangladesh, where her husband is completing a four-year posting. She has embraced raising her children abroad and spends her free time volunteering with her mother and making the most of local culture.



**I Did It My Way:
The Travel Adventures of
Dorothea Bonavito, 1948-2000**

Dorothea Bonavito, compiled and published by Sallie Crenshaw, 2013, \$21.95, paperback, 284 pages.

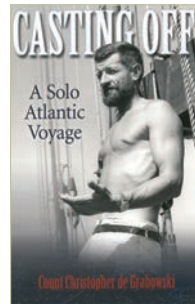
Through letters to her family and friends, Dorothea “Dot” Bonavito shared her experiences of traveling the world as a secretary

to American ambassadors. She likens her passion for exploring to a travel bug that she cannot get rid of. Among the first group of women to gain entrance to the Foreign Service, she found the career to be the perfect means to satisfy her travel desires.

Over the span of five decades, she recorded her adventures through writing, photos and a collection of travel memorabilia. She makes sure to include positives and negatives, as well as praising a new destination or questioning constricting customs. The letters show us the world through the author’s eyes, which proves to be a delightful perspective. Her excitement for discovery is contagious.

Also included are testimonies reflecting on her adventurous spirit from people Ms. Bonavito befriended or influenced over the years. It becomes evident that while she felt touched by her surroundings, “Dot” touched many others as well.

During her career, Ms. Bonavito visited more than 100 countries. Her friend Sallie Crenshaw sorted through more than 800 pages of written letters to compile this book for posthumous publication, because Ms. Bonavito’s family and friends believed that her story should be shared with the world.



Casting Off: A Solo Atlantic Voyage

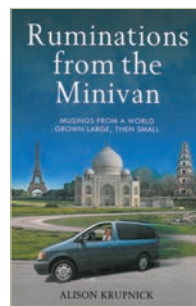
Count Christopher de Grabowski and Daisy Richardson, CreateSpace Independent Publishing Platform, 2013, \$12.95, paperback, 186 pages.

Count Christopher de Grabowski had an adventurous life that revolved around a deep love for the sea. *Casting Off* is his account of the 84-day trans-Atlantic voyage from Europe to New York City he undertook in 1959 on his beloved sloop *Tethys*, compiled and published posthumously by his sister, Daisy Richardson.

Exiled to Chile from his native Poland prior to World War II, de Grabowski sailed to England in 1941 to volunteer in the Polish Wing of the Royal Air Force. After the war, with his command of English (and six other languages) and a talent for photography, he joined the U.S. Information Agency in Tunis as a Foreign Service National.

He also devoted himself to sailing, winning many trophies racing on the Mediterranean. His dream, however, was to cross the Atlantic. After several failed attempts, he set out again in 1959. Crossing an ocean in a small boat is an incredible achievement, but recording all of the details and one’s thoughts and intimate feelings about the experience makes it exceptional.

Christopher de Grabowski was lost at sea in 1964, when the schooner he was captaining disappeared in the Bermuda Triangle. Daisy de Grabowski Richardson, the widow of FSO Robert P. Richardson and mother of active-duty FSO Margot Carrington, resides in Ft. Lauderdale, Fla.



**Ruminations from the Minivan:
Musings from a World Grown Large,
then Small**

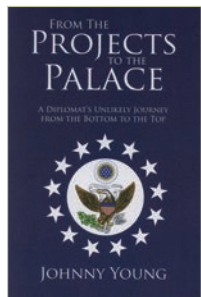
Alison Krupnick, CreateSpace, 2013, \$13.50/paperback; \$7.99/Kindle, 264 pages.

In 1989, prior to the normalization of diplomatic relations between the United States and Vietnam, Alison Krupnick was holed up in a seedy Ho Chi Minh City hotel, hiding from people desperate for visas to resettle in the United States. Fifteen years later, she was holed up alone in her minivan in an American city, furiously scribbling stories on a notepad at every red traffic light.

The story of her transformation from world-traveling diplomat to minivan-driving mom is chronicled in this warm, funny

memoir. *Ruminations from the Minivan* will take you on the trip of a lifetime.

Alison Krupnick, a former State Department FSO, served in India, Thailand, Vietnam and Washington, D.C. Her writing has been published in the *Harvard Review*, *Brain*, *Child*, *Seattle* magazine, *Crosscut*, and various news and trade publications, literary journals and anthologies. She lives in Seattle, where she is the author of a blog, *Slice of Mid-Life*.



**From the Projects to the Palace:
A Diplomat's Unlikely Journey
from the Bottom to the Top**

Johnny Young, Xlibris, 2013, \$19.99,
paperback, 255 pages.

As its title implies, this new volume in the Association for Diplomatic Studies and Training's Diplomatic Oral History Series tells an American success story: the author's rise from a life of poverty to the highest ranks of the U.S. Foreign Service.

Readers will follow Young as he learns the value of hard work in escaping from adversity, fights to attain an education, meets the love of his life and becomes an accomplished diplomat. He goes on to promote and defend American interests on four continents, and describes how he and his family dealt with the shared challenges and rewards of living and moving all over the world.

A career Foreign Service officer from 1967 to 2004, Johnny Young was ambassador to Sierra Leone, Togo, Bahrain and Slovenia, among many other postings. He was so successful in those challenging assignments that he rose to the rank of career ambassador.

After retiring from the Foreign Service in 2004, Ambassador Young became a private consultant, contractor and lecturer. He has been executive director of the Migration and Refugee Services Division of the United States Conference of Catholic Bishops since 2007.

FICTION & POETRY

Red Army Red: Poems

Jehanne Dubrow, TriQuarterly Books, 2012, \$16.95,
paperback, 84 pages.

This collection of poems by Jehanne Dubrow draws on her experiences as a child of American Foreign Service officers growing up in the East Bloc during the Cold War. The poems combine



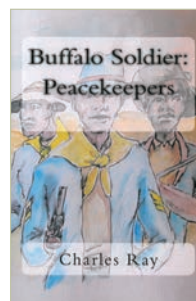
coming-of-age themes that apply to both herself and the communist countries in which she lived.

While the fall of the Iron Curtain has inspired a great deal of art and literature, Dubrow provides an original perspective as an American adolescent discovering herself in the midst of the revolutions that overthrew the Eastern European govern-

ments. She also devotes a section of her book to poems about the *laissez-faire* culture in the West, giving contrast to the earlier sections.

Dubrow's diction and unique style give vivid—and often startling—perspectives on the two sides of the Cold War. Some of the poems in this collection are “Moscow Nights,” “Crossing the Vistula,” “At the American School of Warsaw” and “Our Free-Market Romance.”

Jehanne Dubrow has published other poetry collections, including *The Hardship Post* (2009), *From the Fever-World* (2009) and *Stateside* (2010).



Buffalo Soldier: Peacekeepers

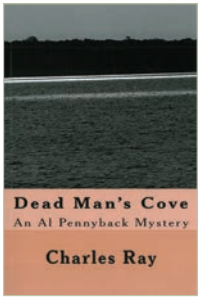
Charles Ray, CreateSpace, 2013, \$9.95,
paperback, 216 pages.

The fourth installment of Charles Ray's *Buffalo Soldier* series, *Peacekeepers* centers on Ben Carter and his Ninth U.S. Cavalry, which is sent to Maxwell, N.M., to settle disputes between two groups of local landowners. While Ben would rather be spending his time on the frontier defending against Indians and outlaws, he sticks to his mission and endures quite a share of twists and suspense.

Throughout the ordeal, Ben and his men face the discrimination of the white townspeople whom he is assigned to protect. They must also deal with a callow lieutenant who is assigned to lead the group, but has no field experience. And if that were not enough, Ben is caught between the rivalries of the feuding family leaders and mysterious forces working outside of view. All of these elements work in concert to keep the reader on edge right up to the surprising climax.

A retired FSO and former ambassador to Cambodia and Zimbabwe, Charles Ray grew up in Texas and is a longtime student of American frontier history. In addition to the *Buffalo Soldier* series, he has written the Al Pennyback mystery series and many other works of fiction and nonfiction. Prior to joining the Foreign

Service, Ray spent 20 years in the U.S. Army, retiring as a major in 1982. He now serves as chair of AFSA's Professionalism and Ethics Committee.



**Dead Man's Cove:
An Al Pennyback Mystery**

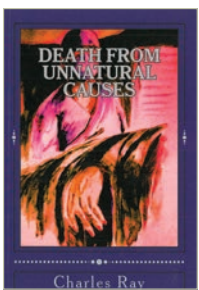
Charles Ray, CreateSpace, 2012, \$9.96, paperback, 214 pages.

On a boat trip in the Chesapeake Bay with some Washington, D.C.-area high society members, Al Pennyback is more concerned with his fear of water than anything else. However, shortly after arriving at their

destination, *Dead Man's Cove*, his attention is dramatically refocused when a member of the party is violently murdered. Now, instead of finally being able to relax on dry land, Al must uncover the killer before he or she strikes again.

Aside from the suspense, present in all of Charles Ray's Al Pennyback mysteries (*Dead Man's Cove* is Book 12 of the series), the protagonist finds himself immersed in a string of jealousies, hatred and general malcontent between his fellow vacationers. Solving this murder proves to be one of the toughest cases that the fictional detective has ever dealt with. Ray's audience has come to expect dramatic description and thrilling plot twists, and *Dead Man's Cove* does not disappoint.

Charles Ray has written more than 30 works of fiction and nonfiction, including the Al Pennyback series and a series of historical novels about the Buffalo Soldiers. For his biography, please see the previous entry.



Death from Unnatural Causes

Charles Ray, Uhuru Press, 2013, \$12.95, paperback, 244 pages.

Al Pennyback has no shortage of leads when attempting to solve the case of the murder of elderly Geraldine Wallace, but each one takes this D.C. private investigator nowhere. He has to proceed without hard evidence, a motive or even a body

while facing uncooperative antagonists. Yet he does some of his best work in this 15th novel of the series.

The protagonist has personal issues to overcome before he can start solving this senior-citizen murder, including his own discomfort with the elderly and the tragic loss of his son and wife. This novel is about an investigation that, as Pennyback and his audience will discover, does not have a traditional outcome.



**The White Dragons:
A Novel of International Intrigue**

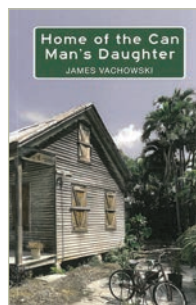
Charles Ray, Uhuru Press, 2013, \$14.71, paperback, 388 pages.

A car is blown up in Dagastan, a land-locked country in the cold Arctic bleakness of Soviet Russia. When a young State Department employee, Lesley Carter, begins looking into the crime, she is

murdered. Now, an intelligence analyst and diplomatic security officer are charged with finding out who killed her. They, in turn, are pursued by an assassin led by the shadowy White Dragons, who are trying to kill them in Washington.

From the first few pages, this sinister mystery will have the reader wanting to know more. Vivid detail and dark imagery are the specialties of author Charles Ray, and his complex plot about this fictional country and the mysterious people operating within it is riveting.

In chapters set in Dagastan, the eerie uneasiness and chilling sense of cruelty due to the desolate location and cut-throat atmosphere of KGB-like politics are palpable. In the parts set in Washington, readers will be caught up in the frenzy of fictional State Department employees trying to escape attempts on their lives.



Home of the Can Man's Daughter

James Vachowski, Battered Suitcase Press, 2013, \$8.06, paperback, 76 pages.

Poppy Schaeffer is a war hero and a survivor of some of the most difficult times a man can endure. Nevertheless, he represents the small town of Christmas, Fla., and serves as an idol to his eighth-grade grandson, from whose perspective this

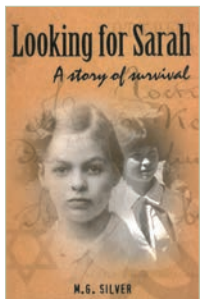
story is told.

Once a sculptor of world landmarks who used nothing but beer cans and cement, Poppy's deteriorating health parallels the decline of the town of Christmas. It is up to his grandson, King, and King's father to give Poppy one last gesture of appreciation in reflection of his humble and fulfilling life.

This short novel is full of heartwarming detail and is assuredly a feel-good read, especially for anyone with a charismatic, earthy figure like Poppy Schaeffer in their family. The concept of a parallel between the storied yet aging man and the declining small town in which he lives is simple, but well-written.

James Vachowski has served as a special agent with the Bureau of Diplomatic Security since 2011. *Home of the Can Man's*

Daughter is his fourth novel. He lives in Massachusetts and writes fiction in his spare time.



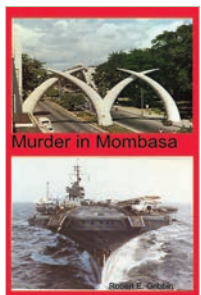
Looking for Sarah: A Story of Survival

Margarita Gokun Silver, CreateSpace, 2012, \$11.58, paperback, 391 pages.

This novel follows the tales of two Jewish women in two time spans of Russian history. Left behind in Czarist Russia in 1916, Sarah later reunites with her brother and, despite having already established a life in the Soviet Union, makes the daring decision to defect. In alternating chapters, the book also traces the hardships of Sonya, Sarah's great-granddaughter, who exposes the secret of her great-grandmother to a Soviet official who is also her romantic partner. Abandoned and pregnant, Sonya seeks to learn more about Sarah and, in doing so, completely alters the course of her own and her family's lives.

Silver portrays the adversity faced by Jews in the long and agonizing period of Russian transition from czarism to the communist era. Through the lenses of two women separated by time and distance, yet conjoined by suffering and hardship, Silver explores their lives during the Russian Revolution, Stalinism, the Holocaust and the Soviet Union.

Margarita Gokun Silver is an author, artist and Yale graduate who grew up in communist Moscow. Today she is posted in Madrid with her husband, an FSO with the Department of Commerce. A cross-cultural coach, she mentors expatriates and is the author of *The Culture Shock Tool Kit: Three Strategies for Managing Culture Shock* (see p. 43).



Murder in Mombasa

Robert E. Gribbin, published by author, 2013, \$2.99, e-book, 169 pages.

This mystery tells the story of the murder of a Kenyan girl from the perspective of the U.S. consul in Mombasa. The suspect is an American seaman, but his alibi seems to prove him innocent. Still, the Kenyan authorities feel that they must hold some-

one accountable.

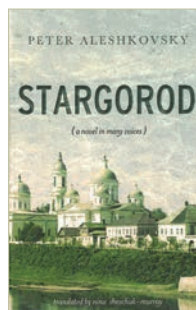
As the police and the public yearn for a suspect, it becomes clear that the defendant faces the distinct possibility of false conviction. But if the sailor's alibi is confirmed, who did it? In a similar murder case, the perpetrator, an American military man, had

recently been granted immunity. That outcome still smoldered in many Kenyans' memories, and they were anxious for justice.

This work of fiction is based on a real murder case that took place in Kenya during the 1980s, when the author served as a consul at Embassy Mombasa. It gives insight into U.S.-Kenyan relations of that era and the difficulties this consul-turned-author encountered during his challenging assignment.

Robert E. Gribbin was a Peace Corps Volunteer in Kenya before serving for 35 years in the Foreign Service in 14 African nations. He was ambassador to the Central African Republic from 1993 to 1995 and to Rwanda from 1996 to 1999, and is the author of *In the Aftermath of Genocide: The U.S. Role in Rwanda* (iUniverse, 2005). Today he writes, teaches and undertakes short-term assignments for the Department of State.

This book is available through iBooks and also from www.smallshwords.com.



Stargorod: A Novel in Many Voices

Peter Aleshkovsky (translated by Nina Shevchuk-Murray), Russian Life Books, 2013, \$14.40, paperback, 332 pages.

