

THE FOREIGN SERVICE JOURNAL

PUBLISHED BY THE AMERICAN FOREIGN SERVICE ASSOCIATION

NOVEMBER 2018



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IN THEIR OWN WRITE

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Review of applications will begin November 1, 2018, and will continue until the position is filled.



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Telling Our Story to the American People

BY BARBARA STEPHENSON

I recently spent two weeks on the road, explaining to fellow Americans what we in the Foreign Service do and why it matters to them. As AFSA president, I have been determined to increase awareness of and appreciation for the vital work of the U.S. Foreign Service. We have made real progress on this front, with your help. I hope each of you will join us in the effort.

In every talk, I explain how the Foreign Service works to keep threats at bay so our fellow Americans are safe at home, and I give examples that illustrate the many ways we help level the playing field for American businesses. That not only helps keep our country prosperous, it also reminds host nations, through the positive example American businesses so often provide, what they love about America—our cutting-edge innovation and design, our transparent and accountable business processes, our fair hiring and promotion practices, our unparalleled excellence at managing complex projects and solving complex problems.

I make clear that our economic and commercial diplomacy is about more than successful transactions that keep us prosperous—as important as that is (please see FCS VP Dan Crocker's excellent column on commercial diplomacy in AFSA News). The work we do to keep American



Ambassador Barbara Stephenson is the president of the American Foreign Service Association.

companies competitive, to keep them viable and visible in overseas markets, also materially contributes to America's soft power, to our standing in the world and to America's global leadership.

In every talk, I remind fellow Americans that, if they are concerned that America's global leadership is being challenged as China gains commercial, economic and political ground (and Congress, which has held a dozen hearings on this topic, certainly is), they should not overlook one key, cost-effective, "shovel-ready" component of the solution set: the U.S. Foreign Service. We're eager to get back on the field and cover all the bases.

I remind audiences that China's spending on diplomacy has increased by 40 percent over the past five years while America's spending on core diplomatic capability has fallen by a third. I let them know that, while I am grateful to Congress for recognizing that America's global leadership could not afford the deep cuts proposed to the international affairs budget, we could really use some additional funding to rebuild America's core diplomatic capability so that our country can compete effectively in the current environment.

One hundred million dollars would go a long way: it would cover the overseas support costs for shifting 300 mid-level FSO positions from Washington to embassies and consulates overseas, where the Foreign Service works its real magic for the American people. It would

give us a shot at delivering some real wins for the American people—and a shot at proving your worth in a high-stakes, highly competitive promotion process.

Additional overseas positions, especially for economic officers, would help address serious commercial competition in the short term while also, over the longer term, developing the leadership bench the American Foreign Service will need over the coming decades.

How can you help? First, tell your stories. Sincere thanks to each and every one of you who contributed to the "Economic Diplomacy Works" collection for the upcoming January-February double edition of *The Foreign Service Journal*.

These rich stories will reach members of Congress (who all receive the *FSJ*) and the American public (through AFSA's outreach), as well as serving as an inspiration to fellow members of the Foreign Service who see how you made economic diplomacy work at your post and try it at theirs.

Active-duty members who host members of Congress have an enviable opportunity to highlight the excellent work being done at their post, so I urge all of you hosting a CODEL to plan ahead and polish your story. Effective storytelling takes time and effort, but it's a skill worth mastering. And, if you are retired, please join the Speakers Bureau and take advantage of the rich library of material AFSA is developing on what the Foreign Service does and why it matters. ■

Editor in Chief, Director of Publications
Shawn Dorman: dorman@afsa.org

Managing Editor
Susan Brady Maitra: maitra@afsa.org

Associate Editor
Donna Gorman: gorman@afsa.org

Publications Coordinator
Dmitry Filipoff: filiipoff@afsa.org

Advertising Manager
Allan Saunders: ads@afsa.org

Art Director
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CONTACTS



www.afsa.org

AFSA Headquarters:
(202) 338-4045; Fax (202) 338-6820
State Department AFSA Office:
(202) 647-8160; Fax (202) 647-0265
USAID AFSA Office:
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Executive Assistant to the President
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Office Coordinator
Therese Thomas: therese@afsa.org
Staff Assistant
Allysa Reimer: reimer@afsa.org

ADVOCACY

Director of Advocacy
Kim Greenplate: greenplate@afsa.org
Legislative Fellow
Drew Donaher: donaher@afsa.org

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Director of Finance and Facilities
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Kalpna Srimal: srimal@afsa.org
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Administrative Assistant and Office Manager
Ana Lopez: lopez@afsa.org
Scholarships and Events Coordinator
Theo Horn: horn@afsa.org

COMMUNICATIONS AND MEMBERSHIP

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Ásgeir Sigfússon: sigfusson@afsa.org
Communications and Marketing Manager
Allan Saunders: saunders@afsa.org
Manager, Retiree Outreach and Engagement
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Awards Coordinator
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Retirement Benefits Counselor
Dolores Brown: brown@afsa.org

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Labor Management Counselor
Colleen Fallon-Lenaghan:
FallonLenaghanC@state.gov
Senior Labor Management Advisor
James Yorke: YorkeJ@state.gov
Labor Management Coordinator
Patrick Bradley: BradleyPG@state.gov
Grievance Counselors
Ayumi Hasegawa: HasegawaA@state.gov
Heather Townsend: TownsendHA@state.gov
Labor Management Advisor
Michael R. Wallace: WallaceMR2@state.gov
Law Clerk
Benjamin Phillips: PhillipsBE@state.gov

PROFESSIONAL POLICY ISSUES

Director of Professional Policy Issues
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Tales from the Foreign Service

BY SHAWN DORMAN

One of our favorite tasks each year is to bring together and highlight as many new books by Foreign Service authors as we can, showcasing the writing and storytelling talents of the U.S. diplomatic community through “In Their Own Write.” Along with that, we feature books that we think would be “of related interest” to the Foreign Service reading community.

This year’s collection features four dozen books by FS authors. The range of topics is wide. A few standouts include a memoir by Grace Kennan Warnecke, daughter of George Kennan (*Daughter of the Cold War*) and a biography of Llewellyn Thompson (*The Kremlinologist*) by his two daughters Jenny and Sherry Thompson. In *Cold Waters*, Raymond Malley takes us to the Arctic and Antarctica. And in a treat for the senses, Tania Teschke brings us *The Bordeaux Kitchen*, filled with gorgeous photos taken by the author in France.

In “Coming into Their Own Write,” frequent contributor Francesca Kelly introduces us to a writer’s group from the 1960s that inspired women of the FS community to write and publish their stories.

Through this month’s cover story, we are proud to highlight the centennial of the Diplomatic Courier Service. Veteran courier James Angell brings the history to life in “None Swifter Than These,” followed by Vince Crawley’s “Diplomatic Couriers



Shawn Dorman is the editor of The Foreign Service Journal.

Today.” Special thanks to the Diplomatic Security Public Affairs team for the amazing photos. If you are in Washington this month, please visit the courier centennial exhibit in the U.S. Diplomacy Center pavilion.

In this month’s feature, best friend of the Foreign Service family Mette Beecroft shares the inside story of the creation of the Family Liaison Office 40 years ago and its unique role helping FS families ever since.

And in President’s Views, Ambassador Barbara Stephenson offers her take on the importance of “Telling Our Story to the American People,” encouraging all of us to help the American public better understand and appreciate what the Foreign Service does and why it matters.

2019 FSJ Focus Topics

January-February:

Economic Diplomacy Works

March: Health and Wellness in the Foreign Service

April: NATO at 70

May: The FS Career: What’s New

June: Migration

July-August: Managing Competition from China

September: Preventive Diplomacy

October: In Their Own Write

November: 30th Anniversary, Fall of the Berlin Wall

December: AFSA Awards

+ A Look at the New/Old Russia

We hope this month’s celebration of FS writing will inspire you to consider how you might want to share your stories and perspective.

The *FSJ* is always seeking submissions on topics of interest or concern to members of the FS community. We are also seeking authors for our upcoming focus topics, listed here. Figure on at least 8 to 12 weeks from submission to publication, so please keep that in mind when submitting for focus topics.

We want your transformational Speaking Out submissions (1,500-1,800 words), opinion pieces that offer a critique and, ideally, suggestions for a better way forward. Or share a feature article (1,800-2,000 words) or a Reflection (700-1,200 words). Every article is better with photos (and we welcome your favorite recent photo as a submission to Local Lens). We also seek submissions for occasional features: FS Know How, FS Heritage and Family Member Matters.

Articles go to the FSJ Editorial Board for final consideration. For information on how to submit and details about each type of submission, please visit www.afsa.org/fsj-author-guidelines. Send all submissions to journal@afsa.org.

And we want to know what you think about what you read in the *Journal*, so please send comments over to us as letters to the editor (up to 500 words). This year we added “Letters-Plus,” a space for extended responses (up to 900 words) to important issues raised in *Journal* articles that warrant a continuing conversation.

Thank you for reading, and for writing. We look forward to hearing from you. ■

Everyday Strategy

Matt Boland's article in the September *FSJ*, "You Have a Strategy: Now What?" is great. I am a strong proponent of the daily practice of strategic planning. In Lomé, I organize the agenda of our country team meetings by integrated country strategy (ICS) goals; every week we go through each of the four goals, and members share what their sections did that week to advance our objectives.

I find that this generates very fruitful talk "across the table" among country team members, who are prompted to think in new ways about the issues and how different sections can make a contribution to each goal. We've come up with some unique and innovative collaborations through that process, and we have a country team that works exceptionally well and has high morale as a result.

I tell all the officers that I want them to be able to explain to their mothers what we do here and why it's important. That explanation begins with a thorough understanding and a clear explanation of our strategic goals. I mention our strategic goals in every town hall or large meeting with the staff, and emphasize that every single employee in the mission plays a role in achieving those objectives. I tell the Locally Employed staff that they are key messengers ("my ambassadors") on whom I depend to explain the embassy's objectives to their families, friends and neighbors.

Dave Gilmour
Ambassador
U.S. Embassy Lomé

Tradecraft

Matt Boland's article is a valuable contribution to diplomatic tradecraft. I am disheartened that the State Department has never made a commitment to require that officers develop com-

petence in strategic planning. I have witnessed firsthand the costs this failure has wrought on the institution, especially in the past 17 years since 9/11, as we've served—in Washington and overseas—alongside agencies who have made this investment.

Count on me to do what I can to help advance this initiative.

Henry Wooster
Deputy Chief of Mission
U.S. Embassy Paris

Worth Reading and Teaching

"You Have a Strategy" in the September issue is worth reading and teaching. After four years as chief of mission, I strongly believe that a strategy-driven approach—with a common strategy built and understood by all—is vital to success.

After three tours on the National Security Council staff, I'm convinced that adopting this approach would make State a stronger interagency player. I sent the article to Marc Ostfield at FSI suggesting they teach it there.

Greg Schulte
Ambassador, retired
U.S. Mission to the United Nations,
Vienna

Don't Forget the Sweet Spot

My warmest congratulations to the *FSJ* for the excellent article on strategic planning in your September edition. These recommendations draw from a wealth of experience and represent concrete methods for improving this effort across the department.

It would be great to see this article

expanded in the management and leadership courses offered at FSI. I hope we can also focus on that sweet spot in strategic planning between long-term objectives and short-term realizable goals that can be measured, acknowledged and built on by every team member.

Stephanie Syptak
Deputy Chief of Mission
U.S. Embassy Singapore



Helpful and Timely

Thank you for drawing my attention to this helpful and timely report on strategic planning. I have shared this with the Bureau of East Asian and Pacific Affairs leadership, here in D.C. and in the field, and encouraged close consideration of the important recommendations.

W. Patrick Murphy
FSO, Deputy Assistant Secretary for
East Asian and Pacific Affairs
Washington, D.C.

A Zero-Sum Game?

Much if not most of the obstacle to progress in reforming the State Department to reflect the world in which it operates is summed up in the article "The Demise of MED's Child and Family Program" in the September *FSJ*.

Everything that happens seems to be viewed as a zero-sum game. If you get something, I must give something up; and that must diminish my importance within the department.

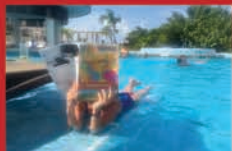
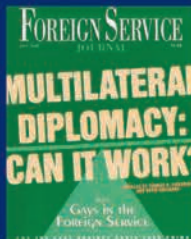
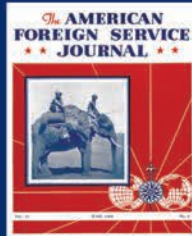
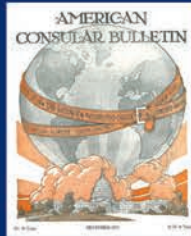
It was that way before my retirement in 2005, and it looks like nothing has changed in the ensuing years.

Harry Chamberlain
FSS, retired
Spring Hill, Florida

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WORLDWIDE QUESTIONS



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Saying No to Diversity

A trio of articles in the September *Foreign Service Journal* typifies the diversity mania sweeping the Foreign Service: “Who Is the Future of the Foreign Service?” by Barbara Bodine, “A Foreign Service for America” by Representative Joaquin Castro (D-Texas) and “Diversity: Not Just a Cause for the Underrepresented” by Jay Porter.

Each largely ignores diversity’s elephant-in-the-room question, the double-edged sword: What exactly does diversity bring to the table in terms of achieving optimal foreign policy formulation and execution?

Although making token mention of patriotism, intelligence, knowledge and character (let’s call them the “Foreign Service essentials”), Ambassador Bodine’s article really focuses on the need to recruit “the right people,” those who are the colors of the rainbow, LGBTQ and, if I read correctly, women—at least half.

Might, then, the Foreign Service admit the less qualified by applying the “right people” criterion, while rejecting the most qualified if they are not, say, the color of the day? Or, once the Foreign Service has enough LGBTQ officers, would it reject the next gay applicant though he or she has the diplomatic qualities of a Talleyrand or Metternich?

In effect, failure to maintain the “essentials” turns full-throttle diversity recruiting into a double-edged sword.

Here’s another double-edger: Only by diversifying the Foreign Service, Rep. Castro writes, can we gather minorities’ support behind American diplomacy and global leadership. In other words, the congressman and his adherents want a Foreign Service that (as the old saw goes) looks like them.

Jay Porter, a European affairs desk officer, equates diversity with superior results: an embassy team containing a diplomat who shares the ethnicity of the host country better understands that host country.

Now, were that true, the department would promote better understanding by sending our Muslim diplomats to Arab countries. It would be Catholics, say, to Ireland, Italy or Poland. Atheists and democratic socialists? Off you go to Cuba, China, Venezuela and, when it opens, North Korea.

And although it’s not clear whether the writer extends his judgments on ethnicity to include race, might not African American and Asian American diplomats best serve in Africa and Asia?

Heavens! What diversity here? Rather, it’s the double-edged sword: diversity obtained by dividing Foreign Service personnel into ethnic and racial groups, stereotyping and assigning them accordingly.

Recruiting on the basis of diversity necessarily comes at the expense of the “Foreign Service essentials.” How can it be otherwise when, for example, diversity recruitment’s *modus operandi*—based as it is on race, ethnicity, gender and sexual preferences—excludes broad groups of applicants (half the males, possibly) from fair competition?

Frankly, those who are patriotic, intelligent, knowledgeable and character-filled don’t give a damn what people look like; nor are they likely to recruit or advance anyone on that basis. Rather, they hold the “essentials” close and are the best champions and practitioners of both effective diplomacy and successful diversity. ■

Richard W. Hoover
FSO, retired
Front Royal, Virginia



United States Denies Visas to Same-Sex Partners of Foreign Diplomats

On Oct. 1, the Trump administration announced that it would begin denying visas to the unmarried, same-sex partners of foreign diplomats and other employees of the United Nations. The same-sex partners of these diplomats have until the end of the year to either marry or leave the country.

The decision was made despite the fact that many of these diplomats hail from countries that do not recognize same-sex marriage and would face prosecution in their home countries if they were to marry in the United States.

The decision was widely covered by the U.S. press, including *The Washington Post*, *Politico*, NPR, *Time*, CNN, Fox News, *USA Today* and other major outlets.

In a teleconference conducted “on background,” an unidentified senior administration official said that the new policy, which they called “forward-leaning,” will affect approximately 105 families currently in the United States.

Another official on the call said that the policy change is merely intended to “mirror what U.S. policy is now,” referring to the fact that as of Sept. 30, 2018, U.S. diplomats must be legally married in

order to confer derivative diplomatic status to their spouses.

A third official said that if the marriage requirement couldn’t be met, the department would “work with individuals on a case-

by-case basis to help them try to legally adjust their status to remain in the United States after the deadline.”

The New York Times reported on Oct. 2 that former U.S. Ambassador to the United Nations Samantha Power called the new policy “needlessly cruel and bigoted” in a tweet.

Diversity in Diplomacy?

On Sept. 17, *Politico* published an article by former Foreign Service Officer Uzra Zeya lamenting the decline in diversity since the start of the current administration. Wrote Zeya: “Our progress on diversity was far from adequate, but for most of my career, across both Democratic and Republican administrations, I could say with confidence that my government was striving to build a diplomatic corps that looked more like America as a whole. ... That is, until the Trump administration.”

Zeya notes that in the first five months of the current administration, the State Department’s three most senior African-American officials “were removed or resigned abruptly from their positions,” along with the top-ranking Latino officer, all of whom were replaced by whites. She used public data from AFSA to point out that 64 percent of President Trump’s ambassadorial nominees have been

white, non-Hispanic males. Not a single African-American female has been nominated for an ambassadorship.

Foreign Policy echoed Zeya’s argument on Sept. 17, writing that nearly a dozen current and former State Department officials told *FP* that “Trump’s failure to address the problem would likely exacerbate recruitment challenges at Foggy Bottom and could undercut U.S. foreign-policy priorities abroad.” According to *FP*, of the 52 political appointees Trump has nominated, 48 are white, while 38 are men.

On Sept. 28, State Department official Kiron Skinner responded. Skinner, who became the department’s director of policy planning in September, told the *Washington Examiner* that while “most institutions” in the United States aren’t adequately diverse, “given some of the trends in the U.S. against diversity—especially racial diversity—the State Department is doing much better.”

Skinner, who is African-American, told the *Examiner* that diversity is a priority for Secretary Mike Pompeo, saying: “I think me joining the State Department is one example of it—in a leadership role, on the seventh floor, near Mahogany Row, running the historic think tank shop for the State Department.”

Ambassador (ret.) Linda Thomas-Greenfield, who up until her retirement in 2017 was the most senior African-American woman at the State Department, disagrees. “Diversity is not a priority for this administration. It’s not on their agenda,” she told *Foreign Policy*. “We can’t have a Foreign Service in which the world sees and thinks our entire leadership is white and male.”



ARIF HUDAVERDI YAMAN/ANADOLU AGENCY/GETTY IMAGES

Cars are parked outside of the Saudi consulate in Istanbul on Oct. 13 as the waiting continued after the disappearance of prominent Saudi journalist Jamal Khashoggi (inset).



BY ALFAGH AT ARABIC WIKIPEDIA

Saudi Journalist Disappears in Istanbul

The disappearance and possible murder of Saudi journalist and dissident Jamal Khashoggi, a *Washington Post* columnist, is bringing renewed attention to U.S.-Saudi relations.

Mr. Khashoggi, a legal U.S. resident, went to the Saudi consulate in Istanbul on Oct. 2 to obtain paperwork he needed for his upcoming nuptials to a Turkish citizen, Hatice Cengiz. But he never came out.

The Washington Post reported on Oct. 11 that the Turks claim to have audio recordings of Khashoggi being interrogated, tortured and murdered inside the consulate while his fiancée waited for him outside.

Turkey agreed on Oct. 11 to a request by Saudi Arabia to form a joint committee to probe what happened to Khashoggi. It is unclear whether the United States will join that committee.

In an Oct. 11 op-ed in *The Washington Post*, Senator Ben Cardin (D-Md.) called on the United States to use the Global Magnitsky Human Rights and Account-

ability Act to punish any Saudi citizens or political leaders found to have been involved in the alleged murder of Mr. Khashoggi.

A bipartisan group of senators asked President Trump on Oct. 10 to trigger the act, which would give the president 120 days to decide whether to impose sanctions on any specific individuals involved with the journalist's disappearance.

However, in her Oct. 11 press briefing, State Department Spokesperson Heather Nauert pushed back, saying: "I understand that Congress may be interested in that, in a Global Magnitsky investigation, but we don't know the facts of this case just yet. So I think they're getting ahead of themselves at this point."

The Magnitsky Act allows for targeted sanctions against specific individuals, rather than countrywide sanctions, such as halting arms sales, which the president has said he would not consider. *The Washington Post* on Oct. 11 quoted Trump as saying: "If we don't sell it to them, they'll say, 'Well, thank you very much. We'll buy it from Russia.' Or

'Thank you very much. We'll buy it from China.' That doesn't help us—not when it comes to jobs and not when it comes to our companies losing out on that work."

Mr. Khashoggi's disappearance also raises questions about just how tough the administration is willing to be on Saudi Arabia, a close ally. The president's first overseas trip was to the Kingdom and Saudi Crown Prince Mohammed bin Salman is known to be close to the president's son-in-law Jared Kushner.

The incident has also shined a light on the fact that the United States still does not have ambassadors in place in either Saudi Arabia or Turkey. An Oct. 10 press briefing grew contentious when State Department Deputy Spokesperson Robert Palladino was asked by a reporter to name the ambassadors to Turkey and Saudi Arabia.

Foreign Policy quoted the evasive answers given by Palladino, who seemed unwilling to admit that not only do we not have ambassadors in either of these two important countries, but no names have even been put forward for confirmation.

Nikki Haley Resigns

On Oct. 9 U.S. Ambassador to the United Nations Nikki Haley announced her resignation, saying that she would leave her post at the end of the year. The announcement has led to considerable speculation.

Sources close to Amb. Haley said there was nothing suspicious about the timing, insisting Haley merely wanted to make the announcement before the midterms to give the president ample time to choose her successor before year's end.

CNN commentators suggested three other reasons Haley might have decided to resign. In an Oct. 9 column, the news outlet suggested she was upset at being "edged out" by John Bolton and Secretary of State Mike Pompeo. Or, they said, noting she is more than \$1 million in debt, she might simply need to make some money in the private sector.

Finally, CNN brought up the most talked-about reason: Haley might be



USUN Ambassador Nikki Haley, National Security Advisor John Bolton and Secretary of State Mike Pompeo at a press conference on the margins of the 73rd Session of the United Nations General Assembly in New York on Sept. 24.

considering a run for the presidency in 2020 or 2024 and wanted to leave while still relatively unscathed.

Another possible reason is that on

Oct. 8—the day before Haley submitted her resignation—a federal government watchdog, Citizens for Responsibility and Ethics in Washington, asked the State Department to investigate whether the U.N. ambassador broke any regulations by accepting multiple flights on private jets belonging to three South Carolina executives. Haley was also reprimanded by the Office of Special Counsel in September 2017 for using her official Twitter account to advocate for a political candidate in direct violation of the Hatch Act.

And then there was "Curtaingate," launched by the Sept. 13 *New York Times* article calling out the \$52,701 the State Department spent to equip her New York residence with customized mechanized curtains (initially ordered during the Obama administration).

Otherwise, however, her tenure as U.N. ambassador has been relatively blemish-free and her favorability ratings are much higher than those of the president. An April 2018 Quinnipiac University poll showed 63 percent of American voters

For someone who cares about institutions and building institutions that will last, it's heartening to me that someone from within is coming in this position. I'm sure cheering you on today."

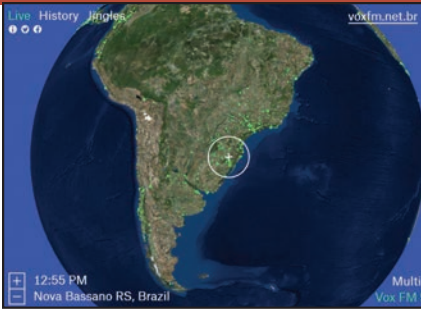
—Chairman Bob Corker (R-Tenn.),
Senate Foreign Relations Committee, Nomination
Hearing for David Hale for appointment as Under
Secretary of State for Political Affairs, Aug. 16.

It is equally important that we adequately fund the State Department, USAID and others so that our diplomats and our foreign assistance advisors can provide a better, more durable alternative to quick Chinese inducements. Only such a multi-faceted approach will truly help us meet the growing challenge that China poses. Understanding and then solving these challenges are upfront investments that will pay unmeasurable dividends in the end.

—Ranking Member Ed Markey (D-Mass.), Senate Foreign Relations
Committee Subcommittee on East Asia and the Pacific, in a hearing,
"The China Challenge, Part 2: Security and Military Developments," on Sept. 5.

Heard on the Hill





SITE OF THE MONTH: **RADIO.GARDEN**

Listeners can tune into thousands of radio stations across the world using a free radio service called Radio Garden. Using an interactive 3D globe, listeners can hover over icons that tune into radio stations, whether Hitradio Dragon in the Czech Republic, Radio Xamsadine in Senegal or Mandalika FM Radio Lombok in Indonesia.

According to one of the founders of the project, Jonathan Puckey, “The main idea is to help radio makers and listeners connect with distant cultures and reconnect with people from home and thousands of miles away.”

In Radio Garden’s History section listeners can tune into clips throughout radio history. Listeners can hear Radio Moscow announce history as Valentina Tereshkova becomes the first woman to visit space in 1963. Or listeners can hear a 1942 broadcast from Warsaw where German propaganda disseminates news of wartime victory—and a jamming station joins in on the same frequency to counter those claims and provide a different perspective.

The Jingles section helps listeners identify various stations and learn types of radio programming.

Radio Garden was launched in 2016 using public funds from the Netherlands Institute of Sound and Vision. It was developed by the Amsterdam-based Studio Moniker, and is now run by Studio Puckey.

approved of her job performance, while 75 percent of Republicans viewed her performance favorably. The same poll showed the president’s own approval rating at just 39 percent.

The race to replace Haley has only begun. Dina Powell, an early frontrunner who was formerly a Trump official and now works at Goldman Sachs in New York City, took herself out of the running without explanation. President Trump told reporters that there are five names on his short list to replace Haley, but he declined on Oct. 11 to name any of those people other than Powell.

Diplomat Killed in Madagascar

In a press statement released on Sept. 24, the State Department confirmed that a U.S. Foreign Service officer was found dead in his residence in Antananarivo on Sept. 21. Multiple news outlets, including Reuters, *Time*, CNN and ABC, reported on the death.

According to the *Daily Beast* and others, a suspect was apprehended while trying to scale the perimeter fence outside the residence. The suspect is currently in custody.

As we go to press, the name of the victim has been officially released: Kevin Webb.

Contemporary Quote

ee Dissent, and the energetic debate that underlies it, is an essential component of our duty. It is as important a part of our duty as discipline and obedience. Dissent, as understood and practiced in the Foreign Service, is not just about personal integrity. It is also about professional integrity, and the integrity of our policymaking process.

When we took our oath, we swore to uphold and defend our Constitution. We committed ourselves to the values, rights and institutions that define our democracy, and to respect the will of our sovereign: the American people. We cannot meet this commitment if we are unable to speak our mind.

We must be able to provide our elected leaders our best understanding and assessment of a situation, and we must be clear about the consequences of decisions and actions. Sometimes those consequences are moral and ethical; sometimes they are practical; sometimes they are strategic; and sometimes they combine all three.

