

THE FOREIGN SERVICE JOURNAL

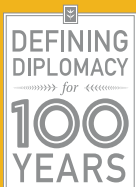
PUBLISHED BY THE AMERICAN FOREIGN SERVICE ASSOCIATION

MARCH 2019



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FSJ CENTENNIAL EXHIBIT

March 20 – May 10

U.S. Diplomacy Center, Department of State

Please join us
 to inaugurate the exhibit
 at
 The *Journal's* 100th Birthday Celebration
 on
 March 20
 4:30 – 6 p.m.

THE FOREIGN SERVICE JOURNAL

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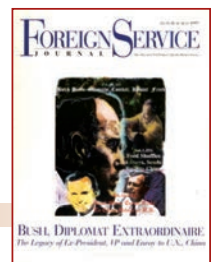
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On the Cover—Photo by Tania Teschke. Composition by Driven By Design LLC. Graphics: iStockphoto.com.

Staying Constructive in Trying Times

BY BARBARA STEPHENSON

I want to open this column by following some advice from Beth Payne's excellent article (p. 38) on resilience: Take time to express gratitude. I am grateful to each and every one of you who conducted yourselves with such dignity and professionalism during the recent record-long shutdown. Thank you, stalwart colleagues. It takes character, discipline, a strong sense of mission and, yes, resilience to remain constructive in trying times. Your individual acts taken collectively make our institution strong.

This was one of the roughest patches I can remember in my more than 33 years in the Foreign Service. When news of a short-term continuing resolution broke, I was set to take the stage in Portland, Oregon, for a World Affairs Council event on the state of State, and I still had not quite worked out what I was going to say when asked about the impact of the ongoing government shutdown on America's global leadership. "Russian and Chinese diplomats are not furloughed" was one option, but perhaps not as constructive a note as I would normally strike.

Now that we are all back at work, though warily watching the calendar as the expiration of the short-term CR approaches, I want to reinforce another golden nugget of

advice from Beth Payne's article: Spend time and mental energy on issues that you can control and influence, while letting go of things that are



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

outside of your control.

While the shutdown dragged on longer than almost anyone expected, I tried to follow this advice, to remain constructive and avoid paralysis. Along with my excellent team at AFSA, I worked on addressing an array of immediate shutdown issues affecting members (e.g., allowances, travel, pay), while preserving time to advance AFSA's strategic agenda, particularly our "Economic Diplomacy Works" initiative, designed in part to bolster support among our fellow Americans and on the Hill by explaining how Foreign Service work abroad helps keep us all prosperous here at home.

In spite of the furlough, we went ahead with our "Economic Diplomacy Works" panel on Jan. 15, welcoming more than 60 people to AFSA headquarters for a lively discussion. Speakers underscored both the urgency (competition is rising—fast) and the importance (economic diplomacy underpins America's global leadership) of focusing our attention on economic and commercial diplomacy. I encourage you to read the coverage of that thought-provoking, insight-filled event (p. 55) and visit AFSA's YouTube page to listen to the entire program.

Another key deliverable from AFSA's comprehensive EDW strategy—the January-February double edition of the *FSJ*, devoted to "Economic Diplomacy Works"—is circulating widely and sparking discussion among members of the Foreign Service and, more broadly, with our fellow Americans.

We have been sharing the *Journal*

extensively during meetings on the Hill, reinforcing our message that, in the face of rapidly rising competition from China, the Foreign Service offers a highly cost-effective, "shovel-ready" way to regain commercial, economic and political ground now being claimed by competitors such as China.

This message resonates with Congress, where our Fiscal Year 2019 appropriation bill awaits approval. I hope to be able to report to you next month that Congress again rejected proposed deep cuts to the International Affairs Budget, and perhaps even began restoring funding for core diplomatic capacity. That would indeed be grounds for taking time to express gratitude.

In the meantime, while we grapple with the aftermath of the shutdown both personally and institutionally and with continued uncertainty, I urge you to take care of yourself and be kind to your colleagues. I urge you to keep your eye on what you can control and influence, on your part in maintaining America's global leadership in trying times.

On a personal level, it did me a world of good to be working on a positive, constructive agenda even as the shutdown dragged on. On an institutional level, so much—even America's global leadership—depends on our ability to collectively insist on building regardless of the obstacles and challenges.

Have I told you lately how grateful I am to have such excellent colleagues, to be entrusted with such a vital mission? Thank you. ■

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THE MAGAZINE FOR FOREIGN AFFAIRS PROFESSIONALS

The Foreign Service Journal (ISSN 0146-3543), 2101 E Street NW, Washington, D.C. 20037-2990 is published monthly, with combined January-February and July-August issues, by the American Foreign Service Association (AFSA), a private, nonprofit organization. Material appearing herein represents the opinions of the writers and does not necessarily represent the views of the *Journal*, the Editorial Board or AFSA. Writer queries and submissions are invited, preferably by email. The *Journal* is not responsible for unsolicited manuscripts, photos or illustrations. Advertising inquiries are invited. All advertising is subject to the publisher's approval. AFSA reserves the right to reject advertising that is not in keeping with its standards and objectives. The appearance of advertisements herein does not imply endorsement of goods or services offered. Opinions expressed in advertisements are the views of the advertisers and do not necessarily represent AFSA views or policy. *Journal* subscription: AFSA member—\$20, included in annual dues; student—\$30; others—\$50; Single issue—\$4.50. For foreign surface mail, add \$18 per year; foreign airmail, \$36 per year. Periodical postage paid at Washington, D.C., and at additional mailing offices. Indexed by the Public Affairs Information Services (PAIS).

Email: journal@afsa.org
Phone: (202) 338-4045
Fax: (202) 338-8244
Web: www.afsa.org/fsj

© American Foreign Service Association, 2019

PRINTED IN THE U.S.A.

Postmaster: Send address changes to
AFSA, Attn: Address Change
2101 E Street NW
Washington DC 20037-2990



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Happy 100th Birthday, *FSJ*!

BY SHAWN DORMAN

With great foresight (or faulty math?), we began to celebrate *The Foreign Service Journal's* centennial, “Defining Diplomacy for 100 Years,” last April with a wonderful collection of stories about and excerpts from the *Journal* throughout its history. That timeline, worth another look, captures Foreign Service and diplomatic history in the unique way only this publication can—through the eyes of the practitioners. The timeline and the accompanying articles gave us a base from which to dig even deeper into the near-century of *Journals* as we created the *FSJ* Centennial Exhibit, opening this month at the U.S. Diplomacy Center.

Our long-term project to digitize and share online the entire library of *FSJs*, and to enhance the search function to make it findable, was fully completed in early February, just in time for the publication’s 100th birthday. The digital archive enabled us to create the exhibit, which will be on view in the U.S. Diplomacy Center pavilion at the State Department (inside the 21st Street entrance) from mid-March through Foreign Service Day on May 3. Please join us for the exhibit’s opening reception March 20, 4:30-6 p.m., to toast the little journal that could, and to take a trip through the dynamic history captured on the exhibit panels—the history of your profession and role in the world.

I must be honest: Putting together the exhibit was hard work. I am so grateful to the publications/*FSJ* team at AFSA—Susan

Maitra, Donna Gorman and Dmitry Filipoff—for all the extra work done these last few months, and to our designers, Jeff Lau from the communications team and Caryn Suko Smith of Driven by Design, who puts together

Shawn Dorman is the editor of The Foreign Service Journal.

the *Journal* every month. And I’m grateful to AFSA President Ambassador Barbara Stephenson for understanding and encouraging us to pursue this opportunity. Great appreciation goes, too, to the U.S. Diplomacy Center for seeing the potential and value of a centennial exhibit and giving us the green light to create and display it at USDC.

Once the exhibit is taken down in May, AFSA will aim to use it for ongoing outreach as we continue to share the Foreign Service story around the country.

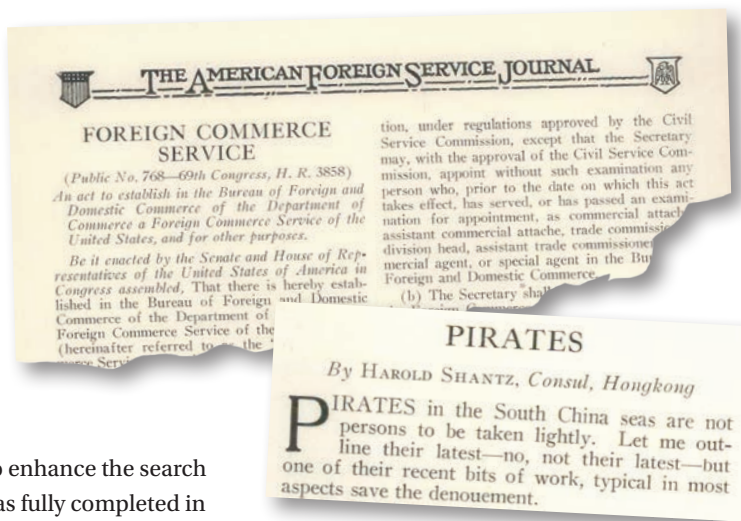
A Problem of Abundance

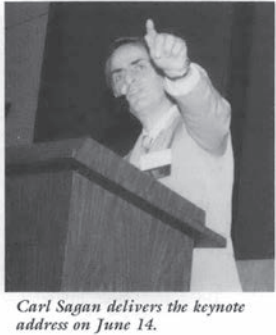
Finding—and choosing!—the best, most illustrative content to share in the exhibit was challenging. First, we are word people but an exhibit has to be visual,

not text-heavy. Those big, bold five-foot-high and 10-foot-wide walls are daunting; and you can only fit so many elements on one panel without creating a great big mess. Second, and more serious, is the surfeit of riches that the digital archive contains. Like a vortex, the archive pulls you in, making it almost impossible to just look at the one thing you went in for. Every single issue contains a great variety of intriguing material.

For example, I’d go into the April 1927 edition for a piece on the new law establishing the Foreign Commerce Service, but in no time find myself drawn off to the Azores with the Portuguese consul to San Francisco ... and then pulled into rough waters with a tale of pirates in the South China Sea by the U.S. consul in Hong Kong—all in just one issue.

I’m just a couple clicks away from the August 1990 edition, and there we see Carl Sagan speaking about global warming at an AFSA conference, “American Business and Global Environmental Issues,” bringing together members of Congress, State Department officials, U.S. business leaders and scientists.





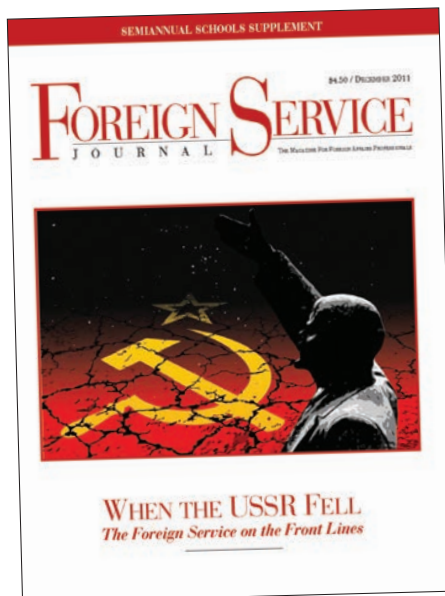
Carl Sagan delivers the keynote address on June 14.

But wait! Also in that issue, I find a fascinating piece on “Gaps in the Record” from historian Warren Cohen about his decision to resign as chair of the Secretary of State’s committee that reviews the *Foreign Relations of the United States* volumes before publica-

tion. The *Iran 1952-1954* volume, Cohen explained, “did not constitute an honest record of American activity in Iran,” and that was because the committee, under new rules in the 1980s, had been denied access to the material not being included. His departure in protest led ultimately to new legislation to open up more documents for review in the FRUS compilation process.

And in that same edition, then-AFSA President Ted Wilkinson shared a broad vision in *AFSA Views*: “These days we wake up each morning half expecting to see another striking new feature on our horizon from some further dramatic change in the political landscape. In the course of months, we’ve watched the Warsaw Pact disintegrate, with signs that the USSR may follow.” (This prescient note is a reminder that the narrative that the breakup of the Soviet Union took the U.S. government by surprise is off-base. For that story, click over to the December 2011 *FSJ*.)

Wilkinson asked questions in 1990 that resonate today: “Clearly our goals should encompass consolidating the remarkable gains of 1989-1990 and dealing more intensively with remaining transnational problems—surplus armaments, narcotics, refugees, population, the environment and underdevelopment. What is less clear is how best to pursue these goals. Are our government’s foreign affairs agencies still properly structured for a



changing set of challenges? Is the Cold War era rational still valid? ...We think the Foreign Service ought to have something to say about how [these questions] are answered.” And he announced that AFSA had formed a task force to look at the big questions.

Anyway, I hope you get my point about the rich and relevant content that has been published in 10 to 12 editions every year since 1919—and that you will enjoy visiting the digital archives and sharing the rare finds within. (Go to the archive home page and try out the archive-only search function using names or key words: www.afsa.org/fsj-archive.) As frequent *Journal* contributor and current Editorial Board member Harry Kopp warns in the April 2018 *FSJ*: “Poking around in the archive will stir the sediment of memory in ways that are informative, revelatory, provocative and habit-forming.”

Anniversary Reflections

The *Journal* is a mirror for the Foreign Service, for 100 years of diplomatic history. So much is reflected there about the people, the institution and the era—from editorials to advertisements. The archive reveals that as the *FSJ* marked important anniversaries, an editor or FSO would reflect on the publication’s origins and path, its phases and progress, and its growth from being under the watchful eye of the Department of State to a more “independent voice of the Foreign Service” (the 1980s tagline). Rather than reinvent the wheel, I’d like to share some of the more illustrative passages from past *Journal* anniversaries.

At the 10-year anniversary, in the March 1929 edition, Assistant Secretary of State Wilbur J. Carr, wrote: “This, the tenth

anniversary of the birth of the American Foreign Service *Journal*, should have a permanent place in the mind of every member of the Foreign Service. ... By contributing encouragement, inspiration and information, the *Journal* can do highly important work in behalf of every member of the Service; and by promoting a high idealism and a fine spirit, it can help that organization to render a maximum of public service and attain its proper place in the public estimation.”

At the 25-year mark, in the March 1944 edition, retired FSO James Barclay Young, co-founder of the *FSJ*, reminisced: “Whereas the Foreign Service Association developed from the enthusiasm of a few youthful consular officers on duty in the Department of State during the first World War, the *Journal* can be said to be the outcome of the optimism of two of those officers, almost as an answer to their prayers. ...

“At the time it never occurred to me that it was quite possible that neither of us knew the slightest thing about starting a publication of any sort. I do not know what Wesley Frost knew about launching and running a printed periodical but to me he looked as though he ought to. ... What influenced me more than anything else was the fact that we had started an Association among the officers of the Service and were taking their money as dues, and had almost nothing to offer them in return except we were organized and had their interests at heart and a lot of good intentions and some few plans.

“There were quite a few skeptics around the Department of State who had not even approved of our having started the Association in the first place and who looked askance on almost everything connected with it. Almost the entire Department would have been shocked at the idea of a publication of any sort. The mere mention of printed matter, statements issuing from the Department into print made them wince as though they were gun-shy. ... Each proof or dummy had to be sent to Mr. Wilbur Carr’s office for his approval before it was accepted for publication.

“Mr. Carr was an extremely busy man doing a fine job. ... Each month the proof rested somewhere on the Assistant Secretary’s desk and days went by until it lay there well beyond the date when it should have been in print. Wesley Frost and I

used to go to Mr. Carr’s desk now and then ... and lift the proof out from under a pile of papers and place it on top of the pile, but even at that, our issues were usually about a month late.”

On the *Journal*’s 40th anniversary, in February 1959, an unsigned editorial “Serving a Unique Readership,” commended the *FSJ*, remarking: “We think that 1958 ... with precedent-breaking issues on Outer Space and Africa, was a good year for the *Journal*. ... The *Journal* ... seeks to provide a forum for constructive criticism toward the improvement of the Service. That is not to say that the *Journal* intends to feed on controversy for the sake of controversy, nor to provoke argument where none exists, nor to embark on pointless crusades.”



At the half-century mark, in the March 1969 edition, an unsigned editorial, “The Challenge of the Next Fifty Years,” included the following: “The *Journal* was allowed to be born fifty years ago only on the condition that it exclude ‘tendentious talk’ from its contents. ... We trust this issue

then, like the Association and the profession it represents, demonstrates progress away from these limited beginnings.

“Some of our contributors offer critical views, in historical perspective, of American diplomacy, its practitioners and its organization. ... Historic reminiscence and reflection, while mirroring the past, also have their lesson for the future. Indeed, the President and the Secretary of State have issued a challenge to the department and to the Foreign Service to play

the leading role they should in influencing and implementing United States Foreign Policy. ... [The president] reiterated a plea for independent thinking, for the expression of dissenting and divergent views, and for the articulation of constructive criticism. ... We hopefully predict, at this mid-century mark, that the pages of the *Journal* during the coming years will contain more ‘tendentious talk’

than in the past fifty. Such expressions will be the reflection of a healthy but responsible ferment in the foreign affairs community.”



A Foreign Service Filament

On the 65th anniversary, the November 1984 *FSJ* featured retired FSO Smith Simpson's, "A Foreign Service Filament." In this fascinating trek through *FSJ* and diplomatic history, Simpson wrote: "The *Journal* is not only a vehicle of thought with respect to U.S. foreign relations, and, more particularly, overseas experience, but a means of expressing professional perspectives. It thus serves invaluable as one of those tender filaments joining Foreign Service officers to one another, to the foreign affairs agencies, and, to some extent, to the American public and its congressional representatives."

We are reminded that George Kennan was appointed to the FSJ Editorial Board in Oct. 1937, joining Henry S. Villard and Charles W. Yost.

Villard would serve as chair from 1939 to 1948, a record-breaking tenure. Only Ted Wilkinson came close, serving in that role from 2005 to 2011.

And Simpson wrote that by 1947 the *Journal* served as "a catalytic agent. No longer is it ... merely a weather vane, recording the direction the wind is blowing. It is now a stimulant, influencing the shape of thinking in the diplomatic establishment." In the 1950s, "McCarthyism adds to the chaos and agony within the Service, all of which is clearly reflected in the *Journal*, as officers scattered around the world use the magazine to ventilate their views and frustrations."

He acknowledged: "While performance over the years is somewhat uneven, it never loses the editorial independence gained under the high-ranking forthright Villard. The 'courage and open-mindedness' for which it was praised in the mid-1940s is preserved. ... The Foreign Service Act of 1980 has emancipated the *Journal* from departmental influence, so that it can print searchingly analytical articles which, before, would have been impossible. ... The *Journal* has helped considerably to provide that 'air' which has enabled those not content with mediocrity to express themselves with complete freedom. The *Journal* can be proud it has had that part in nurturing the spirit of analysis and criticism and freeing the minds of Foreign Service officers from the clichés which were once so pervasive."



That edition also contained an interview with Lawrence Eagleburger and an amazing collection of 29 comments on "How Can the Foreign Service Remain Effective for the Next 60 Years?" from the likes of George Shultz, George Kennan, Alexander Haig, Ron Spiers and Dante Fascell, to name just a few.

At the 75th anniversary, Managing Editor Nancy A. Johnson took "A Stroll Through 75 Years of the *Journal*" in the May 1994 edition. Her closing sums up *FSJ* history well: "In its 75 years, the *Journal's* editorial content has changed, its budget has changed; its look has changed. Yet, as the torch has been passed down through the generations of editors and Editorial Board chairpersons, its role has remained the same: to be a forum for Foreign Service profes-

sional issues and U.S. foreign policy issues through articles, column and readers' letters. This mandate has never been more important."

On the occasion of the 100th birthday of *The Foreign Service Journal*, it's worth remembering the unique space the *FSJ* occupies as "the independent voice of the Foreign Service." As we celebrate a century of *Journals*, we also celebrate the people who made it possible—the members of the Foreign Service community who have served as authors, editors and Editorial Board members and, critically, as our readers. In my first editor's letter after taking the helm from Steve Honley, in March 2014, which happened to be the 95th birthday of the *Journal*, I noted that "the magazine is both for you and about you." Then and now, I invite you to write for these pages; after all, they are your pages.

In our focus this month, we bring you something useful, perhaps lighter, for a change of pace. "Passport to Health and Wellness" offers a buffet of food, fitness and wellness articles, and a special spotlight on culinary diplomacy, along with delicious photographs.

And in an Appreciation, we share memories of George H.W. Bush from a few of the many members of the Foreign Service who had the privilege of interacting with him.

As always, please be in touch. ■

A Keeper... One of the Best

The January-February *FSJ*, with its focus on economic diplomacy, was a “keeper”—one of the best issues in my 42+ years of reading the magazine.

It was cogent, compelling and (most important) relevant to the contemporary Foreign Service, in addition to making the case domestically of why American diplomacy still matters.

I should note that I was an economic officer once upon a time and had the privilege of working for or with nearly all the featured authors. But the issue deserves praise on its merits.

This is must reading for all new FSOs. You might consider whether to make the unpublished submissions available online for additional insights.

*Lawrence Butler
Ambassador, retired
Reston, Virginia*

Bravo!

I waited to write this message until I found the time to read the entire December *Journal*. So, it is a little late, but provides a solid basis for profound and sincere compliments to the *Journal* staff for turning out a really useful, informative and focused issue that goes where many others have never gone, and none have handled so well.

The section on Foreign Service Nationals was of genuine significance and utility and was very well done. (Did you know that in the 1950s, some people thought FSN stood for Foreign Service



Native?) The coverage of the AFSA award winners was over the top, in terms of depth, length and—the key—recognition.

It was a major breakthrough, a tribute to everyone involved. You and your colleagues are justified to be proud of all that you do,

and do so well, but December was truly exceptional.

*One more bravo!
Ed Peck
Ambassador, retired
Bethesda, Maryland*

Foreign Assistance and Immigration Reform

I am writing in response to Ambassador Stephenson’s President’s Views column in the November *FSJ* and in anticipation of the January-February 2019 edition on economic diplomacy. As Ambassador Stephenson rightly points out, the American people need to better understand how investing in diplomacy helps keep America secure and prosperous.

Equally, we need to better inform U.S. taxpayers how investments in foreign assistance benefit them and should be part of comprehensive immigration reform. The case can most clearly be seen at our southern border, where the new Mexican government’s position on maintaining asylum seekers there is predicated on opening discussions on economic assistance levels in Central America.

While the American president looks to Congress to fund a border wall, NPR reported on Dec. 14 that Mexico is

looking to the United States to fund a “migrant Marshall Plan.”

Limited economic opportunities, poor governance and insecurity are all widely recognized as contributing to the drive to migrate. Nigerian Vice President Yemi Osinbajo recently suggested that European countries consider partnering with Nigeria by investing in the country and thereby discouraging the prevalent migration of its young people.

Having served with USAID in some of the world’s poorest countries, I have frequently encountered would-be immigrants who, like most Americans, seek a better future for their families.

Those same individuals would be even happier to stay in their countries with their families, their familiar language, culture and history, if only there were economic opportunities, greater security and responsible, accountable governance.

These are all things that U.S. foreign assistance seeks to improve, and at a lower price tag than social support and

assistance programs in the United States.

While not denying the significant contribution of immigrants to the United States, and acknowledging that we are much richer when we don’t just tolerate diversity but invite it, we must recognize that foreign assistance and humanitarian relief play a critical role in reducing the pressures that motivate migration.

Employees of USAID and State have seen firsthand the benefits of U.S. investments overseas. American taxpayers, including those who embrace “Make America Great Again” and “America First,” should better appreciate the cost-effective, self-interest of development



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assistance and see such investments as part of a comprehensive immigration policy.

This, too, is part of telling our story to the American people.

Caryle Cammisa

USAID FSO

Development Diplomat in Residence

Patel College of Global Sustainability

University of South Florida

Tampa, Florida

Diplomatic Courier Service Centennial

Ambassador Leslie Basset's memories of Jessica el Bechir in the October *FSJ* ("Jessica's Journeys"), both in life and her journey home, were lyrical. Thanks for sharing her story with all of us.

I also enjoyed the November *FSJ*'s cover-story focus on the centennial of the Diplomatic Courier Service, especially since the couriers continue to play an important role in the work of the Department of State and its tenant agencies overseas.

One aspect of couriering that was not covered was the role of nonprofessional couriers who step in to transport the pouch when a courier is unavailable.

When I was serving at the USIS American Center in Madras (now Chennai), the non-pro courier "run" to the embassy in New Delhi and to the other consular posts was a much-sought-after opportunity to visit the capital or to visit friends at the other posts.

I was twice chosen to take the pouch to Delhi. There was no premium class travel on Indian Airlines in those days, and both experiences were eventful.

On the first trip, the heavy pouch was too big to go inside the cabin, so I had to watch it until it was loaded and the cargo-hold was sealed. I had to be the last to board the flight, maintain a clear

view of the hold and then be the first off the plane so I could retrieve custody of the pouch. Fortunately, the embassy driver was able to help me get the pouch to the embassy with no difficulty.

My second experience wasn't so lucky. I again had a huge pouch, and this time I insisted on keeping the big orange sack on my lap, even though it wouldn't fit under the seat in front of me. After much arguing, the flight attendants gave up and agreed to let the crazy *firangi* keep the pouch for the two-hour trip.

But this time, when the plane landed in Delhi, there was no driver to meet me. In those days before cell phones, I waited for an hour in the hope that the driver was simply delayed before deciding I had to do something. So I got onto an auto-rickshaw and in my best Hindi asked the driver to take me to the American embassy.

When we got to the front gate of the embassy, the local guard said auto-rickshaws weren't permitted through that gate. I insisted, and after conversations with Post One, was permitted to drive up to the front steps, where I paid the driver (getting a receipt for my reimbursement) and then struggled to lift the orange sack up to the chancery's front door. There the Marine Security Guard on duty called the classified pouch room to come deal with the crazy guy who had just shown up in an auto-rickshaw with a diplomatic pouch.

It was the last time I volunteered to be a non-pro courier.

J. Michael Korff

FSO, retired

Arlington, Virginia ■

Send your letters to the editor:
journal@afsa.org

Promotion of U.S. Higher Education— Where Public and Economic Diplomacy Meet

BY ALFRED BOLL

It is tempting to restrict economic diplomacy's ambit to officers who cover issues focused on the economy, or who leverage economic tools to achieve particular strategic goals. The department gives a nod to broader participation through the designation of "political-economic" officers, whose portfolios incorporate aspects of a broad range of related issues.

Various articles in the January-February *Foreign Service Journal* make clear, however, that economic diplomacy embodies a broad scope and relates to a wide range of strategic priorities. Foreign Service officers know that most aspects of our work are inter-related, but it would serve us well to focus on how each aspect contributes to economic diplomacy and to American economic interests, and to link our immediate and specific objectives to larger economic ones in planning and practice.

A case in point is how cultural affairs officers (CAOs) promote one of our country's most important export markets, international education. EducationUSA, the State Department's global network of 435 educational advising centers in 180 countries and territories, promotes all accredited American colleges and universities, more than 4,700 institutions.

Some 550 advisers—based at U.S. missions, Fulbright Commissions, binational centers, nongovernmental organizations, foreign universities and private

sector partners—encourage students from around the world to study in the United States by providing them unbiased information and helping them find a "right fit" with a U.S. institution.

The sector's economic importance is huge: international students contributed \$42.4 billion to the U.S. economy in 2017, generating some 450,000 American jobs in all parts of the country. International students strengthen U.S. economic and academic competitiveness, and their tuition and expenses—some 65 percent of which comes from non-U.S. sources—help U.S. host campuses sustain programs and offset costs for American students.

Both the Department of State (through EducationUSA) and the Department of Commerce promote U.S. higher education. Because State focuses on the foreign policy and public diplomacy value of international education, we work to promote the sector holistically (all accredited colleges and universities). Many smaller institutions would not have the means to reach out to students overseas without this.

This focus also means we seek to attract international students worldwide, not only from high-income countries or from countries that already send large numbers of students. The department is sending a strong message that



the United States wants all countries and communities to benefit from one of our best national resources, our higher education system.

At the same time, all officers managing EducationUSA programs understand the significance of the wider

economic context, and the impact of the department's work in the United States, especially the benefits to local and state economies.

CAOs who manage EducationUSA operations around the globe with support from Washington and cooperating partners are promoting American exports of education (the way an economist might see it), as well as lasting ties with individuals and institutions that have the potential to benefit the United States for generations.

Students who study in the United States come to understand American values, the democratic system and the benefits of the rule of law. Those same students become future leaders in business and trade, science and innovation, and other sectors, where they often build on relationships formed with Americans during their studies, further enhancing economic relations with the United States through their professional networks.

The value of international education is not lost on other countries. The global number of international students has grown from 2.1 million in 2001 to 4.6 million in 2017. Although the United States has consistently attracted about a quarter of all international students, friends and competitors alike are seeking to use education to attract hearts and minds, as well as talent and rev-

enue. It has never been more important for FSOs to ensure the complementarity of our approaches to diplomatic and economic engagement in this area.