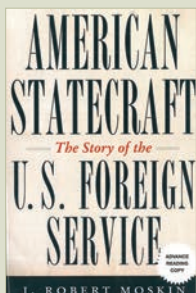
Two collections of short stories, separated in time by the post-USSR Russian transformation, are used to create Peter Aleshkovsky's unusual novel. The works from 1990 and 2010 are presented together to allow readers to witness the depth of Russia's political and cultural transition through the semantic shifts in these very rich and personal pieces.

Despite borrowing from Russian greats like Nikolai Leskov and Nikolai Gogol, Aleshkovsky distinguishes his own version of *Stargorod*, which means "an old town" in Russian, with allusions and humor that those familiar with evolving Russian culture are sure to enjoy. His stories are full of poetic detail and offer artful and intuitive dialogue that evokes feelings of humanity and community.

Stargorod is the third novel by Peter Aleshkovsky—a well-known Russian writer and archaeologist, whose works also include *Skunk: A Life* (Glas, 1997)—to be translated into English. And it is the second translated by Nina Shevchuk-Murray, a Foreign Service officer who was born in the Ukrainian city of L'viv. A translator of poetry and prose from the Russian and Ukrainian languages, she previously translated Aleshkovsky's *Fish: A History of One Migration*.

Continued on page 38

OF RELATED INTEREST



American Statecraft: The Story of the U.S. Foreign Service

J. Robert Moskin, Thomas Dunne Books, 2013, \$40/hardcover; \$19.99/Kindle, 944 pages.

American Statecraft is the first comprehensive history of the U.S. Foreign Service, one of the oldest, but least understood, institutions in the United States.

The product of 15 years of research by J. Robert Moskin, the award-winning historian and journalist, this weighty tome traces American diplomacy from the country's founding. The reader not only sees the development of the Foreign Service in the context of the issues of the times, but comes to appreciate its vital role in bringing about the nation as we know it today.

An editor with *Look* magazine for 19 years, five of them as its foreign editor, J. Robert Moskin was also an editor for *Collier's* and *The Saturday Review*, and the editorial director of the Aspen Institute and the Commonwealth Fund. He lives in New York City and western Massachusetts.



Buried in the Sands of the Ogaden: The United States, the Horn of Africa, and the Demise of Détente

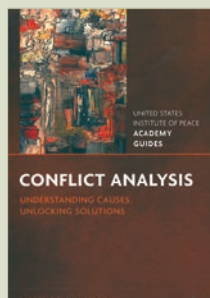
Louise P. Woodroffe, Kent State University Press, 2013, \$49.50, hardcover, 176 pages.

The 1970s détente era, marked by the Strategic Arms Limitation Treaty negotiations, was strained by ongoing disagreements

between the superpowers regarding conflicts occurring in Third World nations. In this work, Louise Woodroffe focuses on one of them—that between Ethiopia and Somalia—which, according to the author, may have marked the failure of détente.

Woodroffe tells the history of that conflict and its impact on the détente process, also explaining how the Horn of Africa has been altered politically and socially by the Cold War.

Louise P. Woodroffe is a historian with the Department of State's Office of the Historian, focusing on U.S. foreign policy in postcolonial Africa.



Conflict Analysis: Understanding Causes, Unlocking Solutions

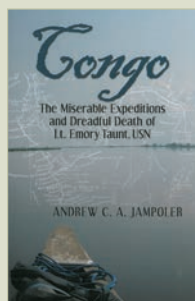
Matthew Levinger, United States Institute of Peace, 2013, \$24.95/paperback; \$21.34/Kindle, 280 pages.

Here is a timely and practical handbook. Instead of simply theorizing about the causes and natures of conflicts, *Conflict Analysis* aims to provide practitioners

with the knowledge needed to translate understanding into effective action and, ultimately, solutions. The book is supplemented with useful case studies, appendices and analytical tools.

The author focuses on averting future conflicts and ending current ones; he also tackles the study of conflict alongside the study of peace, and investigates what causes each scenario. He also stresses the social aspect of conflict analysis. For those working to prevent global crises or solve ongoing ones, *Conflict Analysis* will provide the necessary knowledge and understanding essential to successful action.

Matthew Levinger is a visiting professor at The George Washington University's Elliott School of International Affairs and director of the school's National Security Studies Program.



Congo: The Miserable Expeditions and Dreadful Death of Lt. Emory Taunt, USN

Andrew C.A. Jampoler, Naval Institute Press, 2013, \$44.95/hardcover; \$26.99/Kindle, 256 pages.

Andrew C.A. Jampoler, a U.S. Navy aviator for 24 years, recently retraced the 1885 solo mission of Lt. Emory Taunt, an American

naval officer assigned to explore the reaches of the Congo River and investigate possible trade opportunities. *Congo* is the result of that experience, and also draws on a great deal of research on Lt. Taunt and his mission.

Besides telling the gripping and, ultimately, tragic story of Lt. Taunt, *Congo* describes the U.S. involvement in late 19th-century Africa and its role in the formation of the Congo nation.

Andrew Jampoler was named Author of the Year by the Naval Press Institute in 2003 and by *Naval History* magazine in 2006. His previous works include *Adak* (Naval Institute Press, 2011), *Horrible Shipwreck* (Naval Institute Press, 2010) and *The Last Lincoln Conspirator* (Naval Institute Press, 2009). He resides in Loudoun County, Va.



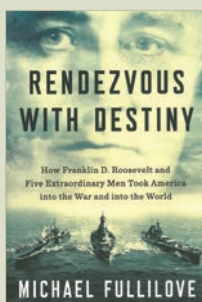
**The Dragon Extends Its Reach:
Chinese Military Power Goes Global**

Larry M. Wortzel, Potomac Books, 2013,
\$29.95, hardcover, 224 pages.

The Dragon Extends Its Reach is meant to counter what the author contends is a romanticized image of U.S. relations with the Chinese People's Liberation Army held by a majority of American policymakers.

Larry Wortzel relies on research and his own experience during a 32-year military career spent largely in the Asia-Pacific region, including two tours as a military attaché in China, to analyze each branch of the Chinese military. He also examines cybersecurity, space technologies and ballistic missile capabilities in an effort to provide a more realistic assessment of the U.S.-China relationship.

The author or editor of 10 books about China, Mr. Wortzel was director of the Strategic Studies Institute at the U.S. Army War College, Asian studies director and vice president at the Heritage Foundation, and a commissioner on the U.S.-China Economic and Security Review Commission. He lives in Williamsburg, Va.



**Rendezvous with Destiny:
How Franklin D. Roosevelt and Five
Extraordinary Men Took America
into the War and into the World**

Michael Fullilove, Penguin, 2013,
\$29.95/hardcover; \$11.99/Kindle,
480 pages.

From 1939 to 1941, the United States was an avid supporter, yet reluctant partner, of the Allies in Europe. President Franklin D. Roosevelt was compelled to walk the fine line between pleasing the American people and defeating what he saw was an existential threat. Garnering support for U.S. involvement in the war was aided by Roosevelt's vast personal network—in particular, five men who would act courageously to alter the course of history and the place of America within it.

Drawing from a prodigious range of primary and secondary sources, including hundreds of letters and telegrams, Fullilove sets the stage for each trip, describes how the envoy carried out his various tasks, and then assesses the trip's effectiveness. (See Steve Honley's review in the October *FSJ*.)

Michael Fullilove is executive director of the Lowy Institute of Sydney, Australia. He is also a nonresident senior fellow at the Brookings Institution, a Rhodes Scholar and a former adviser to the Australian prime minister.



Qatar: Small State, Big Politics

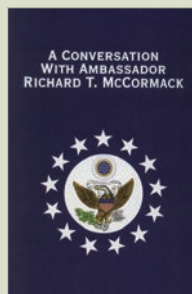
Mehran Kamrava, Cornell University Press,
2013, \$35, hardcover, 232 pages.

A small geographic area, lack of water and relatively recent statehood are all attributes that would seem to contrast with Qatar's rapidly growing global recognition. Headquarters of the worldwide news network, Al-Jazeera, and host country for the 2022

FIFA World Cup, Qatar remains an oil-funds dependent state.

In this work, Mehran Kamrava explores how Qatar managed to get where it is today and what its prospects are for the future. It is a case study in how small states can exert influence on others through use of what the author terms "subtle power," which includes among other things vigorous diplomatic outreach.

Mehran Kamrava teaches at Georgetown University's School of Foreign Service in Qatar. He holds a doctorate degree from the University of Cambridge and has published numerous works on the Middle East.



**A Conversation with Ambassador
Richard T. McCormack**

Richard T. McCormack, Xlibris, 2013,
\$19.99, paperback, 181 pages.

This book, a volume in the Association for Diplomatic Studies and Training's Diplomatic Oral History Series, tells the story of a life and career focused on geopolitics and the global economy.

Among many other positions, Richard T. McCormack served as ambassador to the Organization of American States from 1985 to 1989 and under secretary of State for economic affairs from 1989 to 1991. For his service in the latter capacity, Ambassador McCormack received the State Department's highest award from Secretary of State James A. Baker III.

Richard T. McCormack is a member of the Council on Foreign Relations, the Center for Strategic and International Studies, and the Economic Club of New York. He is also the author of *Asians in Kenya: Conflicts and Politics* (T. Gaus Sons, 1971).



Gender and Foreign Policy in the Clinton Administration

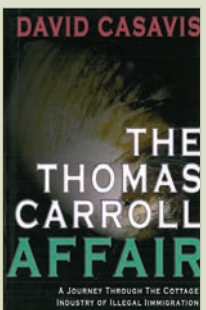
Karen Garner, First Forum Press, 2013, \$69.95, hardcover, 333 pages.

The U.S. government's increased attention to global women's rights and empowerment (the focus of the April 2011 issue of *The Foreign Service Journal*) is often touted as a new phenomenon, with former

Secretary of State Hillary Rodham Clinton receiving a good deal of credit. However, Karen Garner argues in this book that it was actually Sec. Clinton's husband, President Bill Clinton, who broke many barriers to challenge women's unequal status vis-à-vis men around the world, and to incorporate their needs into U.S. foreign policy and aid programs.

Garner draws on a wide range of primary sources, including interviews with government officials and feminist activists who worked with the Clinton administration, to present a persuasive account of the emergence, evolution and legacy of U.S. global gender policy during the 1990s.

Karen Garner is an associate professor of history and women's studies at SUNY Empire State College. She is the author of *Shaping a Global Women's Agenda: Women's NGOs and Global Governance, 1925-1985* (Manchester University Press, 2010) and *Precious Fire: Maud Russell and the Chinese Revolution* (University of Massachusetts Press, 2003).



The Thomas Carroll Affair: A Journey Through the Cottage Industry of Illegal Immigration

David Casavis, Deeper Look Books, 2013, \$14.95, paperback, 288 pages.

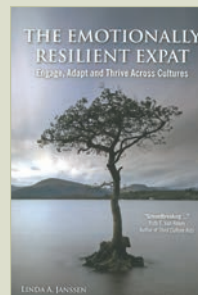
On June 13, 2002, former FSO Thomas Patrick Carroll was sentenced to 21 years in federal prison for selling non-immigrant visas at Embassy Guyana and hiring "death squads" there to intimidate witnesses.

Between 1998 and 2000, Carroll sold as many as 800 visas for between \$10,000 and \$15,000 apiece.

Prosecutors believe Carroll shared some of the proceeds with his accomplices, but he may still have pocketed up to \$4 million himself. Even more disturbing, Assistant U.S. Attorney Carolyn McNiven noted at the trial, at least 26 people who got into our country on fraudulent visas sold by Carroll committed crimes here, ranging from disorderly conduct to gang rape.

Not long before Carroll was released from federal prison this

summer, after serving roughly half his sentence, David Casavis published this account of Carroll's activities. A New York-based writer and an adjunct professor in the SUNY and CUNY systems, as well as a former contributing editor to *International Business Magazine*, Casavis has also published material in *The Foreign Service Journal*, *Area Development* and *SIOR Professional Reports*.



The Emotionally Resilient Expat: Engage, Adapt and Thrive Across Cultures

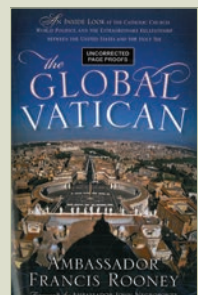
Linda A. Janssen, Summertime Publishing, 2013, \$18.99/paperback; \$9.99/Kindle, 392 pages.

As Foreign Service employees and their families appreciate, living abroad offers enriching experiences: personal growth,

broadened perspective and enhanced cultural understanding. Yet the inherently uncertain, change-driven, cross-cultural nature of overseas life can place considerable demands on expatriates, leaving them stressed and disconnected, and causing them to question their identities.

Building on existing literature and drawing on recent research into psychology and brain-body connections, *The Emotionally Resilient Expat* offers a path to successful transitions that lies in cultivating strategies to adapt, adjust or simply accept changes. Janssen combines candid personal stories from experienced expatriates, including members of the U.S. Foreign Service, and cross-cultural experts with a wealth of practical tools and best practices.

Linda A. Janssen, a writer, speaker, consultant, global adventurer and cultural enthusiast, has spent three decades working in and around the international arena. Her website, www.AdventuresinExpatLand.com, offers resources, information and a blog.



The Global Vatican: An Inside Look at the Catholic Church, World Politics and the Extraordinary Relations Between the United States and the Holy See

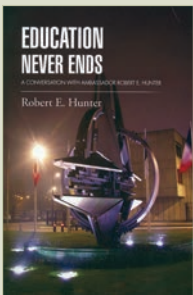
Francis Rooney, Rowman & Littlefield Publishers, 2013, \$27.95, hardcover, 275 pages.

Francis Rooney served as President George W. Bush's ambassador to the Holy See, the governing body of the Catholic Church, from 2005 to 2008. As the subtitle of his book indicates, *The Global Vatican* gives readers "an inside look at the Catholic Church, world politics and the extraordinary relation-

ship between the United States and the Holy See.”

Ambassador Rooney draws on his experience there to argue persuasively that U.S. foreign policy has much to gain from its relationship with the Vatican, and vice versa. No institution on earth has both the international stature and the global reach of the Holy See—the “soft power” of moral influence and authority to promote religious freedom, human liberties and related values that Americans and our allies uphold worldwide.

In addition to serving as chief executive officer of Rooney Holdings, Inc., Francis Rooney is a member of the Council of American Ambassadors and the Advisory Board of the Panama Canal Authority. He is also a trustee of the Center for the Study of the Presidency and Congress.



**Education Never Ends:
A Conversation with
Ambassador Robert E. Hunter**

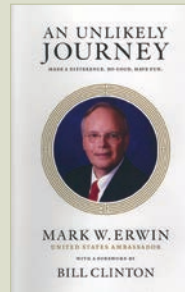
Robert E. Hunter, Xlibris, 2012,
\$19.99, paperback, 293 pages.

This book, a volume in the Association for Diplomatic Studies and Training’s Diplomatic Oral History Series, offers a rare glimpse into the workings of the American political and foreign policy machinery from someone who has seen a lot up close.

From the Great Society and eight presidential campaigns to Arab-Israeli peacemaking and the rebuilding of NATO, Ambassador Robert Hunter has had a lasting impact on the domestic and foreign affairs of the United States. And along the way, as he recounts in these conversations with ADST’s master interviewer, Charles Stuart Kennedy, Amb. Hunter has had the good fortune to work with several notable statesmen.

From July 1993 to January 1998, Robert Hunter was U.S. ambassador to NATO, and also represented the United States to the Western European Union during that period. Since 1998 he has been a senior adviser at the RAND Corporation, specializing in Europe and the Middle East.

He has also written for *The Foreign Service Journal*, among other publications.



