

FOREIGN SERVICE

JOURNAL

THE MAGAZINE FOR FOREIGN AFFAIRS PROFESSIONALS

\$3.50 / OCTOBER 2008



A COMMON MISSION
The Peace Corps and the Foreign Service

PIED-À-TERRE, ON DEMAND.

AKA Hotel Residences balance the amenities and personal service of an intimate hotel with the long term comfort of a fully appointed luxury condominium. Specializing in stays of a week or more, AKA stands for generous spaces; artful design; attentive staff; and superb business, spa and fitness services.

We accept government per diem.



aka.

LUXURY FLEXIBLE STAY FURNISHED APARTMENTS

WHITE HOUSE 888.AKA.0210 202.904.2500

ARLINGTON 888.AKA.0310 703.294.6415

DULLES 888.AKA.3080 571.313.4100

NEW YORK CENTRAL PARK SUTTON PLACE TIMES SQUARE UNITED NATIONS WHITE PLAINS
PHILADELPHIA RITTENHOUSE SQUARE

STAY-AKA.COM 866.AKA.9999

International Auto,
Property, & Health
Insurance



As a member of the Foreign Service, your lifestyle should never be interrupted by a loss or accident.

The proper international insurance can keep you in motion. Our Web site provides information on our complete portfolio of insurance products.

Apply online today.

missionsabroad.clements.com

CORT WELCOMES YOU TO WASHINGTON



With just one call we can address all your temporary housing needs.

CORT offers furniture packages that fit any style . . . at a price that fits within the Federal Government per diem allowance.

CORT provides a **FREE** apartment locating service to make sure you get comfortably settled in quickly.

Take advantage of these special **CORT** extra services:

- *Evening appointments upon request.*
- *Automatic Payment using your credit card.*
- *Next day delivery available.*
- *10% government discount.*

CORT has more than 30 years experience providing furniture solutions in the Washington area.

Call . . . 703.379.8846

3101 Park Center Drive, Suite 100
Alexandria, VA 22302

CORT.com

CORT®

*Wherever you're heading,
we'll be there.*

A Berkshire Hathaway Company

CONTENTS

October 2008 Volume 85, No. 10



Cover and inside illustrations by
Philippe Béha / i2iart.com

PRESIDENT'S VIEWS / 5

A Professional Issue
By John K. Naland

SPEAKING OUT / 13

Mid-Level Hiring and
the War for Talent
By Kevin D. Stringer

FS KNOW-HOW / 16

Maximizing the Value of the
Political Adviser Function
*By John D. Finney and
Alphonse F. La Porta*

REFLECTIONS / 88

Earth to Earth, Ashes to Ashes
By Jonathan Rickert

LETTERS / 6

CYBERNOTES / 9

MARKETPLACE / 11

BOOKS / 71

IN MEMORY / 73

INDEX TO ADVERTISERS / 86

F O C U S O N

The Peace Corps

THE PEACE CORPS AT MIDDLE AGE / 20

The number of Peace Corps Volunteers has grown significantly in recent years,
but is the agency living up to its promise?

By Shawn Zeller

RESTORING AN AMERICAN ICON FOR THE 21ST CENTURY / 27

The Peace Corps should never be considered an instrument of day-to-day
U.S. foreign policy. But it is a significant element of soft power.

By James R. Bullington

THE SILK ROAD TO WASHINGTON / 34

One FSO describes his transition from the Peace Corps to the Foreign Service.

By James Waterman

FROM THE PEACE CORPS TO THE DIPLOMATIC CORPS / 39

FS employees and family members who have served with the Peace Corps
and Foreign Service offer their insights on how the two organizations
compare and contrast.

By Steven Alan Honley

F S F I C T I O N

SAMMY AND I / 46

Events in Palavaria take an unexpected turn just after prospective embassy
personnel learn its language, in this spoof about the vicissitudes of FSI training.

By Michael D. Quinlan

F E A T U R E S

FROM KHARTOUM TO CONCORD / 52

A stint as a politician was never part of my vision for life after the
Foreign Service — and certainly not beginning at age 77.

By Don Petterson

CUBA AFTER FIDEL / 55

So far, not much has changed since Fidel Castro's retirement as
Cuba's president. What are the prospects for the next U.S. administration?

By George Gedda

CONTENTS

A F S A N E W S

FIRST CALL FOR AFSA GOVERNING BOARD NOMINATIONS / 61

U.S. PRESIDENTIAL TRANSITION AND AFSA / 61

EDITOR'S NOTE: AFSA NEWS CHANGES HANDS / 61

NEWS BRIEFS: AGGELER, COMPARABILITY PAY / 62

VP STATE: THE PRESIDENTIAL CANDIDATES
AND THE FOREIGN SERVICE / 63

VP USAID: CAREER FOREIGN SERVICE
UNDER ATTACK FROM INSIDE / 64

SLOUCHING TOWARD RETIREMENT? / 65

CALL FOR SUBMISSIONS: *INSIDE A U.S. EMBASSY* / 66

RETURNED PEACE CORPS VOLUNTEERS @ STATE / 67

ESSAY CONTEST INTRODUCES STUDENTS
TO THE FOREIGN SERVICE / 68

GET SET TO VOTE / 68

CLASSIFIEDS / 69

Editor

STEVEN ALAN HONLEY

Senior Editor

SUSAN B. MAITRA

Associate Editor

SHAWN DORMAN

Ad & Circulation Manager

ED MILTENBERGER

Business Manager

ALICIA J. CAMPI

Art Director

CARYN SUKO SMITH

Editorial Intern

ARIANA AUSTIN

Advertising Intern

HANS MULDER

EDITORIAL BOARD

TED WILKINSON
Chairman

JOSEPH BRUNS

STEPHEN W. BUCK

JULIE GIANELLONI CONNOR

JIM DEHART

JEFF GIAUQUE

GEORGE JONES

LAURIE KASSMAN

YVETTE N. MALCIOLN

DAVID MCFARLAND

AL PESSIN

THE MAGAZINE FOR FOREIGN AFFAIRS PROFESSIONALS

Foreign Service Journal (ISSN 0146-3543), 2101 E Street, N.W., Washington, D.C. 20037-2990 is published monthly with a combined July-August issue 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 e-mail. *Journal* subscription: AFSA members – \$13 included in annual dues; others – \$40. 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 Public Affairs Information Services (PAIS). The *Journal* is not responsible for unsolicited manuscripts, photos or illustrations. Advertising inquiries are invited. The appearance of advertisements herein does not imply the endorsement of the services or goods offered.

TELEPHONE: (202) 338-4045

FAX: (202) 338-8244 or (202) 338-6820

E-MAIL: journal@afsa.org

WEB: www.afsa.org; www.fsjournal.org

© American Foreign Service Association, 2008.

Printed in the U.S.A. Send address changes to:

AFSA

Attn: Address Change

2101 E Street N.W.

Washington DC 20037-2990

Printed on 50-percent recycled paper,
of which 10 percent is post-consumer waste.

A Winning Bet!

Win, Place, Show. Let us show you how our place can put you on the winning path to achieve your goals. Our masters program will prepare you for a successful career in international affairs.

PATTERSON SCHOOL OF DIPLOMACY AND INTERNATIONAL COMMERCE

Admitting just 35 students a year ensures an exceptional level of attention, interaction and instruction.

Place your bet on us – to **WIN.**

UK
UNIVERSITY OF KENTUCKY
An equal opportunity university

www.PattersonSchool.uky.edu

Master of Arts in Diplomacy and International Commerce.
Concentrations in diplomacy, international commerce,
international security, intelligence and development.



PRESIDENT'S VIEWS

A Professional Issue

BY JOHN K. NALAND

Earlier this year, the *Foreign Service Journal* polled readers, asking for suggestions on new topics to be covered. One response, in particular, caught my attention: "How many senior officers have sold their souls to the devil over Iraq to advance their careers?" It is indeed true that, until now, that issue has not been addressed in this journal.

However, the same question, as applied to senior military officers, has been the subject of vigorous discussion in professional military publications over the past few years. For example, the *Armed Forces Journal* ("the leading joint service monthly magazine") has published numerous articles examining whether America's senior military officers have fulfilled their duty to offer professional advice to their politically-appointed civilian superiors, especially concerning initial operations in Iraq:

- In April 2007, active-duty Lieutenant Colonel Paul Yingling wrote that "generals have a responsibility to society to provide policymakers with a correct estimate of strategic probabilities." He charged that, as a group, U.S. generals had chosen conformity and career advancement over providing their frank, expert views.

- In July 2007, active-duty Lieutenant Colonel John Mauk argued that "the failure of our generals in Iraq was a failure to stand up to the defense sec-



retary, the administration and their appointed leader in Iraq."

- In August 2007, active-duty Colonel Henry J. Foreman Jr. cited "the failure of the senior uniformed ranks to serve as a responsible check

and balance to manifold civilian strategic shortcomings — often hiding behind the principle of political neutrality to disguise cowardice and careerism."

- In February 2008, retired Lieutenant General John H. Cushman called for an investigation of prewar planning to determine if "U.S. four-stars ... [had] forcefully made known their objections to the defense secretary and, if necessary, to the president."

The unifying theme of these essays is that, due to timidity or careerism, some senior U.S. military professionals failed to provide their political superiors with potentially unwelcome expert assessments. Is the military alone in having senior officers who have failed to stand up for their services, or can the same be said of some of our nation's senior career diplomats? To answer these questions, we need to put the issue in context.

By law and tradition, the American system of government makes a clear distinction between politically appointed and career officials. Political appointees come and go with the electoral tides. They are not selected because they are, by some objective measure, the best prepared person for the job, but rather because they helped

the new president get elected and share his worldview. Career officials, on the other hand, rise through government ranks based on documented performance and demonstrated potential. They then use their years of experience to provide frank, nonpartisan advice to political appointees whose job it is to make the final decision.

What is *not* supposed to happen is for career officials to abandon their apolitical orientation by allying themselves with a politically appointed patron in order to obtain a plum position ahead of their peers. Career officials are not supposed to be compliant yes-men and yes-women who fail to meet their professional responsibility to speak up, behind closed doors, about likely negative consequences of pending policy decisions.

Have these things taken place in recent years at the State Department? Have some senior career officials "sold their souls" over Iraq and other issues in order to advance their careers? I believe that some have. I also believe that it is appropriate for active-duty diplomats, like our uniformed colleagues, to openly discuss this important professional issue.

I will do so in my November column — not by looking backward at the historical details of Iraq policy formulation, but rather by looking forward at broader issues of enduring importance: What are the professional responsibilities of senior career officials? What should happen to those who fail to fulfill those responsibilities? ■

John K. Naland is the president of the American Foreign Service Association.



LETTERS

One of a Kind

I was pleased to see the recent profile of Ambassador Thomas D. Boyatt (“A Tireless Advocate for the Foreign Service,” July-August). I had the honor of working for him while serving as a Marine security guard in Bogota from 1981 to 1982. In those days, the M-19 guerilla organization provided the embassy with daily security challenges and nonstop death threats directed at Amb. Boyatt. He never complained of the additional security we Marines provided. He even carried a nickel-plated .38 caliber “Detective Special” and knew how to use it.

Embassy Bogota had only one security officer at the time and a few Marine security guards who’d been trained to form a personal protection detail. We rode in the back seat of the trailing car with an Uzi. Trying to retain our balance while facing out the back window and fighting carsickness became a routine challenge. Additionally, we provided nightly security patrols at Amb. Boyatt’s residence. We all admired and appreciated his courage, his kindness and his support of the Marine security guard detachment and the security program in general.

Everyone knew who ran the embassy, no question. His straight-talking, no-nonsense style, combined with “Monte Carlo” nights, cigars and humor, made Amb. Boyatt truly one

of a kind in the Foreign Service. As a fellow southern “Buckeye,” I am proud to have had the opportunity to work with an outstanding example of what President Theodore Roosevelt called the “iron fist in a velvet glove.”

E. Alex Copher

Information Management

Officer

Embassy Rangoon

The Importance of Dissent

I thought the July-August issue was first-rate. The FS Heritage piece, “Grace Under Pressure: John Paton Davies,” by Bob Rackmales, is an example of *Foreign Service Journal* writing at its finest: engrossing, evocative of the era and, possibly most important, timely.

Who can read this article, including the sidebar excerpt from Barbara Tuchman’s 1973 address to AFSA, “Why Policy Makers Do Not Listen,” without seeing strong parallels to our invasion of Iraq and the fight against Islamic radicalism? Once again, we have ideologues in power unwilling to accept a reality at odds with their worldview.

It would be interesting to debate the question, “Which has done more lasting harm to the vital interests of the U.S.: the isolation of the China hands in the 1950s and the branding of their analysis and reporting as treason, or the total rejection by this administration of the State Depart-

ment’s “Future of Iraq” project in shaping U.S. policy?

Rackmales reminds us of a lesson we never seem to learn: In a democracy (or any other form of government, for that matter), demonizing dissent ensures that the worst ideas, not the best, prevail.

Arthur S. Lezin

FSO, retired

Bend, Ore.

The Plane Truth

I really enjoyed the July-August FS Heritage article on John Paton Davies. It prompted me to reflect on the institutional dysfunctions that he and his colleagues experienced, and on how little they have changed in the last half century.

However, I would like to report two factual errors. First, Davies, Eric Sevareid and their fellow passengers bailed out of a C-46, not a C-47. (The majority of the dangerous flights “over the Hump” were carried out by crews in C-46s.)

Second, Rackmales says that the C-46 was “a DC-3 in civilian life,” but this is also incorrect. Curtiss-Wright manufactured the larger C-46 “Commando,” first as a passenger aircraft in the late 1930s and then as a freight hauler during World War II. Douglas Aircraft manufactured the smaller DC-3, for which C-47 was the military designation. I have been in both planes and know the difference.

LETTERS

Over 10,000 DC-3/C-47s were manufactured and many are still flying. The C-46 served as a cargo aircraft during and after the war but, because only about 3,300 were built, just a few have survived into modern times. In contrast, the DC-3 became one of the all-time most successful aircraft, a tribute to Donald Douglas' vision and ingenuity.

That said, I again offer kudos to the author and the *FSJ* for a most enjoyable profile of Davies.

Bruce Byers
FSO, retired
Reston, Va.

Managing State

Congratulations to John Naland on his July-August President's Views column setting forth work requirements for the new Secretary of State. It is an important contribution for the next administration.

I wonder if someone is keeping an eye on the involvement, if any, of career officers — Foreign Service and Civil Service — in plans for management of foreign affairs in the new administration. Secretary of State Colin Powell was especially sensitive to the importance of career officers in managing State, and his effectiveness in policy implementation and resource support was due in some measure to the support of the professional staff. (The *New York Times* recently did a piece on the foreign affairs advisers to the Obama campaign and there wasn't a single career Foreign Service officer named, current or retired.)

Hats off, as well, for publishing Bob Service and Dana Deree's letters about Jack Service. The Bob McMahan review of M. Stanton Evans' book was an unwelcome reminder of a tragic era. It happened that my own father (our families were in China together) — who knew and admired

The New 2009 C-30 Now Available at Diplomatic Pricing!



STARTING AT

\$21,950

Call for program details and additional specials. Contact Dana Martens at 202-885-5312 or email DMartens@MartensCars.com for more information.

**MARTENS
VOLVO**



4800 Wisconsin Ave. N.W. 202-537-3000

www.MartensVolvo.com

Master's Degree in Public Policy

A ONE-YEAR PROGRAM FOR MID-CAREER PROFESSIONALS

in Cooperation with the Department of State

Our M.P.P. program provides rising leaders in the international and domestic policy arenas an opportunity to expand their organizational skills and intellectual breadth to compete in an increasingly complex global environment.

The John L. Weinberg Fellowship Program. Through a joint program with the Department of State, Princeton offers up to five fellowships each year to Foreign Service and Civil Service employees nominated by the Department. During the academic year, Fellows take courses alongside all other Woodrow Wilson School graduate students. The rigorous one-year program combines courses in quantitative methods and policy analysis with a more specialized curriculum chosen from among the School's four fields of concentration: international relations, international development, domestic policy, and economics and public policy. Most classes are small seminars taught by faculty from the politics, economics, and other departments of the University.

Qualifications. The State Department has established eligibility criteria for FO-02s and FP-02s and for Civil Service officers at the GS-13 or GS-14 level. Details are available in a series of State Department notices and in the Foreign Service and Civil Service Long Term Training Opportunities Booklet 2009-2010; or, by contacting Linda Wray in HR/CDA/SL/CDT or Paul Lawrence in HR/CSP.

For further information about State Department eligibility and application procedures, FSOs may contact Linda A. Wray in HR/CDA/SL/CDT at (202) 647-3822 or by email at wrayl@state.gov. Civil service employees may contact Paul N. Lawrence in HR/CSP at (202) 643-2134 or by email at lawncsp@state.gov.

Woodrow Wilson School
Princeton University
Master's Degree in Public Policy
Princeton, NJ 08544-1013

For more information, call the Woodrow Wilson School at (609) 258-4855 or e-mail us at mppf@princeton.edu or visit our website at www.princeton.edu/grad/mpp

Applications must be received by
December 1, 2008.

The Woodrow Wilson School also offers a two-year Master's degree in Public Affairs (M.P.A.) and a Doctor of Philosophy in Public Affairs (Ph.D.)

PRINCETON UNIVERSITY
**WOODROW
WILSON
SCHOOL**
of Public and International Affairs



Jack Service, as did all of the ‘China crowd’ — had his own run-in with McCarthy, but was “saved” by the intervention of Rep. Walter Judd, R-Minn.

*R.T. (Ted) Curran
FSO, retired
Frankfort, Mich.*

Foreign Service 2010

I enjoyed reading John Naland’s June President’s View column, “The Foreign Service Act of 2010,” as well as Shawn Dorman’s article, “Who Is the ‘Total Candidate’? FSO Hiring Today.”

We may get a revamp of the Foreign Service Act in 2010, but probably not along the lines suggested by Mr. Naland. His suggestions make too much sense. More area and language training are the keys to making a good Foreign Service officer who can give the department the type of onsite analysis needed to make good foreign policy decisions, which the Secretary can then convey to the president for his approval. We all know the problems resulting from foreign officials telling us what they think we want to hear and the concomitant problems of the inexperienced FSO passing it along as “gospel.”

Concerning the establishment of a training complement to enable more area and language training, I fear that the first time there is a budgetary problem it would be eliminated — assuming we could ever convince Congress to create it in the first place.

Regrettably, the idea of a 10-percent limit on the appointment of non-career ambassadors is a non-starter. The Constitution gives the president full power to name ambassadors, and I cannot imagine any president allowing that power to be limited.

Concerning the FS exam, I believe the department is placing too much emphasis on minority and gender hir-

ing. Given the small number of candidates who pass the orals and are offered employment, I believe we should take the best candidates regardless of race and gender. I am reminded of the statement former Secretary of State Colin Powell made about his career — he preferred to think he rose to his high rank through merit and ability rather than through an affirmative action program.

*Robert A. Bishton
FSO, retired
Albany, Ga.*

We’ve Got Guys

As a 1998 graduate of Presbyterian College who worked as an admissions counselor for my alma mater for two years before joining the Foreign Service, I was pleased to see your June 2008 sidebar on the *Washington Monthly* ranking of schools that placed PC (as alums call it) atop its list of liberal arts universities. However, I did raise an eyebrow when I saw it described as a women’s college.

Undoubtedly, the 48 percent of male Blue Hose (our mascot) currently enrolled at PC would be similarly surprised. More information about this excellent institute of higher education, including articles where its president, John Griffith, downplays the methodology used in such rankings, can be found at www.presby.edu.

*Matthew Miller
FSO
Embassy Yaoundé*

Remembering Barbara Johnson

Thank you for the thoughtful obituary for Barbara Johnson (July-August *FSJ*), which sparked fond memories for us. We started out with Barbara, in Bangkok in 1963, and knew her as a beloved colleague and friend throughout our careers and in retirement.

Barbara’s capacity for deep and

lasting friendships was indeed remarkable. At the memorial brunch for her on March 30 at Ft. Myer in Arlington, Va., more than 40 people, friends from all walks of her life, shared warm and humorous tales of their relationships with her. One could not possibly include all of these in an obituary.

But there is one tale that we feel needs to be told to make her memory complete: it is a true love story.

Kjeld Hansen and Barbara met and fell in love some 45 years ago in Bangkok. Their friendship lasted for some time, but as their careers diverged they eventually drifted apart. Five years ago, Kjeld was in the D.C. area visiting friends and phoned Barbara, not knowing whether she would even see him. They agreed to meet at the Dupont Circle Metro.

He waited and waited there, thinking she had changed her mind. At last, he asked someone if there was another entrance to the Metro. As it happened, Barbara had been standing at the other entrance, thinking that he had, perhaps, changed *his* mind. They both started walking to the other entrance and met in the middle.

It was as if they had never been apart! They renewed their friendship, Barbara visiting Denmark and Kjeld spending time in Washington. They spoke almost every day when separated, and he traveled from Copenhagen to be by her side as often as possible during her illness.

Kjeld and Barbara related this story to us, and Kjeld repeated it at the memorial gathering. He asked that it be included here for Barbara’s many loving friends to read. ■

*Joyce Blackmon
FSO, retired
Mineola, Texas
Kay Youngflesh
Former FSR
Alexandria, Va.*



CYBERNOTES

A Cybersecurity Wake-Up Call?

Whatever its ultimate outcome, the conflict between Georgia and Russia over the autonomous regions of Abkhazia and South Ossetia may be remembered, among other things, as one of the first in which cyberwarfare played a significant role. As such, it could qualify as a “Web security wake-up call,” in the words of Berlin-based technology consultant Evgeny Morozov.

“In terms of the scope and international dimension of this attack, it’s a landmark,” Ronald J. Deibert, director of the University of Toronto’s Citizen Lab, told the *Washington Post* on Aug. 14. “International laws are very poorly developed,” he added. “Is an information blockade an act of war?”

The assault against Georgia’s Internet infrastructure began almost two months before the first shots were fired in South Ossetia, according to researchers who monitor Internet traffic into and out of countries. It consisted of “denial of service” attacks, where a particular site is bombarded with millions of requests that overload the server and cause it to shut down. Cheap and easy to mount, such attacks are not uncommon; it was, however, the first time one coincided with actual fighting.

Though Georgia is not as dependent on the Internet as other nations, the attack obstructed the government’s communications with its citizens and others. For example, the Georgian Foreign Ministry’s Web site was disabled except for a collage com-

Georgia’s emergence as a young democracy has been part of an inspiring and hopeful new chapter in Europe’s history. For the first time in memory, Europe is becoming a continent that is whole, free and at peace.

Unfortunately, Russia has tended to view the expansion of freedom and democracy as a threat to its interests. The opposite is true: Free and prosperous societies on Russia’s borders will advance Russia’s interests by serving as sources of stability and economic opportunity.