FSO Alfred Boll is currently posted to the Bureau of Educational and Cultural Affairs as EducationUSA branch chief. He volunteers as a member of the FSJ Editorial Board.

Professional Education and Formation: *Defining Who You Are & What You Do*

BY STEPHANIE SMITH KINNEY

Matt Boland's September article on turning U.S. mission strategies into results ("You Have a Strategy. Now What?") calls for "promoting a strategic culture," which, he notes, requires a significant shift in existing "habits, hearts and minds."

The role of corporate culture lies at the heart of any institutional modernization, which is why repeated efforts to align the Foreign Service and the Department of State with 21st-century requirements and realities have uniformly come to little. Reports and recommendations mount, but nothing strategic happens institutionally. For those in the department disheartened by the "Redesign" process, it's time to take what you learned and lead your own call for change.

Promoting a "strategic culture," as Mr. Boland correctly advocates, requires a new vision at the Foreign Service Institute, one based not on random "training," but on purposeful professional education that forms our diplomats for the future.

Professionalism rests on a shared professional curriculum, formation (education, ethics and know-how) and experience. For Foreign Service officers, this would mean a shared, long-term curriculum of professional education and formation and the replacement of existing perverse incentives and values with more constructive ones.

Efforts must begin now to build the political and intellectual support required for any meaningful change to emerge several years from now. Having been successfully divided and institutionally "conquered" through narrow cones, interconal rivalries and subcultures, identity politics and hyphens, and the short-termism of politics and individual careerism, it is time for the Foreign Service to come together to define itself and its collective professional mission and purpose. By doing so, it will also better serve the nation.

We must acknowledge that today's wonderful diversity of background, edu-

cation and experience properly and necessarily enriches the Foreign Service, but only if this diverse talent and experience shares a purposefully formed collective commitment to a common professional identity and ethos, intellectual integrity and formation and a strategic understanding of its national purpose and mission.

The place to start is to jettison the shibboleth that FSOs are "educated" and so only need random "training." What other national service would only randomly "train," as opposed to professionally educate and purposely form its commissioned officers? Our military services certainly do not take this approach!

Starting with A-100, which has not changed significantly (except it's shorter) since the mid-1970s, a broadly consultative process is needed to move FSI from a random "training by trainers" modality to a professional education and formation curriculum for a 21st-century diplomatic service. Eventually the course of study should be comprehensive and rigorous enough to merit (over time between entry and FS-1) a Masters in Diplomatic Service.

Such a curriculum would command respect and by its very content (over time) come to define what is required for professional American diplomacy in terms of intellectual preparation, as well as policy expertise, in-depth field experience and managerial and technological know-how. If this continues to be undefined and undefinable, then, indeed, *anybody* can do the job.

The structure for A-100, mid-level and senior curricula would always start with enduring basics and fundamentals appropriate to each level; then dive into the ever-changing geopolitical environment, its drivers and future consequences; and update and hone essential diplomatic tradecraft. Curricula and

teaching would be driven and informed by those who know because they have come to command respect through practiced accomplishment.

To take just the first step, for example, for A-100—instead of a short-term bureaucratic orientation course, an intense six-month curriculum followed by relevant interning and mentoring on geographic desks would broadly define and introduce all officers to the basics and ethics of their chosen profession. Just to give an idea, the enduring diplomatic stewardship portion would include definitions, history (national, international and institutional) and an introduction to grand strategy, as well as U.S. Foreign Service professional identity, duty and ethos.

A theme through entry-level training and returned to at the mid-level and senior ranks would be an emphasis on not only “doing things right” (e.g., management of self, others, policy and resources, meetings, events and media), but also the challenge of “doing the right thing,” including knowing how to tell what that is. From A-100 onward, FSOs need to learn that part of their job—at every level—is to envision, educate and empower, thus practicing and building toward the strategic leadership that Matt Boland has advocated.

In sum, the professional education and formation of FSOs helps define expectations not only for them but also for others beyond the Service. Over time, the FS would be strengthened through a common professional education, formation and experience that would emphasize “dot-connecting” over narrow specialization, professional ethos, teamwork, strategic awareness and multidimensional thinking



(strategic, tactical and operational).

Forging consensus on a 21st-century curriculum for American diplomats will require wise, forward-looking master practitioners from inside and outside the Foreign Service and Department of State, active-duty Foreign Service person-

nel, scholars, business leaders, digital natives and experts from other national diplomatic services. And, of course, it will require congressional partners who hold the power of the purse. The process will take time and a persistent commitment to forge a U.S. Diplomatic Service and Department of State institutional base for 2025 and beyond.

The Foreign Service will need to reach out beyond itself, but first it has to decide what it wants to become over the next decade. No short-term politician has ever or will ever take on this issue. The time has come for FSOs to think more about why and how they constitute a national diplomatic service. If FSOs believe change is in order, I suggest they practice their profession and prepare an agenda for the next Secretary of State. They would find many mentors and advocates ready to support their efforts. ■

Stephanie Smith Kinney, a Senior FSO, retired in 2003. She spearheaded the creation of the Family Liaison Office, helped negotiate the U.N. Framework Convention on Climate Change (1989-92) and pioneered the first Environmental Hub. Her regional specialties were Western Hemisphere affairs and Europe, and her “functional” bureaus were Oceans, Environment and Science; and Democracy, Human Rights and Labor. Her last FS assignment was as a deputy coordinator for counterterrorism (S/CT).



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Senate Confirms New Director General

The U.S. Senate confirmed Ambassador Carol Z. Perez by a voice vote on Jan. 2 to become the new Director General of the Foreign Service. Deputy Secretary of State John Sullivan swore her in on Feb. 1 at the State Department.

Amb. Perez, who joined the Foreign Service in 1987, is a career member of the Senior Foreign Service with the rank of



With her husband holding the Bible and their daughter in attendance, Ambassador Carol Z. Perez is sworn in as Director General of the Foreign Service by Secretary of State John Sullivan on Feb. 1.

Minister-Counselor. She replaces Acting DG William “Bill” Todd. Ambassador (ret.) Arnold Chacón resigned from the position in 2017.

Amb. Perez was previously confirmed as U.S. ambassador to Chile in 2016. Prior to that, she served as principal deputy assistant secretary in the Bureau of Human Resources (2015-2016) and in the Bureau of International Narcotics and Law Enforcement Affairs (2013-2015).

Turkey Releases FSN from Prison

On Jan. 30 Turkish authorities released Hamza Uluçay, a 37-year employee of U.S. Consulate Adana’s political section,

from prison. Uluçay had been sentenced to four years and six months in prison and was released based on time already served.

Originally detained and questioned in February 2017 because of routine contacts with Kurdish authorities on behalf of the consulate, Uluçay was arrested and charged with being part of a terrorist organization.

Two other locally employed staff members, Metin Topuz and Mete Canturk, both employees at the consulate in Istanbul, remain in prison.

In November 2017, then-Deputy Assistant Secretary for European and Eurasian Affairs Jonathan Cohen said that it appeared the men “were arrested for maintaining legitimate contacts with Turkish government and local officials and others in the context of their official duties on behalf of the U.S. government.”

Secretary of State Mike Pompeo raised the cases during multiple visits to Turkey in 2018. *The Foreign Service Journal* previously covered the story in December.

USG Breaks Record for Longest Shutdown

After 35 days, the longest shutdown in U.S. history ended on Jan. 25.

In a Jan. 11 memo to the department that addressed the shutdown, Secretary Pompeo wrote that: “We face a serious humanitarian and security crisis, and the president is working to secure our southern border and bring reforms that will ensure the safety and security of the American people.”

On Jan. 17, with the end still nowhere in sight, Bill Todd, the State Department’s acting under secretary for management, issued a statement recalling all State employees to work for two weeks, with

pay. Funds had been located to cover one pay period.

Ironically, a planned worldwide conference on border security, which the State Department hosts annually, had to be cancelled due to the shutdown.

Some good news was forthcoming, however: the Government Employee Fair Treatment Act of 2019, signed by the president on Jan. 16, is now law. It not only guarantees back pay for both exempted and furloughed workers after the shutdown ended, but also guarantees back pay after any future shutdowns.

On Jan. 25, the president, facing mounting criticism, called for a three-week pause, during which the government would reopen, and Congress would try once again to reach an agreement on border security. The *FSJ* goes to press before the end of the pause.

Though members of the Foreign Service, and all federal employees, have now received their back pay, uncertainty remains.

The Congressional Budget Office reported on Jan. 28 that the shutdown cost the U.S. economy \$11 billion, although they expect that \$8 billion of that will be recovered as federal employees receive their back pay, resulting in increased economic activity.

Global COM Conference Goes On As Scheduled

The Jan. 16-17 Global Chiefs of Mission Conference, “One Team, One Mission, One Future,” which had been scheduled long before the shutdown, went forward as planned in Washington, D.C.

In a message to employees Jan. 11, Secretary of State Mike Pompeo stated: “Bringing together the men and women who lead our overseas diplomatic missions is essential to successfully achiev-

The real concern is China. The last few decades have convinced us that China in the 21st century ... is going to be a major competitor of ours in every way that there is. Obviously economically and militarily, culturally and in every other way. ... We as the United States are going to wind up having to compete like we never have before with a gorilla that's starting to get about the same size we are.

We're going to have to learn to deal with that. The thing I really want to focus on is how we are going to deal with that. We're Americans. We have always competed. We can compete. We innovate. We create. We manufacture. We do the great things we do that have really led the world, but we can only do it if we are operating under a rule of law. And that is something that is currently missing at the present time as China tries to compete with us.

—Senator James Risch (R-Idaho), *Senate Armed Services Committee Hearing on China and Russia*, Jan. 29.

The American public has gotten very good whenever they think of the status of wars abroad and thanking our men and women who serve in the military, and we're not as good at thanking our other civil servants who work with difficult positions abroad. They post to the places where they can't take their family, and some of you in the panel have taken such posts. So I think your work in this new position is to advocate for the needs of wonderful public servants.

—Senator Tim Kaine (D-Va.), *at Ambassador Carol Perez confirmation hearing*, Dec. 4.

Mr. Speaker, I rise to express my gratitude for the service and sacrifice of America's diplomats and to stress that a robust American diplomatic presence around the world is in our nation's interests, especially as our adversaries gain commercial, economic and political ground. There is no substitute for brave, dedicated people in the field, and I would like to see us strengthen that key asset.

We are one of the few nations on earth with a truly global diplomatic presence. Since the founding of our country, our diplomats have advanced American interests in some of the most difficult and dangerous places on earth. These professionals defend our national security, enforce our laws and protect our fellow citizens overseas, often at great risk to

Heard on the Hill



themselves. Our embassies and consulates are platforms of U.S. influence and vigilance, and our diplomats are often the first to spot threats to our national security.

Their work abroad benefits Americans at home. Consider that an emergency investment in West Africa's health stopped cold what would have been an emerging Ebola pandemic a few years ago. Elsewhere, Foreign Service officers work alongside the military to keep weapons of mass destruction out of the hands of terrorists. A strong diplomatic footprint is also necessary for U.S. businesses to be able to compete successfully in challenging and complex markets. It is no surprise that the business community has written to the Secretary of State to say it counts on American diplomats around the world to compete in the global marketplace—and to urge the State Department to send more diplomats to the field with the mission of advancing America's commercial interests.

I commend Secretary Pompeo for announcing his vision of putting America's diplomats in "every corner, every stretch of the world," and urge him to continue the work he has initiated to enhance America's diplomatic strength.

But above all, I want to thank the men and women of the Department of State and United States Agency for International Development for their faithful service to our nation. I have been honored to meet so many of our nation's diplomats and their family members in every corner of the globe in my 26 years in Congress, including six years as chairman of the Committee on Foreign Affairs. I have seen firsthand the positive and lasting impact their work has on all Americans, and I am personally grateful for the sacrifice they make each day in the service of our nation.

Mr. Speaker, no matter the day or time, the men and women of the United States Foreign Service are promoting our interests and defending our security around the globe. Let us commit ourselves to supporting the crucial work they do on behalf of all Americans.

—Rep. Ed Royce (R-Calif.), *chair of the House Foreign Affairs Committee*, Dec. 6.

ing our unified mission of advancing America's foreign policy."

On the opening day of the conference, Vice President Mike Pence gave what many viewed as a campaign-style speech to the chiefs of mission gathered at the State Department. He did not mention the shutdown directly.

"The United States of America is once again standing tall and standing proud, not just at home, but around the world," the vice president said.

"You know, it would be helpful for all of you to recount, when you return to your duties, what the president noted earlier today, that ... there are today 77 major or significant walls built around the world," Pence said. "Rest assured each of you have a role to play as we take the battle forward on Capitol Hill to secure our border."

The vice president also told the assembled chiefs of mission that "ISIS has been defeated." This remark raised some eyebrows, given that four Americans had been killed by the group just hours before he gave those remarks.

Pence closed with an entreaty to the COMs to go back to their posts and "deliver a message" that "America is back!" You can view the speech on YouTube at bit.ly/2G9FYR4.



Secretary of State Mike Pompeo, sixth from left, and assembled chiefs of mission listen to the vice president's address on Jan. 16 at the State Department.

Best Places to Work? Not State.

When the Partnership for Public Service released its annual "Best Places to Work in the Federal Govern-

ment" rankings on Dec. 12, the State Department had fallen into the lowest quartile in the rankings, to 14th place out of 17 large agencies.

The Best Places to Work index score is derived from three questions in the

50 Years Ago

Go Ahead and Plan

In this Fiftieth Anniversary issue, articles by a number of distinguished contributors perhaps will impress some readers as being extensions of that rash of analysis and self-analysis which has been a favorite pastime of the Foreign Service in recent years. If so, that was our aim, for we believe a most useful purpose is served by a running discourse on where the Foreign Service has been, where it is going and how it will get there.

This belief, of course, was not always in evidence; indeed, an "epic poem" in these pages reminds us that the *Journal* was allowed to be born fifty years ago only on the condition that it exclude "tendentious talk" from its contents. Moreover, recalls James Barclay Young, every page had to be read and approved by Assistant Secretary of State Wilbur Carr. We trust this issue, then, like the Association and the profession it represents, demonstrates progress away from these limited beginnings. ...

The challenge was inherent in remarks made by the



President [Richard M. Nixon] when, early in his Administration, he visited the Department and addressed a large gathering of officers. He used the occasion to express his high regard for their professional merits and emphasized his full recognition of the importance of their task. At the same time, he reiterated a plea for independent thinking, for

the expression of dissenting and divergent views, and for the articulation of constructive criticism. ...

We, therefore, heartily welcome the challenge issued by the President and the Secretary [William P. Rogers] for a more creative and imaginative Foreign Service. We hopefully predict, at this mid-century mark, that the pages of the *Journal* during the coming years will contain more "tendentious talk" than in the past fifty. Such expressions will be the reflection of a healthy but responsible ferment in the foreign affairs community.

—From an editorial in the March 1969 FSJ.

Office of Personnel Management's Federal Employee Viewpoint Survey, which asks employees to respond to the prompts: "I recommend my organization as a good place to work"; "Considering everything, how satisfied are you with your job?"; and "Considering everything, how satisfied are you with your organization?"

State hit an all-time high in 2010, with an engagement score of 70.8. It was above the median in 2017 with a score 64. This year's score plummeted to 60.7; the last time it was this low was 2003, when State scored 59.0.

By comparison, NASA was in first place in 2018 with a score of 81.2. The intelligence community as a whole ranked fifth with a score of 66.3. Only the departments of the Air Force, Agriculture and Homeland Security scored lower than State. Homeland Security was last with a score of 53.1.

The Partnership for Public Service began compiling the ratings in 2003.

"Economic Diplomacy Works" on the American Diplomat Podcast

In a Dec. 18 episode of the American Diplomat podcast called "A Public Servant in the Private Sector," host Ambassador (ret.) Pete Romero interviews former FSO Laura Lane, who is currently the president of global public affairs at UPS. The two discuss how embassies and U.S. businesses work together overseas.

Ms. Lane notes the value of starting her career as an economic officer, explaining that it was her job working at U.S. embassies to "advance the kind of policy framework as well as support to businesses that were entering markets, no matter how challenging those markets were, and it provided a very valuable foundation for me as I moved into the private sector."

She talks about the importance of

supporting small- and medium-sized companies operating in the global sector. Foreign governments, she states, are beginning to see that bribery and corruption are choking their economies, and they need to "figure out ways to create the processes and the policy landscape so that everybody can compete on the basis of the value of their goods and the services they provide, and not on whether they can pay to play."

AFSA facilitated these two episodes, as well as several future episodes, as part of its ongoing "Economic Diplomacy Works" initiative.

The American Diplomat podcast is produced in partnership with the American Academy of Diplomacy and the Una Chapman Cox Foundation. Listen to this episode, and a second one featuring Ms. Lane, "When You Shouldn't Follow the Rules," at <https://www.amdipstories.org/podcast>.

Trump Administration Downgrades E.U.'s Status in D.C.

On Jan. 8 the German international broadcaster *Deutsche Welle* broke the news that the State Department had downgraded the European Union's representation to the United States sometime in late 2018 without informing the delegation of the decision.

According to *Deutsche Welle*, the E.U. delegation realized that something was amiss at the Dec. 5 state funeral for George H.W. Bush. An unidentified Washington, D.C.-based European diplomat told *DW* that at the funeral, E.U. Ambassador David O'Sullivan was not called on in chronological order from longest-serving to newest ambassador, as protocol dictates, but rather was called last.

The E.U. ambassador's status had been upgraded in September 2016 to the

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level of nation-state ambassador. When E.U. diplomats asked the State Department for clarification, they were told that the department forgot to notify them of the change in their diplomatic status. The European Union is now listed on the department's website as a delegation.

The State Department did not comment on the issue, citing the government shutdown as the reason for its silence.

The American Approach to Development

USAID Administrator Mark Green highlighted the difference between the “American” and the “authoritarian” approach to development in remarks at the U.S. Global Leadership Coalition’s Tribute Dinner on Dec. 5 in Washington, D.C.

The annual event brings together members of the foreign policy and international development community to honor outstanding champions of American global leadership.

This year USGLC honored the work of Administrator Green, Senator Chris Van Hollen (D-Md.) and Representative Ed Royce (R-Calif.), who received the group’s Award for Lifetime Achievement for his “unwavering bipartisan commitment to global development as an essential component of U.S. foreign policy and national security.”

In discussing his view of development work, Administrator Green—a former four-term congressman from Wisconsin and U.S. ambassador to Tanzania (2007-2009)—explained:

“There are two very different competing models of development and relief in the world. One approach, the authoritarian approach, is really predatory lending dressed up as assistance. It lures borrowers with promises of easy money, but then straddles them with unsustainable debt. It

SITE OF THE MONTH – A MEDIA BIAS CHART: WWW.ADFONTESMEDIA.COM

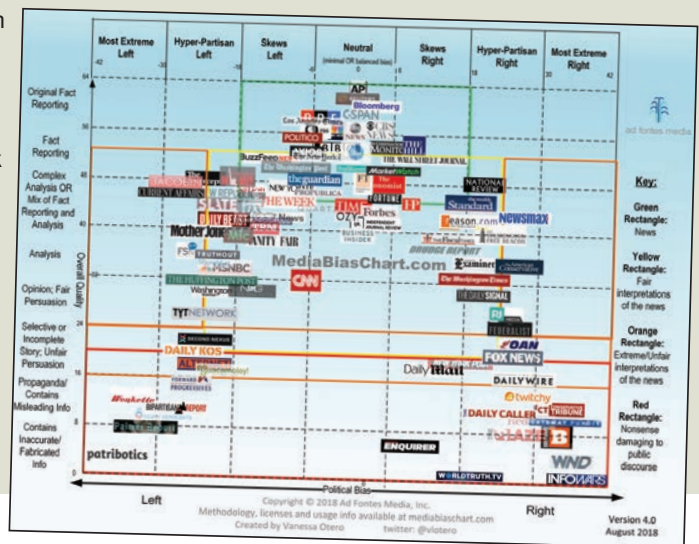
In this era of so-called “fake news,” when political polarization has led Americans to go to their own “side” for news that may or may not be objective or true, it’s not always easy to know which sources to trust for real, unbiased news.

That’s where this Media Bias Chart comes in. Ad Fontes media founder Vanessa Otero, a patent attorney in Denver, created the chart in 2018. While she does share her basic methodology, the algorithm she uses is proprietary. The chart is an interpretation, not science. But it’s still instructive.

The chart displays all major and many minor news outlets on a grid, arranging them from “most extreme left” to “most extreme right” along one axis and from “original fact reporting” to “inaccurate/fabricated info” on the other.

The most neutral sites, which all offer “fair interpretations of the news,” are floating in a yellow box in the center of the chart.

When you see a new site in your social media feed or elsewhere, you can quickly check in here to find out what the site’s slant might be before you click on the link or forward it to colleagues.



ties up strategic assets. It ties up resources for years to come. Some have called it debt diplomacy. Others have called it loan-to-own assistance.

“Our approach, the American approach, on the other hand, moves countries from being recipients to partners to fellow donors. It’s based upon the notion of a hand-up not a handout, and it helps position countries to grasp their own future.

“The authoritarian approach treats assistance as it does all else, a state secret, so they have ribbon cuttings that are very public for those buildings and roads, but

all that glitters is not gold. Ask about the fine print, or meeting engineering codes, or impact on habitat, and they’ll simply turn the other way. Of the 45 nations assessed by the AID Transparency Index, China finishes dead last.

“Our approach is built on transparency. The Millennium Challenge Corporation releases its score cards. USAID releases our self-reliance road maps, and nearly all U.S. government assistance can be seen on foreignassistance.gov.”

Green described his experiences teaching in a small African village as

Contemporary Quote

“While we were sleeping in the last decade and a half, China had a remarkable rise in capabilities that are stunning. A lot of that was achieved ... by stealing information from our companies, by inserting Chinese in certain of our labs, bringing back technological stolen properties which China engaged. ...Everything from automobile manufacturers to sophisticated software, as well as R&D for military. ...Rule of law and international norms and fairness in trade and engagements is not the Chinese model.”

—Dan Coats, Director of National Intelligence, Senate Armed Services Committee hearing on China and Russia, Jan. 29.

a young Peace Corps Volunteer and told of returning to that same village as the USAID Administrator years later. “Everything I know about development can be traced back to that village and the hunger, the desperation, and hope that I saw in the eyes of those kids,” Green said.

He closed by thanking the dedicated men and women of USAID, who “day in and day out are advancing American leadership.”

Polls Find Consensus on Foreign Policy Priorities

Recent polling by the *Huffington Post* reveals that Americans are becoming less isolationist and have a greater preference for American involvement in overseas affairs. Recent polling from the Pew Research Center shows bipartisan consensus around two foreign policy priorities.

By contrast with a poll HuffPost-YouGov conducted in 2016, the group’s December 2018 survey found that public opinion increasingly supports free trade, immigration and a more active foreign policy.

According to the survey results, the share of the American public that believes the country should pay less attention to overseas issues has decreased from 49 to 39 percent.

The share of those who are not satis-

fied with free trade agreements declined from 29 percent to 21 percent. And the proportion of Americans who feel the nation’s traditional values and customs are under threat by newcomers fell from 48 percent in 2016 to 36 percent in 2018.

Another recent poll, conducted by the Pew Research Center last November, showed that while partisan differences have grown significantly on a wide range of foreign policy issues, Democrats and Republicans concur on two priorities: protecting the United States from security threats such as terrorist attacks and weapons of mass destruction, and protecting the jobs of American workers.

About seven in 10 respondents to the Pew survey said that taking measures to protect the United States from terrorist attacks should be a top priority for the country. Sixty-one percent of Democratic respondents and 84 percent of Republican respondents felt this way.

Similarly, 71 percent of respondents stated that protecting the jobs of Americans should be a foreign policy priority, with 65 percent of Democratic respondents and 81 percent of Republican respondents agreeing. ■

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

The Back Channel



A MEMOIR OF AMERICAN
DIPLOMACY AND
THE CASE FOR ITS RENEWAL

William J.
Burns



Available March 12, 2019

From America’s “secret diplomatic weapon” (*The Atlantic*)—a man who served five presidents and ten secretaries of state—comes an impassioned argument for the enduring value of diplomacy in an increasingly volatile world.



AFSA BOOK NOTES
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WEDNESDAY, APRIL 10, 2019
12:00-1:30 P.M.



Compassion Fatigue in the Foreign Service

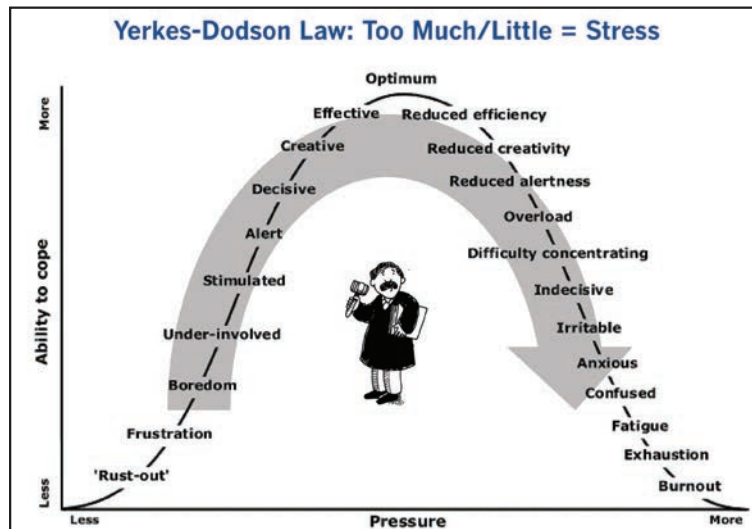
BY KOVIA GRATZON-ERSKINE

Whether through terrorism or natural and man-made disasters, tragedy can strike anywhere—there is no longer any such thing as a “normal” post. Whether they deliberately sign up or unexpectedly find themselves in the middle of a crisis, Foreign Service professionals often work during and after disasters like the Ebola outbreak in West Africa, the earthquake in Nepal, drought and food insecurity in the Horn of Africa and the Sahel, and complex emergencies in Ukraine and Sri Lanka or the Venezuelan migration into Colombia. In some ways, FS professionals thrive in this environment.

While often rewarding, working in these high-stress, trauma-prone environments can also lead to compassion fatigue (CF). FS professionals and managers at all posts—even in Washington, D.C.—need to understand the risks of CF, recognize the symptoms and implement healthy practices to help protect the workforce.

I Didn't See It Coming

In 2010, I felt called by a sense of duty to go to Haiti after the massive 7.0 magnitude earthquake killed 200,000 people and left a million more displaced. When



Source: National Counseling Group, Inc.

I arrived eight months after the initial disaster the lingering effects on staff—both American and Haitian—were clear. Behind their tough exteriors there was fatigue in their eyes. Everyone was working nonstop to get more done, faster and under heavy scrutiny from the media and Washington. Perhaps most importantly, they were driven by their own sense of compassion for others’ suffering.

Things got more intense from there. Several months into my tour, during which protests and tropical storms were a nor-

mal part of life, a viral disease broke out in a small village, spreading quickly and killing thousands throughout the country. Embassy staff, myself included, went into overdrive. The new normal was 14-hour days, six days a week.

At first, we worked those hours because we needed to meet the demands. But for me, it soon became compulsive. I felt I couldn’t stop—I worried that even a 15-minute break could cost a life. That’s the effect of empathy boiled over—an inability to take time to eat and sleep, knowing that thousands are suffering without shelter or medical care.

The problem is that unchecked physiological and mental stress impairs performance. The Yerkes-Dodson Law, developed in 1908, posits that stress can improve performance, but only up to a point (see illustration). Both too much and too little stress can negatively affect



Kovia Gratzon-Erskine was the USAID health deputy director in Haiti from 2010 to 2012. She joined the Foreign Service in 2007 and is currently an international development specialist at USAID in Washington, D.C. Her previous postings as a public health specialist in trauma-prone environments include Antananarivo and Port-au-Prince; she also rendered support from Washington D.C. to Monrovia, Freetown and Conakry during the Ebola outbreak. She served in Moldova as a health program manager in the U.S. Peace Corps from 2000 to 2002, and in 2016, was trained as a resilience trainer through the Department of State’s Center of Excellence in Foreign Affairs Resilience.

job performance, satisfaction and health.

In Haiti, I was stimulated by the overwhelming need immediately upon arrival. I'd like to think I worked at my optimum level of efficiency and effectiveness for months, perhaps even a year. But then I slid down the right side of the curve into exhaustion.

What Is Compassion Fatigue?

The same traits that make FS professionals good at their work—empathy, compassion for others and tenacity—can, when self-care is neglected, turn into compassion fatigue.

Sometimes referred to as “secondary post-traumatic stress disorder (PTSD)” or “vicarious traumatization,” compassion fatigue (CF) is the extreme state of exhaustion experienced by people who have been exposed to trauma through their work to support suffering people or animals. CF does manifest in similar ways to PTSD. Both conditions can result in disassociation or feelings of numbness, detachment/isolation, alcohol or drug abuse, feelings of helplessness or hopelessness, insomnia, nightmares, loss of appetite or binge eating, hypervigilance, and panic attacks.