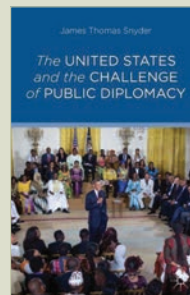
**An Unlikely Journey: Make a
Difference, Do Good, Have Fun**

Mark Erwin, Goosepen Studio & Press,
2013, \$24.95, hardcover, 222 pages.

From 1999 to 2001, Mark Erwin served as President Bill Clinton’s ambassador to the Republic of Mauritius, the Republic of the Seychelles, and the Federal Republic of the Comoros. This autobiography, a volume in the ADST-DACOR Memoirs and Occasional Papers Series, not only tells that story, but traces Ambassador Erwin’s remarkable path to success in many fields. It truly has been “an unlikely journey” for a self-made man who began life with no financial resources, little education and few prospects.

The book also explains how the author developed and applies the personal credo found in his book’s subtitle: “Make a difference, do good, have fun.”

An investor, sportsman, philanthropist and ordained lay minister, Mark Erwin is also the author of *The Practical Ambassador: A Common Sense Guide for United States Ambassadors* (Avenir Press, 2012).



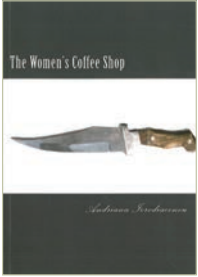
**The United States and the
Challenge of Public Diplomacy**

James Thomas Snyder, Palgrave
Macmillan, 2013, \$100, hardcover,
224 pages.

The 9/11 attacks ushered in a new era of U.S. foreign policy, one marked by a profound focus on public diplomacy. The wisdom of pouring tremendous resources into efforts to curry favor with foreign audiences has sparked debate ever since, but public diplomats themselves have largely been missing from the discussion.

Drawing on lessons learned during his employment in NATO’s Public Diplomacy Division, James Thomas Snyder helps fill this gap. He examines the difficulty of communicating in adversarial environments, military public diplomacy, presidential rhetoric, new communications technologies such as social media and virtual worlds, and the role of nongovernmental organizations, among other topics.

An author and translator, James Thomas Snyder has served on the NATO international staff and as a congressional speechwriter. His work has appeared in *Internationale Politik*, the *Small Wars Journal*, *Dissent*, *Joint Force Quarterly*, and the *International Herald Tribune*, among other publications.



The Women's Coffee Shop

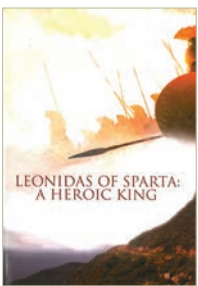
Andriana Ierodiaconou, CreateSpace, 2012, \$8.55, paperback, 238 pages.

This murder mystery is set on an eastern Mediterranean island shortly after the end of colonial rule, during a period of rapid change and growing conflict between Christians and Muslims.

As the story opens, Angelou Pieri, a social activist who has dared to open a coffee shop for the women of the village, where they can drink and gossip like the men, has just discovered that her good friend, Avraam Salih, is dead.

Because of his Christian-Muslim background and professional, political and romantic exploits, Salih's murder proves difficult to untangle. Yet Angelou and the women of her culturally suspect coffeehouse are determined to discover the motives for the killing and identify the perpetrator. As readers turn the pages, they will relish the descriptive imagery and complex setting of the novel, and will not want to rest until the mystery has been solved.

Andriana Ierodiaconou, the wife of retired FSO Alan Berlind, is a Cypriot author, poet and former journalist who writes in both English and Greek. She graduated from Oxford University with a degree in biochemistry, but chose to pursue her passion for writing. Her first novel was *Margarita's Husband* (Armida, 2007).



Leonidas of Sparta: A Heroic King

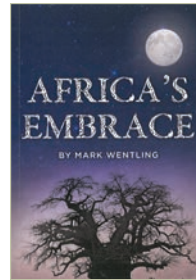
Helena P. Schrader, Wheatmark, 2012, \$25.95, paperback, 584 pages.

As this third volume in a trilogy of biographical novels about the title character and his faithful wife, Queen Gorgo, opens, Persia has crushed the Ionian revolt and is gathering a massive army to invade and punish mainland Greece. Meanwhile, in

Sparta the dangers are even closer to home, as Leonidas and Gorgo do their best to steer their beloved city-state through the dangerous waters of domestic strife and external threat.

The first book in the series, *A Boy of the Agoge*, described Leonidas' childhood in the Spartan public school, while the second, *A Peerless Peer*, focused on his years as an ordinary citizen. This final installment tells the story of his rise to power and tumultuous reign. The murder of two Persian ambassadors by an agitated Spartan Assembly sets in train the inevitable conflict between the two powers that will take Leonidas to Thermopylae—and into history.

FSO Helena P. Schrader is an economic officer in Addis Ababa. Her previous assignments include Oslo, Lagos and Leipzig. In addition to two novels about Sparta, she has published several non-fiction works, including *The Blockade Blockers* (History Press, 2008) about the Berlin Airlift, and *Sisters in Arms: British and American Women Pilots During World War II* (Pen & Sword Books, 2006).



Africa's Embrace

Mark Wentling, Peace Corps Writers, 2013, \$16.78, paperback, 336 pages.

This novel beckons the reader to join the lively narrative of David, known by his new African name "Bobovovi," on a life-altering journey to a land far away from his rural Kansas upbringing.

David first travels to West Africa on a Peace Corps mission with the intention of spending a few years achieving his goals before returning to regular life in the United States. Though his plans keep going awry, David (Bobovovi) finds his connection to the continent growing ever stronger, and he is less and less able to let go.

The reader will become enticed by the magic that surrounds Bobovovi, largely inspired by the rich history and mystical customs that are still prevalent in modern-day Africa. His spiritual moonbeam experience causes him to be regarded as a hero, and he finds that his life is becoming ever more intertwined with the culture than he could have imagined. Through all of his relationships and loves, Bobovovi grows and experiences the adventures that make up life.

Before joining the Foreign Service, Mark Wentling was a Peace Corps Volunteer in Honduras and Togo. During his subsequent career with USAID, he was posted to Niamey, Conakry, Lomé, Mogadishu and Dar es Salaam. After retiring from the Foreign Service, he has continued to work in Africa. Over the past four decades, he has visited all 54 countries on the continent.



Jewelry from a Grave: A P.J. Smythe Mystery

Caroline Taylor, Five Star Publishing, 2013, \$25.95, hardcover, 276 pages.

A gripping adventure mystery, *Jewelry from a Grave* is the story of an aspiring investigator, P.J. Smythe, and her search to uncover the truth behind the strange and deadly occurrences that surround her.

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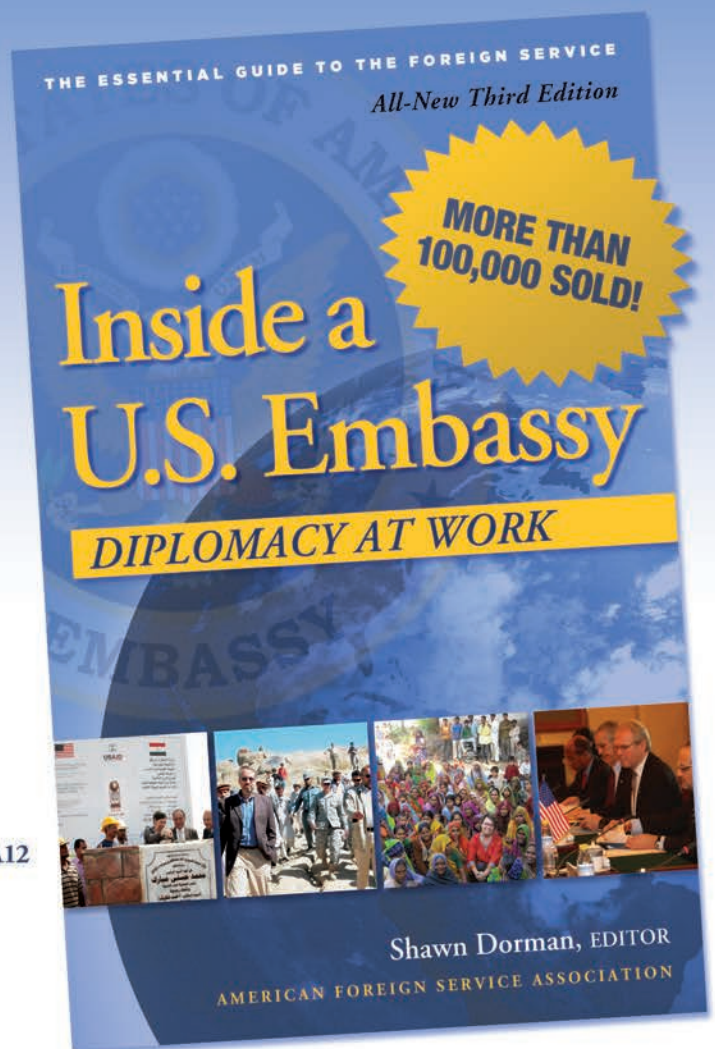
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In a spy-studded Annapolis, the young and witty Smythe hopes to find the connection between her missing roommate and two other deaths. At the center of this page turner are conspiracies, expensive jewelry and many characters who constantly find themselves at risk of becoming potential suspects.

The novel's fast pace and strong female lead elevate it above the average spy story. The characters are smart and the development flows smoothly. As the reader gets deeper into the story, more complex issues are uncovered, yet P.J. keeps her keen wit and sense of humor.

Caroline Taylor was a member of the Foreign Service from 1969 to 1972, serving in Tel Aviv and Quito. Shortly after leaving the Service, she launched a career as a writer and editor, but only recently found her calling in fiction. This is the second book in the P.J. Smythe series, after *What Are Friends For?* Ms. Taylor resides in Pittsboro, N.C.



The Soul Murderer

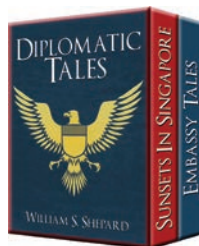
Bill Lenderking. Books First, 2013, \$18, paperback, 452 pages.

Set in the 1970s, *The Soul Murderer* is a riveting psychological mystery that takes the reader to a geographically isolated embassy in fictional Tanako, a country that harbors unfriendly attitudes toward Americans.

Based on a 1971 incident in Equatorial Guinea, in which an FSO killed his subordinate in the tiny embassy, this novel explores the complexities of human motivation and decision-making.

The author establishes the eerie setting immediately. Embassy staff members feel frustration and conflict among each other that is rooted in the precariousness of their security under the grip of a controlling, abusive government. The characters are well-developed, and the tensions between them, both internal and external, are extremely realistic. This book is a chilling and thought-provoking read.

Bill Lenderking, an FSO from 1959 to 1994, served overseas in Cuba, Bolivia, Japan, Vietnam, Italy, Thailand, Peru and Pakistan. After retirement, he worked for the Federal Emergency Management Agency. He is currently a freelance writer and book dealer in Washington, D.C.



Diplomatic Tales: Stories of the Foreign Service (2 vols.)

William S. Shepard, Seth B. Cutler Press, 2013, \$3.49, Kindle Edition.

Diplomatic Tales combines two e-books, each originally published separately: a memoir and a short story collection.

Sunsets in Singapore: A Foreign Service Memoir offers an insider's view of how an American embassy operates. The story reflects William Shepard's actual diplomatic career, which spanned a quarter-century, ranging from administrative duties as a General Services Officer in tropical Singapore to political analysis behind the Iron Curtain in Budapest. The book is a helpful, practical guide to the challenges facing career officers, from personal security to representation and the professional skills needed to meet them—not to mention the challenges diplomatic families face as they move around the globe.

Embassy Tales: Stories of the Foreign Service is the perfect companion to that volume. Through 20 short stories, the author explores every section of an American embassy, from the glamorous ambassadorial suite to the visa line. While learning how a diplomatic mission functions, readers will also encounter jealousy, love lost and gained, ghosts and even murder (it happens in the best of families, after all). Shepard writes not only to entertain and edify, but to inspire a new generation of young Americans to join the Foreign Service. If any anthology can achieve that goal, it would be this one.

Career FSO William S. Shepard, who retired as consul general in Bordeaux, also served in Singapore, Saigon, Budapest, Athens and Washington, D.C. He has written more than a dozen other books on a variety of topics, including several collections of mysteries, a history of "unknown" conflicts and a guide to French wines (see page 44).



Havana Queen

James Bruno. Bittersweet House Press, 2013, \$13.99/paperback; \$4.99/Kindle, 393 pages.

While Fidel and Raul Castro sink deeper into dementia and their health fails, sultry Cuban spymaster Larisa Montilla takes on the CIA in a desperate ploy to save the communist regime. As the bodies pile up in a tit-for-tat shadow war of assassination, FBI Agent Nick Castillo defies orders and travels clandestinely to Havana. There he gets more than he bargained for, falling into a trap set by

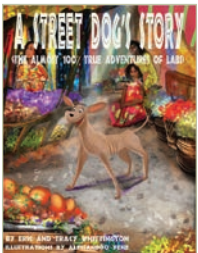
Montilla, Fidel's heir apparent. But her leverage is matched by his discovery of a deep secret in her past.

Meanwhile, Nick also has to ferret out a web of spies deep inside the U.S. government and foil an assassination plot against the Castros' number-one enemy, the U.S. president. Steeped in the world of government secrets, and drawing on his diplomatic service in Cuba, the author makes readers feel like they've been cleared into a top-secret program.

James Bruno was a State Department diplomat for 23 years, and is currently a member of the Diplomatic Readiness Reserve, subject to worldwide duty on short notice. Prior to joining the Foreign Service, he worked as a military intelligence officer and as a journalist. Mr. Bruno's Foreign Service assignments included Guantanamo Naval Base (where he was a liaison to the Cuban military), Pakistan, Afghanistan, Vietnam, Cambodia and Washington, D.C.

Three previous political thrillers by Mr. Bruno were all best sellers: *Chasm* (2007), *Tribe* (2011) and *Permanent Interests* (2012).

CHILDREN'S BOOKS



A Street Dog's Story: The Almost 100% True Adventures of Labi
Eric and Tracy Whittington,
Illustrations by Alessandro Vene,
published by the authors, 2012,
\$2.99, e-book, 37 pages.

After growing up as a street dog in the Congo, Labi is brought home by a human and must adjust to the rules and animals within her new home. This heartwarming, illustrated children's tale tells the story of the trials Labi faces in adjusting to this new way of life, including learning how to be a house dog and accepting that she cannot eat the family cat.

In addition to being an endearing read, the book is full of wonderful illustrations depicting Labi and all of her friends. Its e-book format allows the reader to double-click to enlarge the story's font as needed.

Importantly, 25 percent of the proceeds for *A Street Dog's Story* will be donated to Humane Society International's Street Dog Defender Campaign, which fights for the protection of stray dogs worldwide that are subject to inhumane treatment by governments and individuals.

Eric and Tracy Whittington, a tandem Foreign Service couple,

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have served in the Democratic Republic of the Congo, Armenia, Canada and Bolivia. They are currently working on a sequel to the book, titled *A Street Dog's Mission*, to be released in 2014. They live in Virginia with their Congolese street dog and Bolivian street cat. (See the end of this page for a book on genealogy by Tracy herself.)



World Adventurers for Kids

M.G. Edwards, Brilliance Press, 2013, \$11.65, paperback, 96 pages.

This compilation of three children's books (*Alexander the Salamander*, *Ellie the Elephant* and *Zoe the Zebra*) is designed to teach children valuable lessons while providing entertaining stories and beautiful illustrations of global landmarks and wild environments.

Young children will enjoy the stories of an adventuring salamander with his rainforest friends, a courageous elephant attempting to achieve his goal of playing polo, and a group of defensive pals from the African bush set against a bullying pack of hyenas. The stories are supplemented by wonderfully illustrated vistas and humorously drawn animals with large eyes. The book is in large print, which makes it easy to read for both young kids and adults of all ages.