— President George W. Bush, speaking in the Rose Garden on Aug. 15 about Russia’s invasion of Georgia, www.whitehouse.gov

paring President Mikheil Saakashvili to Adolf Hitler. To get around the blockade, Georgian officials relocated national Web sites to addresses hosted by Google’s Blogspot, whose U.S. servers are less vulnerable to attack.

Details of the attacks were compiled by researchers at the *Citizen Lab* (www.citizenlab.org/), opened seven years ago by Deibert with grant money from the Ford Foundation at the university’s Munk Center for International Studies. The organization serves as the technological backbone for the operation of nearly 100 researchers — who call themselves “hacktivists” — in 70 countries who are mapping Web traffic around the world, monitoring how it is routed through countries and identifying where Web sites are blocked.

With colleague Rafal Rohozinski, Deibert also launched the *Information Warfare Monitor* (www.info-war-monitor.net/) to investigate how the Internet is used by state military and political operations. The two also helped begin the *OpenNet Initiative* (<http://opennet.net/>), a

collaboration with Harvard Law School and Cambridge and Oxford universities that tracks patterns of Internet censorship in countries, such as China, that use filters.

As Deibert explained in an Aug. 26 *Washington Post* article, there are a number of private companies that specialize in cybersecurity, as well as nonprofit organizations that have formed cybersurveillance projects. One of the latter, *shadowserver* (www.shadowserver.org/wiki/), a group of 10 volunteers who post their findings about cyberattacks online, spotted the first denial of service attack against the president of Georgia’s Web site on July 20.

In Washington, the Bush administration’s Comprehensive National Cybersecurity Initiative — a highly classified, multiyear, multibillion-dollar project to secure government computer systems and prepare for future threats (www.securityfocus.com/brief/733) — has taken pride of place in the proposed Fiscal Year 2009 intelligence budget, with the single largest request for funds.



But lawmakers like Rep. Jim Lankford, D-R.I., a member of the House Intelligence Committee and chairman of the Homeland Security Subcommittee on Emerging Threats, who sees cybersecurity as “a real and growing threat that the federal government has been slow in addressing,” expect debate over the initiative to extend into the next administration.

— Susan Brady Maitra,
Senior Editor

Unsafe Airlines: Check Out the E.U. Blacklist

In 2006, after a series of fatal air crashes, the European Union established a “blacklist” of airlines whose safety records do not meet the stan-

dards necessary for operation in European skies. The list, which is updated regularly, most recently on July 24, can be found online at http://ec.europa.eu/transport/air-ban/list_en.htm.

The E.U. list is based on the bans

imposed by individual E.U. member states. These national lists are then vetted by the E.U. Commission, with the help of experts on its Aviation Safety Committee and in consultation with the European Aviation Safety Agency, to determine whether a Europe-wide ban is justified. The evaluation is done airline-by-airline, and is thus more specific than the U.S.-compiled list of states with inadequate aviation safety records.

For more information on this extremely useful reference for international travelers, see http://ec.europa.eu/transport/air-ban/further_info_en.htm#2.

— Susan Brady Maitra,
Senior Editor

The Next Internet: What's It All About?

Just when you thought you were ahead of the technology curve (no such thing!) the Internet is changing, upgrading and overhauling its current system. Maybe the news isn't quite *that* dramatic, but in 2005 the Office of Management and Budget mandated that all federal agencies make their systems ready for Internet Protocol Version 6 by June 30, 2008 (www.whitehouse.gov/omb/memoranda/fy2005/m05-22.pdf).

Why? The short answer: to relieve congestion and improve the efficiency of electronic communications. For the long answer, including the move's problems and implications, see the May issue of *Government Executive*

50 Years Ago...

Everywhere the State Department's first African Seminar traveled in Ghana during the first three weeks of June, [the country's] new spirit was abundantly evident. ... The seminar, composed of 21 Foreign Service and departmental officers concerned with African affairs, studied at first hand this newest African nation, the first British colonial territory south of the Sahara to achieve complete independence.

— “A Letter from Ghana” by Edward W. Holmes, October 1958 *FSJ*.



Site of the Month: www.globalvoicesonline.org

Conceptualized at an international bloggers' meeting held at Harvard University in December 2004, *Global Voices* “seeks to aggregate, curate and amplify the global conversation online — shining light on places and people other media often ignore.” It is a nonprofit project based at Harvard Law School's Berkman Center for Internet and Society, a research think-tank focused on the Internet's impact on society.

International volunteer authors, regional blogger/editors and translators collaborate via the site to provide a venue for the many voices around the world and act as “your guides to the global blogosphere.” Each regional editor selects the most influential or credible bloggers in their region (and, when necessary, has their work translated into English).

According to the site's comprehensive FAQ, *Global Voices* “collects, summarizes and gives context to some of the best self-published content found on blogs, podcasts, photo sharing sites and videoblogs from around the world, with a particular emphasis on countries outside of Europe and North America.”

Users can search by region, subject or blogger. Readers can delve into 20-something Egyptian Marwa Rakha's questioning of traditional Muslim tenets, Roy Rojas's musings on the political situation in Costa Rica or Malawian Steve Sharra's exploration of Pan-Africanism and social justice issues. Or they can subscribe to a daily “digest” containing an overview of the latest features, an e-mail notification of updates or RSS feeds.

As part of its advocacy and outreach efforts, *Global Voices* offers training and online tutorials on how to use open-source and free tools to express oneself and campaigns against censorship.

With authors spanning the globe, discussing everything from agriculture to humor and translated from 15 languages, the site highlights those many, often unheard, global voices. As the site asks, “The world is talking. Are you listening?”

— Ariana Austin, Editorial Intern



magazine (www.govexec.com/features/0508-01/0508-01s2.htm).

Currently, the federal government (like just about everyone else) uses IPv4, developed 25 years ago when software engineers could not have estimated the popularity of the Internet or explosion of electronic media. Today people around the world are not only plugged into the Internet in rapidly increasing numbers, they are wedded to cell phones, iPods and other communication gadgets.

Under IPv4, users send information across the Internet and via every one of those devices with a 32-bit number, which means that there are a maximum of about four billion different addresses. The limit is expected to be reached in several years. IPv6, by contrast, uses 128-bit sequences, thus exponentially increasing the number of possible addresses (www.ipv6.org), and offering the opportunity to achieve fully networked functionality among all electronic devices.

The new protocol also allows a better, more systematic hierarchical allocation of addresses and efficient route aggregation (<http://en.wikipedia.org/wiki/IPv6>). Other benefits are improved security, network-management enhancements and advanced application and services. For example, as Chief Information Officer in the Office of the Secretary of Defense Kris Stance explained to *GovExec*: “In Iraq, when we initially went in, it took weeks or sometimes months to get networks up and running. With IPv6, it would take hours, or at most days, to do the same task.”

OMB issued its mandate so the U.S. government would be in a position to lead in the crucial transition. Asian and other countries that were allocated relatively few IPv4 addresses at the outset of the Internet Age already feel the shortage keenly, and their governments have been quick to adopt the new protocol, investing millions of dollars in making the switch.

For example, the Chinese used IPv6 when they created a new Internet structure to support the Olympic Games.

Domestic critics claim that the address crunch is exaggerated, especially for American agencies that were given large blocks of IPv4 space in the early 1990s. Because the address problem is not as severe in the U.S., many have been reluctant to make the move. The biggest incentive has been the OMB mandate, which requires federal agencies to acquire IPv6-capable network gear and have their core networks IPv6-enabled — ready to be transitioned to the new protocol — by June 30.

Most federal agencies have met that deadline, but it is the minimum goal. In the words of Pete Tseronis, a member of the IPv6 working group: “IPv6 is a marathon, and June 30 is mile marker 1.” There are significant hurdles in the transition, including security.

In August, the General Services Administration became the first U.S. civilian agency to fully implement the new protocol. For federal IT managers, the next steps are reserving address space and meeting with other key IT people in their respective agencies to assure a successful changeover to IPv6.

— Ariana Austin, *Editorial Intern*

Doha Collapse: What Lies Ahead?

On July 29, the World Trade Organization’s Doha Development Round — which opened in November 2001 and was originally scheduled to conclude on Dec. 31, 2004 — broke down for the fourth, and perhaps final, time with the collapse of a 30-nation ministerial meeting in Geneva (www.wto.org). WTO officials and delegates blame differences between the U.S., on the one hand, and India and China, on the other, over a special safeguard mechanism

MARKETPLACE

www.fsjournal.org
Click on Marketplace tab
on the marquee

AFSPA
afspa.org

AKA
stay-aka.com

Clements International
clements.com

Cort Furniture
cort1.com

Diplomatic Auto. Sales
diplosales.com

Hirshorn Company, The
hirshorn.com

McGrath Real Estate Services
homesdatabase.com/jimmcgrath

Prudential Carruthers
prudentialcarruthers.com

Remington
remington-dc.com

SDFCU
sdfcu.org

State Plaza Hotel
stateplaza.com

Strategic Studies Quarterly
au.af.mil/au/ssq/

University of Kentucky
www.pattersonschool.uky.edu

WJD Management
wjdp.com

**When contacting an
advertiser,
kindly mention the
Foreign Service Journal.**



that would allow developing countries to protect sensitive products under certain conditions.

But economist Carlos Perez del Castillo, Uruguay's former permanent representative to the WTO and chairman of its General Council from 2003 to 2004, insists in a Sept. 1 interview with *InterPress Service* (www.ipsnews.net/print.asp?idnews=43751) that that analysis is "oversimplified." Other issues would have come up to derail the meeting if the mechanism had not — such as the levels of reductions in cotton subsidies and the number of special products tariff lines that would be eligible for zero cuts.

Instead, he points to political considerations. India dug in its heels on food security and the SSM in a bid to strengthen the government's political base, which now has only weak support from the farm sector and faces elections within the year. China, already under pressure from liberalization measures taken to gain WTO accession in 2001, was happy to back up India to avoid further measures that might threaten rural stability. The Bush administration was interested in concluding the package, but only if it could be sold to Congress.

All major parties have called for a resumption of talks, however, and WTO Director General Pascal Lamy declared on Aug. 22 that he is considering getting senior officials to a table as early as mid-September to begin the effort to reach a compromise (www.freshplaza.com/news_detail.asp?id=27632). But meaningful negotiations are unlikely to resume until the second half of 2009, Perez del Castillo says, when a new U.S. administration is in place, and elections in India and Europe are over.

Meanwhile, what are the implications of the breakdown? C. Fred Bergsten, director of the Peterson Institute for International Economics in Washington, D.C., writes in *For-*

eign Affairs that the consequences are "grave" (www.foreignaffairs.org/e_newsletter/current.html). With the Bush administration's key multilateral trade initiative blocked, the next administration and Congress will face a dangerous policy vacuum.

Further, he says, the India-China alliance bodes ill for other international negotiations, in particular on climate change, and there will be a surge of bilateral and regional agreements, further weakening the global trading system and discrediting the WTO.

In an Aug. 3 feature in the *New York Times* (www.nytimes.com), "The World Beyond the Trade Pact Collapse," correspondent David E. Sanger reports that the event signals more fundamental changes in the world, where countries like China and India will have much more clout at the bargaining table. "The era in which free trade is organized around rules set in the West — with developing nations following along — definitely appears over," he says.

Still, Sanger quotes Council on Foreign Relations Senior Fellow Adam Segal: "This doesn't mean the breakdown of globalization, the end of trade, or [a descent] back into some pre-World War II kind of protectionism. The Chinese just feel that they don't have to put up with people lecturing them anymore about how to manage their economy."

Sanger also cites Charlene Barshefsky, the U.S. trade representative in the Clinton administration, who has a different view: "The model of this kind of 'global round' is simply no longer viable. ... You have trade surging around the world — in financial services, information technology, telecommunications — and everything gets held up for years because you are arguing about farm products."

Barshefsky favors a divergent approach: the signing up of a limited

number of big players in deals that are specific to the most important industries.

— Susan Brady Maitra,
Senior Editor

Grassroots Campaign for a Bigger, Bolder Peace Corps

On Sept. 6, an unprecedented international conference call linked more than 2,000 former Peace Corps Volunteers gathered at 110 house parties in 44 American states and 16 foreign countries. The event launched a campaign to reinvigorate the Corps and double its size and budget by 2011, the 50th anniversary of its founding (www.MorePeaceCorps.org).

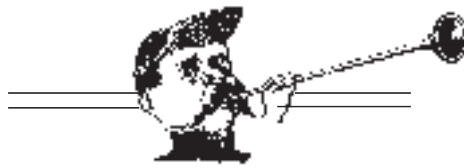
The grassroots campaign, designed as a response to Senators Obama and McCain's calls to expand the Peace Corps and national service, is sponsored by the National Peace Corps Association (www.rpcv.org), a 90,000-member nonprofit organization made up of returned volunteers, former staff and supporters of the program.

National Peace Corps Association President Kevin Quigley hosted the call, which featured a keynote talk by Harris Wofford, a former U.S. senator and one of the founders of the Peace Corps.

The campaign aims to move the Peace Corps closer to the original vision of deploying 100,000 volunteers to work alongside host-country nationals to create change and build good will, and simultaneously enrich the U.S. by returning a significant constituency of men and women familiar with foreign cultures and dedicated to service.

Today the Peace Corps — a symbol of America at its best around the world — operates on a budget of \$331 million, less than a tenth of a percent of the military budget. ■

— Susan Brady Maitra,
Senior Editor



SPEAKING OUT

Mid-Level Hiring and the War for Talent

BY KEVIN D. STRINGER

After reading various statements and letters regarding mid-level hiring for the Foreign Service generalist corps, dating back at least to the July 2007 issue of the *Foreign Service Journal*, I would like to fire a longer salvo into this discussion.

As numerous reports and a May AFSA statement note, since the 2003 invasion of Iraq staffing demands on the Foreign Service have soared: some 300 positions in Iraq, 150 positions in Afghanistan, 40 positions in the State Department's new office of the Coordinator for Reconstruction and Stabilization, more than 100 training positions to increase the number of Arabic-speakers, and 280 new positions in areas of emerging importance such as China and India. Despite these urgent staffing needs, Congress has not provided the necessary funding. As a result, hundreds of Foreign Service positions are vacant.

In addition, the State Department calculates that the Foreign Service is short 1,015 positions for overseas and domestic assignments and another 1,079 positions for training and temporary needs — this out of total staffing of just 11,500. FSO Mark Johnsen's December 2007 *Journal* article, "One Hand Clapping: The Sound of Staffing the Foreign Service," notes that the actual cumulative deficit may be as high as 3,500 personnel. This gap has an enormous impact on U.S. diplomacy and the ability of the Department of State to execute the transformational measures advocated by Secretary of State Condoleezza Rice.

*The Foreign Service
must offer
opportunities for top
performers to bypass
the entry level and
join as middle
managers.*

The gap is especially hard-felt in the mid-level generalist category; many such positions remain unfilled or are occupied by inexperienced officers. The March 25 issue of the *Federal Times* noted that about one-fifth of the State Department's mid-level Foreign Service positions are vacant, and the agency is coping with the vacancies by leaving open positions at lower-priority posts.

I understand that a recent State Department Office of the Inspector General report predicts the current mid-level staffing gap will be closed by October 2009. Not having access to this report, I cannot verify the accuracy of its methodology or the sustainability of this projection. In any case, if State truly aspires to expand to a size commensurate with its current and future tasks, and build a viable training float as well, its current intake process will, in all likelihood, result in another mid-level gap in the foreseeable future. Yet the obvious remedy, mid-level hiring, is highly contentious.

In a speech at Harvard University

in 1943, Winston Churchill observed that the "empires of the future will be empires of the mind." He might have added that the battles of the future will be battles for talent. In a 1997 study that led to publication of a book titled *The War for Talent* (Harvard University Press, 2001), the consulting firm McKinsey & Co. researched the subject. It compiled critical recommendations for the personnel management of any institution seeking excellence and, ultimately, success in its defined missions and tasks.

The lessons of that study are highly pertinent to the Foreign Service. As an organization operating in a globalized labor market, the State Department has begun to shift gears to meet the challenge of attracting, developing and retaining the best people — those with high potential, or scarce knowledge and skills, who can successfully lead transformation and change within an organization, adding direct value to a business's position. But the department will not be able to address its massive personnel shortfall and need for skills unless it begins offering opportunities for top performers to bypass the entry level and join the Foreign Service as middle managers.

Behind the Curve

Indeed, one of the biggest impediments to transforming the Foreign Service for the current global environment is its personnel policies, designed as they are for a different kind of world with its own threats and challenges. The department contin-



ues to operate in the “old economy” in terms of recruitment, retention and, more broadly, talent and skill management, ignoring the fact that there are numerous other international professional opportunities open to Americans.

As a February Strategic Studies Institute paper titled “Developing Strategic Leaders for the 21st Century” documents, opportunities to live abroad, learn a foreign language and develop negotiating skills — all of which have traditionally attracted young people to the Foreign Service — are now widely available in the private sector and at many nongovernmental organizations. These competitors offer higher salaries, often lack the level of austerity or danger faced by State Department employees, and impose fewer constraints on two-career families.

But this finding also means that there are seasoned private-sector managers in the market, with experience running international teams and engaging in negotiations and cross-cultural interactions, who could bring real benefit to the Foreign Service. But bringing them in at the entry level, as State currently does, would violate basic human resource management principles.

Ultimately, any civilian organization needs a portfolio of internally developed talent leavened with talent from the external world. As the McKinsey study notes, this recipe aligns well with the human resource industry’s best practices. Even where the dominant strategy is to spot talent early and train it within, companies should still consider regularly hiring executives from outside. Rather than seeing this as a failure of the internal development pipeline, they should view it as a way to accommodate rapid growth, refresh the gene pool, and calibrate the internal talent standard. Such outsiders bring broader skills and new insights to

the benefit of the organization, and can also reduce critical shortages.

As several Foreign Service officers have noted in letters to the *Foreign Service Journal* concerning mid-level hiring, many FSOs already bring a complete “backpack” when they enter the Service and could perform at a higher level, drawing on their skills, competencies and experience from the private or public sectors. My own A-100 experience mirrors these observations. My class contained colleagues whose level of experience would have allowed them to enter and perform admirably as mid-level officers. They already possessed the skills and competencies to operate in the diplomatic corps. This view was reinforced at my first post where, due to some mid-level staffing gaps and performance issues, a few junior officers were privileged to occupy mid-level positions on an interim basis. They performed exceedingly well.

The American Foreign Service Association and the State Department should not overestimate what the entry-level Foreign Service officer phase brings to career development. Participating in preparations for visits by congressional delegations, drafting cables, working the room at an embassy event, and integrating into the Foreign Service culture are all skills learnable at any level. Furthermore, there are plenty of individuals in the job market with experience and competencies that equate to those found among mid-level FSOs.

The previously mentioned SSI study argues that expanding international requirements and the pressing need to maintain a surge capacity require more flexibility for admission to the Foreign Service. For instance, horizontal entry and exit should be considered, whereby those with a particular background or linguistic skill could enter laterally at grades far above entry level. A multilingual

senior researcher at an international consulting firm or investment fund, a U.S. Army Special Forces officer, or a desk officer from another international organization are real examples of this “equivalency.”

Three Recommendations

In my view, three operating principles need to be kept in mind before State embarks on a mid-level hiring program. First, such an initiative should not be conceived or conducted as part of an affirmative-action or gender-balancing program. Such goals can be pursued through existing programs, awareness building and recruitment initiatives for candidates regardless of hiring rank. Rather, hiring should be based upon merit and the acquisition of those skills and competencies required to address current critical needs.

Second, the consular cone should be a key beneficiary of such a program. One group of advocates for mid-level hiring seem to see it as a way to attract prime candidates by promising them they will not have to serve in “visa mills” or perform other consular duties. This attitude misses the fact that consular diplomacy is a critical factor in foreign affairs; indeed, it is emerging as a major component of soft power. (The Netherlands Institute of International Relations has published several papers demonstrating the growing relevance of citizen services, consuls and visa diplomacy in the international environment.) Thus, this field is where the large majority of mid-level hires should be placed. Given increasing demand for consular services and rising visa application volumes, this would be a logical application for such a program.

Third, the senior leadership of the State Department must expect strong and vocal resistance, including lawsuits, to such a program and have the courage and resiliency to push through



such a decision. As Lee Hoskins and Phillip Kelly wrote in their seminal September 1988 article, “Lateral Entry into the Foreign Service: Opportunity Lost,” in the *American Review of Public Administration*, lateral entry is viewed by the Foreign Service officer corps as a threat to the very essence of their career system. Yet the Service’s failure to effectively assess and utilize lateral-entry techniques precludes the development of a personnel system designed to strengthen functional competence, perhaps lateral entry’s greatest forté.

How It Would Work

Naturally, the implementation of a mid-level hiring program raises practical difficulties that must be acknowledged. Yet there are specialists in both the public and private sectors who understand these challenges and could provide solutions, guided by the following general principles:

- Candidates would be selected based upon their professional experience and their performance on the FS oral exam. Certain skill components of professional experience could even be tested.

- Mid-level hires would fill existing vacancies and certain designated positions.

- Once hired, they would be fully integrated into the system and bid on assignments just like any other generalists. The evaluation and promotion of these mid-levels would also be identical, following best practices from the corporate and government worlds.

The war for talent has to be taken seriously. The competition for mid-level candidates may seem like a crisis, but like any crisis, it’s also an opportunity to seize — or squander. To conduct transformational diplomacy, the Department of State needs to transform its personnel system and practices for Foreign Service generalists. The original McKinsey study (among

others) refutes the idea that promoting from within is the only way to grow talent, and the modern labor market underscores the point.

Of course, opponents of this change will see threats, inequity and worse. But they have not laid out objective arguments against implementing such a program, given the current shortages and future challenges. Instead, they are focused on trying to defend an increasingly archaic system that does not fit into a modern and globalized labor market.

All stakeholders, particularly AFSA, would do well to evaluate this option objectively and transparently for the long-term health of the Foreign Service. This step could also position the FS for a more robust role in the nation’s foreign policy apparatus vis-

a-vis other agencies. With the application of a well-implemented mid-level hiring program, the Service would initiate steps to solving its current and future personnel problems, and be able to “show up” when needed.

In the end, superior talent will be tomorrow’s primary source of competitive advantage — whether in the corporate board room or in the Foreign Service generalist corps. ■

Kevin D. Stringer, a member of the 72nd A-100 class, was a Foreign Service officer from 1994 to 1997, serving in London and Washington, D.C. Now an international banker and part-time professor, his academic interests are consular and transformational diplomacy.

All New Suites, Same Great Prices!