In me, compassion fatigue started with exhaustion, followed by six months of headaches and an overdose of stress hormones that put my nervous system on high alert. My fight-flight-freeze response was stuck in overdrive, making me constantly jumpy and fearful.

Yet there was a dissonance between these symptoms and what I did for a living. I had an overseas desk job, after all, while CF is considered a risk among people who work more directly in helping capacities like mental health practitioners, law enforcement, emergency medical personnel, and others who deal directly with victims of trauma.

There was a dissonance between these symptoms and what I did for a living. I had an overseas desk job, after all.

But the signs and symptoms of CF were certainly there. Physical and emotional exhaustion (“burnout”)—check. Bombardment with grim images and stories of colleagues and Haitian citizens (indirect exposure to trauma)—check. Despite this, the drive to help led me to overextend and neglect myself for more than a year.

It's a Matter of Time

Aid workers and diplomats regularly encounter situations that may elicit unhealthy stress levels. For example, between October 2012 and September 2016 the State Department managed 31 evacuations from 23 overseas posts (see map on p.26). Hundreds of Foreign Service families have been affected—and global events that cause disruption show no sign of slowing.

A September 2015 report commissioned by USAID found that “the USAID workforce is currently exposed to severe levels of stress and is at risk for developing numerous stress-related health conditions and/or disorders.” Institutional stress is exacerbated, the researchers found, by threat exposure, operational tempo and political pressure—three things USAID personnel working in critical priority countries, non-permissive environments and high-threat posts experience regularly.

The State Department is addressing this new reality by expanding the Foreign Affairs Counter Threat training program, which was once reserved for FS professionals working in high-threat, high-risk countries, to include those assigned to every post by the end of this year.

While FACT and the high-threat security overseas seminar equip FS profession-

als and their families with the skills needed to react in high-threat situations, they do not prepare them for the mental and psychological demands of living through crisis after crisis. This is a gap that both USAID and State are attempting to fill.

The USAID Staff Care Center was established in 2012 to manage an Employee Assistance Program with wide-ranging benefits (e.g., childcare subsidy, elder care, fitness facility access) available to both domestic and overseas staff members. In addition to counseling and psychosocial support, the SCC offers organizational resilience training.

In 2016 the Department of State created the Center of Excellence in Foreign Affairs Resilience. Located at the Foreign Service Institute, CEFAR provides training and other resources to all FS professionals. CEFAR also integrates resilience-focused content into training for both new and seasoned professionals.

State's Bureau of Medical Services, CEFAR and SCC offer safety nets; but, as they say, an ounce of prevention is worth a pound of cure.

Extend Compassion to Yourself and Your Team

While PTSD and other mental health issues have become expected and accepted in the military, FS professionals seldom talk about it. The silence stems from fears of medical clearances being revoked and careers derailed, but there is also a societal perception that PTSD only affects veterans or victims of abuse. In fact, observing or supporting others who have experienced a traumatic event—something FS professionals do on a regular

basis—can also lead to PTSD, secondary PTSD or compassion fatigue.

Preventing CF requires effort on both a personal and an institutional level. While institutions need to support employees who are exposed to trauma, FS members, especially managers, need to be aware that the risk of CF is inherent in the work they do. Individuals can apply preventive measures through several key approaches. They need to recognize the symptoms and adapt their work habits and those of their employees as needed. They need to proactively work to create a healthy work environment at post to reduce the risk of developing CF. And they need to encourage self-care to enhance overall health and well-being.

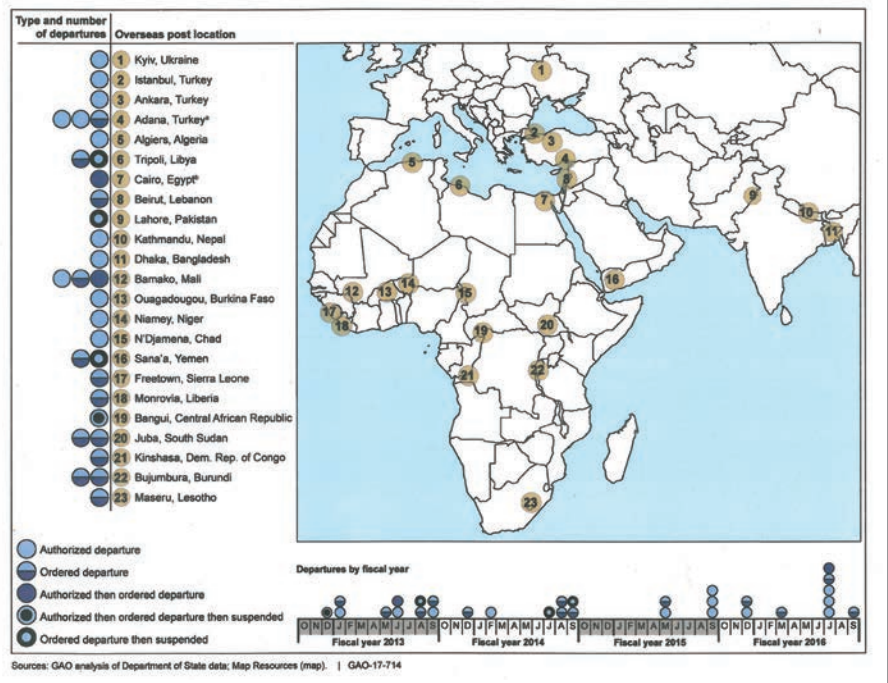
Here are some steps I've learned that help me sustain a healthy lifestyle even while working in high-pressure and trauma-prone environments:

Practice basic self-care. If I'm feeling off, these practices can help immediately. I need to: Get a full night's sleep (seven to eight hours). Work out four to five times a week. Eat well and regularly—at least three times a day, plus snacks. Stay hydrated—drink two liters of water or herbal tea a day. Be social (play with kids, go out with friends). Give my brain a break (try meditation, crosswords or Sudoku) and use mindfulness (try yoga, stretching and proper breathing techniques; ground my thoughts in the present instead of focusing on future worries and past regrets).

Create boundaries and balance. This is easier said than done, but I learned that having the right mindset will help keep me on track. Toward that end, I commit myself to taking breaks during the workday and leaving at a reasonable hour—and truly leaving my work, including thinking about work, behind.

Know thyself. Intentionally reflect-

Figure 1: Authorized Departures, Ordered Departures, and Suspended Operations at Overseas Posts during Fiscal Years 2013–2016



ing on how I'm doing can reduce the risk of living in a prolonged state of stress without proper care. When I do periodic check-ins with myself, I notice my anxiety levels, sleeping patterns, anger reactions, eating habits, weight gain or loss, and headaches or backaches. If something is off kilter, I return to basic self-care techniques. If that's not enough, I see a doctor or therapist.

Look out for each other. I know I cannot always see the problem. So, in addition to paying attention to the physical and mental state of friends and colleagues, I can: Recognize signs and symptoms of irritation or depression; encourage activities to reduce stress; and regularly share information about support services with others at post.

Be an effective leader. If I'm the boss, I remind my staff to leave the office at a reasonable hour and to rest their brains, exercise, eat and have some fun. I've learned that it takes more than encouragement; leaders must model healthy workplace behaviors to show that these actions are acceptable.

It's Up to You

Compassion for others is a beautiful thing, but it must be accompanied by compassion for self. After leaving Haiti, I spent a couple years decompressing in a lower-stress D.C. position before returning to more intense work, such as the Ebola outbreak recovery and rebuilding efforts in West Africa. Through a commitment to my own well-being, the symptoms of CF have subsided, and I make sure to continue my own self-care and communicate openly about the risks of failing to do so.

FSOs work in high-pressure environments in places subject to corruption, poverty, sickness and disaster. It's only a matter of time before you or a family member serves in a difficult place, and it's hard not to feel the effects. Watch for symptoms of compassion fatigue, in yourself and in those around you. Show leadership in supporting a healthy work environment. And take breaks and ask for help when you need it. You'll be better positioned to fulfill your mission as a Foreign Service professional. ■

★ FOREIGN ★ SERVICE DAY

*The Annual Homecoming for Foreign Service and
State Department Civil Service Retirees*

★ **May 3, 2019** ★

There will be a luncheon at 1:00 p.m. in the Benjamin Franklin Room. Reservations are first-come, first-served.

To RSVP, please email foreignaffairsday@state.gov with your full name, retirement date, street address, email address and phone number.



HONOR A COLLEAGUE

Nominations for AFSA's 2019 Constructive Dissent and Exemplary Performance Awards Are Now Being Accepted

DISSENT AWARDS

- The W. Averell Harriman Award For an Entry-Level Foreign Service Officer.
- The William R. Rivkin Award for a Mid-Level Foreign Service Officer.
- The Christian A. Herter Award for a Senior Foreign Service Officer.
- The F. Allen "Tex" Harris Award for a Foreign Service Specialist.

PERFORMANCE AWARDS

- The Mark Palmer Award for the Advancement of Democracy.
- The Nelson B. Delavan Award for a Foreign Service Office Management Specialist.
- The M. Juanita Guess Award for a Community Liaison Office Coordinator.
- The Avis Bohlen Award for an Eligible Family Member.
- The Post Rep of the Year Award for an Outstanding AFSA Post Representative.

MORE INFORMATION IS AVAILABLE AT WWW.AFSA.ORG/AWARDS.
THE DEADLINE FOR NOMINATIONS IS MAY 24, 2019.

Questions? Contact Perri Green, Awards Coordinator, at green@afsa.org or (202) 719-9700.



Ancestral Food Traditions for Modern Foreign Service Life

Proper nourishment is a critical ingredient for health and wellness. Here's how to take advantage of the FS lifestyle to keep the nutritional bar high.

BY TANIA TESCHKE

The demanding work and frequent moves required of Foreign Service professionals and their family members often mean that eating well gets left behind. Health and wellness are increasingly recognized as essential for protecting and strengthening the Foreign Service's most important asset—our healthy, high-performing people and their families. But while the department offers guidance and support for dealing with moves, family member employment



Tania Teschke is a writer and photographer with a passion for French cuisine and wine. She lived for an extended period in France as an undergraduate and graduate student, studying French language and literature and learning the art of traditional French cooking from French chefs and friends. She apprenticed with an award-winning Basque butcher and earned a diploma in wine science from the University of Bordeaux. Her travel photography has been exhibited in Paris, Tokyo and Moscow and has appeared in The New York Times and other international publications. She previously worked with children's book publisher

Scholastic and with the World Wildlife Fund in Washington, D.C., and Frankfurt. Teschke is the author of The Bordeaux Kitchen: An Immersion into French Food and Wine, Inspired by Ancestral Traditions (Primal Nutrition, Inc., 2018). She lives in Switzerland with her FSO husband and two daughters. She blogs at www.BordeauxKitchen.com.

and returning from high-stress posts, there is little guidance on nutrition for members of the Foreign Service.

I began delving into cooking and nutrition during the three years I spent in Bordeaux, where my spouse was the American presence officer working to advance U.S. interests in a region of six million people in southwestern France. Bordeaux is known for its wine, but it is also a region where you can still find traditional ways of growing and preparing food. Through learning to cook with French chefs, farmers and grandmothers, apprenticing with a Basque butcher and studying with wine-makers, I began to see how their “ancestral” approach to food can bring greater health and balance to our hectic modern lives.

The traditional French recipes I learned were based on unprocessed, nutrient-dense foods. Contrary to recent conventional wisdom, the energetic chefs and spry *grand-mères* embraced traditional fats—butter, lard, duck fat—as the foundation of good cooking and nutrition. Moving away from the low-fat paradigm is also a tenet of the primal, paleo and “real food” movements that have gained popularity in recent years.

In the Foreign Service, we do our best to feed ourselves and our families well, often in challenging circumstances. Whatever your situation, there are ways you can draw on ancestral traditions to make your diet more nourishing and satisfying. The benefits from even the smallest changes can be significant: greater energy, sharper focus, fewer cravings, better sleep, loss of excess fat and weight, not to mention reducing your risk of chronic

diseases. And for children this can mean better health, better concentration and better behavior.

Here are the pillars of this approach to eating well.

Skip the Processed Stuff

Refined sugar, grains and industrial vegetable oils entered the modern diet only in the past 150 years. Our bodies did not evolve to consume vast quantities of processed foods. Commissaries are convenient and comforting (we spent six Mos-

cow winters grateful that we had a commissary), but remember that nutrients are often lacking in anything that comes premade in a box, can or plastic package, or that has a multiyear shelf life.

- Watch out at receptions and parties. Caterers and restaurants often use low-quality ingredients and cooking oils to save money, and many hors d’oeuvres lack nutritional value.

- Need a snack? Have beef jerky, salami slices, cheese cubes, veggie sticks or raw, sprouted nuts handy instead of chips.

- Drop the soda and juice habit. It can be a comfort at a far-flung post to have a taste of home in your favorite soda or juice,

but you’re better off drinking plain water. Sodas that contain sugar substitutes harm the delicate balance of microbes in our gut. Sweetened drinks can spike your blood sugar and lead to drowsiness and cravings. And the expense of buying imported American drinks adds up! Hard to find clean water at your post? Many posts have water purifiers or bottled water delivery available on the economy.



Fresh ingredients.

PHOTO: TANIA TESCHKE. FOCUS SECTION/ICONS—CARVIN SMITH/ISTOCKPHOTO.COM. ALL BACKGROUND: ISTOCKPHOTO.COM/3dprint. Eclairmeat.



Spices for sale at an outdoor market in Aix-en-Provence.

Don't Fear Natural Fat

I learned from svelte and active French grandmothers that saturated fat from quality natural sources can, in fact, be your dietary friend. Studies such as the 2016 Minnesota Coronary Experiment and the more recent international “PURE” study published in *The Lancet* suggest that saturated fat is not the villain it was once made out to be. In my own experience and that of my family and friends, a meal high in quality fats and low in sugars and grains is not only rich in nutrients, but promotes stable blood sugar and satiates, so one is less likely to snack. Try going back to a breakfast of bacon and eggs, or some combination of protein and fat (such as lunch or dinner leftovers), rather than low-fat yogurt or cereal, and see whether your energy levels and mood become more balanced.

Dr. Catherine Shanahan, science director for the Los Angeles Lakers and author of *Deep Nutrition: Why Your Genes Need Traditional Food*, suggests embracing meat on the bone and slow-cooked meat dishes while avoiding industrial seed oils (e.g.,

I learned from svelte and active French grandmothers that saturated fat from quality, natural sources can, in fact, be your dietary friend.

canola, corn, cottonseed, soy, vegetable). She believes the polyunsaturated fat in these oils lingers in our blood stream and causes oxidation in our cells—like rust on a nail—which can lead to a host of health issues.

According to Shanahan, our bodies are not programmed to break down these oils the way we can break down animal fats. I suggest replacing these industrial oils with more natural sources such as butter, duck or goose fat, lard, tallow, coconut, olive or avocado oils. These healthy fats are rich in nutrients, help you digest the fat-soluble vitamins in your vegetables and leave you feeling satisfied.

Mackerel Economics

Seek out small, fatty, cold-water fish such as anchovies, sardines and mackerel. These are packed with nutrient-rich Omega-3 oils and, because they are lower on the food chain, may contain fewer heavy metals and toxins. Moreover, they are often among the least expensive fish at the market.



Butchers Florent (left) and Romain (right) with the author during her apprenticeship at an organic butcher shop in Bordeaux. Inset: The author at work in the butcher shop.

Eat Your Liver

Organ meats are nutrient-dense and are often less expensive than muscle meats. They are often readily available in many countries where FS personnel serve, where locals prize organ meats as delicacies—for good reason! Once you know how to cook them, livers, kidneys and sweetbreads are delicious and nutritious. If you're squeamish, start with liverwurst or chicken livers. I got my daughters hooked on liverwurst last year, which they now spread on crunchy spelt or homemade grain-free crackers.

Make Mealtimes Sacred

We can learn much from the traditional cultures we encounter at many posts, which remain closely attuned to the rhythms of life, family and food. Take a break to enjoy your food and focus on really chewing each bite. (Chewed food is much easier on the digestive system, and the act of chewing prompts the digestive juices in your stomach).

If you must eat at your desk, as many busy FS professionals do, at least turn off your screen to give your eyes a rest, and don't use your phone. When possible, go for a walk during the day to get some sunlight.



Get to Know Your Butcher or Farmer

There is nothing a professional butcher loves more than for someone to show interest in the cuts of meat and how to prepare them. Consider it part of cultural immersion in your host country. Some markets around the world do not share U.S. refrigeration requirements for meats and fish, but frequently you can find a local store or service from which to buy refrigerated or frozen meats, if not a proper butcher.

If there are no reliable local sources, work with your commissary or a local importer, and pool with other diplomats or expats to ship in quality meats and produce where possible. If you are in the D.C. area, consider joining an urban buying club like Joel Salatin's Polyface Farms, which delivers grass-fed meat and pastured poultry and eggs to D.C.-area neighborhoods.



Anchovies at an outdoor market in Aix-en-Provence.

Invest in the Right Equipment

Paying more for cast-iron pots, skillets and Dutch ovens will be worth it in the long run. You will have fewer plastics and chemicals, more consistent cooking, and more fun cooking with beautiful cookware that will last more than one generation. (If only I could convince the general services officer to include cast-iron pots in our welcome kit.)

If you miss your nonstick pans, simply add more butter before you fry up your eggs. (Tip: Allow the pan and butter to get hot before adding the eggs.) This goes for sautéing vegetables, as well.

Plan Ahead

Prepare a stew or chili on a Sunday that can be a meal for several days. Bring your lunch to work to ensure you eat quality food and don't waste time and money foraging. (Those D.C. food trucks can be tempting, but many use poor quality vegetable cooking oils, and they tend to cost more than a home-cooked lunch.)

Pack warm lunches for your children by investing in thermos containers and a reusable lunch box. This takes extra effort and planning, but a warm, home-cooked lunch helps kids concentrate at school and absorb the nutrients their

I learned from the French culinary tradition to eat diversely and freshly, but also to share food in the company of family and friends.

growing bodies need. The French still practice this with positive results.

Explore Culinary Traditions at Post

Learn about local culture, traditions and dishes that have been passed down through generations at your post. I learned from the French culinary tradition to eat diversely and freshly, but also to share food in the company of family and friends. This slows us down, reduces our stress load and gives us memories to cherish.

Start Small

My approach to food and nutrition works well for my family. But everyone has to find what works for them. What's important is that you are deliberate in your food choices and preparation, and do not simply let them be dictated by prior habits or what's currently on the store shelf. Allow yourself to enjoy the process of discovering what works for you, without preconceived notions or guilt.

Try a small shift in habit and observe the results. If a less sugary breakfast seems to elicit better behavior from your child, well, there is an exciting new discovery! If taking a walk during the day helps you feel more productive, then take the time to do it. If bacon at breakfast allows you to get to lunch without snacking or becoming "hangry," you and your colleagues will all be happier.

As a community, we can benefit from each other's commitment to health and nutrition. Rather than pushing ourselves on too little sleep and too much junk food, we can encourage each other to get the rest and nourishment we all need, but rarely allow ourselves. Even small shifts in thinking and behavior among members of our communities at home and at post can make for a healthier and happier Foreign Service.

Taking small steps and leading by example might even get your child to eat her liver. I should have asked the French grandmothers for tips on that one! ■



How to Exercise in Airports

Travel is a constant in Foreign Service life. Here's how to make it serve your personal fitness goals.

BY KEN SEIFERT

As members of the Foreign Service community, we travel constantly. While living abroad and traveling as much as we do require us to make sacrifices (cultural familiarity, time with family, watching the latest season of “Game of Thrones”), exercise does not have to be one of the things we sacrifice. Stop thinking of time spent in airports as wasted hours; instead, think of those long layovers as fitness opportunities.

What exactly am I talking about when I tell you to exercise in airports? The options are endless. From stretching to speed walking, there are many obvious ways to burn calories. But there is a world of possibility that goes beyond the basics, and in my 20 years as a traveler and fitness trainer, I have developed some techniques for an intense fitness program you can commit to on the road. Here are a few examples.

Cardio

First, consider your cardio options—those high-intensity exercises that get your heart going. Many airports—Miami International Airport is one example—offer staircases leading up to airport trams or down to other gates.

Using those stairs to run up and down is a great way to burn calories. If you add your bags to this cardio exercise, you'll really give your muscles a workout. Just remember to pick up your knees and don't overextend your back. Go up and down a few dozen times or more—you'll burn calories and can most definitely scratch off the “squat” workout for the day, as stair climbing will hit the same muscles as squats.

My favorite form of airport exercising is running. I have been running in and around airports in hundreds of domestic and international locations. Those long, vast terminals in places like Frankfurt and JFK offer seemingly endless real estate to run. It's an especially great way to use those wasted hours during long layovers and justify that extra donut.



Ken Seifert has worked for USAID for 14 years, 10 of which have been spent as a Foreign Service officer in Central America, the Caribbean, Africa and Asia. He is a fitness guru who exercises nearly four hours a day, even when he travels. In 2017, he wrote The Complete Guide to Airport Exercise, which has been featured on NBC, CBS, ABC, Fox and NPR national and local affiliates, among others. His previous publications include The Rising Storm (AuthorHouse, 2007) and hundreds of letters to the editor and op-ed pieces in such newspapers as The Washington Post, USA Today, Miami Herald, Austin American-Statesman, the St. Louis Post Dispatch and the Denver Post. He is married and has two dogs.



Ken Seifert demonstrates the elevated pushup (left), the squat (center) and the elevated trap row exercise (right).

To make sure you're ready to run, consider wearing running shorts under your clothes, packing efficiently and researching possible running paths near or inside the airport. In 20 years of airport-exercising, I have never been stopped or questioned by TSA or other airport officials, because I go out of my way to be mindful and conscientious of others.

You can also sit in an airport chair and raise your knees toward your chest, one at a time—the faster, the better. The higher the raise, the harder the exercise. Keep it up for 20 minutes—not only are you burning calories, but you are also strengthening your stomach muscles.

Or bring a jump rope with you, find a quiet, small area of the airport, and jump. You can burn several hundred calories in 15-20 minutes of idle time.

Arm and Leg Workouts

Use the airport seats for your weight-bearing exercises for arms and legs. You can use the seats to do seated tricep dips or assisted pushups. To do tricep dips, face away from the seat, straighten your arms and place the palms of both hands against the edge of the airport seat behind you. Extend your legs out in front of you while you dip up and down with your arms, keeping your back straight and allowing for a full range of motion.

You can also do pushups. If you do them on the ground, use paper towels to protect you from the floor, which may not be clean—or use a chair instead and do elevated pushups (see illustration).

I bring resistance bands to do a whole range of arm workouts, but you can also use everyday objects (like a heavy carry-on bag) to achieve a more intense workout. A normal carry-on bag is essentially a big dumbbell—use it to curl up and down in slow, steady motions to work the biceps.

Or do an upright trap row—hold the bag in front of you, raise the bag up to your chin until your arm makes a 90-degree angle with your torso, and then back down (see illustration). This

works the shoulders.

To work on your legs, do stationary squats (see illustration). With your hands clasped behind your head, squat down with your backside pushed out behind you until your legs bend to

a 90-degree angle. Go up and down in controlled and steady motions. Be sure your knees don't extend beyond the ends of your shoes.

Still Not Convinced?

If you're uncomfortable working out next to your fellow travelers, you can look for a gym. Some airports have such facilities, but they can be crowded and expensive, which may be deterring factors. The site airportgyms.com posts information about the location of airport gyms in Canada and the United States.

One of the most frequent questions I get is how to manage bags. The baggage storage offices in most airports are relatively inexpensive and a quick way to store items for short periods. You can also consider using your personal items as part of your workout routine—for example, you can run with the backpack for a little extra weight.

The other concern that many travelers have is what to do about cleaning up. No one wants to be “that guy” who smells up the plane. However, maintaining good hygiene is not only possible but relatively easy with some advanced planning. Pack soap, wipes and washcloths in your carry-on bag. Use family restrooms to give you more space. Pack extra shirts and plastic bags to store sweaty items—all of this can make the clean-up process go smoothly.

I encourage everyone within our diplo-family to consider how to fit exercise routines into airport layovers. With relatively little hassle and investment, it is easy to make goals and stick to exercise plans, regardless of your itinerary. You'll be surprised how easy it is to incorporate exercise techniques into your travel routine. And you will never look at airports the same way again.

Remember that these are recommendations from a fellow FS traveler. Naturally, before beginning any exercise program, it's always advisable that you first talk to your health care professional. ■



The Department of Taste

A culinary adventure that started with her mother's special recipes has given one FSO the power to thrive from post to post around the world.

BY MALENE GINETE CARR

The Foreign Service moves us every two to three years. The cities, languages and people may be new, but the familiar aromas wafting from a bubbling pot of Filipino adobo made from my mother's recipe tell me I'm home.

In 2006 in La Paz, one month into my first tour, I made my mom's recipes for the Marine Security Guards. That evening I promised them that I'd cook for the "Devil Dogs" every month for the rest of my career. Preparing meals for Marines grew into a full-blown addiction to feeding others. I had no idea almost 13 years ago that sharing family recipes would lead to incredible international culinary adventures.



Malene Ginete Carr was born into a Filipino-American family in Germany while her father served in the U.S. Army. She's a diehard University of Florida Gator and is busy most Saturdays during football season.

She loves being a Foreign Service general services officer and is currently serving in Caracas. She is married to Mark Carr, a Foreign Service officer, and the pair enjoy traveling the world in search of the next epic culinary adventure.

One evening in Bolivia, I went out to a small restaurant that scrawled the day's specials on a chalkboard. I worked up the nerve to ask the young chef inside if I could join his team. He must have had a wild side, as he agreed to let me, a stranger, in to play with knives. OK, maybe it was my offer to cook for free that made him amenable.

I can still see his raised eyebrows as he asked, "Wait, you don't want a job, you just want to cook for me?"

"Yes, I just want to slice and dice to my heart's content," I replied.

He knew I was a U.S. embassy employee, but no one else in the tiny restaurant did. I simmered in delicious anonymity. One kitchen was all it took to make me fall in love with the intense, creative, culinary environment. After that I cooked anywhere chefs would let me in and relished my delectable double life. I wore an American flag pin inside my coat collar as a secret reminder of my day job.

Edible Stories

During my second tour, in Iraq, I volunteered to teach an English class as part of the embassy's outreach program to Iraqi youth. Given creative control, I led the mission's first cooking course in the Red Zone. The second-floor kitchen was warm, but quickly

The author plates her dish, “Malene’s Special Chicken,” at iLatina in Buenos Aires in 2013. Shown, left to right: iLatina Chef Santiago Macias Acuña, Line Cook Miguel Valenzuela, Pastry Chef Vanessa Zorzoli and the author. Inset: Menu card from the Food Diplomacy event.

became a sauna with steel-plated personal protective equipment (PPE) on. I tore off my helmet immediately. I wore the bulletproof vest for a third of the class, but eventually took that off, too. Forming perfect gnocchi in front of 20 students is impossible when you are dressed like a metal ninja turtle. (FYI, the security detail granted me permission to remove PPE while at the venue.)

We discussed American cuisine and jokingly threw flour at each other. They were curious about life away from the chaos, T-walls and daily explosions. For two tasty hours, I forgot I was in a war zone. My students promised to try the recipes at home, and pleaded for me to teach again. By the time we got back to the embassy gates, happy tears soaked my flour-covered PPE. Rolling gnocchi always brings me back to that magical day.

Fast forward to post number four: Buenos Aires. By then I had happily slaved away in a few kitchens and stepped up my “chef de partie” game. I met Mun, a Korean-American chef, at an Asian American event, and subsequently dined at his “puertas cerradas,” a restaurant for guests with reservations only. I wanted to learn from this Wall Street executive-turned-executive chef, so I convinced him to take me under his wing. Mun does not cook—he creates edible stories.

Each of Mun’s recipes is significant; a spice from his childhood, or a dish only served to the Korean royal court. He shared fusion dishes celebrating local ingredients, enhanced my knife skills and introduced me to Japanese steel. I made mistakes and messes, but he was patient. I cooked meals for the restaurant staff (called a family meal in the “biz”), and gradually moved up to dinner service. Mun was my greatest mentor, and at the end of challenging days in the office, I sometimes let my mind wander to what my life might have been like had I taken his offer to cook full-time. (He just opened MUN, his third restaurant. If I

Mun was my greatest mentor, and at the end of challenging days in the office I sometimes let my mind wander to what my life might have been like had I taken his offer to cook full time.



ever go missing, check Mun’s kitchen first!)

Next, I partnered with iLatina’s owner, Chef Santiago Macias Acuña (and siblings Laura and Camilo), who brought Colombian flavors to Buenos Aires with a unique and sophisticated twist. The handful of times I cooked alongside Chef Santiago were what foodie dreams are made of. I leapt at the chance to learn his recipes: smoked salt atop dark chocolate mousse drizzled with fruity olive oil, and *patacones*,

fried plantain slices topped with duck confit and homemade pickles for just enough acid to cut the fat.