After serving as an FSO in South Korea, Paraguay and Zambia, M.G. Edwards left the Foreign Service in 2011 to write fantasy, thriller, travel and children's books full time. He currently lives in Bangkok with his wife, Jing, and their elementary-aged son, Alex.

POTPOURRI



Blaming No One: Blog Postings on Art, Letters, Policy

Dan Whitman, New Academia Publishing, 2012, \$23.40, paperback, 258 pages.

A variety of topics comprise this volume of blog postings by Dan Whitman, who was compelled to publish his thoughts in the blogosphere to "scratch an itch." As it turns out, he became quite comfortable with the

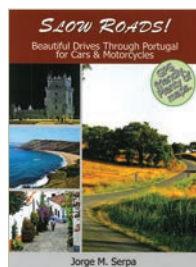
800-word-maximum format, producing enough posts to amass an audience and publish a book.

The author first garnered attention after blogging about his interactions with Laurent Gbagbo, the former "young African

leader," so labeled by the United States years ago, who ended up ruling Côte d'Ivoire in a heavy-handed dictatorship until his arrest in April 2011.

Not all of Whitman's reflections pertain to his tenure in the Foreign Service. Also included in this book are pieces related to science, history and the arts—though most of them do relate to foreign affairs and policy. Whitman has learned to make good use of 800 words, concisely providing insight on a variety of subjects about which he has a great deal of knowledge.

Dan Whitman was a Foreign Service officer for both the U.S. Information Agency and the Department of State, finishing his service in 2009. He served in Denmark, Spain, South Africa, Haiti and Cameroon. He is the author of four other books, including *A Haiti Chronicle: The Undergoing of a Latent Democracy* (Trafford, 2005), and has written for *The Foreign Service Journal*. He teaches foreign policy at American University.



Slow Roads! Beautiful Drives through Portugal for Cars & Motorcycles

Jorge M. Serpa, Adamastor Travel, 2011, \$24.99, paperback, 272 pages.

This is a driver's travel guide to Portugal's mountains, coastlines and villages. It outlines 13 separate tours through various parts of the country, which consist of cultural and historical sites and recommended places to eat and sleep, as well as other places the author found remarkable. In addition to having numerous maps, the book can be registered online for easy GPS use, allowing the reader to input the coordinates for places they would like to stop.

Jorge Serpa was born in Lisbon and has traveled extensively with his wife, FSO Lucy Tamlyn. He wrote this book in 2009, when, due to State Department regulations, he was not allowed to accompany his wife on her one-year tour in Iraq. During that year, he moved back to Portugal and traveled the country, gaining detailed knowledge of its byways.

Claiming Your History: How to Incorporate Your Past into Your Present

Tracy Whittington, published by the author, 2012, \$3.99, e-book.

You don't have to be royalty to have a reason to browse your own family history, according to this how-to book by FSO Tracy Whittington. While some lineages seem on the surface to have contributed more to history than others, Whittington says, every



person and every family contributes to the flow of events in this world, and their histories are equally worth discovering.

Only a recent genealogist herself, Whittington wrote this book to pass on the techniques she has discovered to readers interested in undertaking the valuable experience of perusing their families' past.

The book is divided into four sections: genealogy, heirlooms, home and tradition.

In each, the author supplies different tools and approaches to navigate the findings and discover the sought-after information. In today's technologically advanced world, Whittington argues, it has never been easier for every person to delve into their own familial past, whether royalty or not.

Tracy Whittington has served with her husband, Eric, also an FSO, in the Democratic Republic of the Congo, Armenia, Canada and Bolivia. A member of the Foreign Service Journal Editorial Board, she writes blogs, books and screenplays, and currently lives in Virginia.



The Culture Shock Tool Kit: Three Strategies for Managing Culture Shock

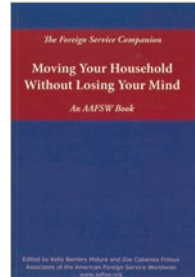
Margarita Gokun Silver, GCC Expat Productions, 2012, \$4.99, paperback, 83 pages.

This is a toolkit for anyone leaving their country of origin for an extended time and dealing with the pains of adjusting to a new life abroad. In it, Margarita Gokun

Silver reaches out to readers in four languages (English, Spanish, French and Russian) with an interactive solution to help smooth such transitions.

The approach is based on the ability to recognize and change a particular perspective, and is, in part, adapted from Dr. John Gottman's work on relationships. In a series of exercises, readers are helped to evaluate their own emotional setting and work toward the mindset they wish to attain during their stay abroad.

Margarita Gokun Silver is an author, artist and Yale graduate who grew up in communist Moscow. She is posted in Madrid with her husband, an FSO for the Department of Commerce. A cross-cultural coach, she mentors other expatriates and has also written a novel, *Looking for Sarah: A Story of Survival* (see p. 33).



Moving Your Household Without Losing Your Mind: An AAFSW Book

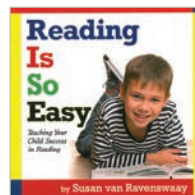
Kelly Bemby Midura and Zoe Cabaniss Friloux, eds., Associates of the American Foreign Service Worldwide, 2013, \$9.99, paperback, 206 pages.

Dubbing itself "The Foreign Service Companion," *Moving Your Household Without Losing Your Mind* is the first installment of a series addressing various aspects of Foreign Service life.

This guide offers input from numerous contributors regarding the often-tedious logistics of relocation that all Foreign Service families must face. The varying perspectives provide a spectrum of advice from individuals who have already lived and learned from the trials and tribulations synonymous with Foreign Service life.

Featured are tips on practical matters such as changing posts, creating home inventories, shipping pets safely, efficient packing and much more. The book also contains heartfelt stories from people who have experienced something particularly difficult during their travels. A humorous addition is a list, "You might be in the Foreign Service if..." that consists of playful truisms that any FS family member can relate to. Also included are lists of various agencies and information centers that are vital resources for families. Overall, the guide is invaluable for first-timers and FS veterans alike.

Kelly Bemby Midura and Zoe Cabaniss Friloux, both spouses of FSOs, are seasoned and articulate exponents of the Foreign Service lifestyle.



Reading Is So Easy: Teaching Your Child Success in Reading

Susan van Ravenswaay, Mariner Publishing, 2012, \$20, paperback, 49 pages.

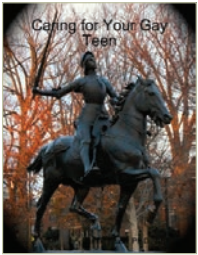
Reading is So Easy is a unique tool for teaching early reading skills. The crisp, clear instructions make the book easy for both parents and children to understand. Directions are provided for the instructor to teach the lessons, and pointers are included for children to truly grasp the lesson material. The book uses simple, proven approaches that can be applied to children from anywhere in the world who are trying to learn English.

An emphasis on vowels is what distinguishes this method from others. Consonants, the author notes, are more straightforward and easier to grasp. Vowels, on the other hand, can prove

to be very tricky for beginners due to the many different sounds they can make within words.

The author draws on her international experience in developing successful educational tools for reading, and this book is meant to help other parents and educators, especially children who may be growing up abroad.

While traveling the world with her FSO husband, Lyle van Ravenswaay, the author started schools in Libya and Togo (the latter is still in existence). She brought the skills acquired while teaching at these schools home to the United States, where she became a literacy volunteer. It was at this point that she decided to share her teaching method through this book.



Caring for Your Gay Teen

James Brush, www.lulu.com, 2013, \$2, e-book.

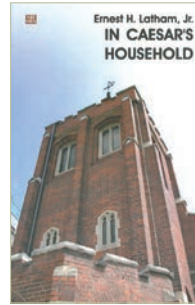
Parenting teenagers is a daunting undertaking in the best of circumstances. For parents of a teen who might be questioning his or her sexual identity, who might have interests considered unusual for his

or her gender, or who might not be heterosexual, the challenges can be even greater.

Caring for Your Gay Teen is a primer for parents who wish to support their gay or questioning teen. In it, Dr. James Brush presents the latest research and developing consensus on these issues in nontechnical prose. He candidly explores potential dangers and offers realistic strategies and suggestions. At the same time, he reassures parents about their ability to navigate the situation, gently challenging them to be assertive advocates for their child's needs and rights.

"Gay teens whose parents use this advice will more likely transit adolescence with a deep sense of nonjudgmental support, which provides a foundation for self-esteem, coping skills and well-being. As a clinical psychologist working with families and individuals for 30 years, I highly recommend *Caring for Your Gay Teen*," says Dr. Mike Bowers of Denver, Colo.

James Brush, the spouse of Foreign Service health practitioner Marianne Knue, is a child psychologist in the Child and Family Program of the State Department's Office of Medical Services.



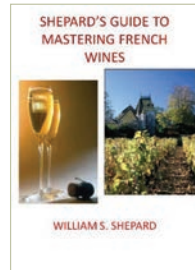
In Caesar's Household

Ernest H. Latham Jr., Editura Vremea, 2013, \$15.55, paperback, 128 pages.

In Caesar's Household is a collection of sermons by the author that were delivered while he was serving in Romania and Greece between 1983 and 1987 and shortly thereafter. In them he covers a number of overarching themes, many of which

involve attitudes and ideas prevailing in the region at the time—most notably, the Cold War and communism and how they subsequently intertwined with faith and religion.

Ernest H. Latham Jr. was the American cultural attaché in Romania and Greece in the 1980s. He is currently the coordinator of advanced area studies for Romania and Moldova at the Foreign Service Institute. He is also the author of *Timeless and Transitory: 20th Century Relations Between Romania and the English Speaking World* (see p. 24).



Shepard's Guide to Mastering French Wines

William S. Shepard, Uncle Seth Cutler Press, 2011, \$5.95, Kindle Edition.

This volume updates the author's well-regarded 2003 guidebook by covering the Bordeaux vintages of 2005, 2009 and 2010, and the celebrated Burgundy vintage of 2009. But it retains the thoroughness and

humor of the original.

William Shepard's central mission is to get readers to stop relying on point scores, and develop their own good taste to appreciate these fine wines. Though he belongs to five prestigious French wine societies, he wears his knowledge lightly.

The guidebook is user-friendly, following a logical progression from the regions of Bordeaux (the Médoc, St. Emilion and Pomerol) to Burgundy (with separate chapters for the celebrated regions of the Côte d'Or, Champagne and the Rhône Valley). Shepard thoughtfully embeds hyperlinks for all the wine producers in each region, along with e-mail addresses to facilitate readers who wish to make appointments.

Career FSO William S. Shepard, who retired as consul general in Bordeaux, also served in Singapore, Saigon, Budapest, Athens and Washington, D.C. He has written more than a dozen books on a variety of topics. ■

THE TYRANNY OF NUMBERS

Performance metrics are an excellent management control tool. But to confine one's attention to columns of numbers is naïve, if not downright dangerous.

BY CHARLES RAY

Performance metrics are the mantra of modern management. Everything has to be measured, and if it can't be measured, it often either gets short shrift, or is completely ignored. I've even had colleagues say with all sincerity, "If it can't be measured, it can't be managed."

It wasn't always this way, however. When I joined the Foreign Service in 1982, after 20 years in the U.S. Army, my observation was that the Department of State wasn't just behind in the race to effectively incorporate the newly emerging IT platforms. It wasn't even *in* the race.

At some point during my second year in service, State began deploying the clunky Wang Office Information System to overseas posts. Boxes of equipment, cables and inscrutable instruction manuals were shipped to places like Guangzhou, where I was a first-tour consular officer. Unfortunately, techni-

Charles A. Ray retired from the Foreign Service in 2012 after a 30-year career that included ambassadorships to Cambodia and Zimbabwe. Ambassador Ray also served as deputy assistant secretary of Defense for prisoners of war/missing personnel affairs, deputy chief of mission in Freetown and consul general in Ho Chi Minh City, among many other assignments. Prior to joining the Foreign Service, Ambassador Ray spent 20 years in the U.S. Army. He currently chairs AFSA's Professionalism and Ethics Committee, and does freelance writing and speaking.

cians with the requisite skills to install the equipment and teach its use weren't included in the shipment.

For those too young to remember, the Wang OIS was a hardwired computer system with a central processing unit, to which desk units were connected with what seemed like miles of cable. (In some larger posts, it *was* miles of cable.) The disks in the CPU had to be backed up frequently, and the system was noisy and produced so much heat that it had to be kept in an air-conditioned room.

While the OIS beat the old process of having to feed paper into an IBM Selectric typewriter, the units did not talk to each other. So if you wanted to share a document with a colleague, you had to print it out, or have the colleague come to your desk and read it on the green-and-black screen.

There were at the time a number of things that had to be measured, such as visas issued, supply inventory, etc., but this was all done manually. So unless something badly amiss cropped up during manual counts, metrics didn't figure too highly in our daily work.

Number Crunching

The Mission Program Plans I recall from those early days in the Foreign Service did ask for numbers, but they also required a lot of narrative to put them in context. After many name changes (the last one I remember was the Mission Strategic Resource Plan), numbers came to rule. In fact, the narrative was generally, in my experience at least, disregarded.

Foreign Service managers often become fixated on metrics, using them to justify budget and manpower requests.

One might think that in a logical world, the narrative would help to put the numbers in context, or explain why, despite a certain set of digits, a counterintuitive course of action was suggested. Nope. If the figures in the plan didn't support it, forget that new program. Plain, unvarnished English wasn't enough to justify it.

As someone who held management and leadership positions for more than 50 years before my retirement from the Foreign Service in September 2012, I know how important it is to be able to gauge the progress of task completion through effective measurement of the variables that go into that task. I also accept the need to provide some objective justification for the expenditure of resources.

Or to put it another way: Performance metrics are an excellent management control tool. But to say that only things that lend themselves to portrayal in graphs or columns of numbers are important, or can be effectively managed, is naïve at best, and downright dangerous at worst.

The danger I see in State's almost obsessive reliance on metrics in evaluating proposals from the field is the fact that bureaucrats, like water, tend to take the path of least resistance and rely solely on the numbers. This, in my view, completely ignores the often-amorphous nature of the tasks assigned to the department and its employees, as well as the inherent difficulty of depending solely on a quantitative approach to assess relationships, whether between people, organizations or nations.

One should also bear in mind that we in the Foreign Service work mainly in foreign countries. The different cultural practices and legal systems within which we have to function often have an unpredictable impact, and require modification of management techniques that would be perfectly appropriate in Washington.

Don't Forget the Intangibles

If I learned one thing during two decades in the Army, it was this: To be successful, an organization must get the numbers right. There are, however, a whole host of other factors that defy measurement, but can also ensure failure if they are ignored.

Morale and dedication to the institution's objectives, for

instance, are crucial. But I would defy any manager or leader to tell me how many units of morale make the difference between success and failure. How much dedication and commitment on the part of the members of a unit are essential to push that unit over the top?

Sometimes these critical components of effective performance (or more accurately, their absence) can be intuited from other measurements. Excessive absenteeism, on-the-job accidents, labor-management disputes and employee complaints, for example, can all be measured. But those measurements don't always indicate what we think they do.

Absenteeism, for instance, may indicate low morale, but doesn't always lead to mission failure. For that matter, it may not signal low morale. Look at employee attendance around the time of the Super Bowl if you don't believe me.

Nor is low attendance necessarily an omen of poor performance. If those not reporting for work regularly are your poorest performers, there's a good chance that output will actually grow.

Going Walkabout

During my career in government, I have on more than one occasion been put in charge of an organization that was in trouble. In all cases, the numbers were discouraging; absenteeism was high, retention was low and performance was substandard. But in each case, I found that the solution to the organization's problems was not in the numbers, but in the intangibles that affect performance. Things like low morale, lack of trust and employee burnout were at the root of the problems, and fixing these problems required something other than focusing on metrics.