Dissent, no matter how purposeful, has a bitter aftertaste. By its nature it reflects a failure to affect a change in thought, decision or action. Within the world of foreign policy and diplomacy, we must become comfortable with the understanding that we will not always prevail.

But we must also understand that the institutions we are a part of, and the great Republic that we represent, have remarkable characteristics of introspection, reflection and rectification. In this sense, dissent, as we understand and practice it, is not a single event that passes without effect. Instead, it is part of a larger conversation that we have with ourselves. It is designed to give us pause, to think anew, and to have a touchpoint to return to when we have recognized that we have made a mistake.

—Former Under Secretary of State for Political Affairs Tom Shannon, speaking at the Oct. 10 AFSA award ceremony on accepting the Christian A. Herter Award for constructive dissent by a senior officer.

50 Years Ago

My Day with JFK

I have scanned in vain a few thousand pages of intimate memoirs of the life and work in the White House under John F. Kennedy for any mention

of my day. The most memorable experience of my career to date was apparently just another workday in the lives of Sorensen, Schlesinger, et al. I refer to the visit to Washington of the then Austrian Federal Chancellor, Dr. Alfons Gorbach, in May 1962.

The planning and preparations for the visit, of course, began several months before. During the final few weeks I was engaged, as Austrian desk officer, almost full time in the drafting and clearing of briefing papers, advising the Office of Protocol and the White House social staff on preparation of the guest list for the president's luncheon, selection of gifts to give the Chancellor, etc.

A representative of McGeorge Bundy's White House staff stopped at my office every few days to pick up copies of all available papers. As a conscientious bureaucrat, I pointed out that in many cases these documents were only uncleared drafts which did not yet have the concurrence of my departmental colleagues or superiors, but this did not in the least deter him. He said he wanted to have the original thinking of the desk officer, as well as the final distillation of the entire bureaucracy.

When the day finally came, Acting Assistant Secretary Tyler and I rode over to the White House with Acting



Secretary [of State George] Ball, arriving perhaps five minutes before the appointed hour of 12:30 to deliver the requested

oral briefing. We stood outside the president's office in a nervously bustling corridor until Atomic Energy Commission Chairman [Glenn T.] Seaborg, General Maxwell Taylor, Mr. Bundy and one or two others whom I could not identify emerged. At about 12:35 we were ushered into the oval office, which was so familiar from countless photographs.

The president came from behind his desk, shook hands and invited us to sit on the two couches which extended from either arm of his rocking chair, flanking the fireplace. Mr. Ball and Mr. Tyler took seats on the president's left, and I sat alone on his right. The president braced his feet on the end of the coffee table between the couches in order to propel his rocker while he spoke. This put his feet almost in my direct line of sight, and I found myself staring at them.

I had read that the president was not known as a fashion leader, but I was still surprised to see faded blue nylon socks with numerous pillings, which are the customary drawback of such hose. This touch of mundane reality brought home to me that this was just another routine day for the president.

—Jack Sulser, from his article by the same title in the November 1968 edition of the FSJ.



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USAID Tests Cash Transfers

A recent experiment conducted by USAID made the news on Sept. 14 when *The Atlantic* published a story about the “A/B Test” in Rwanda to determine which would be a more effective way to disperse aid and prevent malnutrition: a “holistic” intervention involving education, donations and sanitation, or a simple cash transfer to each concerned household.

In the \$140 billion foreign aid sector, the authors wrote, “donors rarely measure the effectiveness of individual programs, let alone weigh one intervention against another.” The authors lauded USAID’s willingness to look hard at its own effectiveness with traditional programs as “unusual, and quite brave.”

USAID released the results publicly in September. They showed that “neither the holistic intervention nor the smaller cash transfers moved the needle much on nutrition.”

However, large cash transfers of approximately \$530 per household made a significant difference, as those families were able to save 60 percent more while at the same time purchasing healthier, more varied foods for their families. Children in those households were taller and weighed more than children in other households.

The results of the experiment show that cash transfers should be considered by donors when applicable, the authors argue. They also remind us of the need to consider the needs and desires of the recipients themselves when designing effective aid programs. ■

This edition of Talking Points was compiled by Donna Gorman, Dmitry Filipoff and Shawn Dorman.

Radically Simple Ideas for a Better State: Foreign Service 2.0

BY JC WINDHAM

Our jobs are complex; the environment we work in is constantly changing, both at home and abroad. We struggle to learn languages, new cultures and jobs; build relationships; effect positive change; and then do it all again after a couple of years.

Unfortunately, the bureaucracy that supports that Foreign Service has become equally complex, for both good and bad, potentially hampering the Department of State's ability to effectively accomplish our mission and affecting morale.

In the following I propose several changes to our bureaucracy that I consider radical because they are substantial deviations from our current processes but are also simple. To be clear, "simple" does not necessarily mean easy: if our leadership chooses to implement the ideas below, it will require substantial work and, potentially, even legislative action.



JC Windham is a financial management officer, currently serving in Washington, D.C.

His previous assignments were to Khartoum and Asuncion. As an FS family member before that, he served in Brazzaville. Prior to joining the Foreign Service, he worked as a civilian financial manager with the Department of the Navy in the Washington, D.C., area for nine years. He lives with his wife and two four-legged children in Arlington, Virginia.

We need to revamp both our hiring process and our current personnel system to better execute today's and tomorrow's mission sets.

But the result will be worth it, and the future Foreign Service will be better for it.

Generalists Need to Go: Cones Become Specialties

The idea of a "jack-of-all-trades, master of none" or an individual being "a mile wide and an inch deep" is simply not effective in today's world. Businesses and government agencies have been shifting to specialization for decades, while our generalists are still expected to perform duties outside their field to prove their initial worth (e.g., consular tours).

We need to revamp both our hiring process and our current personnel system to better execute today's and tomorrow's mission sets. First, existing generalists should be converted to specialists, and their respective cones to specialties.

This conversion would have the following benefits:

a) Accurate data on the actual cost of conducting diplomacy, "doing business" and generating congressionally mandated reports can be derived from overtime compensation.

b) Hiring practices and processes can be tailored to necessary and specific

skill sets and experience levels for each specialty.

c) Individuals with more experience and relevant skill sets can be hired at higher grades, based on the cost of labor.

d) The number of new hires can equal the number of positions.

e) Tenure requirements can be removed and replaced with a standard three-year probationary period.

f) The consular tour requirement can be eliminated for non-consular specialties.

g) The foreign language requirement can be removed for tenure and probation.

h) A standardized orientation for all Foreign Service officers can be followed by specialty-specific tradecraft training.

Forget the Foreign Service Exam

With the conversion of generalist fields to specialists, the Bureau of Human Resources can develop and tailor specific hiring practices that will attract the most talented, experienced and diverse individuals to excel in each specialty (similar to the way specialists are hired now). Further, each specialty can adjust the hiring grade (salary) based on the market rate and cost of labor.

The deputy chief of mission should also be the chief operating officer of the embassy.

Welcome, Consular Adjudicators

Create a new consular adjudicator/interviewer specialty to enable removal of the consular tour requirement for officers and to improve consular services, performance and consistency. These positions would have five-year assignments and would alternate between overseas and domestic to support domestic consular operations.

The assignments for these positions would be based on foreign language skills. For example, someone with Spanish-language fluency might serve in Mexico City, then back in the United States, and then in Bogotá to maximize the department's investment in foreign language education and also the individual officer's skill set in language nuances and local cultures.

What Do You Really Think Of Me?

Modify the annual Employee Evaluation Report in two ways:

First, add three boxes that each manager checks:

- a. Ready to Promote
- b. Ready to Promote with Conditions (spelled out in Manager Statement)
- c. Not Ready to Promote

Second, in place of a rater and reviewer statement, have a rater/manager statement, a peer statement and an employee statement. The selection of the peer/employee should be unique per year and per tour; in other words, the officer has to use a different peer and different employee for each EER.

While not a full 360-degree evaluation, this system captures a more accurate pic-

ture of the employee's accomplishments than the current practice of providing bullet points to a reviewer with whom the employee may only rarely interact.

A Better MED

It has become increasingly difficult to hire competent medical professionals into the Foreign Service because of the difference between private-sector compensation and what the department offers.

Other government agencies, such as the Veterans Administration, have overcome this by developing specialized pay scales specific to the respective profession/position.

The Bureau of Medical Services and department management should develop a separate pay scale for regional medical officer, regional medical officer/psychiatrist and other MED professions to better recruit and retain talented practitioners in those fields.

One World

The State geographic bureaus should be aligned with the Department of Defense's Regional Combatant Commands to better coordinate support and missions.

This would split the Bureau of Western Hemisphere Affairs into South American Affairs and North American Affairs (which would also oversee domestic operations), transfer most of North Africa into the Bureau of African Affairs and combine parts of the bureaus of Near Eastern Affairs and South and Central Asian Affairs to form a new Bureau of Asia Pacific Affairs.

This would change which bureaus

some embassies would fall under, but would not require the closure of any overseas facilities.

Home or Abroad?

Move as many regional bureau Civil Service positions as appropriate overseas to centralized regional support hubs to better provide real-time support to embassy operations. This may be Nairobi for AF, for example, or Bangkok for EAP. These positions could be staffed at five-year intervals, similar to how other agencies announce and advertise for overseas positions (e.g., the Drug Enforcement Administration).

A good litmus test for whether a position should be offshored would be to evaluate how much required HST/D.C. interaction that position involves by comparison with the provision of services directly to posts; if the scale tips more to the latter, then the position should go overseas. This would also free up headquarters space to allow for consolidation of some offices back into Main State and reduce our Washington, D.C., footprint.

No More Bait and Switch

An assignment to an overseas mission should be a contract between the employee and the department, yet the State Department retains unilateral authority to reduce the compensation accorded to that employee.

The Hardship Allowance, Cost of Living Adjustment, Danger Pay Allowance and number of R&Rs should be locked in as a floor based on the panel date of the employee. These benefits can increase during the officer's tour, but they should not be reduced below the amount at the time of paneling.

This will create more financial stability for the officer, as well as stability for personnel budgeting.

Keep Us Safe

Diplomatic Security should have two different law enforcement professions—DS investigation agents, who would be domestically based and follow a career progression similar to other domestic federal law enforcement agencies; and DS Foreign Service agents, who would spend the majority of their careers overseas.

This would allow both sets of agents to develop specialized skills specific to their respective career fields.

The World Isn't Flat, But We Should Be

The deputy chief of mission should also be the chief operating officer of the embassy.

Having an additional layer of bureaucracy between the DCM and the current management sections leads to a constant game of “telephone,” where information is selectively filtered both up and down the chain of command. In most instances, this is a severe detriment to embassy operations and the morale of the largest section in the embassy.

The management officer cone/specialty should be eliminated, with the management sections reporting directly to the DCM. Current management officers can be offered early retirement buyouts or select a specialty and transfer based on availability.

Tomorrow

None of the above changes are easy, and many will rail against them as at best naïve or, at worst, malicious. My intent is to generate conversations and effect changes with these ideas that will both make our organization more effective and improve the lives of Foreign Service officers tomorrow and in the future. ■



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None Swifter Than These



Couriers with U.S. ships in Danzig, March 31, 1919.

U.S. DEPARTMENT OF STATE/DIPLOMATIC SECURITY SERVICE

This year marks the centennial of the U.S. Diplomatic Courier Service. Established in Paris at the end of World War I to ensure the inviolability of classified communication between U.S. diplomatic missions across Europe, the Diplomatic Courier Service has grown from 15 military personnel in a single city to approximately 100 civilian professionals serving in 11 divisions and hubs across the globe: Frankfurt, Dakar, Abidjan, Pretoria, Nairobi, Manama, Bangkok, Seoul, São Paulo, Miami and Washington, D.C. These dynamic individuals are entrusted with the secure delivery of classified material to more than 270 U.S. missions worldwide.

Yet even as the Diplomatic Courier Service approaches a full century of dramatic history, and is at work all around the world, the vast majority of State Department personnel (let alone the American people) do not know it exists.

The Silver Greyhounds

Major Amos J. Peaslee (who later served as U.S. ambassador to Australia) conceived the idea of a trans-Atlantic courier service during World War I to improve delivery of mail and official messages to American troops fighting in France. General John J. Pershing signed off on the initiative in March 1918, and a group of seven Army officers led by Peaslee quickly cut delivery times between Washington and Paris from five weeks to less than two. The improvement was so dramatic that after the armistice, the American Commission to Negotiate Peace asked Peaslee to report to Paris and set up a courier service to help U.S. diplomatic missions across Europe support Herbert Hoover's American Relief Administration.

James B. Angell joined the Department of State in 1993 and was promoted into the Senior Foreign Service in 2011. He has been posted twice in Washington, D.C., most recently as the director of the Diplomatic Courier Service, and is currently director of the Frankfurt Regional Diplomatic Courier Division. Before joining the State Department, Mr. Angell was an archaeologist and interpretive ranger for the U.S. National Park Service.

A veteran courier salutes the Diplomatic Courier Service's first 100 years and a career that offers both satisfaction and the opportunity to serve.

BY JAMES B. ANGELL

The first diplomatic couriers, informally known as the "Silver Greyhounds" (named after King Charles II's messengers), set up shop at 4 Place de la Concorde on Dec. 2, 1918. Their motto, "None Swifter Than These," was taken from Herodotus' description of the Persian couriers of 440 B.C. and remains the Diplomatic Courier Service's motto today. Following World War II the Diplomatic Courier Service became part of the State Department's Division of Communication (Information Management), and in 1985 it was folded into the Bureau of Diplomatic Security pursuant to recommendations the Inman Commission made to consolidate the department's security efforts.

Constant travel is inherently dangerous, and the six diplomatic couriers who perished in the line of duty during the past century have all died in plane crashes: Seth J. Foti in 2000 in Bahrain; Joseph P. Capozzi in 1963 in Cameroon; Willard M. Fisher in 1953 in Tanzania; Richard T. Dunning in 1951 in Liberia; Homer C. White in 1945 on a flight that departed from Liberia and never reached its destination in Ghana; and James N. Wright in 1943 in Portugal.

A Perilous Profession

Others were more fortunate. For instance, Henry E. Coleman survived with his diplomatic pouch after a German U-boat torpedoed the British liner *Western Prince* on Dec. 14, 1940, in the mid-Atlantic. And on April 20, 1968, Thomas Taylor was one of only six survivors aboard a South African Air 707 that crashed in mountainous terrain outside Windhoek, Namibia. Miraculously, his diplomatic pouch remained intact after the crash.

More recently, on May 25, 2008, Andy Perez was on a Kalitta Air plane that crashed at the end of a runway on takeoff from Brussels with 4,000 kilograms of regional classified material bound for Manama on board. He assisted the crew and secured his classified pouches until cleared reinforcements arrived from Embassy Brussels and Consulate General Frankfurt to set up a command post for the huge salvage operation. In recognition of his bravery and dedication to duty, Perez received the State Department's Heroism Award.

Despite its small size, the Diplomatic Courier Service has a global reach. Last year, it securely transported 103,167 pouches weighing 5,548,257 pounds, via 3,309 separate diplomatic cou-

The Ins and Outs of a Diplomatic Courier Hub

For several decades until the early 1990s, all State Department diplomatic couriers operated out of just three hubs: Washington, D.C., Frankfurt and Bangkok. As a result, trips to posts lasted days, often weeks, and the cost of travel and temporary duty assignments could run high.

As travel options and technology improved over the years, so has the efficiency of courier operations. In the 1990s, the U.S. Diplomatic Courier Service set up hubs in five new locations, adding two more in the 2000s. The most recent hub was established in Nairobi this past summer, bringing the total to 11. These vary in size and resources, with Washington and Frankfurt having the largest staffs. Additional hubs are more cost-effective and greatly reduce the amount of time diplomatic couriers spend traveling.

In a far cry from the first-class seats of decades gone by, today's diplomatic couriers frequently fly in jump seats on cargo planes with "pouches" that can fill the entire cargo hold. Increasingly, though, you'll find couriers on cargo ships, ferries, trains and trucks—whatever is most efficient.

The job isn't all globetrotting, though. Diplomatic couriers are exceptional logisticians, tracking millions of pounds of cargo annually. In 2017, the Diplomatic Courier Service moved 103,167 pouches weighing 5,548,257 pounds. While the D.C. division is the origin for about 70 percent of all classified material the U.S. moves around the world, more than two-thirds of all material transits the Frankfurt Regional Diplomatic Courier Division.

Tales from the Vault

The shipping process usually begins in the "vault," a secure storage facility where classified and sensitive materials are kept before and after delivery. Couriers

first log detailed records of every diplomatic item and pouch they ship and receive: the to and from addresses; the date the item was pouched and the date the item was received or released; the registration number, seal number and pouch number; and the item's dimensions and weight. Only then do they "tag and bag" the shipments and schedule them for movement.

Getting the shipments to their destination is a feat requiring an expert level of familiarity with weight restrictions and flight schedules for commercial and cargo airlines, as well as an encyclopedic understanding of entry requirements—from vaccinations to visas—for every country.

On shipment day, the diplomatic courier will check his or her inventory to verify once more that all the pouches are there and accurate. The pouches are then counted and loaded into an embassy vehicle in which at least one courier, a courier escort (who is sometimes another courier) and a driver head to the airport.

Only when the diplomatic pouches have been loaded securely onto the plane does the traveling courier board. The escort watches until the cargo doors are closed, then waits until the aircraft departs and the shipment is securely underway to head back to the office to finalize the paperwork. Meanwhile, as the aircraft begins to approach its destination, an escort there meets it to ensure the diplomatic cargo remains under Department of State control.

It's a carefully orchestrated process that is repeated day and night at airports and other transit points around the globe—wherever members of the Diplomatic Courier Service are on duty, ensuring the secure handling of our nation's most sensitive diplomatic shipments.

—Angela French, DS Public Affairs

The shipping process usually begins in the "vault," a secure storage facility where classified and sensitive materials are kept before and after delivery.

The international challenges the Department of State confronts are relentless; yet helping to overcome these obstacles makes for an immensely satisfying career.

A diplomatic courier (in hat) with an officer from Embassy Paris in Paris in 1957.



U.S. DEPARTMENT OF STATE/DIPLOMATIC SECURITY SERVICE



U.S. DEPARTMENT OF STATE/DIPLOMATIC SECURITY SERVICE

Couriers arrive in China in 1973.

rier missions. These pouches contained sensitive and critical material and equipment necessary to conduct foreign policy around the globe, and 51 of the missions were specifically coordinated to support the president and the Secretary of State.

In the past few years, diplomatic couriers have provided logistics support for milestones such as the reopening of the U.S. embassy in Havana, the Global Entrepreneurship Summit in Nairobi, and even sporting events like the Summer and Winter Olympics. The Diplomatic Courier Service has also delivered almost 700 pouches to support various security augmentation teams temporarily assigned to overseas missions under the highest threat of political violence or terrorism. These missions were critical to protecting lives and facilitating the conduct of foreign policy in the most arduous environments.

Critical Missions

After the Paris attacks on Nov. 13, 2015, a Diplomatic Courier Service team worked late into the evening and over the weekend to transport critical shipments to France. This entailed driving to Paris with a diplomatic note from the U.S. consulate general in Frankfurt to ensure a successful crossing because French borders had been sealed.

Just a week later, terrorists attacked a hotel in Bamako, Mali, killing 20 people. Once again, diplomatic couriers went into action, formulating and executing a plan to support shipments to a remote U.S. mission that is difficult to service even during normal times. Such events highlight the close working relationship between the different directorates of the Bureau of Diplomatic Security that has been critical over the past several years to ensuring the safety and security of the department's overseas personnel.

In July 2016, I personally staffed a critical mission to Nairobi in support of protective teams dispatched to Embassy Juba during civil unrest. I was on the tarmac in Kenya 36 hours later, delivering critical equipment to teams as they boarded charter flights to South Sudan. Such an urgent mission is indicative of the swift global response the Diplomatic Courier Service is capable of making and showcases how essential our role is in protecting the department's personnel.

In the turbulent year following my mission, our Frankfurt office completed 27 missions to Embassy Juba alone, delivering 18,706 kilograms of critical equipment. As logistics experts, our personnel have developed a wealth of professional knowledge on quickly delivering material to remote and high-threat posts around the globe.

Constant travel is inherently dangerous, and the six diplomatic couriers who perished in the line of duty during the past century have all died in plane crashes.

Secretary of State John Kerry's record-breaking travel of more than 1.3 million miles during four years posed major logistical challenges, but our team always delivered his secure communications gear to post three days prior to each visit. This perfect record included his final trip to Davos, in January 2017, for which a diplomatic courier had to purchase 400 euros worth of tire chains at the base of the Alps to ensure the equipment reached the icy resort on schedule.

Less than a month later, in February 2017, a courier team supported Secretary of State Rex Tillerson's first overseas meetings in Bonn. More recently, even before Secretary of State Mike Pompeo took his oath of office and immediately embarked on overseas travel, diplomatic couriers were in the air, paving the way for his first overseas trips to Brussels, Riyadh, Jerusalem and Amman.

A Satisfying Career

The international challenges the Department of State confronts are relentless; yet helping to overcome these obstacles makes for an immensely satisfying career. Our team's persistent focus on bolstering the classified pipeline from the Department of State to Embassy Beijing, and our consulates in Shenyang, Shanghai, Chengdu and Guangzhou, has played a critical role in strengthening national security and diplomatic engagement.

Due to constantly changing restrictions on shipments to China, the Diplomatic Courier Service has utilized various delivery methods, ranging from trains to a 3,200-mile overland bus route. More recently, in 2015, we conducted the first diplomatic courier mission to China via ferry from South Korea.

At the same time, other members of the Diplomatic Courier Service team were performing indispensable work during the Ebola outbreak in West Africa. Couriers delivered diplomatic pouches to Conakry, Freetown and Monrovia via Department of Defense "humanitarian corridor" flights from Dakar after



U.S. DEPARTMENT OF STATE/DIPLOMATIC SECURITY SERVICE

Couriers handle a pouch going from Abidjan to Monrovia in 2017.

all commercial airlines canceled service due to the epidemic. These high-profile missions included the delivery of critical equipment to support the secure deployment of public health experts from the Centers for Disease Control throughout the Ebola-stricken countries.

More recently, because of the Russian expulsion of American diplomats in 2018, a diplomatic courier traveled to St. Petersburg to facilitate rapid closure of the consulate. The courier was put straight to work by the department's Bureau of Information Resource Management, as personnel departed ahead of the Russian-imposed deadline. The courier assisted in pouching critical classified material, then traveled to Moscow with other staff on an overland mission as the consulate doors were closed. The Bureau of Diplomatic Security and Moscow's deputy chief of mission praised his invaluable assistance in removing classified material from St. Petersburg during a traumatic time.

After spending a quarter-century in the Diplomatic Courier Service, I still believe it is not only one of the best jobs in the U.S. government, but perhaps in the entire world. Even a flight I recently took from Birmingham back to Frankfurt while squashed into the jump seat of a small cargo plane, to escort Secretary Pompeo's classified communications equipment, reminded me what an adventure this job continues to be.

What other line of work offers this gift of global travel and living abroad while serving one's country? Looking back, I wouldn't trade my time in the Diplomatic Courier Service for any other career. ■

U.S. Diplomatic Couriers **A Historic Timeline**

1776: First American Courier. On July 10, 1776, four days after the Declaration of Independence was proclaimed, the Continental Congress commissions the first diplomatic courier, Captain Peter Parker, as commander of the U.S. sailing brig *Dispatch* to carry sensitive correspondence to France.

1776-1914: Dispatch Agent System. For nearly 140 years, the U.S. Department of State uses “bearers of despatch” (the spelling at the time) and forwarding agents to move sensitive documents. Bearers are trustworthy American travelers, including lawyers and merchants. Forwarding agents arrange deliveries via payments to ships captains.

1851: First Female Bearer of Despatch. In 1851, Matilda Frye, traveling with her lawyer husband, becomes the first female bearer of despatch when the U.S. minister in Lima hires her to carry a newly signed treaty from Peru to the United States.

1900-1912: Bilateral Agreements on Diplomatic Pouches. As the United States begins to assume a more global role, the Department of State negotiates more than 25 bilateral agreements to allow for the unimpeded exchange of diplomatic pouches.

1914: London and Paris Courier Operations. War between European powers begins in August 1914, disrupting official postal systems. U.S. Embassy London hires an individual to serve as a courier. U.S. Embassy Paris follows suit, and the two embassies begin exchanging documents via courier.

1917: “War to End All Wars.” On April 6, 1917, the U.S. Congress declares war on the German Empire. With the United States no longer neutral, the Department of State requires more secure and reliable ways to move documents.

1917: Marine Couriers. In October 1917, at the request of the U.S. Secretary of State, the Navy assigns nine U.S. Marines to courier duty. The noncommissioned officers receive diplomatic passports, wear civilian clothes and cover three routes in Europe, later adding an East Asia route. Amidst the Russian Revolution, four Marines carry dispatches into St. Petersburg, where they quickly assume duty to supplement embassy security. The success of the program leads to a demand for more Marine couriers, but Marine Corps commanders push back.

1918: Silver Greyhounds. In March 1918 General John J. “Black Jack” Pershing authorizes U.S. Army Major Amos J. Peaslee to organize a wartime courier service. Peaslee’s “Silver Greyhounds” (denoted by the greyhound patch on their uniforms) immediately reduce transit times between Paris and Washington from roughly five weeks to less than two.

1918: Diplomatic Courier Service Is Born. With the November 1918 armistice, the Silver Greyhounds’ consignments shift from being primarily military to being primarily diplomatic. On Dec. 2, 1918, the Silver Greyhounds are formally assigned to the U.S. Department of State in advance of the Paris Peace Conference delegation. The Silver Greyhounds are the first U.S. organization dedicated specifically to the movement of diplomatic pouches.



The “Silver Greyhounds” in 1918.

1919: Building a Courier Network. In support of peace negotiations, the Silver Greyhounds establish routes to U.S. embassies across war-ravaged Europe: Berlin, Bern, Brussels (via biplanes), Bucharest, Constantinople (now Istanbul), London, Stockholm, Tours, Trieste and Vienna, as well as headquarters of the American Expeditionary Force in Chaumont, France, and including Mediterranean ports via British ships.

1919: Silver Greyhounds Disband. After the signing of the Treaty of Versailles, the U.S. Army’s Silver Greyhounds disband and return to civilian life. The Department of State, however, continues to employ civilians, as well as U.S. Marines, as diplomatic couriers until 1920.

1920s-1930s: Understaffed and Overworked. Always understaffed, courier services periodically disband and restart throughout the 1920s and early 1930s. During the Great Depression, the department briefly eliminates courier services altogether. President Franklin D. Roosevelt reinstates the service in 1934, and couriers have served continuously ever since.

1941: Washington Headquarters and First Chief of Couriers. With the growing diplomatic pressures of World War II, the Courier Service establishes its first office in Room 109 at the original Department of State site (the Old Executive Office Building, now the Eisenhower Executive Office Building). Edwin Schoerlrich, a Foreign Service officer, becomes the first “Chief of Couriers,” the first central head for the group since Amos Peaslee more than two decades earlier. The Courier Service faces a workload explosion due to the deteriorating global situation.

1941-1945: Collaboration Between Civilian and Military Couriers. U.S. entry into World War II brings a high level of cooperation and overlap between diplomatic and military couriers, with military personnel frequently assigned to support the Department of State.

1945-2004: Long-Haul Transport by Military.