Chef Santiago and I offered a tasting menu for the diplomatic corps. Four chiefs of mission RSVP’ed, along with diplomats from more than 15 foreign missions. Chef Santiago asked me to put one

of my dishes on the menu, and I exploded with pride serving a modern version of my mother’s recipes to my diplomatic friends. For the first time ever, my American flag pin was on full display in the kitchen, and it has been there ever since.

Sassy British writer and food blogger Sorrel Mosely-Williams

caught wind of my epicurean escapades and asked to interview me for the local English-language newspaper. I agreed, and there in a full-page back cover spread, I revealed my clandestine hobby: U.S. embassy employee by day, chef by night—like a crime-fighting superhero with an apron as my cape. The corner newspaper vendor beamed as he sold me 10 copies. He saw me almost every morning and, after reading the article, he probably finally understood why I always looked so sleepy. He knew my little secret, and so did all of Buenos Aires. Calls of congratulations came in from Argentine contacts and friends, while reservations at the restaurants I cooked in stacked up.

Tucked amongst the sweet memories is one particularly bitter recollection. I once cooked for a well-established chef whom I both admired and hated, the way the world loathes and loves television chefs like Gordon Ramsay. During a slow dinner service, he stopped at my station to remind me that I was a “just a diplomat in chef’s clothing” and asked if I was having fun “playing dress-up.” It was a rude reminder but, I admit, very true. My hours spent in restaurant kitchens do not stack up to the time, energy and emotional roller coaster of being a full-time chef. Cooking is a brutal profession, with 16-hour days on your feet cleaning, prepping, labeling, cleaning, packing, unpacking, stocking, creating dishes, reinventing yourself—and did I say cleaning?

Cooking to Cope

From Buenos Aires I moved on to South Africa, a food utopia where several cultures combine to create a truly unique culinary scene. My day job kept me busy, so I only cooked professionally in one restaurant every couple of months.

In 2014, the Food Network debuted “Chopped South Africa” and my public affairs section colleagues asked me to represent our mission in the first mini-episode of the season. We split into 12 teams, each at its own kitchen station. Covered wicker baskets sat before each team. The challenge: make one dessert in 20 minutes using what was inside the basket plus pantry items.

Three...two...one...Go! My partner, Melissa Ford, was the head of the public affairs section, and we were a powerhouse! We ripped the tea towel off the basket to reveal an odd mix of ingredients: fresh pears, chocolate-covered wafers, sweet-and-sour sauce and the kicker—a raw pork sausage roll. Time passed in a flash, with people yelling, cameras rolling, eggs cracking



The author filming an embassy cooking series in Buenos Aires in 2014. During her second tour, in Iraq, she taught English to Iraqi youth in the form of a cooking course.



“My favorite tummies to cook for are Marines!” says author Malene Carr, shown here with Marine Security Guard Detachment Baghdad in 2010.

and flour spilling on every surface. Smoke and burned sugar smells billowed from the other stations. With one minute to spare, we plated three desserts: a caramel and pear crepe with crushed wafers, sweet and sour rice crispy treats, and thin, twice-fried, hard-candied sausage roll bites. With the remaining seconds, I carved pear garnishes (I had gotten a crash course in fruit carving from the Royal Thai Embassy). Melissa and I were ultimately named the episode’s champions. You couldn’t wipe the smile off my face for weeks.

There are too many other mouthwatering moments to share in one article—filming a video in Afghanistan in Dari, a chef’s cookbook launch, pop-up events, cooking classes, bake-offs and more. My most prized possessions today are my memories with the gourmands who offered this wide-eyed girl sanctuary in a chef coat.

Cooking is my way to cope each time I settle into new surroundings, helping me to thrive and connecting me to a like-bellied community. Chocolate lava cakes are my diplomatic weapon of choice. And I’ve lost count of how many friendships I’ve cemented over bacon and dumplings.

Find your way to connect with others at post, whether through playing sports, rocking out with a band or bonding over a love of sci-fi. If you need inspiration, I suggest cooking your favorite recipe for a few Marines. Warning: High risk of amazing experiences ahead. ■



Enhancing Resilience

The ability to adapt in the presence of risk and adversity is crucial for members of the Foreign Service. Happily, it's a talent that can be learned.

BY BETH PAYNE

Research shows that resilience—the capacity to adapt successfully in the presence of risk and adversity and to bounce back from setbacks, trauma and high stress—is an important attribute often found in highly successful individuals. This has obvious implications for Foreign Service professionals since resilient people and teams are able to innovate and thrive despite stressful, rapidly changing or high threat environments.



Beth Payne assumed leadership of the U.S. Department of State's Center of Excellence in Foreign Affairs Resilience in October 2016. She was a career Foreign Service officer from 1993 until 2016, with postings in Senegal, Rwanda, Israel and Kuwait and as the U.S.

consul general in Kolkata, India. In 2003, she opened the Office of the U.S. Consul in Baghdad, Iraq, where she received the State Department's award for heroism.

People with low resilience often display common characteristics, including irritability, anger, persistent illness, trouble sleeping, moodiness, poor memory, reckless behavior and lack of hope. Teams with low resilience may have low productivity, office conflict and lots of sick leave; they may lack innovation, problem solving and future planning. These behaviors often interfere with our ability to achieve foreign policy goals, particularly when an embassy or consulate is hit by an unanticipated crisis.

Fortunately, resilience is not just an innate trait you are either born with or not. Rather, it is a state of being that people and organizations can develop by engaging in resilience building behaviors and activities. Resilient leaders have high energy and motivate staff; when they foster resilience in their workplaces, their teams are more innovative, collaborative and productive.

As director of the Office of Children's Issues from 2011 to 2014, I saw this firsthand. We became more proactive and effective as the resilience of the team improved. With high resilience, we were better able to work with colleagues in other agencies and across the State Department to achieve ambitious goals,

such as passing adoption fraud legislation and persuading intransigent countries to join the Hague Convention on child abduction.

I now run the Foreign Service Institute's Center of Excellence in Foreign Affairs Resilience (FSI/TC/CEFAR), where we developed a personal resilience model that draws from leading resilience research in the fields of organizational development, psychiatry, neuroscience, social/cognitive science and disaster relief. We've identified five leading indicators of a person's resilience. Intentionally enhancing these aspects of one's life will increase personal resilience and, in turn, bolster the capacity to handle challenges.

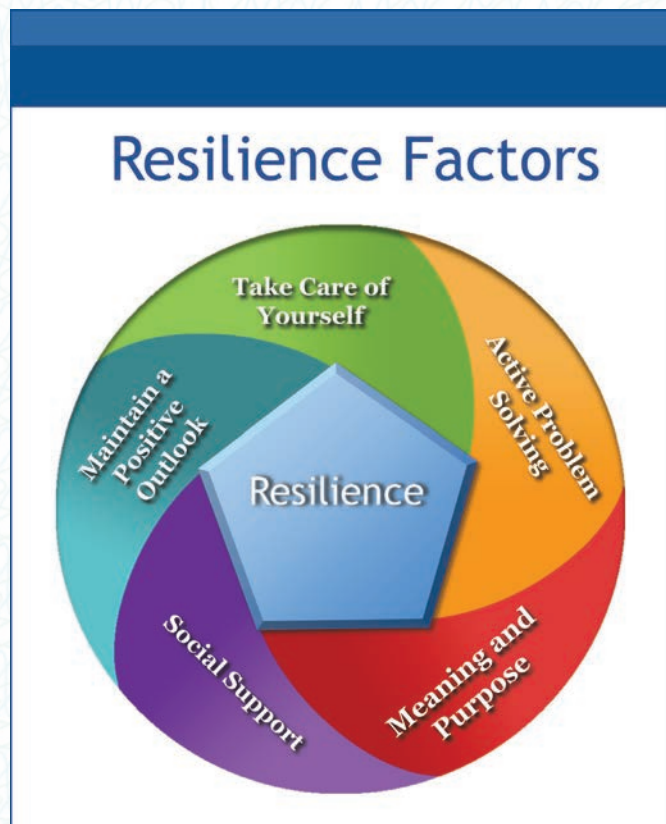
Five Leading Indicators of Resilience

Self Care. Daily physical activity, healthy eating, sufficient sleep and taking time to recover are essential for both short-term and long-term resilience. We often overlook the need to recover—which can be as simple as taking a walk in a park, meditating or working on a jigsaw puzzle. This can be a challenge in the Foreign Service, which is definitely not a 40-hour-a-week job. If you face long workdays and overwhelming workloads, build in short breaks and vacation days that allow time to recover from periods of high-intensity work.

Study your daily and weekly routines and schedule the time you need to focus on each of the following four components. Prepare someone to act for you when you're on vacation, and then resist the temptation to stay engaged when you should be disconnecting.

Active Problem-Solving. Your level of resilience directly correlates to your ability to maintain a sense of control, even over the smallest things. Spend time and mental energy on issues you can control and influence, while letting go of things that are outside of your control. If you can't influence larger foreign policy goals, find aspects of foreign policy you can influence, and focus on those smaller pieces so you have a sense of control.

Establish goals for yourself, and work toward these goals with intention. Every time I bid, I start by setting goals for my next post, both personal and professional, and then bid on those countries that best meet my goals rather than getting distracted by myriad pros and cons that come with each potential bid.



There are five basic factors that contribute to personal resilience.

Set clear boundaries; communicate them to colleagues, friends and family, and then use your boundaries to turn down requests and work that would otherwise overwhelm you. You can say no diplomatically, explaining why your refusal will best achieve the foreign policy goals you are focused on. Remember

that it is better to disappoint someone early by saying no than later by being so overwhelmed you either submit substandard work or don't keep your promise.

Ask "why" multiple times to get to the root of a problem. We often try to solve the wrong

problem because we fail to see the root causes. We expend a lot of energy and then wonder why we haven't achieved results. Take the time to find out the real problem before developing your strategy.

Ask for help when you need it. In the Foreign Service, there is a strong culture of going it alone, which is unfortunate. All of us

Spend time and mental energy on issues you can control and influence, while letting go of things that are outside of your control.

need support from time to time—reaching out for help is a sign of strength.

Positive Outlook. Maintaining a positive outlook is essential to personal resilience. Consciously focus on what is going well in your life, and positively reframe the parts that aren't going so well. Positive reframing might require you to zoom your perspective in or out, or look at an issue from a different angle. I'll never forget how upset I was when I didn't get my dream job, but then I broadened my perspective and ended up with a great opportunity at FSI, which led to my current job.

Spend time every day thinking about what you are grateful for, and then express that gratefulness to colleagues, friends and family. Write a thank-you note to someone to whom you are grateful at the end of each day. Spending a few minutes thinking about the good things that happen each day is



The Center of Excellence in Foreign Affairs Resilience was established in 2016.

healthier than focusing on the negatives.

Laugh often. If you've had a particularly stressful day, watch a funny YouTube video or sitcom. Keep yourself humble by engaging in self-deprecating humor.

Meaning and Purpose. Research indicates that a person's sense of meaning and purpose directly links to their personal resilience. Find ways to routinely insert meaning and purpose into your life. While many of us in the Foreign Service find significant meaning in our work, we often overlook other areas such as religion, family, service projects, volunteer work or hobbies. When we have a crisis of meaning at work, we have no other purpose to fall back on.

Make time for activities that give purpose to your life outside of work. Be passionate about something. Be helpful to others.

Social Support. In-person social interactions and meaningful relationships are essential to your well-being and personal resilience. The depth of individual relationships outweighs the number of connections one has. Life in the Foreign Service can take its toll on social support networks, which means you have to be more intentional about building and maintaining relationships.

Nurture your friendships and family relationships by making time for visits and phone calls. Spend some of your R&R and vacation visiting friends and family, and encourage them to visit you at post.

Build support among your work colleagues. One of my best friends is someone I never would have gotten to know in Washington, D.C. But when we found ourselves at a small post with few single women, we overlooked our differences and built a lasting bond.

For my fellow introverts: Resist the temptation when feeling down to isolate yourself, and instead spend time with a close friend who won't drain you of energy.

Building and maintaining resilience will not only prepare you for the unexpected. It will also help you adapt to change, succeed despite uncertainty and achieve difficult foreign policy goals. You'll become a better Foreign Service professional, friend and family member, as well. ■

For more information about how to build resilience, individuals with State Department Open Net access can subscribe to CEFAR's blog at: <http://cas.state.gov/fosteringresilience> or contact CEFAR at FSITCresilience@state.gov.

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The Soft Power of Super Chef Panama

This dynamic and engaging program goes a long way in meeting mission goals. And it is ripe for replication.

BY DAVID SEARBY

A nervous young contestant enters the theater carrying her dish of chicken and shrimp jambalaya. The suspenseful music and quick camera cuts add to the tension as she addresses the unsmiling panel of chef judges. Are we watching the Cooking Channel? The Food Network? No, it is “Tu Mañana” on Telemetro, the top-rated morning TV show in Panama, whose audience in the hundreds of thousands is generally middle to lower-middle class, not foodie elites. We are watching “Super Chef Panama,” an

unlikely creation of U.S Embassy Panama City that for the past six years has been a hit in Panama.

Why in the world would a U.S. embassy be involved in a foreign reality TV cooking show? From its beginnings in 2012, the Super Chef program proved to be an effective and efficient tool to advance American soft power in Panama while supporting hard-nosed strategic objectives.

Embassy Panama City worked with partners from the private sector, the government of Panama and dozens of other sponsors to develop Super Chef Panama, now under the direction of the Restaurants Association of Panama. Each year Panamanian youth from government vocational training programs (and often from



David Searby, the creator of Super Chef Panama, is a retired Foreign Service officer who joined the Foreign Service in 1988 and spent most of his career in the Western Hemisphere Affairs Bureau. Beginning as an economic officer, he transitioned into public diplomacy. He helped develop public-private and civil society partnerships promoting sustainable development, including a tour as the working-level representative of the United States with the United Nations International Children's Emergency Fund, the United Nations Development Programme and the U.N. Population Fund. A former public affairs officer in Panama, Mr. Searby is now the president of BeachCorps, a social enterprise company creating a new kind of impact travel in the Dominican Republic.

The author thanks Francisco “Paco” Perez, the current public affairs officer at Embassy Panama City, for his extensive contributions to this article. Readers may contact Mr. Searby (david@beachcorps.com) or Mr. Perez (PerezFP@state.gov) for information on how to create their own “Super Chef.”

underserved communities) compete in a series of contests to crown the year's Super Chef, with heavy and enthusiastic coverage, not just on television, but in print, radio and social media. All contestants receive valuable culinary training and embassy-sponsored English classes.

U.S. embassies around the world consistently focus soft power to engage young people, particularly at-risk youth, as a means of helping promote U.S. prosperity and security. Fully 43 percent of Panamanians are under 24 years old, and we know that lower-income, underprivileged youth are highly susceptible to transnational crime networks that currently threaten our national security and might one day even threaten our interests in secure operation of the Panama Canal. Super Chef Panama was designed to get Panamanians to appreciate the importance—and enjoyment—of investing in their own young people, helping prevent marginalized youth from becoming the foot soldiers (and cannon fodder) of organized criminal networks.

Through the program the embassy also showcases U.S. products on national television; advances the U.S. and Panamanian tourism industries; promotes education and English-learning to

disadvantaged youth; and highlights the uniquely creative American entrepreneurial spirit.

Before leaving Panama in March 2018, Ambassador John Feeley encouraged other embassies to consider the Super Chef model, extolling the virtues of soft power in today's foreign policy environment. "Soft power is patient," Amb. Feeley told members of the press. "It takes time to simmer. It often requires several ingredients,

a mixture of cultures, an open mind to innovation while making sure to preserve the essential goodness of the dish. And after being prepared, it is a dish that cannot be served alone."

Why in the world would a U.S. embassy be involved in a foreign reality TV cooking show?

The Recipe for Success

Extensive public-private sector collaboration is one of the primary ingredients of Super Chef. Everyone does what they do best, so the burden and benefits of the program are shared. Multiple private sector sponsors support the annual program, while the U.S. Department of Agriculture recommends U.S. food exporters to supply the "secret ingredients" that the contestants must feature in their dishes.

The program illustrates how complex challenges like expanding opportunities for at-risk youth are best addressed with cross-sectoral alliances involving the private sector, the media, the government and civil society. The program embodies our motto in Panama and other Spanish-speaking countries: "Estamos Unidos," or "We are united," a word play on the Spanish for the United States, *los Estados Unidos*.

Despite growing concern that the United States no longer welcomes immigrants, culinary diplomacy shows that the great American melting pot still bubbles. Through a relatively small annual \$10,000 grant to the Restaurants Association of Panama, the embassy has created this inspirational program, which reaches thousands of Panamanians with important policy and programmatic messages. It illustrates the importance of giving youth a chance to succeed in Panama, no matter what their background, ethnicity or gender. Through the program, the embassy also shares deadlines to apply for scholarships and exchange programs like the Young Leaders of the Americas Initiative.

The embassy team has taken "Super Chef" to new heights of success, advancing important policy goals such as the further inclusion of Afro-Panamanians in society (Panamanians of African descent make up about



The winner of Super Chef 2018, Trinidad Roja, with Embassy Panama's Public Affairs Officer Francisco "Paco" Perez.

15 percent of the population). In July 2017 the embassy hosted a group of Afro-Panamanian chefs at the ambassador's residence for a kitchen takeover and invited 25 members of the elite social class to enjoy food and music and celebrate their own talented youth.

Further, Super Chef 2018 received the most private sector contributions to date, including a sponsored trip to Atlanta, Georgia, from Delta Airlines for the winning chef to participate in hospitality training courses. Delta's head chef participated as a guest judge in 2018 and has personally expressed interest in expanding this program to other countries in the region as part of Delta's commitment to corporate social responsibility.

Creation of the Super Chef model from scratch took a lot of work—and it almost didn't happen, despite the fact that it was launched in the heyday of Secretary of State Hillary Clinton's culinary diplomacy program. Originally, Washington public diplomacy experts opposed the program; they thought it frivolous and could not see how it related to the mission to share American policies and values with foreign audiences. Officials in Washington, D.C., recommended ending the experiment or shifting to a simple culinary exchange program.

Fortunately, Panama's deputy chief of mission at the time, a seasoned public diplomacy expert, defended the program, recognizing its potential. The culinary exchange program that Washington originally wanted is now carried out by partner Delta Airlines. Meanwhile, using few resources, the embassy regularly shares American values and educational programs with thousands, not just a lucky few travelers.

Spreading the Super Chef Model

Other countries and embassies around the world should consider the Super Chef recipe for success. In the Dominican Republic, the USAID At-Risk Youth project Alerta Joven offers an excellent framework for implementing the model to connect vulnerable youth from disadvantaged communities to the growing tourism industry and promote culinary tourism. A Super Chef program could help inspire success in the often-elusive goal of "graduation," in which USAID programs are passed on to local entities for support and continued success. In Panama, there is little doubt that the success and popularity of such soft-power programs supported the successful graduation of USAID programs in 2012. Today, programs like Youth Outreach Centers and Ponte En Algo continue to do well—without USAID funding.

In countries like Tunisia and Egypt, which have strong culinary and tourism industries but also suffer from violent extremism, a Super Chef program could help expand opportunities for young people and diminish the siren call from groups like ISIS and al-

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U.S. EMBASSY PANAMA CITY

U.S. Ambassador John Feeley, fourth from right, at a gathering to celebrate Super Chef Panama 2017. Also shown are, from left, Rony Robinson of Embassy Panama City; Patricio Garrido, executive director of Super Chef Panama; Domingo de Obaldia, president of the Restaurants Association of Panama; Ernesto Montanez, 2017 Super Chef winner; and Ricky Dominguez of BellaVisa. Medcom Executive Chef Delyanne Arjona is at Amb. Feeley's right, and Delta Airlines representative Jeanette Diaz is at the far right.

Qaida. The three “Northern Triangle” countries of Central America that suffer from extreme gang violence—El Salvador, Guatemala and Honduras—could each institute its own Super Chef program to help create positive alternatives for youth. With those three countries engaged, a regional competition in Central America that included Panama would be within reach. Such a competition would not just make for great television; it would advance the U.S. foreign policy goal of encouraging Central American nations to work together to combat gang violence and transnational crime.

Super Chef could be replicated in many other countries without the local embassy having to take the lead from the beginning. All that is required is a private sector organizer (ideally connected to the hospitality industry, as in Panama) and a local TV channel looking for popular, free content, that would be willing to produce the show. The host government can help provide contestants via vocational cooking programs, an easy way to target underserved youth, while the private sector can donate a scholarship for the winner.

Our embassy in Panama and the Restaurants Association of

Panama have both indicated their willingness to help start another Super Chef competition elsewhere led by any other group that includes an American embassy partner, including by sharing organizational processes and lessons learned.

But there are other reasons that embassies should consider creating their own Super Chef. It's fun. It's a morale booster. And it's easy to involve multiple embassy sections and their contacts in the awards events at partner restaurants. In Panama, even the Drug Enforcement Administration attaché served as a guest presenter, showcasing his BBQ ribs recipe in 2017.

Also, Super Chef is the kind of model anyone can love. Republican or Democrat, foreigner or U.S. citizen, liberal or conservative: With the current partisan bickering in Washington, D.C., it's hard to find new initiatives capable of generating widespread support. But Super Chef would certainly qualify as one of them.

Food critic James Beard once said that “food is our common ground.” Francisco “Paco” Perez, PAO in Panama, echoed Beard's remarks in highlighting why this program has struck a chord in

Extensive public-private sector collaboration is one of the primary ingredients of Super Chef.

Panama. “I was supposed to teach a Panamanian student chef from Colón how to make gumbo,” said Perez. “In the end, he showed me more than I showed him. We all have to eat, and we all have to cook. It is something that unites us all as one, as our great motto, e pluribus

unum, states. Tolerance, understanding and empathy tend to emerge around the table through a shared meal.”

Paco Perez is right. The world could use a little more culinary diplomacy to solve its problems. And American foreign policy needs a dash of effective soft power in the broader recipe. Around the world, foreign audience approval of the United States has dropped from a median of 64 percent in the period from 2008 to 2016 to 50 percent in 2018, according to Pew Research data. Soft power opens doors to new initiatives, expands understanding and lowers tensions. It also creates opportunities for avoiding conflict when possible, confronting conflict when necessary and rebuilding after conflict ends. ■



Youth Empowerment and Food for Thought

Here's a look inside an innovative culinary approach to social problems.

BY WILLIAM O'CONNOR



With Vice News filming and Insurgo staff assisting, students crowd around the kitchen table to watch Chef Harold Villarosa, at right, demonstrate plating. Inset: Student chefs at work.



IVAN HALPERN/INSURGO PROJECT

Long before the Department of State began exploring the reaches of “culinary diplomacy,” and well before the term entered our lexicon, civil and labor rights leader Cesar Chavez captured its essence: “If you really want to make a friend, go to someone’s house and eat with [them],” Chavez said. “The people who give you their food give you their heart.” On a cool evening in November 2017, Embassy Copenhagen did just that.

We opened up Rydhave—the storied and magnificent chief of mission residence in Denmark—to an energized group of school children and to the Insurgo Project, an organization of restaurant



William O'Connor is a public diplomacy-coned officer currently at Embassy Copenhagen. This is his fourth tour and third PD assignment. He has served in Estonia, the Philippines and Afghanistan. Originally from Venice Beach, California, he was a lawyer and speechwriter prior to joining the Foreign Service in 2009.



Guests enjoy an evening of fine dining and continental service in Rydhave's formal dining and reception area, staffed entirely by 11- and 12-year-old students.

professionals and culinary diplomats who weave together their passion for incredible food, marginalized communities, food justice and international outreach as seamlessly as the dishes they prepare. On this evening Rydhave's formal dining and reception area were reconfigured to resemble a fine restaurant, replete with the highest standards of continental service.

This may not be unusual in Scandinavia, but the fact that the residence and its kitchens were staffed nearly entirely by 11- and 12-year-old students certainly was.

The Insurgo Project

As with any successful dish, from street food to Michelin-starred fare, the evening's event relied on many different ingredients. Insurgo's dedication to empowering marginalized youth, sharing their expertise and fostering nutrition in underserved communities was the starting point.

Insurgo, along with the associated Chefs' Collective for Food Justice, was founded in New York City to address local social challenges and the growing needs these culinary professionals saw in their communities. The groups' founders believed nothing should confine the ever-expanding farm-to-table movement and its nutritious food to wealthy neighborhoods, yet an invisible border was keeping these healthy options out of lower-income communities.

Insurgo stepped in to spread the farm-to-table movement across the United States and around the world. Informed

approaches to space utilization, urban gardens and cultivation have allowed Insurgo to help address the lack of access to high-quality food caused by limited local organic retailers and restaurants, high prices and uninformed food-selection decisions. Partnering with farms, restaurants, chefs and other food production professionals, Insurgo has also educated and empowered young people along the way.

Insurgo was founded in 2013 by Chef Harold Villarosa, Chief Strategist Joaquin Elizondo and a dedicated team of supporters. Chef Harold, as he is known to his friends and colleagues, did not train at the Auguste Escoffier School of Culinary Arts or Le Cordon Bleu. No, his introduction to kitchens and the restaurant game began at a McDonald's in the Bronx, where he worked when he was 15 years old.

Villarosa moved to the United States from the Philippines as a child, and he says cooking saved his life. The number-one ingredient that led to his success: hustle. Without it, says Villarosa, all the talent in the world is meaningless, and he knows whereof he speaks. He attributes his climb from fast-food fry machines to world-renowned chef to hustle and a refusal to accept life as it is. He brings this spirit to those who train under him, and he confronts food injustice with the same passion.

Chef Harold Meets Nørrebro

Chef Harold's culinary travels brought him to Copenhagen in 2013, at the height of the then-emergent New Nordic Cuisine

restaurant scene. He found work at NOMA, four times named the best restaurant in the world.

Copenhagen's Nørrebro neighborhood and the vibrant Bronx neighborhood of immigrants in which Chef Harold grew up are so similar that Nørrebro is often referred to as the "North Bronx." It is seen as the center of Danish gang activity and social division—during the summer of 2017 alone, more than 30 people were shot in gang violence within this relatively small community. It was a place in need of Insurgo's message of self-reliance, entrepreneurship and community health.

Insurgo's message of local food production, healthy eating and the do-it-yourself ethos found a receptive ear there. Chef Harold, the ever-diplomatic Joaquin Elizondo and photo journalist Ivan Halpern (who has long documented Insurgo's story) paired with 14 enthusiastic children from Nørrebro Park Skole, who never imagined that in just a week Chef Harold would turn them into

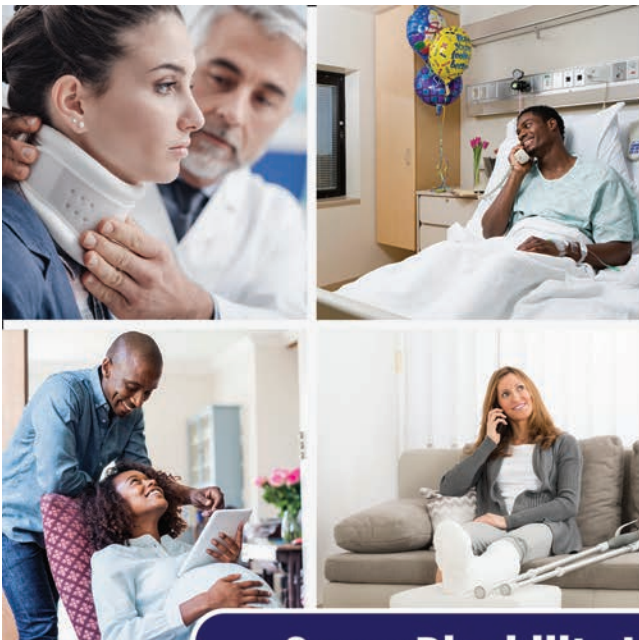
Insurgo stepped in to spread the farm-to-table movement across the United States and around the world.

highly-trained, front-and-back-of-the-house restaurant staff. But he did just that. From kitchen staff, to waiters, to floor manager and maître d', every student was assigned a role and every job was perfectly executed.

Insurgo accomplished this through its Meal With a Purpose program, which condenses a months-long curriculum into seven days of education covering every aspect of the farm-to-fork movement, beginning with seed selection and ending with a cup (or two) of coffee following a wonderful meal. The students received a rapid but thorough course in the professionalism, teamwork, etiquette and discipline that make a restaurant function.

A Meal With a Purpose

All of this training and education culminated in the dinner at Rydhave, hosted by the U.S. chargé d'affaires and organized by the



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Chef Harold, center, with the Copenhagen “Meal With a Purpose” program’s students and staff.

embassy’s public affairs section. The 27 guests included leading Danish food critics and restaurateurs, food scientists, cultural writers, school teachers, principals and Denmark’s Vice News crew.

Chef Harold believes in empowering children, teaching them

to tell their stories through cooking, and showing them that there are few injustices in the world that cannot be overcome through dedication and self-reliance. Only two things are forbidden in his kitchen: unsafe behavior and self-doubt. The students functioned incredibly well; mistakes happened but were addressed with adroitness—and not a single dish was dropped. Group handshakes and high-fives were common throughout the evening, and the team cheer of “Yes, Chef!” resonated throughout the residence.