Implementing an open-door policy that was real, not just lip service, helped to rebuild trust. Management by walking around improved communications within the organizations and helped achieve employee buy-in to the mission.

Putting emphasis on the content of work, rather than the number of hours devoted to tasks, worked wonders in one organization I led. When people realized that I was more concerned with a properly completed job than how many hours they spent at their desks, the quality and quantity of output improved dramatically.

Mission Program Plans asked for plenty of numbers, but also required a lot of narrative to put that data in context.

In order to convince people within the organization that I wasn't just "blowing smoke," I modeled the behavior that I promoted. When I said overtime was for extraordinary situations, I didn't undercut that message by staying in the office until all hours. When I assigned tasks, I made sure they had the resources to accomplish them and let them know they could consult me if they ran into problems. I then left them alone until the project was due.

None of these things can be measured, but the impact can be seen. Employees take more interest in their jobs and turn in better work when they feel trusted. Those gains can be measured.

Getting Bugged Down by the Numbers

Foreign Service managers often become fixated on metrics, using them to justify budget and manpower requests. Without numbers to crunch, we find ourselves hard pressed to get a hearing from those up the chain of command.

The danger in this attitude is that unmeasurable factors are likely to be ignored, no matter how important they are. If absenteeism is low and the number of complaints to management is within acceptable limits, we assume that morale is high and the job is getting done.

This is not necessarily so, however. An organization can have zero absenteeism and still produce shoddy work. Suggestion boxes can be empty because employees suffer in silence, allowing simmering resentment to negatively affect output.

Turning an organization around in a situation like this is a daunting task. Since managers are conditioned to focus on the numbers, the remedies aren't obvious. And even where there are clear solutions, they're not the ones most Foreign Service leaders are taught to use.

You can't measure respect, but you certainly know when you're not getting enough of it. There's no chart to tell you what level of trust from your boss is required for you to feel like a valued employee; but if you sense that your boss doesn't respect you or care for you as a person, it will eventually affect your performance.

Similarly, there's no one-size-fits-all solution to this type of dilemma. Each leader has to assess the situation and work through it, usually through a process of trial and error.

Keep Numbers in Their Proper Place

Measurements have their place, of course. We need to know the wait times between visa applications and issuance, or how long it takes to process travel vouchers. Financial Management Officers and General Service Officers must master the metrics of their domains. But getting the numbers right is a task, not the core mission of a diplomatic service.

We are expected to husband the resources we're given and not waste them, but saving money and conserving resources are not our mission. When we become obsessed with measuring output and performance, this can easily be forgotten.

Remember that an American citizen who lost his passport and ran afoul of local law is not concerned with saving money. He just wants to get out of jail and on a plane home. The family depending on a consular officer to find their daughter, who hasn't checked in for the past several months and was last seen on a boat in the Gulf of Thailand (a haven for pirates), doesn't want to hear about resource conservation. Regardless of course, every FSO could probably give similar examples.

So the bottom line is this: Don't waste resources, or even expend them needlessly—but do what is necessary to accomplish the core mission.

Let me offer two examples to illustrate this principle. The first shows how numbers and measurements almost got in the way of getting an essential task done, while the other explains how the imponderables are often more important than the things you can count.

During my second year as ambassador to Cambodia, Phnom Penh was still a relatively unstable city, and armed invasions of residences that were unguarded or only lightly guarded was endemic. The embassy community had experienced relatively few robberies because we had residential guards around the clock. This motivated the criminals to pick softer targets, sometimes including homes next door to an embassy official's residence.

Someone with green eyeshades back in Washington decided that the low level of incidents indicated that we no longer needed 24-hour security, and ordered the contract terminated.

Fortunately, there was a scientific way to test our theory that we were relatively incident-free thanks to the guard ser-

To be successful, an organization must get the numbers right. But there are many intangible factors that must also be taken into account.

vice. We could remove the service and shift to roving night-time patrols (despite the fact that some of the home invasions occurred during the day) for a period of, say, three to six months, then measure the number of incidents. If it rose, our thesis was proven; if not, the bean counters were right.

But as the leader of a large organization, I was not prepared to put people in harm's way. So I fought tooth and nail to keep the guard service without conducting that experiment. Fortunately, we won that battle. Whether it was because of my tenacity, or the reminder that shortly after I arrived the city suffered a convulsion of violence when rioting students burned down the Thai embassy, I will never know. I do know that I was not prepared to put people at risk to balance a column of numbers on some spreadsheet somewhere.

Taking a Calculated Risk

The other incident occurred during my second Foreign Service tour, when I ran the consular section at the newly opened consulate general in Shenyang. A vast expanse, my consular district was as big as Western Europe, with some 50 million Chinese and several hundred Americans looking to me for consular service.

During my second month at post, an American businessman fell asleep in his hotel room in the northern city of Heilongjiang with a cigarette in his hand. As you might expect, a fire started. He was able to get out unscathed, but several other people, including his business partner and members of North Korea's government there on official business, perished in the fire.

The businessman wasn't arrested right away, but he was prohibited from leaving the city while the investigation ground on. After nearly a week of this, with no charges being filed, he became frantic. And as the sole consular official for more than a thousand miles, I had to resolve his status.

This is the heart of what we FSOs do overseas, along with observing and reporting and representing America to the local population. This case included elements of these functions as well, for I was the only American government official there, and I had to observe and report to the embassy and Washing-

ton on how the Chinese justice system worked.

There was no metric-based solution to the American's problem, however. And because of the state of the communication system (this was before cell phones), I couldn't even call headquarters for advice or instructions.

The solution was partly taking a calculated risk, and partly understanding the local environment. So, with the businessman's concurrence, I told the Chinese authorities that if they weren't prepared to formally charge him so that we could report a clear status and know what to expect, I would be taking him with me to the train station to travel from Heilongjiang to the consulate, which was in Shenyang. They would then have to make a public arrest, which could lead to an incident that would be embarrassing since I would be present—or worse.

Within 10 minutes, the man was officially arrested, then immediately released on his own recognizance so long as he stayed in his hotel. The process of adjudicating his case finally began, and he was eventually convicted of accidentally starting a fire that resulted in fatalities, sentenced to prison, and then paroled four months later. Under the circumstances, this was a most satisfactory outcome, and one achieved through actions and methods that couldn't be graphed or charted.

The Presence of Absence

None of the foregoing is by any means a call to stop measuring things. There will always be a need for specifics: how many, how long, how expensive, etc. I am, though, urging that we put performance metrics in the proper perspective. They measure progress in some facets of what we do. But it is not the mission.

We must stop believing that we can only manage things that we can measure, for it's just not true. Not only can we manage intangible things like morale, dedication and commitment, but as leaders we *must* manage them—lest we end up with perfect numbers and failed missions.

The imponderables, the things we can't measure, are like the air we breathe. We can't see them, but we can see the result of their presence. More importantly, we can feel their absence. ■

AFSA Rallies Against U.S. Government Shutdown and In Support of Federal Employees



PHOTO BY ASGER SIGFUSSON

AFSA President Robert J. Silverman (right) addresses the crowd gathered outside of the Department of State to protest a U.S. government shutdown, as AFSA State Vice President Matthew Asada (center) and other federal employees express their support for the work they do on behalf of the American public.

On Sept. 27, AFSA held a rally aimed at showing support for tens of thousands of Foreign Service and Civil Service employees who faced the very real prospect of a government shutdown that would prevent many of them from doing their jobs.

Dozens of AFSA members from the State Department, U.S. Agency for International Development, Foreign Commercial Service, Foreign Agricultural Service and other foreign affairs agencies were joined by colleagues, members of the American Federation of Government Employees (the union for the Civil Service and cosponsor of the rally), members of the public and journalists.

More than 100 people gathered in the Edward J. Kelly Park opposite the State Department at 12:15

p.m., waving American flags, holding handmade signs and cheering. They showed support for their fellow federal workers and reinforced AFSA and AFGE's call for Congress to resolve its differences and pass a budget to avert a shutdown.

AFSA President Robert J. Silverman welcomed the crowd and emphasized AFSA's strong interest in protecting the ability of the Foreign Service and Civil Service to promote America's national security and prosperity, both at home and abroad.

"We are here to speak out about the work done in the areas of diplomacy and development, which contributes to the national security and prosperity of all Americans each and every day," Silverman said. "We know

that the impact of a government shutdown does not end at our borders."

AFSA State Vice President Matthew Asada identified some of the many ways in which a government shutdown would damage the U.S. economy and thereby affect individual Americans. He emphasized the many concrete benefits that flow to the U.S. from international engagement, and pledged that, "Diplomacy must go on, and will go on!"

AFSA USAID Vice President Sharon Wayne spoke of the altruistic desire of Foreign Service members to make the world a better place by serving worldwide, regardless of the difficulties and dangers the environment may present. After leading crowd in a rousing chant,

Rally continued on page 54

CALENDAR

11/1/2013
12:00 - 1:30 PM
Job Search Program Reception at FSI

11/6/2013
12:00 - 2:00 PM
AFSA Governing Board Meeting

11/10/2013 - 11/13/2013
AFSA Road Scholar Program

11/11/2013
Veterans Day:
AFSA Offices Closed

11/14/2013
2:00 - 5:00 PM
Benefits Seminar:
Social Security

11/28 & 29/2013
Thanksgiving:
AFSA Offices Closed

12/4/2013
12:00 - 2:00 PM
AFSA Governing Board Meeting

12/25/2013
Christmas:
AFSA Offices Closed

1/1/2014
New Year's Day:
AFSA Offices Closed

SHUTDOWN ENDS
After 16 days of furlough, federal employees returned to work on Oct. 17.



Union Democratic Governance: A Legacy Worth Preserving

Earlier this year, AFSA celebrated its 40th anniversary as a public-sector union and as the exclusive representative of the Foreign Service at the Department of State, USAID and other foreign affairs agencies. (Please see the April 2013 *FSJ* for a complete history at <http://bit.ly/1hYTtYJ>). In this month's column I explore the democratic underpinnings of our union, its officers and the collective bargaining agreement, the provisions of which we are bound to abide by and uphold.

HISTORY

Prior to the late 1960s AFSA was exclusively a professional association dominated by Senior Foreign Service officers, who tended to be leaders in the department. However, at the end of the decade a group of younger Foreign Service officers won all of AFSA's leadership positions through an election. Following President Richard Nixon's executive order calling for unions in the public sector, these same officers decided that adding the union role would magnify AFSA's impact.

A 1970 referendum affirmed that FS employees wanted union representation. In 1972 AFSA competed against the American Federation of Government Employees for exclusive representative status at State,

USAID and USIA, and won by significant majorities.

AFSA NEGOTIATES

Pursuant to the Foreign Service Act of 1980, AFSA negotiates on behalf of all bargaining unit members of the Foreign Service, regardless of whether or not they are AFSA dues-paying members. Even though we do not have the authority to negotiate on behalf of Foreign Service employees who

The Foreign Service Act of 1980 enshrined the right of the exclusive representative, in this case AFSA, to be present at "(A) any formal discussion between one or more representatives of the Department and one or more employees in the unit [...] concerning any grievance [...] or any personnel policy or practice or other general condition of employment; and (B) any examination of an employee by a Department representative in connection with an investigation if - (i) the employee reasonably believes that the examination may result in disciplinary action against the employee, and (ii) the employee requests such representation."

are not in the bargaining unit, the vast majority of issues we handle apply to bargaining and non-bargaining unit members alike.

AFSA UPHOLDS THE CONTRACT

In addition to negotiating the "contract," the exclusive representative also upholds the "contract." At State and USAID negotiations are continuous, and either party may table a suggestion for changing personnel policies and procedures at any time. Given these "rolling negotiations," there is no single comprehensive document,

but rather a series of memoranda of understanding representing the agreements we have reached relating to conditions of employment.

AFSA has a number of ways to enforce this agreement. We can file an unfair labor practice with the Foreign Service Labor Relations Board or an Implementation Dispute with the Foreign Service Grievance Board. Congress also empowered the exclusive representative

to ensure that all personnel policies and practices, including treatment of individuals, are in accordance with the "contract." To ensure that any decision reached will not violate this framework, AFSA has the right to participate in any formal discussion regarding a grievance at the department, or intervene as a party to the Foreign Service Grievance Board.

ELECTION OF UNION OFFICIALS

Every two years the Foreign Service bargaining unit democratically elects AFSA's new union officials.

As the AFSA vice president, I serve as a full-time union official and negotiate with the department on behalf of all State Department Foreign Service employees. I am joined on the AFSA Governing Board by 11 State representatives, who serve in a voluntary capacity alongside their full-time jobs at the department. Your 2013-2015 AFSA Governing Board is led by our fulltime president and comprised of officers and representatives from the other foreign affairs agencies.

ACCOUNTABLE TO YOU

While union governance may not be the first thing on your mind, it is important to understand its democratic underpinnings. This is your union and we, as elected union officials, are accountable to you.

Over the next year we look forward to working with the department to better educate the Foreign Service on the rights and responsibilities of the union as we seek to make State a better place to work and serve.

I also encourage all of you to learn more about AFSA, get involved and consider running for union office. Next month, I look forward to discussing "Security at State" with you. ■



Views and opinions expressed in this column are solely those of the AFSA Retiree VP. Contact: lawrencecohenassociates@hotmail.com or (703) 437-7881

A New Approach to WAE Hiring

In August, after years of anticipation, the Bureau of Human Resources rolled out the department's "centralized" When Actually Employed-Re-employed Annuitants Global Registry program. AFSA sees this as a positive development by raising the administrative veil from the opaque WAE hiring process. However, the jury is out on whether the new program will adequately meet the needs of retirees and the service.

The Global Registry is not—nor was it ever intended to be—a job search program. Job seekers cannot refer to a centralized department-wide listing of WAE vacancies, or see and bid on positions. Nor does it change current bureau hiring practices.

Securing a WAE position will continue to rely on personal interaction with a particular bureau. Finally, the program does not expand the universe of such slots. Bureaus determine these positions solely on their requirements and available funding.

The new centralized registry of retirees interested in employment is an addition to the existing bureau-by-bureau rosters—not a replacement for them. Bureaus will continue to maintain their own WAE registers. They may utilize the centralized registry to identify candidates with the background and skill

set being sought. However, bureaus are not obliged to hire people only from the central registry.

The Human Resources Service Center, located in Charleston, S.C., manages the new centralized Global Registry program. Informa-

In an era when so many retired Foreign Service members serve or have served multifunctionally, the department still behaves as if Foreign Service personnel are wedded to individual geographic or functional bureaus.

tion about it is found on the department's Retirement Network at www.rnet.state.gov. All Foreign Service annuitants, including eligible Foreign Service retirees from other foreign affairs agencies, interested in being placed on the centralized registry, should refer to this website.

The site provides a regularly updated bureau WAE coordinator list, and identifies the skill sets being sought by some bureaus. Actual vacancies are not listed.

Registering on the Global Registry is easy. Candidates have three options: Foreign Service members not yet retired can access it via GEMS on the department's intranet, while retirees may communicate with bureau WAE coordinators directly at (866) 300-7419 or hrsc@state.gov.

There are obvious holes

in the system. As of this writing, most bureaus have yet to provide a description of the skill sets they are seeking. WAE opportunities are neither available to the HR Service Center nor listed on RNET, which seems to detract from HR's concept of

it as a "one-stop-shop."

Details about how to obtain and maintain security clearances, submit paperwork and rules about contracting while a WAE and WAE eligibility of non-State Department Foreign Service retirees are also missing from the RNET website. Other deficiencies in the program will no doubt emerge as it kicks in. Hopefully, they will be fixed soon.