Longstanding cooperation between the Courier Service and the U.S. military for the delivery of classified pouches continues after World War II. The U.S. military courier services provide “long-haul” trunk-line movement of diplomatic pouches, transferring them to the civilians in the Diplomatic Courier Service for delivery to the final destinations. This arrangement continues until 2004.

1947: Back to Civilian Operations.

With the end of World War II, military officers detailed for courier duty are gradually discharged. By 1947 the Diplomatic Courier Service is again an all-civilian operation, although it works closely with military counterparts.

1950s-1960s: Front Lines of the Cold War.

Amid growing Cold War tension, diplomatic couriers become symbols of superpower intrigue as they carry sensitive documents around the globe and across the Iron Curtain. Movies and TV shows depict them as dashing secret messengers eluding foreign spies through exotic capitals.

1955-1956: First Black Couriers. The Diplomatic Courier Service is ahead of many U.S. government organizations in racial integration. Nathaniel Ragsdale, an African American, enters service in July 1955, followed by Enoch Woodhouse in March 1956.

1961: Vienna Convention. The United Nations, through the Vienna Convention on Diplomatic Relations, formalizes diplomatic protocols and laws that have been informally observed for decades. Article XXVII of the Vienna Convention guarantees the inviolability of diplomatic pouches and the couriers who transport them.



U.S. DEPARTMENT OF STATE / DIPLOMATIC SECURITY SERVICE

An American courier on his bicycle in 1919.



U.S. DEPARTMENT OF STATE / DIPLOMATIC SECURITY SERVICE

Susan Shirley Carter, the first female courier, undertook her first mission on Nov. 16, 1974.

1966: Operational Expansion to West Africa.

With the growing number of newly independent African nations, the Department of State moves away from reliance on the Military Courier Service’s Europe-focused network and establishes direct courier routes from Washington, D.C., to West Africa, cutting average transit times by 50 percent.

1968: Hiring Practices.

“Although there is nothing to stop them [women] from applying,” a chief courier of the era explains, “none have ever made serious applications.” Applicants have to be single and between the ages of 21 and 31. They are required to remain single for the first year of their two-year tour of duty. Only 11 of the 79 current couriers are married, and family problems are a significant factor in retention.

1974: First Female Courier.

After having first worked in department communications, Susan S. Carter becomes the first female courier. Her first courier mission is on Nov. 16, 1974.

1985: Couriers Join the Diplomatic Security Service.

The Diplomatic Courier Service becomes part of the Diplomatic Security Service during a Department of State consolidation that includes creation of the Bureau of Diplomatic Security. The reorganization follows the 1983 bombing of Embassy Beirut and the subsequent threats of terrorist attack that have elevated the importance of security throughout the State Department.

1992: “Hub and Spoke” System. The Courier Service begins establishing additional hubs around the world so that individual couriers can make brief visits to one or two sites at a time instead of lengthy multination trips from the three regional divisions. By 1999 there are hubs in Miami, Manama, Seoul, Pretoria, Abidjan and, for several years, Helsinki.

2008: First Female Courier Director. Deborah Glass, a security engineer, is named the first female director of the Diplomatic Courier Service.

2016: Real-Time Logistics. The Classified Pouch Modernization Effort brings logistical best practices to the Diplomatic Courier Service, including a courier mobile application for smartphones, scanner applications for inventorying pouches, a customer portal, a centralized mission planning tool and management dashboards.

2018 and Beyond: Current Courier Operations. Today the Diplomatic Courier Service operates regional divisions in Washington, D.C., Bangkok, Frankfurt and Miami, with hubs in Seoul, São Paulo, Manama, Dakar, Abidjan and Pretoria. There are approximately 100 couriers, about 25 percent of them female. As they have done ever since the founding of the nation, diplomatic couriers continue to oversee the movement and delivery of sensitive pouches and materiel to U.S. embassies and consulates around the world. ■

This timeline was assembled by Vince Crawley, a public affairs writer with the Bureau of Diplomatic Security from 2014 to 2018. For more on the history of the Diplomatic Courier Service, see bit.ly/DiplomaticCouriers. Follow DSS on Facebook and Twitter and Flickr.

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From Pouches to Cargo **Diplomatic Couriers Today**

The couriers' mission has not changed, but their scope of work and responsibility have expanded dramatically.

BY VINCE CRAWLEY



U.S. DEPARTMENT OF STATE/DIPLOMATIC SECURITY SERVICE

A diplomatic courier on the Miami-to-Havana run in 2017.

Today's diplomatic couriers are specialized freight and cargo expeditors who daily travel the globe safeguarding our nation's most sensitive shipments. They still supervise the safe delivery of classified documents, of course, as did their predecessors over the past century. But now they also safeguard the shipment of equipment and construction materials to nearly every location where American diplomats live and work.

"It takes charm, nerve and self-confidence," says Stephen Donovan, deputy director of the Diplomatic Courier Service. "Every game we play is an away game. We're never inside the friendly confines of the embassy, where people are prepared to cooperate with us. Day in and day out, we are taking these pouches and trying to get them through places where airport security is trying to prevent unscreened things from getting through."

State Department couriers can be found on tarmacs around the world, working with local authorities to facilitate the load-



Vince Crawley served as a public affairs writer with the Bureau of Diplomatic Security from 2014 to 2018. A former journalist, he has spent half his career overseas and entered public service in 2005 with the Department's Bureau of International Information

Programs. From 2007 to 2014, Mr. Crawley worked on Department of Defense Africa programs.



Diplomatic couriers prepare shipments in 2017.

ing and unloading of sensitive shipments. They still use the term “pouches,” but as often as not, a modern one can fill an entire shipping pallet. And although Article XXVII of the Vienna Convention on Diplomatic Relations of 1961 guarantees the inviolability of diplomatic pouches and the couriers who transport them, that doesn’t mean every airport security professional in the world is familiar with international protocols—or willing to adhere to them.

“The courier mission is the same as it was 100 years ago,” explains Jose “Eddie” Salazar, director of the Diplomatic Courier Service. “The technology has changed. The vehicles have changed. The security environment has changed. But the mission is the same as it was 100 years ago—to protect our nation’s classified material, to maintain security of classified material across international borders.”

Same Mission, Different Challenges

Indeed, the evolution of electronic communication from cables to faxes to secure email has largely taken the place of urgent hand-carried dispatches. Yet the number of diplomatic couriers has held steady at just over 100 for the past two decades, Salazar says. That’s in part because today’s couriers travel to an ever-

increasing number of locations. During the 1990s, courier routes typically included only U.S. embassies in capital cities, but today’s couriers also handle shipments to dozens of U.S. consulates.

Further, during the final decade of the Cold War the courier workload began shifting from documents to cargo shipments in earnest as a result of discoveries at the U.S. embassy in Moscow. The embassy had been a target for surveillance from the time it was established in the 1930s, and over the years listening devices and electronic bugs were regularly detected—including in a hand-carved wooden replica of the Great Seal of the United States, presented by Soviet schoolchildren to the U.S. ambassador that turned out to be a transmitter.

But in 1984 Embassy Moscow security officers discovered that locally purchased electric typewriters had been fitted with eavesdropping devices that recorded all their keystrokes. As a result, couriers began transporting U.S.-purchased and tested equipment to all locations where sensitive or classified information might be handled.

Shortly thereafter, Bureau of Diplomatic Security specialists made another discovery: listening devices had been embedded throughout the structure of a new U.S. facility in Moscow dur-

During the final decade of the Cold War the courier workload began shifting from documents to cargo shipments in earnest.

ing construction, with clandestine wires running within poured concrete pillars. These developments caused a massive shift in the Diplomatic Courier Service workload. Ever since, diplomatic couriers have also overseen the secure transport of all construction materials for overseas Department of State facilities that handle classified information.

Keep On Trucking!

Another shift in courier operations took place in the late 1990s, after the European Union deregulated its airline industry so it was no longer dominated by large state-run carriers. The result was a market-driven shift to smaller aircraft with less cargo capacity, at a time when couriers needed to transport even more materials.

“The pouch load, especially in Europe, grew in volume,” Salazar recalls. “The shipments got bigger and the aircraft got smaller, so we started going overland.” When he first joined the Diplomatic Courier Service two decades ago, “we still had the old model of weekends in Vienna,” Salazar said. “That slowly, gradually disappeared. We started trucking everything.”

Today, many European shipments move by truck out of the regional courier office in Frankfurt. As each departs, a driver and courier will take a short passenger flight to a point several hundred miles away, so that a fresh crew can climb aboard there and keep the pouches moving.

“We’ve done what we call the modern-day Pony Express,” Salazar explains. “We’ll pre-position a courier, let’s say in Copenhagen, and then we have another courier drive there from Frankfurt. The pre-positioned courier takes over in Copenhagen and continues on to Stockholm or Oslo. Then they do the same thing in reverse. So we still use a well-rested driver and courier.”

“The material is never static,” adds Deputy Director Donovan. “The material is always moving.”

Fly the Friendly Skies

The terrorist attacks of Sept. 11, 2001, led to a major emphasis on U.S. diplomacy in high-threat locations. At the same time,

the Department of Defense shifted its logistical focus toward supporting overseas combat and counterterrorism operations. Ever since the 1940s, the Defense Courier Service had worked in close partnership with State’s Diplomatic Courier Service. This included regularly scheduled military flights to regions with large troop presences—such as Frankfurt, Manama and Seoul—that also overlapped with diplomatic courier hubs. The military traditionally offered the couriers long-haul transport of pouches on a space-available basis free of charge.

However, with sustained overseas operations, the Defense Courier Service no longer had excess capacity on its aircraft. As a result, the Defense Department began charging for non-military cargo.

The Diplomatic Courier Service researched alternatives and found that in most cases, sensitive cargo could be shipped more cheaply via commercial air cargo carriers such as DHL, FedEx and UPS, on the condition that those carriers allow a diplomatic courier to ride aboard with the aircrew to ensure the cargo remains in U.S. control.

‘Eyes-On’ at All Times

Keeping control of sensitive cargo takes teamwork, coordination and backing each other up. “We’re in control,” says Donovan. “It’s eyes-on every shipment.”

“In a perfect world,” says Salazar, “we have two cleared Americans for every iteration. When a courier departs, we should have an escort and courier on the tarmac watching the pouches and counting them as they go into the belly of the aircraft. When that courier boards the plane, we still have someone eyes-on, watching until that cargo door is closed and the plane actually leaves. Then the courier is on board, just in case it gets diverted.

“When the plane lands at its destination,” he says, “you have another escort on the ground as the plane parks, as the doors open, and as the courier makes his or her way down to the tarmac.” The courier boarding an aircraft identifies himself or herself to the crew and arranges to exit the aircraft as soon as it reaches its gate.

“The courier needs to get on the ground as soon as the door opens to get underneath the aircraft,” Donovan explains. “Because there’s no guarantee the escort has made it either. They back each other up.”

Diplomatic couriers pride themselves on never having lost a pouch during a century of operations. And nobody wants to be the one who breaks a 100-year-old track record. For that reason, Donovan says, “We have to be really good at what we do.”

Fortunately, they are. ■

In Their Own

We are pleased to present this year's collection of books by Foreign Service members and their families.

The *Foreign Service Journal* is pleased to present our 18th annual Foreign Service authors roundup in plenty of time for holiday orders.

Our primary purpose in presenting “In Their Own Write” 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 along with a short commentary. As has been the case for

more than a decade, a majority of the titles are self-published.

Our annotated list of books written, edited or translated by Foreign Service personnel and their family members in 2017 and 2018 is not a comprehensive or definitive record of works by FS authors; we rely on the authors themselves to bring their books to our attention.

This year we're featuring 48 volumes—eight works of history and biography, six books on policy and issues, eight memoirs and 15 works of fiction, including several titles for young adults, in addition to four books for children and a potpourri of works on food, parenting, expat life and leadership, one volume of photographs and a guide to China for Millennials. As usual, we also include a selection of recent books “of related interest” to diplomats and their families that were not written by FS authors.

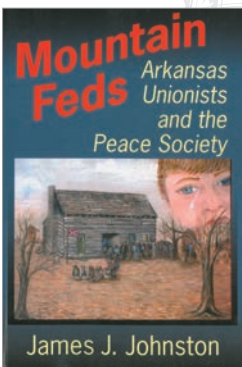
For the few books that cannot be ordered through online retailers, we have provided the necessary contact information. This year's roundup was assembled with the vital assistance of Publications Coordinator Dmitry Filipoff, Editorial Intern Jacob Borst and Steven Alan Honley.

—Susan Brady Maitra, Managing Editor

Write



BIOGRAPHY AND HISTORY



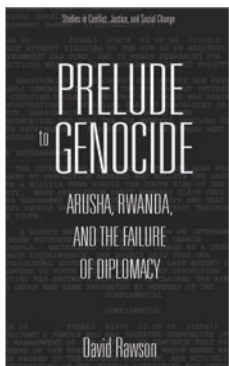
Mountain Feds: Arkansas Unionists and the Peace Society

James J. Johnston, Butler Center Books, 2018, \$39.95/hardcover, \$24.95/paperback, 320 pages.

This book tells the little-known but dramatic story of an intrepid band of farmers and hill people in northern Arkansas who courageously opposed the state's secession from the Union and refused to fight for the Confederacy. They formed secret organizations, collectively called the Arkansas Peace Society (later known as the Union League), inaugurated their own leaders and actively resisted the Confederate government.

Beginning in November 1861, secessionists formed vigilante committees to arrest and interrogate APS members. As the campaign spread across the state, local militias took over the effort. Although this effort largely suppressed the organization, some of its leaders would assume leadership positions in civil government during the last months of the war, and the effects of their actions would resonate for years to come.

Retired FSO James J. Johnston, a native of Camden, Arkansas, served in administrative and consular positions, principally in Africa and Latin America, until retiring in 1988. Following his last posting, as administration counselor in Mogadishu, Johnston and his wife, Margaret, returned to Arkansas and now reside in Fayetteville. He is the recipient of a Lifetime Achievement Award from the Arkansas Historical Association and the McGimsey Preservation Award from the Arkansas Archeological Society. Butler Center Books is a division of the Butler Center for Arkansas Studies at the Central Arkansas Library System.



**Prelude to Genocide:
Arusha, Rwanda, and
the Failure of Diplomacy**

David Rawson, Ohio University Press, 2018, \$65/hardcover, \$35/paperback, 342 pages.

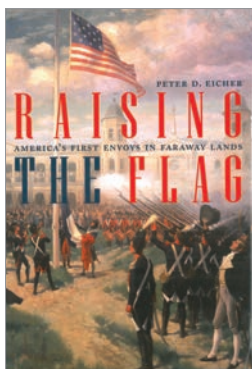
Despite the presence of a United Nations Assistance Mission and an intervention that sought to create a peace process throughout 1992 and 1993, the troubled state of Rwanda

continued to simmer with tension and volatility. The fragile situation was ultimately shattered by the downing of Rwandan President Habyarimana's plane in April 1994, which opened the door to civil war and genocide.

In this story of frontline diplomacy David Rawson attempts to understand why negotiations failed to keep tragedy at bay in Rwanda. Rawson participated in the International Observer Program as the initial U.S. observer in peace talks at Arusha, Tanzania, in 1992 and subsequently served as U.S. ambassador to Rwanda. As ambassador he finally witnessed the failure of the doomed Arusha agreements.

Drawing on declassified documents and his own experiences, Rawson paints a revealing picture of struggling diplomacy and the dire consequences of failed conflict resolution. *Prelude to Genocide* is a volume in the Diplomats and Diplomacy Series of DACOR and the Association for Diplomatic Studies and Training.

David Rawson capped his 28-year career in the U.S. Foreign Service as ambassador to Rwanda (1993–1995) and to Mali (1996–1999). Since his retirement from the Foreign Service, he has been a professor of political economy at Spring Arbor University and a distinguished visiting professor of politics at Hillsdale College, both near his home on the family farm in Michigan.



**Raising the Flag: America's
First Envoys in Faraway Lands**

Peter D. Eicher, Potomac Books, 2018, \$36.95/hardcover, 416 pages.

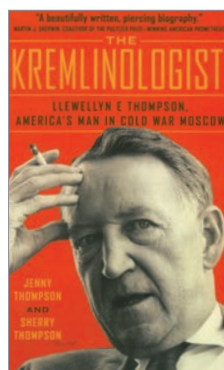
Peter Eicher tells the story of some of America's earliest envoys and the unique challenges they faced representing a newborn nation. Diplomats such as James Cathcart, Samuel Shaw, Edmund Roberts and others had to compete against more well-

established foreign missions while explaining an experimental form of government known as American democracy to curious counterparts.

"It is not intended to be a comprehensive history of early American diplomacy, but instead recounts individual experiences that illustrate the development of foreign policy and the growth of American influence around the world," the author states of the book. As *Raising the Flag* documents, early American envoys focused almost entirely on promoting U.S. exports and protecting American sailors and merchants all over the world, notes former *FSJ* editor and FSO Steve Honley in his review of the book in the September *Journal*.

The stories of these individuals are drawn from thoroughly researched primary source material including official dispatches to the State Department, letters, diaries, memoirs and travel logs. Far from a tale of elegant receptions and diplomatic decorum, the story of early American diplomacy was often one of disease, isolation and dangerous misunderstandings in foreign lands.

Peter D. Eicher is a retired U.S. Foreign Service officer who served in Europe, the Middle East, Africa and the Pacific. He specialized in political affairs, particularly human rights, conflict resolution and international organizations. Eicher is the editor of *"Emperor Dead" and Other Historic American Diplomatic Dispatches and Elections in Bangladesh, 2006–2009: Transforming Failure into Success*.



**The Kremlinologist:
Llewellyn E. Thompson,
America's Man in
Cold War Moscow**

Jenny Thompson and Sherry Thompson, Johns Hopkins University Press, 2018, \$80.75/hardcover, \$39.95/paperback, \$39.95/Kindle, 600 pages.

Against the sprawling backdrop of the Cold War, *The Kremlinologist* revisits some of the 20th century's greatest conflicts as seen through the eyes of one of America's hardest-working diplomats, Llewellyn E. Thompson. From the wilds of the American West to the inner sanctums of the White House and the Kremlin, Ambassador Thompson was an important adviser to presidents and a key participant in major global events, including the Cuban Missile Crisis and the Vietnam War.

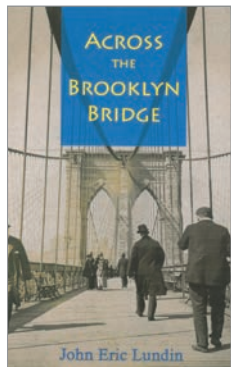
In vigorous prose, Thompson's daughters Jenny and Sherry

Thompson document his life as an accomplished career diplomat. They describe how Thompson joined the Foreign Service both to feed his desire for adventure and from a deep sense of duty.

They also detail the crucial role he played as a negotiator unafraid of compromise. Known in the State Department as “Mr. Tightlips,” Thompson was the epitome of discretion. People from completely opposite ends of the political spectrum lauded his approach to diplomacy and claimed him as their own.

Reviewing the book in the March *Journal*, retired Senior FSO Jonathan B. Rickert declares that “Ambassador Thompson would have been proud of the skill, thoroughness and even-handedness with which his daughters compiled this biography.”

Jenny Thompson runs an English-language school in Estepona, Spain. Before she retired, Sherry Thompson was the director of a nonprofit foundation. The authors spent eight years of their childhood in Moscow.



Across the Brooklyn Bridge

John Eric Lundin, CreateSpace, 2017, \$25/paperback, 445 pages.

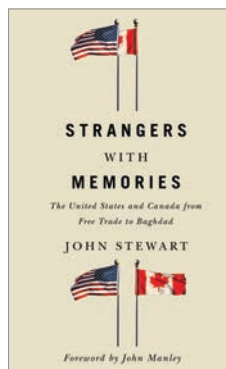
When retired FSO John E. Lundin discovered his late father’s detailed diaries, begun in 1941 at age 19 and continuing through service in World War II and beyond, Lundin’s fascination with his family’s history was stoked and the idea for this book was born.

The story of a family across three generations and three continents and cultures, *Across the Brooklyn Bridge* is a uniquely American chronicle. The author’s grandfather, William, became a seaman in 1898 at the age of 15, and left his native Sweden just five years later as a crew member on the steamship *Rhymland*, which was sailing out of Liverpool to Philadelphia. After several years and dozens of trans-Atlantic crossings, William settled in the United States, in Brooklyn, to raise a family.

The author’s father, John A. Lundin, who grew up in Brooklyn in the 1920s and died in 2005, anchors the story. His diaries offer a window into the life of a young engineering student in wartime Brooklyn and New York City and a soldier in the U.S. Army Signal Corps in New Guinea and the Philippines. And they document the experience of an American soldier and his true love, a Filipina, overcoming the ocean dividing them and pushing the boundaries of the socially acceptable in 1940s America to start their own family.

The author’s exhaustive research to ensure historical accuracy and the inclusion of many photos add to the depth of this multifaceted work.

John E. Lundin served for 30 years with the U.S. Information Agency and the Department of State. His overseas postings included Taiwan, Denmark, China and Japan.



Strangers with Memories: The United States and Canada from Free Trade to Baghdad

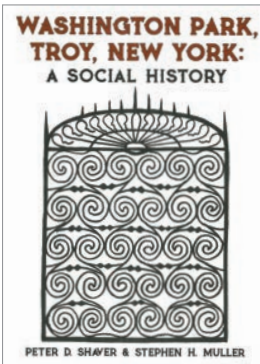
John Stewart, McGill-Queen’s University Press, 2017, \$39.95/hardcover, \$23.99/Kindle, 278 pages.

In the early 1990s North America was the vibrant center of an increasingly democratic and revitalized Western Hemisphere. Washington and Ottawa

were close allies, working together to implement a bilateral free trade agreement and build an integrated manufacturing and export economy. But by the late 2000s, the economic and diplomatic ties between the two countries were strained as policies stagnated or slipped backward, and passports were needed to cross the border for the first time in history. Relations have only deteriorated further under President Donald Trump’s administration.

In *Strangers with Memories*, John Stewart combines an insider’s knowledge, a mole’s perspective and a historian’s consciousness to explain how two countries that spent the last century building a world order together drifted apart so quickly. He also details changes at the U.S. embassy in Ottawa and in its relationship with U.S. consulates in Canada and with the State Department’s Canada desk during those years. Explaining how Canada’s influence in the world depends on the United States and has radically diminished with the decline in diplomacy under Presidents George W. Bush and Donald Trump, Stewart offers valuable advice on how Canada should handle its foreign policy in a much less stable world.

John Stewart spent 20 years at U.S. Embassy Ottawa as a locally employed (then known as a Foreign Service national, or FSN) economist and manager. He is now director of policy and research at the Canadian Nuclear Association.



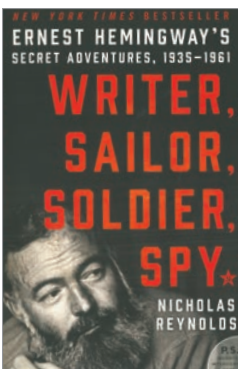
Washington Park, Troy, New York: A Social History
Peter D. Shaver and Stephen H. Muller, Troy Book Makers, 2017, \$19.99/paperback, 120 pages.

This book tells the social story of historic Washington Park, established in 1840 in Troy, New York, and one of only two private ornamental parks in the state.

The town of Troy, established in 1789, capitalized first on its location at the head of navigation of the Hudson River, and later on its ready access to the eastern end of the Erie Canal, which opened in 1825. The park was surrounded by planned neighborhoods that attracted the elite of the city.

The book delves into the details of individual families and how their lives shaped the neighborhood—some were “new money,” and others had deep roots in the area’s economic ascent. Rich with black and white photographs, the book covers Troy and its Washington Park from their establishment in the early 19th century to the town’s 20th-century decline, and its recent rebirth and restoration.

Retired FSO Stephen H. Muller settled in Troy after 26 years as an economic officer with the U.S. Department of State and has lived in the Washington Park neighborhood for 12 years. He is the author of *Troy, New York, and the Building of the USS Monitor*. Co-author Peter D. Shaver, a graduate of Syracuse University, has lived near Washington Park for more than three decades and was an historian at the New York State Office of Parks, Recreation and Historic Preservation.



Writer, Sailor, Soldier, Spy: Ernest Hemingway's Secret Adventures, 1935-1961
Nicholas Reynolds, William Morrow, 2018, \$27.99/hardcover, \$16.99/paperback, \$11.99/Kindle, 400 pages.

A riveting international cloak-and-dagger epic ranging from the Spanish Civil War to the liberation of Western Europe, wartime China, the Red Scare

of Cold War America and the Cuban Revolution, *Writer, Sailor, Soldier, Spy* reveals for the first time Ernest Hemingway’s secret adventures in espionage and intelligence during the 1930s and

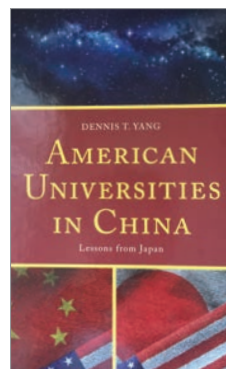
1940s (including his role as a Soviet agent code-named “Argo”). This literary biography with the soul of an espionage thriller is an essential contribution to our understanding of the life, work and fate of one of America’s most legendary authors.

While he was the historian at the CIA Museum, Nicholas Reynolds, a longtime American intelligence officer, former U.S. Marine colonel and Oxford-trained historian, stumbled across evidence of Hemingway’s recruitment by Soviet spies to work with the NKVD, the forerunner to the KGB. That was followed in short order, the author discovered, by a complex set of secret relationships with American agencies.

Reynolds’ meticulously researched and captivating narrative “looks among the shadows and finds a Hemingway not seen before,” says the *London Review of Books*. Reynolds explains how those secret adventures played a role in some of the novelist’s greatest works, including *For Whom the Bell Tolls* and *The Old Man and the Sea*. But they also added to the psychological burden that Hemingway carried at the end of his life and may well have contributed to his suicide.

Nicholas Reynolds grew up in the Foreign Service. His father, George Edward Reynolds, was an FSO from 1945 to 1974; and his mother, Ilona V. Reynolds, was a Foreign Service National working in the legation in Budapest in 1947. His wife, Rebecca, retired from State’s Bureau of Medical Services in 2004.

POLICY AND ISSUES



American Universities in China: Lessons from Japan

Dennis T. Yang, Lexington Books, 2017, \$85/hardcover, 116 pages.

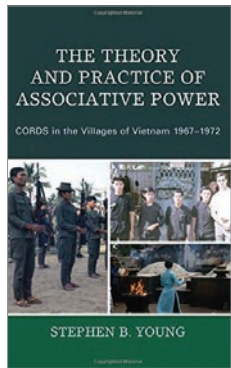
Why is it so difficult to expand American universities overseas? Dennis Yang discusses the ambitions and operations of American universities in China through the perspective of similar efforts in Japan.

In the early 1990s there were as many as 40 American universities in Japan, and Yang offers insight into why the idea of expansion appeared so attractive at first. But only a few years after Japan experienced economic hardship during what would come to be known as its “lost decade,” most of these universities would close. Will American universities in China learn from the lessons of those that failed

in Japan, or will many of these institutions also wither with time and eventually suspend their operations, as well?

By reviewing historical documents, interviewing stakeholders in both countries and analyzing the culture of Japanese and Chinese higher education, Yang seeks to identify the sources of success and failure in expanding American universities abroad.

Dennis Yang is a member of the U.S. Foreign Service and currently serves as a regional English language officer (RELO) at the U.S. Department of State.