When the event was over, the children were all smiling, displaying pride in their accomplishment.

Promoting food justice, empowering the young and the marginalized, and telling your cultural story through food are all hallmarks of culinary diplomacy. Embassy Copenhagen’s partnership with the culinary diplomats of

Insurgo changed these children’s lives and has inspired us to do more. We are currently looking for ways to work with them again and to spread their concept of self-realization and improvement through food and entrepreneurship. ■

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GEORGE H.W. BUSH

Diplomats Remember

A Man of Character

By Parker W. Borg

I was late—as I still often am. I needed to catch a plane at Andrews Air Force Base at 6:30 a.m., but wasn't quite sure how to get to the terminal. Anna couldn't believe I could get both the timing and the directions so confused. In my defense, I had been working hard the past few days, and the trip was a last-minute add-on to my schedule. Still, no excuse. I made it planeside about 10 minutes late. The aircraft was still on the ground, but took off as soon as I boarded. According to the protocol for such flights, the plane leaves when the head of the delegation arrives and has been seated, not when a minor staff member (me) shows up. After all, this was Air Force II (Air Force I being the president's plane).

It was June 1985. I was then working on counterterrorism at the State Department. On June 14, Palestinian hijackers had seized an American aircraft (TWA Flight 847) on its leg between Athens and Rome. The incident continued for the next 17 days as the hijackers shuttled the plane among Mediterranean capitals to avoid capture before landing it in Beirut. Over those days

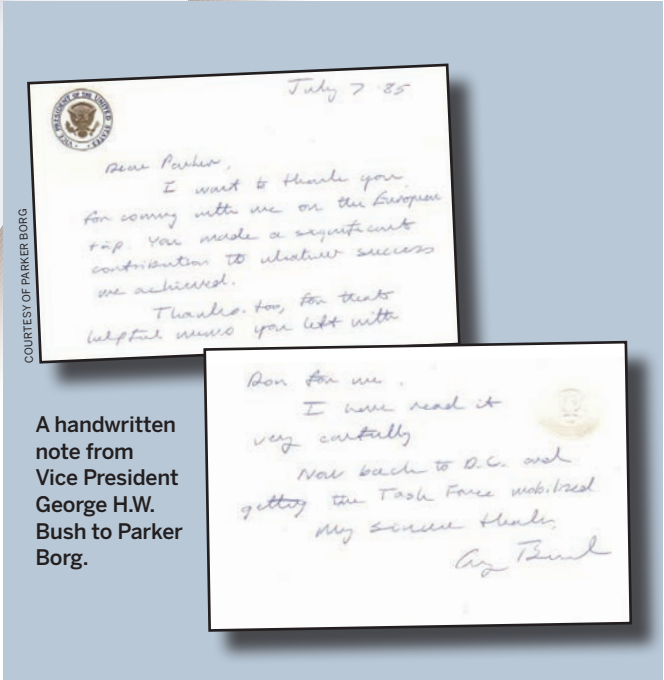
As the January-February issue went to press, President George H.W. Bush passed away. Throughout his life—as a member of Congress, ambassador to the United Nations and U.S. representative to the People's Republic of China, and as CIA director, vice president and president, and well into his 90s—he crossed paths with and left an impression on so many in the diplomatic community.

Here is a sampling of Foreign Service recollections, including our own.

—The Editors

the hijackers had killed one U.S. serviceman, beat up some travelers, attempted to identify Jews on the plane and released a few passengers, all females. In Beirut, they still held 40 male passengers and the crew. From Day One, we were working daily 12- to 14-hour shifts in the State Department's Task Force area, attempting to track the movements of the plane and the status of the passengers, while working with the Special Operations Command of the Defense Department to find ways to bring the hijacking to an end. The work was stressful and the conditions chaotic. Each day we were more exhausted.

Vice President George H.W. Bush had previously scheduled an official visit to seven European capitals for the last week of June. Terrorism was not on the agenda, but this endless hijacking suddenly added a new dimension to his trip. Whether desired or not, counterterrorism would be a topic at each stop. A few days before the June 23 departure date, the vice president's office had asked the State Department for a terrorism expert to join the delegation. Since my boss, Robert Oakley, was the head of the task force, he couldn't leave. He designated me, as his deputy, to



COURTESY OF PARKER BORG

A handwritten note from Vice President George H.W. Bush to Parker Borg.

he ever looked at my memo, I'll never know; but he remembered it and made a point of thanking me for it.

Bush was famous for his notes to leaders and people who had been helpful to him. It was his way of developing personal relationships with leaders around the world, but there was no particular reason for him to send me a message. Such was the graciousness of George H. W. Bush.

'Ah, Yes, I Know Ambassador Borg'

I had first met George Bush in late 1972, when he was U.S. ambassador to the United Nations and I was working as special assistant to the Director General. As ambassador, he was concerned that diplomats assigned to work at the United Nations couldn't afford the rent near the U.S. mission in midtown Manhattan. Unlike foreign postings where supplemental allowances helped cover costs for expensive places like London or Tokyo, there were no such allowances for diplomats living in expensive American cities.

Bush thought this was wrong and detrimental to U.S. goals. He wanted to fix it. To my knowledge, no previous U.S. ambassador in New York had raised this issue. After our delegation met with him to hear his concerns, we went back to Washington and arranged that all U.S. diplomats assigned to New York would receive new cost-of-living allowances. That was yet another example of Bush's graciousness.

I had several other occasions to meet with him, most memorably when Terry Waite, the Anglican priest who was trying to broker the release of hostages in Lebanon, returned from one of his first trips to the region and briefed the White House on his observations.

I crossed paths with him again in Hawaii on Dec. 7, 1991, at the ceremony commemorating the 50th anniversary of the Japanese attack on Pearl Harbor. Having been appointed by President Bush as ambassador-designate to Myanmar/Burma, I was attending the East Asia Chief of Mission Conference scheduled for that weekend. In a session with the president, each of us made a brief statement. Mine was especially brief because the Senate was still holding my nomination in limbo. When he came around to shake each of our hands, President Bush said, "Ah, yes, I know Ambassador Borg."

Friends and former adversaries have written much about George H. W. Bush as president—a man committed to service to his nation and a courageous political figure who worked easily on both sides of the aisle. Bush 41 oversaw the end of the Cold War without claiming credit or belittling the Soviets, pushed the Iraqis out of Kuwait with a broad international coalition, and raised U.S. taxes when it was necessary and when he probably recognized it

join the vice president. And so at the last minute I was rushing to catch Air Force II to Europe.

The trip got off to a rough start, but there was never a harsh word from the vice president or his staff about my late arrival. Now part of the delegation, I was included in all the meetings with foreign leaders, attended the audience with Pope John Paul II and had a seat at the table for meals at the PM's office at 10 Downing Street in London and the Élysée Palace in Paris. When asked, I explained U.S. policy and actions, stressing the importance of international cooperation; but I wasn't asked for my thoughts very often. About midway through the trip, the crisis ended and some 40 hostages were permitted to return to the United States. When the Air Force plane carrying them back touched down at Rhein Main Air base for debriefing and medical exams, Vice President Bush was present. We returned to the States in the early hours of July 4, having been away for nearly two weeks.

At some point during the trip, probably feeling the pressure to show the White House was engaged on terrorism, President Ronald Reagan issued a statement saying he had asked Vice President Bush to chair a new interagency group to review counterterrorism policy. On the last leg of the trip, I put together my thoughts on the key interagency counterterrorism questions and gave them to Don Gregg, Bush's assistant for national security affairs.

Three days after we landed I received a handwritten note from Vice President Bush, thanking me for my support and for the memo I'd presented about the work of his new task force. Whether

could mean he would only be a one-term president.

Such was the character of George H.W. Bush. I proudly voted for him in 1988—the last time I voted for a Republican presidential candidate.

Ambassador Parker Borg was in the Foreign Service from 1965 to 1996. Among his overseas postings were ambassador to Mali and Iceland; he never went to Burma/Myanmar because the Senate after many months denied his appointment because of human rights issues in the country. He later worked on national security issues at the Center for International Policy and taught international relations at American universities in Rome and Paris.



George H.W. Bush with his granddaughter in Beijing, 2008.

A Moment That Will Always Make Me Smile

By Jennifer Davis

I was posted in Beijing and just starting out as a professional photographer. I had the honor of being selected as the official photographer when George H.W. Bush and his wife visited the embassy in 2008. I was clicking away as he walked in front of me down the middle of the aisle lined with all the visitors there to see him.

Suddenly he stopped, mid-walk, and said: “Dear, I don’t think that flash is working.”

I died on the spot—but I cherish what was an insignificant moment to a great man, yet one I will never forget and that will always make me smile.

Jennifer Davis is a former FS family member and professional photographer.

Presidential: George and Barbara in the House

By Jim Nealon

It was 2002, and my family and I were living in Budapest. I was the public affairs officer at the U.S. embassy there. We were privileged to live in a beautiful pink house next door to our ambassador’s residence. And that’s how we first met George and Barbara Bush.

The Bushes were good friends of our ambassador, Nancy Brinker, and they’d come to visit her. Hosting a former president and first lady was a big logistical lift for the residence staff. Along with the former first couple, there was the Secret Service security detail and others who had to be housed and fed; there were receptions to be hosted and meetings to be arranged. When the ambassador proposed a tea so that Mrs. Bush could meet the spouses of embassy officers, my wife, Kristin, offered to host. Our house was convenient for Mrs. Bush, and it would take some of the entertaining load off of the ambassador. She readily agreed.

Embassy spouses gathered in our house at the appointed hour, and Mrs. Bush and the ambassador walked over from the residence. But surprise: When they entered our house, they had the former president in tow.

In his remarks to the group he said that, as a former ambassador who knew and appreciated the work of embassy officers and especially the unpaid but important work of their spouses, he couldn’t resist the temptation to join the party.

It was vintage George Bush. In his impromptu remarks to the group he was short on syntax but long on heart and sincerity.

“Walking over here, saw the bicycles in the yard, family, pride... Served in China, know what you do, nothing more important...” and so on. It didn’t matter that it wasn’t a great speech. What mattered is that the Bushes exuded sincerity, and it seemed to all of us that there was no place they’d rather be, nothing they’d rather be doing.

They stayed longer than they had to. They shook every hand; engaged every

guest in conversation; and in those pre-selfie days, posed for pictures, taken by a real photographer, with each and every one of us.

When the last picture was taken, President Bush took the camera, handed it to me, and told me to take a picture of him posing with the photographer.

Then he and Mrs. Bush went into the kitchen to greet the staff, and he posed for pictures with them, as well.

That, ladies and gentlemen, is *presidential*. Quiet, natural, unforced decency and dignity, an acknowledgement that the work of others is important, a recognition of the service and sacrifice of others.

Godspeed, George H.W. Bush. Godspeed, Barbara Bush.

Ambassador James D. Nealon, a retired career FSO, is currently a Wilson Center Global Fellow.

Holey Sweaters in Kenya

By Ambassador (ret.) William "Bill" Harrop

In 1982 George and Barbara Bush—he was then vice president—spent three days with my wife, Ann, and me in Nairobi. They were the most gracious houseguests we ever had.

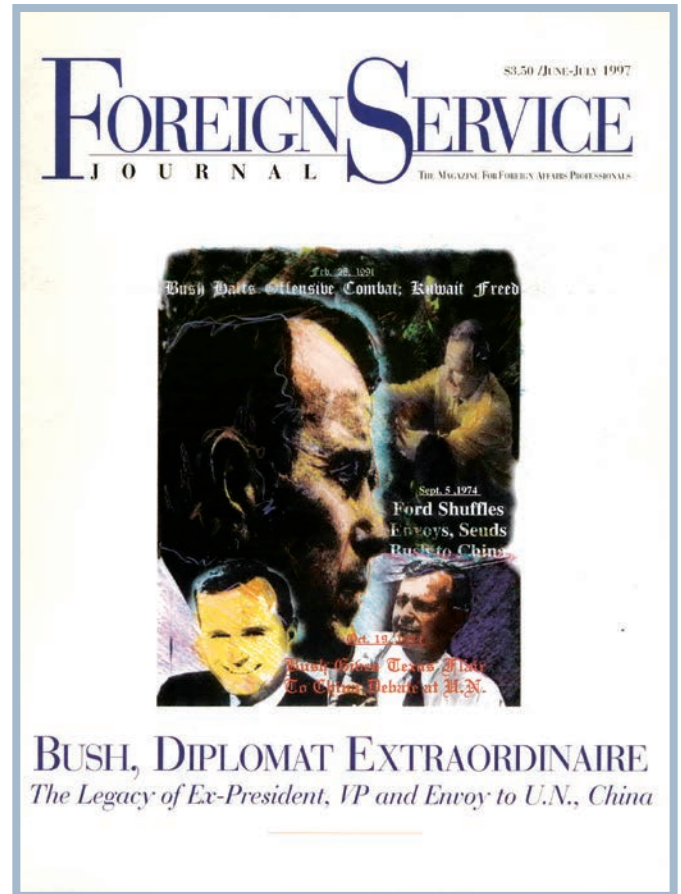
One morning at breakfast, as Barbara was about to set off on a day trip to the highlands to visit Peace Corps Volunteers with Phil and Loret Ruppe (then Peace Corps director), we realized that Phil was not warmly enough dressed. Ann asked our steward to get out one of my sweaters to lend him.

On the party's return that evening, Barbara said they had had a wonderful day but it was rather embarrassing since Phil Ruppe was wearing the most disgraceful sweater, full of holes. Then she realized to her embarrassment that the sweater was mine.

Two weeks later we received a handsome new sweater, sent from Bermuda where the Bushes had stopped to refuel on the way back to Washington. The card read, "From Old Foot-in-the-Mouth Bush." On returning to Washington the Bushes telephoned each of our four sons to report that they had been with us in Kenya, and that we were fine.

They were a truly grand American couple we were honored to have met.

Ambassador William "Bill" Harrop served as ambassador four times during his 30-year Foreign Service career and was the recipient of the 2015 Lifetime Contributions to American Diplomacy award from AFSA.



A Professional Approach to Foreign Affairs

By Susan B. Maitra

On June 26, 1997, in the Benjamin Franklin Room at the State Department, George H.W. Bush received AFSA's Award for Lifetime Contributions to Diplomacy in recognition of his outstanding achievements in a series of high-level posts dealing with foreign affairs. The man and his achievements were discussed in detail in the *Journal's* June-July 1997 focus honoring Bush's legacy, "Diplomat Extraordinaire." AFSA's citation for the award particularly noted Bush's professional approach to foreign policy and his regard for the professionalism and integrity of members of the Foreign Service.

In 2011, when the *FSJ* published a special focus on the breakup of the Soviet Union, we asked George H.W. Bush to weigh in. Then in his late 80s, Bush graciously offered his insights and reflections on those momentous times in an interview, "Charting a Path through Global Change."

When AFSA's executive director wrote to Bush, thanking him for the interview, the former president sent a personal note back: "Your letter was most thoughtful; but, I assure you, the pleasure was mine. I don't accept many interview requests these days, but I was happy to be invited to interview for this issue of the *FSJ*. Your warm sentiments meant a lot to me. When you get to be an old guy, kind words go a long, long way. Warmest regards to you."

Susan B. Maitra is the Journal's managing editor.

The Measure of a Person

By John Rendeiro

Warmth, friendliness and concern for all others were qualities for which President George H.W. Bush was rightly renowned. I had the good fortune to experience them firsthand on a couple occasions.

The first time was in Moscow, during the summer of 1991, when President Bush came to Moscow on an official visit for summit meetings with Mikhail Gorbachev and Boris Yeltsin. During that visit, the president met with the entire embassy staff in the embassy compound gymnasium, shaking hands and mingling with everyone. After that, he and Mrs. Bush met separately with the security staff; he took his time and in a very relaxed fashion spoke with each of us.



The 1993 boat ride on Lake Lugano. President George H.W. Bush (back row, center) and RSO John Rendeiro (to his right) are accompanied by Secret Service agents.

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I mentioned that I had escorted his son Jeb on a post-earthquake visit to Armenia in 1988, at Christmastime when, as president-elect, Bush had sent Jeb and his grandson George to convey his condolences, concern and offers of assistance to the Armenian people. The president told us he had spoken at length to Jeb about that visit and thanked us for helping him with the trip.

Later, in June 1993, after leaving office, President Bush visited Lugano, Switzerland. As regional security officer in Bern, I coordinated security aspects of the visit with the Secret Service and the president's staff. I met the president at his hotel, where he was, as usual, very friendly and chatted with me about his visit to Moscow.

The next day he visited Villa Favorita, where Baroness Francesca von Habsburg showed him her father's art collection, said to be the largest private collection in the world after that of Queen Elizabeth II. Then we went to the dock on Lake Lugano

for a boat ride that included the president, Secret Service agents, staffers and myself.

My memory of that boat ride, and my most enduring memory of President Bush, came when he, his staffers and Secret Service agents gathered up on the stern of the boat for a group picture. I was standing off to the side, by myself, at some distance from the group. The president saw me standing down there and said, "Hey, John, get up here!" He motioned me to sit right next to him, and the picture was taken.

If, as has been said, the measure of a person is how they treat those who can do nothing for them, that incident, for me, shows the unparalleled character of George H. W. Bush. I was a very small part of his visit, and he certainly didn't need to pay me any notice at all; yet in that moment he treated me as if I were a VIP. ■

John Rendeiro, a retired Diplomatic Security agent, is currently a member of the FSJ Editorial Board.

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AFSA Event Highlights How “Economic Diplomacy Works”



Ambassador (ret.) Stuart Jones (right) discusses the role of U.S. business in American foreign policy as Ambassador (ret.) John Beyrle looks on.

On Jan. 15 AFSA hosted a panel discussion, “Economic Diplomacy Works,” in connection with the broader AFSA initiative to highlight the importance of economic diplomacy through talks on the Hill, retiree speaking engagements and *The Foreign Service Journal* January-February focus.

The panel, which AFSA planned to hold at the U.S. Diplomacy Center, was moved to AFSA headquarters due to the partial government shutdown. In spite of that and the change in venue, nearly 80 people turned out to hear panelists Ambassador (ret.) Stuart Jones, Ambassador (ret.) John Beyrle and retired FSO Economic Officer Virginia Bennett.

Most of the positive change that I saw in Russia and in the countries of Eastern Europe resulted from the influence and the demonstration effect of American companies—and those things have lasted. The culture, corporate culture, standards, practices.

—Amb. John Beyrle



Ambassador (ret.) John Beyrle responds to an audience question.

CALENDAR

March 4
Deadline:
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March 15
Deadline:
AFSA Scholarship
Applications

March 19
12-1:30 p.m.
Panel: “Resilience
in the Foreign Service”

March 20
12-1:30 p.m.
AFSA Governing
Board Meeting

March 20
4:30-6 p.m.
Exhibit Opening:
“*The Foreign Service
Journal – Defining
Diplomacy for 100 Years*”
U.S. Diplomacy Center

April 10
12-1:30 p.m.
AFSA Book Notes:
Ambassador
William J. Burns –
“The Back Channel”

April 11
12-1:30 p.m.
“Retirement Planning
5 to 10 Years Out”
(additional session)

April 17
12-1:30 p.m.
AFSA Governing
Board Meeting

May 3
Foreign Service Day

May 16
11:15 a.m.-12:45 p.m.
Luncheon:
152nd Specialist Class

I don't think you can separate security from prosperity. [We have] Middle East watchers in key European capitals. I have no idea why we don't have China watchers in a lot of these places.

—FSO (ret.) Virginia Bennett

ness,” allowing healthy economic practices to flourish.

He cited his experience as U.S. ambassador to Russia from 2008 to 2012, when he saw Russian businesses that were able to use the Foreign Corrupt Practices Act “not just as a shield, but as a sword” as they fought against the corruption that is endemic in Russia.

Amb. Jones, currently Bechtel’s president for regions and corporate relations, talked about how embassies—not just through their economic sections, but through other sections, as well—can increase the opportunities for U.S. businesses like Bechtel to operate and

businesses in a tender, you know it’s going to be a clean tender. If an American business wins, you know it was a clean process. The opposite is also true. So, that’s part of our American soft power—that’s part of our total value package.”

Ms. Bennett discussed her experience as deputy chief of mission in Athens, where the mission was deeply engaged in helping to stabilize Greek participation in the Eurozone, America’s largest bilateral trading partner.

Promoting improvements to the health of the Greek banking system and necessary structural economic reforms was urgent and virtually all-consuming for the small economic section team and beyond.

During the same time-frame, however, China was consolidating and finalizing a state-owned corporation’s majority investment in the port of Piraeus, from which they gained control of critical shipping routes up into Europe that will challenge the U.S. ability to compete for decades to come. Bennett observed that, in retrospect, that development was the far greater strategic threat to U.S. interests over the long term.

After the session, the panelists joined participants at a reception, where they answered questions and continued the discussion. ■



FSO (ret.) Virginia Bennett speaks about competition from China.

AFSA President Ambassador Barbara Stephenson served as moderator.

(Previously scheduled panelists Dan Crocker and Chris Milligan were unable to participate due to the shutdown.)

Amb. Stephenson offered opening remarks and then, in a question and answer format, led the panelists in a lively conversation on the critical role of economic and commercial diplomacy today.

She asked each to share thoughts on economic diplomacy best practices, the relationship between embassies and the private sector, and how the United States is affected by China’s increasing focus on diplomacy at a time when U.S. spending on core diplomatic functions has decreased significantly.

Amb. Beyrle, currently



AFSA President Ambassador Barbara Stephenson moderates the discussion.

chairman of the board of the U.S.-Russia Foundation, explained that when U.S. embassies focus on economic best practices, they affect the internal debates in host countries between the “forces of light and dark-

I am such a believer that a big part of where our soft power comes from is the admiration that the host country has for what they see in American companies.

—Amb. Barbara Stephenson

expand overseas.

The presence of U.S. businesses in a foreign country is an indicator that the country’s economy is healthy, he said: “You see trout in the stream, you know it’s a clean stream. You see American



Even During (Another) Shutdown, AFSA Is Here for You

Even during the longest-ever government shutdown, when all active-duty AFSA vice presidents were furloughed, our work continued.

While AFSA's focus remained on the shutdown and providing up-to-the-minute updates on the ever-shifting situation, the labor management team in the Harry S Truman building was busy responding to a stream of both furlough- and nonfurlough-related questions.

In addition, the daily work of our dedicated team of grievance counselors and attorney advisers continued, even though our counterparts in the department, and many of our members, were furloughed.

AFSA is currently working on nearly 500 individual cases on behalf of our members, providing technical expertise and assistance based on years of experience. And, indeed, as AFSA's membership has grown, so too has our workload. The year-on-year figures show a nearly 10 percent increase in requests for assistance from our small team.

Many of the cases have to do with problems folks are having with assignment restrictions, some sort of an investigation, an EER complaint or issues with MED (especially, these days, relating to the special needs edu-

cation allowance (SNEA)).

We've had a number of recent victories that help shed light on the breadth and depth of work we do for our members. For instance:

SNEA: After AFSA spent months assisting a tandem couple, the Foreign Service Grievance Board found the grievants had established that payment for an educational consultant was required under the Individuals with Disabilities Education Improvement Act to find their child an appropriate placement, and that the department had no basis to deny authorization of this expense on the grounds that the grievants had not yet arrived at post.

Though the decision addressed a fairly narrow question, it contained important language striking down the argument that the department has "unfettered discretion...to grant or deny a SNEA benefit to employees in any way it may see fit. Rather, law and regulation must limit its discretion."

Allegations of Misconduct: An FS-1 officer was proposed for a 45-day suspension in connection with allegations of misuse of a government vehicle and failure to follow procedures. The proposal stemmed from alleged misconduct dating as far back as six years.

In the more than three

I'm proud of the team I've had the privilege to work with for the past 20 months, and our members should rest assured we're here for you.

years it took the department to investigate and propose disciplinary action, the FS-1 officer received three consecutive recommendations for promotion into the Senior Foreign Service; all of which were held in abeyance pending resolution of the matter.

Through both written and oral responses, the officer was able to prove that the allegations were without merit and, ultimately, he was not suspended, and was promoted.

HHE: After months of work and multiple interventions on our member's behalf, AFSA was able to get an employee full compensation—nearly \$50,000 in damages—for HHE that was destroyed by shippers.

Political Retribution: For those who have been following the "Vino Vixen" story—in which a political

appointee in the Bureau of International Organizations was seen to be applying a loyalty litmus test for employees in the bureau—you may have heard that she has been dismissed from State.

We began hearing from members shortly after her arrival, and we kept steady diplomatic pressure on the department to address the problems this appointee was creating for bureau staff. Now that she has departed, the hard work of correcting the damage that was inflicted can begin in earnest.

I'm proud of the team I've had the privilege to work with for the past 20 months, and our members should rest assured we're here for you. Through shutdowns, hiring freezes and anything else that comes our way, AFSA's labor management team is ready to help. ■



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

Tell Me How This Ends

We are now entering the third year of budget cycles for the Commercial Service under the current administration. For Fiscal Year 2018, the Trump administration requested a reduction of \$43 million for our operations and asked Congress for approval to close 35 posts overseas and 10 U.S. field offices. Thankfully, Congress disagreed and kept our appropriations at FY17 levels.

For FY19, the administration asked for \$44 million in cuts. And all indications are that in FY20 the administration will repeat this request. The partial shutdown has been a sideshow by comparison.

Even if Congress keeps our appropriations level, rising operating expenses will result in further staffing shortfalls. We will need to close posts. This situation prompts one to ask three hard questions:

1 – Is the Commercial Service proving its relevance to the administration’s priorities on economic security? Commerce’s Bureau of Industry and Security, along with our Enforcement and Compliance unit, clearly are. And through the BUILD Act, the Overseas Private Investment Corporation’s authorization was doubled to counter Chinese mercantilism overseas.

Our authorizing language gives us scope to reprioritize to be able to support more commercial advocacy work, greater emphasis on addressing market barriers and greater attention to representing OPIC. Are we ready and willing to do so to earn the administration’s trust and support?

2 – What is the Commerce Department’s strategy for the Commercial Service, and what resources

The partial shutdown has been a sideshow by comparison.

does it expect to need? Simply taking a financial haircut by closing posts doesn’t sound like a strategy. And if posts are being selected for closure based on historical measures and metrics that are less relevant to the administration’s focus on economic security, we will be doubling down on a perceived irrelevance.

What if our office in Angola doesn’t look as “productive” on export promotion metrics as Portugal, but at the same time Chinese interest in Angola is of geopolitical concern to this administration?

3 – In 10 years, will Commerce still have a Foreign Service? Discretionary spending will come under unprecedented pressure in the coming years, simply due

to mounting entitlement obligations and sovereign debt obligations.

The Commercial Service will find itself competing for funding with agencies working on defense, disease control, federal law enforcement and counterterrorism, food security and many other functions that Congress will logically prioritize under scarce funding.

If we can’t clearly articulate our relevance today for an administration that considers economic security to be of paramount importance; if we are facing flat or even shrinking appropriations that require us to shrink our footprint overseas; if all discretionary funding is getting squeezed; then, in the words of General Petraeus, “tell me how this ends.” ■

ANNOUNCEMENT

JOIN THE JOURNAL’S EDITORIAL BOARD



Are you an active-duty or retired Foreign Service member and a member of AFSA? If so, we invite you to apply for a two-year term on the Editorial Board of *The Foreign Service Journal*. See the ad on page 87 for more information. ■

ANNOUNCEMENT



SAVE THE DATE! FOREIGN SERVICE DAY FRIDAY, MAY 3

Stay tuned for announcements from AFSA about Foreign Service Day programs and events. For information about the formal program at the Department of State, email foreignaffairsday@state.gov. ■



News You Can Use: AFSA Retiree Services Website

The Foreign Service retiree's email expressed exasperation. He had diligently followed the instructions on the Office of Personnel Management website on how federal retirees can change health insurance providers during Open Season, but the online application kept rejecting his login attempts.

Happily, I was able to quickly explain that Foreign Service procedures are different from Civil Service procedures. I also forwarded to him instructions from the AFSA website on how to change health plans.

AFSA frequently receives inquiries like that from retired members asking about rules and regulations regarding federal benefits. Below are 10 frequent concerns, along with citations to relevant guidance, posted in the Retiree Services section of the AFSA website.

Health Care Plans:

While many retirees stick with the same Federal Employees Health Benefit (FEHB) insurance provider for decades, if you want to change health plans during the annual Open Season from mid-November to early December, instructions and the required form are in the Annual Annuitant Newsletter published by the State Department and posted on the AFSA website.

AFSA also provides its members with access to the Checkbook Guide to

Health Plans for Feds, a well-regarded comprehensive tool to easily assess the pros and cons of each plan.

Social Security: A key financial decision is when between ages 62 and 70 to apply for Social Security benefits. Starting early in that age range will pay you less per month but for more years. Starting later pays more per month but for fewer years. The starting age also affects survivor benefits that may be payable.

A discussion of the pros and cons was included in a November 2018 presentation at AFSA HQ. A video is on the AFSA website.