In the meantime, the

current bureau-by-bureau system constitutes a real disservice to the department and to retirees. In an era when so many retired Foreign Service members serve or have served multifunctionally, the department still behaves as if Foreign Service personnel are wedded to individual geographic or functional bureaus.

That said, the bureau-managed WAE registry train left the station a long time ago and likely will continue to dominate the system. For now, we must acknowledge the noteworthy incremental progress this new "centralized" program represents.

Re-employed annuitants seeking a WAE position should check the RNET website for monthly updates; maintain a current resumé with HRSC; and network with the bureau WAE coordinators who do the hiring. Remember, there are fewer WAE opportunities than annuitants seeking jobs, so have a Plan B. ■

NEWS BRIEF

Apply Now for AFSA Scholarships

Applications are now being accepted for one-time only Merit Awards; and renewable, need-based Financial Aid Scholarships for undergraduate college study. For complete program details, please go to www.afsa.org/scholar. AFSA members' children whose parents are active duty, retired or deceased Foreign Service employees of the foreign affairs agencies are eligible to apply. To join AFSA, call (202) 338-4045, ext. 525. Deadline for merit awards is Feb. 6, and March 6 for financial aid awards.



Views and opinions expressed in this column are solely those of the AFSA FCS VP. Contact: steve.morrison@trade.gov or (202) 482-9088

Challenges, New Developments and Progress

By now you've all seen the announcements of the many personnel changes that occurred over the summer. Hopefully, progress on selecting the International Trade Administration under secretary and deputy under secretary, and the Foreign Commercial Service director general, is just around the corner. (Update on Oct. 4: Arun Kumar was nominated to fill the DG slot.)

Early fall has seen a number of new developments for the Commercial Service and AFSA. FCS Representative Barbara Farrar and I

recently held a joint meeting with majority and minority staff from both the House and Senate Appropriations Committees to discuss the ITA consolidation and its resource implications. We also discussed reports the committees had requested on how our reorganization was proceeding.

By all indications, recent meetings with Deputy Director General Judy Reinke have been going well and serve a useful, constructive purpose. The final organizational structure of the Global Markets division is still being

finalized, so stay tuned.

There is also progress to report on getting FCS retirees access to State's new WAE/Re-employed Annuitant registry. On Sept. 11, we met with representatives from State's Retirement Division, who clarified that FCS retirees are eligible to sign up on the new registry. Special thanks to AFSA Retiree VP Larry Cohen, former AFSA FCS VP Keith Curtis and CS retiree Charlie Kestenbaum for their leadership on this issue.

If I have underestimated anything regarding the work

of the AFSA FCS VP, it is the variety and number of cases that come to me. Topics run the gamut from personnel, legal matters and benefits to administrative and regulation-related questions. If I can't find the right answer, I will find the right specialist to refer you to. I liken this aspect of the VP's work to that of a commercial officer, for whom no two days are alike.

Please keep sending me your comments, questions and concerns as you brainstorm these challenges. ■

AFSA IN ACTION

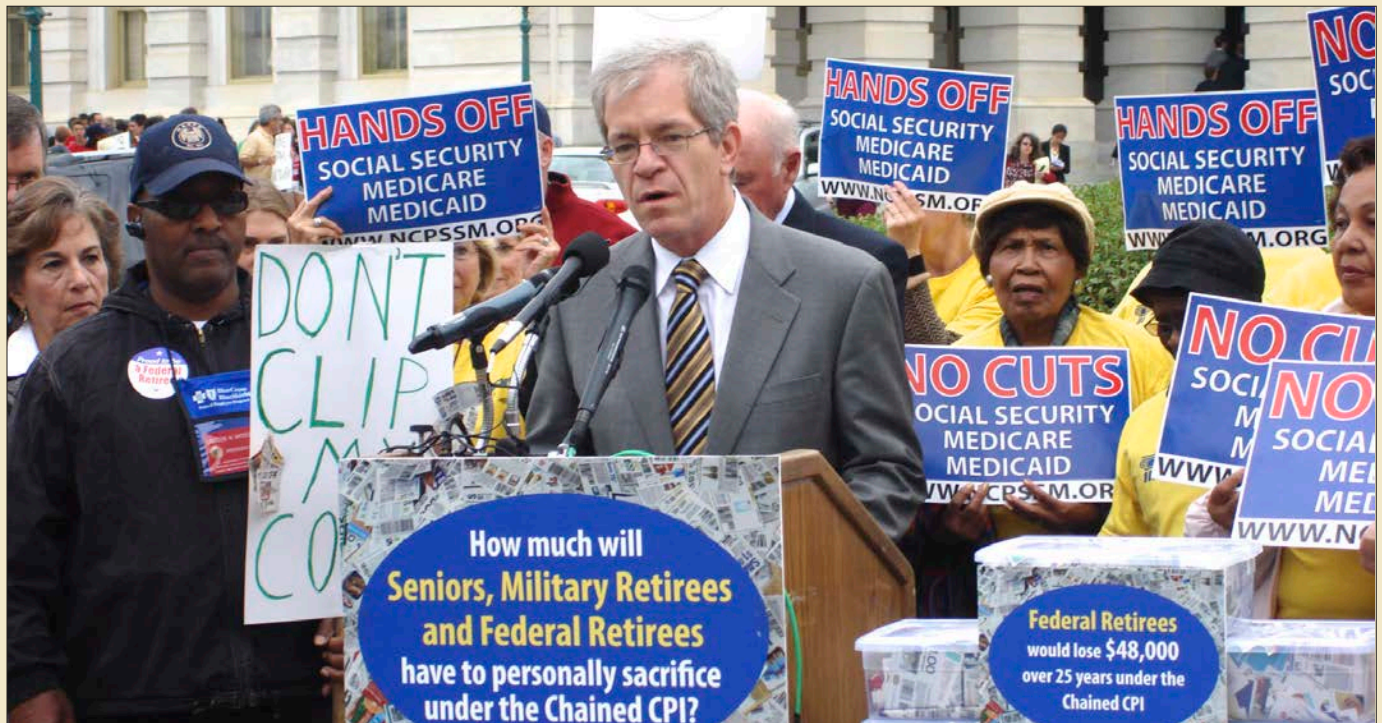


PHOTO BY MATTHEW SUMRAK

On Oct. 9, AFSA President Robert J. Silverman delivers a speech on the steps of the U.S. Capitol during a rally against the administration's proposed change to the method of calculating annual cost of living adjustments, which would reduce federal pensions. Among the attendees were Rep. Janice Schakowsky, D-Ill. and Sen. Bernie Sanders, I-Vt., along with representatives from AFSA, the National Active and Retired Federal Employees Association, the National Committee to Preserve Social Security and Medicare and the Military Officers Association of America.



AFSA ON THE HILL

Non-Stop Advocacy—Not Just a Slogan

BY JAVIER S. CUEBAS, DIRECTOR OF ADVOCACY

Since the new Governing Board took office in July, AFSA has made a commitment to enhance its presence on Capitol Hill. As stated by President Bob Silverman in his October President's Views column, AFSA's board and staff are energized and eager to engage Congress on the issues and realities Foreign Service employees and their families care about.

CONGRESSIONAL OUTREACH

AFSA has positioned itself as the go-to resource when it comes to matters affecting the foreign affairs agencies. By further strengthening our ties to our congressional friends and supporters from both sides of the aisle—such as Sen. Lindsey Graham, R-S.C., Rep. Chris Van Hollen, D-Md., and Rep. Gerry Connolly, D-Va., to name a few—we continue to build on the legacy and leadership of previous boards.

We have expanded our monitoring efforts from four congressional committees (authorizers and appropriators) to 12, and increased our congressional staff database to more than 200 members, all of whom have a vested interest in foreign affairs, government oversight and federal workforce issues.

With the start of the 113th Congress, AFSA is focus-

ing its energies on informing the more than 80 new members and their staffs of the critical role Foreign Service employees play in protecting national security and promoting economic development while serving abroad, while we continue to strengthen our relationships with such congressional leaders as Senate Foreign Relations Committee Chairman Bob Menendez, D-N.J., Senate Committee on Appropriations Chairman Barbara Mikulski, D-Md., House Committee on Foreign Affairs Chairman Ed Royce, R-Calif., and House Committee on Appropriations Ranking Member Nita Lowey, D-N.Y., among numerous others.

We persist in concentrating our lobbying efforts on personnel security, the international affairs budget and employee rights, along with other issues affecting the five foreign affairs agencies we represent.

AFSA representatives recently met with House Majority Leader Eric Cantor, R-Va., Senate Foreign Relations Committee Ranking Member Bob Corker, R-Tenn., Sen. Ben Cardin, D-Md., Sen. Tim Scott, R-S.C., Sen. Lamar Alexander, R-Tenn., and House Committee on Foreign Affairs Ranking Member Eliot Engel, D-N.Y., to ensure that lawmakers understand the

unique needs of Foreign Service officers and their family members. Our refrain is, "people are more important than programs."

THE SHUTDOWN

Before the federal government shutdown, AFSA was one of the first labor unions to organize a rally under the slogan, "Don't Shut Down Diplomacy." AFSA President Bob Silverman addressed the threat during face-to-face meetings with Sen. Sheldon Whitehouse, D-R.I. (who has the distinction of having three generations of family members serve in the Foreign Service), and Rep. Frank Wolf, R-Va.

AFSA also worked with the Federal Postal Coalition (representing five million federal employees and their families), to send out a joint letter to members of the House of Representatives urging their support for the Federal Employee Retroactive Pay Fairness Act (H.R.#3223). On Oct. 5, House members voted 407-0 in support of the legislation.

STATES ISSUES

AFSA continues to expand its outreach at the state level, actively seeking opportunities to develop strategic partnerships with local elected officials. For decades, FSOs and their families have

been burdened with such complicated issues as state residency, taxes and driver's licenses, to name a few.

BRAND AWARENESS

AFSA's advocacy department is increasing awareness of AFSA and the Foreign Service by highlighting some of our key programs, including scholarships and the National High School Essay Contest (see page 49). Recently, Anandan Amirthanayagam, the winner of the Sheldon Whitehouse Memorial Financial Aid Scholarship, met with Sen. Sheldon Whitehouse, D-R.I. (Ambassador Charles S. Whitehouse's grandson), in his district office.

Similarly, Kailee Marie Pedersen, the winner of this year's High School Essay Contest, met with Rep. Jeff Fortenberry, R-Neb. These are just two recent examples of AFSA's commitment to inspire a new generation of American diplomats.

Overall, AFSA is moving in the right direction by developing innovative advocacy and legislative strategies at the federal and state levels that address the immediate needs of our members. At AFSA, nonstop advocacy is not just a slogan.

Please contact me at cuebas@afsa.org. ■

AFSA's Annual Audit: 2012

A MESSAGE FROM IAN HOUSTON,
AFSA EXECUTIVE DIRECTOR

The word “audit” is occasionally burdened with the weight of negative perceptions, perhaps out of fear of potential exposure to weaknesses or management system errors that may be uncovered in the process—much like one might feel before visiting a doctor for a thorough physical exam. But as a business professional and nonprofit leader, I do not see it that way. I welcome our audit, and even look forward to it each year.

A proper, professional audit will yield comments that lead to improvements. It will also validate adopted standards, difficult business decisions that have been made and the overall financial stewardship of the organization. CliftonLarsonAllen LLP, which is one of very few firms to focus solely on nonprofit-sector organizations and is among the nation's top-10 accounting firms, recently completed its audit of AFSA for 2012. Their report has gone to the full AFSA Governing Board, but I would also like to share its main findings with AFSA's membership—our shareholders, as it were.

CliftonLarsonAllen issued a consolidated financial statement (on AFSA's website at <http://bit.ly/1bz38HN>) containing the highest possible commendation: a clean

(unmodified) opinion. For the fourth consecutive year, they found no deficiencies in AFSA's financial operations. This reflects the fact that AFSA has steadily upgraded its financial management and related governance procedures.

It is a pleasure to work closely with AFSA's accounting team: Finance Director Femi Oshobukola, Controller Kalpna Srimal and Assistant Controller Cory Nishi. I can assure you they are diligent and always open to improvements that deepen our financial management. In addition to this team, the entire AFSA staff deserves credit since finance and business activity touches all elements of the organization.

I also want to recognize the oversight role that former AFSA Treasurer Andrew Winter played in 2012, and in the seven years before that during which he served in the same role. The finance, audit and management committee, now led by AFSA Treasurer Ambassador Chuck Ford, also played an important part in helping bring this audit information forward. The committee continues to uphold the practices that have earned AFSA marks for excellence in business organization and financial management. ■

Coalition Protests Government Lockout



AFSA President Bob Silverman (at the podium), American Federation of Government Employees President J. David Cox and National Treasury Employees Union President Colleen Kelly, all members of the Federal-

Postal Coalition, led a rally against the government shutdown on Capitol Hill on Oct. 10.

Despite the heavy rain, the event drew nearly 1,000 participants and a large media presence. House Minority Leader Nancy Pelosi, D-Calif., Sen. Benjamin Cardin, D-Md., and the Rev. Jesse Jackson, among others, also addressed the enthusiastic audience. ■

RALLY, continued from page 49

a rousing chant, “We want to serve,” Sharon turned the podium back over to Bob Silverman, who closed the rally by urging the crowd to take that message to their members of Congress.

The rally drew a large contingent of media outlets, with international and domestic coverage by *Politico*, *Government Executive* and Japanese Public Television, among others. ■

NEWS BRIEF

“FS Stories” to Celebrate 90 Years

2014 marks the 90th year of the Foreign Service and AFSA. *AFSA News* invites FS active-duty, retirees and family members from all foreign affairs agencies to tell a short story from your life in the Foreign Service—not just on the job, but memorable moments, as well.

Articles should be approximately 500 words in length. High-resolution photographs are welcomed. Stories will appear in *AFSA News* and on our website throughout 2014.

Please submit your story to *AFSA News* Editor Donna Ayerst, ayerst@afsa.org. For questions, please call (202) 577-3611.

AFSA Announces 2014 National High School Essay Contest: How Did Diplomacy Matter?

BY PERRI GREEN, AFSA SPECIAL AWARDS AND OUTREACH COORDINATOR

In 2014, the United States Foreign Service and AFSA both celebrate their 90th anniversaries. To honor the occasion, AFSA's National High School Essay Contest is taking a new approach.

Students are asked to select one foreign policy issue from the last 90 years where diplomacy played a decisive role. The writer must identify the event or issue; outline the steps the Foreign Service took to address it; and explain why diplomacy mattered then and today.

The essay contest is open to high school students whose parents are not in the Foreign Service. The goals of the contest are to raise the profile of the Foreign Service, identify outstanding students, build a constituency for diplomacy and promote the Service as a career choice.

The winner of AFSA's National High School Essay contest winner will receive \$2,500, an invitation to travel with their parents to Washington, D.C., to meet the Secretary of State and a 100-day "Semester at Sea" educational voyage around the world.

The Institute for Shipboard Education's "Semester at Sea" academic program (celebrating its 50th year), is sponsored by the Univer-



Secretary of State John Kerry with 2013 High School Essay Contest winner Kailee Pedersen.

sity of Virginia. College-level courses aboard the *M.V. Explorer* are enhanced by in-port field studies. To learn more about this exceptional program, please go to www.semestratsea.org.

The National Student Leadership Conference

provides the runner-up with a full scholarship to participate in their international diplomacy program. The NSLC offers students the opportunity to experience life on a college campus and explore future career opportunities. For more information about

upcoming programs, please visit www.nslcleaders.org.

AFSA is grateful to our sponsors, the Institute for Shipboard Education and the National Student Leadership Conference, for their generosity in providing the first-place and runner-up prizes.

Essays will be accepted through March 15, 2014. The essay winner will be announced in early summer. Please note that children of Foreign Service employees are ineligible.