The Theory and Practice of Associative Power: CORDS in the Villages of Vietnam, 1967–1972

Stephen B. Young, Hamilton Books, 2017, \$44.97/paperback, \$30/Kindle, 414 pages.

During the Vietnam War, Stephen B. Young spent three years in Vinh Long province as a Foreign Service officer with the U.S. Agency for International

Development. His work with the Civil Operations and Revolutionary Development Support counterinsurgency program, for which he served as a deputy district adviser in the province and chief of the village government branch there, is the basis of this book.

Young’s CORDS experience persuaded him that for the United States to achieve its national security objectives, it must apply associative power in place of both hard power and soft power. As he explains, this approach entails the use of joint ventures and alliances to optimize the forms of power brought to bear in conflicts, responding with precision to a spectrum of threats, situational challenges and political opportunities.

Young believes the United States successfully used this approach in Vietnam, but failed to apply it in Iraq and Afghanistan. Because of this omission, interim outcomes in those conflicts did not accomplish American objectives.

Stephen B. Young was a USAID FSO from 1967 to 1971, and later took the initiative to begin resettling refugees from Indochina after the Vietnam War. A fluent Vietnamese speaker, he and his wife, Pham Thi Hoa, translated Duong Thu Huong’s novel *The Zenith* into English. And with Nguyen Ngoc Huy, Young co-authored *The Tradition of Human Rights in China and Vietnam*.



David vs. David, Volume One: We Agree to Disagree

David Jones and David Kilgour, Baico Publishing, Inc., 2018, \$25/paperback, 379 pages.

For more than five years, David T. Jones (long a familiar byline to *Foreign Service Journal* readers) and David Kilgour, who served for seven terms in the Canadian Parliament, have written a series of columns addressing

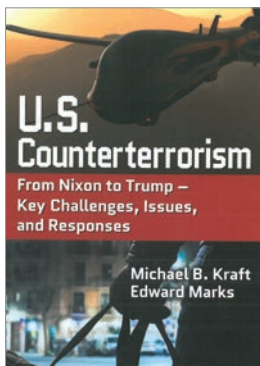
various issues for *Yahoo!* and *The Epoch Times*. Drawing on their respective careers and backgrounds, the authors’ goal has been to offer readers cogent, thoughtful and engaging examinations of politics, academia, journalism and human rights.

Longtime friends, “The Davids” believe they occupy a unique niche as commentators thanks to their extensive familiarity with Canada and the United States. With that in mind, they have assembled some favorite columns here, supplemented by commentaries and evaluations of where each was right and went wrong. This first volume is devoted to domestic issues on both sides of the border, such as elections, health care, guns and crime, racism and economics, to name but a few. Looking ahead, the next collection will address foreign affairs and diplomacy, while a projected Volume 3 will compile standalone pieces by each author.

David T. Jones is a retired Senior Foreign Service officer. He is the author of *Alternative North Americas: What Canada and the United States Can Learn from Each Other* (Woodrow Wilson Center, 2014), editor of *The Reagan-Gorbachev Arms Control Breakthrough: The Treaty Eliminating Intermediate-Range (INF) Missiles* (New Academia Publishing, 2012) and co-author with David Kilgour of *Uneasy Neighbo(u)rs: Canada, the USA and the Dynamics of State, Industry and Culture* (Wiley, 2007).

David Kilgour, a human rights activist, author, former lawyer and Canadian politician, is a Senior Fellow of the Raoul Wallenberg Centre for Human Rights in Montreal.

To purchase this book, please contact jonesdt2002@yahoo.com.



U.S. Counterterrorism: From Nixon to Trump— Key Challenges, Issues and Responses

Michael B. Kraft and Edward Marks, CRC Press, 2017, \$69.95/hardback, \$55.96/Kindle, 240 pages.

In the aftermath of the 9/11 attacks, President George W. Bush treated terrorism as an existential threat, declaring a global war on it. Barack Obama's administration both kept up and modified those policies, and Donald Trump has continued that process.

This book traces the evolution of U.S. counterterrorism policy over the past half-century as the threat shifted from primarily secular groups to those with far-reaching fundamentalist religious goals, such as ISIS. Within that framework, the authors highlight the accelerating impact of the internet, cyber threats and armed drones, among other factors, and include an extensive list of key documents for those interested in the original texts and a discussion of legal issues.

Michael B. Kraft is a Washington-based counterterrorism consultant, writer and editor with more than 30 years of experience working on terrorism issues in the State Department, Congress and the private sector. After retiring as a senior adviser in the State Department Counterterrorism Bureau, he worked on those issues at the National Defense University's Africa Center for Strategic Studies.

Edward Marks spent 40 years in the U.S. Foreign Service, including an assignment as ambassador to Guinea-Bissau and Cabo Verde, before retiring as a Senior FSO (Minister-Counselor) in 1995. A frequent contributor to *The Foreign Service Journal* and other periodicals, Ambassador Marks writes, speaks and consults widely, mostly with the Department of Defense.



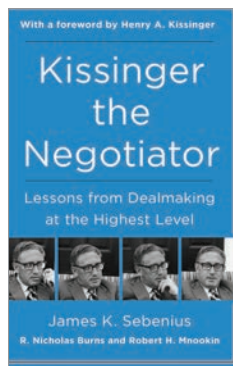
An Introduction to Modern Arab Culture

Bassam Frangieh, Cognella Academic Publishing, 2019, \$85.95/hardcover, \$77.95/e-Book, 434 pages.

Over the course of 13 chapters, readers of *An Introduction to Modern Arab Culture* will learn about the emergence and influence of Islam in Arab culture, religious and ethnic minorities within

the Arab world, the critical role of family in Arab life, and the origin and evolution of the Arabic language. Author Bassam Frangieh introduces readers to these aspects of Arab culture while demonstrating how they intertwine to create a unique tapestry of identity, experience and history. The book is well-suited to courses in Middle East culture and history, politics, thought, literature, religion and language, and courses in sociology, anthropology and cultural studies.

Bassam Frangieh, the spouse of retired FSO Alita Wenger, is a professor of Arabic at Claremont McKenna College and a scholar of contemporary Arabic literature and culture. He previously taught at Georgetown University and Yale University. He is the author of *Anthology of Arabic Literature, Culture, and Thought from Pre-Islamic Times to the Present* and *Arabic for Life* (both published by Yale University Press), and his translated books include *Love, Death, and Exile*, a volume of poetry from the works of the renowned Iraqi poet Abdul Wahab Al-Bayati.



Kissinger the Negotiator: Lessons from Dealmaking at the Highest Level

James K. Sebenius, R. Nicholas Burns and Robert H. Mnookin, HarperCollins, 2018, \$28.99/hardcover, \$14.99/e-Book, 411 pages.

Politicians, world leaders and business executives around the world have sought the counsel of Henry Kissinger, National Security Advisor (1969-1975) and Secretary of State (1973-1977) under Presidents Richard M. Nixon and Gerald Ford. His unprecedented achievements as a negotiator have been both universally acknowledged and fiercely debated.

In this book, three Harvard professors, all experienced negotiators themselves, offer a comprehensive examination of Henry Kissinger's "process"—his overall approach to making deals and resolving conflicts—on the basis of in-depth interviews with Kissinger himself, an extensive study of his record and many independent sources. The result is a primer on effective negotiating, a guide to reaching agreements in challenging situations.

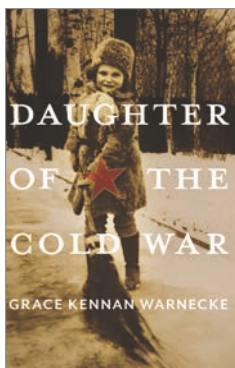
Kissinger, who blessed the book with a foreword, "appears in this account as a quick learner, a bold strategist and a relentless pursuer," states Jeremi Suri, professor at the University of Texas at Austin, in his Aug. 2 *New York Times* review.

Kissinger the Negotiator is a straightforward examination of Kissinger's finely honed skills in statecraft that offers keen

insight for anyone interested or involved in negotiations at any level,” says former Secretary of State James Baker III.

R. Nicholas Burns, a retired FSO and former under secretary of State for political affairs, is a professor at the Harvard Kennedy School of Government. James K. Sebenius is a professor at the Harvard Business School, and Robert H. Mnookin is a professor at Harvard Law School.

MEMOIRS



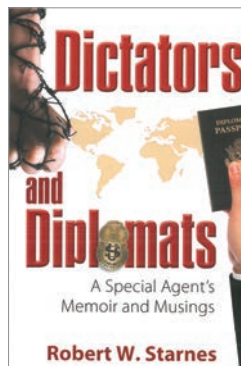
Daughter of the Cold War

Grace Kennan Warnecke, University of Pittsburgh Press, 2018, \$24.95/hardcover, \$9.48/Kindle, 304 pages.

Grace Kennan Warnecke, George Kennan’s daughter, has truly lived a life on the edge of history. Born in Latvia, Grace lived in seven countries and spoke five languages before the age of 11. During a multifaceted career, she worked as a professional photographer, television producer, and book editor and critic before becoming a Russian specialist like her father—but of a very different kind. She accompanied Ted Kennedy and his family to Russia, escorted Joan Baez to Moscow to meet with dissident Andrei Sakharov, and hosted Josef Stalin’s daughter on the family farm after Svetlana defected to the United States. While running her own consulting company in Russia, she witnessed the breakup of the Soviet Union, and later became director of a women’s economic empowerment project in newly independent Ukraine.

Daughter of the Cold War is a tale of all these adventures and so much more. This compelling and evocative memoir allows readers to follow Grace’s amazing path through life—a whirlwind journey of survival, risk and self-discovery through a kaleidoscope of many countries, historic events and fascinating people.

Grace Kennan Warnecke currently chairs the board of the National Committee on American Foreign Policy and is a member of the Advisory Council of the Kennan Institute. She was senior editor of *A Day in the Life of the Soviet Union*, and associate producer of the prize-winning PBS documentary, “The First Fifty Years: Reflections on U.S.-Soviet Relations.”



Dictators and Diplomats: A Special Agent's Memoir and Musings

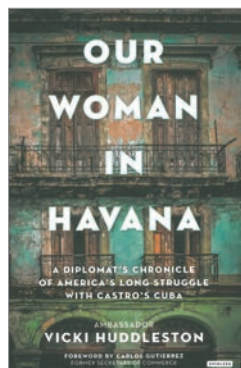
Robert W. Starnes, Nobility Press, 2018, \$18.95/paperback, 376 pages.

In this action-packed memoir Diplomatic Security Service Special Agent Robert Starnes tells the story of an exciting career on the front lines of security and counterterrorism.

Whether it is protecting Tiger Woods from a chemical terrorist threat, being stranded in Brazil with a suspected Hezbollah operative or protecting notables such as Nelson Mandela, Starnes has seen danger and international drama up close.

Starnes—who has protected notable dignitaries such as Mikhail Gorbachev, Prince Charles and Margaret Thatcher—has a unique perspective. He served as a member of the first U.S. delegation dispatched to Libya to reestablish diplomatic relations and was asked by Muammar Gaddafi to review his all-female protective detail, known as the Amazonian Detail and Revolutionary Nuns. *Dictators and Diplomats* has no shortage of hard-charging investigative work, transcontinental pursuits and dangerous figures.

Robert W. Starnes is a retired Diplomatic Security Service supervisory special agent with expertise in international counterterrorism, counterintelligence, investigations and protective security. Both native Texans, Robert and his equally adventurous wife, Pam, reside in San Marcos, Texas.



Our Woman in Havana: A Diplomat's Chronicle of America's Long Struggle with Castro's Cuba

Vicki Huddleston, Overlook Press, 2018, \$29.95/hardcover, 304 pages.

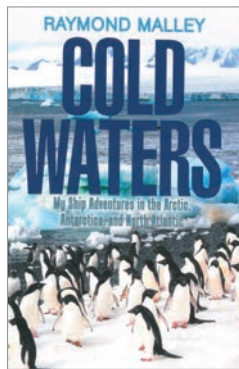
This book offers many inside stories from the past few decades of U.S.-Cuba relations, from 1989 under the George H.W. Bush administration to today. After the 1961 closing of the U.S. embassy in Havana, it wasn’t until 1977 that the United States was able to take another stab at diplomacy by opening a U.S. interests section in Cuba’s capital city.

Ambassador Vicki Huddleston paints a picture of the island country, its people and its leader, Fidel Castro. She shares her

face-to-face experiences with Castro; the initiatives she undertook—such as giving out transistor radios to everyday Cubans, despite Castro’s orders; and the drama of the well-documented Elian Gonzalez affair.

Huddleston also analyzes President Barack Obama’s 2014 decision to seek détente, followed by the backsliding of the more recent sonic harassment of Canadian and American diplomats, leading the reader up to present Trump-era diplomatic distress. Were there missed chances for détente? What are some common misconceptions and clouds of confusion surrounding U.S.-Cuba relations? The author seeks to answer these questions and many others. Huddleston then looks to the future by examining what Cuba will be without a Castro as leader.

Vicki Huddleston was chief of the U.S. interests section in Havana under Presidents Bill Clinton and George W. Bush, and later served as U.S. ambassador to Madagascar and Mali. She wrote a Brookings report on how to normalize U.S. relations with the rogue island nation, which later served as a guide for the 2014 Obama-Raul Castro diplomatic reopening, and has written for *The Washington Post*, *The Miami Herald* and *The New York Times*. She resides in Santa Fe, New Mexico.



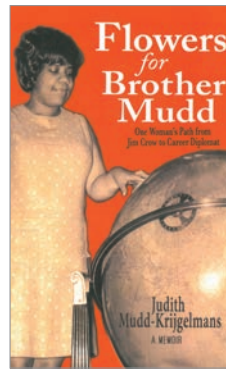
Cold Waters: My Ship Adventures in the Arctic, Antarctica and North Atlantic
Raymond Malley, Xlibris, 2018, \$22.29/hardcover, \$19.99/paperback, \$3.99/Kindle, 222 pages.

Anyone interested in travel, especially to cold climes, will find this memoir irresistible. As a child, Raymond Malley became enchanted with Baffin Island and the Arctic. Later, he visited both and was so smitten that he then spent years exploring the Arctic, the North Atlantic and Antarctica on any kind of ship he could find: a Russian icebreaker, a German container ship, German and Norwegian cruise ships, and a French luxury cruise yacht. He was usually accompanied by his wife, Josette.

Cold Waters shows readers icy waters, violent storms, icebergs, glaciers, mountains and valleys, and abandoned whaling stations. You’ll also read also about those who live in such forbidding environments: humans, polar bears, walrus, penguins, whales and other species. Throughout the memoir, Malley’s prose is crisp, frank and revealing.

A retired Senior Foreign Service officer, Raymond Malley

spent 23 years with the U.S. Agency for International Development, serving mainly in Asian and African countries. After retiring from the Foreign Service in 1983, he held executive positions with a global Korean industrial manufacturing group. He and his wife Jessie, who retired from the World Bank, live in Hanover, New Hampshire, where they write, lecture and teach part-time.



Flowers for Brother Mudd: One Woman’s Path from Jim Crow to Career Diplomat
Judith Mudd-Krijgelmans, Xlibris, 2018, \$26.59/hardcover, 294 pages.

In this engrossing memoir Judith Mudd-Krijgelmans traces her life story from segregated Kentucky through an exciting diplomatic career. Curious about the world from a very young age, she took inspiration from figures like

Walter Cronkite and Edward R. Murrow. At age 4 she already knew she was a big fan of President Harry Truman’s policies, and when her brother told her during a spat that she had no friends she retorted, “I *do* have friends: Santa Claus, Jesus and Harry Truman!”

As a young black American pursuing her dream to serve her nation abroad in a time of segregation and tumultuous politics, the author presents a unique perspective. Raising a young child and pursuing a master’s degree while broke was no small feat, but she was determined to make ends meet and become a competitive candidate for the U.S. Foreign Service. In the end she made the cut, raised her right hand and went on to enjoy a fulfilling career at the U.S. Information Agency.

FSO Judith Mudd-Krijgelmans served in New Delhi, Mumbai, Dhaka, Taipei, Hong Kong, Brussels, Libreville, Bujumbura and Brazzaville. From Washington she supported civic education in South Africa; and she led public diplomacy in eight French-speaking African countries. Since leaving the Foreign Service, she has led memoir courses in Northern Virginia, where she lives with her husband, Belgian writer Claude Krijgelmans.



Terrorism, Betrayal and Resilience: My Story of the 1998 U.S. Embassy Bombings

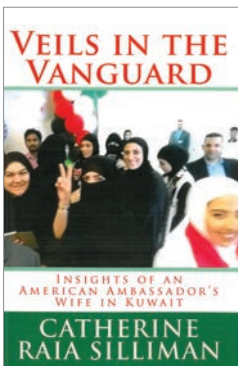
Prudence Bushnell, University of Nebraska Press, 2018, \$29.95/hardback, \$28.95/Kindle, 288 pages.

On Aug. 7, 1998, three years before President George W. Bush declared a War on Terror in the wake of the 9/11 attack on the World Trade Center and

the Pentagon, al-Qaida bombed U.S. Embassy Nairobi and U.S. Embassy Dar es Salaam in a coordinated attack. At the time, Prudence Bushnell was the ambassador to Kenya. This book is her account of that fateful day's events and their lasting impact.

In a brutally honest take on our government's failures and inadequacies, Bushnell points out that though the CIA, the NSA and the National Security Council had long been aware of bin Laden's Nairobi cell, Congress and the American people were too busy following the Monica Lewinsky scandal. Worse still, following the attack there were no congressional hearings, and the required State Department Accountability Review Board occupied itself with minute security measures instead of addressing the mechanisms that had left the two embassies vulnerable.

A retired Senior Foreign Service officer, Prudence Bushnell served as deputy assistant secretary of State for African affairs during the Rwanda genocide, as ambassador to Kenya and Guatemala, and as dean of the Leadership and Management School at the Foreign Service Institute. She is the founder of the Hamilton College Levitt Leadership Institute in New York City. Among numerous other awards, *Government Executive* named her one of the "20 All-Time Greatest Feds" in 2011.



Veils in the Vanguard: Insights of an American Ambassador's Wife in Kuwait

Catherine Raia Silliman, CreateSpace, 2018, \$9.99/paperback, \$5.99/Kindle, 218 pages.

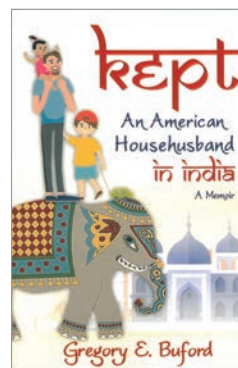
As soon as she arrived in Kuwait in 2014 as the wife of the U.S. ambassador, Catherine Raia Silliman began meeting women across the political spectrum. By the end of her two years

there, she became convinced that Arab women will have a large say in how things turn out throughout the region—and it may

not be what we in the West expect.

Even though the author had been visiting Muslim countries for nearly 40 years, she was still shocked by Kuwait's cultural restrictions. Women routinely worked, drove cars and voted, and about 70 percent of the students at Kuwait University were female. But they suffered from pervasive inequality, often institutionalized by law. Silliman's memoir renders a sensitive portrayal of Kuwait's complex, even contradictory, encounters with modernity.

Catherine Raia Silliman's fascination with the region began in 1976, when she traveled to Izmir, Turkey, as a high school exchange student. Three years later, during her junior year at Tufts University, she was studying in Cairo when radical students stormed the American embassy in Tehran. After graduating and working as a reporter for a Saudi research company based in Washington, D.C., she earned a master's degree from the University of Chicago in Middle Eastern studies. Silliman then worked in the State Department for nearly 15 years, where she met her husband, FSO Doug Silliman (currently the U.S. ambassador to Iraq).



Kept: An American Househusband in India

Gregory E. Buford, Moontower Press, 2018, \$10.99/paperback, \$7.99/Kindle, 251 pages.

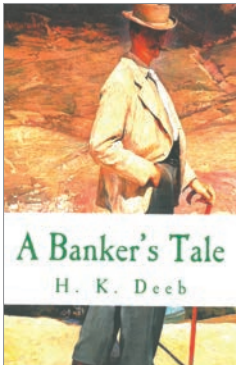
This memoir is the hilarious, heart-warming tale of a company man who becomes a trailing spouse when his wife gets her dream job and drags him halfway around the world. Travelers and armchair tourists alike will marvel

as Greg and Dana, a U.S. diplomat, dine with royalty, smash an immigrant smuggling ring, flee angry mobs, foil a terrorist plot and survive a Russian rocket assault. When they adopt an Indian girl, Greg embarks on an altogether new career, and India becomes a part of their lives forever.

Winner of the PNWA Zola Award for best memoir, *Kept: An American Househusband in India* will have you scouring the house for cobras and wondering if you've got what it takes to walk on fire.

Gregory E. Buford has lived in the United States, the Dominican Republic, Japan, India, France, Cambodia and Switzerland. He and his wife, Dana, a former FSO, currently live in Austin, Texas, with their children. His novel, *Making Ghosts Dance* (Moontower Press, 2017), was both a Montaigne Medal and Eric Hoffer Award finalist.

FICTION

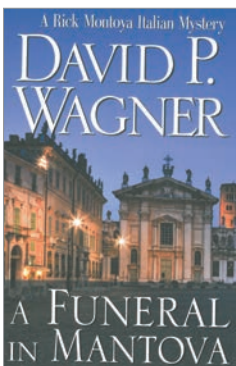


A Banker's Tale

H.K. Deeb, CreateSpace, 2018, \$10.99/paperback, \$3.99/Kindle, 208 pages.

Exhausted and already considering a career change, New York banker David Martinez is surprised when his usually draconian boss offers him a month's leave at a Swiss resort. While he absolutely needs some time off, David has reservations about this obligatory holiday—for the last banker to receive the “Vitznau Bonus” never returned. In fact, the mystery surrounding the disappearance of Barnaby McCaskill five years earlier seems to follow David everywhere.

Hadi K. Deeb, a Foreign Service officer, is currently posted in Tashkent and previously served in Mexico City, Moscow, Baku and Manila. Prior to joining the State Department, he lived in Germany for four years, including one year in Hamburg. His first novel, *The Haven*, was published in 2017.



A Funeral in Mantova

David P. Wagner, Poisoned Pen Press, 2018, \$15.95/paperback, 230 pages.

In this fifth book in David Wagner's Rick Montoya Italian Mysteries series, American interpreter Rick Montoya finds himself at the center of a murder mystery after the U.S. embassy in Rome recommends his services to a wealthy Italian.

An elderly fisherman was found dead, and Montoya starts collaborating with a local cop, Inspector Crispi, to make sense of the killing. Rivalries between local families have always been heated, but something may have reached a breaking point over a long sought-after parcel of undeveloped land owned by the victim. Soon Montoya discovers a complex web of simmering family disputes, devious business intrigue and volatile questions of inheritance.

David P. Wagner is a retired Foreign Service officer who spent nine years in Italy, where he learned to love all things Italian. Other diplomatic assignments included Brazil, Ecuador and Uruguay, as well as two hardship postings to Washington, D.C. He and his wife, Mary, live in Pueblo, Colorado.



The Lady's Last Song: The U.S. Government's War on Billie Holiday

Charles Ray, Uhuru Press, 2018, \$7.95/paperback, \$2.99/Kindle, 148 pages.

In Jim Crow-era America, black stars often faced societal backlash, but some, such as Billie Holiday, were up against the monster itself—the U.S. government. An African-American jazz-singing woman who had the guts to perform her now-famous anti-lynching song of protest, “Strange Fruit,” she was at odds with the U.S. government for decades.

In this book, Ambassador (ret.) Charles Ray presents a fictionalized account of this historically significant moment that reflects the country's mired past of institutionalized racism and intolerance. He tells the story of Harry Jacob Anslinger, the jazz-hating and racist individual who was the first commissioner of the U.S. Treasury Department's Federal Bureau of Narcotics from 1930 to 1962.

Formerly the Department of Prohibition, the bureau needed a new mission when prohibition ended in 1933 and, under Anslinger, the eradication of drugs became its goal. He targeted the jazz world broadly, and singer Billie Holiday, in particular, because of her drug habit. He and his men pursued her relentlessly, determined to bring her down.

A prolific writer, Charles Ray is a retired FSO and former ambassador to Cambodia and Zimbabwe. Before beginning his Foreign Service career, Ray was in the U.S. Army for 20 years and retired in 1982 as a major. This year, in addition to *The Lady's Last Song*, he published another historical novel, new volumes in his Ed Lazenby mystery series and Buffalo Soldier Western series, a collection of photographs and a guide to leadership. They are described below and in the Potpourri section of this edition of “In Their Own Write.”



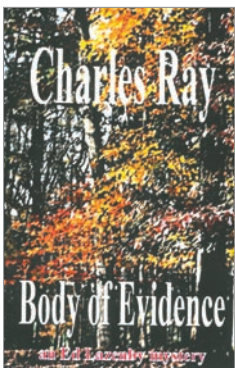
Chase the Sun

Charles Ray, Uhuru Press, 2018, \$12.50/paperback, \$3.99/Kindle, 308 pages.

This book is an historical novel set during the War of 1812 and is the sequel to *Vixen*. U.S. Navy officer Colin Worth reports to the Caribbean, where he must work with pirate captain Elizabeth Parker and the *Vixen* crew. The plan is simple yet proves difficult to execute: disrupt British

forces so that they cannot invade the United States from the south.

With plenty of plot twists and family intrigue, Ambassador (ret.) Charles Ray once again offers an engaging take on a pivotal time in U.S. history.

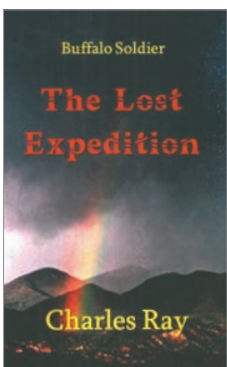


Body of Evidence: An Ed Lazenby Mystery

Charles Ray, Uhuru Press, 2018, \$7.50/paperback, \$2.99/Kindle, 140 pages.

Ed Lazenby's friends pull him into a week of camping on a remote island off Maine's coast. While ferrying to the island, he begins to notice some potential conflicts between fellow campers. Once on the island, tensions

rise, and one of the campers disappears. With a young police officer to help, Ed seeks out the killer and attempts to get to the bottom of this sinister mystery.

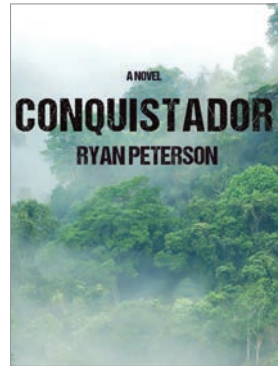


Buffalo Soldier: The Lost Expedition

Charles Ray, Uhuru Press, 2018, \$7.95/paperback, \$0.99/Kindle, 157 pages.

Sergeant Ben Carter is sent to find geologist William Heatherton and his researchers, who are assumed to be lost deep in the Sangre de Cristo Mountains of New Mexico. On the way there, he and his special detachment stumble

upon a boy who tells them the story of a xenophobic and racist prophet who fears that Carter's detachment is the devil's army. Carter must face these strange circumstances while simultaneously searching for the geologist and his team.



Conquistador

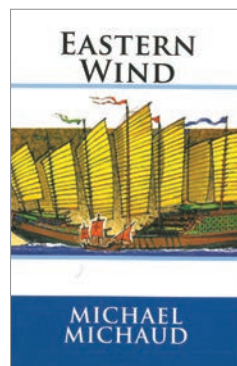
Ryan Peterson, CreateSpace, 2018, \$2.99/Kindle, 294 pages.