Medicare Part B:

Another key decision is whether at age 65 to add Medicare Part B coverage to supplement your FEHB coverage. Given the significant cost of Medicare Part B, many retirees find it difficult to make that decision.

Paula Jakub, CEO of the American Foreign Service Protective Association (AFSPA) outlined the pros and cons in an August 2018 presentation at AFSA HQ. A video is on the AFSA website.

Annuity Supplement:

Most retirees who are receiving an Annuity Supplement must report their annual wage earnings to the State Department in early January or payment of their supplement will be suspended. Details, instructions and the required form are in the

State Department's Annual Annuitant Newsletter.

Marital Changes: Post-retirement divorce, marriage or death of spouse should be reported promptly to the State Department so benefits adjustments can be made. Instructions are in the State Department's Annual Annuitant Newsletter.

Beneficiary Designations: Marital changes are also an occasion to update beneficiary designations for your retirement benefits, federal life insurance and Thrift Savings Plan. Instructions and mailing addresses are in the State Department's Annual Annuitant Newsletter.

Survivor Benefits: Next-of-kin need to know how to notify the State Department when the time comes to apply for a survivor annuity and federal life insurance benefits. Delays could leave them without money to pay the mortgage and other routine expenses. Instructions are in AFSA's *Directory of Retired Members* and the State Department's Annual Annuitant Newsletter.

Retiree ID Badge: If you visit Main State or Columbia Plaza (MED and Office of Retirement) often, you may want to obtain and then renew a Retiree ID card. Instructions are in the Retiree Services section of the AFSA website and the State Department's Annual Annuitant Newsletter.

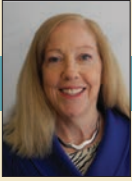
Taxes: If you are considering moving to a different state, check out AFSA's annual Tax Guide, which allows you to compare state tax rates. The guide is in the January-February issue of *The Foreign Service Journal* each year and is posted on the AFSA website.

Change of Address:

If you move, please send your new contact information to member@afsa.org to continue to receive *The Foreign Service Journal* and the annual *Directory of Retired Members*.

To notify the State Department, log on to Annuitant Express to update your records. Logon instructions are in AFSA's *Directory of Retired Members* and the State Department's Annual Annuitant Newsletter.

Information on other retirement benefits issues can also be found in the Retiree Services section of the AFSA website. Examples include: videos of expert presentations on long-term care insurance and the Thrift Savings Plan, information on the Re-employed Annuitant Program (formerly WAE), State Department guidance on the impact of divorce on the division of Foreign Service retirement benefits, and back issues of the bi-monthly AFSA Retiree Newsletter, which includes updates on retirement issues. ■



Bringing It Home

Last November, after the mid-term elections, the Pew Research Center released a poll laying out Americans' top foreign policy concerns. Not surprisingly, terrorism tops the list. The number two concern—high on the list for years—is not great power rivalry, or immigration, or climate change—it is protecting American jobs. That's something worth thinking about.

The poll results recalled for me something that Virginia Bennett, a retired Senior Foreign Service economic officer, discussed at AFSA's Jan. 15 Economic Diplomacy Works panel.

In speaking of her experience chairing a promotion panel in the summer of 2017, Ms. Bennett noted that the board found that many candidates could not clearly demonstrate they were ready to advance to the next level.

Bennett also observed during the panel discussion that many unsuccessful candidates did not link their economic work to the promotion of overall U.S. interests—i.e., they described what they did, but not why it mattered. It is not a great leap to speculate that these candidates might not have realized the importance of connecting their Foreign Service work overseas with jobs and economic prosperity for American citizens at home.

This is not an abstract

concern. Being able to credibly link Foreign Service work to safeguarding the security and prosperity of our fellow citizens is crucial for persuading Congress to fully fund the international affairs account.

Making the connection allows us to tell the story of the Foreign Service to congressional delegations (CODELs) overseas and to public audiences across our country with authenticity. It serves as a crucial reminder of what the mission of the Foreign Service is all about—serving the American people.

With EER season just around the corner, now is the time to sit down with your colleagues, bosses and staff and have a conversation about linking your mission goals to concrete wins for Americans. (This goes for every section in the embassy, not just economic and commercial sections.)

A great place to start is the "State by State" graphic on the Economic Bureau's website. The website has information beyond economic and commercial ties. It provides information on each state's economic, commercial, cultural, security and educational ties overseas and how they link to the work of our Foreign Service agencies.

But that's just a start. The U.S. Global Leadership Coalition has fact sheets on its

Being able to link Foreign Service work to safeguarding the security and prosperity of our fellow citizens is crucial for persuading Congress to fully fund the international affairs account.

website that highlight, sometimes with dollars and cents, the benefits diplomacy and development bring to our country. The "Diplomacy Works" and "Economic Diplomacy Works" issues of *The Foreign Service Journal* also contribute ideas.

The links between commercial, diplomatic security and consular work and the security and prosperity of U.S. citizens are obvious; the case for linking general economic, political and cultural work can be harder to articulate—and I don't want to sound like I'm reducing the value of diplomatic work only to quick wins.

In many cases solid links do exist, and they are important to recognize. At a February 2018 WorldBoston panel, "The State of the State Department," featuring Ambassador (ret.) Nick Burns and AFSA President Ambassador Barbara Stephenson, she was asked to explain what diplomats do and why it matters.

She asked if anyone in the audience had ever flown over the Atlantic and whether they knew any of their seatmates on the plane. Many had flown but didn't know

anything about the people they were sitting next to.

Amb. Stephenson pointed out that due to an agreement our diplomats and their Homeland Security colleagues had reached with the European Union, even before their planes had taken off to Logan Airport, American authorities knew the backgrounds of everyone on the plane.

It was just one example of the unambiguous benefits of years of diplomatic negotiations. In 2017, with a midwestern audience at a state fair, Amb. Stephenson highlighted the fantastic work of our Foreign Agricultural Service colleagues, who (despite current trade wars) continue to develop overseas markets for U.S. farm goods, a process that can take years.

When you sit down to write your EER or consult with your staff on their EERs, keep this in mind. Say why what you do matters—to your family, your town, your state and to the American people.

Bringing the value of Foreign Service work home. After all, that's the whole point, isn't it? ■

Outreach—Looking Back and Moving Forward

AFSA remained committed to its strategic priority of conducting vigorous and wide-ranging public outreach in 2018.

From personal appearances by AFSA representatives in California, Massachusetts, New York and Florida, to hundreds of smaller engagements in such places as Cleveland, Durango, Laramie, Tucson, Charlotte and Bethlehem, the story of the Foreign Service was told widely, frequently and with growing sophistication.

AFSA particularly thanks the Una Chapman Cox Foundation for its partnership in 2018, which made much of this work possible. We also thank every member who stepped forward to help us in this effort. This work does not get done without you.

In 2018, we estimate that AFSA outreach efforts reached close to 15,000 people, which does not include the more than 40,000 spectators at the third annual Foreign Service Night at Nationals Park in September, where the Foreign Service and our diplomats were featured prominently.

As we embark on another year of energetic outreach, we are happy to report that the Foreign Policy Association's nationwide Great Decisions program, which reaches thousands across the country, includes the topic "The State of the State Department and Diplomacy"



COURTESY WORLD AFFAIRS COUNCIL OF WESTERN MICHIGAN
AFSA President Amb. Barbara Stephenson at the World Affairs Council in Michigan.

If you are aware of a Great Decisions series in your area, please consider volunteering to speak.

as part of its 2019 series. Ambassador (ret.) Nick Burns contributed the essay and video that guide the discussion for participants.

With Great Decisions programs being held all over the country during large and small community events and incorporated into college courses, AFSA sees a timely and welcome opportunity to amplify our outreach mission—to develop a domestic constituency for diplomacy and development by telling the story of the Foreign Service.

You will hear much more from us throughout the year on this topic, but if you are aware of a Great Decisions series in your area, please consider volunteering to

speak. AFSA has talking points and other useful materials that can help you lead a discussion.

As part of the Great Decisions programming, AFSA President Ambassador Barbara Stephenson was the featured speaker for two active World Affairs Councils

that use the Great Decisions curriculum. On Jan. 25, Amb. Stephenson took part in a conversation with Ambassador (ret.) Mary Carlin Yates in Portland, Oregon, where she also had the opportunity to meet with retired members of the Foreign Service in the Pacific Northwest.

Then, on Feb. 4 and 5, Ambassador Stephenson spoke at two events organized by the World Affairs Council of Western Michigan in Grand Rapids, where the combined attendance exceeded 400 and thousands watched via livestream. She also met with local retirees during her visit.

As always, we encourage readers to join our Speakers Bureau; email speakers@afsa.org for more information. If you are interested in participating in the Great Decisions series, please email miele@afsa.org to let us know about any local opportunities to participate. ■



AFSA Governing Board Meeting, Dec. 19, 2018

State Vice President: It was moved that the Governing Board authorize the State vice president to inform the department that the board wishes to move forward with the cohort grievance related to Presidential Rank Awards. The motion was adopted. ■

Stay Tuned for “Next Stage” Programming

AFSA is pleased to announce a new programming initiative, “Next Stage,” which will focus on what are popularly known as “encore” careers.

The idea of an encore career dates back to 1997, when a San Francisco-based nonprofit captured the phenomenon of people returning to work after retirement, sometimes in unrelated fields, sometimes for financial reasons, and at times with a primary goal of giving back to society.

These new programs will be geared to retired Foreign Service personnel and to active-duty members who are considering their transition plans post-Foreign Service. They are meant to complement AFSA’s ever-germane Federal Benefit Series programming that focuses on retirement benefits.

In the case of the Foreign Service, work after retirement is nothing new. Foreign Service personnel often retire early enough to have significant second or even third careers. In addition, sometimes the Foreign Service itself is a second career.

Foreign Service retirement packages also may afford us the freedom to explore various opportunities, remunerative and not. And, with gains in life expectancy, sometimes it just doesn’t make sense, nor is it sustainable, to stop working in our 50s or even 60s.

AFSA’s pilot “Next Stage”

programming during the early months of 2019 will focus on work that naturally flows from our Foreign Service experience—such as teaching and writing—and on burnishing our networking and social media skills.

Stay tuned for upcoming announcements on a “Teaching of Foreign Policy/International Relations” practicum. Members say it’s a labor-intensive leap from being a practitioner to a teacher of diplomacy, and those who have been through that transition can offer practical advice and information on curricula they have developed.

Another upcoming program will focus on writing and publishing—a how-to from Foreign Service authors. Note: we are seeking a blogger to widen the traditional repertoire.

In addition, we hope to launch “How to Network with LinkedIn” to reinforce members’ social media skills. And we’ll keep collecting your stories of “life after the Foreign Service” to share. (See the May and June 2016 *Journals* for a sampling.)

If members have ideas on programming they would find useful, please be in touch with Dolores Brown, AFSA’s retirement benefits counselor, at brown@afsa.org or at (202) 944-5510. ■



Former Assistant Secretary of State for Diplomatic Security Greg Starr (left) talks to guests.

AFSA Welcomes Newest Foreign Service Specialists

On Dec. 13, AFSA welcomed 72 members of the 150th Specialist Class to its headquarters building in Washington, D.C.

About one-third of the class has joined Diplomatic Security, with another third joining the Information Management track. The remaining third is split between various other specialist tracks.

Table hosts included former Assistant Secre-

tary of State for Diplomatic Security Greg Starr, Facility Maintenance Specialist Keith Hanigan, Ambassador (ret.) Jay Anania and AFSA Treasurer Ambassador (ret.) Tony Wayne.

Hosts talked to the newest Foreign Service members about the functions of AFSA in its dual role as a professional association and labor union.

Welcome to the Foreign Service! ■



AFSA Treasurer Ambassador (ret.) Tony Wayne with guests.

Conduct Issues and the Toxic Workplace

Conduct issues are a special subset of performance management and are directly linked to the problem of a toxic workplace.

Conduct problems include a broad spectrum of issues from the less severe (e.g., tardiness) to the more serious (e.g., yelling, bullying, threatening). However, they are all best dealt with as soon as they arise, to prevent them from festering and poisoning the environment.

Both supervisors and employees are often reluctant to address conduct problems and toxic behavior, but they never get better with time. Also, supervisors have a responsibility to address misconduct proactively.

If you're the supervisor.

If you're a supervisor, take a look at the suggestions for conducting a performance management session in the performance management article on p. 78 of the November 2018 issue of *The Foreign Service Journal*.

To supplement that guidance, here are some additional suggestions:

- Bring in your human resources officer as soon as you think there's a problem. Overseas this is your HRO; domestically, contact your Executive Office. Have them explain the process of progressive discipline to you.

- Before you meet, prepare. Think about what you want to say. Write it out, and run it past the HRO.

- Stay calm; stick to the issue at hand. Clearly describe the behavior at issue, why it's a problem, how you expect it to change, and the consequences if it doesn't.

- Document, document, document. Add a memo to the file of what was discussed. It may be appropriate to send a memo or email to the employee summarizing what was discussed.



- Stick with it. If there's no improvement, meet again and follow through with any next steps you said you would take.

- If you need to move to discipline, be sure to involve HR in the process and work closely with them.

- If the issue is less one of misbehavior and more one of (mis)communication, the Office of the Ombudsman can be a valuable resource.

Do speak up. Let someone in a position to help know there's something wrong.

If you're the employee.

Employees often hesitate to complain about bad conduct by supervisors or toxic workplaces, fearing retaliation. There are steps you can take to protect yourself.

And remember, in order for things to change, someone needs to speak up. Here are some things to keep in mind:

- If the issue is relatively low level and you feel you have a good enough relationship with your supervisor to do so, approach them directly. They may not even know that they're doing something that bothers you, and may welcome having it brought to their attention. Be polite and respectful.

- If that fails, or if you feel for any reason you can't approach your supervisor, involve HR immediately (HRO or bureau Executive Office). Explain the problem and ask how they can help you. For instance, HR may be able to facilitate a conversation between you and your supervisor.

- If you feel harassed or bullied, you can always contact the Office of Civil Rights. You can file a complaint through OCR's intranet site. You don't need to know for certain that there's an EEO component

to the behavior. OCR will figure that out.

- If you're threatened with physical harm, contact your regional security officer (RSO) if you are overseas or Diplomatic Security (domestically). Let HR know, as well.

Finally, whether you're an employee or a supervisor, serving overseas or domestically, AFSA can help. You can contact your post representative, or you can contact the AFSA Labor Management team directly. We can explain your options, give you advice, or just listen sympathetically while you vent, if that's what you need.

But do speak up. Let someone in a position to help know there's something wrong. People often hesitate to take on conduct problems for fear of putting a foot wrong, but the worst thing you can do is ignore the problem. ■

—Heather Townsend,
Grievance Counselor

Notification of Proposed AFSA Bylaw Amendments for Referendum

At the November 2018 AFSA Governing Board meeting, the Governance Committee brought forward several motions to amend the AFSA bylaws. Each motion was discussed and brought to a vote. Motions that were adopted by a simple majority of board members are below for AFSA members' consideration.

Pursuant to the AFSA bylaws, the proposed amendments must be put to the full AFSA membership in a referendum. From March 1 through April 15, 2019, the Committee on Elections shall accept statements submitted in opposition to individual proposals and signed by not less than 10 members. No two statements shall be signed by the same member. To submit a statement to the Elections Committee, contact election@afsa.org.

On April 28, 2019, ballots will be emailed to all AFSA members and will contain the statements in support of and in opposition to the proposed amendments. Each proposal will be voted on individually.

To review the AFSA bylaws in their entirety, visit <http://afsa.org/afsa-bylaws>.

Amendment Number 1

Amend Article II by adding: *"To support, defend and enhance the Foreign Service Act of 1980, the foundation legislation of the Foreign Service of the United States."*

If adopted, Article II would read:

In accordance with the general purposes and objectives set forth in the Certificate of Incorporation, the following are declared to be the primary purposes and objectives of this association:

- To further the interests and well-being of the members of the association;
- To represent the members of the Foreign Service of the United States, in accordance with Chapters 10 (Labor-Management Relations) and 11 (Grievances) of the Foreign Service Act of 1980;
- To work closely with the foreign affairs agencies, the Congress and other interested institutions and individuals to strengthen the ability of the foreign affairs community to contribute to effective foreign policies;
- To accept and receive gifts, grants, devises, bequests and funds as may be donated or otherwise given to this association by any person or persons, group or groups, and to utilize or dispose of the same for the purposes of this association, or as directed by said donors;
- To maintain and operate a scholarship fund and such

other funds as may be established by the board commensurate with the purposes and objectives of the association;

- To publish *The Foreign Service Journal* and other official organs of the association;
- To carry on such other activities as may be deemed practicable in order to serve the interests of the association or its members; and
- To support, defend and enhance the Foreign Service Act of 1980, the foundation legislation of the Foreign Service of the United States.

Justification: The Foreign Service Act by statute places the Foreign Service at the center of the American foreign policy process. The Act confers upon AFSA, as the exclusive employee representative, authorities unique in the federal service to negotiate personnel policies and procedures. AFSA also has the unique ability and responsibility to ensure that government and private stakeholders understand, appreciate and support the role of the Foreign Service. If the Act is diluted or abolished, the State Department could become just another federal agency and AFSA could become just one of many professional organizations interested in foreign policy.

Amendment Number 2

Amend Article V, Section 1 by adding: *"Upon taking office, board members shall sign a Code of Conduct that includes restrictions against conflicts of interest. Within two months of taking office, board members shall participate in a session orienting them on AFSA's policies, procedures and missions. That orientation shall include an explanation of board members' individual and collective fiduciary responsibility. The board may select one of its members to serve as a non-executive chair (or presiding officer) for six-month renewable terms and, in consultation with the president, set board meeting agendas and conduct board meetings in accordance with Robert's Rules of Order."*

If adopted, Article V, Section 1 would read:

Section 1. General: This association shall be governed by a Governing Board (herein called "the board") consisting of regular members in good standing, elected by the regular membership biennially for two-year terms as officers or representatives in the manner provided in Section 4 below. No member may serve more than four full consecutive terms (i.e., eight consecutive years) in any one position on the Governing Board.

Upon taking office, board members shall sign a Code of Conduct that includes restrictions against conflicts of interest. Within two months of taking office, board members shall

participate in a session orienting them on AFSA's policies, procedures and missions. That orientation shall include an explanation of board members' individual and collective fiduciary responsibility. The board may select one of its members to serve as a non-executive chair (or presiding officer) for six-month renewable terms and, in consultation with the president, set board meeting agendas and conduct board meetings in accordance with Robert's Rules of Order.

Justification: Given the growth over the past 20 years of AFSA's membership, activities, staffing, budgets and managed funds, it is increasingly important that colleagues who volunteer to serve on the AFSA Governing Board have the requisite knowledge and training to effectively exercise their oversight responsibilities. These proposed changes advance that goal, along with allowing the president to delegate to another board member the task of organizing and running monthly board meetings. The chair is the steward of the organization's agenda. The chair may be selected from among duly-elected board members, including the president.

Amendment Number 3

Amend Article V, Section 2 by striking: *"The board is empowered to promulgate and implement the regulations and policies of the association; appoint and oversee its committees and its objectives; and supervise the disbursement of its funds"* and inserting: *"The board is empowered to establish the policies and regulations of the association and to monitor their implementation by the officers and staff; to assess the degree to which objectives are being achieved; to appoint committees; and to approve annual budgets."*

If adopted, Article V, Section 2 would read:

Section 2. Authority and Responsibility: The board is empowered to establish the policies and regulations of the association and to monitor their implementation by the officers and staff; to assess the degree to which objectives are being achieved; to appoint committees; and to approve annual budgets.

The board is responsible for:

- (a) managing the property and affairs of the association;
- (b) adopting rules and policies for the conduct of association business;
- (c) maintaining fiscal integrity in the conduct of the affairs of the association, including provisions for accounting and financial controls, and for providing regular financial reports or summaries to the membership;
- (d) to the extent practicable, keeping the membership currently informed on, seeking its advice before making decisions on, and informing it promptly of its decisions on important matters affecting the membership, the Foreign Service and the association;
- (e) facilitating communication from any member(s) to the

membership, or any practicable portion thereof, on association business, at the expense of the member(s) initiating the communication;

(f) ensuring that persons in any position of authority at any level of the association do not engage in business or financial activities or have financial interests which conflict with their duties to the association or its members; and

(g) reporting to the membership annually on its management of the association's affairs and finances, and its plans and budget for the succeeding year.

Justification: These changes clarify the board's policy-making and oversight powers while noting that implementation is largely done by officers and staff.

Amendment Number 4

Amend Article V by adding: *"Section 9. Board decisions, including approvals of policies, regulations, standard operating procedures, position descriptions, the Employee Handbook, contracts and written commitments, as well as board appointments to standing committees and other official actions, remain in effect unless changed by subsequent board action."*

Justification: Virtually all the organizations researched have a similar duration policy. Such a policy ensures continuity during board transitions, while future boards retain the power to rescind, amend or replace prior board decisions except where prohibited by these bylaws, case law or legal contracts.

Amendment Number 5

Insert a new article between Article V and VI with the following text:

"Article VI. The Officers

Section 1. General Officers of the association shall be the President, the Secretary and the Treasurer elected by all AFSA members, and constituency Vice Presidents elected by their constituencies as described in Article III, Section 4. The officers together with the staffs they manage are responsible for executing the policies established by the board. The officers report to the board, to whom they submit monthly oral and/or written reports. Officers may be asked to serve in an acting capacity for other AFSA officers, as needed.

Section 2. The President. The president is the chief elected officer of the association. Consistent with their responsibilities, the president and other officers shall be provided the authorities and resources to achieve the missions assigned. The president represents all members from all branches of the Foreign Service, including retirees, and serves as the primary voice of the Foreign Service, communicating with the Congress, media, AFSA membership and elsewhere. The president reports to the board and develops and provides policy guidance and management oversight to the association's professional staff. The presi-

dent serves as an ex-officio member of all committees (except Elections). The president may establish an advisory council of volunteer members of the Foreign Service or the public at large to advise the president on issues of interest to AFSA.

Section 3. The Secretary. The secretary oversees the keeping of the official records of the board. The secretary takes the lead on board governance issues and coordinates orientation of new board members.

Section 4. The Treasurer. The treasurer serves as the chief financial officer of the Governing Board. The treasurer oversees budget planning and execution, as well as investment portfolio management, collaborating with AFSA staff in these matters.

Section 5. The Vice Presidents. The vice presidents for the agencies represented by AFSA serve as the primary labor negotiators for employees in their bargaining units. They advise the president and other board members on workforce policies affecting their constituencies. They have a duty of fair representation as the exclusive employee representative of all employees within their bargaining units and negotiate collective bargaining agreements covering all employees in each unit described in Sections 1012 and 1013 of the Foreign Service Act. In coordination and with guidance from the president, they represent their constituents with the public, including the Congress.

Section 6. The Retiree Vice President. The retiree vice president serves as the primary advocate for retirees and, in coordination with the president, takes the lead on advocacy and outreach on retirement issues. The retiree vice president is responsible for finding and recommending to the Executive Committee and the Governing Board retired AFSA members to serve on and give the Foreign Service perspective to the Foreign Service Grievance Board (FSGB) and the Foreign Service Labor Relations Board (FSLRB).

Section 7. Smaller Constituencies. Board members representing agencies with fewer than 100 AFSA members perform the same activities and have the same responsibilities as the vice presidents."

Justification: The current bylaws mention the existence of various officers, but then fail to establish their duties, authorities and activities. This constitutes a "worst" practice, which no other organization we researched displayed. This addition establishes officer "best practices" as demonstrated in the organizations we studied and, indeed, delineates what our officers have actually been doing in recent years.

Amendment Number 6

Amend Article VI, Section 1 by inserting a new subparagraph: "(a) Executive Committee. The Executive Committee shall be composed of the officers of the association as defined in Article V, Section 3. It will meet intersessionally between board meetings and is chaired by the president, if available. AFSA

staff members may be invited to attend discussions on matters pertaining to their responsibilities. The committee will support the board by reviewing and revising as necessary the proposed annual budget for presentation to the board for approval, reviewing existing and proposed new standard operating procedures and similar documents for presentation to the board for approval; and discussing other matters impacting the interests of AFSA members and bringing any proposal resulting therefrom to the board for decision. The committee will support the president in implementing the policies of the board by providing a forum for discussions, discussing staff matters that impact the core functions of AFSA such as staffing reorganization and deciding matters that do not rise to the level of board action. All decisions of the Executive Committee shall be reported to the next session of the Governing Board for ratification."

If adopted, Article VI, Section 1 would read:

Section 1. The following committees and boards shall exist on a permanent basis:

(a) Executive Committee. The Executive Committee shall be composed of the officers of the association as defined in Article V, Section 3. It will meet intersessionally between board meetings and is chaired by the president, if available. AFSA staff members may be invited to attend discussions on matters pertaining to their responsibilities. The committee will support the board by reviewing and revising as necessary the proposed annual budget for presentation to the board for approval reviewing existing and proposed new standard operating procedures and similar documents for presentation to the board for approval; and discussing other matters impacting the interests of AFSA members and bringing any proposal resulting therefrom to the board for decision. The committee will support the president in implementing the policies of the board by providing a forum for discussions, discussing staff matters that impact the core functions of AFSA such as staffing reorganization and deciding matters that do not rise to the level of board action. All decisions of the Executive Committee shall be reported to the next session of the Governing Board for ratification."

(b) Committee on Elections: The Committee on Elections shall have full power within the association, subject to applicable law, regulation, these bylaws and the association budget, to conduct regular elections for the Governing Board, recall elections, referenda and any vote on amendments to these bylaws. The committee shall establish regulations for these procedures and interpret relevant sections of the bylaws, resolve disputes and determine and declare election results.

The Committee on Elections shall be composed of at least five members, including a chair and at least one member from each constituency. The board shall appoint the chair and members of the committee for two-year terms beginning July 15 of each even-numbered year, and shall fill vacancies occurring

during such term, but may not remove committee members except on recommendation of the committee or in accordance with disciplinary procedures. Committee members shall be impartial in the performance of their duties while serving and for six months thereafter they shall not be board members or candidates or nominators thereof, or accept appointment to the chair of any other committee.

(c) *Constituency Standing Committees:* Standing committees for each constituency shall have primary responsibility, subject to the overall guidance of the board, for the interests of members of said constituencies in general and, in particular, for members assigned in the Washington area. The board shall appoint, and determine the terms of, the chair and the members of each constituency standing committee from among the members within each such constituency.

(d) *The Foreign Service Journal Editorial Board:* The board shall appoint and determine the terms of the chair and members of The Foreign Service Journal Editorial Board who, under the overall guidance of the board, shall be specifically responsible for the editorial policy of The Foreign Service Journal.

(e) *Scholarship Committee:* The board shall appoint and determine the terms of the chair and members of the Scholar-

ship Committee who, under the overall guidance of the board, shall develop policies and criteria for awards under the association's scholarship programs.

(f) *Awards and Plaques Committee:* The board shall appoint and determine the terms of the chair and members of the Awards and Plaques Committee who, under the overall guidance of the board, shall develop criteria and make recommendations for awards and honors.

Justification: This bylaw addition establishes the Executive Committee, which has operated as an ad hoc committee in recent decades, as a permanent committee. The Executive Committee is a forum for the president to consult with other senior AFSA officers to elaborate and define issues for presentation to the Governing Board for decision.

End of proposed bylaw amendments.

Resolved: That the secretary be authorized to correct article and section designations, punctuation and cross-references and to make such other technical and conforming changes as may be necessary to reflect the intent of the association in connection with the adopted bylaw amendments. ■

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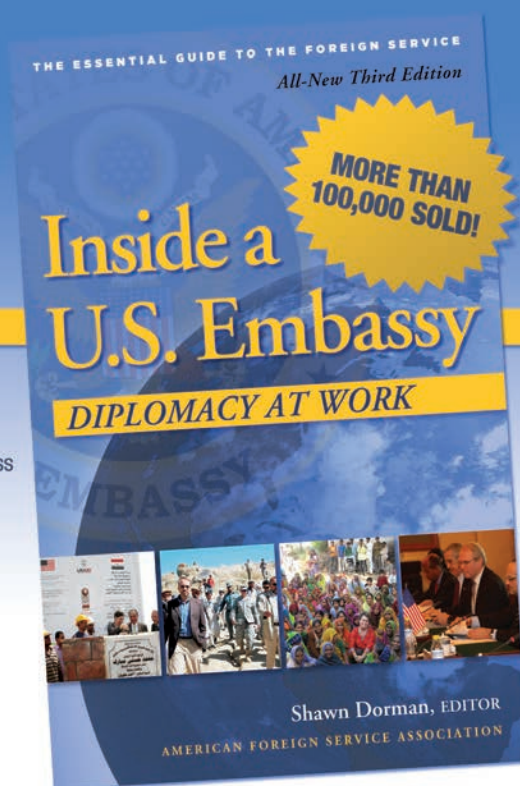
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AFSA Treasurer's Report on 2018

The American Foreign Service Association continues to be in excellent financial health as we enter 2019. AFSA has a strong financial reserve. AFSA's president, board members and chief operating officer worked rigorously to find efficiencies in operations during 2018.