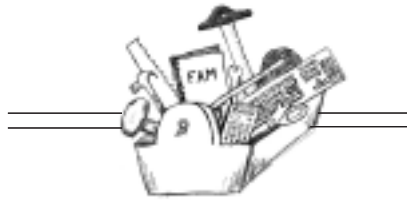
The Virginian Suites has just undergone a major room renovation. Everything's new, from floor to ceiling. We've heard the suggestions of our loyal guests and we've responded. Now you're not only staying just minutes from National Airport, the National Foreign Affairs Training Center, most government buildings, and Metro—you're getting a great price for a brand new suite!

Ask about our Room & Ride Package!

- ◆ Spacious suites with full kitchens
- ◆ Pool and exercise facilities
- ◆ Free local phone calls, on-site parking, and cable TV with HBO
- ◆ Complimentary Continental Breakfast on weekdays
- ◆ Free shuttle to NFATC weekdays during rush hours



1500 Arlington Blvd., Arlington, VA 22209
 703-522-9600 • 800-275-2866 • Fax: 703-525-4462
 E-mail: dos@virginiansuites.com
www.virginiansuites.com



FS KNOW-HOW

Maximizing the Value of the Political Adviser Function

BY JOHN D. FINNEY AND ALPHONSE F. LA PORTA

Secretary of State Condoleezza Rice has made support of crisis operations a hallmark of her “transformational diplomacy” initiative. Toward that end, President Bush’s Fiscal Year 2009 budget submission seeks funding to fill 1,100 new Foreign Service positions within the State Department, including 150 slots earmarked for political-military or foreign policy adviser positions in military commands within and outside combat areas.

This move to greatly strengthen the political-military function — like parallel efforts to enhance on-the-ground support in post-conflict stabilization and reconstruction, to improve the civilian-military coordination in national security policy implementation — is to be warmly encouraged. By the Political-Military Affairs Bureau’s count, as of January there were 26 foreign policy or political adviser positions allocated to the offices of the four service chiefs in the Pentagon, six U.S. regional combatant commands (USPACOM, USEUCOM, etc.), four functional combatant commands (USSOCOM, USSTRATCOM, etc.), 12 major component commands, several subordinate commands in combat zones, and NATO headquarters and its key subordinate commands. Another 17 State officers are assigned to military education and training institutions and action officer positions in the Pentagon.

In addition to its intention to increase these numbers in Fiscal Year 2009, the Political-Military Affairs

Here are some practical tips to help POLADs work effectively with military commanders.

Bureau is renegotiating the State-Defense Exchange Agreement to provide for the assignment of more uniformed officers to the State Department, easing restrictions imposed by former Defense Secretary Donald Rumsfeld.

Under the 2008 Iraq-Afghanistan supplemental appropriations bill Congress passed in July, a down payment will be made on the expansion of the political adviser function with the establishment of 10 new positions to be filled in next summer’s assignment cycle. One major new political adviser position will be re-established at U.S. Coast Guard headquarters and one position will be reserved for a management analyst position in the POLAD office of the PM Bureau here in Washington. The remainder of the positions are likely to be spread among operational commands, including the Marine Corps expeditionary force headquarters and other forward-deployed U.S. forces.

The demand for Foreign Service officers will not be sated with this modest expansion, however. Regional combatant commands, such as US-

SOUTHCOM in Miami, seek to integrate over a dozen new officers into their functional staffs, mostly in development and humanitarian assistance functions. DOD’s new command for Africa, USAFRICOM, is also requesting a substantial number of Foreign Service detailees as it commences full operations on Oct. 1.

In addition, an effort is being made to staff specialized functions in regional commands below the political adviser level, especially in intelligence coordination.

POLADs as Diplomat-Warriors

Until the current emphasis on transformational diplomacy in the post-9/11 environment advocated by Secretary Rice, political advisers formed a subculture within the larger political-military function. Their work has long been considered arcane, rendering those assigned to such positions uncompetitive in the annual promotion sweepstakes. The tide may be turning, however, as the growing importance of civilian-military cooperation has boosted demand within the military for the skills Foreign Service personnel and other civilians bring to operations requiring the integration of all elements of national power. These include stability and reconstruction, peacekeeping/peace enforcement, counterinsurgency and crisis-intervention missions.

Writing in these pages in September 1998, Ambassador Howard K. Walker, then vice president of the



National Defense University, predicted: "A new type of leader will be required to manage these crises in the 21st century. I call these hybrids soldier-diplomats and diplomat-warriors. They are soldiers who can also think like diplomats and diplomats who can think like soldiers." He went on to declare: "Diplomat-warriors will need to understand and appreciate why and how the military can be used to achieve diplomatic objectives and what operational constraints the military faces in trying to achieve those objectives."

Walker's commentary referred primarily to the need for foreign ministries to work with their defense ministry colleagues to develop a joint curriculum for the cross-training of civilian and military officers. But in so doing, he touched on a key theme that Robert Murphy's 1964 autobiography, *Diplomat Among Warriors*, addresses in depth: the ability to influence and shape the thinking of a military commander or defense policymaker on a "close up and personal" basis and promote the value of military and diplomatic cooperation. Political advisers are in a unique position to develop and apply such expertise.

Here are some tips to facilitate the process.

Bringing Added Value

Essential to a political adviser's effectiveness is mutual trust and confidence, a military truism that characterizes the close relationship that should exist between a civilian foreign policy adviser and his or her commander (and key staff). Without frequent access, and immediate entrée when necessary, it is difficult to penetrate the phalanx of senior military officers. Thus, the most successful POLADs are those who are integral members of the command group, participate in key decisions and almost always travel with the commander.

**Foreign Service
political advisers
should think of
themselves as
diplomat-warriors.**

Advice for current POLADs: If you rarely travel with your commander and do not participate in most policy and coordination meetings, something is fundamentally amiss in your advisory relationship.

To gain the trust and confidence of military commanders, POLADs must be able to contribute significantly to the overall mission. Regional expertise, cultural knowledge and language proficiency are essential capabilities, as are top-notch analytical and communication skills (both oral and written). The military places a premium on teamwork, so effective political advisers need to be proficient in working collaboratively with staff members. In brief, respect and support from the military commander are not extended automatically or freely. POLADs must earn them.

Advice to POLADs: Become very familiar with the military decision-making process to better understand that approach to problem-solving, and learn to employ its principal tenets in advising commanders on the political and diplomatic dimensions of their military responsibilities.

Shared perceptions of the political adviser's role and the interaction of civilian and military affairs should be reflected in how a POLAD and his or her staff are treated in the headquarters. Dr. James Bergeron, political

adviser to the commander of NATO Strike Forces in Naples, has commented that in light of today's complexities, it is necessary to import the interagency frame of reference into a major combat command's daily operations. The incorporation of civilian mid-level officers from many agencies (not only the State Department) into the joint staffs and special mechanisms, such as the joint interagency coordinating group on counterterrorism, must occur.

It is also desirable to import non-official thinking into the commander's decision-making process through the political adviser's relations with non-governmental organizations, especially those operating in military or humanitarian crisis areas, as well as think-tanks and academic institutions. Even if the commander does not accept specific recommendations, such outside counsel will inform and broaden headquarters planning. Much of this intellectual cross-fertilization can be accomplished informally, but only if sanctioned by a commander who is open to advice and information from outside his immediate command chain. A skilled POLAD can facilitate this valuable process.

Advice to POLADs: A good working relationship with the J9 or its equivalent, responsible for interagency and NGO coordination at most senior commands, is essential in this regard.

Rank and Reach-Back

Although it does not supplant a close and personal relationship with one's commander, rank is important, as those in the POLAD community can attest. The world of our military colleagues is very hierarchical: generals talk to generals and colonels talk to colonels. Accordingly, State must not assume that lower-ranking officers, however knowledgeable and articulate, can be effective political advisers to military commanders — especially



at senior levels.

This factor makes doubly unfortunate the trend over the past two decades for the size of the Senior Foreign Service and the FS-1 cohort of promotable officers to decline, thus decimating State's ability to fill political adviser and other civilian positions in the defense establishment. As such positions are expanded, there should also be an expansion of the Senior Foreign Service ranks.

Together with these elements favoring success in working within the military system, Foreign Service officers assigned to military organizations must understand that they are valued by their principals for their "reach back" into U.S. embassies, the State Department and other agencies within the national security policy community. They must be able to communicate rapidly and effectively with ambassadors and embassies overseas, network with foreign diplomatic and multilateral organization representatives, and provide succinct and easily assimilable briefs on current events, underlying trends and policy issues. To do these things successfully requires experience, a factor not always appreciated in the world of Foreign Service assignments.

Likewise, it is important for political advisers to work skillfully within the military staff system, particularly to earn the confidence of the policy and planning staff (J5) and, as appropriate, the intelligence and operations directorates (J2/J3), as well as the Joint Staff in the Pentagon.

Advice to aspiring POLADs: A good commander will expect no less than superlative performance in all of these areas, so act early in your tenure to demonstrate your value-added.

Training

POLADs deserve proper training before assignment to military commands. Ideally, those working at the

The growing importance of civilian-military cooperation in the post-9/11 era has boosted DOD's demand for the unique skills FSOs possess.

most senior commands should, like the commanders they are advising, be graduates of the National Defense University or the service war colleges. Lower-ranking Foreign Service personnel assigned to operational or tactical commands should have the benefit of courses at the Joint Forces Staff College or similar institutions.

POLAD training should also furnish opportunities to sharpen regional or country knowledge, update language fluency and gain full appreciation of the mission of the military command and U.S. goals, objectives and programs involved.

Advice to POLADs: The U.S. military is the most highly trained in the world and expects key players to be properly prepared and ready to contribute significantly to the overall effort from beginning to end of assignment. As part of your preparation, learn about the values, tradition and culture of the military institutions and colleagues you will be advising.

Institutional Loyalty

One complex and potentially sensitive issue is the question of allegiance. Some would argue that POLADs and State exchange officers

retain an obligation to report to department offices and bureaus, especially as they are increasingly assigned lower in the chain of command and perhaps have less political-military experience. On the other hand, the essence of a political adviser's effectiveness is his or her ability to function as a "personal and confidential" adviser to the commander. An insistence on formal reporting back to State is highly unwise and detracts from the necessary relationship of personal trust and confidence.

Together with the ability to provide confidential advice goes loyalty. This nexus can be broken if a Foreign Service officer, who is already suspect because of his or her civilian status, is seen to be reporting in any formal sense to State or other agencies in Washington. While we would not argue that no contact with home base be allowed, such relationships should be transparent to one's commander and must be handled tactfully so as not to violate confidences.

The fact that the commander writes a political adviser's performance evaluation (supported by a reviewing statement from a senior officer in the State Department or an embassy) testifies to the need for a strong, mutually respectful relationship, a factor that should be recognized and rewarded in State's performance evaluation system.

Advice to POLADs: A strong performance evaluation by a general officer will be noticed by Foreign Service performance boards, whether for purposes of promotion or performance pay. So work closely with your commander and immediate staff on this crucial annual obligation.

The United States national security system, in the face of insistent calls for fundamental reform and the demands of a new international security environment, is evolving toward a more integrative or "blended" ap-



proach, as evidenced in recent public statements by Sec. Rice, Defense Secretary Robert Gates and Deputy Secretary of State John D. Negroponte. Political advisers and other State officers serving in defense organizations have an important responsibility to bring the two institutions closer together, bridge misperceptions, resolve misunderstandings and create a more solid basis for increased effectiveness and teamwork in the conduct of military operations and the pursuit of common policy objectives. This is a tall order, but well worth the effort required.

To the degree the department is successful in obtaining greater resources for the political-military function, there will be added opportunities to improve this vital collaboration.

***The Foreign Service
can make an expanded
POLAD system work.***

With the proper vision, commitment and tools to do the job, the Foreign Service can make an expanded POLAD system work, both at the policy level and in the field. ■

John D. Finney is political adviser to the chief of the National Guard Bureau. Before he retired from the Foreign Service in 2004, he had served

with the CORDS program in Vietnam, as a POLAD to several U.S. military commands and to a service chief, and as a State exchange officer in the Pentagon. His last assignment was as head of the Political Advisers' Office in the Bureau of Political-Military Affairs.

Alphonse F. La Porta served as political adviser to the commander of NATO forces in Southern Europe from 2000 to 2003, when he retired from the Foreign Service. Prior to that, he was ambassador to Mongolia and served extensively in East Asia.

The authors' article, "Integrating National Security Strategy at the Operational Level: The Role of State Department Political Advisers," will be published soon in a new book by the U.S. Army War College Institute of Strategic Studies.



IMMEDIATE BENEFIT PLAN

*Open Enrollment is
currently underway!*



What can you do now – to help those you love in a time of need.

The **Immediate Benefit Plan** helps to provide the enrollee's beneficiary(ies) \$15,000 to assist with some of the immediate costs such as funeral arrangements, visits from family and friends, final medical expenses, and unforeseen travel expenses, which can cause a significant financial burden. For \$2 per pay period, you can provide immediate assistance to those you care for.

Act now!

Open Enrollment ends November 15, 2008



Prudential

Prudential and the Rock logo are registered service marks of The Prudential Insurance Company of America, Newark, NJ.

The Optional Term Life coverage is issued by The Prudential Insurance Company of America, a Prudential Financial company, 751 Broad Street, Newark, NJ 07102. The Boulder Certificate contains all details, including any policy inclusions, exclusions and restrictions which may apply. Contract Series: A1593. Prudential does not endorse the website contained in this material and is not responsible for any of its contents. Prudential is not affiliated with AFSPA. FS-A153865 Ed. 6/06



TO LEARN MORE CONTACT AFSPA AT

1716 N Street, NW Washington, DC 20036
Phone: 202-833-4910 • Fax: 202-775-9082
Web Site: www.AFSPA.org/IBP
E-Mail: IBP@AFSPA.org

THE PEACE CORPS AT MIDDLE AGE



Philippe Béha

P THE NUMBER OF PEACE CORPS VOLUNTEERS HAS GROWN SIGNIFICANTLY IN RECENT YEARS, BUT IS THE AGENCY LIVING UP TO ITS PROMISE?

BY SHAWN ZELLER

resident George W. Bush's first State of the Union address after the 9/11 attacks is mainly remembered for its denunciation of Iraq, Iran and North Korea as the "axis of evil." But the president also called on America to show its compassionate side to the rest of the world, to "overcome evil with greater good."

He went on to cite the United States Peace Corps as a key element of this strategy. "America needs citizens to extend the compassion of our country to every part of the world," Pres. Bush said. "So we will renew the promise of

the Peace Corps, double its volunteers over the next five years, and ask it to join a new effort to encourage development, education and opportunity in the Islamic world.”

Nearly seven years later, the organization is indeed larger: There are now roughly 8,000 Peace Corps Volunteers, compared with slightly more than 6,600 in 2002. Yet that number is still only half what it was in the mid-1960s, and is unlikely to grow in the near term. (A total of 190,000 volunteers have served in 139 countries since President John F. Kennedy created the Peace Corps in 1961.)

And few observers believe the agency has been renewed. Instead of becoming a more integral part of America’s effort to win friends in the Islamic world, as Bush once urged, the Peace Corps has struggled to overcome a succession of setbacks, ranging from a perceived lack of security for its volunteers to allegations of politicization.

The agency’s volunteers and career staff have persevered with the idealism that has always kept the Peace Corps’ reputation strong, but the organization continues to suffer from a lack of resources and from gridlock over the best way to revitalize its mission for the 21st century.

The Bush administration, it would seem, is content to leave the hard decisions to its successors. The Peace Corps’ current director, Ronald A. Tschetter, a volunteer in India in the 1960s, says the administration opposes legislation by fellow 1960s-era volunteer Christopher J. Dodd, now a Democratic senator from Connecticut, that would authorize a doubling of Peace Corps funding by Fiscal Year 2011. At the same time, a July 22 letter Tschetter sent to Rep. Betty McCollum, D-Minn., a member of the House Appropriations Committee that funds the program, warns that budget shortfalls are forcing the agency to consolidate regional recruitment offices and pare other costs.

Neither has the Peace Corps become a key player in outreach to the Islamic world. Volunteers serve in 15

“One of the reasons the Peace Corps is thriving today is because we have kept true to the mission as set forth by Pres. Kennedy back in 1961.”

**— Peace Corps Director
Ronald A. Tschetter**

predominantly Muslim countries, including Jordan and Morocco, Tschetter told the Senate Foreign Relations Committee last year — but most of those are in sub-Saharan Africa.

While a wide debate is raging among former volunteers and staff over how, or whether, the Peace Corps should expand or refine its mission, Tschetter argues for sticking to the original goal of helping other countries with trained personnel, promoting a better understanding of Americans by foreigners and vice versa. “One of the reasons the

Peace Corps is thriving today is because we have kept true to the mission as set forth by President Kennedy back in 1961,” he said in a statement provided to the *Foreign Service Journal*.

John McCain and Barack Obama are both strong supporters of the agency: Obama has pledged to double its size by 2011, while McCain has not committed to a specific increase but has repeatedly praised the concept of national service, calling for a push to recruit volunteers for the Peace Corps and other organizations.

Stay the Course?

Though Tschetter doesn’t see the need for any radical change in the way the Peace Corps operates, he has taken steps to expand outreach to older Americans as a way of increasing the pool of potential volunteers and taking advantage of the additional work experience of the Baby Boom generation. The numbers of such volunteers are growing at a rapid clip, though as of this summer they remained a tiny percentage of the overall 8,079 volunteers.

Tschetter has also established an Office of Strategic Information, Research and Planning to better evaluate the organization’s work. It is piloting evaluations of Peace Corps programs in the field this year while seeking feedback from host countries and communities served.

When queried about existing metrics, though, Tschetter cited survey data — the proclaimed satisfaction of volunteers and host communities — rather than results evaluating, for example, how well students taught English by Peace Corps Volunteers had improved their

Shawn Zeller, a regular contributor to the Journal, is a senior staff writer for Congressional Quarterly.

language skills, or what effect Peace Corps efforts have had on slowing the spread of HIV/AIDS.

“We know the real value can never be measured,” Tschetter says, citing the good will toward America created by the Peace Corps brand of public diplomacy.

But for many Peace Corps advocates, the Bush administration has lost the credibility necessary to be a catalyst for change. They point to a 2003 investigation by the *Dayton Daily News* that found that the Peace Corps had taken a blasé attitude toward the safety of volunteers, watching while reported assault cases involving Peace Corps Volunteers increased 125 percent from 1991 to 2002. The agency disputed the extent of the problem, pointing out that it had established an Office of Safety and Security in 2002, but it did embark on a new security review.

Tschetter tells the *Foreign Service Journal* that Peace Corps work carries an inherent risk, but every effort is made to ensure volunteers’ safety. “All volunteers are given the knowledge and tools to perform their service safely,” he says. Tschetter declined, however, to provide any information about how often current Peace Corps Volunteers are victims of crime.

There have also been allegations of politicization. In February, ABC News reported that an embassy official in La Paz had met the previous summer with a group of 30 Peace Corps trainees and instructed them to report on any encounters they had with Cubans in the field. Peace Corps personnel were quick to criticize the meeting. “The Peace Corps is an apolitical institution,” Bolivia Deputy Director Doreen Salazar told ABC at the time. “We made it clear to the embassy that this was an inappropriate request, and they agreed.”

Then there was the *Washington Post* report last summer that White House aides had held a “general political briefing” at Peace Corps headquarters after the 2002 elections. The March 2003 meeting, which came to light only five years later, after an inquiry by Senate Foreign Relations Committee Chairman Joseph R. Biden Jr., D-Del., involved 15 political appointees and amounted to a recap of the 2002 election results, Peace Corps spokeswoman Amanda Beck told the *Post*. “It was a courtesy to political appointees,” she said. “There was no suggestion

For many Peace Corps advocates, the Bush administration has lost credibility as a catalyst for change.

of getting involved in anything” campaign-related.

Peace Corps advocates such as Dane Smith, a former president of the National Peace Corps Association and former ambassador to Senegal, say these events seem more like foolish mistakes by misguided individuals than part of any concerted effort to politicize the agency. “I don’t think politicization has been a particular problem with the Bush administration, but I do think that [job] positions in Washington have been politicized to a greater extent than necessary.” There is widespread interest among Peace Corps advocates, Smith points out, in reducing the number of political appointees — now about 30 — who serve at the agency.

Tschetter also downplays any concerns about politicization. He says the Peace Corps “has a proud history of nonpartisanship” and that its success is “contingent on volunteers not becoming identified with controversial or political issues.”

Professionals vs. Volunteers?

But two predominant schools of thought among former volunteers and staff both take issue with Tschetter’s premise — that the Peace Corps is in good shape — and argue that the agency must change radically to thrive once again.

On one side are many volunteers like Chuck Ludlam, a former aide to Independent Sen. Joseph Lieberman of Connecticut, who has advised Dodd on his legislation, the Peace Corps Volunteer Empowerment Act (S. 732). Having served as Peace Corps Volunteers in the 1960s in Nepal, Ludlam and his wife, Paula Hirschhoff, decided to volunteer again in Senegal from 2005 to 2007. “We were shocked to see how the agency is run, the contempt for volunteers, the poorly designed programs, the inadequate training and the nonexistent support of volunteers,” Ludlam wrote earlier this year.

Ludlam backs the Dodd bill, which would increase the size of the Peace Corps while empowering volunteers by allowing them to carry out demonstration projects apart from their primary development work, to participate in job performance reviews of the Peace Corps country directors and staff, and to act as whistleblowers

(Continued on p. 24)

- HIGH OPTION
- PERSONAL CUSTOMER SERVICE
- EXPANDED BENEFITS



FOREIGN SERVICE BENEFIT PLAN

NEW FOR 2009

- Wellness and routine adult and child care benefits paid at 100% for PPO and overseas
- Maternity paid at 100% for PPO and overseas
- Nutritional counseling benefit available
- New and expanded PPO network through Coventry
- Reduced mail order copay on generic drugs
- Expanded International Hospital Direct Billing Arrangements

SAME GREAT SERVICE FOR 2009

- Foreign claims rarely subject to Plan allowance
- No translations needed
- High option benefits anywhere in the world, including back in the U.S.
- Secure Web or fax claim submission process
- Exclusive overseas disease management program

Foreign Service personnel and civil service employees of Department of State, AID, DOD, FAS and FCS are eligible to enroll in the **FOREIGN SERVICE BENEFIT PLAN**.

For more information, please contact the

FOREIGN SERVICE BENEFIT PLAN

1716 N Street, NW • Washington, DC 20036-2902

PHONE: (202) 833-4910

FAX: (202) 833-4918

E-MAIL: health@afspa.org

WEBSITE: www.afspa.org/fsbp

The **FOREIGN SERVICE BENEFIT PLAN** is sponsored by the
AMERICAN FOREIGN SERVICE PROTECTIVE ASSOCIATION

Underwritten by Coventry Health Care

This is a brief description of the features of the Foreign Service Benefit Plan. Before making a final decision, please read the Plan's Federal brochure (9172-901). All benefits are subject to the definitions, limitations, and exclusions set forth in the Federal brochure.