Central Africa, 1957. Carlos Cortez has always been a man out of place. Born in Texas to Mexican parents, he has never truly fit in anywhere. Least of all in colonial Africa, a land plagued by political turmoil and brimming with tension between the ruling colonizers

and the oppressed local population, with Cortez caught somewhere in between. On the run from his own violent past, Cortez accepts a job to join an expedition into the deepest reaches of the Congo. Unbeknownst to him, he is embarking on a journey filled with ghost stories, danger, deceit, old enemies from the Second World War—and a treasure greater than he could ever imagine.

Conquistador is a rip-roaring adventure though central Africa during the waning years of the European colonial age and featuring a formidable Latino protagonist who struggles to stay alive while living as a perpetual "outsider." At its core, however, the novel is a poignant reflection on coming to terms with one's past and identity that is embedded in a journey through some of the most dangerous, exotic locales on earth in search of peace of mind as much as treasure.

First-time novelist Ryan Peterson joined the Foreign Service in 2011. He has served overseas in Ciudad Juárez, London and Bucharest, where he currently lives with his wife and two children. Originally from Mesa, Arizona, he worked as an attorney in public health care in Washington, D.C., prior to joining the Foreign Service.



Eastern Wind

Michael A.G. Michaud, CreateSpace, 2018, \$9.49/paperback, \$1.99/Kindle, 218 pages.

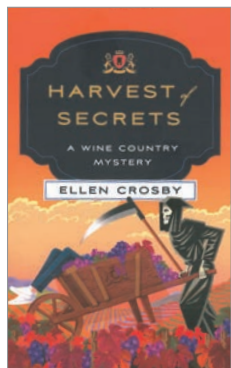
Robin Fjordane, an accomplished scientist, has been fired from her prestigious research job at an oceanographic institute for insisting on telling the truth about climate change. Unable to find equivalent work, Robin discovers an ally: Alan Concarneau, a

sailing captain who is leading an expedition to recover remnants of a wooden ship that sank centuries ago.

The two lead a voyage with four younger researchers, all divided by conflicting goals, clashing personalities and sexual tensions. The crew's final discoveries have profound implications for today's geopolitics. Will a rising China clash with the once-dominant United States? Or will the world's two superpowers adapt to these new circumstances?

By the end of the novel, Robin and Alan have overcome the friction between them and fallen in love. Then an oceanographic institute invites Robin to return to her life's work, far from Alan's home port. Must they end their romance? Will they voyage together again?

Author of more than 100 published works, Michael Michaud was a U.S. Foreign Service officer for 32 years before turning to writing full time. Among his many assignments, he directed the State Department's Office of Advanced Technology; served as counselor for science, technology and environment in Paris and Tokyo; and was consul general in Belfast. He is also the author of two non-fiction books: *Contact with Alien Civilizations* (Springer, 2007) and *Reaching for the High Frontier: The American Pro-Space Movement, 1972-1984* (Praeger, 1986).



**Harvest of Secrets:
A Wine Country Mystery**

Ellen Crosby, Minotaur Books, 2018, \$26.99/hardcover, 352 pages.

For Lucie Montgomery, it's an unusual harvest season at her family's Montgomery Estate Vineyard in Atoka, Virginia. Long-lost crushes, dark family secrets and murder make their way out of the grapevine and into the light. It all begins with the uncovering of a skull

and skeleton near the Montgomery family cemetery.

Lucie learns that her long-lost crush, Jean-Claude Marignac, whom she hasn't seen since she spent a summer in France 20 years ago, will be the head winemaker at the neighboring vineyard. But not long after Jean-Claude moves in to La Vigne Cellars, he is found dead. With a long list of possible culprits, suspicion circles around immigrant worker Miguel Otero. When he disappears, all of Lucie's immigrant workers issue an ultimatum: either prove Miguel's innocence or do the harvest without them. Not wanting to lose the vineyard crop, Lucie must embark on a journey to find Jean-Claude's killer and the skeleton's identity.

Ellen Crosby—the spouse of FSO André de Nesnera, a Voice of America journalist—began writing during her husband's Geneva posting. This book is the ninth addition to her Virginia

wine country mystery series. She is also the author of *Moscow Nights*, which is based on her time in the late 1980s as Moscow correspondent for ABC Radio News. Crosby formerly worked as a freelance reporter for *The Washington Post* and an economist at the U.S. Senate.



When a Dog Barks at Night—It's the CIA!

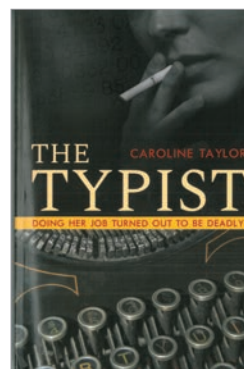
Bob Bergin, Banana Tree Press, 2017, \$2.99/Kindle, 337 pages.

American executive Rudolph Schmitz is mysteriously murdered in his Bangkok apartment. But is it just another local love affair gone wrong?

Old Asia hand Harry Ross is asked to investigate by powerful friends in the world of Thailand's military and intel-

ligence elite. Politics intervene, protestors fill the streets, drones appear in the sky and Vietnam war flashbacks ensue. Can Harry solve the murder by unleashing his secret Chinese weapon?

Bob Bergin is a former U.S. Foreign Service officer and specialist in Southeast Asia, where he spent much of his career. He works with historic aviation groups in Asia and writes articles on aviation and military history for magazines and journals. He is the author of three novels: *Stone Gods*, *Wooden Elephants*, an adventure in the world of Asian antiques; *When Tigers Fly*, a contemporary search for a valuable Flying Tiger airplane; *Spies in the Garden*, a novel of espionage and war. He has also published two short story collections: *A Delicate Beauty* and *White Goddess*.



The Typist

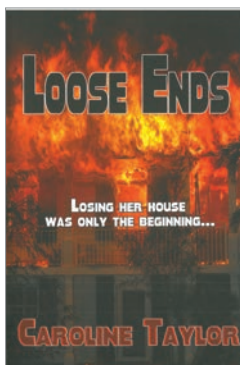
Caroline Taylor, Black Rose Writing, 2018, \$19.95/paperback, 250 pages.

Judah Longquist was raised in the Midwest, had a strict religious upbringing and is now in Washington, D.C. It's 1966, and working as a typist for Tom Lawyer of Standard Life Insurance turns out to be something very different from what she had envisioned.

In this page-turner, Judah learns that to survive in D.C., sometimes a girl has to be bad—really bad. She quickly finds herself caught up in a nightmare seemingly of her own making, and it's up to her to decide if she will uphold her values—or is

it too late? A one-night stand with a neighbor throws her into another trap, again of her own creation, and to salvage what remains of her reputation, Judah must turn to thievery and seduction. She must betray the only man who can save her, a man with secrets that have nothing to do with crime and everything to do with the Cold War.

Caroline Taylor served in the U.S. Foreign Service from 1969 to 1972, with postings in Tel Aviv and Quito. After leaving the Service, she became a writer and editor. *The Typist* is the latest in her list of mysteries, which includes *Jewelry from a Grave*, *What Are Friends For?* and *Loose Ends*, also published this year. She is also the author of a collection of short stories, *Enough!* (see below). Taylor is a member of the North Carolina Writer's Network, Mystery Writers of America and Sisters in Crime, and resides in Pittsboro, North Carolina.



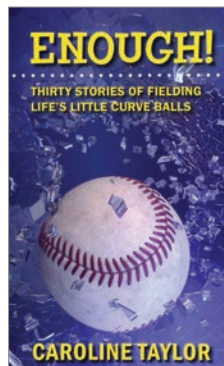
Loose Ends

Caroline Taylor, Moonshine Cove Publishing, 2017, \$13.99/paperback, 246 pages.

Carson and Cam Mahoney are sisters, and they have been through the worst together. As teenagers, they were imprisoned in a foreign country where rape was a job perk for the prison guards. The bad luck didn't end in the past. Carson escapes a fiery home

invasion that destroys her home, while Cam kills a West Virginia commune leader who is a pedophile; both events lead to police chases. The police suspect Carson killed her husband, who she learns had a role in the assassination of Orlando Letelier; and now she fears being blamed for the arson. Meanwhile, Cam is searching for the innocent she saved from the commune leader.

Will they clear their names before the law (or death) comes knocking? Will they manage to rebuild their lives from the rubble? Packed with action and female empowerment, this is a story of sisters getting through the worst of circumstances and fighting against a system seemingly dead set against them.



Enough! Thirty Stories of Fielding Life's Little Curve Balls

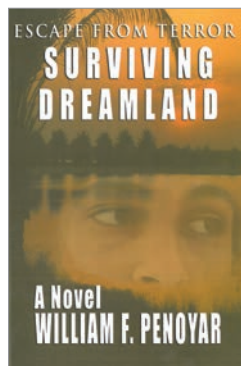
Caroline Taylor, Literary Wanderlust, 2018, \$10.54/paperback, 248 pages.

Challenges come and go in life; what's important is how we handle them.

In this slim book, Caroline Taylor offers 30 poignant short stories from everyday life. "Attention is the rare and pure form of generosity," says Ruth Moose, University of Carolina professor

emeritus of creative writing and the author of *Neighbors and Other Strangers*, adding: "Caroline Taylor pays attention to the small heroes of our everyday lives: those important cogs that surround us. She presents them with both wit and grace."

Her stories are "taut, pointed and consistently intriguing—not to mention potent reminders of the dramatic arcs that shape even the most ordinary lives," says author Louis Bayard.



Surviving Dreamland: Escape from Terror

William F. Penoyar, Amazon Digital Services, 2017, \$2.99/Kindle, 330 pages.

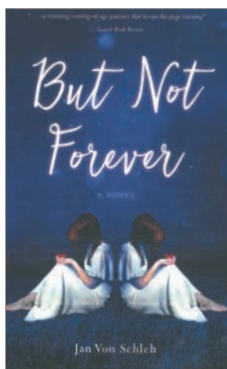
This work of historical fiction chronicles the life of Lara, an Iraqi-born, Michigan-raised girl who finds herself entangled in the dangerous world of the late Uday Hussein. Throughout Iraq, Uday, the eldest son of the late

dictator Saddam Hussein, was feared for his erratic behavior and inhumane acts of violence.

With excellent research and penetrating insights the author, who spent 15 months in Iraq during 2009 and 2010, brings authenticity and accuracy of detail to Lara's tragic story. A gripping read, it showcases the harsh and frightening reality of living under an authoritarian regime and describes the dangers faced by the Iraqi people and Americans alike. A tale of survival and bravery, it is also a thought-provoking story of the resilience of the human spirit.

William F. Penoyar retired from the Foreign Service after a 21-year career with the U.S. Agency for International Development. In addition to service in Mozambique, Kosovo, Armenia and Iraq, he undertook assignments in Central and Eastern Europe, Russia, Kazakhstan and Kyrgyzstan. While serving with the provincial reconstruction team (PRT) led by U.S. Marines

at Camp Baharia in Iraq, he first heard the rumors of Uday's nefarious activities occurring in a nearby palatial resort that inspired him to write this book. He published a memoir, *On the Road with a Foreign Service Officer*, in 2014.



But Not Forever

Jan Von Schleh, SparkPress, 2018, \$16.95/paperback, \$9.95/Kindle, 312 pages.

Could she be everything you aren't, but somehow ... still be you? *But Not Forever* is a time-traveling adventure of love and longing. A story of the heart's quest to find where it belongs, it featured on the 2017 Rossetti Book Awards Shortlist in Young Adult Fiction.

It's the year 2015, and Sonnet McKay is the daughter of a globetrotting diplomat, home for the summer from her exotic life. Everything would be perfect if not for her stunning sister, whose bright star has left her in the shadows.

In 1895, Emma Sweetwine is trapped in a Victorian mansion, dreaming of wings to fly her far from her mother, who gives her love to her sons, leaving nothing for her daughter. Fate puts the two in the same house at the same moment, 120 years apart, and the identical 15-year-olds are switched in time.

In their new worlds, Sonnet falls in love with a boy, Emma falls in love with a life, and astonishing family secrets are revealed. Torn, both girls want to still go home—but can either one give up what they now have?

Jan Von Schleh is a third-generation Seattleite who has lived and worked around the world in Zimbabwe, Nicaragua, the Democratic Republic of the Congo, Turkmenistan and Bahrain. When she's not writing, she likes to explore ancient buildings wherever she can find them and wonder about the stories they would tell. She currently resides in Seoul with her FSO husband, Greg.



Two Lies and a Diamond

Hazel J. Kevlihan, Amazon Digital Services, 2018, \$2.99/Kindle, 179 pages

Aisling is 16 and charismatic, not to mention wise—and humble. But that's just what other people say. Most importantly, Aisling never loses. Like, never.

The brains behind a five-person thieving team known as The Company, she counts as her associates: Nadir, a

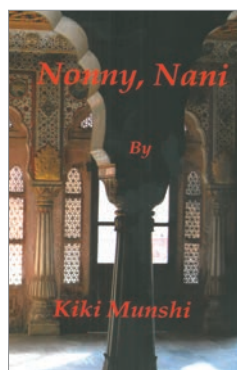
pickpocket turned con artist; Claire, a shy hacker; Rose, a financial genius; and Cameron, a goofy nerd.

Working out of an empty office building in South Dublin, Aisling steals from the biggest names in Europe, while still managing to ace her exams. But something sinister is lurking on the city streets. As The Company is drawn into a job close to home, Aisling will be forced to gamble her friends, her family and her future on one giant score.

Will she finally lose it all?

Hazel Kevlihan is the teenage daughter of Laurel Fain, a Foreign Service officer with USAID currently based in Dar es Salaam.

CHILDREN'S BOOKS



Nonny, Nani

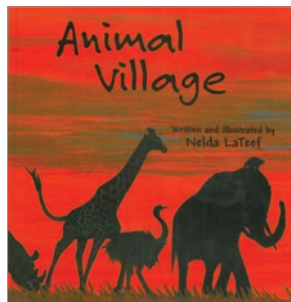
Kiki Munshi, CreateSpace Independent Publishing Platform, 2017, \$10/paperback, 140 pages.

This is the story of an 11-year-old girl's journey and cultural struggle going from California to India. Though the events are fictional, the story is constructed from real people's memories and lives.

Nonny is living in 1920s California when her father, an irrigation engineer, accepts a job offer in western India on the Ganga Canal. She and her father set out for India, leaving behind everything she knew—including her pony, Stormy. In India, she faces strict rules applied only to females, such as not being able to go out and do all the things that boys can do. Together with her new Indian pony, Toofan, she stirs up trouble and rebels against gender-defined constraints.

Kiki Skagen Munshi joined the U.S. Information Agency in

1980. During her Foreign Service career she served in Lagos, Bucharest (twice), Athens, Freetown, Dar es Salaam, New Delhi and Washington, D.C. Four years after her 2002 retirement Munshi returned to head a provincial reconstruction team (PRT) in Baquba, Iraq, from 2006 to 2007. A fluent speaker of Romanian and frequent visitor to the country, she earned her doctorate in Romanian history from the University of Bucharest in 2006.



Animal Village

By Nelda LaTeef, 2018,
\$16.95/hardcover, 36 pages.

Drought has struck an animal village in West Africa, but Timba the tortoise is determined to save her village from devastation. In an emergency meeting about the lack of water, Timba speaks up.

She tells of her plan to find water, and while the other animals balk at her suggestion, the village chief supports her.

When immediate results aren't forthcoming, the other

animals grow frustrated and lash out at Timba. Cast off from the village, she must search for water on her own. Eventually finding it, she rushes back to share her discovery with the village inhabitants, despite having been jeered just days before.

In the eyes of the animals, Timba is a hero, so they make her the new chief. She sees the ceremony as an opportunity to share some advice: working together makes everyone stronger; working hard gets the job done; and when the work is slow, patience must be upheld.

Encased in LaTeef's own lively illustrations using acrylic, India ink and collage images, this moral lesson makes for a delightful children's story.

Born into a Foreign Service family, Nelda LaTeef attended schools in Tunisia, Afghanistan, Italy, Niger, Nigeria, Lebanon and Senegal. She first heard the folklore that inspired this book from a storyteller in the Republic of Niger. A cum laude graduate of Harvard University, she is author of *The Hunter and the Ebony Tree* (2002) and *Working Women for the 21st Century: Fifty Women Reveal Their Pathways to Success* (1992), which the New York Public Library recommends to young adult readers.

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More Terrifying Tales: Scary Stories for Children

David Kobb and Shawn Kobb, Amazon Digital Services, 2018, \$8.99/paperback, \$2.99/Kindle, 97 pages.

Why is your reflection in the mirror moving without you? What stalks the corn maze, and will a group of friends make it out alive? Can you handle the Bravery Test and visit 13 cemeteries in one night? What would you do if you found

a mysterious eye looking at you from the drain in your garage? All these stories and more are hidden in the dark corners of *More Terrifying Tales*, the second volume in the frightfully scary series from the authors who brought you *Terrifying Tales: 13 Scary Stories for Children* in 2016.

Have no fear, though, for as author David Kobb reminded us in his introduction to that first volume: “Please remember that all the stories are the work of the authors’ imaginations.” But in his own introduction, coauthor Shawn Kobb urges steadfast vigilance, warning that David “...wants you to feel safe. He wants you to let your guard down. Don’t fall for it. That’s how they get you.”

Shawn Kobb, a member of the State Department Foreign Service since 2006, has served in Ukraine, the Bahamas and Afghanistan, and currently lives in Washington, D.C., with his wife and a dog named Rosie. When not busy trying to scare kids with his over-active imagination, he keeps busy writing books for adults. You can learn more about his other work at shawnkobb.com.

David Kobb, Shawn’s cousin and co-author of the Terrifying Tales series, lives in the Midwest with his wife and their zombie pet bunny. He’s the only member of his family who made it through the Bravery Test. You can learn more about his scary books and other terrifying fun at David-Kobb.com.



Even More Terrifying Tales: Scary Stories for Children

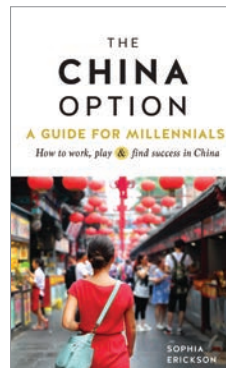
David Kobb and Shawn Kobb, Amazon Digital Services, 2018, \$8.99/paperback, \$2.99/Kindle, 98 pages.

What do the mysterious pumpkins at the abandoned house have to do with the kids who went missing? Why aren’t your parents telling you the full story behind the tiny footprints on your bed? Are you being hunted by

the beast of Echo Woods, or is that just another birdsong?

Even More Terrifying Tales is the third volume in the Kobbs’ Terrifying Tales series for children.

POTPOURRI



The China Option: A Guide for Millennials

Sophia Camille Erickson, Travelers’ Tales, 2018, \$34.95/hardcover, \$18.10/paperback, 320 pages.

This book about how to work, play and find success in China was written by a Foreign Service “brat” who was born in Nice, France, and grew up in eight different countries.

Based on the author’s own experience,

The China Option is a manifesto for recent college grads looking to pay off debt while living a stimulating, adventurous life and to pave the way for a successful future. The book covers a wide range of topics from the concept of “face” to coffee culture to racism to love to LGBT issues, as well as all of the practicalities readers need to know to get in and get a job. Topics include: getting a job and keeping it; navigating the work-permit maze; learning Mandarin and managing you money.

Sophia Erickson, the daughter of retired FSO Andrew S.E. Erickson, says she never would have written this book if she hadn’t grown up in the Foreign Service. She wrote it to explain what one needs to do to get life going on arrival in a new place. New members of the Foreign Service, and especially spouses on their first and second tours, will find it very interesting.



Backyards and Byways

Charles Ray, Uhuru Press, 2018, \$18.95/paperback, \$3.99/Kindle, 81 pages

This is a collection of wildlife, urban and natural landscape photos taken by Ambassador (ret.) Charles Ray. He captured many of these special moments near home, such as a photo compilation of a litter of baby foxes (kits) nursing from their mother and

stumbling around his neighbor’s backyard.

Throughout the book, Ray offers brief reflections on his appreciation for nature and the animals and insects he photographs.



**The Bordeaux Kitchen:
An Immersion into
French Food and Wine,
Inspired by Ancestral
Traditions**

By Tania Teschke, Primal Nutrition, 2018, \$39.95/hardcover, \$24.17/Kindle, 600 pages.

Like all things French, this book is much more than meets the eye. Far from the traditional cookbook, this is a voyage into traditional French cuisine and wine without the grains; in other words, it offers a paleo/primal approach to French cooking. The book includes more than 160 recipes that will serve up scrumptious dishes without the health risks of traditional *gastronomie française*. Made vivid with the author’s

own photographs, the book even has a French wine mini-course, coupled with a wine-pairing guide for most entrees.

Tania Teschke, a Foreign Service spouse, is an American-born writer and photographer who has traveled the world and lived multiple times in France to study at the undergraduate and graduate levels, to learn the French language and literature and to master traditional French cooking. She studied under a renowned Basque butcher and received a University of Bordeaux wine science diploma. Teschke began recording French recipes and stories for her daughters; this project evolved into a mélange of recipes and insights into French culture and healthy living, all of which culminated in this book.

A former intern for National Geographic photographer Steve McCurry in New York, Teschke’s photography has been shown in Paris, Moscow and Tokyo, and published in *The New York Times* and other international publications. A speaker of French, German and Russian, she currently lives in Switzerland with her diplomat husband and two daughters.



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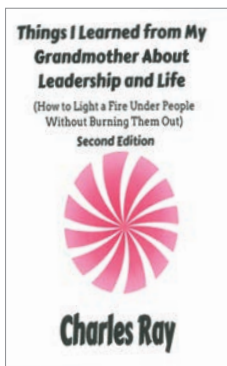
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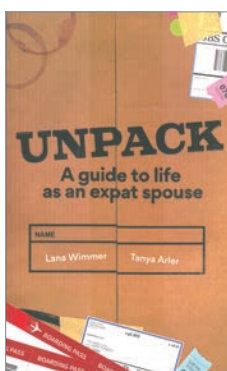
Things I Learned from My Grandmother About Leadership and Life: How to Light a Fire under People Without Burning Them Out

Charles Ray, Uhuru Press, 2018, \$6.95/paperback, \$0.99/Kindle, 104 pages.

In these reflections on the nature of leadership author Charles Ray shares the words of his grandmother, Sally Young (1889-1972), who, as he states in the book's dedication, "taught me just about everything I know about leadership and dealing with people." She didn't have much formal education, Ray states, but she "was the smartest person I've ever known because she had something that's not very common these days: common sense."

A "lazy person's guide to leadership," as Ray described it, this book offers much food for thought as it takes the reader through the authors' own personal and professional struggles, ranging from finding a work-life balance and maintaining health and career goals to discovering the differences between principle and practice.

Charles Ray—a retired FSO, retired U.S. Army major and prolific writer—is the author of more than 100 books (see p. 45).



Unpack: A Guide to Life as an Expat Spouse

Lana Wimmer and Tanya Arler, Springtime Books, 2017, \$12.60/paperback, \$5.99/Kindle, 218 pages.

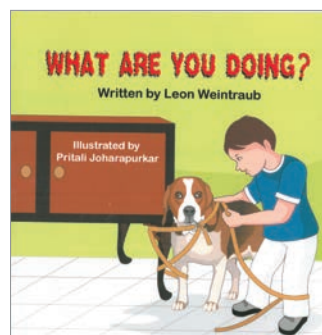
As an expatriate spouse, how do you choose the right home for your family, transition your kids to a new country and school, adjust to a new culture, and build a whole new network of friends? Written by two expats with more than

15 international moves between them, *Unpack* gives practical answers to those and many other questions.

Lana Wimmer earned her B.S. in family psychology from Brigham Young University. Over the past two decades, she's put that degree to the test, raising four children while navigating 14 moves, eight of them international. Married to a U.S. diplomat, she's experienced yearlong separations from her spouse while he served in three unaccompanied posts. Supporting families has been the hallmark of her career, as a volunteer, writer and

blogger. She currently resides in Muscat and will be returning to the United States to pursue a master's degree in marriage and family therapy.

Tanya Arler was raised bicultural, Belgian/American, and is a seasoned expatriate who has orchestrated six international moves in 15 years for herself and her family. An inspirational speaker, coach and blogger, she speaks regularly at international schools on the topic "Life As an Expat: Attitude, Expectation and Identity." She currently resides in Stockholm with her husband and two children.



What Are You Doing?

By Leon Weintraub, illustrated by Pritali Joharapurkar, 2017, \$9.99/paperback, 22 pages.

Written from the perspective of a child, *What Are You Doing?* allows parents, grandparents and any adult interacting with children to

better understand why children do the things they do. Though their actions may not make sense to us, they are trying to connect with and relate to the world around them.

This book encourages parents and grandparents to step into children's shoes to appreciate why children do seemingly silly things, such as knocking over a vase of cut flowers and pushing it around with a broom. What is the child's perspective? Why do children do the things they do?

Leon Weintraub is a retired Foreign Service officer. During a 29-year diplomatic career, he served in South America, Africa, the Middle East, Europe and Washington, D.C., before retiring in 2004. He also served as a Peace Corps Volunteer in Liberia and did research for his doctorate degree in Sierra Leone. He is the author of *We're All Alike and Different* (2015), an introduction for children to tolerance. ■

OF RELATED INTEREST



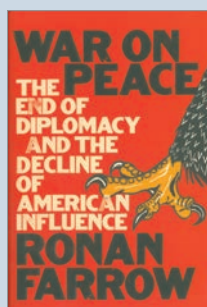
U.S. Consular Representation in Britain Since 1790

Nicholas M. Keegan, Anthem Press, 2018, \$115/hardcover, \$31.01/paperback, \$29.99/Kindle, 250 pages.

This meticulously researched book draws extensively on archives in the United States and the United Kingdom, and includes many previously unpublished photographs. It is in three parts, the first focused on the creation of the State Department, the Consular Service and the Foreign Service. While *FSJ* readers may be familiar with that history, Nicholas M. Keegan's treatment offers many less-familiar details. Parts II and III concentrate on the U.S. consulates and the people who have served in them in Britain and pre-independence Ireland.

The foreword is by AFSA President Ambassador Barbara Stephenson, who served as the first female deputy chief of mission and chargé d'affaires at Embassy London from 2010 to 2013.

Nicholas M. Keegan spent much of his career in the civil service in Edinburgh, mainly in the fields of education, home affairs and criminal justice. He was awarded a Ph.D. in politics from Durham University in 2005.



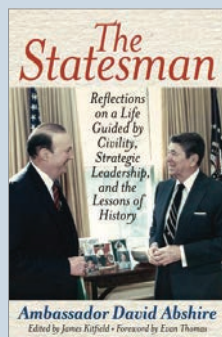
War on Peace: The End of Diplomacy and the Decline of American Influence

Ronan Farrow, W.W. Norton & Company, 2018, \$27.95/hardcover, \$14.99/Kindle, 424 pages.

Drawing on his experience as an investigative journalist and a former State Department official, Ronan Farrow profiles several recent standard bearers of traditional statecraft, with the greatest focus on the late Richard Holbrooke, as he illuminates one of the most consequential and poorly understood changes in American history: the sidelining of the Foreign Service.