The Governing Board has approved a 2019 budget with prudent spending reductions. We will continue the effort to create more efficient operations in the year ahead, while working to provide better services for AFSA's members and strong advocacy for the Foreign Service.

Budget Operations

With a robust and committed membership base, we are able to sustain a professional staff of 34 and a planned \$5.2 million operating budget for Calendar Year 2019.

During 2017 and 2018 under the leadership of President Ambassador Barbara Stephenson, AFSA has shifted resources to strengthen our outreach efforts with stronger capacities for communicating the priority issues of the Foreign Service to the public and key constituencies. AFSA and its Political Action Committee worked more closely with Congress and like-minded organizations. We sought to better mobilize the strengths of our retiree members in this vital work.

These work streams allowed AFSA to speak out clearly and more effectively on steps that endanger the Foreign Service. We built partnerships with those who understand and support the vital role our diplomats play in support of America's interests around the globe.

Over the past year, we have also taken steps to provide additional resources to support AFSA's members in need of labor and management assistance. Regarding our popular scholarship program, a more prudent draw from the scholarship reserve funds and efficiencies in program management meant that AFSA offered additional merit scholarship awards in 2018 and plans to continue to do so in 2019.

Over the course of 2018, we worked hard to maintain and strengthen our membership base, despite the reductions in numbers of entrants into the Foreign Service and increased departures. AFSA reached out regularly to those joining the State Department, to officers around the globe, and to those retiring and leaving the department.

We begin 2019 with 16,806 members, an increase over 2017 and a new high. Active-duty membership represents approximately 81 percent of our potential membership from the foreign affairs agencies. Thank you, members!

To sustain the programs and services for members dur-

ing this time of severe challenge to the Foreign Service, the Governing Board approved a 2.3 percent increase in AFSA membership dues, based on the official estimated 2018 cost of living increase.

Fund Operations

Operating Reserve: To protect AFSA from unexpected risks, we maintain a reserve fund of approximately \$3 million. This reserve is intended to protect AFSA from obligations assumed in our operating budget and regular activities, as well as from any unanticipated capital maintenance expenditures.

This reserve, representing some 60 percent of our operating budget, prepares us well for any turbulence or unexpected needs ahead. As you can see in the chart on the next page, AFSA has maintained a solid operating reserve in this century. AFSA is blessed with debt-free ownership of its headquarters, thanks to the prudent actions of the association's leadership in recent years.

The Operating Reserve began 2018 with \$3,155,737 invested and ended the year with \$3,122,241.

Scholarship Fund: This 501(c)(3) entity was founded in 1924 to help the children of Foreign Service members pay for college. The fund has grown over the decades due to generous donations and bequests from AFSA members and the rising value of its professionally managed portfolio of stocks and bonds.

As of the end of 2018, the fund held \$9.7 million. The chart on the next page shows recent changes in fund valuation.

Each year, 4.5 percent of the fund's 5-year average value is withdrawn and distributed as scholarships to Foreign Service children. Calculating withdrawals based on the 5-year average value smooths out stock market volatility to produce a relatively steady flow of funds year to year. The money is restricted and can only be used for scholarships.

Over the past 27 years, the AFSA Scholarship Program has disbursed more than \$4.7 million to 2,400 students. In 2018, it awarded \$220,000 in needs-based financial aid to 59 youths and \$129,000 in merit scholarships to 36 recipients. The same funding levels are planned for 2019.

Fund for American Diplomacy: AFSA continues to encourage donations to our Fund for American Diplomacy to help educate the American public about the role of the Foreign Service and how important diplomacy is as a tool of America's influence, power and success in the world.

FAD is organized as a 501(3) (c). You can each imagine how important this work will remain in the year ahead given

AFSA DATA	2000	2005	2010	2015	2016	2017	2018
Membership	10,755	13,303	15,438	16,446	16,571	16,464	16,718
Operating Budget *, **	\$2,757,589	\$3,471,200	\$4,000,187	\$4,756,755	\$4,916,951	\$4,808,991	\$5,204,036 (planned 2019)
Operating Reserve***	\$407,111	\$1,695,471	\$2,933,839	\$3,271,799	\$2,944,237	\$3,155,737	\$3,122,241
Scholarship Reserve***	\$4,581,392	\$4,359,903	\$4,465,238	\$6,696,108	\$8,195,260	\$9,533,566	\$9,716,213
Sinclair Fund***	\$496,360	\$354,935	\$348,565	\$422,911	\$429,966	\$475,014	\$477,094
FAD Operating Reserve	\$0	\$0	\$0	\$0	\$120,202	\$295,381	\$413,964
Professional Staff (Full-time equivalent)	22	25	24	34	32	31	34

*The Operating Budget reflects the budget approved by the Governing Board for the relevant calendar year. The Operating Budget under 2018 is for calendar year 2019. For the years 2015 through 2018 the Operating Budget also includes the FAD Operating Reserve.

**For day-to-day operations, AFSA maintains a checking account that typically has a balance of between \$100,000 and \$200,000, which is not included in the chart.

*** Reserve Balances in the last column reflect the actual balances as of December 2018.

the lack of priority being accorded by some key figures to the importance and direction of U.S. diplomacy and given the ongoing efforts to slash resources and limit personnel in our foreign affairs agencies. We strongly encourage your contributions to this fund, given the vital importance of diplomacy to America's security and prosperity.

We look forward to retiree members living around the country expanding their work with AFSA to organize outreach activities, which highlight the importance of our diplomatic and development professionals and activities for America.

The FAD Operating Reserve began 2018 with \$295,381 and ended the year with \$413,964 invested. The Governing Board moved some additional funds back to the reserve to assure resources will be available for special needs. The approved 2019 AFSA operating budget also incorporates funds dedicated to FAD activities of some \$303,000.

Sinclair Fund: AFSA also maintains the Matilda W. Sinclair Fund, which is intended to support excellence in language achievement. AFSA draws on that fund yearly to pay for the language achievement awards.

The Sinclair Fund began 2018 with \$474,014 invested and ended the year with \$477,094.

The AFSA operating budget figures for 2015 through 2019 in the chart above include the FAD operating reserve as part of the total.

The chart provides basic data for your information for several years since 2000. The chart allows us to appreciate AFSA's very solid financial position and the good financial stewardship of our association's leadership in this century.

AFSA's excellent financial health and continued strong membership from the foreign affairs agencies will allow the association to focus on its mission to serve as the "Voice of the Foreign Service" during this time of serious challenges for our Service.

We encourage your ongoing financial support to enhance our outreach and education efforts. Especially important will be your active participation in AFSA's work and mission in 2019. ■

—Tony (Earl Anthony) Wayne, AFSA Treasurer

AFSA Welcomes 196th A-100 Class

On Jan. 9, AFSA welcomed 39 members of the 196th A-100 Class to an evening reception at its headquarters building in Washington, D.C. The regularly scheduled recruitment lunch for this class of 82 members was cancelled due to the partial government shutdown, so AFSA invited the group to an informal gathering instead.

AFSA President Ambassador Barbara Stephenson talked to the newest Foreign Service members about the functions of AFSA in its dual role as a professional association and labor union. All 39 of the attendees joined AFSA that evening.

PHOTOS: AFSA/DONNA GORMAN



Class members listen as AFSA President Ambassador Barbara Stephenson welcomes them to AFSA, and then networks among them, below. INSET: A new FSO signs up to join AFSA at the event.



USGLC Honors Diplomats and Development Professionals



AFSA/KIM GREENPLATE

On Dec. 5 the U.S. Global Leadership Coalition hosted its annual Tribute Dinner. This year's theme was "Celebrating Our Diplomats and Development Professionals."

AFSA President Ambassador Barbara Stephenson told the audience that "we are all humbled and honored to be recognized tonight—whether we serve at the State Department, USAID, the Peace Corps, or at any of our nation's foreign affairs agencies."

She then began her tribute to honoree Sen. Chris Van Hollen (D-Md.), one of the Foreign Service Caucus co-chairs, noting that Sen.

Van Hollen is "the son of a Foreign Service officer who has carried [his] parents' legacy forward to protect and advance the work that we do every day."

Other honorees at the event included Representative Ed Royce (R-Calif.), chairman of the House Foreign Affairs Committee, and USAID Administrator Mark Green. (See our story about Administrator Green's remarks at the event in this month's Talking Points on p. 22.)

Pictured above, Amb. Stephenson addresses the audience. ■

AFSA Welcomes New Team Members



AFSA welcomes new Labor Management Attorney Adviser **Michael Wallace**.

Michael has a J.D. from The George Washington University Law School and a bachelor's degree in public administration from Harding University.

Michael is not new to the AFSA labor-management team, as he clerked with AFSA from October 2017

to June 2018. Before that, he interned with the Office of General Counsel at the U.S. Government Services Administration, the Office of the Chairman at the Merit Systems Protection Board and the District of Columbia's Office of the People's Council.

Michael can be reached at mwallace@usaid.gov.

Joining AFSA as a senior adviser for strategic communications is **Lynne Platt**, a career public diplomacy officer with a personal rank of Minister Counselor who

retired from the State Department in November 2018.

Lynne served as U.S. consul general in Vancouver and as embassy spokesperson in London, Paris and at the U.S. NATO mission. She was deputy director of the Iraq Provincial Reconstruction Team Program at Embassy Baghdad from 2008 to 2009, then served as head of the narcotics/law enforcement



affairs section at Embassy Port-au-Prince.

After joining the Foreign Service in 1994, her first assignments were to Cairo, Casablanca and the combined Near East Asia/South Asia executive director's office.

Lynne's final assignment was as a State Department fellow at the Wilson Center. She and her husband, Jud Hamblett, also a retired Foreign Service officer, live in Washington, D.C.

Lynne can be reached at platt@afsa.org. ■



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AFSA Seminar: Retirement Planning Made Easy(er)

On Jan. 22, AFSA Retiree Vice President John Naland led a seminar at AFSA headquarters titled “Retirement Planning: 5 to 10 Years Out,” during which he explained to participants what they need leading up to retirement.

Mr. Naland, a former director of the Office of Retirement at the State Department, provided a detailed checklist outlining



the things prospective retirees need to do and the websites they need to visit to prepare for a successful transition.

More than 70 members registered for the event. For those who missed it, a recording of the talk is available at www.afsa.org/video. Handouts from the event can be viewed at <http://bit.ly/retire-checklist>. ■

AFSA Hosts Chiefs of Mission Breakfast



On Jan. 17 AFSA hosted 35 career Foreign Service ambassadors for breakfast on the margins of the Global Chiefs of Mission conference. AFSA President Ambassador Barbara Stephenson made introductory remarks and then opened the floor for a lively discussion of how things are going at posts around the world and how AFSA can be of assistance to them and their teams.

Pictured above, Amb. Stephenson addresses the group.

In Case of a Shutdown: Be Ready

After 35 days, the longest U.S. government shutdown in our history finally ended. Shutdowns have become a regular fact of life for government employees.

What can you do to be ready for the next one?

AFSA has been active on the Hill, making sure members of Congress are aware of the situation for members of the Foreign Service and for U.S. diplomacy, and shoring up support for the Fiscal Year 2019 appropriations bill. We work with HR—not just during the shutdown, but constantly—to make sure

our members’ questions and concerns are addressed.

The good news is that legislation (S. 24, “Government Employee Fair Treatment Act of 2019”) was passed into law guaranteeing back pay for all federal employees once the shutdown ends—not just for this shutdown, but in any future shutdowns as well.

Given how long a shutdown can last, AFSA recommends advance planning for the next time. Some things to do:

- Make sure AFSA has your personal email on file so we can contact you if you’re furloughed. Email

us at member@afsa.org to update your contact info.

- Bookmark our website, afsa.org, and check in regularly for the latest updated guidance. And read the guidance carefully!

- Write to us at member@afsa.org as issues arise regarding travel, allowances, etc., so

AFSA can help sort it out.

- Make sure you store your banking, TSP and other passwords at home, not just in a safe at work, so that you have access to your accounts in the event you are locked out of your office during a shutdown. ■



AFSA Governing Board Meeting, Jan. 16, 2019

There were no motions brought before the board in January. ■

■ **Carleton Stevens Coon Jr.**, 91, a retired Foreign Service officer and former ambassador, died on Dec. 3, 2018, in Warrenton, Va., after a short illness.

Carleton Coon, who was born in Paris in 1927 of American parents, liked to observe that he arrived just in time to greet pilot Charles Lindbergh. After a short spell in the U.S. Army toward the end of World War II, he graduated from Harvard and joined the Foreign Service.

During his 36-year diplomatic career, postings to Germany, Syria, India, Iran, Nepal and Morocco were interspersed with assignments in Washington, D.C.

Ambassador Coon was a traveler both during and after his Foreign Service career. In 1955, when he was transferred from Damascus to Delhi, he made the 2,000-mile journey by road with his first wife in an old Ford station wagon.

While in Nepal, he undertook half a dozen treks where there were no roads at all. Later travels took him across the Sahara, through central Asia into China and Tibet, and down a wild Alaskan river where he encountered grizzly bears.

In 1981 he was appointed U.S. ambassador to Nepal and enjoyed a unique commuter marriage with his second wife, Jane, who was serving simultaneously as ambassador to Bangladesh.

Amb. Coon was also an intellectual traveler throughout his life, exploring new ideas and new cultures as vigorously as he explored mountains and rivers.

After retirement, he and his wife built a home in Rappahannock County, Va. Returning to an old love, music, he composed a number of pieces for piano and chamber groups.

For many years, he was active in the American Humanist Association; he served as its vice president and was honored with the AHA Lifetime Achievement Award in 2013.

He authored several books and many essays on subjects of his greatest concern—evolution and climate change. His memoir, *People of Earth*, was published a month before his death and is available on Amazon.

Amb. Coon leaves his wife of 50 years, Jane Abell Coon, and five children: Howard Coon of Castleton, Va.; Katharine Coon of Takoma Park, Md.; Elizabeth Gaskill of Chico, Calif.; Ellen Coon of New York City; and Richard Coon of Chico, Calif.; 13 grandchildren and 12 great-grandchildren, with more on the way; and his close family friend, Bir Bahadur Adhikari.

He was predeceased by his first wife, Janet Wulsin Coon, who died in 1967, and a son, William P. Coon.

■ **William Eves Culbert Jr.**, 93, a retired Foreign Service officer, died on Jan. 13 in Issaquah, Wash., from complications related to Alzheimer's disease.

Mr. Culbert was a graduate of the Wharton School of Business at the University of Pennsylvania and the School of Advanced International Studies at Johns Hopkins University in Washington, D.C.

He joined the U.S. Foreign Service in 1951 and was posted to Japan, France, Switzerland and Washington, D.C.

Mr. Culbert received a Superior Honor Award in 1966 for his role in persuading reluctant U.S. government agencies to accept a major shift in American international trade policy to authorize trade preferences for developing countries.

He participated in numerous rounds of international trade negotiations, including serving as deputy chief of the U.S. delegation to the Tokyo Round of multilateral trade negotiations in Geneva, Switzerland, from 1973 to 1979.

After retiring from the State Department in 1979, he spent eight years at Boeing in Seattle, Wash., where he was deputy

director for issues management.

In retirement, Mr. Culbert joined his wife, Betty, on many hiking, camping and horse packing trips across the Pacific Northwest; they also traveled through Europe, Russia and Japan. He enjoyed taking walks with their dogs, Cooper and Samantha.

Mr. Culbert was an accomplished singer who trained at St. Peter's Choir School in Philadelphia, Pa., and performed with numerous singing groups in Washington, D.C., including the National Cathedral Choir.

While in Japan, he sang with Kurusawa's Madrigal singers. In 1985, he performed with George Shangrow's Chamber Singers in Seattle on the occasion of Johann Sebastian Bach's tricentennial.

Family members report that he enjoyed entertaining friends around the campfire with playful renditions of classical arias.

Mr. Culbert is survived by his wife of 68 years, Elizabeth, five children and 11 grandchildren, with two great-grandsons on the way. As a veteran of World War II, he will be interred at Tahoma National Cemetery in Kent, Wash.

■ **Charles Robert "Bob" Dickerman**, 81, a member of the Senior Foreign Service who spent most of his career with the United States Information Agency, died on Nov. 8, 2018, on his farm in Shenandoah Valley, Va., of a rare neurological condition, multiple systems atrophy with Parkinson's disease.

While an Antioch College student, Mr. Dickerman spent a year in a Danish folk high school run by the Danish labor movement and its Social Democratic party.

Mr. Dickerman's assignments with USIA were, with one exception, near either the Arctic Circle or the equator. He was posted to Finland, Somalia, South Vietnam, Norway, Iceland, West Germany, the

regional East Caribbean embassy in Barbados, Trinidad & Tobago, and Denmark.

He also benefited from three years of training at Harvard's Kennedy School of Government, as a research fellow at Harvard's Center for International Affairs and in the State Department's prestigious Senior Seminar. He became public affairs officer in Iceland after attending Harvard and director of training at USIA after the Senior Seminar.

Mr. Dickerman told his family that he wanted his *FSJ* obituary to make the same pitch that he occasionally made in letters to this magazine: the importance of bringing in new FSOs when in their 20s so that they could gain extensive worldwide and professional experience in preparation for top jobs decades later. (Until the Foreign Service Act of 1980, the maximum age to enter the Foreign Service was 32.)

He was concerned that while burgeoning youth populations dominate most of the world's countries, few embassies have officers under 30 or even 40.

In his self-published memoir, *My Daddy Fought the Cold War: Not Entirely Serious Tales of a Foreign Service Career*, Mr. Dickerman told of his alarm as public affairs officer for the region when President Ronald Reagan was preparing to invade ("rescue") Grenada in 1983, and how in time then spent on the island he came to learn that most Grenadians believed that President Reagan had been the instrument through which God had answered their prayers to rid them of leftist ideologues.

Mr. Dickerman is survived by daughters Julia Torres and Anneke Braisted of Cary, N.C., and their husbands Nehemiah and Timothy; grandchildren Liam and Kaia; former wife (and best friend) Gerhild Sachs Dickerman of Durham, N.C.; and three siblings: his brother Dr. William Dickerman, a psychologist; half-sister

Anne Reid; and half-brother Dr. Will Dickerman, an M.D.

■ **Margaret Lovelace Fessler**, 98, a former Foreign Service member, passed away peacefully on Sept. 25, 2018, in Durham, N.C.

Ms. Fessler was born on Nov. 25, 1919, in Montgomery, Ala., to Thomas Pickens and Nannie Lee (Mims) Lovelace. She took a secretarial training course in the 1930s, after which she moved to Washington, D.C., to work for the federal government, serving eventually as a secretary for the Army Air Force Weather Wing.

While assigned to Asheville, N.C., she met Max Everett Fessler, a meteorologist for the Army Air Force, a Ph.D. candidate in statistics at Columbia Business School and a native Kansan. They were wed on June 4, 1949, at Danforth Chapel on the University of Kansas campus, where Mr. Fessler was a professor.

The couple's only child, Sally, was born in 1954. Mr. Fessler died suddenly of a heart attack in 1963, and Ms. Fessler raised their daughter alone while working in the chancellor's office at the university.

In 1975, Ms. Fessler began a new career in the Foreign Service, joining the Department of State and serving in Geneva, Damascus, London and Beijing.

She travelled extensively, both during her time in the Foreign Service and after retirement. She returned to Lawrence, Kan., in 1984 and moved to Durham, N.C., in 2006.

Ms. Fessler was an avid reader and an engaged citizen; she fondly remembered FDR and followed MSNBC and Rachel Maddow daily. During the 2016 election, she wrote 240 letters to infrequent female voters in support of Hillary Clinton's candidacy for president. She also had a great love for animals, especially cats and pet mice.

Ms. Fessler is survived by her daughter, Sally Fessler, son-in-law David Kirkpatrick and granddaughter Grace Kirkpatrick.

Memorial contributions may be made to the Max E. Fessler Dissertation Award, which provides financial support to deserving Ph.D. students in the University of Kansas School of Business (P.O. Box 928, Lawrence KS 66044) or to the Lawrence Humane Society (1805 E. 19th St., Lawrence KS 66046) for the care and rehoming of companion animals.

■ **Roy T. Haverkamp**, 93, a retired Senior Foreign Service officer, died on Nov. 12, 2018, at Arden Courts Memory Care Community in Kensington, Md.

Mr. Haverkamp grew up in St. Louis, Mo. He finished high school in 1943 and enlisted in the Army Air Forces. He was awarded five Bronze Stars for combat missions in Europe. After his discharge he attended Yale University, and following graduation in 1949 he studied law at Cambridge University.

Mr. Haverkamp joined the Foreign Service in 1952 and served in Korea, Sweden, Japan, Cambodia, Congo (both Brazzaville and Kinshasa), Vietnam, Guinea, England and Jamaica. He spent a year in New Orleans as diplomat-in-residence at Dillard University.

From 1984 to 1986 he was interim chargé d'affaires in Grenada following the political upheaval and subsequent American military invasion. From 1986 to 1989 Mr. Haverkamp served as political adviser to NATO's Supreme Allied Commander Atlantic in Norfolk, Va. Mr. Haverkamp was highly decorated in both his military and Foreign Service careers.

After retirement, Mr. Haverkamp kept busy reading, writing, staying in touch with Foreign Service colleagues and attending scholarly lectures in Washington and New York. He was a member of Annuncia-

tion Catholic Church, the Yale Club and DACOR. He was also a participant in the Association for Diplomatic Studies and Training Oral History project.

■ **Betsy Ross Peters**, 90, a retired Foreign Service officer, died at the Hospice of Laramie House in Laramie, Wyo., on Nov. 21, 2018, just 20 days after the death of her husband, Dr. Oliver Leon Peters.

Mrs. Peters was born in Pine Bluff, Ark., in January 1928, to Jimmie Sidney Nall Ross and Eric Mansfield Ross, a World War I veteran. When she was 12, the family bought a farm and moved to Dumas, Ark., where she attended high school.

She attended Baylor University, where she met Oliver Peters. They graduated together in 1949, and she went on to complete a master's degree at the University of Maryland. They married in September 1950, and Mrs. Peters went to work as a claims representative for the Social Security Administration.

She often visited people in their homes to sign them up for the relatively new program, so they could collect the proper benefits. Because she had witnessed widespread poverty during the Great Depression, she was determined to bring Social Security to anyone who qualified.

The couple moved to Laramie in 1964, and Mrs. Peters returned to academia as a lecturer in the history department at the University of Wyoming. She later completed a Ph.D. in history, the first to do so at UW.

While raising her family, Betsy Peters took on several administrative jobs, including Wyoming director of the 1980 Census and state chair of the National Endowment for the Arts. She was instrumental in helping to create UW's Outreach School for distance learning and adult education.

She traveled Wyoming with various music, theater, library and art programs



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designed to bring the benefits of the university to small towns across Wyoming.

In 1983, at the age of 55, she attained her lifelong dream of becoming a Foreign Service officer with the U.S. Department of State. She was posted to the Middle East, Europe and Africa. She retired in 1993, but continued to deploy for temporary assignments with State.

When she and her husband returned to Laramie, she became active in the Wyoming State and Albany County Democratic Party, volunteering thousands of hours over the years. Mrs. Peters traveled frequently; she especially enjoyed Europe and journeyed there many times with friends and family members.

Betsy Peters is survived by her daughters Elizabeth Peters Bierer (and spouse, Michael), and Sidney Peters; her son, Robert Mitchell Peters; and grandchildren, Kyle Stevenson Peters, Cedric Oliver Peters, Isaac Oliver Bierer, Liliana James Bierer and Sarah Bo Abigail Peters. The family is very grateful to Kimberly Shepherd for her excellent care of Mr. and Mrs. Peters for the past three years.

Donations can be made in Betsy Peters' name to the Albany County Library Fund or the Cathedral Home for Children.

■ **Harry Shlaudeman**, 92, a retired Foreign Service officer and former ambassador, class of Career Minister, died on Dec. 5, 2018, in San Luis Obispo, Calif., of congestive heart failure.

Mr. Shlaudeman was born on May 17, 1926, in Los Angeles, Calif., and spent his early years in San Marino, Calif., with a five-year detour to Palo Alto, where his father earned a Ph.D. at Stanford University.

At the age of 17, he enlisted in the U.S. Marine Corps, shipping out to the Pacific Theater in November 1944, and later serving with the Marine divisions that were

deployed to northeastern China to disarm and repatriate more than 600,000 Japanese soldiers.

After the war, Mr. Shlaudeman attended Stanford University, graduating with a B.A. in English literature in 1952. While at Stanford, he reconnected with a classmate from South Pasadena High School, Carol Dickey, and they were married on Aug. 7, 1948.

Mrs. Shlaudeman graduated from Stanford that same year, and for the next four years was the breadwinner in the family while her husband pursued his degree.

After graduating, Mr. Shlaudeman worked as a real estate salesman and property manager in Palo Alto, a trainee at Union Bank in Pasadena and a credit manager at Richfield Oil Co. in Los Angeles.

Feeling restless and experiencing the wanderlust that would follow him to the end of his life, Mr. Shlaudeman entered the Foreign Service in 1954, asking to be posted to Africa because, while he had been to the other continents, he had never been there.

However, on arriving in Washington with his orders for Durban, South Africa, in hand, he was told that the vice consul assigned to Barranquilla, Colombia, refused to go, so he went there instead.

After Barranquilla, he served as a political officer in Bogotá (1956-1958), studied Bulgarian at the Foreign Service Language Institute in 1959 and went to Sofia as vice consul (1960-1962), his only post outside of Latin America.

In 1962 he was declared *persona non grata* (PNG) in Bulgaria in retaliation for the U.S. expulsion of a Bulgarian diplomat at the United Nations.

He was then assigned to the Dominican Republic as chief political officer, and in 1964 returned to the State Department as Dominican desk officer, a position he held when President Lyndon Johnson sent the

Marines and 82nd Airborne Division into Santo Domingo to intervene in the Dominican Civil War in 1965.

For the 18 months he was Ellsworth Bunker's principal adviser, and also worked closely with McGeorge Bundy during political negotiations to establish a provisional government in that country, draft a new constitution and hold democratic elections.

In addition to the Dominican crisis, Mr. Shlaudeman played a key role during some of the most controversial and contentious episodes in the history of our relations with Latin America, including the rise and fall of Allende in Chile, the nationalization of U.S. oil interests in Venezuela, the Falklands War and the negotiations to end the Contra war against the Sandinistas in Nicaragua.

He served as the U.S. ambassador to Venezuela (1975-1976), Peru (1977-1980), Argentina (1980-1983), Brazil (1986-1989) and finally Nicaragua (1990-1992), for which he came out of retirement at the personal request of President George H.W. Bush.

Other positions included special assistant to Secretary of State Dean Rusk (1967-1969), deputy chief of mission in Chile (1969-1973), deputy assistant Secretary of State (1973-1975), assistant Secretary of State for Inter-American Affairs (1976-1977), executive director of the Bipartisan Commission on Central America, chaired by Henry Kissinger (1983-1984) and President Ronald Reagan's special envoy to Central America (1984-1986).

Ambassador Shlaudeman was awarded the Presidential Medal of Freedom by George H.W. Bush in 1992.

Amb. Shlaudeman and his wife retired first to Georgetown and later to San Luis Obispo, Calif., where they bought a home on the 18th fairway of the San Luis Obispo Country Club.

In retirement, Amb. Shlaudeman traveled with his golfing buddies to play the historic old courses of Northern Ireland and Scotland, cruised through the Baltic Sea to St. Petersburg with his wife, and checked out the icebergs and glaciers in Alaska.

He was active in his local community, serving on the San Luis Obispo County grand jury and taking their official minutes from 2002 to 2003. He also stayed involved in dialogue and discussions related to U.S. foreign policy in Latin America.

Amb. Shlaudeman was a passionate football fan and a season ticket holder with the Washington Redskins, from their days playing at Griffith Stadium all the way to the mid-2000s. In his last months, as a 92nd birthday gift to himself, he arranged a solo train excursion for himself to the Western Canadian Rockies.

Amb. Shlaudeman was predeceased by his wife, Carol, in 2013. He is survived by his children Karl (and spouse, Shani Yuen), Katherine (and spouse, Peter Sutherland) and Harry (and spouse, Teresa), along with grandchildren Gabrielle and Helena.

Donations can be made in his name to the Senior Living Foundation of the American Foreign Service at slfoundation.org.

■ **Savannah Tunnell Walker, 88**, widow of Ambassador Julius Waring Walker Jr., died on Dec. 26, 2018, at her home in Chevy Chase, Md.

Mrs. Walker was born on Nov. 23, 1930, in Tahoka, Texas, to John Hansford and Lenore Muecke Tunnell, and graduated from Texas Tech University in 1951 with a degree in journalism. After several years working as a teacher, she landed a job in the Washington, D.C., office of Congressman George H. Mahon (D-Texas), who went on to become chairman of

the House Appropriations Committee. She met Julius, her future husband and a native of a small Texas town near her own, when as a new Foreign Service officer he stopped in to pay a call on his congressman.