(Continued from p. 22)

when they observe wrongdoing, with all the protections provided federal employees.

A National Peace Corps Association survey of returned volunteers found widespread support for the bill. It would also require a review of the Peace Corps' medical clearance system, which some volunteers say is arbitrary and most agree has proved an impediment to recruiting older participants. An April *Washington Post* story revealing that a Peace Corps Volunteer had been dismissed after being diagnosed HIV-positive, underscored such concerns. Tschetter declined to explain Peace Corps policy on volunteers with HIV or AIDS, but he says the agency is following up on the recommendations made in a March report by the Peace Corps Inspector General that found the medical clearance process to be overly burdensome for volunteers.

On the other side of the debate are some country directors, such as Robert Strauss, who directed Peace Corps operations in Cameroon from 2002 to 2007. He agrees the agency needs to retool itself, but believes it should recruit a more professional group of volunteers and empower its staff to monitor them more closely and evaluate their work. An important corollary of this view is the idea that the Peace Corps is first and foremost a development agency, so its success in that regard should be carefully examined.

Strauss believes that, because of the difficulty in securing new funding for the Peace Corps, the agency should reduce its overseas presence from the current 74 missions to 50, while giving country directors more leeway over their own budgets. Now, he says, when directors economize, they must return saved funds to Washington, providing little incentive for thrift. A better system, he says, would grant country directors a budget that they could use with more discretion.

But both the Ludlam and Strauss proposals would actually harm the Peace Corps, Tschetter responds. The Dodd bill, he argues, would undermine management's flexibility and would create "administrative burdens" while raising "significant safety and security concerns" and creating costs that Congress may or may not provide funding to cover. In the face of the Bush administra-

***Encouragingly,
John McCain and
Barack Obama are
both strong supporters
of the agency.***

tion's opposition, the bill has languished.

Tschetter endorses Strauss's pitch for greater evaluation of Peace Corps projects but rejects the rest of his proposal, which he believes would overly constrict the agency's mission.

Significantly, even with a looming retirement crisis facing the government's work force, the administration has done little to formally track whether Peace Corps Volunteers move on to Civil or Foreign Service jobs. Tschetter says the agency encourages returning volunteers to consider applying for such positions, but he could cite only anecdotal information about how many actually do.

The Way Forward

On a more positive note, Kevin Quigley, the president of the National Peace Corps Association and a volunteer in Thailand in the 1970s, argues that in one sense, the Bush administration has pioneered a welcome change in melding Peace Corps objectives with those of the White House on HIV/AIDS prevention. The agency has set volunteers to work on the President's Emergency Plan for AIDS Relief in most of the 74 countries where it operates, and receives specific funding for HIV/AIDS work in more than 20 posts. By contributing to a principal administration development goal, the Peace Corps can make a better case for greater appropriations, says Quigley.

But he believes the Bush administration has missed other opportunities to use the Peace Corps more effectively. For instance, he advocates allowing more flexibility in the traditional 27-month time commitment for volunteers to attract greater numbers of older people, or those with less time to dedicate. And he says the administration's dismissal of the Dodd bill means the administration is missing a chance to pursue more aggressively the agency's oft-ignored third goal: teaching Americans about foreign cultures. Among other provisions, the bill would award grants to private nonprofit corporations and to Returned Peace Corps Volunteers to enable them to develop programs and projects in the United States to further understanding among cultures.

Most unfortunate of all, say Peace Corps advocates

FOCUS

like Strauss and Ludlam, is the administration's failure to resolve the ongoing debate about the future role of the organization as it relates to public diplomacy and development.

Tschetter insists that the arguments for a major overhaul are weak. "The Peace Corps was never intended to be a development organization, and its mission to promote world peace and friendship is still at the core of everything we do," he says.

At the same time, he points out, returned volunteers report by large margins that their experience was a good one, while surveys the agency has conducted in host communities — as well as the continuing high demand in foreign countries for Peace Corps Volunteers — demonstrate that the agency remains a successful goodwill ambassador.

But Strauss's and Ludlam's views from the field are far different. They argue that the Peace Corps is in danger of losing its relevancy abroad.

Strauss says that many volunteers grow disheartened

when they are asked to continue with projects that host communities have not found useful, or to take on tasks that easily could be performed by the communities themselves. And because of lax supervision — many volunteers in remote locations are only visited once or twice a year — some volunteers ignore rules designed to keep them safe and productive, leaving their work sites and treating the Peace Corps experience as an extended vacation.

"It's unrealistic and wildly naïve to expect individuals, most of whom are young and have never been overseas before, and who are dealing with a new culture, new language, and little structure, to succeed with so little ongoing guidance," he says.

In Strauss's view, the current situation poorly serves host countries. "What they want are qualified, trained, dedicated individuals to help get a job done." The Peace Corps risks its reputation, he says, if it continues to send out ill-prepared young people destined to fail.

An effective reform plan, Strauss suggests, would

*Your search is over, choose a hotel where the federal per diem rate is available year-round.**



State Plaza Hotel

Accommodations

- ✿ Luxurious Suites
- ✿ All rooms with full size kitchen & stove tops
- ✿ Fitness center
- ✿ Complimentary in-room coffee
- ✿ Full service restaurant
- ✿ Parking available
- ✿ Across from Main State
- ✿ White House, The Mall, and Metro Foggy Bottom station (blue & orange lines) within walking distance

State Plaza Hotel

2117 E. St. NW
Washington, DC 20037
Telephone: (800) 424-2859
(202) 861-8200

Parking Available

Rated ★★½ by AAA

www.stateplaza.com

E-mail: reservationsagent@RBpropertiesinc.com



**per night,
single or double
occupancy subject
to availability*



F O C U S

center on boosting “selection, support and supervision.” It would involve recruiting more experienced volunteers, providing all volunteers with extensive training and the support of development experts, and dramatically boosting staff oversight of volunteers to ensure that they do the job they were assigned to do.

Key to Strauss’s strategy would be a lifting of the current requirement that limits most Peace Corps employees to five years of service. The current system, he argues, throws out the deadwood along with the good, and erodes the Peace Corps’ institutional memory, destining it to try the same ill-fated reform plans time after time.

Ludlam and Hirschhoff, by contrast, put the blame for the ills they see less on ill-prepared volunteers and more on indifferent staff. “We see the Peace Corps as a middle-aged bureaucracy where hierarchy and rigid controls pre-

“Volunteers sit at the bottom of the pyramid, where their needs are often ignored.”

— **Volunteers Chuck Ludlam and Paula Hirschhoff**

vail,” they told the Senate Foreign Relations Committee last year. “Volunteers sit at the bottom of the pyramid, where their needs are often ignored. What we need is an upside-down hierarchy, an inverted pyramid, in which support of the volunteers takes precedence.”

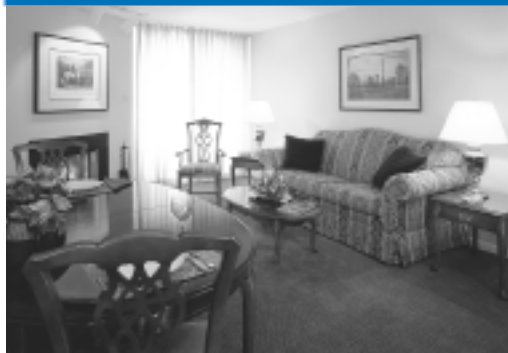
The Dodd bill would go a long way toward fixing the problem, they argue, by giving volunteers a greater say in evaluating Peace Corps staff

and by providing for confidential consultations with volunteers on the merits of their development projects.

Longtime Peace Corps watchers say the debate over the bill is just the latest chapter in a long-running power struggle between agency staff and volunteers that won’t be resolved anytime soon, if history is any guide. Accordingly, it will be up to the next administration to determine how to proceed. ■

THE REMINGTON

Per diem accepted all year round



**2 Blocks to Main State Department
Rent by Day, Week, or Month**

- One bedroom fully furnished condo
- Deluxe full size kitchens
- Washer/Dryer in unit
- Free private phone line/local calls
- Free cable w/ premium channels
- Free weekly maid service
- Parking available
- Pets accepted
- Free internet access in the lobby



601 24th Street, NW · Suite 102 · Washington, DC 20037

Tel: 202-223-4512 · Fax: 202-452-9541

E-mail: reservations@remington-dc.com · www.remington-dc.com

RESTORING AN AMERICAN ICON FOR THE 21ST CENTURY



Philippe Béria

THE PEACE CORPS SHOULD NEVER BE CONSIDERED AN INSTRUMENT OF DAY-TO-DAY U.S. FOREIGN POLICY. BUT IT IS A SIGNIFICANT ELEMENT OF SOFT POWER.

By JAMES R. BULLINGTON

There is widespread bipartisan agreement that a high priority for the next administration will be strengthening America's "soft power": the ability to influence, persuade and inspire, as opposed to coerce, in international affairs (a concept originally articulated by Harvard Professor Joseph Nye).

One instrument of soft power that needs urgent attention is the Peace Corps, an important but somewhat faded icon of American global outreach. Created by President John F. Kennedy in 1961, it quickly captured the country's imagi-

nation and inspired a generation of American youth to consider international public service. According to Senator Ted Kennedy, D-Mass., it was the accomplishment of which his brother was most proud.

Under the leadership of the Peace Corps' first director, Pres. Kennedy's brother-in-law Sargent Shriver, the number of volunteers quickly grew to 16,000. By the 1970s, however, the Peace Corps' popularity waned as opposition to the Vietnam War grew, along with general mistrust of government programs. Appropriations declined, the number of volunteers fell to around 6,000, and the organization receded from public view.

During Bill Clinton's presidency, the Peace Corps experienced some growth, to around 7,000 volunteers. But it has been under the current administration that the agency has received its strongest support in recent years. It currently fields about 8,000 volunteers, the largest number since the 1970s, in 74 countries.

Falling Short of Its Potential

Even so, many supporters believe the Peace Corps is falling well short of its potential. Pres. Clinton called for 10,000 Peace Corps Volunteers, and President George W. Bush was even more ambitious, proposing expansion to 14,000 volunteers. The problem in meeting such goals has not been inability to attract recruits or a lack of demand for their services, but insufficient congressional appropriations.

Quantity is not the only area in which the agency is falling short of its potential; there are quality issues, as well. Even those who are friendly to the concept of the Peace Corps and want to see it strengthened, not abol-

*James R. Bullington was a Foreign Service officer from 1962 to 1989, serving as ambassador to Burundi among many other postings. After a stint in academia, he was Peace Corps country director in Niamey from 2000 to 2006, an experience he recounts in *Adventures in Service with Peace Corps in Niger* (BookSurge Publishing, 2007). Ambassador Bullington is currently editor of the online magazine *American Diplomacy* (www.american.diplomacy.org).*

Even those who are friendly to the concept of the Peace Corps and want to see it strengthened, not abolished, have pointed out problems.

ished, have pointed out problems such as:

- Unwillingness to close high-cost programs and deploy volunteers flexibly, where they can have the greatest impact;
- Inadequate support and supervision for volunteers in many programs;
- Uneven quality and high turnover of staff (at least partially because of the Peace Corps' rule that staff members can serve no

longer than five years, in order to preclude the development of a career — and careerist — bureaucracy); and

- Mediocre leadership by most of the political appointees at Peace Corps headquarters in recent years.

For more details, see "Think Again: The Peace Corps" in the April issue of *Foreign Policy* by Robert Strauss, a former Peace Corps country director in Cameroon who is now a well-informed and thoughtful critic of the agency (www.foreignpolicy.com/story/cms.php?story_id=4295).

The Right Stuff?

One of the problems Strauss flags is volunteer quality. The recruitment process is not very selective, he says, and during his tenure as country director he found there were only "a few highly motivated and capable individuals." He states that the "vast majority ... weren't sure what to do with their lives, were fresh out of school and seeking a government-subsidized travel experience or something to bolster their resumé's," or were looking for a way "to escape a humdrum life or recent divorce."

Admittedly, any assessment of this sort is highly subjective. I can only report my own, far different, evaluation of the quality of the 434 volunteers I led as Peace Corps country director in Niger from 2000 to 2006.

Having come to the position from a university job, my frame of reference for assessing the volunteers was primarily graduate students, people of comparable age and background. In general, I found the Peace Corps Volunteers to be at least their equal in intellectual ability and far superior in motivation, dedication and character. And the better I got to know them, the more I admired and respected them.

Niger presents arguably the most difficult environ-

FOCUS

ment of any country where Peace Corps Volunteers are currently posted. It ranks at or very near the bottom of almost all indexes of poverty and human misery, with two-thirds of the people living on less than a dollar a day, one child in four dying before its fifth birthday, and adult literacy at about 20 percent.

Located on the edge of the Sahara, the country routinely experiences temperatures of 120 degrees or more, which rarely drop below 90 even at night. Most volunteers live in one- or two-room huts built of mud bricks and thatch, without electricity or running water. Sanitary conditions are so poor that of the 74 nations with a Peace Corps presence Niger ranks highest in the incidence of acute diarrhea among volunteers.

About 10 percent of the approximately 60 Peace Corps recruits assigned to Niger each year during my tenure discovered they could not tolerate the country's harsh conditions, either physically or psychologically, and resigned and went home before the end of the 11-week training program. Of those who made it through

training, only about 5 percent resigned before completing their two years of service (usually because of health issues or family problems back home), and some 15 percent actually stayed on for longer than two years. (These percentages are better than worldwide Peace Corps averages.)

Of those who did not resign, on average just one volunteer had to be sent home each year because of behavior or performance issues. Another dozen or so were ineffective, but managed to complete their service. The rest, in my judgment, were at least adequate performers; most were very good; and many were outstanding. I believe these rates of job success and failure would compare favorably with those for any large group of young adults, especially those placed in highly stressful initial assignments.

It was gratifying to watch these young people rapidly gain self-confidence and maturity as they overcame the challenges of living in Niger. In this process, those who may have arrived without much sense of purpose soon

Mobile Banking.
Bank from anywhere.

Wherever. Whenever ■

Simply go to <https://go.sdfcu.org> on your phone's web browser! Visit www.sdfcu.org for more information.

STATE
DEPARTMENT
FEDERAL CREDIT UNION

F O C U S

gained both direction and dedication. As they were leaving at the end of their service, all of them told me the experience was profoundly positive and life-shaping.

Most of these Niger Peace Corps Volunteers went on to careers focused on public service of some kind. Many entered teaching, social work or the medical profession. Some went into the Foreign Service or other government careers. Large numbers found jobs with international humanitarian organizations such as CARE, Catholic Relief Services, Save the Children, etc.

Most of the volunteers I worked with in Niger went on to public service careers.

The Peace Corps is not only about two years of volunteer work abroad. It very often serves as basic training and a launching pad for a lifetime of public service.

The Development Issue

The most fundamental and persistent criticism of the Peace Corps revolves around its role as a development organization. It is often seen as having little impact on poverty and other host-country problems it claims to address.

It is undeniable that the most efficient way to drill

wells, for example, is to hire a professional well-drilling team — not to send out Peace Corps Volunteers to organize projects in villages where wells are needed. The Peace Corps has never been the most cost-effective instrument for building infrastructure projects. And it never will be.

Moreover, it's correct that Peace Corps personnel are unlikely to have more than a marginal effect on macroeconomic statistics, such as per capita GDP, or social indicators, such as literacy and child mortality rates.

To change such metrics in any but the tiniest of countries would require volunteers in numbers that would not be realistically feasible or acceptable to host countries.

But such criticism is irrelevant and misleading, because it is based on a fundamental misunderstanding of the Peace Corps' nature and its reason for being, as well as an incomplete concept of what constitutes "development." To try to turn the agency into a socioeconomic development organization, a sort of village-level USAID, is to doom it to failure.

The Peace Corps is not a development



Top: Peace Corps Volunteers Ana Ferera (left) and Jen Rice (right) with neighborhood children. Bottom: Amanda Goetz with village women preparing for a wedding.



Photos by James Bullington

F O C U S

program with a people-to-people component, as many critics suggest it should be, but a people-to-people program with a development component.

Kennedy's Challenge

On the campaign trail in 1960, speaking at the University of Michigan, candidate John F. Kennedy said, "We need young men and women to spend two or three years abroad spreading the cause of freedom." This generated an enthusiastic response. Then, in his inaugural address, Pres. Kennedy said:

"To those peoples in the huts and villages of half the globe struggling to break the bonds of mass misery, we pledge our best efforts to help them help themselves, for whatever period is required — not because the communists may be doing it, not because we seek their votes, but because it is right. ... Now the trumpet summons us again — not as a call to bear arms, though arms we need — not a call to battle, though embattled we are — but a call to bear the burden of a long twilight struggle year in and year out. ... And so, my fellow Americans: Ask not what your country can do for you — ask what you can do for your country."

It is only in that spirit that the Peace Corps can thrive today. While communism is no longer the principal enemy, we remain deeply engaged in a "long twilight

struggle" against malignant forces that have a concept of human society profoundly different from ours, as well as against mankind's perpetual enemies, such as disease and ignorance.

That said, the Peace Corps should never be considered an instrument of day-to-day U.S. foreign policy. Nonetheless, it has been from its beginning, and remains today, a significant element of American soft power. It is an important expression of our values, what Abraham Lincoln called the "better angels of our nature" as Americans. It embodies and projects abroad our idealism, enthusiasm, generosity, compassion, optimism, and support for human freedom and individual dignity. It puts a positive face on America for millions of people whose only other images of Americans are formed by Hollywood and hostile propaganda. It's easy to hate an "ugly American" stereotype acquired from these images; but it's difficult to hate the young woman who lives in your village, speaks your language and helps get a new school established, or the young man who lives down the street and teaches English to your kids.

Many critics argue that because the world has changed dramatically since the 1960s, the Peace Corps needs to change as well. This is certainly true in the sense of changing tactics and harnessing modern technology when possible. But the organization's bedrock



Left: Virginia Emmons at the village school she started. Right: Leah Smith at her house.



principles and guiding philosophy must remain constant. Otherwise, it will die.

The Peace Corps' second and third goals — to help promote better understanding of Americans on the part of the peoples served and a better understanding of other peoples on the part of Americans — remain just as important as the first goal — to help interested countries meet their needs for trained men and women. Or to put it another way: The Peace Corps is primarily about building relationships, not about building things.

A Different Sort of Development

Another fundamental flaw in much criticism of the Peace Corps is the equation of development with infrastructure projects such as wells, schools, roads and clinics. Infrastructure is indeed an important part of development, but it is not the only part — perhaps not even the most important one.

Development, at least for the purposes of the Peace Corps and similar organizations, can best be thought of not as a project in which things get built, but a process in which people are changed. Even the best infrastructure projects are only successful in the long run to the extent they facilitate changes in people — new attitudes, new knowledge, new ways of doing things.

When I was in Niger, we emphasized this approach to development in our training. Most of the volunteers came to understand it, not just as an intellectual principle but on a personal, experiential level. Examples include Korey Welch and Katie Dick, who created the first girls' soccer teams in Zinder, the most religiously conservative part of this overwhelmingly Muslim country; Don Johnson, who got Niamey bar owners to install condom machines — the first coin-operated vending machines of any sort in Niger — as part of an HIV/AIDS prevention campaign; Scott and Andrea Webb, married volunteers who helped the women of their village organize a savings and loan group to finance their own small entrepreneurial projects; and Carol Grimes, who told me about her gratification in overhearing one of the women in her village explaining to some neighbors almost word for word what Carol had been telling her for several months about the benefits of breastfeeding.

A common criticism of the Peace Corps revolves around its role as a development organization.

Such stories are a constant of the Peace Corps experience, not just in Niger but worldwide.

Peace Corps Volunteers can be very successful in promoting development without leaving behind a single thing that one could take a picture of or point out to a visitor. Their most important legacies are people who think and act differently. It does not require a high level of technical skill or training to achieve the most important sort of development: inspiring positive change in people.

In this broader sense of "development," volunteers have an impact that can be significant even on a national basis over long periods of time, though it is not easily measured.

Rejuvenation Needed

Although the Peace Corps should be counted as one of America's great international successes, the agency could use some rejuvenation as it approaches its 50th birthday in 2011. Toward that end, here are some concrete recommendations:

- Soon after taking office, the next president should issue a call to national and international service comparable to Kennedy's "ask not" challenge, coupled with greater high-level public recognition of Peace Corps Volunteers.

- He should then follow up on that rhetoric by seeking sufficient congressional appropriations to achieve gradual but steady growth to at least 10,000 volunteers by the end of his first term. After all, we are not talking big bucks here; the Peace Corps' Fiscal Year 2008 budget comes to just \$331 million, a sum that could be lost as a rounding error in the total federal budget.

- The new Peace Corps director should be someone who can rekindle the enthusiasm and optimism of the agency's early years — the can-do spirit that led *Time* magazine to put Peace Corps Director Sargent Shriver on its cover in July 1963 under the headline, "The Peace Corps: A U.S. Ideal Abroad." That article called the Peace Corps "the single greatest success the Kennedy administration has produced." How did Shriver and his colleagues achieve this success? In his 2004 biography of Shriver (*Sarge: The Life and Times of Sargent Shriver*), Scott Stossel says, "The early

F O C U S

Peace Corps didn't cut red tape so much as shred it." In contrast, when I was country director in Niger, I found Peace Corps management in Washington to be overly cautious, unimaginative and prone to micromanagement.

- The agency should focus on countries that are both among the world's poorest and have adopted the sorts of policies that tend to make development assistance most effective. This would suggest making a large Peace Corps program part of the package offered to those countries selected to receive additional U.S. foreign aid resources under the Millennium Challenge Account.

- Recruit greater numbers of older, retired people as Peace Corps Volunteers. (Only 5 percent of current vol-

***An expanded, rejuvenated
Peace Corps could be just
as relevant to America's
contemporary challenges
as it was to those of the
Cold War era.***

An expanded, rejuvenated, debureaucratized, strategically focused, better inspired and supported Peace Corps could be just as relevant to our contemporary challenges as it was to those of the Cold War era — and just as inspiring to the American people today as it was to me and my young contemporaries in the 1960s. ■

unteers are over 50, and the median age is 25.) These individuals have additional skills to share, but usually require organizational flexibility and accommodation because they are often not a good fit for the jobs and locations of the "typical" 20-something volunteer.

- A special effort should be made to spur the re-enlistment of retiring baby boomers who were Peace Corps Volunteers as young people.

STRATEGIC STUDIES QUARTERLY

CALL FOR ARTICLES

Strategic Studies Quarterly is a peer-reviewed forum for military, government, and civilian academic professionals to exchange ideas related to national security, international relations and air, space, and cyberspace power.