Drawing on newly unearthed documents, and richly informed by rare interviews with warlords, whistleblowers and policymakers—including every living former Secretary of State from Henry Kissinger to Rex Tillerson—*War on Peace* makes a powerful case for an endangered profession.

Ronan Farrow is an investigative journalist who writes for *The New Yorker* and makes documentaries for HBO. See the October *FSJ* for a review of this book.



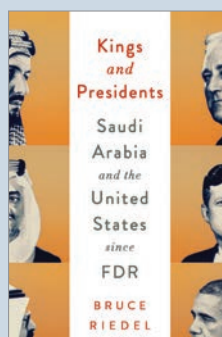
The Statesman: Reflections on a Life Guided by Civility, Strategic Leadership and the Lessons of History

David Abshire and James Kitfield, Rowman & Littlefield, 2018, \$45/hardcover, \$31.45/Kindle, 220 pages.

The late David Abshire, co-founder of the Center for Strategic and International Studies, was an adviser to several presidents. He served as a special counselor to President Ronald Reagan and was the U.S. permanent representative to NATO from 1983 to 1987.

In this extraordinary final love letter to his country, published posthumously, Abshire urges his fellow citizens to reclaim American exceptionalism by reinvigorating a politics of lively, robust debate within a framework of respect and civil behavior—before it is too late.

James Kitfield, who edited Abshire's memoir for publication, is a senior fellow at the Center for the Study of the Presidency and Congress, the author of three books on national security and a member of the Council on Foreign Relations.



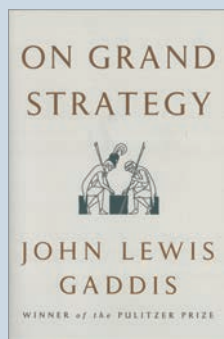
Kings and Presidents: Saudi Arabia and the United States since FDR

Bruce Riedel, Brookings Institution Press, 2017, \$25.99/hardcover, \$13.06/Kindle, 272 pages.

Saudi Arabia and the United States have been partners since 1943, when President Franklin D. Roosevelt met with two future Saudi monarchs. Based largely on economic interests, the relationship has been enduring but rarely smooth. Here is an insider's account based on declassified documents, memoirs by both Saudis and Americans, eyewitness reports and the author's own 30-year involvement in the Middle East. As the Atlantic Council's Barbara Slavin notes, "Few if any Americans have the depth of experience of Bruce Riedel in dealing with the volatile neighborhood inhabited by Saudi Arabia."

A senior adviser on South Asia and the Middle East to the last

four presidents of the United States, Bruce Riedel served in the Central Intelligence Agency and at the National Security Council, and is now a senior fellow in the Saban Center for Middle East Policy at the Brookings Institution.



On Grand Strategy

John Lewis Gaddis, Penguin Press, 2018, \$26/hardcover, \$18/paperback, \$12.99/Kindle, 384 pages.

For almost two decades, Yale students have competed for admission each year to the “Studies in Grand Strategy” seminar taught by John Lewis Gaddis, Paul Kennedy and Charles Hill. Its purpose has been to prepare future leaders for responsibilities they will face, through lessons drawn from history and the classics. Now Gaddis has distilled that teaching into a succinct, sharp and potentially transformational book, surveying statecraft from the ancient Greeks to Franklin D. Roosevelt and beyond. A guide to the art of leadership, *On Grand Strategy* is, in every way, its own master class.

John Lewis Gaddis is the Robert A. Lovett Professor of History at Yale University, and was the founding director of the Brady-Johnson Program in Grand Strategy. The author of many award-winning books, he received the 2012 Pulitzer Prize in Biography for *George F. Kennan: An American Life*.



Twilight of the Titans: Great Power Decline and Retrenchment

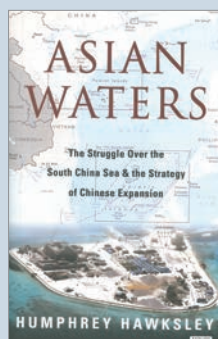
Paul K. MacDonald and Joseph M. Parent, Cornell University Press, 2018, \$42.95/hardcover, \$31.78/Kindle, 260 pages.

In this bold new perspective on United States–China relations, Paul K. MacDonald and Joseph M. Parent examine all great power transitions since 1870. They find that declining and rising powers both have strong incentives to moderate their behavior at moments when the international hierarchy is shifting. Tough talk, intimidation, provocation and preventive war, they write, are not the only alternatives to defeat; retrenchment is the most productive response.

Perhaps surprisingly, they find that retrenchment tends not to make declining states tempting prey for others; nor does it promote domestic dysfunction. What it does encourage is resur-

rection. Only states that retrench have recovered their former position.

Paul K. MacDonald is an associate professor of political science at Wellesley College, and Joseph M. Parent is an associate professor of political science at the University of Notre Dame.



Asian Waters: The Struggle Over the South China Sea and the Strategy of Chinese Expansion

Humphrey Hawksley, Overlook Press, 2018, \$29.95/hardcover, \$14.16/Kindle, 304 pages

BBC foreign correspondent Humphrey Hawksley has been reporting on Asia and the Pacific for many years, and has witnessed China’s transformation into one of the world’s most wealthy and militarized countries. In *Asian Waters*, he gives readers a compelling narrative of this most volatile region. Can the United States and China handle the changing balance of power peacefully? Do Japan, the Philippines, South Korea and Taiwan share enough common purpose to create a NATO-esque multilateral alliance? Does China think it can even become a superpower without making an enemy of America? If so, how does it plan to achieve it?

Humphrey Hawksley is a BBC foreign correspondent whose face and voice are known to millions. He is the author of numerous books and articles.

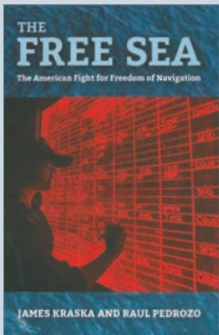


From Cold War to Hot Peace: An American Ambassador in Putin's Russia

Michael McFaul, Houghton Mifflin Harcourt, 2018, \$30/hardcover, \$14.99/Kindle, 528 pages.

As President Barack Obama’s ambassador to Moscow from 2012 to 2014, Michael McFaul had a front-row seat when hopes for an enduring “reset” to Russian-American relations crumbled with Vladimir Putin’s return to the presidency. The Kremlin actively sought to discredit and undermine McFaul, dispatching protesters to harass him wherever he went, slandering him on state media and tightly surveilling him, his staff and his family. This riveting inside account tells the full story of U.S.-Russia relations from the fall of the Soviet Union to the rise of Russian President Vladimir Putin

Michael McFaul is a professor of political science, director and senior fellow at the Freeman Spogli Institute for International Studies at Stanford University, and a senior fellow at the Hoover Institution.



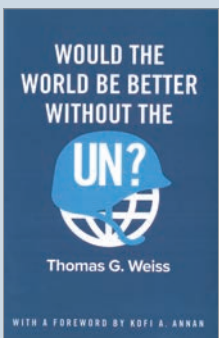
The Free Sea: The American Fight for Freedom of Navigation

James Kraska and Raul Pedrozo, Naval Institute Press, 2018, \$39.95/hardcover, 416 pages.

The Free Sea offers a unique, single-volume analysis of incidents that have challenged the United States' freedom of navigation at sea ever since the Quasi-War with France in 1798. Retired U.S.

Navy officers James Kraska and Raul Pedrozo explain how challenges to U.S. warships and maritime commerce have pushed, and continue to challenge, the United States to vindicate its rights through diplomatic, legal and military means, underscoring the need for the strategic resolve to ensure freedom in the global maritime commons.

James Kraska is chairman and Howard S. Levie Professor at the U.S. Naval War College Stockton Center for International Law, where Raul Pedrozo is a visiting fellow.



Would the World Be Better Without the U.N.?

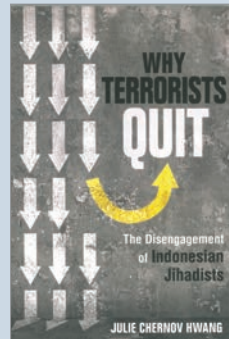
Thomas G. Weiss, Polity Books, 2018, \$69.95/hardcover, \$24.95/paperback, \$15.99/Kindle, 240 pages.

Thomas G. Weiss, a leading analyst of the United Nations' history and politics, does not shy away from criticizing the institution's many shortcomings. But as the late Kofi Annan, U.N. secretary general from

1997 to 2007, says in his foreword:

"I salute this book because it helps us to understand the crucial importance of the United Nations in tackling the considerable challenges facing the world today. Tom Weiss has engagingly and honestly asked a very tough question: Would the world be better without the U.N.? His negative reply is an indispensable guide for anyone worried about the future of the planet and of the U.N."

Thomas G. Weiss is Presidential Professor at the City University of New York's Graduate Center and director emeritus of the Ralph Bunche Institute for International Studies.



Why Terrorists Quit: The Disengagement of Indonesian Jihadists

Julie Chernov Hwang, Cornell University Press, 2018, \$39.95/hardcover, \$31.16/Kindle, 230 pages.

Why do hardline terrorists decide to leave their organizations? This is the burning question to which Julie Chernov Hwang seeks answers in *Why*

Terrorists Quit. Over the course of six years, she conducted more than 100 interviews with current and former leaders and followers of radical Islamist groups in Indonesia, and evaluates the impact of various public initiatives designed to encourage them to disengage from them. Her findings offer hope that Indonesia's approach to this pressing challenge can be applied in other societies, as well.

Julie Chernov Hwang is an associate professor of political science and international relations at Goucher College. Her previous book was *Peaceful Islamist Mobilization in the Muslim World*.



Stopping the Bomb: The Sources and Effectiveness of U.S. Nonproliferation Policy

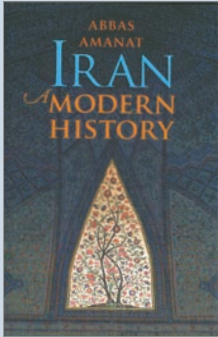
Nicholas L. Miller, Cornell University Press, 2018, \$47.95/hardcover, \$41.63/Kindle, 316 pages.

In *Stopping the Bomb*, Nicholas L. Miller explores the role of the United States in combating the spread of nuclear weapons. He contends that the Chinese and

Indian nuclear tests of the 1960s and 1970s, in particular, forced Washington policymakers to focus more assiduously on promoting nonproliferation.

Four in-depth case studies of U.S. nonproliferation policy—toward Taiwan, Pakistan, Iran and France—illustrate how the United States can compel countries to reverse ongoing nuclear weapons programs. Miller's findings highlight the relatively rapid move from a permissive approach toward allies who are acquiring nuclear weapons, to a more universal nonproliferation policy.

Nicholas L. Miller is an assistant professor of government at Dartmouth College.



Iran: A Modern History

Abbas Amanat, Yale University Press, 2017, \$40/hardcover, \$19.99/Kindle, 992 pages.

In this expansive history spanning half a millennium, Abbas Amanat explores Iran's fascinating past up to the modern day and aims to offer, in the author's words, "an alternative to the black-and-white narratives of the past." Covering

revolutions, dynastic succession and everyday life, Amanat shows that in addition to the dictates of geography, economy and culture, the forces of modernity have exposed Iran to unusually complex experiences. From the heyday of Western imperialism when the country retained a strong degree of autonomy to the disruptive Constitutional Revolution at the turn of the 20th century and the birth of the Islamic Republic, Iran's history is marked by moments of intense upheaval and international competition.

Abbas Amanat is professor of history and international studies at Yale University and director of the Yale Program in Iranian Studies at the MacMillan Center for International and Area Studies.



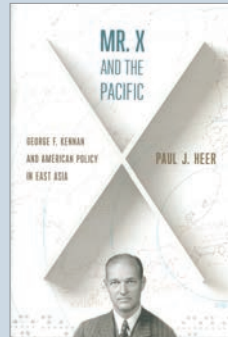
Harold Stassen: Eisenhower, the Cold War and the Pursuit of Nuclear Disarmament

Lawrence S. Kaplan, University Press of Kentucky, 2018, \$80/hardcover, \$79.99/Kindle, 230 pages.

Harold Stassen, a former governor of Minnesota, became President Dwight D. Eisenhower's special assistant for disarmament. In many ways, as Lawrence

S. Kaplan explains in this nuanced biography, Stassen was his own worst enemy in that role. His ambition and ego undermined his efforts and clouded his vision, and his feuds with Secretary of State John Foster Dulles were legendary. Yet while Dulles often prevailed in the meeting room, Stassen's vision of nuclear restraint was one that Eisenhower shared, and his views became embedded in Cold War policy for decades.

Lawrence S. Kaplan is emeritus director of the Lyman L. Lemnitzer Center for NATO and European Studies at Kent State University and a former professorial lecturer in history at Georgetown University. He is the author or editor of more than two dozen books.



Mr. X and the Pacific: George F. Kennan and American Policy in East Asia

Paul J. Heer, Cornell University Press, 2018, 37.95/hardcover, \$23.99/Kindle, 320 pages.

George F. Kennan is famous for articulating the strategic concept of containment, which became the centerpiece of the Truman Doctrine. In *Mr. X and*

the Pacific, Paul J. Heer explores Kennan's equally important, but more obscure, impact on East Asia. After assessing Kennan's time as director of the State Department's Policy Planning Staff from 1947 to 1950, Heer traces his evolution from a hawkish Cold Warrior to a prominent critic of the Vietnam War. He concludes by setting forth the ways in which Kennan's legacy has implications for how the United States approaches the region now.

Paul J. Heer is an adjunct professor in the Elliott School of International Affairs at The George Washington University. He is a veteran analyst of East Asia and spent three decades within the U.S. intelligence community.



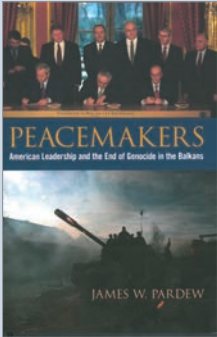
Dark Commerce: How a New Illicit Economy Is Threatening Our Future

Louise I. Shelley, Princeton University Press, 2018, \$29.95/hardcover, \$28.45/Kindle, 376 pages.

Over the past three decades, the most advanced forms of illicit trade, inextricably linked to computers and social media, have broken with all historical

precedents. Louise Shelley explains how this world functions, and how it exacerbates many of the world's destabilizing phenomena: the perpetuation of conflicts, the proliferation of arms and weapons of mass destruction, and environmental degradation and extinction. She contends that illicit trade is a business the global community cannot afford to ignore and must work together to address.

The Omer L. and Nancy Hirst Professor of Public Policy and University Professor at George Mason University's Schar School of Policy and Government, Louise I. Shelley is also the founder and director of its Terrorism, Transnational Crime and Corruption Center. She is the author of several books, and her article, "Illicit Trade and Our Global Response," appeared in the October *FSJ*. She lives in Washington, D.C.



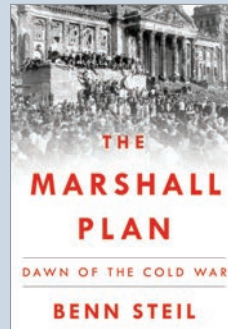
Peacemakers:
American Leadership and the
End of Genocide in the Balkans
James W. Pardew, University Press of
Kentucky, 2017, \$39.95/hardcover,
\$24.99/Kindle, 424 pages.

Peacemakers is the first comprehensive
history of the successful multilateral
intervention in the Balkans between
1995 and 2008 by an official directly

involved throughout the period in the diplomatic and military
responses to the crises. James W. Pardew recounts how Richard
Holbrooke and the U.S. envoys who followed him helped to stop
or prevent vicious wars in Bosnia, Croatia, Kosovo and Macedo-
nia. He reminds us that American leadership and multilateral
cooperation are often critical to resolving international crises.

Ambassador (ret.) James W. Pardew was the primary U.S.
negotiator of the Ohrid Agreement in Macedonia. A former ambas-
sador to Bulgaria, he also led Balkan task forces for the secretaries

of Defense and State, and served as a policy adviser at NATO. Prior
to his diplomatic service, he spent 27 years in the U.S. Army as an
intelligence officer. See the September *FSJ* for a review of this book.



The Marshall Plan:
Dawn of the Cold War
Benn Steil, Simon & Schuster,
2018, \$35/hardcover, \$16.99/Kindle,
621 pages.

As Vladimir Putin's Russia rattles the
world order, this history provides criti-
cal context into understanding today's
international landscape. With fascinat-
ing new material from American, Rus-
sian, German and other European archives, Benn Steil's account
will forever change how we see the Marshall Plan and the birth
of the Cold War.

Benn Steil is a senior fellow and director of international
economics at the Council on Foreign Relations. His previous

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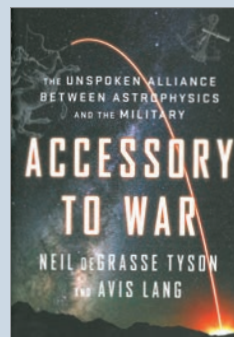
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MARY CORNELIA GINN

10303 Greenwood Place
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 Email: mcgfin@verizon.net

book, *The Battle of Bretton Woods: John Maynard Keynes, Harry Dexter White and the Making of a New World Order*, was called “a triumph of economic and diplomatic history” by the *Financial Times*, “a superb history” by *The Wall Street Journal*, and “the gold standard on its subject” by *The New York Times*.



Accessory to War: The Unspoken Alliance between Astrophysics and the Military

Neil deGrasse Tyson and Avis Lang,
 W. W. Norton & Company, 2018, \$30/
 hardcover, \$14.87/Kindle, 576 pages.

Scientists and soldiers both seek to understand the space domain. This common curiosity has given rise to a close relationship that authors Neil

deGrasse Tyson and Avis Lang explore across centuries—from the days of Galileo and the first telescope, to the Cold War-era “Star Wars” Strategic Defense Initiative, to the latest international agreements attempting to ban weapons in space.

Neil deGrasse Tyson is an astrophysicist with the American Museum of Natural History, director of its Hayden Planetarium and the author of *Astrophysics for People in a Hurry*. Avis Lang is a research associate at the American Museum of Natural History’s Hayden Planetarium.



The Cold War at Home and Abroad: Domestic Politics and U.S. Foreign Policy since 1945

Andrew L. Johns and Mitchell B. Lerner,
 editors; University Press of Kentucky,
 2018, \$60/hardcover, \$48/Kindle,
 330 pages.

This diplomatic history collection brings together 11 essays that examine factors ranging from elections and congressional influence to the role of religion and

regionalism, and trace the influence of those issues on the history of U.S. foreign relations since 1945. (Editors Andrew L. Johns and Mitchell B. Lerner frame the discussion with introductory and closing chapters.) In the process, the contributors expand our understanding of the history of U.S. foreign policy.

Andrew L. Johns is an associate professor of history at Brigham Young University and the David M. Kennedy Center for International Studies. Mitchell B. Lerner is an associate professor of history at Ohio State University. ■

COMING
INTO THEIR
OWN 'WRITE'

A LOOK BACK AT AN FS Women's Writers' Group

During the 1960s a group of FS women writers from the Greatest Generation banded together to polish their craft and get their work published.

BY FRANCESCA HUEMER KELLY

During the days when most Foreign Service spouses were called “wives” and a female FSO had to resign if she got married, a small, resourceful group of FS women writers came together to get their work published. They were members of the Association of American Foreign Service Women* Writers' Group, formed in 1965 by Elizabeth “Biffy” Sanders.

Over four decades, the group met regularly to read and critique each other's work. They wrote and published textbooks, children's books, memoirs, poetry, radio scripts, personal essays, newspaper columns and feature articles. Several of them were émigrés who had fled from repression or even war; others served in the military or diplomatic corps. Membership ebbed and flowed over

the years, but the core group stayed intact, meeting at members' homes in the Washington, D.C., area, where most of the women settled after or between overseas assignments. Those who were in the group for more than 30 years included Maria Bauer, Sally Montanari and Jeri Bird.

Together they published an essay collection, *A World of Difference: A Collection by American Foreign Service Women*. The book, which includes a foreword from Mrs. George P. Shultz, features memoirs from Afghanistan, Bolivia, Italy, Egypt, Yugoslavia, Japan and other countries. Some of the authors contributed poetry or short stories instead of memoirs. The resulting publication is a colorful tapestry woven by the sort of experience that only comes from living abroad. When *A World of Difference* was published in 1987, many of the contributors had been long retired from the Foreign Service and were writing about their experiences decades before, often during the Second World War.

The last of the original members of the Writers' Group, Maria Bauer, died earlier this year. Her memoir of escaping her native Czechoslovakia during the war, *Beyond the Chestnut Trees*, still makes for riveting reading. She and her family fled to France, then to Spain and Portugal. Along the way, she met and married her husband, an Austrian resistance fighter. After their final escape to the United States, her husband worked for the Voice of America and then for the U.S. Information Agency, taking them back overseas to serve their adopted country.

Maria's story echoes those of the other members of the group in its almost fictional qualities. Whether born overseas or in the United States, almost all were drawn to interesting work, often in



Francesca Huemer Kelly, the spouse of a newly retired Foreign Service officer and former ambassador, has worked as a freelance writer and an editor, and is currently coaching high school students on their college application essays. She is a co-founder of Tales from a Small Planet, and a former FSJ AFSA News editor. She would like to thank Gail Shisler and Wendy Montanari for their memories. Wendy contributed materials and photos to this article.

**The AAFSW has since changed its name to Associates of the American Foreign Service Worldwide.*



The AAFSW Writers' Group after publication of *A World of Difference* in 1987. Back row, from left: Lucile Klontz, Silvia Zimmerman, Gail Shisler, Jerri Bird, Lee Austin, Anne Gordon, Mary Lou Weiss and Marlen Neumann. Front row, from left: Kristine Konold, Mary Sargent, Alice Slattery, Katherine Little, Sally Montanari, Mavis Perry Barrett, Madeleine Meyer and Biffy Sanders.

service for the Allies during World War II. They demonstrated not only an intrepid spirit but undeniable grit under challenging, even dangerous circumstances. Many had to retire from the Foreign Service and other careers when they were married and started writing to continue in the path of a purposeful life.

The Greatest Generation

It may be no coincidence that these women chose writing as a profession, as they often seemed to be cast as the heroines of their own adventure stories. Take Kristine Konold, for example. She served with the Office of War Information in London during World War II, where she worked at the American Broadcasting Station in Europe. Before joining the U.S. Information Agency as a cultural affairs officer, she wrote scripts for U.S.-controlled radio stations in Luxembourg and Germany. Marriage ended her Foreign Service career, at which point she devoted herself to writing essays and articles, finally publishing a book about her wartime experiences, *Backstage at the Big War*.

Then there's Sally Montanari, who wrote two children's books: one about art called *Look Again: Clues to Modern Painting*, and a story set in Italy called *A Voice from the Belly*. Sally had a famous sense of humor and was an airplane mechanic during WWII—a true “Rosie the Riveter.” She wrote for newspapers and raised four children while her husband was employed by what is now the U.S. Agency for International Development. One of her funniest essays can be found in *A World of Difference*: it concerns her husband's stubbornness about wearing “holey socks” and how that played out in Japan, where they were invited to a dinner where they were expected to take off their shoes.

Anne Gordon and her husband, William, served in Ghana, Nigeria, Sweden and the Netherlands for USIA. Anne wrote often of her memories of growing up poor, the daughter of a black single mother in Memphis, and how she dreamed of living the adventures her mother told her in stories. “Mama painted lovely lifelike pictures in my mind's eye and took us on imaginary trips with real people, places and things. ... She led us far from our dilapidated little frame house of depression days when sometimes we had neither sufficient food nor fuel. Such was the way of life in our all-Negro neighborhood. ... We were poor in material goods but ‘chock full of hope.’” It amazed her that she did, in fact, spend her adult life traveling the world. Gail Shisler, a younger member of the group who joined in the 1980s, says of Anne:

“She told of a life rife with injustices but with no resentments.”

Cuban-born Silvia Zimmerman, the daughter of a well-known poet and the granddaughter of a Shakespearean scholar, grew up expecting to be a writer. In 1943 she became the press liaison for the Pan American Union, writing articles, conducting interviews and writing under a syndicated byline. She also freelanced, penning articles for *Vogue* and *Reader's Digest*. Her writing life diminished when she became a Foreign Service spouse, but she later worked on a memoir of growing up in pre-Castro Cuba.

Jerine (“Jeri”) Bird was an FS spouse and writer who ended up co-founding, with her husband, Partners for Peace, an organization that promoted understanding in the Middle East. Their son, Kai Bird, inherited Jeri's gift for writing, winning a Pulitzer Prize for his book, *American Prometheus: The Triumph and Tragedy of J. Robert Oppenheimer* (Vintage Books, 2006).

Patricia Gordon Erickson edited *A World of Difference*. First a Foreign Service officer, she turned to writing after marrying FSO Elden Erickson in the 1950s, publishing a series of travel books called *Roamin' Round Rotterdam*, *Roamin' Round Holland* and *Roamin' Round Frankfurt*.

Marlen Neumann initially worked for the Department of State, but it was her professor husband who was later tapped to be an ambassador. After his retirement, Marlen focused on writing children's books and poetry. Her son Ronald Neumann later became a career FSO and three-time ambassador.

The list goes on: Biffy Sanders, the founder of the Writers' Group, started writing letters home from FS assignments and turned that into a freelance career. Mavis Perry Barrett started as a journalist in Charleston. Lee Austin was an FSO who resigned

when she married and turned to writing. Nancy Horton, former president of Federal Poets, worked on charity issues from genocide to animal welfare. Her father, George Horton, was U.S. consul during the burning of Smyrna and was personally responsible for rescuing thousands of people during that catastrophe.

Dagmar Kane’s autobiographical “Birth of a Citizen” was published in *The Foreign Service Journal* in 1985. Lucille Klontz followed her physician husband on medical missionary work and on his FS tours as a regional medical officer. Catherine Little served with the U.S. Army of Occupation in Germany.

Madeleine Meyer was a journalist who worked in Berlin for the Associated Press and in Vienna for the *Chicago Tribune*, returning to her journalistic work after her divorce from a fellow journalist, and again after the death of her FSO husband. She wrote of meeting Mother Teresa: “Children were running in and out, around and under the cribs, shouting, laughing, and some crying. She swept two of the smaller ones up into her strong arms, hugging them tightly. ‘Aren’t they beautiful?’ she beamed.”

Ingeborg Carsten Miller was a linguist, artist and poet. Mary Sargent’s book *Runway Towards Orion* covers her year working for the Red Cross in India during World War II. Freelance writer Mary Louise Weiss also worked for the Red Cross, serving in Australia

How could I regret marriage to a man in the Foreign Service—a diplomat—during the time of the biggest changes in the world’s history, before and during the Second World War? And afterwards, the years of challenges, dangers, adventures, sacrifices and exhaustion. There were years of almost unbelievable material peaks of well-being laced with luxury, balanced by years of complete loss of all we possessed, followed by years when we again regained worldly possessions. ... There were years of changes in countries, cultures, standards of every day; years of growth interrupted by stagnations; successes followed by disappointments. There were years we witnessed how the whole world—our world—labored in the agonies of brutal persecutions, political chaos, when all the values we believed in were desecrated. Yet we were proud that the diplomacy of those years occupied a place of honor, prestige and respect.


—Dagmar Kane, from *A World of Difference: A Collection by American Foreign Service Women*

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Knowing I had an upcoming meeting inspired me to finish several essays a month, and I treasured every session with these wise women.

and around the Pacific, then joined her husband for Foreign Service and World Bank tours in Europe and Asia.