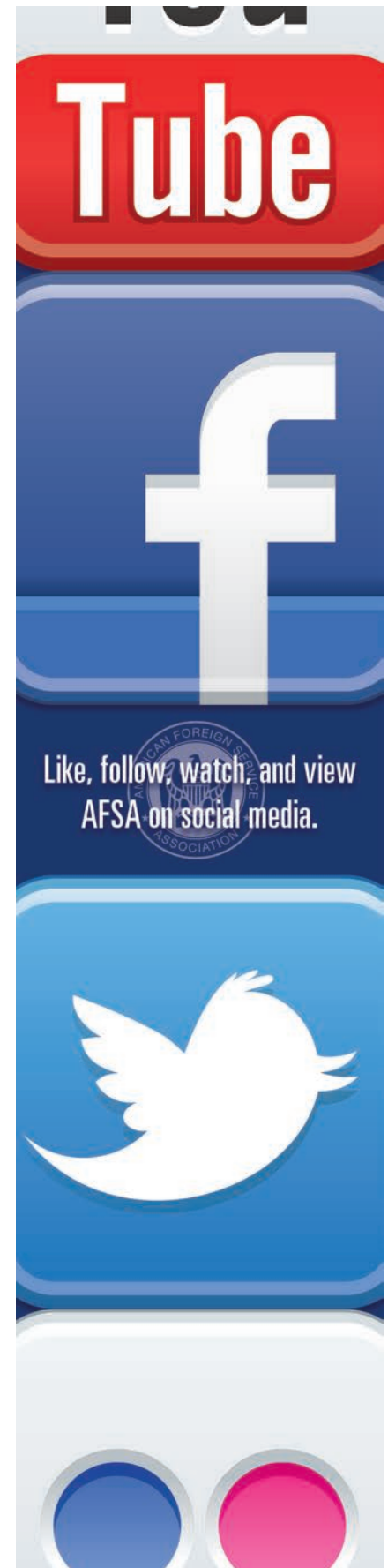
The couple lived in Africa during much of Ambassador Walker's 33-year career. After his first overseas posting, in Malta, they learned French together at the Foreign Service Institute in Paris before heading to Usumbura, Rwanda-Urundi (which is today two separate countries, Rwanda and Burundi), where he served as political officer during independence from Belgium in 1962.

The couple's other postings included Chad, from 1966 to 1969; Liberia, where her husband was chargé d'affaires during Samuel K. Doe's overthrow of the Americo-Liberian government in 1980; and Upper Volta (now Burkina Faso), where he was the ambassador.

Mrs. Walker was active in charity and other local causes while overseas. During a tour in London from 1969 to 1971, while her husband served as U.S. liaison with the U.K. on issues relating to the Biafra War, she served as president of the American Embassy Wives' Association.

While in Washington, she continued her Capitol Hill career as administrative assistant in Rep. Mahon's office. After the congressman retired, she worked as an executive assistant and manager at Ogilvy Public Relations Worldwide.

Mrs. Walker was predeceased by her husband in 2003. She is survived by her sister, Mary Margaret Stewart, of Waco, Texas; two daughters, Savannah Waring Walker, of Fleetwood, N.Y., and Lucile Lenore Walker, of Washington, D.C.; a son, George Julius Stewart Walker, of New York, N.Y.; and two grandsons, Walker Fountain and Laszlo Cline. ■



Decoding Brexit

All Out War: The Full Story of How Brexit Sank Britain's Political Class

Tim Shipman, William Collins Books, 2017, \$16.99/paperback, \$15.99/Kindle, 662 pages.

Brexit: Why Britain Voted to Leave the European Union

Harold D. Clarke, Matthew Goodwin and Paul Whiteley, Cambridge University Press, 2017, \$19.99/paperback, \$9.99/Kindle, 256 pages.

REVIEWED BY ANDREW S.E. ERICKSON

Given the oceans of ink already spilt on Brexit, what more can we learn? *Brexit: Why Britain Voted to Leave the European Union* and *All Out War: The Full Story of How Brexit Sank Britain's Political Class* show us. The former book wonkily dissects the polling of changing British attitudes toward the European Union. The latter compulsively documents how British politicians thought and fought about the United Kingdom's relationship with the E.U. Both works richly complement each other.

As recently as 2014 Tory luminary Lord Peter Carrington said leaving the E.U. would be “a very stupid thing to do.” David Cameron, the Tory prime minister who called the 2016 Brexit referendum, strongly supported E.U. membership. So why did Cameron initiate a referendum on Europe? Why did senior Tories—key among them Boris Johnson—use the vote to take a wrecking ball to Britain's relationship with Europe?

Tim Shipman's *All Out War* is a nail-biting tale of intrigue. Political editor of the *Sunday Times*, Shipman was uniquely well-placed to chronicle the behind-the-scenes machinations of the referendum. The prolix Mr. Shipman is thorough to the

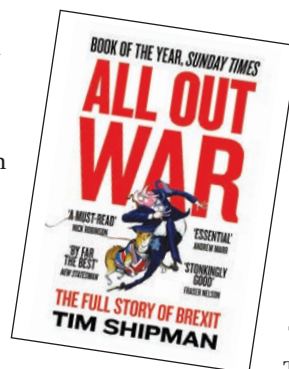
point of obsession, seemingly having read every WhatsApp text, email and Facebook message ever written between the warring parties, whom in many cases he also knows personally.

But Shipman's tale is just half the Brexit story. If British politics is often a tale of class conflict, Shipman focuses on the “Upstairs” part of the Brexit story. Downstairs, where the vast majority of Leave voters dwelt, the negative effects of immigration from other European countries had steadily eroded working class support for the E.U. *Why Britain Voted* explains the impact of this erosion.

Clarke, Goodwin and Whiteley explore the data behind the outcome, which ended up a cliffhanger whose consequences disturb our work today. While economics and ideological considerations motivated elite Brexiters, the voter numbers pushing Leave to victory owed far more to working class discomfort with soaring immigration. As immigration rose and rose again, E.U. rules on free movement rendered controlling it impossible.

Shipman explains what happened next. Cameron sought E.U. flexibility on migration. Believing a referendum could be a win-win, Cameron would show skeptical Tories that leaving the E.U. was a fringe idea while using the vote as a tool for exacting more concessions from Brussels.

For Cameron, Brexit began as a bluff because he thought he'd win it. He didn't know he wasn't bluffing about the risks of a Leave vote. He didn't think voters could be persuaded to leave. Neither did his E.U. counterparts understand how unpopular immigration was in the U.K. In the nearly three years since then, Britain's political bandwidth has been



completely absorbed by Brexit even as other issues fester.

Shipman tells the tale in dogged detail: Confident of victory, the prime minister ran a lackadaisical campaign focused on safeguarding Tory interests. Opposing him, Team Leave knew simple and memorable messaging could

deliver a victory more important to them than message accuracy. Leavers claimed Brexit would enable immediate sharp reductions in migration, a post-Brexit repatriation of hundreds of millions of pounds sterling from Brussels every week and—crucially—would preserve all the benefits of E.U. membership with none of its costs. Repatriated funds would bolster the National Health Service. Reducing migration would improve the lives of working class voters.

Against this “unicorn farm,” as some critics called it, Shipman shows how the Remain campaign offered only cerebral and nuanced messages about Britain's relationship with Brussels. Brexiters dismissed Remain's arguments as “Project Fear” and condemned them as elitist hooey. The electoral post-mortem is clear: Brexiters' messages of reducing immigration, taking back money from the E.U. and returning “control” to Britain decisively beat complex economic arguments delivered by Remain-supporting tycoons, nebbish economics professors and President Barack Obama, whose carefully orchestrated anti-Brexit interview during a visit to London backfired rather spectacularly, as Tim Shipman explains in his book.

Why Britain Voted's academic authors provide further context: “Many people were deeply worried about immigration and concluded that the U.K. would

be better able to control its borders and counter terrorism if the country were outside the E.U.” They also indirectly endorse the idea that the anger of Tory leaders such as David Cameron about Boris Johnson’s decision to support “Leave” is to some extent justified.

“Although it is not possible to say with certainty that ‘it was Boris [Johnson] who did it,’ he was considerably more popular than the leader of the Remain campaign, Prime Minister David Cameron,” the authors wispishly note. “As a very high-profile establishment Conservative representing the official Vote Leave campaign, Boris Johnson helped to attract ‘polite Euroskeptics’ who otherwise might have been put off voting Leave because it involved acknowledging—to themselves if not to others—that they were siding with the highly controversial Nigel Farage and assorted other ‘deplorables.’” Leadership matters in the face of populism.

Of particular relevance to policymakers, the authors of *Why Britain Voted* note, Britain in 2016 was only number six on the list of E.U. countries where immigration is least popular: “Growth in Euroskepticism across the E.U. is not something confined to the U.K.” They conclude by offering up the prospect of Czech-exit, Hungary-exit and other XYZ-exits where discontent about immigration mirrors or exceeds Britain’s.

As long as the economic benefits of E.U. membership continue flowing toward these Eastern European member-states, the exit scenarios are unlikely. But what about when E.U. monetary transfers diminish or end—partly due to Brexit?

Will Brexit make Britain richer or

poorer? In the heat of the campaign, Boris Johnson famously remarked that for Britons, supporting Brexit would be “having our cake and eating it” too; Brexit

would allow the U.K. to keep the benefits without the costs of membership. A few months later, European Council President Donald Tusk responded. Johnson’s metaphor—dubbed “cakeism” in Brussels—was “pure illusion, that one can have the E.U. cake and eat it too. To all who believe in it, I propose a simple experiment.

Buy a cake, eat it and see if it is still there on the plate.”

Tusk’s words may be the last on the subject. And Brexit’s epitaph, as well.

Retired Senior Foreign Service Officer Andrew S.E. Erickson served from 1990 to 2017. His service included tours at the U.S. Mission to the United Nations in Geneva and the U.S. Mission to the European Union in Brussels, as well as Embassies Luxembourg and Sarajevo. He now resides in Germany.

Where Are the Diplomat-Warriors?

Warrior Diplomat: A Green Beret’s Battles from Washington to Afghanistan

Michael G. Waltz, Potomac Books, 2014, \$34.95/hardcover, \$17.99/Kindle, 432 pages.

REVIEWED BY JAMES “JIM” MAICKE

September 2018 marked the 17th anniversary of U.S. involvement in Afghanistan. Launched to retaliate against Osama bin Laden and the Sept. 11, 2001, al-Qaida terrorist attacks, the U.S. operation in Afghanistan still has Washington’s political and military leadership grasping for a victory strategy, or at least a resolution that

would allow for an honorable conclusion benefiting long-term U.S. national security.

As the political pendulum swung back and forth over the years, the Afghanistan campaign morphed from a counterterrorist-centered strategy to a full-blown counterinsurgency effort, focused on building a war-torn Afghanistan as a viable Central Asian partner state. It now seems to be returning once again to a counterterrorism effort against the Islamic State.

Michael Waltz’s *Warrior Diplomat* offers a firsthand account and understanding of the trials and tribulations of combating terrorism, counterinsurgency, regime change and nation-building from both the political and military perspective. Mastery of these tasks will be essential for the future success of U.S. foreign policy and intervention operations.

Lieutenant Colonel Michael G. Waltz, an officer of the U.S. Army Special Forces (informally known as the “Green Berets”), is one of the few individuals who have participated both in policymaking and on the battlefield of this prolonged conflict. During multiple tours of duty in Afghanistan, he has led Special Forces teams in the fight against a Taliban insurgency and worked alongside NATO allied and Afghan partner forces through the different phases of the war.

Waltz’s military resumé is fairly typical of a U.S. Special Forces officer. What sets him apart is that when he was not on the ground in Afghanistan leading combat operations and hosting tribal elder engagements, Waltz worked as a country director for Afghanistan inside the Pentagon’s Office of the Secretary of Defense–Policy and as an adviser in the Office of the Vice President under Dick Cheney.

Charged with contributing to strategic-level policy development, Waltz would then lace up his combat boots and become a critical instrument of U.S. policy, wit-



The American saga in Afghanistan needs to be told and studied to avoid future mistakes there or in other conflicts.

nessing firsthand its very real shortfalls, limitations and lethal consequences. (When I wrote this review, Lt. Col. Waltz had just been elected to the U.S. House of Representatives, representing Florida's 6th District, a further extension of the warrior-diplomat role.)

From his unique perspective Waltz explains how U.S. political and military leaders have failed to achieve victory in Afghanistan, citing "five key mistakes": (1) a lack of devoted resources (derived from inadequate NATO contributions and the diversion of U.S. attention to Operation Iraqi Freedom); (2) an ill-defined overall war strategy; (3) inordinate risk aversion on the part of U.S. military commanders; (4) inability to adequately deal with Pakistan's support of the Taliban insurgency; and (5) the political blunder of President Barack Obama's advance announcement of the planned 2014 U.S. withdrawal from Afghanistan.

He draws on personal experiences on the battlefield and as a "fly on the wall" at many executive-level meetings in Washington, D.C., to explain the significance of these mistakes. His vignettes depict the frustration and confusion personnel on the ground in Afghanistan express with U.S. strategy and the appointed military leadership. Most importantly, Waltz shows how the policies, or lack thereof, affect one of the most elite and most deeply invested units of our ground force military.

Part of Waltz's proposed solution for Afghanistan involves greater direct involvement from U.S. civilians who are part of the interagency apparatus, namely the State Department and USAID. Predominant excuses for civilian agency shortfalls in Afghanistan include the

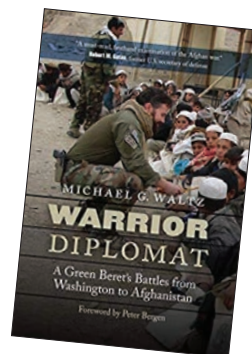
diversion of employees to Operation Iraqi Freedom, a diplomat's inability to work in the harsh combat environment of Afghanistan and DoD's mission creep into the civil sector.

The charge of DoD mission creep into statecraft, popularly referred to as the "Walmartization" of the military, has some validity. DoD benefits from the most funding, manpower and operational reach of any federal agency, thus enabling potential nation-building efforts (though history has shown that full mission accomplishment is rarely achieved).

Compared to Defense, the State Department and USAID command a tiny fraction of funding and personnel. Indeed, many of the experiences Waltz recounts in this book point to how under-resourced and mismanaged these interagency operations are. DoD is, thus, a natural "crutch" organization to lean on in the work of stabilizing and building democratic nations following open conflict. If the military sat back and did not fill these gaps in Afghanistan, which agencies would?

Today, especially within the U.S. Special Operations community, soldiers are trained to be comfortable maneuvering through a firefight one day and then putting on a suit and speaking intelligently about their mission to members of the country team the next day. Special operators and conventional military personnel alike are thrust into cultural training and complex conflict negotiation exercises. They are taught to manage development projects during their training.

Guest speakers from the State Department often receive invitations to visit military installations, and trips are organized



for uniformed personnel to visit Washington to learn the correct diction, syntax and mannerisms to use when interacting with government civilians.

DoD even endorses its military leaders earning post-graduate degrees from top-ranked civilian

universities known for their ability to create statesman and diplomats. This gives military leaders the ability to network with civilian leaders, enhances their understanding of the systems and processes of the interagency environment, and strengthens their civil-military IQ levels.

By contrast, what bridging attempts, solutions or training programs has the State Department spearheaded to make Foreign Service officers more prepared to work with the military, let alone in hostile zones? DoD embraces the ideal of "warrior-diplomats" within its ranks to accomplish the mission. But to bring some sort of reasonable conclusion to this almost two-decade-long ordeal, the U.S. needs more "diplomat-warriors."

The American saga in Afghanistan needs to be told and studied to avoid future mistakes there or in other conflicts. Waltz's *Warrior Diplomat* should be included on library bookshelves and commander mandatory reading lists, next to legacy works like *The Bear Went Over the Mountain* (1996), for both junior officers and aspiring diplomats to read before they are asked to serve in low-intensity conflict zones like Afghanistan. ■

Major James Maicke is a U.S. Army Special Forces officer. He received his commission from The Citadel in 2008 and is currently a defense analysis student at the Naval Postgraduate School in Monterey, California.

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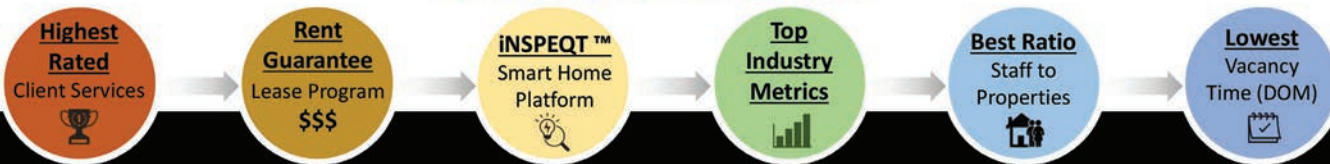
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Recipe for Success

BY MELISSA MATHEWS

The celebrated American chef Julia Child is a Foreign Service legend. Assigned to Paris after World War II with her diplomat-husband, she discovered the passion that made her famous. Cooking rich, buttery French cuisine was the profession she'd been looking for all her life, she later recalled.

It also gave her what many modern diplomatic spouses dream of—a portable, flexible career, and an identity all her own. Beyond boeuf bourguignon, Julia Child has a lot to teach the modern trailing spouse.

Child was a trailblazer. Yet more than 70 years later, the rest of us are still slogging along a muddy, unmarked path. The obstacles are plentiful—bilateral work agreements (or lack thereof), licensure issues, language barriers, security restrictions, frequent moves. The recent departmental hiring freeze and slow pace of clearances add to our frustrations.

But I believe we're at a turning point. There's never been a better time for diplomatic spouses to take control of our futures. We're seeing an explosion of remote-work possibilities enabled by new collaboration tools and mobile technology. The gig economy is thriving.

I recently came across an oral history Child recorded for the book, *Married to the Foreign Service: An Oral History of the American Diplomatic Spouse* (Twayne



Julia Child with her husband FSO Paul Child in Norway during his 1959-1960 posting there. This photo first appeared in an article, "Bon Appétit—Julia Child: From Foreign Service Wife to French Chef" by Jewell Fenzi and Carl L. Nelson, in the November 1992 *FSJ*.

Publishers, 1994). I was struck by how many of her struggles are still our struggles, and how much of her advice stands the test of time.

Julia said of cooking: "I was passionately interested in it."

She recorded the oral history in 1991, but the importance of passion still holds true for FS spouses like Hui-chin Chen, a certified financial planner who advises clients remotely. She developed her interest in all things financial shortly after her entry into Foreign Service life, which she used as an opportunity to explore her options.

"Finding what was next for me was my priority, and I had a lot of time to try different things," she says. "Financial planning was one that grew on me because every time I tried to pigeonhole what it is, I found

new aspects that I never thought of before."

Andrew Sheves, currently based in Amman, sees opportunity as a trailing spouse. "Despite the challenges, there's less financial pressure than if we were back in the United States. This financial freedom can be what allows us to pursue our passion in the first place," says the founder of software start-up DCDR.io. "In my case, building a software start-up was a pipe dream while we were still in D.C. with a mortgage, etc."

Julia said: Break out of the embassy bubble—"It was very nice having a hobby and a profession at the same time because you met all kinds of people."

Marcelle Yeager, founder of both Career Valet and Serving Talent, career services and recruiting firms, says work has enabled her to broaden her network and even make friends: "Approach the types of events you attend creatively. You'll be surprised how often you meet people running complementary businesses."

Laura Ellsworth, a communications consultant and former journalist based



the dog. Which she does.

Melissa Mathews is the president and founder of The Mathews Group, a strategic communications agency serving Fortune 100 clients. Her pre-Foreign Service experience includes work at CNN and the National Aeronautics and Space Administration. As a diplomatic spouse, she's lived in Guatemala, Saudi Arabia (twice) and Jordan. She has three children—four, if you count

in Prague, appreciates the independence an outside career gives her: “Women, in particular, forget it’s okay to promote themselves. When new people ask what I’m doing, I say I run a communications company. I find they take me more seriously if I leave it at that.”

Julia said: Get your partner on board—her husband Paul was “a prime dishwasher and baggage carrier.”

“I told my husband, ‘I’ll go with you anywhere in the world, but I have to have something for myself,’” says Beth Hoban, a talent development consultant currently in Manila with clients such as Pfizer, Heineken and the Asian Development Bank.

“Your career absolutely needs to be a prime factor in bidding,” she advises. “Make your requirements clear: an English-

Prioritizing both partners’ careers takes some compromise, but it has its own rewards.

speaking business community, access to high-speed internet—whatever you need to increase your chance of success.”

Prioritizing both partners’ careers takes some compromise, but it has its own rewards. “For the first 10 years of our marriage, we took turns,” says Jessica Hayden, a corporate attorney. “We moved first to wherever was best for his job and then wherever was best for mine. This meant we both made sacrifices. But we were also able to get those early foundational experiences we needed.”

When my husband joined the Foreign Service more than a decade ago, I was a

new mom, with one baby on my hip and another on the way. I welcomed a break from the high-stress position I left behind when we moved to our first post.

But I had invested a lot in my career until that point. I still wanted to make a contribution—and be rewarded financially for it. So with my husband’s support, I began to design my own work-life path, and never looked back.

“The only real stumbling block is fear of failure,” as Child herself said of her work. “You’ve got to have a what-the-hell attitude.”

So let’s get cooking! ■



Volunteer Your Voice Join the *Journal's* Editorial Board!

Active-duty and retired Foreign Service members, who are also members of AFSA, are invited to apply for a two-year term with *The Foreign Service Journal* beginning late summer.

Editorial Board members, appointed by the AFSA Governing Board, meet each month to evaluate manuscripts, decide on future topics, and otherwise help ensure that the *Journal* speaks effectively to the issues of importance to the Foreign Service. The Editorial Board sets the editorial direction of the *Journal*, in consultation with the editorial staff.

Board members must reside in the Washington area and be able to attend monthly meetings at AFSA headquarters.

If interested, please send over your CV and a note telling us why you want to join the Editorial Board, what you would bring to the position and how you see the role of the *FSJ*. Please apply by April 22 to journal@afsa.org (Subject line: “Editorial Board Volunteer”).

THE FOREIGN SERVICE JOURNAL

Ask Ms. Fashion Service Person

BY JENNIFER SUDWEEKS



Like all of you, I was devastated when the Sounding Board was taken down. Where would I go to learn about the best places to take naps in Main State, and how on earth would I know what to wear to FSI, or how offensive flip-flops are, or why seersucker is the greatest thing ever?

The one joy of every summer transfer season was reading advice from people who have never opened a fashion magazine on what women should wear in the summer. Little did they know that the proper summer attire for women in the department is a parka—to keep from freezing to death in the air-conditioning. A warm pair of Uggs is also a must.

To offer an alternative to helpful fashion advice from policy wonks who still wear Larry King suspenders, I have decided to start my own column of advice for the sartorially challenged.

Dear Ms. Fashion Service Person,

What is the appropriate footwear for pushing your jeep out of the mud during monsoon season up-country? I thought it might be flip-flops, but my supervisor says rain boots. My rain boots are blue with yellow ducks on them. May I wear them on my trip?

Sincerely,

Too Young to Know People Used to Call Them Thongs

Dear Flip-Flopper,

Neither. Your rain boots are clearly meant to be worn to pick up your children from school during a flood, which will happen more often than you think. They will also be the only hope you have of keeping your pants dry during the monsoon. And they are the best for stomping on monstrous spiders because you can just hose the carcass off. If you lose them in the mud, how will you manage the spider infestation?

The answer to this dilemma is that pair of high heels hidden



Jennifer Sudweeks is a consular officer from Texas currently assigned to New Delhi. Her previous tours include Shanghai, Seoul and the Bureau of Consular Affairs. She and her tandem husband have never served in Europe, despite Jennifer's fluency in Norwegian and German. They have three daughters, all of whom are very fashionable.

in the back of your closet that you paid too much for but told your husband you really needed! When you wear them, they hurt so much that you want to chop off your feet. You know the ones. Wear those so you can loudly lament their loss in the mud if Husband ever asks where they are.

Dear Ms. Fashion Service Person,

What kind of shoe should I wear to run across the Pentagon when I am late for a meeting that won't give me blisters or break my ankle?

Sincerely,

Why Doesn't the Shuttle Ever Run on Time?

Dear Blister Sister,

You need to find those shoes that Ron Howard's daughter wore when she ran away from the T-Rex during that Jurassic movie.

That said, combat boots are always appropriate for the Pentagon. Alternatively, you can take the shuttle the day before and sleep there so you will be on time without running. You can hang out at the Dunkin' Donuts until your meeting because, of course, the Pentagon has Dunkin'.

You can also go to the Virginia DMV while you are there. There is no line and, as a bonus, they know how to not suspend your license when you change your address to DPO.

Dear Ms. Fashion Service Person,

What is the proper attire to visit an incarcerated American? Should I bust out my black suit complete with flag pin that I bought for A-100 but haven't worn since I arrived in Ouagadougou?

Sincerely,

An Idealist

Dear Captain America,

Not if it is a suit with a skirt, unless you enjoy playing Russian roulette with dengue and malaria mosquitos. However, a black suit with a flag pin is appropriate for any Foreign Service event, including the Marine Corps Ball, suitcase duty for a VIP, or a funeral.

So dust off that suit and Febreze it within an inch of its life! You

will look like the picture of American authority even as you tell the prisoner you cannot get them out of jail. (But maybe leave off the pin.)

One stands very still, looking very lovely, like a statue.

But Indian women do it all the time.

One isn't an Indian woman, is one? Otherwise one wouldn't be asking this question.

Dear Ms. Fashion Service Person,

Do my hand-tooled Western boots from Mexico go with my Kerala-style sari that my staff is requiring me to wear for a group photo? What about a Hanbok? Or my Kente cloth dress?

Sincerely,

I've Served on Every Continent Except EUR

Dear Ms. Fashion Service Person,

How do you mix up your wardrobe when Air France lost all of your luggage?

Sincerely,

Mrs. I Refuse to Pack Extra Clothes in My Carry-On

Dear Tandem FSO,

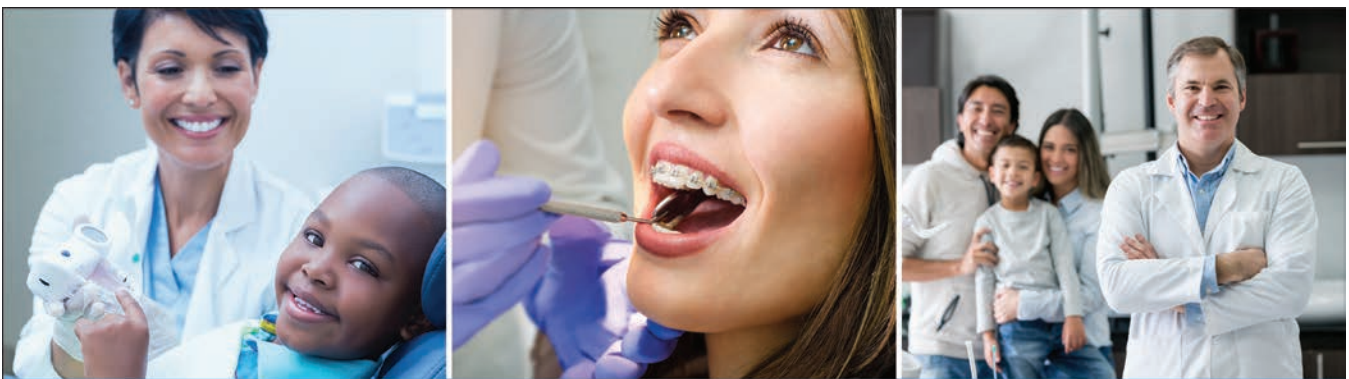
If you were smart enough to snag some hand-tooled boots in Mexico, then you know that they go with everything—even the aforementioned ubiquitous black suit with flag pin. And good luck with the bidding. I hear it's brutal looking for two jobs this year!

Speaking of saris, how does one walk in a sari?

One doesn't. It is impossible to walk in a sari without tripping.

Dear Fly America Next Time,

You can supplement your wardrobe with purchases from your layover at Charles De Gaulle and with the items in your seatback pocket. There are plenty of chocolate wrappers and postcards that could be taped together to make a dress or suit. And more than one FSO has worn an airline blanket toga to check in with the RSO at their new post. ■



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This stunning pagoda is one of many highlights from our amazing adventure through Burma last November. It is the Hsinbyume (also known as the Myatheindan) Pagoda on the banks of the Irrawaddy River, about 10 kilometers northwest of Mandalay. Famous for its white architecture, the pagoda is modeled on the physical description of the Buddhist mythological mountain, Mount Meru. Pictured atop the structure (left to right) are Foreign Service officers from Embassy Jakarta: Alexis McGinniss, USAID contracting officer; Betty Chung, USAID legal officer; Andy Vo, State Department vice consul; and Rebekah Eubanks, USAID legal officer. ■

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.

Betty Chung is an FSO serving in Jakarta, Indonesia. A legal officer at USAID, she is an avid golfer and enjoys traveling and scuba diving in the region. The photo was taken with her Apple iPhone 6.





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