Prospective authors should submit 5,000-15,000 word articles for consideration in Microsoft Word-compatible format. Articles submissions should be sent in electronic format to strategicstudiesquarterly@maxwell.af.mil or submitted via regular mail and should include a hard copy of the article and a disk with the article in Microsoft Word format to:

Managing Editor, *Strategic Studies Quarterly*
Air War College
325 Chennault Circle
Maxwell AFB, AL 36112-6427

Website: <http://www.maxwell.af.mil/au/ssq>
Free electronic subscription: <http://www.af.mil/subscribe>



THE SILK ROAD TO WASHINGTON



Philippe Béla

T

ONE FSO DESCRIBES HIS TRANSITION
FROM THE PEACE CORPS TO THE
FOREIGN SERVICE.

By JAMES WATERMAN

he tiny Daewoo microbus into which I had crammed myself, along with the driver and several old women, rolled along out across the flat and dusty countryside as we passed the endless cotton fields. We were outside Gulistan, Uzbekistan — in other words, the middle of nowhere — and I was not quite sure where we were going. I had shown up at the bazaar with only the name of a fellow Peace Corps Volunteer and her town, and was hoping that some taxi driver would have an idea of where to take me (and that my poor Russian would hold

up in this area where most people preferred their native Uzbek).

Three days earlier, on the night of Sept. 11, 2001 (for those of us in Uzbekistan, the attacks will always be remembered as happening in the evening), we had been ordered to “stand fast” at our respective sites. But it was difficult to reach people like Stephanie, who were assigned to villages where phones were still something of a luxury. The Peace Corps office in Tashkent had tried to send her a telegram, but because they had the incorrect address on file, it fell to me as the site warden to track her down. So that’s why I was thigh to thigh with the Uzbek grannies in the back of the microbus.

When I arrived in Gulistan, I was immediately surrounded by Uzbeks, most of them very sympathetic, just as I’d come to expect over the last couple of days. I was again touched by how many people asked about my family. I no longer took the time to explain how far Wisconsin was from Washington and New York; I just said everybody was fine, “Slava Bogu” (Thank God).

The ride to Stephanie’s town took an hour, which is a long time to think about things once you’ve already used up all your Uzbek by saying “Good morning” to your fellow passengers. I hadn’t yet seen any footage of the attacks, but what I’d heard didn’t sound good, and rumors were flying among the volunteers. We heard that the State Department building had been bombed, that Muslim gangs were rising up against Westerners in Uzbekistan and that we were going to be evacuated to Russia. I could only imagine what our colleagues in remote villages were thinking.

As it happens, Stephanie hadn’t been thinking much about it at all, because news had barely made it out to her. She’d heard about some explosions in New York, but that was about it. I filled her in as best as I could, and we agreed on a schedule for her to get over to the next town to use a phone and check in with me every couple of days. As a crisis response, it was a bit of a nonevent — she had not been expecting me, wasn’t expecting any information, and I didn’t have much to give her anyway.

James Waterman entered the Foreign Service in 2006. He recently completed his first tour in Hermosillo and is now in Almaty. Prior to entering the Service, he was a Peace Corps Volunteer in Uzbekistan from August 2000 until September 2001, when he was evacuated following the 9/11 attacks.

A Moment of Clarity

Until that point, however, I had thought of things differently. On the ride out, I played back in my mind the calls from my parents on Sept. 11 and the days afterward. I remembered the quaver in my mother’s voice as we’d spoken, and I couldn’t get out of my mind what Stephanie’s mother must have been going through, knowing that there was no way she could just pick up a phone and call her daughter.

I’d already had a lot of jobs at that point in my life — bartender, teacher, hardware store clerk — but my time as a Peace Corps Volunteer was the first time I felt I was doing something genuinely important. That was an unexpected bonus, because I’d joined the Peace Corps not so much out of altruistic motives, but because it seemed like an interesting way to better my chances of making it into the Foreign Service.

I was fully aware that Returned Peace Corps Volunteers make up a sizable portion of the U.S. diplomatic corps (though I do not have any statistics on just how many). And yes, I admit that during my oral exam, I leaned on that crutch at every opportunity and halfway expected my examiners to say, “Okay, enough about that already!” Yet as I rode out to Stephanie’s village, I was not thinking: “Wow, this will look great on my Statement of Interest!” I was only concerned about getting to the person I thought needed help, in spite of the fact that there wasn’t much to do upon arrival.

Of course, there was much more to my Peace Corps service than that one ride. And there were certainly plenty of times over the next several years when I wondered whether and how it was really going to be useful. But the experience of assisting a fellow American who might be in trouble was a clarifying moment for me that solidified my desire to become an FSO and help others. And in the end, I think that the Peace Corps was an ideal way to prepare for my career as a Foreign Service officer.

A Wide-Ranging Education

Upon my arrival in Uzbekistan as a Peace Corps Volunteer in August 2000, I was given language instruction, cross-cultural exercises, personal security training and much more. All of that preparation would eventually help me adjust to the Foreign Service, as did total immersion in a world of acronyms and specialized jargon. So while I currently pepper my conversations and writing with terms like PDAS, 214(b) and ConGen, I come

FOCUS

from the world of PST (pre-service training), ET (early termination, or “dropping out” of Peace Corps before your scheduled end of service), and COSing (close of service, used as a verb to describe going through the administrative processes wrapping up your Peace Corps service).

Perhaps more than anything else, however, I found the more mundane daily experiences of Peace Corps life the best preparation for the life of the Foreign Service employee serving overseas. Admittedly, volunteers typically do not enjoy the same level of daily support as Foreign Service personnel — much the opposite, in fact, because the idea is for PCVs to live as “normal” people in-country.

Unless problems arise, there is remarkably little contact with the office, let alone the embassy. In my whole time in Uzbekistan, I don't recall ever meeting anybody from the Department of State. (While it's possible that an embassy briefing was given while I was out sick one day or something, I don't recall any contact from State

Department officials with my Peace Corps group during our pre-service training, and certainly no contact after going off to our sites.)

Peace Corps Volunteers are expected to be self-sufficient. This means that there's no motor pool to rely on for travel needs, no work order to write up when electricity goes out, no medical officer just down the hall when you contract giardiasis — which you will (frequent illness is only one of the hardships that typically mark Peace Corps service). In Uzbekistan, my apartment featured neither air conditioning nor a refrigerator, and the electricity seemed to be off as much as on. Still, with a private phone and running water, my abode was pretty cushy, compared to many other Peace Corps residences.


Like all volunteers, I lived with a host family for much of my service; in fact, I lived with three different families. That day-to-day contact gave me a crash course on life in the former Soviet Union, a more wide-ranging education than I could have imagined.

OPEN HOUSE:
Tuesday, November 11, 2008: 9–noon
Thursday, December 11, 2008: 9–noon
Tuesday, January 6, 2009: 9–noon

**A Passion for Learning –
A Passion for Life**

Offering a premier Montessori program for children age 2 through grade 5 as well as a dynamic Middle and college-focused Upper School.

FOR MORE INFORMATION OR
TO SCHEDULE A TOUR, PLEASE CALL:
(301) 576-2800
OR VISIT OUR WEBSITE AT:
www.barrie.org

 **The Barrie School**
13500 Layhill Road
Silver Spring, MD 20906

**Washington's Clear Choice in
Corporate Accommodations**

Today's business traveler does have a choice when it comes to short-term accommodations

CAS
Corporate Apartment Specialists, Inc.

- ◆ Rates within federal government per diem
- ◆ Completely furnished apartments
- ◆ Walking distance to Metro
- ◆ Washer/Dryer in unit
- ◆ Pet Friendly
- ◆ Cable TV/Local telephone service included
- ◆ VMC/Amex/Diners Club accepted
- ◆ All utilities included
- ◆ Maid service available upon request

Location, Location, Location!
Choice neighborhoods of Washington, DC,
Suburban Maryland, Northern Virginia

Toll-Free: 800 914-2802
Tel: 703 979-2830 Fax: 703 979-2813
E-mail: sales@corporateapartments.com
Web: www.corporateapartments.com

Flexcar
SMILE YOUR THINKING

FOCUS

Without a Net

Beyond language and culture, I picked up regional history, economics and geography on the job. I also learned how to use public transportation in Central Asia (no mean feat for a suburban boy from Wisconsin), how to haggle when shopping, and more than I ever wanted to know about pit toilets. In sum, I learned to live overseas “without a net,” which I can say really makes me appreciate the administrative support we get as Foreign Service members.

By working and living in the local communities, with no embassy buffer against local red tape and suspicious officials, Peace Corps Volunteers develop the patience needed to work overseas without a continuous nervous breakdown. For Americans, accustomed to easy access to almost everything 24 hours a day, patience may not be a virtue. But in the small towns many volunteers inhabit, things can move at a glacial pace.

One of my Peace Corps colleagues never left the house without two items: a bag, in case he found some-

thing that he wanted to buy (inventories fluctuated wildly at the bazaar) and a novel, for the inevitable wait he’d encounter at some time during the day. I remember one instance of waiting four hours to get our money when we went to collect our monthly stipends at the local bank — which, even by Uzbek standards, was a bit long. Hand in hand with the patience one develops in such situations comes a sense of what can reasonably be accomplished in a day — and if you guessed that it was a process of always lowering the bar, you’d be right.

For me (and, I suspect, for other Returned Peace Corps Volunteers), my job as an English teacher at Gulistan State University represented a fairly small portion of my overall Peace Corps experience. But it prepared me well for life as an FSO. After a year of (seemingly) hundreds of students dropping by every day to ask me questions, the dubious claims to have finished homework but forgotten the documentation at home, and the constant struggle to get stuff done in spite of my imperfect language skills, working on the visa line felt like home.



D & M Auto Parts Corp

Your source for

- Professional, courteous and prompt service
- Highest quality automotive parts
- Motor pool supplies
- Automotive and industrial tires
- Forklift & generator parts
- Motor oils and chemicals
- Runflats & severe duty brakes
- We're here to help, just ask!

**Serving those who serve America
since 1971**

56 Engineers Dr. Hicksville, NY 11801
Tel: (516) 822-6662 Fax (516) 822-5020

E-mail: info@dmauto.com

www.dmauto.com



Capitol Hill Stay

Furnished apartments & carriage houses

1-3 blocks to U.S. Capitol

Great neighborhood, charming places

All units recently renovated

Walk to metros, shops, restaurants

Antiques, quality furnishings

Short, flexible, or long-term

Lots of experience with per diem

Locally owned and operated

View our up-to-date availability:

www.capitolhillstay.com



(800) 445-8960 (202) 544-4419

Grassroots Diplomacy

I don't mean to make light of the situation, however, because the experience prepared me well for my current work. In fact, a theme I've seen in my work, both as a consular officer and as a Peace Corps Volunteer, is that our contacts really do appreciate the work that we do, even if the people who know what that is add up to an extremely small number, and even if we're never able to do as much as we would have hoped.

As a volunteer, I had students come up and give me handwritten letters in which they thanked me for teaching them already outdated American slang and helping them decipher song lyrics. In other words, for nothing worth mentioning. As an FSO, I have had to deliver the worst news imaginable — your mother has died, your husband has died, your child has died — and have had the recipients thank me for that, as well. That sort of thing also nagged at me as a Peace Corps Volunteer and still does.

The Peace Corps is often said to perform “grassroots

diplomacy,” which I think is an excellent way to describe what volunteers do. While all volunteers have primary projects, such as teaching English, the Peace Corps goes to great lengths to make sure that trainees understand that they are also full-time, 24/7 representatives of America. What better preparation for a career as a diplomat than being urged to go out into the countryside and set a good example, hopefully without making any mistakes bigger than mixing vodka and pear-flavored Fresca (a pretty disgusting combination)?

As much as I enjoy being in the Foreign Service, I still see my Peace Corps service as a watershed moment in my life, one that continues to pay dividends. Did it make me a better FSO than I would have been otherwise? I'm convinced it did.

So for me the only question remaining (which will have to wait a few more years for an answer) is whether a career as a diplomat prepares one well for a repeat tour as a Peace Corps Volunteer. ■

MCG *Helping do what's best for you.*
Financial Planning

Former State Department Employee
Stationed Overseas Understands Unique
Financial Situation of Foreign Service

Services Include:

- Retirement Planning
- Tax Preparation and Strategies
- Analysis of Insurance and Investments
- Lump Sum Retirement Options

MARY CORNELIA GINN

10303 Greenwood Place
Oakton, Virginia 22124
Phone: 703-938-0074
MGinn@walnutstreet.com
(Securities & Variable Annuities
Related Business)
mcgfin@verizon.net
(for Tax and Financial Planning)

Mary Ginn is a registered representative of being securities firm Walnut Street Securities, Inc. (NYSE) member FINRA/SIPC. Investment advisory services, financial planning, and tax services offered through MCG Financial Planning, a Registered Investment Adviser which is not an affiliate of WSS, WSS and its agents do not provide legal tax advice in their capacity as registered representatives.

DACOR ANNUAL CONFERENCE
OCTOBER 24, 2008

**“IMPLICATIONS of the 2008
ELECTION RESULTS
for U.S. FOREIGN POLICY”**

Ambassador Thomas Pickering
Keynote speaker
Ambassador David Abshire,
Luncheon speaker.

Analysis by Members of Congress,
and the candidates' foreign policy advisors.

George Washington University, Co-Sponsor
800 21st St. N.W. Washington, D.C.

Continental breakfast at 8:00 a.m.
Info: Sherry Barndollar Rock,
Tel: (202) 682-0500, ext. 17
E-mail: prog.coord@dacorbacon.org.
Charge: \$55/person, \$35/person (no lunch)

FROM THE PEACE CORPS TO THE DIPLOMATIC CORPS



Dozens of Foreign Service employees and family members who are also Returned Peace Corps Volunteers responded to the AFSAnet the Journal sent out this summer soliciting their insights as to how the Peace Corps and Foreign Service experiences compare and contrast. In fact, the response was so great — and so varied and interesting — that it will be presented in two installments. Part II will appear in the November issue.

— Steven Alan Honley, Editor

A SMALL HITCH

My first assignment with the Foreign Commercial Service was to Lagos. I figured they picked me because I was an ambitious new officer who had lived in West Africa before (the fact that I had a pulse and they could direct-assign me may also have played a role).

In fact, my wife and I had met in the Peace Corps about six years earlier, when we were both serving as volunteers in Cameroon. We figured that Nigeria would be similar in many ways, except this time we'd have a few perks like indoor plumbing and electricity.

In some ways, that turned out to be true. Although we were unprepared for how lavish our housing and work environment were in comparison with what we'd had back in our volunteer days, the overall atmosphere of the city was familiar and comfortable to us. I ate daily with my Foreign Service National employees in local chop houses across from the consulate, and was even able to use the pidgin English I'd spoken in Cameroon to break the ice with counterparts and haggle in outdoor markets.

But a key difference quickly became apparent. One weekend I was trying to get to the American Club to meet a friend for tennis. My wife had the car, and it was too long (and hot) to walk, so I did what I would have done on any given day anywhere in Cameroon: I stuck out my hand as a motorcycle was passing by and hopped on the back to hitch a ride. The driver took me right to the club, I "dashed" him the equivalent of about 20 cents, and he thanked me and zoomed off.

The following Monday, I was called into the regional security officer's office. Apparently I had been seen — and reported. Riding local transport was a big no-no in Lagos. My initial reaction was disbelief. Could the embassy really be this paranoid? I griped to my wife that evening, but complied with the RSO's rules from that point forward.

Though I'm still not convinced that taking a moto-taxi that day was grounds for reprimand, I do appreciate that approaching a Foreign Service assignment through a Peace Corps lens is not always appropriate. But those of us with that background can definitely draw on our volunteer experience to enhance our role as official representatives of our government.

Incidentally, I have written a book (available via Amazon.com) for prospective Peace Corps applicants: *You Want to Join the Peace Corps: What to Know before*

You Go (Ten Speed Press, 2000). A second edition is due out in the spring of 2009.

Dillon Banerjee
Senior Commercial Officer
Embassy Lisbon



THE NEED TO BE FLEXIBLE

Based on my experience as a Peace Corps Volunteer in Russia from 1997 to 1999, I would say one of the strongest similarities between the Peace Corps and the Foreign Service is the existence of high levels of ambiguity. Members of both organizations operate with varying degrees of uncertainty about their surroundings, roles, responsibilities and communities. In fact, comfort with this aspect of overseas life is probably one of the single best indicators of whether Peace Corps Volunteers and Foreign Service personnel will thrive and succeed.

The biggest difference between the two organizations is the weight and inertia of the State Department's bureaucracy. Getting a \$500 educational grant approved as a Peace Corps Volunteer is easier than pitching a new idea — even a cost-free one — at an embassy or consulate.

Stetson Sanders
Vice Consul
Consulate Chennai



THANKS, SILVIA!

As a Peace Corps Volunteer in rural Jamaica in 1988, I was on the mailing list for the monthly newsletter from Embassy Kingston. One issue mentioned that the Foreign Service Written Exam would be given in the USIS library and had instructions on how to register. On the appointed date, I rode my usual overcrowded bus to town and took the exam. At the break, I met a woman named Silvia, who told me she was the ambassador's secretary.

I asked her a plethora of questions, like "Do you have a car? A telephone? Air conditioning?" These were all things I missed, yet I knew I loved living abroad. She cheerfully answered all my questions and must have sensed a kindred spirit, for after the long exam was over she offered to drive me in her car (a rare pleasure for me)

to the bus park. On the way, I continued to pick her brain. As she told me about her job and her lifestyle, I realized it was exactly what I was looking for.

I went on to become a consular officer at six overseas posts, always managing to avoid a domestic assignment. It was a real blast, and I never would have known about it without the embassy newsletter and Silvia.

Linda Eichblatt
FSO, retired
Amarillo, Texas



LESSONS LEARNED

As a Peace Corps Volunteer in Mauritania from 1987 to 1991, I taught English as a foreign language in a small village in the middle of the Sahara. Here are a few lessons learned that I still use in the Foreign Service:

Know your audience. I was posted to a Muslim country, so I read the Quran and bought an English-Arabic concordance. That facilitated questions (and answers!) and helped me tailor my approach in the classroom.

Learn the local language(s) if possible. It isn't easy to learn an obscure dialect, but even mastering a few phrases will help. I learned enough expressions to get everyone to laugh, and then I had their attention.

Listen and observe. Remember that you are going to be there a long time, so be sure to listen and observe more than you talk. After all, while you have something to teach, you also have things to learn.

Be open. Audiences are much more receptive if you show appreciation for their culture. And the more you are accepted, the further you may get.

Paul Dever
Contracting Officer
Embassy Manila



RELATIONSHIPS MATTER

My experience as a Peace Corps Volunteer in Mali from 1986 to 1988 was at the grassroots level, literally and figuratively. I lived in a mud hut, rode in crammed trucks, and ate many meals of millet porridge with my host family. Now, as a Foreign Commercial Service officer, I recognize how easy it is to distance myself from the host country. If you live in a compound with other ex-

atriates and don't make an active effort to travel within the country, you may see only a veneer of the host culture.

A key lesson that has served me well is that to get things done, relationships matter. As a Peace Corps Volunteer, this meant chatting with the village chief, taking tea with the local bureaucrats, or spending time playing games with the children. The players and activities are different for me now — paying courtesy calls on local government officials, having lunch with company executives, or chatting with office staff — but the impact is the same. Often people want to know who you really are before they commit to supporting your projects, no matter how important, or pressing, the initiative seems to be.

Francis "Chip" Peters
Commercial Officer
Consulate General Shanghai



BOTTOM UP, NOT TOP DOWN

Dealing with poor farmers as a Peace Corps Volunteer in Guatemala, I quickly came to realize how many farmers were smart and had truly enviable leadership skills. They were people who could see possibilities and whip up enthusiasm in their colleagues for any endeavor.

Largely because of that experience, as an FSO with USAID I have always relied heavily on getting the views of people at the village level via direct interviews. This can sometimes take a bit of digging because my interlocutors' communication skills may not be the best, due to a lack of formal education. However, their experiences and perceptions are critical when deciding what interventions in any given project make the most sense.

Similarly, regular follow-up with the people directly affected by a development project to get their feedback is critical to making sensible modifications along the way. Good project design is usually bottom up, not top down, because people at the very lowest level, closest to the ground, know the facts. The rest of us only think we do!

In Mali, we were on the verge of chucking a small hand-pump irrigation project because our technical advisers were saying the pumps had too many problems and farmers, after purchasing them, weren't using them. Yet during on-the-ground demonstrations and interviews, purchasers said they liked the pumps. In addition, sales continued at a fairly decent rate. I felt there must be some disconnect between our technicians and the

farmers so, after much debate, we ended up maintaining our minimal support. Today this USAID “graduate” project is an expanding, private-sector success.

Alex Newton
Mission Director
USAID/Bamako



A DIFFERENT REALITY

Before I began my Peace Corps assignment in Kharkiv, Ukraine in 2002, I thought it was going to be the easiest experience ever. Though I had never lived overseas before, I had traveled a lot outside of the United States. I also had a few years of work under my belt. And as if all that weren't enough, I'd grown up around people of other cultures: not only is my father an immigrant, but he's from Slavic Eastern Europe.

Considering myself a sophisticated New Yorker (OK, you caught me — Long Islander), I remember worrying about a fellow volunteer I'd met during the pre-departure orientation. Adam was from Alabama, and I was sure he was in for a huge culture shock when we landed in Ukraine.

Naturally, I was wrong. Adam adjusted with no problem, while I was the one who struggled. But I promised myself I'd stay at least a year, and if I was still lost and confused then — well, life is too short to stay someplace where you are not happy.

Fortunately, a few months into my stint I started to find my way, settle in, do meaningful work and make real friends. Two things helped me do that. The first is, I stopped asking “why?” For instance, Ukrainians don't smile on the street or stand in a line, and in a business situation it may take a while before someone will be up front with you (if ever). Once I learned to stop being upset about all that, take it for what it is, and work within their context — after all, I am a guest in their country — things really came together quickly. (And now I, too, wonder why Americans smile so much. They must be a bunch of happy idiots.)

The second lesson I learned is that what we think is rational behavior is actually culturally defined. The correct reaction to a given situation seems ridiculously obvious to us, so it can be really frustrating when people act “irrationally.” But once I realized I was in a different reality, and understood that I needed to be open

to redefining the best way to achieve a goal, everything changed for the better.

And while I was at it, it never hurt to check to be sure that my Ukrainian counterpart and I were actually talking about achieving the same goal.