A New Generation Remembers

As the years went by, younger members joined the group: Alice Slattery, who shared a life with her husband in the Peace Corps and State Department, wrote two novels and many short stories; Wendy Montanari, Sally's daughter, who wrote of her Peace Corps experiences; and Gail Shisler, whose memoir of her grandfather, *For Country and Corps: The Life of General Oliver P. Smith*, was published by the Naval Institute Press in 2009 and is still available in hardcover, paperback and even a Kindle edition.

Gail, one of the "next generation" of writers in the group, remembers her first meeting. "They were so kind, so intelligent,

and—from the very first—very special. I really do miss them all. Those meetings were always the highlight of my month." Members took turns hosting meetings, where they sat around the table and drank coffee or tea while munching on muffins, fruit, cheese and, when hosted by Maria Bauer, fabulous deviled eggs.

"To stop the initial chatter, the hostess would interrupt loudly, 'Does anyone have anything to read?'" remembers Wendy Montanari. Someone would then wave some sheets of paper and begin reading. "I would close my eyes and be transported right into a different world and stay there until the author finished."

I joined the group in 1995. Home from overseas with four young children, I found time to write in the pre-dawn hours while the house was still quiet. Knowing I had an upcoming meeting inspired me to finish several essays a month, and I treasured

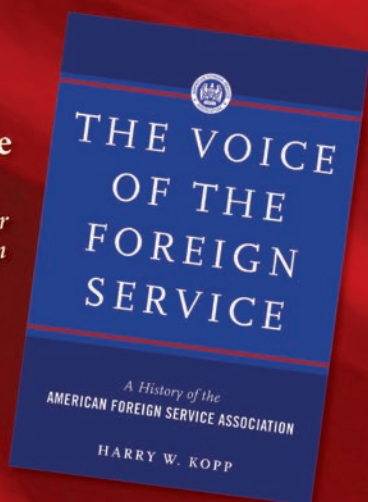
Spread a little understanding in the New Year!

-Best wishes from FS Books

A History of the American Foreign Service Association

By Harry W. Kopp for the American Foreign Service Association

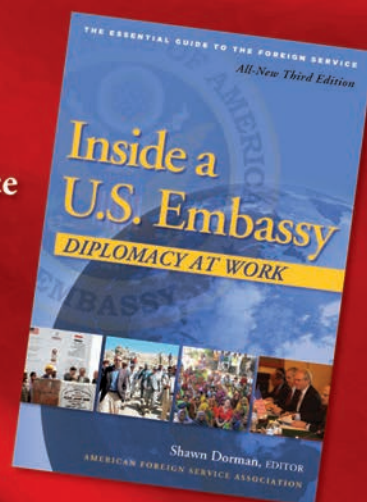
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every session with these wise women. The original members are gone now, many of them having lived into their 90s. The too-young Alice Slattery died, too, in 2008. Gail Shisler, Wendy Montanari and I continue to write and remain friends, but the original AAFSW Writers' Group is no more.

The last was Maria Bauer, who had first invited me to the group. Her passing in April marked the end of an era. You could call it the era of growing up in the 1930s and going through the horrors of the Second World War. But her life, like others' in the group, turned into a celebration of the American dream. "Maria went from a privileged upbringing in Europe to an escape in front of the Nazis and a life of service to her new country," says Gail Shisler. "I always thought the picture in her living room expressed what immigration should be about. It was taken on her son's last day working for President Barack Obama. In it is the Czechoslovakian immigrant who married an Austrian immigrant, with their son, who is the legal counsel to the first black president."

The End of an Era

A World of Difference is now two generations old. There is, indeed, a world of difference between that time and now. Forty years ago, there was not only no internet, but no computers. Writers used a manual typewriter or wrote longhand on yellow legal pads. Diplomats, and spouses in particular, lived far more isolated lives than succeeding generations of FS families, often relying on their own resources and communities when a medical or political crisis arose. America's stature in the world was proud and strong. Many of the members of the AAFSW Writers' Group lived and served through World War II, and felt that their role in the Foreign Service, as officers or wives, was a continuation of that service.

They have disappeared now, one by one, and new Foreign Service generations have taken their place. But their writing remains, leaving us glimpses into a world that was unlike ours, but an experience that had threads in common with that of FS members today. As original member Ingeborg Carsten Miller wrote:

I am walking from one world to another, a chameleon forever changing color.

I wander in different worlds

Stumble in another language

Accept, adapt to misunderstandings.

How far will I go

Before I know

When and where to settle?

Maybe there's not such a world of difference after all. ■



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The Family Liaison Office

Making a World of Difference for 40 Years

BY METTE O. BEECROFT



In March 1, the Family Liaison Office celebrated its 40th anniversary as a full-fledged operational component of the Department of State. The occasion is noteworthy on several counts. Designed to provide much-needed support to Foreign Service family members, FLO established an entirely new and vital function at the

U.S. Department of State. As significant, it was arguably the only time that a volunteer organization (in this case the Association of American Foreign Service Women, or AAFSW) succeeded in changing the structure of the State bureaucracy.

More recent Foreign Service entrants may understandably assume that the Family Liaison Office has always existed. They may find it difficult to believe that at the outset, there was considerable opposition to establishing it at all. My husband became a Foreign Service officer in 1971, so I still remember life before the FLO and can only marvel at what the office has become.

FLO's current capacity and effectiveness are the achievement of generations of FLO employees, each building on the achievements of their predecessors' work on behalf of the Foreign Service community. Here is some of that less-well-known history.

The "Old" Foreign Service

Prior to the 1970s, little attention was paid to the welfare of Foreign Service family members. The role of the wife was specifically and narrowly defined. A passage in *The Diplomat's Wife*, a book of helpful advice for wives of American Foreign Service officers written by Richard Fyfe Boyce in 1956, sums up the old order: "One of the wife's most constant preoccupations should be to assist the wife of her chief (sic) at all times and in every way possible. They may ask you to take part in charitable benefits,



Mette Beecroft joined the State Department as a spouse in 1971. She began volunteering for the Association of American Foreign Service Women (AAFSW, now renamed Associates of the American Foreign Service Worldwide), as part

of a movement to open an office focusing on family member issues—the Family Liaison Office. Her first paid job with the State Department began in 1978, when she was selected as the first deputy director of the newly established FLO. Mette has worked as a community liaison office coordinator in Bonn, Cairo, Ouagadougou, Amman and Brussels, where she received a Superior Honor Award for her work. She also worked for 16 years as a program officer in the department's division of travel and transportation. As a retiree, she continues to volunteer with AAFSW.



COURTESY OF THE FAMILY LIAISON OFFICE

The first regional FLO conference was held in Bonn in 1982. Here, at the embassy, are (front row, from left) Bonn Community Liaison Office head Mette Beecroft, FLO Director Marilyn Holmes and Budapest CLO Deltre Girjak. Back row, from left: Belgrade CLO Betty Dunlop, Sofia CLO Bonnie Anderson, Moscow CLO Linda McCall and Warsaw CLO Joan Zerolis.

amateur dramatics or women’s club work. You can help your husband tremendously by having a reputation for unflinching helpfulness.”

Coming into the Foreign Service with a newly minted Ph.D. in French literature from the University of Pennsylvania, I was unprepared to be directed by a senior diplomatic wife to become involved in amateur dramatics or women’s clubs. I hoped to do something more substantial, even if some of the traditional activities might be good fun. I was also somewhat surprised at the stress placed on attire and table settings in the so-called “Wives’ Course” at the Foreign Service Institute.

But the winds of change were beginning to blow. The Wives’ Course itself began to evolve, with course managers placing increased emphasis on cultural, societal and political developments in the United States for FS wives to better know their own country. At the same time, less emphasis was placed on etiquette. Course managers decided that FS wives in the course either would already be familiar with that information or would acquire it “on the job.”

Changing Times

As early as the 1960s, wives at the State Department were beginning to realize that their needs, and the needs of Foreign Service families, were not being given adequate attention by

State Department management. In 1960 June Byrne Spencer, a Foreign Service secretary who had married her FSO supervisor, formally proposed the establishment of an organization that would be “removed from the considerations of employee rank and would represent families at every level.” She described the reaction: “Jaws dropped; there was silence. It was heretical!” (June Spencer recounted that scene to me one of the last times she attended an AAFSW program, in December 1999.) Thus, in 1960, the Association of American Foreign Service Women (later rebranded as the Associates of the American Foreign Service Worldwide) was born. Eighteen years later, AAFSW founded the Family Liaison Office.

Other developments marked the era. In 1963 Betty Friedan, a dissatisfied graduate of Smith College, wrote *The Feminine Mystique*, arguing that women should not be limited to experiencing life through their husbands, and that they could derive great satisfaction from work outside the home. At the time, such assertions were revolutionary. The Department of State could not insulate itself from the impact of this controversial but influential book. In 1971, when my husband entered the Foreign Service, I was one of only a few wives with a Ph.D. Fairly rapidly, however, an increasing number of wives began to arrive with advanced academic degrees and considerable work experience. It was only realistic to expect that Foreign Service wives would



Cutting the cake at FLO's 40th anniversary event on March 1 at the State Department are, from left, Deputy Secretary of State John Sullivan; Mette Beecroft; Susan Pompeo, the spouse of Secretary of State Mike Pompeo; and FLO Director Susan Frost.

seek to use their education and employment experience once they were at post.

A key turning point occurred inside the Department of State in 1969, when William B. Macomber was appointed deputy under secretary of State for management and instituted a series of operational reforms. As part of these Macomber Reforms, the "1972 Directive" was published. It stated for the first time that wives of Foreign Service officers, who were not themselves U.S. government employees, could no longer be required to perform free services for the U.S. government. Nor could they be rated in a husband's annual employee efficiency report (EER). Previously, the wife's evaluation had been included in the classified "Part B" portion of the EER, to which the rated officer did not have access.

The results of this directive were mixed. Older women felt that their previous work and devotion to duty on behalf of the Foreign Service had been devalued. Younger women tended to see the directive as liberating, paving the way for change. I often found myself both explaining to older women why younger women wished to work, and clarifying for younger women why their older colleagues did not support that idea.

AAFSW, the Forum and the Foundation of FLO

Women's changing expectations began to have an effect on diplomatic life. Independent of AAFSW, a small group of wives at State formed the Research Committee on Spouses in 1975.



COURTESY OF THE FAMILY LIAISON OFFICE

Secretary of State Cyrus Vance and FLO Director Janet Lloyd cut the ribbon at the March 1, 1978, opening ceremony for the Family Liaison Office.

They distributed a short survey to FSOs, through which they documented that 35 percent of FSOs polled would consider their wife's prospects for finding work in selecting future posts. The Research Committee then briefed AAFSW, pointing out that if FSOs began to consider employment opportunities for wives as a major factor in selecting posts, it could become a management problem. The committee also suggested to AAFSW that it would be useful to gather additional information to get a better picture of the changing concerns of Foreign Service wives. My husband and I and our two children returned to the United States in June 1975, and I was eager to get involved in the issue, especially since I had seen the changing situation from overseas.

As luck would have it, the late Lesley Dorman became president of AAFSW in 1976. Lesley was idealistic, forceful and accomplished at getting things done. She talked easily with everyone from the Secretary of State to junior employees.

One of her first acts was to create the AAFSW Forum, which became AAFSW's de facto "think tank."

The forum set out to identify the major concerns that people were beginning to voice about Foreign Service life. For the first time ever, the forum, of which I was a member, identified five groups of issues: family life, including education of children and medical care; the modern Foreign Service wife, including employment, the formation of a skills bank and representation; orientation for wives, including language training and area studies; re-entry issues; and women in transition through retirement, the death of a husband or divorce.

We sent 9,000 questionnaires to Foreign Service posts around the world, asking recipients to assess Foreign Service life in these five groups of issues. I was part of an army of volunteers who prepared the questionnaires for distribution. We filled, stamped and sealed envelopes, a tedious manual process fueled by intense determination. Then as now, spousal employment was of paramount interest. However, the responses revealed an array of other concerns, as well, which people were becoming increasingly willing to express. Forum members carefully reviewed and collated the responses. In March 1977, AAFSW presented the "Report on the Concerns of Foreign Service Spouses and Families" to Secretary of State Cyrus Vance. (Note that "wives" had now become "spouses.")

This report contained 11 recommendations, the second of which was to establish the Family Liaison Office. Secretary Vance responded positively to all the recommendations. Of the FLO proposal, he wrote: "The concept is a good one and I support it. ... I believe that we should establish FLO or its equivalent with all deliberate speed."

On March 1, 1978, the Family Liaison Office was officially opened by Secretary of State and Mrs. Vance, who also supported the new office. The ceremony was attended by the under secretary for management, the Director General of the Foreign Service and senior representatives of the various department bureaus. Janet Lloyd was introduced as the first FLO director, and I as the first deputy director. In his opening remarks, the Secretary complimented the forum for the quality of its initial report and restated his belief that FLO would be an invaluable asset to the department's efforts to be responsive to the needs of Foreign Service families. He described his vision for the new office: "A central clearing house to which and from which information [would] flow between Foreign Service families and the State Department on all matters related to the family and family life in the Foreign Service."

Also present were representatives from Capitol Hill, other

executive branch agencies, the military and a number of foreign embassies. The opening received good press coverage. In *The Washington Post*, Donnie Radcliffe wrote that it was a minor miracle that it had taken only a year from presentation of the report to the Secretary in March 1977 to the opening of the office. Because of the early publicity, FLO soon started to receive visits from other U.S. government departments and agencies, as well as from foreign embassies—all of which were considering opening similar offices inside their organizations. On three separate occasions in 1979, I was invited to speak to groups at the Central Intelligence Agency and the National Security Agency about the functions of the Family Liaison Office, how we had identified needs and what we hoped to achieve. Since the structures and operations of other agencies differ from those at the department, they were eager to see how they could adapt the functions of FLO to their requirements.

Challenges and Growth

Early on, there were many challenges—first and foremost, survival. We had the solid backing of the Secretary and senior department management. However, in some quarters FLO was regarded with hostility and condescension. Some administrative and personnel officers—as management and HR officers were then called—wrongly believed that senior management's support for establishing FLO was an implied criticism of the job they were doing. I spent a considerable amount of time speaking at personnel labs, stressing to often-skeptical and resentful employees that FLO had been created and established in response to changes in U.S. society and Foreign Service life. Among the new realities: spouses wanted to work; divorce was on the rise; parents were becoming more knowledgeable and vocal about their children's educational needs; and security-related evacuations from posts were increasing. Personnel and administrative officers already had enough to contend with. Changes in societal expectations and Foreign Service needs necessitated new responses from the Department of State—hence FLO.

Some critics questioned whether the "litle ladies" were capable of professional standards and commitment. Others dismissed us as bored housewives. Janet Lloyd and I stepped cautiously through these minefields. We endeavored to be as professional as possible, aware that any false step would be held up as an indication of incompetence. In my conversations, I also made it clear that we were not motivated by radical feminism. Rather, we were trying to help create the best possible quality of life for all Foreign Service employees and family members. I stressed that if family members are dissatisfied, the employee cannot function at his or

her best, so it was in the department's interest to better support family members.

From the moment the doors opened at FLO, the phone started to ring. Soon a "FLO mentality" began to develop inside the office, which I described as: the will to safeguard and improve the quality of Foreign Service life; a desire to provide people with individualized support; the patience, tenacity and courage to advocate for change; and a sense of active injustice in the face of situations, policies or regulations that seemed unfair. To explain how FLO was different, I often commented that FLO is "in" the bureaucracy but not "of" it. We accepted our position inside the system, but we were determined to treat people who sought assistance as individuals, not just as one more case.

Most of the specialized functions associated with FLO today existed at the beginning, albeit in embryonic form. (Two exceptions are comparatively recent problems arising from service at unaccompanied posts, where family members are limited or not authorized, and the complexities of establishing a worldwide digital presence.) Before FLO was two years old, the late Ben Read, then under secretary for management, wrote to me: "The Liaison Office has now become such an accepted part of our overall operations ... that it is hard to realize that you have been operating less than two years."

The director and I dealt with questions about education for children and employment for spouses. We negotiated our first bilateral employment agreement, with Canada. In accordance with the AAFSW Forum Report, we established pilot FLOs overseas—now known as Community Liaison Offices—and I drafted the first "CLO Guidelines," suggesting what they might do and what information they should have available for their respective communities. When we dealt with the department's first big evacuation (some 400 evacuees from Islamabad in 1979), we worked to define the department's and FLO's respective roles in such events.

Providing support and information for divorced spouses was a sensitive and difficult undertaking from the beginning. The number of divorces was both surprising and distressing, as was the bad behavior of some employees who withheld information and assistance from the spouses whom they were divorcing. I inadvertently became FLO's first divorce counselor as I began to assemble sources of support for divorcing women who contacted me. At the request of our deputy chief of mission in Moscow, I wrote a rudimentary guide on dealing with divorce at post. Subpoenaed to testify in an alimony hearing as an "expert witness," I provided information on the role of a traditional Foreign Service wife overseas at that time, and what she was prohibited from

doing. The information I provided led the judge to determine that alimony should not be reduced because the wife had in effect "earned" the alimony during some 20 years of supporting her husband overseas. We also worked with U.S. immigration officials on behalf of foreign-born spouses.

We produced a number of widely used documents, including the "FLO Update," which later became the "FLO Focus"; and we helped create the "Washington Assignment Notebook." To respond to a rapidly increasing number of inquiries, we expanded the FLO staff, adding an employment counselor at the end of 1978. At the beginning of 1979, I wrote a proposal to add an education counselor. We added other positions, as well—someone to administer the CLO program and someone to provide assistance in times of emergency, such as evacuation.

The CLOs overseas also set precedents. In 1981, while serving as the CLO at Embassy Bonn, I travelled to Moscow, Sofia, Warsaw, Bern and Brussels to brief people about the new office. It was the first time a Department of State employee had travelled to multiple posts to discuss such "family friendly" issues. At the outset, some post officials were not enthusiastic. In 1982, again as the Bonn CLO, I cooperated with the FLO director to organize the very first CLO regional conference, bringing together representatives from our embassies in Belgrade, Budapest, Moscow, Sofia and Warsaw—Iron Curtain CLOs who regularly worked under great pressure at their respective posts and who wanted to talk together about their special concerns. In 1994, as the Brussels CLO, I received the Department of State Superior Honor Award from the Bureau of European Affairs. Until then, most Superior Honor Awards had been awarded to FSOs—never to a CLO.

FLO Now

FLO could easily have failed, but in 1978 that thought never occurred to me. I was so convinced of the necessity and utility of FLO that, as the saying goes, "Failure was not an option." Personally, I have found it enormously satisfying to see FLO grow and rise to the occasion whenever new demands are made of its highly dedicated staff. Each generation has redefined and built on the work of earlier colleagues, sharing a commitment to safeguard and improve the well-being of our Foreign Service community. While taking pride in the past, FLO also faces new and continuing challenges, such as the need to facilitate employment for spouses and to provide support for families of employees who are sent to unaccompanied posts.

From modest beginnings, FLO has become a full-fledged State Department institution, recognized by many other U.S. government agencies for the crucial support it provides to our Foreign

Service community, both in the United States and overseas. FLO has grown from just three staff members to 26 when fully staffed to meet ever-increasing demands for advocacy, programs, service and support. FLO's main areas of current interest are summarized below:

- The Community Liaison Office program has increased from a handful of CLOs to more than 225 positions at posts worldwide, staffed by some 270 employees who are supported by three staff members in Washington.
- Family member employment has become infinitely more complicated, and the six-member FLO staff help job-searchers understand the global employment initiative (GEI), whose advisers assist 5,000 family members annually; the expanded professional associates program (EPAP), which offers 400 Foreign Service entry-level equivalent positions used to fill in staffing gaps and other needs; and professional development fellowships, which assist recipients in defraying the costs of training and other professional development activities.
- The Education and Youth program has two specialists who annually give some 1,300 families information about schooling options and allowances for children with special needs.
- The Crisis Management and Support Services' two-person team gives guidance and assistance to employees, family members and CLOs dealing with personal preparedness, sudden departure from post due to an evacuation or other emergency, or personal concerns such as marriage, divorce and elder care. During a recent five-year period, FLO supported more than 50 separate post evacuations. In one recent year, they gave preparedness briefings to 2,400 employees.
- Unaccompanied tours have always existed, but never as frequently as now. At any given time, between 15 and 20 posts are described as having "unaccompanied status" or "limited accompanied status." In a recent year, FLO briefed more than 1,000 Foreign Service employees on resources available during an unaccompanied tour.
- Expeditious naturalization. FLO acts as the liaison with the Department of Homeland Security's Office of U.S. Citizenship and Immigration Services in expediting naturalization for foreign-born Department of State spouses. Since 2006, more than 1,000 foreign-born spouses have been successfully naturalized.
- Outreach to the Foreign Service community. FLO's website, state.gov/flo, attracts more than 350,000 visitors each year. Two communication and outreach specialists maintain this extensive digital presence. We also have a social media specialist and two data management specialists. FLO's "A to Z Site Map" illustrates the variety and depth of information available. ■

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Foreign Service Night at Nationals Park



AFSA/DONNA GORMAN

Pictured on the field at Nationals Stadium, left to right: Director of the Diplomatic Courier Service Eddie Salazar, AFSA President Ambassador Barbara Stephenson, and Spirit Award winners Jacob Bowen-Glazeroff, Melanie Bowen, Dora Bowen-Glazeroff, Beni Casselle and Alyssa Casselle.

On Sept. 7, the Washington Nationals hosted the third annual Foreign Service Night at Nationals Park.

Almost 600 members of the Foreign Service bought tickets to watch the Nationals take on the Chicago Cubs—the largest crowd ever in attendance at FS Night. Ambassador (ret.) Pete Romero was there with his crew from the *American Diplomat* podcast, who were interviewing attendees about their work in the Foreign Service for an upcoming episode.

After a rain delay, AFSA President Ambassador Barbara Stephenson took the field for the Spirit Awards ceremony. She was joined on the third baseline by Melanie Bowen and her children Dora and Jacob Bowen-Glazeroff, whose father, Foreign Service Officer

Josh Glazeroff, is currently serving in Islamabad; Beni and Alyssa Casselle, whose father, Lawrence, is a DS agent currently in Baghdad; and Eddie Salazar, director of the Diplomatic Courier Service, which is celebrating

its centennial this year (see page 22 of the *Journal* for more on the couriers). As the Spirit Award winners' pictures were transmitted onto the stadium Jumbotron, the Nationals announcer introduced them, saying: "Protecting and serving America's people, interests and values around the world, America's diplomats are the best team our country can field to keep us safe and prosperous here at home." The game was



AFSA/DONNA GORMAN

AFSA President Ambassador Barbara Stephenson with (from left) Ambassador (ret.) Pete Romero, Ambassador (ret.) Lino Gutiérrez and her husband Matthew Furbush at Nationals Park.

CALENDAR

- November 6
12-2 p.m.
"Getting the Most Out of Your Social Security"
- November 9
Deadline for Address Updates for the 2019 AFSA Retiree Directory
- November 12
Veterans Day – AFSA Offices Closed
- November 14
12-1:30 p.m.
AFSA Governing Board Meeting
- November 22 and 23
Thanksgiving – AFSA Offices Closed
- December 1
AFSA Scholarship Applications Available
- December 5
12-1:30 p.m.
Luncheon: 196th A-100 Class
- December 6
4:30-6:30 p.m.
AFSA Holiday Happy Hour
- December 13
12-1:30 p.m.
Luncheon: 150th Specialist Class
- December 19
12-1:30 p.m.
AFSA Governing Board Meeting
- December 25
Christmas Day – AFSA Offices Closed



Foreign Service Family Ties

It's that time of year again when folks across the country—and for those of us in the Foreign Service, around the world—begin planning for Thanksgiving and the December holidays, followed by ringing in the New Year. It's a great time of year to spend with family, and lately AFSA has been doing a lot of work to raise issues that concern our Foreign Service families.

We met in September with representatives from WiT (Working in Tandem) and the department to discuss WiT's priorities and to question some changes the department is considering. The State Department recently decided that time spent on a DETO (Domestic Employees Teleworking Overseas) would no longer restart an employee's 6/8 or fair share clock.

DETO positions help keep tandem families together while achieving department goals, and we question the legal justification for this change. After all, an employee on a DETO is not in the United States and cannot get locality pay; the duty station is the overseas location. This is part of a package of issues affecting tandem couples that we are working on, while at the same time making sure that the results do not adversely affect our members who are not part of a tandem.

With the employee group Balancing Act, we are continuing to advocate for the use of telework, educating super-

visors and offices on this valuable tool. We are seeking a victory for those who take leave without pay (LWOP)—the majority of whom are women—that would allow them to get fobs to access the department's system so they can do things like bid or update their health benefits during their time away from State.

We also continue to push for clearer guidance on pregnancy-related medevac vouchers and parental leave policies so that employees and supervisors are fully informed of the regulations pertaining to the various leave options for the birth and/or adoption of a child.

As bidding season kicked off, we sent a letter to the department urging them to press those countries around the world that refuse to confer privileges and immunities on the same-sex spouses of our diplomats. Working with GLIFAA, the department's LGBT+ affinity group, AFSA noted that, especially during bidding season, our colleagues deserve to know that when they go abroad to represent the American people, their families will receive the exact same protections as other families. Our diplomats should not have to choose between doing their jobs and ensuring their families are safe.

AFSA, as you know, has been working tirelessly with the Foreign Service Families

If you have ideas for changes the department should consider, develop and implement, please send them to us.

Disabilities Alliance to encourage the department, and especially MED/MHS, to stop making life more difficult for families in need of the Special Needs Education Allowance. We've written letters (most went unanswered); we've raised the issue repeatedly with the Director General and his team; we've met with MED; and we've participated in a half-dozen or so conference calls with the "SNEA Task Force."

Sadly, Secretary Pompeo wrote to FSFDA in August stating that no change has occurred in how the SNEA program is being administered. The members of FSFDA and AFSA disagree, and we will continue to fight this issue until families with special needs children again get the procedural clarity and educational assistance they need so they can do their jobs and keep their families together.

Since the sonic harassment incidents in Cuba and China, AFSA has been hearing from affected members, their spouses and other concerned colleagues. We've met with the Cuba Accountability Review Board, with MED, the regional bureaus, Diplomatic Security and various offices in the HR family. We have participated in periodic conference calls with the Deputy

Secretary, the task force chair and the Cuba cohort, where members share their concerns and hear directly from our senior leaders about the department's response.

We have pushed for more engagement with affected FCS colleagues in China and have sought briefings with the chair of the task force, as well as MED, asking for—and receiving—assurances from the department that all employees and their family members will receive all necessary treatment.

We all knew the Foreign Service would be a tough job—and perhaps a tougher lifestyle for us and our families—when we joined. But I can't help wishing the department would do more for us so we can do our jobs and keep our families together. Isn't that what we all want?

If you have ideas for changes the department should consider, develop and implement, please send them to us at afsa@state.gov so we can continue advocating for our Foreign Service family. And whether you're married, single, dating or engaged, happy holidays! ■



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

Working in Concert with State to Advance Economic Security

The Department of Commerce has a small career Foreign Service, with roughly 250 Foreign Service officers and 750 local trade professionals based in the 76 countries that account for 90 percent of U.S. export sales.

In contributing to U.S. economic security, these commercial officers have two advantages. First, they are tied at the hip to 275 commercial trade specialists in 106 U.S. cities, who work with more than 30,000 American companies to help them grow through exporting.