For more information, please go to www.afsa.org/essaycontest or contact Perri Green at green@afsa.org or (202) 719-9700. ■

Deputy Secretary of State Burns Visits AFSA

On Sept. 4, Deputy Secretary of State William J. Burns (left) attended a breakfast meeting with AFSA's Governing Board at the association's headquarters. A full range of issues affecting the Department of State and the Foreign Service were discussed.

At the conclusion of the meeting, AFSA President Robert J. Silverman presented Burns, a lifetime AFSA member, with a plaque in recognition of his dedication to and leadership of the Foreign Service of the United States. ■



AFSA's Road Scholar Collaboration

BY ÁSGEIR SIGFÚSSON, DIRECTOR OF NEW MEDIA

Educating the American public about the importance of diplomacy, development and the Foreign Service has long been one of AFSA's stated missions. One of our most important mechanisms for that education is our ongoing series of Road Scholar programs focused on current foreign policy issues as seen through the eyes of the Foreign Service. Since their inception in 1996, more than 10,000 participants have joined retired and active-duty members of the Foreign Service to learn about international affairs and U.S. diplomacy.

Originally presented under the old "Elderhostel" name, thousands of Road Scholar programs are offered around the world each year. The AFSA programs are truly unique among them, serving up a more cerebral, presentation-focused schedule with less time devoted to excursions and field trips—although all programs in Washington, D.C., do include at least a visit to a foreign embassy or the Foreign Service Institute.

Once the program's theme has been determined, we gather eight to 10 speakers who address that theme from a variety of viewpoints and experiences. Recent theme programs have included Africa, the Western Hemisphere, South Asia and



Ambassador David Shinn lectures about the Chinese role in Africa at AFSA's October Road Scholar program in Washington, D.C.

PHOTO BY JULIAN STEINER

Global Terrorism, and North Africa and the Middle East.

While we have offered programs in a variety of locations over the years, today they take place in Washington, D.C., and Chautauqua, N.Y.

The programs at the Chautauqua Institution (see the November 2011 issue of *AFSA News* for more) have a flavor of their own: six retired diplomats each lecture on two topics and spend a week with the 150 participants in a secluded setting. This allows for a more immersive experience.

Over the years, AFSA has been gratified to see participants depart each program with a true appreciation for the work of the Foreign Service and hopefully, go on to be vocal supporters in their home communities.

This fall, we offered five Road Scholar programs; four

in Washington and one in Chautauqua. All were filled to capacity, with 350 individuals getting up close and personal with the Foreign Service.

Dissent Awards: Nominate a Colleague (or Yourself)

Next year, we celebrate 90 years of the Foreign Service and AFSA. Now, more than ever, we hope to see viable candidates nominated for our dissent awards. Nominations are now open.

For more than 40 years, AFSA has encouraged and recognized constructive dissent in the Foreign Service through its annual awards program. AFSA's awards for constructive dissent are unique within the U.S. government.

The director general of the Foreign Service co-sponsors the annual ceremony held

For the first time, we offered a highly successful program focused exclusively on Africa. Speakers such as Ambassadors Dane Smith, Lange Schermerhorn, David Shinn, Michael Southwick, Hank Cohen and Charles Ray spoke on the Sudan, the Congo, Kenya, Zimbabwe and the Horn of Africa.

We are always looking for speakers who are interested in volunteering in these programs. If you would like to participate, please e-mail member@afsa.org with your name, topics you would like to speak about and a short bio. You can learn more at www.afsa.org/roadscholar. ■

in the Benjamin Franklin Diplomatic Reception Room at the Department of State. We celebrate those who have had the courage to dissent, as well as those who perform their duties in an exemplary manner.

AFSA is proud to uphold the tradition of constructive dissent for these many years, and we look forward to our ongoing role in recognizing those who have the intelligence and courage to define a flaw and develop an alternative.

The criteria for dissent

Dissent continued on page 59

ACTIVE AFTER ACTIVE-DUTY

Former FSO Makes the Most of Her 105 Years

BY DONNA AYERST, AFSA NEWS EDITOR

Talk about active after active duty—Edna Grenlie, Foreign Service retiree, AFSA member and member of life for 105 years! Now that's something, even though billboards now tell us that 30 percent of those born today will live to be 100. Edna is a vital 105.

On Oct. 17, I interviewed Edna at her residence in the San Francisco Towers, the lifecare community where she lives on Pine Street. I also had the pleasure of presenting her with a certificate confirming her "Honorary AFSA Member" status, appreciation for her many years of membership and gratitude for the generous contributions she has made to AFSA's legislative action fund.

Edna was born in Scandinavia, Wisc., in 1908, the second of eight children with sober parents who loved the outdoors. Everyone Edna knew spoke Norwegian, as did she—Wisconsin was like that back then.

So what has Edna been doing for the last 105 years? She made it through junior college before leaving home at 19 to find a job in Chicago. When that didn't work out, she returned home and took a secretarial correspondence course before landing a job with the state tax office in Illinois.

The conversation with Edna weaved in and out for more than two hours. She was fun to interview—good at remembering the distant past, but sometimes a little foggy at the recent present.

In the 1930s, a friend was moving to Washington, D.C., so Edna decided to go as well. She ended up with a job in the passport office at the Department of State. Edna's eyes lit up when she said, "I wanted one of my own," referring to a passport.

In 1938, Edna's career in the Foreign Service began when she asked to go overseas as a secretary. She was offered, but refused, South Africa ("too far") and Riga ("too cold"), but Madrid was "just right!"

The chronology of Edna's assignments went something like this: Madrid, Mexico City, Guatemala City, Bergen, Oslo, Manila, Mexico City, Palermo and Dublin (with a brief stint in Cork). She served as vice consul in Manila and Palermo, and consul in Dublin.

The fact that she could remember the posts, not to mention some of the details,

was amazing. Edna's observations during our conversation revealed just who she is. She never felt "discriminated against as a woman" in the Foreign Service. Only once was a young male officer "unpleasant." After she made the mistake of saying she

spoke Norwegian," two assignments in Norway followed. "If I had had a pet in the Foreign Service it would be a horse." "I loved driving my MGB along the hedgerows in Ireland." And, despite never

marrying, "I was never lonely while in the Foreign Service."

Edna is keenly aware of the differences and dangers the Foreign Service faces today. She rose through the ranks, and feels she would not qualify for the Service today. Although she served in Europe during World War II, she believes the world is a much more dangerous place for FSOs today, citing drug wars and terrorism. And although her grandniece is studying at American University, in Washington, D.C., she doubts she will go into the Service.

So how did a young woman from rural Wisconsin leave home to become a member of the Foreign Service? What did her parents think of her going off into the world as a single woman?

Her reply was filled with emotion, "I chose my own path. My parents were good to give me so much confidence. My father never deigned to answer the phone, except once, and that was when I was about to leave D.C. for overseas," she recalled tearfully. "I lived in the best of times. I was very fortunate. The Foreign Service taught me to be adaptable and open-minded."

Edna retired from the Foreign Service in 1973 at the age of 60. Since then, she has traveled the world, volunteered with the League of Women Voters and the International Hospitality Center, enjoyed opera and ballet and subscribed to *The New Yorker*.

Today, she does yoga twice a week, physical therapy once a week with a professional and hopes she can go down to San Francisco's Chrissy Field one day. She ascribes her longevity to genes, an occasional glass of wine and the avoidance of TV talk shows, "where they just talk over one another." ■



Sinclair Awards Deadline

Proficiency in foreign languages is one of the most valuable and important skills in today's Foreign Service. AFSA's Sinclair Language Awards program honors language students for outstanding accomplishments in the study of a "hard" language and its associated culture.

The Matilda W. Sinclair Language Award program was established in 1982 by a bequest to AFSA from Ms. Sinclair, a former Foreign Service officer, to "promote and reward superior achievement by career officers of the U.S. Foreign Service while studying one of the 'hard' languages under the auspices of the Foreign Service Institute of the Department of State."

Any career or career-conditional member of the Foreign Service from the Department of State, the U.S. Agency for International Development, the Foreign Commercial Service, the Foreign Agricultural Service and the International Broadcasting Bureau is eligible.

Candidates for the award may be nominated by FSI's

language-training supervisors, by the language instructors at the field schools, or by post language officers. A committee comprised of the dean of the FSI School of Language Studies (or designee) and members of AFSA's Governing Board, Awards Committee and from AFSA's general membership, selects the winners. Winners receive \$1,000 and a certificate of recognition signed by the AFSA president and the chair of the AFSA Awards Committee.

Although most nominations are submitted by FSI, AFSA encourages nominations from posts. While post language officers may not be able to provide all of the information called for in the form, FSI test results are required. For candidates nominated by posts, the nominating statement is critical.

Nominations for 2013 continue to be accepted through Dec. 24. For additional information, nomination guidelines and the nomination form, please go to www.afsa.org/sinclair. Winners will be announced in February.

For questions on the Sinclair Awards, please contact AFSA's Coordinator for Special Awards and Outreach Perri Green at green@afsa.org or (202) 719-9700. ■



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Dissent continued from page 56

awards ask for Foreign Service employees who have “exhibited extraordinary accomplishment involving initiative, integrity, intellectual courage and constructive dissent.” The awards publicly recognize individuals who have demonstrated the intellectual courage to question the status quo and take a stand, no matter the sensitivity of the issue or the consequences of their actions.

There are four dissent awards: the Christian A. Herter Award for a member of the Senior Foreign Service;

the William R. Rivkin Award for an mid-level officer; the W. Averell Harriman Award for an entry-level officer; and the F. Allen “Tex” Harris Award for a Foreign Service specialist. Recipients receive a prize of \$4,000 and a trophy.

For more information go to www.afsa.org/dissent or contact Perri Green, AFSA’s coordinator for special awards and outreach, at green@afsa.org and (202) 719-9700. Deadline for the 2014 dissent awards is Feb. 28. ■

NEWS BRIEF To Support the AFSA Scholarship Program Designate CFC #11759



Please consider supporting the AFSA scholarship program by designating #11759 on your Combined Federal Campaign pledge card or online donation. The AFSA Scholarship Fund has changed its name to Foreign Service Youth Scholarships-AFSA, but the number remains the same (CFC #11759). Last year, AFSA provided more than \$230,000 through need-based scholarships and merit awards to 90 Foreign Service students to aid in their college expenses. Please visit www.afsa.org for details.

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■ **Judy Clark Felt**, 68, the wife of retired FSO Jack Felt, died of complications from ovarian cancer on July 22 in Alexandria, Va.

Mrs. Felt was born in Columbia, Mo. She earned a bachelor's degree in zoology and a master's degree in genetics from the University of Missouri, where she met her prospective husband in a calculus class. The two wed in 1967, while Mrs. Felt was working on her M.S. degree.

Their daughter, Emily, was born in 1971; the next year, following Mr. Felt's service in the Navy, the family settled in New York. There Mr. Felt worked at the Pepsi-Cola Company and Mrs. Felt taught genetics at York College in Queens.

In 1973 the family moved to Iran, where Mr. Felt worked for an IT company and Mrs. Felt worked at the Population Planning Association of Iran. Three years later, he joined the Foreign Service. For the next 27 years, Mrs. Felt accompanied her husband on tours in Kenya (where their son, Justin, was born), Nigeria, Mexico, Canada, Greece and Washington, D.C.

Mrs. Felt served as a Community Liaison Officer in Lagos and Athens, and held many other intermittent positions, as well. In 1988, she earned a master's degree in demography from Georgetown University, and subsequently worked for the Population Reference Bureau and Decision Demographics, among other organizations.

A longtime member of Associates of the American Foreign Service Worldwide, Mrs. Felt served the organization in many capacities, including as president (2005-2007). She received the Dorman Award in 2007 for her exceptional service to AAFSW. She was especially dedicated to the Art & BookFair, serving as co-chair

and then as chair since 2011.

Following her untimely death, AAFSW leaders decided that this year's fair would go on, as Mrs. Felt would have wished. The October Art & BookFair was officially dedicated to her, with a photo display allowing visitors to add memories and condolences.

In addition, an AAFSW scholarship has been created in Mrs. Felt's name to be awarded to a student with an exceptional record of community service, honoring her generous and active spirit. To donate, visit www.aafsw.org and follow the links under "Remembering Judy Felt," or visit AAFSW's Facebook page and click on the yellow "Give" button. Checks can also be mailed to the AAFSW office for the "Judy Felt Memorial Scholarship."

Among her friends, colleagues and fellow volunteers, Mrs. Felt is remembered not only for her warmth and generosity of spirit, but for her supportiveness. She was always quick to acknowledge and express gratitude for others' contributions, no matter how small.

Judy Felt is survived by her husband, Jack, of Alexandria; her son, Justin (and his wife, Nicole) of Washington, D.C.; her daughter, Emily Felt of Los Angeles, Calif.; and two sisters, Jane (and her husband, Gary) McDevitt of Burnsville, Mo., and Joanne (and her husband, Bill) Calvert of Gravois Mills, Mo. She was predeceased by her parents and her brother, John Clark of Columbia, Mo.

Memorial contributions may be made to the HERA Women's Ovarian Cancer Foundation, the Fairlington United Methodist Church in Alexandria, Va., or the Roseville, Illinois Community Center.

■ **Ernest B. Gutierrez**, 94, a retired Foreign Service officer, died on Aug. 21 at his home in Falls Church, Va., following a

heart attack earlier in the month.

Ernest Borunda Gutierrez was born in Alamogordo, N.M. While completing his studies at Eastern New Mexico State University and training as a Naval Air Cadet in the run-up to World War II, Mr. Gutierrez was recruited by the State Department, joining the Foreign Service in 1941.

Over his 36-year diplomatic career, Mr. Gutierrez served in consular positions in Ecuador, Mexico, Venezuela, the Dominican Republic, Egypt and Colombia. He retired in 1977 as officer in charge of consular affairs in Frankfurt.

After retirement, Mr. Gutierrez and his wife settled at Skyline Plaza in Falls Church, Va. But they also continued to travel extensively, enjoying many cruises, as well as a winter home in Spain. Mr. Gutierrez was a licensed pilot and also did volunteer work for Self Help for Hard of Hearing People.

Survivors include his wife of 70 years, Maria Guevara Gutierrez of Falls Church; three children, Ernest B. Gutierrez Jr. of Arlington, Va., Richard (and his wife, Nancy) Gutierrez of Silver Spring, Md., and Sonia Gutierrez of Tucson, Ariz.; a brother, Gilbert Gutierrez of La Luz, N.M.; and two grandsons, Michael (and his wife, Linda) and Stephen.

■ **Lewis Hoffacker**, 90, a retired Foreign Service officer and former ambassador, died on Aug. 18 in Austin, Texas, with his two daughters by his side.

Mr. Hoffacker was born in Glenville, Pa., on Feb. 11, 1923, the son of Beulah Barbehenn and Roscoe E. Hoffacker. He attended Gettysburg College and The George Washington University, where he was elected to Phi Beta Kappa and received a B.A. in international affairs in 1948. He earned a master's degree in international affairs at the Fletcher

School of Law & Diplomacy in 1949. He also studied at the American University in Beirut, Oxford University and the National War College.

During World War II, Mr. Hoffacker served in the Pacific theater as a first lieutenant (77th Infantry Division). He was wounded on Okinawa and awarded the Purple Heart.

In 1950 Mr. Hoffacker joined the U.S. Foreign Service, serving as desk officer for Greece. He subsequently served in Tehran, Istanbul, Paris, Elisabethville and Leopoldville (both in the Congo), Algiers, Yaoundé, Santa Isabel, Norfolk, Va., and Washington, D.C. He retired in 1975 as special assistant to the Secretary of State as coordinator for combating terrorism.

Mr. Hoffacker's last foreign assignment was as ambassador to Cameroon and Equatorial Guinea (1969-1972). The government of Cameroon named him a Commander of the Order of Valor.