Emily Ronek
Public Affairs Section
Embassy Caracas



SPIES R US

When I was a Peace Corps Volunteer in the early 1990s in Tunisia, we bought into the idea that folks from the embassy, including the USAID mission, were all spies and couldn't be trusted. Any request for a conversation or information was to be carefully considered, analyzed for its ulterior motive, and perhaps avoided. This line did not come from the Peace Corps leadership. Rather, it was lore among the youthful volunteers, perhaps based on some grain of truth from a different time.

Now, as a Foreign Service officer on the other side, I see how wrong we were to be so suspicious, and how valuable good communications between volunteers and the embassy really are. Talking to volunteers helps us understand what is going on at the local level.

David Thompson
Director, Municipal Development and
Democratic Initiatives Office
USAID/Tegucigalpa



IT'S A SMALL WORLD AFTER ALL

For my first two years as a Peace Corps Volunteer in The Gambia (1980-1982) I was an audiovisual adviser to the Department of Cooperation's Training Center in Yundum, just outside the capital. There I taught my counterparts how to edit the monthly co-op extension worker newsletter and trained them to teach groundnut (peanut) farmers to read the scale.

The editorial training went well, but the scale-reading instruction was an abysmal failure. It turned out that the extension workers didn't want the farmers to read the scale, because they were cheating them when they sold their groundnuts. But that's another story.

In 1983, while serving as a third-year Peace Corps

Volunteer Leader, I attended a trainers workshop in Cotonou. At a reception the chargé d'affaires, Charles Twining, held for our group, we had the chance to chat a bit about being a diplomat.

The next year my spouse, Ed — also a Peace Corps Volunteer in The Gambia (see next item) — entered the Foreign Service and was assigned to Douala as administrative officer. Unfortunately, there was going to be an unavoidable two-month gap between him and his predecessor — not a good thing at a post that supported all incoming and outgoing shipments to five other posts. Feeling cocky after my Peace Corps experience, I pitched the idea that I come to post in advance of Ed and do his job. I would then move into my position as budget assistant when he arrived.

It happened that Charles Twining had become Douala's consul general! He remembered me from our brief meeting in Cotonou, and welcomed my offer.

After Douala, I accompanied Ed on his tours to Bombay, Bridgetown, Dakar, Abidjan, Djibouti and Berlin — working at interesting jobs at each post. In 2003, while in Berlin, I became a direct-hire Office Management Specialist.

My first Foreign Service tour was for 14 months in Kabul, sans spouse. But Ed and I reconnected in Stockholm in 2005, and are now both back in Washington.

Susan H. Malcik
GSO Training Assistant
Foreign Service Institute



DIPLOMATIC BOOT CAMP

Much of my Peace Corps experience (The Gambia, 1980-1982) was fun. But a lot was tough, like hunkering down during the 1981 coup d'état or living with the constant threat of malaria. The Peace Corps advertises that it is the toughest job you will ever love, and that is not hyperbole.

In fact, a Peace Corps assignment is diplomatic boot camp: two years of intense, full-contact, sandals-on-the-ground, cultural immersion. The skills a volunteer acquires are not bookish but experiential, and immediately put to use: eating without utensils, taking a bucket bath, knowing when shaking hands is appropriate, butchering a chicken, speaking Mandinka and Woloff. These were survival skills.

They were also learned in a context quite different from the Foreign Service Institute. FSI teaches culture via language instruction and area studies, but that doesn't come close to equipping you to speak about the weather in the local language while a rainy season gale is blowing through the open classroom window.

Those skills have helped me tremendously as a Foreign Service officer. I now have a template that assists me in understanding any culture, in the same way that learning one foreign language helps you learn another. Although I have gone on to live in many places, it is to The Gambia that I most often make comparisons. For instance, when I went to Bombay for my consular tour, I found many things different from back in the United States, but some were closer to the Gambian context.

I've found my Peace Corps experience so important, so useful to my current career, that I think it should be listed on my employee profile. (At least time spent as a Peace Corps Volunteer counts toward State Department retirement.) A volunteer's performance probably tells as much about his or her diplomatic potential as a university transcript.

My experience as a management officer is that former volunteers make for happy FSOs. The transition from a mud-brick thatched hut to an embassy-funded house with a generator and running water is pretty easy. The frame of reference for what former volunteers expect in living standards overseas is not purely American, but tempered by what they see the locals have — because they have lived as locals in another country. Thus, I find that former volunteers are pleased with their housing and willing to put up with small inconveniences that drive other Americans batty.

Former volunteers also can make for happy local employees because they are not reticent about shaking hands with the facilities maintenance guys when they show up at the door!

Ed Malcik
FSO
Director IO/OIC



COMING FULL CIRCLE

The Peace Corps is a perfect preparation for the Foreign Service. All too many Americans serving over-

seas, especially in the Third World, are shocked and upset when the electricity, air conditioning or water goes off. State has done a wonderful job in recent years in minimizing problems for its overseas employees, but they still exist.

Many Peace Corps Volunteers have lived with no electricity, running water or indoor plumbing. When I was a volunteer in a small town in northern Dahomey (now Benin) from 1969 to 1970, I had to pay the landlord to build an outdoor pit toilet. Hence, when we join the Foreign Service we tend to be much more tolerant about overseas hardships than many of our colleagues ever are.

Another benefit is that a stint with the Peace Corps between college and graduate school can make getting a master's degree a piece of cake. During my two years in the School of International Affairs at Columbia University, I based most of my term papers on my Peace Corps experiences.

Finally, Foreign Service folks should consider getting involved with helping to set up Peace Corps programs. When I was chargé d'affaires in Moroni from 1987 to 1990, I was able to draw on my experience as a Returned Peace Corps Volunteer to help in an appropriate manner, and I enjoyed hosting periodic lunches and dinners for the volunteers.

Karl Danga
FSO, retired
St. Croix, U.S. Virgin Islands



CULTURAL IMMERSION

If the Foreign Service can be described as insular, bureaucratic and removed from a host culture, then the Peace Corps is expansive and loosely defined, and requires complete cultural immersion. Peace Corps Volunteers are expected to live off the local economy, learn the language and approximate the same standard of living as host-country nationals, all while receiving minimal support from headquarters.

I spent two tours with the Peace Corps as an English teacher, and that experience more than prepared me for the Foreign Service (particularly extremely undeveloped hardship postings such as Mali). I am now tolerant of procurement delays, differences in cultural work standards, construction problems, and the dozens of minor annoyances that plague life in so many countries.

And I'm especially thankful for the great, free Foreign Service housing, the fact that we usually have hot water, our generous shipping allowances, and access to the diplomatic pouch or military mail services.

The complete cultural immersion I received in the Peace Corps also instilled knowledge of how other cultures see the world and how they see the United States. Although developing nations differ substantially, the infrastructural and procedural challenges they face are often surprisingly similar. Therefore, experience working at a grassroots level in one developing country teaches lessons that can be applied throughout the developing world. It has also afforded me a degree of understanding of, and empathy with, the challenges other countries face, even as it equips me to view them more realistically.

My time with the Peace Corps also taught me to truly love America. Ever since, I've been acutely appreciative of the extraordinary privileges, rights, opportunities and responsibilities that come with U.S. citizenship. Being a Peace Corps Volunteer taught me to do more with less, to value intangible assets such as freedom and education, and to be patient when the bus broke down. It reminded me to concentrate on what I had, not what I didn't.

Finally, it instilled in me an unquenchable desire for travel and expatriate living, which led me to join the Foreign Service. For that matter, without the Peace Corps, I wouldn't have even known what the Foreign Service was.

Lisa W. Cantonwine
Executive Assistant to the Ambassador
Embassy Bamako



TRULY TRANSFORMATIONAL DIPLOMACY

Being a Peace Corps Volunteer, as I was in Bulgaria, is all about living in a small community, adopting the local dress, drinking the local wine and using the local toilet paper (if any) — in short, integrating into the local society, including its sights, sounds, tastes and (sometimes unfortunately) smells. The experience demonstrates how societal and cultural beliefs buried deep below the surface can provide insights into how people think and act in particular situations.

My Peace Corps service taught me to be wary of statistics and those who bear them, for they rarely tell the entire story. For that matter, most work plans and action plans are best used to start fires. My service also taught me that there are at least five sides to every story, and finding the right one sometimes depends on where you're standing — except when it doesn't.

Above all, I believe the Peace Corps has instilled in me, and my fellow returned volunteers who are now in the Foreign Service, the knowledge that there is a wide world outside the embassy gates. As we work in embassies and consulates, often overburdened by the weight of Washington-mandated reports, it's tempting to see the world as a series of three-minute visa interviews. And when you're offered almost all the creature comforts available in the U.S., it can sometimes be challenging to remember that your purpose is not just to push paper, but also to form real connections with other people, exchange ideas, and thereby promote American ideals and values.

Peace Corps Volunteers have crossed cultures before and know that, though difficult, it can indeed be done — and the time investment is well worth it. The more returned volunteers we have in the Foreign Service, the more likely that FS personnel will move beyond the embassy walls and truly engage with locals, in the tradition of the Peace Corps. And the better positioned we will all be to engage in *truly* transformational diplomacy.

Tyler Sparks
Vice Consul
Embassy San Jose



TWO TYPES OF IDEALISM

Some Peace Corps Volunteers find welcoming communities in their host countries and leave two years later with a genuine extended family. But this was not my experience in Mauritania between 2000 and 2002.

Everything was difficult about our Peace Corps experience there: the living conditions, the oppressive heat, but most of all, our interactions with the host-country nationals. We encountered pervasive hostility, both in the form of groups of rock-throwing children and more subtle manifestations. The second Palestinian intifada had riled public sentiment against the

United States; then the 9/11 attacks and their aftermath added fuel to the fire.

For many volunteers, this was a shock for which they were unprepared. "We're here to help, and they treat us like this?" The hostility, along with the difficulty of launching projects and the tortoise-like pace of change, sent many well-intentioned volunteers back home early.

Yet despite all of these challenges, the Peace Corps Volunteers who remained in country did amazing work, offering a vision of the United States that was drastically different from the one Mauritians knew (or thought they knew). By their words, but even more so through their actions, the volunteers peeled away layers of distrust, replacing stereotypes and misconceptions with individual faces.

Every time I hear the phrase "transformational diplomacy," I cannot help thinking of my former Peace Corps colleagues, who taught me to recognize two distinct types of idealism, a lesson I've carried with me into the Foreign Service.

First, there is the naïve sort of idealism, the kind that people often associate with Peace Corps Volunteers. This variety expects the best from people but needs the adulation of others to sustain itself, so it seldom lasts long. And when the world doesn't change overnight, these idealists are disillusioned — as happened to many volunteers in my former host country.

The second kind of idealism is more enduring because it understands human shortcomings and does not expect too much from people. It is hardened by real-life experiences and knows that partnerships take time to develop. This kind of idealism still dares to make the world a better place, but it has a longer horizon and is not expecting praise or even tangible results along the way. It sustains itself with nothing more than a belief in its mission and unshakeable perseverance.

Now that I am a Foreign Service officer, I try to remember this distinction. No matter how hesitant our partners may be, no matter how slow progress may seem; this second, patient strain of idealism is the one worth guarding. Though the path may be long and winding, why else would we be serving our country abroad — if not to make a positive difference? ■

Erik J. Schnotala
Vice Consul
Embassy San Jose

SAMMY AND I

EVENTS IN PALAVARIA TAKE AN UNEXPECTED TURN JUST AFTER PROSPECTIVE EMBASSY PERSONNEL LEARN ITS LANGUAGE, IN THIS SPOOF ABOUT THE VICISSITUDES OF FSI TRAINING.

BY MICHAEL D. QUINLAN

If you had read the cable — with prophetic phrases like “insurgency movement” and “breakaway tendencies” splattered Jackson Pollock-like across its pages — you would have known to expect the maelstrom in the Andaman Sea. But you didn’t, so like everyone else, it took seven protracted months of protests, halted elections and a brilliant, Aussie-brokered peace accord for it to sink in: the tiny island-state of Palavaria was, after decades of colonial rule, finally taking its rightful place on the world stage as an independent nation.

It was a watershed for Palavariaphiles. Over the years, pioneering Palavarian immigrants had carved out a tiny niche in America, making the leap one tourist visa at a time to build up somewhat inconsequential ethnic presences in towns like Reseda, Calif., St. Paul, Minn., and the neighborhood around the Dunn Loring Metro stop in Falls Church, Va. But now a new era of respectability and opportunity was at hand. And

as the proud people of Palavaria were waving their banners and stretching their wings toward their newfound freedom at home, half a world away, a middle-aged Palavarian émigré by the name of Babanu Samilakana (“Sammy” for short) was cursing the pigeons standing in his way.

It was August in Washington. The humidity was high, and sweat was spilling down the sides of Sammy’s wide head. He was lumbering up North Lynn Street to meet some fellow Palavarian ex-pats for gossip and meatball subs at the Quiznos in Rosslyn.

Sammy spent many a long afternoon chatting in his native tongue with his friends, commiserating about the sorry state of the world. It is a time-honored Palavarian tradition to keep good news strictly to one’s self and family, so gatherings were mostly a depressing series of pooh-poohing that drove the older attendees to drink. This would have been the inevitable future for Sammy, had he not decided to stop by first at Cosi for an iced coffee.

Waiting in line behind two broad-shouldered gentlemen sporting crew cuts and badges with badly faded lettering repeated along their lanyards, DEPARMELT O SIAT3. Sammy overheard the following:

“They’re going to open an embassy there.”

“Yeah, and I hear it’ll all be LDP.”

“But nobody in the department actually speaks Palavarian, do they?”

Sammy’s ears perked up.

“It doesn’t matter. They’ll just find somebody to teach the language at FSI. Not a bad deal. Spend a year learning how

This story won second place in the Journal’s 2008 Foreign Service Fiction contest. Other winning stories will appear in future issues of the FSJ.

Michael Quinlan has been with the State Department since 2005. He is married to an Office Management Specialist and has two children. His first posting was in Hermosillo. He is currently a vice consul in Tokyo, where he is trying to find the least expensive golf course in Japan.

to say ‘hello,’ ‘goodbye’ and ‘thank you.’ All while the government pays for everything.”

Sammy stood frozen in line, eyes closed, half-translating and half-scheming. Palavarian embassy? Teach language? Government pays? Two hours later, on Google, Sammy managed to find a department notice advertising what looked like a dream job. He could hardly believe his fortune.

Like many of his compatriots, Sammy had a storied past. He had arrived in the United States 32 years ago and, one amnesty bill later, stumbled into his new citizenship. He had held a number of odd jobs previously, such as driving a gypsy cab in Chicago, working as an unlicensed barber in Raleigh, N.C. and — if you believe his resumé — as a salesman of ancient Persian curios and landscape designer to the stars.

But being a “Palavarian Language Instructor” was something Sammy was born to do. Naturally, he aced the job interview. A professor of obscure linguistics from Georgetown was brought in to determine Sammy’s fluency. He began his interview by singing a line from his family song and listing the last seven generations of his lineage. He then launched into a sprawling, memorized diatribe of sociopolitical analysis lifted directly from the pages of an old copy of *Palavaria Digest*, which had ceased publication 15 years ago. He peppered his briefing with allusions and word play, veering dangerously into rhetorical flourishes. It was breathtaking.

He then fielded a number of questions in English about his job history. “Yes, always I am work as teacher. I can teach anything right now. What do you want? I will give you the best deal. I have very best deals for you.”

He was confident, and with good reason. No one else in the local Palavarian community found out about the job opening, thanks to Sammy’s habitual secrecy. He ended up being the only applicant and was offered a one-year contract. Shortly thereafter he was sharing office space on the third floor of the Foreign Service Institute, waiting to teach his first class.



Sammy was scheduled to teach three students for four hours a day, every day. Pat was the first to get to class. She was a well-respected career bureaucrat who’d had little trouble getting confirmed to be the ambassador to Palavaria. After multiple tours in wartorn capitals like Bougané, Wanfan and Serill, she had climbed the ladder at Main State in the prestigious Z and Q bureaus. Tiny, remote Palavaria was her reward.

Next to arrive was Eleanor, a single, 30-something, emotionally fragile economic officer who had just broken off a three-year fling with Juan, the general services officer at her last post. She was hoping to make a fresh start in a place as far away as possible.

I arrived last, a vice consul just out of A-100 — in jeans, no less.

Sammy walked in 10 minutes late and, upon seeing his students seated before him, immediately cursed us. “Never do this again!” He made us all get up, walk outside and come

back into class, greeting him with a salute. He then began a very short lecture on why he considered it almost impossible for non-Palavarians to learn Palavarian: “My beautiful language is too hard for your brains,” he noted dryly. “I learned my language from baby time, just like my father and all Palavarian men. It was easy. We learned as babies. But you are not babies. Your brains are old and like ... bricks. No way to learn. You should all give up.”

He paused. “But they pay me to teach, so I will see how badly you do. You, tell me your name.”

“All right, well, thank you for your kind words. To begin, my name is Pat and, as some of you may know, I am slated to be the ambassador to ...”

“Next!”

“Um, okay. Well, hello, my name is Eleanor, the ...”

“Next!”

“Do you even want to ... ?”

“Good. Now we will watch a video.”

It was a “National Geographic” special about dinosaurs. Sammy turned out the lights and stepped out of the classroom, appearing about two minutes before the video finished, waving away cigarette smoke from around his countenance. He announced that the next hour would be a reflection period in which we would write an essay about our favorite animal. “Now, break time,” he said, slipping out the door.

Pat, Eleanor and I remained in our seats, looking blankly at each other. “What are we doing?” I asked.

“I have no idea how this is supposed to help us learn a language,” Pat said with gritted teeth.

“Maybe it’s a cultural thing?” Eleanor offered.

“This is ridiculous. Aren’t we at least going to learn how to say ‘hello’?”

“Does anyone know what Palavarian sounds like?” Pat asked.

“I heard it’s tonal.”

*He then began a
very short lecture on
why he considered it
almost impossible for
non-Palavarians to
learn the language.*

"I heard it's based on a Cyrillic alphabet."

"I heard it's even harder than a super-hard language."

"Silent!" boomed a voice from beyond the doorway. It was Sammy. "You should be thinking about homework; but no, you talk like children. Listen to you! You are not ready for Palavarian. You are brick heads. Come back tomorrow. Early dismiss."

The first week stretched on much like the first day. Sammy would find a reason to end class early, then make a beeline to the Portuguese section to flirt with the Brazilian teachers. We huddled together and walked toward the cafeteria. "This is not going to be an easy language to learn," said Eleanor.

Pat stomped a foot and flung around. "Look. If he's not going to help us learn Palavarian, we're just going to have to do it on our own."

"How? *Out and About in Palavaria?*" I asked.

"Yes! And with whatever else we can get our hands on," replied the ambassador. "Come on, people. We have six months. I propose we get started right now and not let that man stand in our way."

Pat's path to proficiency involved a great deal of self-study. She called on a couple of former OMSs to gather every book, article and film ever created about Palavaria. It took them about two hours. Over the next few months, Pat pored over these resources, turning herself into a walking encyclopedia entry. She would come to class armed with a battery of esoteric information, delighting Sammy with grammar and culture lessons that he quickly realized he could appropriate to create a Palavarian Area Studies curriculum.

"Now conclude my presentation around Palavaria third big export

product, bauxite," said Pat in stilted Palavarian. "I would be satisfied give out bauxite ore sample."

"Thank you, Pat," Sammy grinned as he gathered her notes, crossing out her name and scribbling his own in its place. "You two now comment."

Desperate to say something illuminating, Eleanor could only recite a few phrases she had learned in week two: "I like Pat words. Pat has big voice. Bauxite is interesting thing."

They turned to me.

"Well, with no direction whatsoever it's amazing how little one can learn, even with all the time in the world," I said in English. "Sorry, we haven't learned how to say that in Palavarian."

"Good. Now we watch video," Sammy said without a hint of emotion.

Later that day, Pat sat me and Eleanor down for a heart-to-heart. "Listen, guys. I know it's been rough, but you really have to try harder. I don't want to be the only one at post who knows this language. I expect more from you."

Eleanor began sobbing. "I've told you before! I'm an auditory dyslexic. It takes twice as long for me to hear what people are saying, especially if they're speaking in jargon or a foreign language."

"You'll just have to spend more time studying," Pat retorted.

"But I've sacrificed so much for this language! I've already missed two happy hours at Café Asia because I'm in the lab all the time! What about him! He doesn't even try to speak in class!"

"I know how to say 'no,'" I shot back, "and if I'm going to be doing visas all day, that's all I need to know."

"That's enough!" Pat hissed. "I'm the one signing your EERs. If you two don't start learning this language and learning it well, I swear, I'll use second-rate verbs and passive voice construction when writing your reviews!"

Pat's words stung our ears. That night, Eleanor decided to take a novel,

SPONSORED BY
AMERICAN FOREIGN SERVICE PROTECTIVE ASSOCIATION

*AFSPA, sponsor of the Foreign Service Benefit Plan,
is proud to offer a dental choice —*

CIGNA Dental & CIGNA International

CIGNA DENTAL

- ▶ HMO has over 21,000 Dentists in 38 states
- ▶ PPO has over 62,000 Dentists in 49 states

CIGNA INTERNATIONAL

- ▶ International coverage, referrals, provider networks
- ▶ Claims in any language, in any currency & direct pay option
- ▶ Reimbursements in most currencies, via check, direct deposit, bank wire or electronic funds transfer

*One place for all your insurance needs when
and where you need it.*

AMERICAN
FOREIGN
SERVICE

**PROTECTIVE
ASSOCIATION**

For More Information:

AMERICAN FOREIGN SERVICE PROTECTIVE ASSOCIATION

1716 N Street, N.W. • Washington, DC 20036-2902

PHONE: (202) 833-4910 • FAX: (202) 775-9082

E-MAIL: dental@afspa.org • WEB SITE: www.afspa.org

if not desperate, approach to her language learning. She sat down at her laptop and connected onto PalavarianFriendFinder.com. *"My name is Eleanor. I am young American woman. I like moonlit walks and I want to learn Palavarian."*

She received 378 responses in the first half-hour. After innumerable first dates, usually to a sandwich shop, Eleanor began routine meetings with one particular conversation partner, a tall Palavarian boy with an impeccable complexion and a talent for rolling his r's. She wasn't sure of his real name, but she called him Rodrigo, as his screen name was RDRG69. Soon enough, Eleanor's sentences grew in complexity.

"Rodrigo and me last week went to recent Tom Cruise movie. We had popcorn and hot dogs and ate dinner and wine and my apartment." She giggled nervously. *"Lots of fun!"*

The ambassador, who had in the meantime hired a Palavarian housekeeper, was also showing marked improvement.

The ambassador, who had recently hired a Palavarian housekeeper, was also showing marked improvement. *"Eleanor, you seem going steady with Rodrigo. I hear Palavarian wedding conch shells in the future?"*

She and Eleanor laughed and car-

ried on like guests on "Oprah." Sammy encouraged them with intermittent interjections like, "I know what you mean!" or "You go, girl."