Second, they are laser-focused on solving problems for these U.S. companies and measure themselves based on the companies' results. Their business model, whether it is helping a company find a trustworthy local partner or knocking down a market barrier for them, is client-driven and measurable. It is, in a word, transactional.

In the best-run U.S. embassies, commercial officers work closely with their State economic officer counterparts to advise the U.S. ambassador on all business-related matters. There is substantial overlap in the roles that economic officers and commercial officers play. If a U.S. company wants assistance with a private-sector outcome in a country or is seeking help to win a foreign government contract, the commercial

officer takes the lead. Other U.S. government agencies assist on an ad hoc basis—the defense attaché, for instance, might help win foreign defense sales.

In other circumstances, such as when a U.S. company faces an unfair trade or investment barrier, U.S. national interests are best served by commercial and economic officers working in concert. The reason is simple. Economic officers take the lead on longer-term, transformational issues that matter immensely to the general economic health and stability of a country. If there is corruption in the court system, and intellectual property and copyrights can't be protected, then investment and job growth will suffer.

Commercial officers tend to be client-centric and want to solve problems immediately. They tend to accept the overall business climate as it is and work to make the best of it for each American company. Economic officers want to change that climate for the better, which takes more time. And it can be more challenging to measure long-term progress. Having both perspectives on one team can bring about a better solution.

U.S. ambassadors need both skill sets on their country teams. At its best, this teamwork delivers incredible dividends, both in the short

In the best-run U.S. embassies, commercial officers work closely with their State economic officer counterparts to advise the U.S. ambassador on all business-related matters.

term for U.S. company relief and in the long term for an improved investment climate that creates sustainable and broad-based economic growth. This growth creates more markets for U.S. exports, which, in turn, creates more jobs in the United States.

The administration and Congress should insist on having strong commercial and economic teams in place around the world. They should

set expectations high for tackling unfair trade, at both the transactional and transformational level. And they should insist that commercial and economic officers work together closely. Even in countries where we already have trade agreements, that is the single most cost-effective way to ensure that export-driven growth continues to create U.S. jobs. ■

NEWS BRIEF

16,914!

In September, AFSA hit a new milestone when we signed up member number 16,914. This new member brought AFSA to its highest level of membership ever, going back to our founding in 1924.

At a time when the Foreign Service has shrunk by more than 3 percent as a result of restricted promotions, frozen entry-level hiring and an exodus of senior leaders, we are grateful that our members—the Foreign Service—have demonstrated their support for AFSA and our work. We are the voice of the Foreign Service, and each new member makes that voice stronger.

We will continue to listen to you—through structured conversations, surveys, interactions and happy hours and other AFSA events—to ensure that we understand your aspirations and concerns and will continue to be an effective advocate for a strong professional career Foreign Service. ■



No Soup for You!

You may have seen the classic *Seinfeld* episode in which a rude restaurant worker refuses to serve a customer for a bewildering reason, exclaiming “No soup for you!” That phrase has since become a meme for arbitrarily denying someone something. Foreign Service retirees also face some mystifying restrictions. Below are two that members often ask AFSA about.

Retirement Age and Social Security

Why doesn't the Foreign Service mandatory retirement age match the age at which full Social Security benefits are available?

In 1980, Congress raised the Foreign Service mandatory retirement age from 60 to 65. Although that matched the Social Security retirement age then in effect, no linkage was intended since Foreign Service retirement at the time did not include Social Security coverage.

However, three years later, Congress enacted a new Foreign Service retirement system that included Social Security coverage. In separate legislation that same year, Congress raised the full-benefit age for Social Security—for example, to age 67 for workers born after 1959. That would have been the logical time for Congress to synchronize those retirement ages, but it was not done.

Now, 35 years later, with

almost all active Foreign Service members covered under that post-1983 retirement system, the case is even stronger for raising our mandatory retirement age to match the full-benefit age for Social Security. For example, a worker born in 1960 will get 13.3 percent smaller monthly Social Security payments if he or she signs up at age 65 instead of waiting until his or her full retirement age of 67.

However, raising the mandatory retirement age to 67 would require changing the Foreign Service Act. The problem is that opening that law to amendment could prompt unwanted proposals to change other aspects of our retirement benefits. Thus, helping the relatively few Foreign Service members who are not required to retire prior to age 65 due to reaching time-in-service or time-in-class limits could end up hurting the numerous Foreign Service members who voluntarily retire soon after first eligibility.

In recent decades, neither AFSA nor the Director General of the Foreign Service has judged that a risk worth taking.

Remarriage after Retirement

I remarried after I retired, but was slow to apply for survivor benefits for my new spouse. Now I am told that I am too late, and that there is no waiver or appeal possible.

Why is that?

Foreign Service retirement benefits are paid from a dedicated trust fund held by the U.S. Treasury. That fund is actuarially sound—meaning that it contains enough funds (current and projected) to pay its obligations (current and projected). A major source of funding is contributions by active and retired Foreign Service members.

When electing a survivor benefit, a Foreign Service retiree's monthly pension is reduced to retain money in the trust fund to cover the cost of paying a survivor annuity should the annuitant predecease his or her spouse.

If married retirees could receive a full annuity for decades and then wait until their health was declining before they elected a reduced

pension to fund a survivor's annuity, then some might do that. This would deprive the pension fund of the decades of income needed to potentially cover subsequent decades of survivor benefits.

Thus, by law, an annuitant in the pre-1984 “old” retirement system who marries after retirement has one year to elect a survivor annuity for his or her spouse. An annuitant in the post-1983 “new” retirement system has two years.

Procedures for making that election are spelled out in the annual annuitant newsletter that is updated each November by the Department of State's Office of Retirement. That newsletter can be viewed at <https://RNet.state.gov> under the “What's New?” tab. ■

Last Chance! Update Your Information for the 2019 Retiree Directory



Retiree members have just a few more days to ensure that their information is correct for inclusion in the 2019 AFSA Retiree Directory. The deadline for submitting new information is Friday, Nov. 9.

If you have moved or changed telephone numbers or email addresses in the last year, please let us know at member@afsa.org. If not, there is no need to send any information. Please note that if you previously requested that your name *not* be included in the directory, we have that information recorded and will ensure that it's not included. ■

Stick with AFSA in Retirement



On Aug. 30, AFSA President Ambassador Barbara Stephenson (far left) celebrates with the graduates of the Foreign Service Institute's Job Search Program. Speaking at the graduation reception, Amb. Stephenson reminded participants of the value of their AFSA membership and encouraged them to rejoin AFSA as retirees—membership does not automatically carry over into retirement. She reminded them that retiree voices are critical to making the case across the 50 states that what America's diplomats do really matters.

AFSA Welcomes 17th Consular Fellows Class



On Aug. 28, AFSA welcomed 41 members of the 17th Consular Fellows class for a luncheon at the association's headquarters building.

AFSA President Ambassador Barbara Stephenson hosted the luncheon. AFSA Governing Board members and other AFSA staff members were on hand to speak with the new Foreign Service members and answer their questions about AFSA and the many ways the association can assist, protect and advocate for them.

Above, AFSA board member Ambassador (ret.) Tom Boyatt speaks to new fellows about the functions of AFSA in its dual role as a professional association and labor union. More than half of the participants chose to join AFSA at the event.

AFSA Receives “Clean” 2017 Audit

Earlier this year AFSA's audit firm, CliftonLarsonAllen LLP, performed the field work necessary to audit AFSA and its related organizations (AFSA-PAC, Fund for American Diplomacy, Scholarship Fund) and issued an “unqualified opinion,” which means all systems and processes in place are in line with generally accepted accounting principles.

The opinion reads: “The consolidated financial statements ... present fairly, in all material respects, the consolidated financial position of the Association as of December 31, 2017, and 2016,

and the consolidated changes in their net assets and their cash flows for the years then ended in accordance with accounting principles generally accepted in the United States of America.”

I would like to thank Femi Oshobukola, director of finance; Kalpna Srimal, controller; and Cory Nishi, controller—accounts payable and administration, for their hard work both during the audit and throughout the year. As our finance team, they are diligent in finding ways to improve processes and save money. A thank you to AFSA Treasurer Ambassador (ret.)

Earl Anthony “Tony” Wayne is called for, as well.

In their management letter, the auditors included the following comment:

“We recommend that the Association consider the development of a formal risk assessment program as a best practice in operations. We would be pleased to discuss the aspects of implementation of an Enterprise Risk Management system as you desire.”

At the September AFSA Governing Board meeting, I walked the board through the model we developed, concluding with a “risk matrix,”

which we created to track possible risks to the organization. Looking for ways to mitigate risk is a part of my job—I meet with the AFSA president and treasurer every other month to discuss any significant risks, and I brief the entire board twice a year.

If you have any questions about the audit process, feel free to get in touch with me at capps@afsa.org. ■

—Russ Capps,
Chief Operating Officer



The Race to the Midterms: What Will the Landscape Look Like?

Members of Congress have been busy on the campaign trail leading up to the November midterm elections and are gearing up for the lame duck session upon return to Washington on Nov. 13.

The most contentious deadline they will face is to find a suitable Fiscal Year 2019 government funding option for the remaining untouched appropriations bills—including State and Foreign Operations—that can pass both congressional chambers and be signed by the president.

Remember that Congress rejected administration-proposed cuts and restored funding for international affairs in FY18. Under the current continuing resolution passed at the end of September, foreign affairs (which includes both State and USAID) is funded at this same FY18 level.

With many members feeling heat back home for the price tag and process associated with the FY18 omnibus, Congress is determined not to push the decision into the spring—but the clock continues to tick as several key appropriations questions remain unanswered.

With Election Day around the corner and a historic number of congressional retirements, AFSA has been tracking congressional races and preparing for a large

freshman class. In the course of a few days in early November, the control of both congressional chambers will be determined and the playing field for AFSA's advocacy efforts will be much clearer.

At least three of AFSA's most-watched congressional committees will see new chairs and/or ranking members: the House Appropriations Committee, the House Foreign Affairs Committee and the Senate Foreign Relations Committee.

In anticipation of this turnover, we have been building relationships with the potential new leaders on these committees and working to identify the future congressional leadership generally as seniority among members plummets.

In the next Congress, there will be, at most, just 45 senators who were in office before 2011. In the House next year, there will be, at most, 160 members—only about a third of the body—who were elected before the 2010 midterms.

One of the things we have been discussing with lawmakers recently is the role of economic diplomacy in maintaining and enhancing American prosperity. During the past six months, more than a dozen congressional hearings have taken place on the topic of Chinese competition or influence, and more

The Foreign Service is the ideal tool to level the playing field for American businesses.

are scheduled. Congress is searching for ways to arrest China's commercial, economic and political gains at the expense of America's global leadership. This is bound to become a central issue in the new Congress, and AFSA is ready to offer part of the solution: The Foreign Service is the ideal tool to level the playing field for American businesses—and, ultimately, economic diplo-

macy enhances American prosperity. This theme rallies the business community and directly links the Foreign Service to a thriving U.S. economy. And by advancing practical solutions to what Congress views as a looming threat in need of attention, AFSA is also creating new champions on the Hill. ■

—Kim Greenplate, Director of Congressional Advocacy

FSJ Editor Gives Lecture on Diplomacy



On Sept. 20, *Foreign Service Journal* Editor Shawn Dorman was the guest lecturer for the University of Montana Freshman Seminar, "Global Issues and Public Diplomacy." Associate Director of the Mansfield Center at the University of Montana and former FSO Deena Mansour launched this new course in September. As the guest lecturer, Dorman joined the class of about 20 students in Missoula through Zoom video conferencing. She spoke about the role of an embassy and the importance of diplomacy, offering examples from the field to illustrate the critical work of U.S. diplomats.

AFSA Honors Tom Shannon at Happy Hour



AFSA/DONNA GORMAN

On Sept. 20 AFSA hosted a happy hour celebration in honor of outgoing Under Secretary for Political Affairs Tom Shannon. More than 100 people joined us at his send off, at which he was also recognized as the 2018 winner of the Christian A. Herter Award for dissent by a member of the Senior Foreign Service. From left, Ambassadors Mike McKinley, Tom Shannon, AFSA President Barbara Stephenson, former AFSA President Dennis Hays, Steve Mann and Beth Jones.

AFSA Welcomes New Governing Board Member

AFSA is pleased to welcome William (Bill) C. Hansen as our new USAID representative.

Bill currently serves as USAID's senior development adviser to the Pentagon. His previous assignments include supervisory program officer in Washington, D.C., and supervisory/executive officer in Indonesia, Albania, the Republic of Georgia, Iraq and Kenya.

As a Foreign Service

officer, Bill enjoys working in the interagency environment and while overseas has represented USAID or chaired the ICASS council, ICASS budget committee, the Board of Governors at the International School of Kenya, the Interagency Housing Board, the Post Employment Committee and the Joint Country Awards Committee.

Bill is the recipient of the Michael H.B. Adler Award for management excellence and

the Corbett M. Flannery award for safety and security in Iraq.

Originally from Brooklyn, N.Y., Bill holds a bachelor's degree in industrial and labor relations from Cornell University and a master's in administration from Central Michigan University. He is a graduate of the U.S. Army Command and General Staff College in Leavenworth, Kansas. Prior



to joining USAID, he was a career U.S. Army infantry officer with assignments to Georgia, California, Panama, Germany, North Carolina, Kansas, Texas and

Washington, D.C.

Bill is married to Rena, a Foreign Service specialist with the State Department. They live in Reston, Virginia, with their daughter, Rebecca. ■



AFSA Governing Board Meeting, September 12, 2018

Retiree Vice President Report: It was moved that the Governing Board ratify a decision to submit the following nominees to the Foreign Service Labor Relations Board (FSLRB): Career Ambassador (ret.) Hank Cohen, Ambassador (ret.) Dennis Hays, FSO (ret.) Madelyn Spirnak, and Professional Arbitrator Margaret Brogan. The action was approved.

Board Appointments: It was moved and seconded that the Board appoint Bill Hansen to fill the USAID vacancy on the Governing Board. The motion was adopted. ■

AFSA's Outreach Goes from Coast to Coast

AFSA's outreach efforts continued apace in October, with much activity in the Speakers Bureau and new materials for speakers being produced on a regular basis.

One Road Scholar program took place in Washington, D.C., in October. That program, "What Diplomats Do and Why It Matters," featured Foreign Service speakers on topics ranging from U.S. development policy to the art of peace negotiations. Among the many speakers were retired FSOs Molly Williamson and Dave Harden as well as Ambassador (ret.) Charles Ford. We thank all the participants for their efforts and continued support of our educational outreach initiatives.

AFSA began a new three-week program in collaboration with Smithsonian Associates last month. The first session took place on Oct. 17, with the subsequent sessions taking place on the 24th and the 31st. The speakers were retired FSOs Louis Sell, Douglas Wake and Constance Phlipot, as well as Jonathan Henick, acting deputy coordinator of the Global Engagement Center at the Department of State.

AFSA President Ambassador Barbara Stephenson participated in two week-long outreach programs in September and October. From Sept. 24 to 27, she was in California, where she spoke to the Commonwealth Club



AFSA/ASGER SIGFUSSON

Speakers at the Athenaeum Hotel in Chautauqua, N.Y., for AFSA's Sept. 30-Oct. 5 Road Scholar program. From left to right: Ambassador (ret.) Robert Gribbin, Ambassador (ret.) Shari Villarosa, Ambassador (ret.) Deborah Jones, AFSA President Ambassador Barbara Stephenson, Ambassador (ret.) Robin Raphael and Ambassador (ret.) Shaun Donnelly.

of San Francisco and the San Diego Diplomacy Council. She also met with Foreign Service retirees in both cities. Her visit to San Diego included an appearance on KUSI-TV's "Good Morning San Diego," where she told the audience about diplomacy and what members of the Foreign Service do for America around the world. AFSA would like to particularly thank Ambassador (ret.) Joseph Sullivan and retired FSO Dean Haas for their assistance during her time in San Francisco and San Diego, respectively.

The following week, Amb. Stephenson traveled to the Chautauqua Institution in western New York state to

participate in a week-long AFSA Road Scholar program, "U.S. Foreign Policy for the 21st Century." Speaking to a sold-out audience of around 150 participants, Amb. Stephenson was joined by five retired ambassadors as the featured speakers. They were Shaun Donnelly, Robert Gribbin, Deborah Jones, Robin Raphael and Shari Villarosa. Topics during the week included "Trade in the Age of Trump," "Can Western-Style Democracy Thrive in the Middle East?" and "Success in Africa."

Those participating in the program got a comprehensive look at diplomacy and the Foreign Service and came away equipped to educate

friends and family about the importance of maintaining strong U.S. global leadership. Some of the materials used during the week are available at www.afsa.org/CHQ2018.

While most AFSA outreach takes place in person, on Oct. 25 we made use of webinar technology so that Amb. Stephenson could speak with AFSA retirees around the country who are unable to attend AFSA events in person. During the webinar, Amb. Stephenson discussed advocacy efforts, trends on hiring and senior appointments, and AFSA's new program highlighting the importance of economic diplomacy and how it works for America. ■

Performance Management: A How-To Guide

Many of the cases that come to me as a grievance counselor could have been avoided. My advice is simple: Follow the golden rule and be the boss you would like to have.

Performance management isn't complicated. It means being clear about expectations, paying attention to whether those expectations are being met, and letting employees know in a timely, unambiguous and respectful manner if they need to improve their performance.

This is your job as a supervisor, as much as anything in your work requirements statement. You were promoted because of your potential to take on greater responsibility, including supervision.

As a grievance counselor, I spend a lot of time listening, and what I often hear is that there's been a breakdown in communication. Two people have ceased to communicate in a meaningful way, with consequences for them and for those around them, sometimes including damaged careers and a loss of productivity.

So how do you know you're doing it right? The Foreign Affairs Manual and the Foreign Affairs Handbook provide guidance. 3 FAH-1 H-2815.2 advises that supervisors should "[discuss] throughout the rating period the rated member's

strengths and weaknesses, and ways to improve their performance, enhance their professional development, and increase their opportunities for career advancement."

At a minimum, do this twice a year, but more often is better. And yes: you need to spend more time with the "difficult" people on your team. Don't avoid the problem and then slam them in the EER. That's not fair, and it can lead to a successful grievance.

Here are the basics:

- Meet regularly—at least twice a year—at intervals that give your employees time to make improvements.

- When you meet, be organized and prepared with examples. Be clear about what the employee is doing well, and where he/she needs to improve. Treat the employee as you would like to be treated.

- Follow through. If things improve, or if they don't, let the employee know in a timely way.

- A conversation in the hall or a quick email count as performance management. But don't substitute those for substantive face-to-face conversations.

- Document, document, document. It is essential to create a record of what you've discussed, whether the employee is a strong performer or not. Use the DS-1974 to record at least two substantive performance

management sessions. (3 FAH-1 H-2815.1(a)(3) says one "must" be documented, but that's a minimal expectation.)

Add emails or memos

to the file to memorialize what was discussed, because you likely will not be able to recall them with precision. Consider sharing your notes with the

other person and asking for their comments, when appropriate.

- Be specific about areas for improvement, and provide guidance on steps the employee should take.

- Establish work requirements within the required 45 days. Sometimes this doesn't happen, and everything works out fine because the employee's performance is good and the supervisor and employee get along.

But when an employee's performance is weak or there's a strained supervisor/supervisee relationship, the absence of a work requirements statement (WRS) is grist for the grievance mill. A WRS can be revised at any time, so this doesn't need to be a heavy lift—just get the basic priorities down on paper.

- Employees: Take charge of your career and advocate for yourself. If you're not getting work requirements, put

something together, send it to your supervisor and ask: "Does this capture what you want me to do?"

Ask for regular feedback and performance review

sessions. If your supervisor won't meet, hang on to those emails as proof that you tried. Come prepared to talk about what you've done, and listen with an open mind to what

you could do better. If your supervisor isn't being clear or specific, ask for clarification or examples. Take notes!

- If things aren't working out, get help. At post, the human resources officer is a good first stop, and don't forget your AFSA post rep, who can provide guidance and connect you with the main AFSA offices. Domestically, ask your Executive Office to broker a conversation. It can help to have a third party who listens objectively.

Following this basic performance management guidance can help avoid larger workplace problems. And whatever the situation, whether you're the employee or the manager, the AFSA Labor Management team can help. ■

—Heather Townsend,
Grievance Counselor



AFSA Welcomes Incoming USAID Officers

On Sept. 18, AFSA welcomed 18 members of the incoming class of USAID Foreign Service officers for a luncheon at the association's headquarters building.

What an interesting group! Of the 18 new members, 14 are women and four are men. Between them they've already lived and worked in 44 countries and speak 12 different languages. Three are returned Peace Corps Volunteers; four have worked for other international organizations such as the World Bank; seven come from private sector firms such as Fidelity Investments and American Express; and 12 have experience at non-profits and humanitarian organizations

such as World Vision, Engineers Without Borders and the National Geographic Society.

The group has already received their first assignments, with 11 class members heading to posts such as the Democratic Republic of the Congo, Ghana and Uganda in Africa, while three are going to Latin America and two each will go to the Middle East and Asia.

AFSA President Ambassador Barbara Stephenson hosted the luncheon. AFSA Governing Board members and other AFSA staff mem-

bers were on hand to speak with the new Foreign Service members and answer their questions about AFSA and the many ways the association can assist, protect and advocate for them. ■

Above, AFSA board member and USAID vice president Jeff Levine answers a question from the new officers about the functions of AFSA in its dual role as a professional association and labor union.



AFSA/DONNA GORMAN

AFSA Welcomes New Team Members

AFSA is pleased to welcome two new members to our headquarters team.

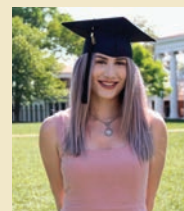
If you've stopped by our headquarters building recently, no doubt you've met our new office coordinator, **Therese Thomas**, as you walked through the front door. Therese was previously the receptionist and office manager for the Democratic Legislative Campaign Committee and the Democratic Governors Association. Before that she



spent 10 years working in the juvenile court system at the District Court of Rockville. Therese is a native of Poolersville, Maryland. When she isn't assisting our members, Therese enjoys spending time with her two daughters and four grandchildren.

Our new staff assistant, **Allysa Reimer**, has been connected to the Foreign Service her entire life. The daughter of a Foreign Service specialist, Allysa attended school in the

United States, Hong Kong, Stockholm and Cairo. Allysa earned a bachelor's degree in international relations from the University of Virginia in 2018. While there, she did academic research using performative and semantic analyses to better understand the speeches and discourse of our political leaders. Prior to graduating, she worked at the U.S. embassy in Cairo for three summers—twice in consular affairs and once in



the public affairs section. Allysa is excited to join AFSA and aspires to join the Foreign Service one day soon. She believes her work at AFSA will give her a unique insight into the Foreign Service—which, she hopes, will land her someplace warm. ■

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An Unexpected Find in Deir al-Qamar

BY DANIEL MORRIS

After my friend and I checked out a beautiful Ottoman-era mosque and church, I casually asked our taxi driver if he knew anything about a synagogue somewhere nearby. (Like all reliable information, it was something I learned from browsing Wikipedia.)

I thought he would answer yes or no. I did not expect him to shout my question to an elderly man sitting outside a nearby cafe.

Doing that wouldn't be a big deal in most parts of the world. But we were in Lebanon: specifically, the charming town of Deir El-Qamar, which is nestled in the Chouf Mountains outside Beirut.

Adding to my anxiety, the customer then yelled the question over to a patron at the town's other cafe. Soon customers at both cafes were weighing in, and all eyes were on the foreigners looking for the synagogue.

I looked at my friend and braced for the worst. This was Lebanon, after all, a country not historically known for cordial



Daniel Morris is a Foreign Service officer with the U.S. Agency for International Development. He currently serves in Jerusalem, where he manages foreign assistance programs for the West Bank and Gaza, and was previously posted to Cairo and Kabul. He has written about international affairs for The Globe and Mail, the Baltimore Sun, and other publications.



DANIEL MORRIS

relations among its many religions. In fact, this now-tranquil town perched on the mountainside used to be full of followers of the Druze faith, before a bloody civil war drove them out.

Well aware of that history, I tried to hide my fear as I saw one of the cafe patrons conspicuously say *kanis yehudi* (Jewish synagogue) into his phone. My friend and I looked at each other with raised eyebrows.

Just as I was about to tell the driver that we should leave, I heard voices from half way up the hill. It was an elderly couple enthusiastically waving to us from a promenade.

"You sure you want to see this?" my friend asked.

I hesitated. "I think so?"

Ten minutes later George and Dina, two affable pensioners, were showing us a limestone brick building that they said had been used as a synagogue, right up until the last Jews in the town left in 1860.

The couple knew this because they lived in an apartment building right next door, in a former church. They didn't care much for the chaos of Beirut ("too smelly," according to George) and seemed content pickling vegetables and other jarred delicacies here.

The building didn't look much like a Jewish house of worship now. George

explained that the Star of David that used to adorn the main entrance had been replaced with a generic eight-point star during a recent restoration. The interior was full of clean, white plastic tables and chairs, signs of the building's current use as a classroom for the nearby French cultural center.

The couple kindly invited us in to exchange more stories over apples and coffee. They told us fascinating stories, like the time during the Israeli occupation when Israeli Defense Minister Ariel Sharon (later prime minister) landed his helicopter on the promenade to participate in the wedding of two Israeli colonels.

They were not trained tour guides, but they told us this story that recalled a bitter period in Lebanese history with a calm grace.

All too soon, it was time to go, but not before I purchased some of their homemade *labneh*, or pickled cheese balls. It turned out to be so salty that I got thirsty just looking at it, but I still enjoy the memories it evokes.

The next day, I met an old Lebanese grad school friend for dinner in Beirut. After I told my story about the elderly couple who showed us the synagogue, he smiled and said, "This place is confusing, isn't it? You understand it one way, but then it shows you another." ■



This is the Chor Minor (“Four Minarets”), a 200-year old mosque in the Historic Centre of Bukhara, Uzbekistan, a UNESCO World Heritage Site that is situated on the Silk Road. One of the best-preserved examples of a medieval Central Asian city, Bukhara is more than 2,000 years old. This beautiful structure built in the early 1800s reflects traditional Uzbek and Islamic architecture. The blue tiles, which adorn many of the ancient buildings, add life and color to the otherwise dusty setting. There are more than 100 UNESCO-protected buildings in Bukhara, hopefully ensuring that these national treasures remain for future generations. ■

Melinda McIntyre, a Foreign Service family member, took this picture during a family trip to Bukhara. She is currently living in Bishkek, Kyrgyzstan, with her husband and two children. The photo was taken with a Nikon D850.

Please submit your favorite, recent photograph to be considered for Local Lens. Images must be high resolution (at least 300 dpi at 8" x 10", or 1 MB or larger) and must not be in print elsewhere. Include a short description of the scene/event, as well as your name, brief biodata and the type of camera used. Send to locallens@afsa.org.

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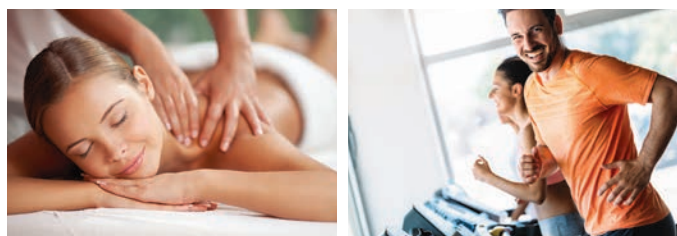
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