Following his retirement from the Foreign Service, Mr. Hoffacker joined Shell Oil Company in Houston, Texas, as a consultant on international affairs, and was active in the arts and international affairs in that city. He retired to Cape Cod in 1988 and served as a volunteer at the U.S. Forest Service's Cape Cod National Seashore and the Hospice Association of Cape Cod.

In September 1995, he moved to Austin, Texas, where he served on the board of directors of Hospice Austin. He was an active volunteer, as well, helping

patients and families in their homes, and at Christopher House, where he shared his love of natural beauty by helping maintain the garden.

Mr. Hoffacker was preceded in death by his brothers, Burnell and Dale Hoffacker.

He is survived by his daughters, Anne (and her husband, Jeff) Bradley of Boise, Idaho, and Rebekah Hoffacker of Atlanta, Ga.; and siblings, Virginia Allen of Williamsburg, Va., and Fred Hoffacker of Hermitage, Pa.

In lieu of flowers, contributions may be made to Hospice Austin or Conspirare Austin.

■ **Susan Crais Hovanec**, 72, a retired Foreign Service officer died at her home in Oxford, Md., on Oct. 10

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following a battle with lung cancer.

A native of New Orleans, Ms. Hovanec graduated from Mississippi State College for Women and later earned a master's degree in public administration from The George Washington University.

During a more than 30-year career with the U.S. Information Agency, Ms. Hovanec served in Zaire, Mexico, Serbia, Lebanon, Kenya and Croatia. She was public affairs adviser during the 1992-95 Yugoslav wars, and also served at the U.S. embassy in wartime Beirut.

In Washington, Ms. Hovanec was senior advisor for press and public diplomacy in the Office of Women's issues and in the Bureau of Population, Refugees and Migration. Throughout her career, she connected with women from all walks of life. She worked with Afghan women journalists who contributed to a documentary, "Afghanistan Unveiled," an oral history that documented life under the Taliban and was nominated for a 2005 Emmy.

She also helped initiate the International Women of Courage Awards, given annually by the Secretary of State to women who, often at risk to their own lives, work to promote human rights in their countries. In 2005 she received the Secretary of State's Award for Public Outreach for raising the profile of the Office of International Women's Issues and for deepening public understanding of U.S. foreign policy.

A longtime resident of Washington, D.C., Ms. Hovanec retired to Oxford, and later served as an instructor in media and communications at the Washington Internship Institute. Friends and colleagues remember her as a force to be reckoned with—a mother, stepmother, artist, teacher, diplomat and gourmand.

Ms. Hovanec's marriages to Joseph Kirkby and Vincent Hovanec ended in

divorce. Survivors include two daughters, Stephanie Kirkby-Cockey of Alexandria, Va., and Leslie Caroline Kirkby of Pitman, N.J.; and four grandchildren.

■ **Waltraudis "Traudis" Kennedy**, 86, the wife of retired FSO Edwin Kennedy, died on July 29 at the Washington Home and Community Hospices in Washington, D.C., as the result of complications following an accidental fall at her home in Bethesda, Md., a month earlier.

Waltraudis Maria Klepal was born in Schwerin, Germany. She was drafted into the German Luftwaffe in the final months of World War II. For four years following the war, she attended music school at the University of Rostock in East Germany, where for six months in 1950 and 1951 she was a spy for British intelligence.

She later fled to West Germany, where she met her future husband, then an Air Force historian. She accompanied him to the United States after their marriage in 1956. In the early 1960s, while her husband was posted at Maxwell Air Force Base in Alabama, she taught German at Huntington College in Montgomery, Ala., and at the University of Alabama.

When her husband joined the U.S. Foreign Service, Mrs. Kennedy accompanied him to posts in Frankfurt, Bonn, Damascus, Brussels, Tehran and Yaounde. A singer, she gave concerts in the European cities where he was posted. She took up painting in the late 1970s and specialized in large abstract works, which were exhibited in group shows in the Baltimore-Washington area.

Survivors include her husband, Edwin P. Kennedy Jr. of Bethesda; two sons, Peter W. Kennedy of Chevy Chase, Md., and James E. Kennedy of Somerville, Mass.; and three grandchildren.

■ **Katharine (“Kay”) Payne Moseley**, 70, a retired Foreign Service officer, died on Oct. 4, 2012, near her family home in Grafton, Vt., following a sudden illness.

Ms. Moseley was born at Fort Benning, Ga., on Nov. 6, 1941, to George Van Horn and Katharine Payne Moseley. She spent her childhood in Georgia, North Carolina and Virginia during the war years. The family moved back to their Vermont family home in 1945, and she finished her schooling at the Woodstock Country Day School, where she became an accomplished horsewoman.

After a year in Japan during the Korean War, she and her mother returned to the United States on an around-the-world cruise on the French

Line. This proved to be a very special event for Ms. Moseley, for it began a period of restlessness that lasted throughout her life. Later she would take every opportunity to travel to exotic and exciting corners of the world.

Ms. Moseley studied at Barnard College and Columbia University, earning her Ph.D. in sociology. She started her academic career teaching at Vanderbilt University, moving on to the University of Connecticut (Storrs). She then undertook an exciting combination of teaching and Fulbright Scholarships across Africa, serving in Morocco, Nigeria, Chad, Dahomey, Niger, Sierra Leone and Mali.

In 2000 Ms. Moseley entered the Foreign Service, serving in Ndjamena,

Nouakchott and Khartoum before retiring in 2006. She continued to work intermittently for the State Department in the Bureau of African Affairs, returning to Mauritania several times on official assignment as public diplomacy officer in Nouakchott. She also traveled throughout Mauritania doing research on water wells.

Friends recall that, although she could let her hair down, Ms. Moseley possessed an innate sense of dignity and style. She had a passion for art, literature and movies, and a special affinity for languages, music and dance, and gathered admirers and made deep friendships wherever she landed.

Ms. Moseley was visiting family and friends in Grafton at the time of

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her death, and had told them she was excited to begin building her dream cottage nearby.

Her brother George died in 1975. She is survived by her brother Henry and many cousins, nieces and nephews.

■ **Jonathan Edward Mudge**, 55, a retired Foreign Service officer, died of pharyngeal cancer on July 15 in Alexandria, Va.

Mr. Mudge, the son of Anne and Richard Mudge, was born on Oct. 8, 1957, in Los Angeles, Calif. A graduate of the Phillips Academy in Andover, Mass., Mr. Mudge spent a year in France with the academy's School Year Abroad Program.

After graduating from the University of California, Santa Barbara, he spent a year teaching English at the American Institute in Taiwan, in Taipei. He was also a graduate of Thunderbird School of Global Management.

In 1990, Mr. Mudge joined the Foreign Service. His overseas postings included Shanghai and Beijing. He also worked in intelligence research, was an economic/commercial officer, and served as Kazakhstan desk officer. He finished his career as OECD desk officer, retiring from the Foreign Service in 2012.

Mr. Mudge is survived by his parents; his siblings, Carter A. Mudge, Margaret A. Mudge and Randall T. Mudge; and by four nephews.

■ **David Nalle**, 88, a retired Foreign Service officer, died on Aug. 2 at the Washington Home and Community Hospices in Washington, D.C., of complications from prostate cancer.

Mr. Nalle was born in Philadelphia, Pa. His study of engineering at Princeton University was interrupted by World

War II, during which he served as a naval aviator. He returned to complete a degree in English in 1948.

In 1951, Mr. Nalle joined what would become the United States Information Agency, where he served a total of 28 years. He was initially assigned to the Middle East desk, then sent to Kabul. During the 1960s he was posted in Iran, Syria and Jordan and began to develop a reputation as a linguist and expert on Central Asia and the Middle East. While in Iran he also served as director of the Iran-America Society.

Mr. Nalle returned to the United States to head USIA's division for the Near East, South Asia and North Africa in the late 1960s and early 1970s. After serving in Moscow as press and cultural affairs officer, he returned to his prior supervisory position at USIA, retiring in 1980 as deputy associate director.

During and after his Moscow tour, at the end of the Brezhnev regime, Mr. Nalle and his wife, Peggy, played a role in assisting Russian dissident artists to organize shows in Moscow and get their work out of the Soviet Union to be shown in the United States and Europe. They also helped some dissident artists emigrate from Russia.

After retiring from USIA, Mr. Nalle became the founding director of the Alfred Friendly Press Fellowship, a position which he held from 1983 to 1992. He was the Washington editor of the *Central Asia Monitor* from 1993 to 2002, and wrote about Middle East and Central Asian affairs for the *Middle East Journal* and *Middle East Policy*.

He was chairman emeritus of the Nava'i-Nalle Lecture Series in Central Asian Studies at Georgetown University and taught courses on Central Asia at American University's Osher Lifelong Learning Institute. He also served on

the National Advisory Committees of the Middle East Policy Center and the Alfred Friendly Foundation.

Mr. Nalle's wife of two years, Jane Oliver Nalle, died in 1952.

Survivors include his wife of 55 years, Margaret Shumaker Nalle of Washington, D.C.; two children from his second marriage, David F. Nalle of Austin and Susan T. Nalle of Hoboken, N.J.; a sister; and two granddaughters.

■ **Edwin J. Neumann**, 90, a retired Foreign Service officer, died on Sept. 5 at his home in Bethesda, Md., of congestive heart failure.

Edwin Julius Neumann was a native of Clinton, Iowa, and a 1944 graduate of Wartburg College in Waverly, Iowa. He received a master's degree in 1947 and doctorate in 1951, both in American literature, from Northwestern University in Evanston, Ill.

Mr. Neumann was English department chairman at the American University of Beirut before joining the State Department as a cultural attaché in 1956. His assignments included Bombay (now Mumbai); Linz and Vienna; Kano, Nigeria; and West Berlin.

He left the Foreign Service in 1972, and worked for the Office of Higher Education at what became the Department of Education. There he helped decide on funding for grants affecting innovative programs for higher education, retiring in 1990.

For the past 15 years, Mr. Neumann volunteered with Learning Ally, a non-profit group that supports students with disabilities.

Survivors include his wife of 57 years, Mary Mackey Neumann of Bethesda; two sons, Paul Neumann of Denver, Colo., and Chris Neumann of Richmond, Ky.; and five grandchildren.

■ **Margaret Jones Palmer**, 96, a former Foreign Service specialist and wife of the late Ambassador Joseph Palmer II, died at her home Bethesda, Md., on Aug. 23 surrounded by her family.

A native of Savannah, Ga., Margaret McCamy Jones was born on Oct. 4, 1916. She attended the University of Georgia and accepted a scholarship to study in Heidelberg, Germany, in 1937. Arriving just prior to the beginning of World War II, she became fluent in German and took a motorcycle tour of Europe.

When hostilities began, she left her studies to assist the U.S. consulate in Hamburg with refugee applications. While in Germany, she joined the Foreign Service and later accepted a position in Mexico City as a consular clerk.

Soon after taking up the Mexico City posting, she met FSO Joseph Palmer II of Boston, Mass. She resigned from the Foreign Service to marry Mr. Palmer, as was the requirement at that time, and the couple wed in Savannah, Ga., in 1941.

They then set out for his assignment in Nairobi. Later overseas assignments included London; Harare (then Salisbury, Southern Rhodesia); Lagos, where Mr. Palmer served as ambassador; and Tripoli, where Mr. Palmer also served as ambassador.

While raising a family, Mrs. Palmer befriended and guided American expatriates, and built lasting friendships in each host country. Her support was instrumental within the American community during the drawdown and eventual closure of Embassy Tripoli following the Libyan coup of 1969.

After Mr. Palmer's death in 1994, after 53 years of marriage, Mrs. Palmer remained active. She contacted the University of Georgia and completed the requirements for her bachelor's degree

in 1995 at age 79. She also traveled widely and maintained a retirement home in Tybee Island, Ga. She was a volunteer with Meals on Wheels, and was a member of DACOR and St. Paul's Episcopal Church, Rock Creek.

Mrs. Palmer is survived by three children, Joseph W. (and his wife, Sharon) Palmer of Tybee Island, Ga.; Heather P. (and her husband, Jafar) Jafari of Gaithersburg, Md.; Thomas J. (Joan) Palmer of Kensington, Md.; eight grandchildren and five great-grandchildren. Her grandson, Jamal Jafari, is an FSO currently in training for an onward assignment to Dar es Salaam. ■

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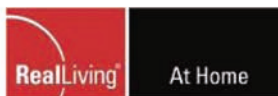
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(signed) Susan B. Maitra, Senior Editor



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Libyan Reflections

BY WILLIAM V. ROEBUCK

A couple of unread Dickens novels lie on the dresser,
Amid a jumble of diplomats' business cards,
Libyan mini-flags and a mug celebrating Free Libya;
An adored son's photo, caught in some version of high school
glory,
Lies in the small pottery dish, atop collar stays and Special Ops
coins.
A bottle of Laphroaig off to one side beckons with peaty
arrogance.

"The Good Wife" peeks out behind a slim biography of a
now-forgotten president.
A huge mirror looms over all, casting reflections that remind
and distort.
Mirror-lined closets extend this view, which ricochets off
To the balcony behind, stacked with patio furniture,
And beyond, to an embassy background of rebar, razor wire, and
perimeter walls.

It is his dresser, his closets, his room.
When I look into the mirror, I see his toothy grin,
His sunny optimism, his modest self-assurance,
His legion of best friends and broken hearts.
Nothing remains in the room of his time, just some bits of
tennis gear,
A reminder of happier days, an athlete's ease.

I get dressed in the morning, and review
The little index card of meetings
I go to each day;
They all say they're sorry, amidst the urgent
Change of subjects, to Cabinet reshuffles, unruly militias,
The democratic transition, and whither Libya.

It should be him talking to young Libyan students,
Learning English and dreaming of becoming doctors and
engineers
And archaeologists,
Or listening to an old Libyan boxer,
Recounting his glory days, a few sparring rounds decades ago
with a visiting Mohammed Ali
(Before Qadhafi outlawed the sport for being too brutal),
Or presenting condolences
To a local employee's distraught father on the sudden loss of
his daughter.

The lumbering motorcade eventually returns to the embassy:
"Sierra One, Georgia motorcade, two mikes out."
It should be Tinman rolling back up to Embassy Tripoli,
Emerging from the armored suburban,
And telling the security team he is done for the day.

That is it. Day is done.
I remove my tie and venture a look,
Give a small laugh;
It is his laugh, and mine.

Lights out.
The unforgiving Libyan sun has long since given way to the
softer light
Of nearby villas and perimeter wall lights.
The dresser is still visible, the mirror has gone dark:
No burning compound visible in the mirrored backdrop.

I think back to that long night last September: the frantic
phone calls,
The unreliable shards of information, the series of urgent plans
drawn up and discarded,
The crushing news,
And no time to mourn, then or later.

Tears unshed then are falling now,
Unreflected in the dark Libyan night. ■

William V. Roebuck, a State Department Foreign Service officer since 1992, is currently deputy assistant secretary for Mahgreb affairs in the Bureau of Near Eastern Affairs. Earlier this year he spent six months as chargé d'affaires in Tripoli, where he was sent in the wake of the fatal attack on the U.S. mission in Benghazi that led to the tragic death of Ambassador Christopher Stevens and three other U.S. diplomatic personnel on Sept. 11, 2012.



A mother and her children browse highway-side food stalls in Al-Shafa, a small town in the mountains east of Jeddah. On this weekend evening, the fading heat of sundown drew the Saudi townspeople out to socialize, eat and enjoy horse and camel rides. Observing this little community mingling in the lengthening shadows opened a rare window into the often-hidden world of Saudi family life. ■

Joseph Leavitt is a first-tour FSO in Jeddah, where he serves as a political/economic officer. He loves tooling around the desert with his Nikon D300.

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