I asked Eleanor, "You did talk to DS about this Rodrigo guy, didn't you?"

"Worry don't. Rodrigo's father worker at George Washington University. Everything is secure," she replied. "And you can at least try to say something in Palavarian!"

It was now four months into language training and I had yet to speak a single word of Palavarian in class. Eleanor and the ambassador had stopped trying to engage me in their daily dialogues. Sammy, who had never even taken note whether or not I attended, was content to let the class mosey toward completion without a word from my lips. The less the students talked, the happier Sammy was. Indeed, his greatest joy was creating



PIED-À-TERRE PROPERTIES, LTD.
EXCLUSIVE INTERIM RENTALS
"Washington's First and Finest Purveyor of Furnished Interim Homes"



Mother/Daughter Owned & Operated since 1990

"My friends all envied me and thought I had a great find - and so do I!
When I come back for TDY training, I hope you'll take me again"
- Constance Jones (FSO Client)

info@piedaterredc.com
O: (202) 462-0200
F: (202) 332-1406

Dupont, Georgetown, Woodley Park, Foggy Bottom,
West End, Penn Quarter
www.piedaterredc.com

Studio * One Bedroom * One Bedroom plus Den * Two Bedroom
- Month to Month -

Choose From More Than 100 Furnished Properties Throughout D.C. Each Different and Unique



ATTACHE
PROPERTY
MANAGEMENT LLC

Our Fully Furnished Properties Feature:

- Wireless Broadband Internet, Cable With Two Movie Channels
- HDTV, DVR and/or TIVO Service in Several Properties
- TDY Per Diem Rates Accepted
- Studios to 4-Bedroom Houses
- Locations in Foggy Bottom, Dupont Circle, Georgetown and More
- All Major Credit Cards Accepted

View photos, exact locations and rates at:
www.attacheproperty.com
Tel: (202) 787-1885

**Attache Property Management LLC-
Accommodating Your Furnished Housing Needs**

Change of Address

Moving?

Take AFSA
with you!

Change your address
online at:
www.afsa.org/comment.cfm

Send change of address to:
AFSA Membership Department
2101 E Street, NW
Washington, DC 20037

opportunities for field trips, including a visit to the Home Depot at Seven Corners.

"Today we go to Home Depot for supplies."

"Supplies for what?" I asked.

"We do community outreach. Help repair house of good Palavarian woman, my cousin. Practice speaking. Exercise. Field trip."

"*This appears to be beneficent opportunity to engage local audience,*" said the ambassador, using the appropriate Palavarian conjugation.

"*I agree with whole heart,*" said Eleanor. "*I love workouts while I speak Palavarian.*"

"I bet you do," I said under my breath.

"Remember!" Sammy warned as he piled us into his Dodge Caravan. "Do not tell course coordinator where we go."



The morning of our proficiency exam, the ambassador, Eleanor and I met in the FSI cafeteria to provide each other with moral support. Pat was the first to test.

"*Good luck, Madam Ambassador! May you grace the testers with your immense knowledge and immaculately constructed sentences!*" Eleanor cheered in an easy Palavarian patter.

"You know she's doomed if she starts talking about ancient Palavarian cave drawings in there," Eleanor confided after Pat had left. "They'll die of boredom."

"She'll be fine."

"I think it's best to speak from your heart, you know, with feeling," Eleanor said. "Like my dear Rodrigo."

An hour later Pat came running back to the cafeteria, beaming. "A 3+/3+ you guys! A 3+/3+! I did it!"

"Congratulations!" I said. "How was it?"

"Not so bad. Oh! You'll never believe! I got the greatest briefing topic possible — art — and so I talked about how the cave drawings in

Palavaria were so ..."

"All right, all right, that's great, but I have to go in for my test now," said Eleanor, picking up her things. "Wish me luck!"

"*Best of luck to you, my dear friend! May your heart sing a song of purity and triumph on this sacred day of proficiency testing!*" The ambassador uncoiled her sentence with fluency and nary an American accent.

"She's in for some trouble if she talks about that kid she's dating," Pat whispered. "It's completely at odds with Palavarian culture to boast about your love life, you know."

"She'll be fine."

"Maybe. But what about you? I don't think I've heard you say more than 10 Palavarian words since we started this class. Frankly, I'm scared for you. And quite disappointed. You haven't made much use of your time at FSI, have you? Really, what do you expect to do once you get to post?"

"Trust me, Pat. I'll be fine."

An hour later, Eleanor came racing back. "I got a 3/3! Can you believe it! I did it!" Eleanor and Pat hugged and continued going over the details of their tests. They almost didn't see me stand up.

"I'll see you back here in an hour, okay?" I asked.

"Oh, of course! And good luck!" they both chimed. As I turned the corner I could almost hear them adding, "You'll need it."

An hour or so later, as I emerged from the testing room I heard footsteps galloping down the hallway. It was Pat and Eleanor. "Come quick! You have to see this!"

"But I'm waiting for my test score."

"Just come!"

It was all over CNN. After more than six months of political gridlock over budget allocations, military uniforms and deciding which Beatles song would become the national anthem, the opposition People's Non-Democratic Party of Palavaria

had staged a coup. Upon taking over the presidential palace they issued a statement, which read: "The Palavarian people have had enough of the complications brought about by independence and freedom. We have heard our people speak, and what they want is a return to simpler times. Today, we give them what they want." Then, as news cameras rolled, the coup leaders formally rescinded Palavaria's independence vote and declared the country to be, once again, a colony.

The three of us were in shock. Wordless, we stared at the screen, shaking our heads. "Unbelievable. Just unbelievable," Pat mumbled, reaching for her cell phone. She started walking away slowly. "Hello there! Yes, it's me, Pat. Say, is that Baghdad job still open?"

Eleanor's phone rang. "Hello? Rodrigo, my love! Where are you?"

***The three of us were
in shock. Wordless, we
stared at the TV screen,
shaking our heads.***

What? Dulles? You have to go back? Be with your family? Wait! You're married?!" She hung up the phone with disgust.

"Well," she said, hitting her speed dial button. "I hear Madrid is lovely this time of year. *Juan, mi amor!* I've missed you so much!"

I went back to the testing room where Sammy was waiting with the same look of ennui he had affected

every day in class. "Have you seen the news?" he asked.

"Yes, just now."

"This world is full of fickle, crazy people. They don't appreciate what they have until it's gone." He paused. "I guess this means there's no job for you back in Palavaria?"

"Sadly, it looks like that's the case."

"That's too bad. In any case, you're now officially a 5/5 Palavarian speaker. Congratulations. You're off language probation." Sammy smiled.

"Yeah, I figured as much," I said with a grin. "Thanks, Uncle Sammy."

"Don't mention it, my boy."

I suddenly realized what this meant for Sammy. "Wait a minute. This means you're probably out of a job too!"

"Don't worry about me. I'll find something. In fact, I hear they're hiring at Quiznos." Sammy lowered his voice, "But don't tell anyone!" ■



**AAFSW
BOOKFAIR**

ARTWORK
BOOKS
COINS
STAMPS

HANDICRAFTS

**October
17-26, 2008**

*at Diplomatic Exhibit
Hall
at Main State*

Capturing the vibrant beauty of life



Award-winning artist Cynthia Farrell Johnson brings a unique perspective to the moments and events of our lives.



Her vivid original paintings and fine art reproductions celebrate daily routine and explore culture.

Cards and giclee prints of Cynthia's art are available in the online Gift Shop at www.cfjfinearts.com.



P.O. Box 8604 • Silver Spring, MD 20907-8604
Phone: (240) 475-1047 • Fax: (301) 589-3428
<http://www.cfjfinearts.com> • cyn@cfjfinearts.com

FROM KHARTOUM TO CONCORD

A STINT AS A POLITICIAN WAS NEVER PART OF MY VISION FOR LIFE AFTER THE
FOREIGN SERVICE — AND CERTAINLY NOT BEGINNING AT AGE 77.

BY DON PETTERSON

At 6:30 on a cold midwinter day, it's dark when I roust myself out of bed. By 7:45, I've showered, shaved, had breakfast, donned suit and tie, packed my briefcase, kissed Julie goodbye, and begun my 40-minute drive to the capital.

A Foreign Service member getting ready to commute to the State Department? No, a freshman member of New Hampshire's House of Representatives going to work in Concord.

A stint as a politician had never been a part of my imaginings about life after the Foreign Service — and certainly not beginning at age 77! Since coming to New Hampshire from Sudan in 1995, when I retired from the Foreign Service, and returning in 1999 after serving as chargé d'affaires in Monrovia for about a year, I've maintained a focus

on Sudan. I wrote a book about it; traveled to Khartoum and Nairobi in 1997 with another former American ambassador, the late Bill Kontos, to see if we could develop some ideas for ending Sudan's civil war. I also worked as a consultant for a Sudanese charitable organization, chaired an international commission in relation to the peace agreement that ended the civil war in 2005, and went to Juba in 2007 in connection with the commission's work.

State issues lay largely outside my range of interests. I said as much in the early fall of 2007 when, to my surprise, Democratic Party officials asked me to run for a vacant seat in the New Hampshire House of Representatives. "You've got the wrong guy," I replied. "There are others in Brentwood [my town] who know a lot more about New Hampshire than I do." And I gave them a couple of names. But after some friends urged me to run, I capitulated.

On the Campaign Trail

A day later, I had a call from Jim Webber, elected to fill a vacant House seat in nearby Seabrook several months earlier. I readily accepted his offer to give me some pointers, and we met at a nearby coffee shop. A few minutes into our conversation, I asked him to be my campaign manager, and he accepted. A man at a nearby table, Ed Cunningham, came over, plunked down a \$20 contribution, and offered to knock on doors for me (which he did, several hundred times). The campaign was off and running!

Don Petterson, a Foreign Service officer from 1960 to 1995, was ambassador to Somalia, Tanzania and Sudan, among 10 overseas postings, and also served as a deputy assistant secretary of State. He is the author of Inside Sudan: Political Islam, Conflict and Catastrophe (Westview Press, 1999) and Revolution in Zanzibar: A Cold War Tale (Westview, 2002). In 2005 he chaired the Abyei Boundaries Commission. He was elected to New Hampshire's House of Representatives in 2007.

A couple of days afterward, Jim and I drove 40 miles to Concord to talk to a state party official. The three of us walked to the secretary of state's office in the capitol building to file for the election. Asked to produce \$2 for the filing fee, I was chagrined to find nothing but a dead moth in my wallet and ended up borrowing the money from the party official. I signed a pledge to limit my campaign spending to 50 cents per registered voter for the upcoming primary (I was unopposed, but the Republicans had two candidates) and the same for the subsequent general election. This came to about \$2,400, more than I would spend. I was not going to tap special interests or Hollywood celebrities for hefty donations.

In addition to \$500 from Julie and me, an unexpected like amount from the New Hampshire Committee to Elect Democrats, and some financial help from the state party, I raised \$717.

Name recognition was very important because independents in the district outnumber Republicans, who outnumber Democrats. So my first outlay was \$395 for lawn signs, the local equivalent of TV ads. I assigned to myself the job of putting them up and, in the process, got much better acquainted with Brentwood's 17 square miles of rolling hills. I have to admit I felt a rush, albeit a mild and controlled one (as one would expect from a former FSO), from seeing the countryside dotted with signs — in red, white and blue, of course:

DON PETTERSON

**State Rep
Brentwood**

Using his computer, Jim produced hundreds of colored fliers featuring my smiling face with leafy green trees in the background, which went well with one of my campaign pledges: "Preserve the rural character of Brentwood." Other stated objectives included affordable and accessible health care, improved education opportunities for all New Hampshire children, and a "bipartisan approach in resolving tough issues" (often lacking in the state legislature).

The state party paid for the printing of three "Elect Don Petterson" postcards. That message was emblazoned on the front of the card, while the reverse was a paean to Governor John Lynch and the Democratic Party, with a subtext that I would work with them to "Help Continue to Deliver Results." One card had a picture of me with the governor. He had a practiced politician's wide smile, while I looked as if I suddenly realized my fly was open. My campaign fund paid for the postage, and party workers affixed address

labels to the cards and saw to their mailing.

Retail Politics

Perhaps the most important part of our campaigning was knocking on doors (Brentwood's 4,000 residents live in about 1,300 houses). I originally planned to cover every house myself, but it didn't take very long for me to realize how impractical that idea was. Fortunately, an energetic party official named Kari Thurman organized the canvassers, who included young volunteers from the Obama campaign.

All this extraordinary assistance for a candidate for the state legislature came about because of New Hampshire's presidential primary, which took place less than two months after Brentwood's Nov. 13, 2007, special election. The state was swarming with volunteers and staffers for the many presidential hopefuls. Some of them, as well as the two major parties, wanted to help determine the outcome of the Brentwood election, the only one in the state.

My opponent, the winner of the Republican primary, declared he wanted to go to Concord to protect the rights of gun owners and the sanctity of the home. In a letter, he charged

that I was "a career political Clinton appointee" and would "likely rubber stamp vote with the liberal and tax happy Democrats in charge in Concord." Responding, I wrote a letter to the area's newspaper pointing out that there was nothing political about any of my U.S. government appointments and explaining how I had become a career Foreign Service officer. And I declared: "I am not now, nor have I ever been, anybody's rubber stamp." Otherwise, the campaign was pretty tame stuff.

On Election Day, I showed up at the community center polling place shortly before it opened at 8 a.m. Following New Hampshire custom, a few of my supporters and I stood in near-freezing weather holding one of my signs until the voting ended at 7 p.m., leaving only for a lunch break.

By most standards the voter turnout of 664 that day might seem small, but Brentwood had never had that many people — 27 percent of registered voters — vote in an off-cycle special election. Once the voting closed, my opponent and I and our respective entourages traipsed into the warmth of the polling station, and about 20 minutes later the town clerk announced the result: 372 to 292 in my favor. "Now," I joked, "what do I do?" My erstwhile opponent did not seem amused.

*When approached to
run for a vacant seat
in the state legislature,
I replied: "You've got
the wrong guy."*

A week later the governor swore me in. A couple of days later I was back in Concord to fill out various forms, including a medical history, and obtain ID badges, a parking permit and state representative license plates, along with a ton of reading material. At least no typhoid, yellow fever or other shots were required — not even one against exposure to bloviation.

On-the-Job Training

I had only a vague notion of what being a state representative would entail, but had heard that it was not a full-time job. After the legislative session began in January, I quickly learned that, to the contrary, I would have to put in many hours to do the job right. In my first week I spent 54 hours attending committee hearings and full sessions of the House, commuting to and from Concord, and responding to constituent requests.

As I learned the ropes, the hours I

*The governor had
a practiced politician's
wide smile, while
I looked as if I suddenly
realized my fly
was open.*

put in became fewer — about 40 during the last week of January, for example. And I enjoyed my new occupation. I got to know a lot of people representing a cross-section of New Hampshire residents; got an education about a wide variety of issues; and learned what it was like to be a part of the legislative process. And I got paid — a whopping \$100 a year.

I served on the Executive Offices and Administration Committee, which has responsibility for legislation affecting all the offices of the state's executive branch and commissions established by the governor. Three major issues the committee dealt with during my term were an overhaul of the state's retirement system, an audit of the medical board, and regulation of gambling enterprises.

Bills touching on foreign policy are rare in the legislature, but one did come before ED&A (as it is generally known). I found myself testifying before my own committee on a bill calling for the retirement system to divest itself of securities from any entity having business ties to — of all places — Sudan.

My years in the Foreign Service helped me in my political incarnation. To win office I had to put together a functioning organization and then convince voters that my ideas were sound. In the legislature I have to

analyze issues and put forward ideas or arguments on how to deal with them. And to pass a piece of legislation, I'll need to create a negotiating stance compelling enough to achieve broad-based support from different, sometimes opposed, elements in both the House and the Senate.

I was pleased to find that there was no partisanship in the committee's work (unlike on the floor of the House). Instead, there is a refreshing, good-humored, bipartisan collegiality. After I had listened to debates and voted on hundreds of bills, participated in dozens of committee hearings, and worked in conference committees, the 2007-2008 legislative biennium ended in June.

In the New Hampshire House, members can introduce new bills only in the first half of the biennium. Because I arrived on the scene in its second half, I had no opportunity to initiate any legislation. As the weeks passed, I began collecting in my mind statewide problems I believed needed to be addressed and could be remedied in part or in whole by new laws. My first six months in the House have taught me how to go about doing that. But first, I'll have to be re-elected.

It will be more difficult to run this time. I'll not have much help from the party, which will be immersed in work to elect Barack Obama. I'll be just one of about 400 Democratic candidates running for the House, so resources from the party and the Committee to Elect Democrats will be slim. I'll have to create my own fliers and other materials. And there won't be any Obama volunteers to give me a hand canvassing or carry signs at "visibility" opportunities.

Still, I've got a new campaign manager in mind (Jim will be running for his own re-election) and will gather friends together to give me a hand. And I've got most of my lawn signs resting in our garage, ready to be planted once again. ■

YOU ARE OUR EYES & EARS!

Dear Readers:

In order to produce a high-quality product, the FSJ depends on the revenue it earns from advertising. You can help with this.

Please let us know the names of companies that have provided good service to you — a hotel, insurance company, auto dealership, or other concern.

A referral from our readers is the best entrée!

ED MILTENBERGER
ADVERTISING & CIRCULATION
MANAGER
TEL: (202) 944-5507
E-MAIL: MILTENBERGER@AFSA.ORG

CUBA AFTER FIDEL

SO FAR, NOT MUCH HAS CHANGED SINCE FIDEL CASTRO'S RETIREMENT AS CUBA'S PRESIDENT. WHAT ARE THE PROSPECTS FOR THE NEXT U.S. ADMINISTRATION?

BY GEORGE GEDDA

Billboards around Havana show a picture of Fidel Castro and the words "Vamos bien": "We're doing well." Obviously, many Cubans would disagree, judging from the complaints one hears on the streets about inflation and low salaries. A good number of citizens would rather try their luck elsewhere.

Yet in many ways, things are going rather well for the regime as the 50th anniversary of the Cuban Revolution approaches. The handoff of the presidency from Fidel Castro to his younger brother Raul earlier this year went off without a hitch, and seldom has the international picture looked more favorable. With every stumble Cuba's large neighbor to the north takes (and there have been many), the mood among the Castroite faithful brightens.

The emergence of a deep-pocketed, anti-American, pro-Castro government in Caracas has been a godsend for Havana, providing billions in oil subsidies. And it is hard to think of any country besides the United States that qualifies as an enemy of Cuba these days.

Other billboards seen around the Cuban capital attempt to portray the privileged place Cuba holds among Third World countries, compliments of the revolution. One proclaims: "40,000 children in the world die each day. None is Cuban." That boast has some merit, given the resources the regime has spent to meet basic needs, going well beyond free medical care and education to include free day care. It costs just a few cents to take a bus or go to a ball game. And trans-

portation, a historic headache for Cubans, has been eased with the arrival of hundreds of Chinese buses.

Still, the average salary of \$19 a month is a major source of resentment. And in addition to inflation and food shortages, there is a chronic housing deficit.

Since taking over as president in February, Raul Castro has embraced some reforms that could, over time, make life somewhat less burdensome. But no quick fixes are in sight. DVD players have been put on sale in some stores, generating both curiosity and sticker shock; they cost the equivalent of \$350, or 18 months' income for the average worker. High costs have also impeded the great majority of Cubans from taking advantage of greater access to cell phones, tourist hotels and rental cars.

Many Cubans yearn for other reforms, such as Internet access. But the regime sees this as a possible instrument for disseminating subversive ideas, and has shown no sign of flexibility on this point. Nor is there much evidence of follow-up to the modest liberalizing measures Raul Castro announced weeks after taking office in February. At revolution anniversary festivities in July, he said belt-tightening was in order because of high international oil prices and other factors.

A Double Whammy

None of this might be of much interest or concern to Americans — except for the fact that, since the early 1960s, the U.S. government has maintained a stringent economic embargo to pressure the Castro regime and create a climate for reform. Instead, the government has compounded the country's problems by embracing a fundamentalist brand of socialism that has virtually no adherents anywhere else.

Given this situation, a question arises. Who is more to blame for the country's economic plight: Washington for iso-

George Gedda recently retired as the Associated Press's State Department correspondent. A longtime contributor to the Journal, he has visited Cuba 30 times, most recently this spring.

lating the island, or Havana for discouraging initiative, thereby inhibiting production?

In fact, the two capitals' policies are mutually reinforcing, subjecting Cubans to a double whammy. The regime's goal, of course, is to ensure that minimal needs are met, thus avoiding the have, have-not dichotomy that existed previously. In that regard, the Cuban leadership, notwithstanding the embargo, has basically declared victory, as expressed in the "Vamos Bien" billboards.

But one Cuban who is not on the bandwagon is Carlos (not his real name). At first glance, he would seem to be a candidate for a regime poster boy. He is en route to a free-of-charge education at the University of Havana, where he is a sociology major. But his bitterness was obvious when he told a visitor that a student who arrives for the fall semester receives ration cards good for only five months of the 10-month school year. He shrugged when asked how he was expected to get by once that period expires.

Carlos said his income was limited to a tiny monthly government stipend, from which he had to purchase school supplies. He resents having to reserve a seat on a bus 15 days in advance to go home to distant Santiago, especially when there is no wait at all for those who can pay with convertible currency, thanks to the largesse of family members in Florida.

Like many other Cubans, Carlos also worries about what kind of job awaits him once he gets his sociology degree. It almost surely will not pay much, for Cuba's best and brightest don't live much better than anybody else. Some physicians eagerly seek out after-hours patients who can pay for treatment in convertible currency. One doctor said his wife had to supplement his meager income by working as a housekeeper for a foreign family. Her income, paid in foreign exchange, was seven times his.

***Washington and
Havana's policies are
mutually reinforcing,
subjecting Cubans to
a double whammy.***

Indeed, the people who don't have to rely on Cuban pesos are the best off. To the extent that there is a privileged class in Cuba, it consists mostly of those who receive help from relatives abroad in South Florida, in the form of cash deliveries and consumer goods carried on flights to Cuba.

The Treasury Department reports it authorized 55,104 Americans, mostly naturalized Cubans, to travel to Cuba in 2007, for the purpose of visiting family members. Inevitably, some of the dollars they leave behind with their relatives end up in government coffers. To limit the cash benefit to the regime, the Bush administration in 2004 restricted family visits to Cuba to one every three years. Remittances were limited to quarterly transfers of \$300 per household to immediate family members.

**Cuba on the
U.S. Campaign Trail**

The Bush administration has said there can be no accommodation with Cuba until political parties are legalized, political prisoners are released and democracy is restored. Both John McCain and Barack Obama support the U.S. embargo. But Obama wants to eliminate restrictions on travel and remittances.

"It's time," he said, "to let Cuban-Americans see their mothers and fathers, their sisters and brothers." Many Cubans welcomed the proposal,

especially those barred from attending the funeral of a loved one. But the Bush administration opposes it; Commerce Secretary Carlos Gutierrez said in May that the higher volume of Miami-Havana travel during the Clinton administration created "a revenue stream for the regime."

At one point this spring, Obama said he would be willing, if elected, to meet with Raul Castro without preconditions. But he later stipulated that such talks could happen "only when we have an opportunity to advance the interests of the United States and to advance the cause of freedom for the Cuban people."

Still, Obama would seem like a breath of fresh air to Cuban authorities compared with President George W. Bush, who has been among the most stridently anti-Castro leaders of the past generation. Many of his Cuban-American appointees, particularly in his first term, were anti-Castro activists. In 2004, the administration vowed to disrupt any "succession" from the elder to the younger Castro and promised to pursue a transition to a democratic Cuba.

For their part, Cuban authorities have warned constantly about the possibility of an American invasion under Bush. That never seemed a likely scenario, but surely Cuban officials took note earlier this year when McCain said that, as president, he would not "passively await the long-overdue demise of the Castro dictatorship."

Historically, the communist government has seemed quite content to have a large, hostile neighbor as a rallying point for revolutionary solidarity and as a scapegoat for economic difficulties. With neither McCain nor Obama favoring the unconditional lifting of the embargo, U.S.-Cuban hostility is likely to endure.

Obama made clear his views on the embargo in a May speech in Miami. "I will maintain the embargo," he said. "It provides us with the leverage to

present the regime with a clear choice: if you take significant steps toward democracy, beginning with the freeing of all political prisoners, we will take steps to begin normalizing relations. That's the way to bring about real change in Cuba — through strong, smart and principled diplomacy.”

Fidel Castro responded sharply to Obama's proposals, as he has to any notion that Cuba's form of government should be influenced by a foreign power. Obama's speech, Castro said, “can be translated as a formula for hunger for the country.” He thus reinforced the idea that food shortages are the fault of U.S. policy and not any shortcomings in Cuba's system. (Analysts point out that it is difficult to blame the United States for empty cupboards in Cuba because U.S. food exports to the island have been legal since 2000.)

As a young revolutionary, Castro saw vast potential for the island to be self-sufficient in food. Cuba “could easily provide for a population three times as great as it has now. ... The markets should be overflowing with produce; pantries should be full.”

The U.S. Embargo

Before 1960, the two economies had been exceptionally close: Cuba was a main source of agricultural products, mostly sugar, for the United States, which, in turn, provided the bulk of Cuba's manufactured goods and tourists. But in October 1960, two weeks before the U.S. presidential election, the Eisenhower administration imposed a partial embargo. The action followed sweeping nationalizations, without compensation, by Cuba of American properties (5,911 by U.S. government count), and signs of growing Soviet friendship with Havana.

Washington broke diplomatic relations in January 1961, and President John F. Kennedy expanded the embargo in 1962 to ban all trade except for non-subsidized humanitarian

items. It was further tightened over the years, sometimes by executive order and sometimes by Congress, as was the case in 1992 and 1996.

Of the 10 U.S. presidents who have served since Castro's rise to power, Jimmy Carter showed the most interest in reaching an accommodation with the island. He lifted restrictions on travel to Cuba in 1977 and authorized political discussions with Cuban representatives. Interest sections — diplomatic missions below the embassy level — were opened in Washington and Havana. But progress toward normal relations under Carter foundered because of the growing number of Cuban troops in Africa.

It was during the Carter era that Castro suffered one of his biggest setbacks. The departure in 1980 of more than 125,000 Cubans on boats to Florida (the Mariel boat lift) offered clear evidence of widespread disaffection among Castro's subjects. One inspiration for the exodus was the visits to the island during the Carter years by numerous Cuban-Americans, who told friends and relatives about the good economic situation in America.

By itself, the imposition of a socialist economy was disruptive. Toss the U.S. embargo into the mix, and the result, at least in the early years, was catastrophic. In his book *Cuba: Between Reform and Revolution*, Louis A. Perez describes the ensuing economic chaos:

“By the early 1960s, conditions in many industries had become critical due to the lack of replacement parts. Virtually all industrial structures were dependent on supplies and parts now denied to Cuba. Many plants were paralyzed. Havoc followed. Transportation was especially hard hit: the ministry was reporting more than 7,000 breakdowns a month. Nearly one-quarter of all buses were inoperable by the end of 1961. One half of the 1,400 passenger rail cars were out of service in 1962. Almost three quarters

of the Caterpillar tractors stood idle due to a lack of replacement parts.”

The international political context of the period helps explain the vigorous U.S. response to Castro. Communist regimes had been cropping up in Eastern Europe and Asia after World War II, often under Soviet tutelage. To Washington, the idea of a pro-Soviet, communist regime on America's doorstep was unthinkable. And the installation of Soviet missiles in Cuba in 1962 confirmed Washington's worst fears.

On these and other issues, Castro showed immense audacity in thinking he could handle Washington's wrath toward him. Political will, an efficient block-by-block surveillance network and an American penchant for mistakes helped him ride out the storm.

Of these miscalculations, the April 1961 Bay of Pigs invasion was easily the most egregious. Castro survived that and other early American attempts to oust him, which included assassination plots and incendiary bombs targeted at key installations.

The embargo remains Washington's main anti-Castro instrument. Another is radio and TV broadcasts, neither of which have much of an audience, thanks to jamming. Alluding to the absence of viewers, TV Marti is derided in the Cuban media as “TV Invisible.”

Will the Status Quo Hold Firm?

No one could have foreseen in 1961 that the embargo, not to mention the Castro dynasty itself, would still be in place after almost 50 years, long after the Cold War ended. To be sure, there have been some changes around the edges. In 2000, Congress allowed food sales to Cuba for the first time, reflecting demands by U.S. farmers for more export opportunities. Leading the charge for this exception to the embargo were representatives from farm states, both Republicans

and Democrats. Mostly as a result of this change, U.S. food deliveries to Cuba rose from \$6 million in 2000 to \$582 million in 2007. According to the Cuban government, this made the U.S. Cuba's fifth-ranking trade partner. Congressional attempts earlier this year to further loosen restrictions on food sales to Cuba fell short.

The embargo survives partly because it is an extension of the American domestic political process. Successive presidential elections have shown that hard-line anti-Castro platforms help carry Florida, a critical swing state, and are also influential in New Jersey. Without the support of Cuban-Americans in South Florida, Pres. Bush almost certainly would have lost the 2000 presidential election. But the clout of the anti-Castro groups in the region appears to be diminishing as old-guard militants die off and are replaced by younger, less ideological Cuban immigrants. How this trend will play out in November is unclear. The older generation may be smaller in numbers, but a higher percentage tends to vote compared with more recent arrivals.

Few issues command the attention of Cuban officials more than voting trends in South Florida, which they see as a key element in determining political support for the embargo. Getting Washington to lift it without significant political concessions by Cuba has long been a regime objective and would be seen as a momentous achievement. But, whatever the fate of the embargo, the idea of friendly ties seems out of the question so long as Cuba has a leader whose last name is "Castro" and who is a devout revolutionary.

Anecdotal evidence suggests that, for ordinary Cubans, economic concerns transcend all others. To have a less burdensome life, Cubans are willing to embrace almost any measure, including the lifting of the embargo.

A renewal of American tourism to Cuba no doubt would be a foreign

***For ordinary Cubans,
economic concerns
transcend all others.***

exchange windfall for the island. Many Americans curious about the island would have the opportunity for a firsthand look. Some, unwilling to wait for politicians to change the rules, travel to the island outside the law, usually through third countries, such as Mexico and the Bahamas. As Fidel Castro observed a few years ago, if all lawbreaking visitors from the U.S. were prosecuted, many new U.S. prisons would have to be built.

Cuban-Americans who visit the island, whether legally or illegally, often carry huge parcels filled with a variety of goods, ranging from vitamins to big-screen TVs. Hardly anyone makes the trip empty-handed. There is no way of measuring the value of the goods delivered to needy Cubans by visitors from the U.S. over the decades.

Even without the embargo, Cuba's potential as an importer of U.S. goods is limited because of a lack of foreign currency. But Cuban officials speak optimistically about the potential two-way trade offers. They cite the prospect of lucrative sales of nickel and cobalt to U.S. markets and possibly oil, from off the country's northern coast in the Gulf of Mexico.

The country also boasts an educated work force that does not go on strike. But American companies may still be inhibited from investing there because, under current rules, the Cuban government hires all workers for foreign companies and also serves as paymaster.

That means the euros (in the case of a European company) budgeted for worker pay are funneled through a

government agency, while the money that reaches the workers is in Cuban pesos and is worth only a fraction of the true cost to the company. The government agency pockets the difference, ending up with a foreign exchange windfall.

There would no doubt be a hue and cry among some Americans if, once the embargo is lifted, any U.S. investor agreed to such terms. International labor groups decry the practice, arguing that it is tantamount to theft from workers. But Cuban officials say the lower pay scale is justified to prevent worker inequality.

There are fewer reasons for keeping the embargo now than there were a generation ago. The Cold War issues — Cuban troops in Africa and close ties to the Soviet Union — are gone. Another issue that resonates less is political prisoners. These numbered about 15,000 a generation ago; the figure is believed to be much smaller now. To the extent that human rights in Cuba attracts international attention, it relates more to the U.S. treatment of suspected terrorists detained at the Guantanamo Naval Base than it does to regime treatment of dissidents.

Improving Havana's Image

There are other ways in which, to some, Havana has improved its image internationally. In an earlier day, anti-American vitriol poured from Fidel Castro's lips; he once denounced American imperialism 88 times in a single speech. Nowadays, the decibel level is lower, owing mostly to his debilitating illness and the emergence of his much more restrained brother in the top spot.

Beyond that, Cuba has long since given up armed struggle in its quest for revolution abroad. It now exports doctors, teachers and sports trainers. The task of destabilizing U.S. allies in the region, such as guerrilla-infested Colombia, has been left to Venezuela. On

this issue, Cuba has essentially been offstage.

But the atmosphere is still rancorous. Illness may have silenced Fidel, but not his anti-Americanism, transmitted via newspaper columns these days. Last spring, he wrote that the U.S. embargo policy is tantamount to “genocide” against Cuba and said that the Bush administration routinely engages in torture and terrorism.

Ridicule of American policy, while articulated less frequently at senior levels, is a common theme of a five-night-per-week TV program called “Mesa Redonda” (Round Table). The regime says U.S. consumer spending takes away from investment in basic needs, contributing to human suffering in poor countries. Amid this continuing animus, it is hard to imagine how any American president could push for an end to the embargo without any prospect of reciprocity.

Cubans refer to the embargo as a

***Raul Castro has
embraced some reforms
that could, over time,
make life somewhat less
burdensome.***

“bloqueo” (blockade), a term that suggests that the United States has quarantined Cuba, preventing all goods from going in or out, regardless of origin. Such is not the case, of course, because the embargo applies only to the United States. Whatever its name, the American policy has virtually no backing from the outside world. For 16 straight years through November 2007, the U.N. General Assembly

approved by overwhelming margins a Cuban-sponsored resolution demanding an end to the embargo.

As of 2007, according to the regime, “the direct economic damage suffered by the Cuban people from the imposition of Washington’s economic, trade and financial blockade is estimated at \$89 billion.” America’s aim, it says, is to cause “hunger, desperation and the overthrow of the government in Cuba” and the restoration of the country’s pre-revolutionary “neo-colonial status.” There is little doubt that many Cubans harbor ill will toward the United States for the long years of economic warfare it has waged against the island.

The embargo has provided a handy excuse to explain away Cuba’s economic problems, so in that sense it has been politically useful for the Castros. The regime is dismissive of those who complain, insisting that the country is doing well: “Vamos bien.” ■

Get a head start ...

Inside a U.S. Embassy
How the Foreign Service Works for America
Updated & Revised

on your holiday shopping by ordering copies of *Inside a U.S. Embassy*. A unique look at the Foreign Service.

Only \$12.95.

WWW.AFSA.ORG/INSIDE; (847) 364-1222

QUANTITY DISCOUNTS AVAILABLE.
FOR A COMPLIMENTARY OUTREACH OR REVIEW COPY,
E-MAIL: EMBASSYBOOK@AFSA.ORG

AAS MOSCOW
1949-2009
Англо-Американская школа

The Anglo-American School of Moscow is looking for Foreign Service officers and/or their children who lived in Moscow, Russia, during the years 1950-1962.

The school is preparing for its 60th Anniversary and is searching for people to share their memories of AAS.

Please e-mail us at: director@as.ru
Subject line: AAS History

Phone: +7(495) 231-4481 Website: www.aas.ru

If you and your family are relocating **overseas**



this is your insurance plan.

The “all-risk” AFSA Insurance Plan

With the coverage you get under the U.S. Government Claims Act, if your furniture or personal items are lost or destroyed, you could find yourself overseas and under covered. In fact, the government encourages employees to buy private insurance. If you rely solely on the Claims Act, you may not adequately protect personal articles such as jewelry, furs, and fine arts. You'll have no coverage if you're not on government business. And you'll have no coverage for personal liability.

Through the AFSA plan, your goods at post, in transit and in storage will be covered up to the limit of your choice, whether on business or pleasure. They will be covered up to their replacement cost, and you can include personal liability coverage. The same low rate applies worldwide wherever you're assigned. Can you afford to travel overseas without this low-cost protection?

Contact **The Hirshorn Company** at 800-242-8221 or visit hirshorn.com for information about your best option: **the AFSA Overseas Personal Property and Liability Plan.**

Specifically designed for members

of the American Foreign Service Association
on active duty abroad.



*AFSA Sponsored Overseas
Personal Property, Transit & Liability Plan
The Very Best in Personal Insurance*

AFSA Desk The Hirshorn Company
telephone 800 242 8221 | www.hirshorn.com | afsainfo@hirshorn.com

Overseas Personal Property & Liability • Group Accident • Professional Liability • Long Term Care • Transit

AFSA NEWS

American Foreign Service Association • October 2008

FIRST CALL FOR NOMINATIONS

Join the 2009 AFSA Governing Board

A FSA, the official labor union and professional association for the Foreign Service, faces unprecedented challenges at this critical moment for our profession. This is a time of dwindling resources and increasing hardship at our overseas posts.

We are at a crossroads today in which the future shape of the U.S. diplomatic service hangs in the balance. AFSA needs good, conscientious people to come for-

ward to help protect the Foreign Service by running for positions on our Governing Board. One individual can make a difference and can have a significant impact on the many key issues AFSA is negotiating with management. This is your chance to stand up for what you believe in.

We are struggling to persuade Congress to approve overseas comparability pay and to secure resources for our embassies and

Continued on page 66

AFSA News Editor's Note

After eight (is that possible?) years with the *Foreign Service Journal*, I am passing AFSA News on to a wonderful new editor, whom many of you will recognize from these pages and elsewhere: Francesca Huemer Kelly. Francesca is a writer and editor who comes to us from inside the Foreign Service community. She takes over the AFSA News portion of my job in mid-September. The shift in my position will allow me to focus on putting together the next edition of *Inside a U.S. Embassy*.

Francesca is a freelance writer and editor who has written for many magazines, including *Redbook*, *Family Circle* and *Writer's Digest*. Her articles on college admission and other educational issues have appeared in the *FSJ*. In addition, she has worked as a college counselor both in a high school setting and with private clients. Francesca is also a professional concert singer and will be singing with the Washington Bach Consort this season.

A Foreign Service spouse since 1985, Francesca is married to FSO Ian Kelly and is the mother of four children. They have served tours in Milan, Leningrad, Moscow, Belgrade, Vienna, Ankara, Rome, Brussels and Washington, D.C. Francesca is also co-founder of both the *SUN (Spouses' Underground Newsletter)*, which ceased publication in 1999) and *Tales from a Small Planet* (www.talesmag.com), which features the popular *Real Post Reports* and is still going strong.

Welcome, Francesca! □

— Shawn Dorman



JOSH

U.S. Presidential Transition

During the summer, AFSA met separately with senior foreign policy advisers to both Senator John McCain, R-Ariz., and Senator Barack Obama, D-Ill. The discussions focused on the resource and management needs of the overseas and domestic platforms, on which the next president will rely to implement his foreign policy. Both candidates' representatives agreed that the Foreign Service urgently needs additional staffing, training and increased operational budgets in order to conduct diplomacy and development assistance.

AFSA also continues its active participation in the prestigious American Academy of Diplomacy's ground-breaking "Foreign Affairs Budget of the Future" study. The study is designed to provide the next president and Congress with a detailed analysis of what budget is needed to enable the State Department and USAID to accomplish their missions in classic diplomacy, public diplomacy, development diplomacy and crisis response. The study will be released this month.

Finally, as has been done in past election cycles, AFSA provided a suggested question on resources for diplomacy to the moderator of one of the three planned presidential debates. At press time, the nationally televised debate had not yet taken place. If asked, the question will seek to put both candidates on record concerning not just the importance of diplomacy, but also the necessity of adequately funding that aspect of national security. □

AFSA NEWS BRIEFS



Life in the Foreign Service

■ BY BRIAN AGGELER



"I guess this explains why we can't fill that consular position, but I'm still not sure what to do with these trombonists ..."

Support AFSA and the FS with Your CFC Gift!

Choose #11759 and #10646

The AFSA Scholarship Fund (CFC #11759)

provides need-based scholarships and merit awards to Foreign Service kids to help meet their college expenses. Over \$180,000 was awarded last year to 83 Foreign Service families. Scholarship support stays in the Foreign Service community. Visit www.afsa.org/scholar/CFC11759.cfm for more information.



The Fund for American Diplomacy (CFC #10646) educates the public (from Congress to business leaders to students) on the importance of diplomacy and the need for a strong U.S. Foreign Service. Some of our activities include: a speakers bureau, AFSA-sponsored "Elderhostel" education programs, a nationwide high school essay contest for students whose parents are not in the Foreign Service, and our popular book, *Inside a U.S. Embassy*. Visit www.afsa.org/CFCFAD.cfm.

Comparability Pay: A Senate Bill

Just before the congressional August break, Senator John Kerry, D-Mass., offered a mirror version of the House Foreign Affairs Committee Bill, H.R. 3202 – the AFSA-supported bill that passed the House Foreign Affairs Committee in July that would give overseas Foreign Service members that same comparability pay adjustment afforded to colleagues assigned to the District of Columbia. The Senate bill, "Foreign Service Overseas Pay Equity Act of 2008,"

S. 3426, is co-sponsored by Senator George Voinovich, R-Ohio, Senator Daniel Akaka, D-Hawaii, Senator Sheldon Whitehouse, D-R.I., and Senator Richard Durbin, D-Ill.

AFSA has developed close relationships with all the offices involved. Senators Kerry and Voinovich are respected members of the Senate Foreign Relations Committee, the key committee in this process. While chances of passage this year are uncertain, this bill represents critical progress in building support for pay equity for overseas Foreign Service employees.

How to Contact Us:

AFSA HEADQUARTERS:

(202) 338-4045; Fax: (202) 338-6820

STATE DEPARTMENT AFSA OFFICE:

(202) 647-8160; Fax: (202) 647-0265

USAID AFSA OFFICE:

(202) 712-1941; Fax: (202) 216-3710

FCS AFSA OFFICE:

(202) 482-9088; Fax: (202) 482-9087

AFSA WEB SITE:

www.afsa.org

FSJ:

journal@afsa.org

PRESIDENT:

naland@afsa.org

STATE VP:

kashkett@state.gov

RETIREE VP:

pamichko@aol.com

USAID VP:

fzamora@usaid.gov

FCS VP:

donald.businger@mail.doc.gov

AFSA News

Editor Shawn Dorman: dorman@afsa.org

(202) 338-4045 x 503; Fax: (202) 338-8244

On the Web:

www.afsa.org/fsj and

www.fsjournal.org

Staff:

Executive Director John Mamone: mamone@afsa.org

Business Department

Controller Kalpna Sirmal: sirmal@afsa.org

Accounting Assistant Cory Nishi: nishi@afsa.org

Labor Management

General Counsel Sharon Papp: papps@state.gov

Labor Management Attorney Zlatana Badrich: badrich@state.gov

Labor Management Specialist James Yorke: yorke@state.gov

Grievance Attorneys Neera Parikh: parikhna@state.gov and Holly Rich: richhe@state.gov

Office Manager Christine Warren: warrenc@state.gov

USAID Senior Labor Management Adviser Douglas Broome: dbroome@usaid.gov

USAID Office Manager Asgeir Sigfusson: asigfusson@usaid.gov

Member Services

Member Services Director Janet Hedrick: hedrick@afsa.org

Member Services Representative Michael Laiacona: laiacona@afsa.org

Web-site & Database Associate: vacant

Administrative Assistant Ana Lopez: lopez@afsa.org

Outreach Programs

Retiree Liaison Bonnie Brown: brown@afsa.org

Director of Communications Thomas Switzer: switzer@afsa.org

Congressional Affairs Director Ian Houston: houston@afsa.org

Executive Assistant to the President Austin Tracy: tracy@afsa.org

Scholarship Director Lori Dec: dec@afsa.org

Professional Issues Coordinator Barbara Berger: berger@afsa.org

Elderhostel Coordinator Janice Bay: bay@afsa.org

Governing Board:

PRESIDENT: John Naland

STATE VP: Steve Kashkett

USAID VP: Francisco Zamora

FAS VP: Henry Schmitt

FCS VP: Vacant

RETIREE VP: Robert W. Farrand

SECRETARY: F.A. "Tex" Harris

TREASURER: Andrew Winter

STATE REPS: Anne Aguilera, Oscar DeSoto,

David Firestein, Sandy Robinson,

Shayna Steinger, Elaine Tiang-Chu,

Daphne Titus, Andrea Tomaszewicz,

Christopher Tremann

USAID REP: Michael Henning

FCS REP: Rebecca Balogh

FAS REP: Vacant

IBB REP: Al Pessin

RETIREE REPS: Janice Bay, Herman Cohen,

David Passage



The Presidential Candidates and the Foreign Service

The outcome of the forthcoming presidential election will determine the shape of the U.S. Foreign Service for years to come. We have before us two candidates who both articulate very well-developed but different visions of the future of U.S. foreign policy, as well as somewhat different approaches to the role and conduct of diplomacy. The victor in November will set the tone for what we will be doing at our overseas posts and back here in the State Department, how we will go about doing it, and what resources we will have at our disposal.

It has never been AFSA's role to judge the foreign affairs credentials of presidential candidates, nor would we ever endorse one candidate over the other. As professional civil servants, we take pride in our longstanding tradition of patriotic and loyal service to the president and Secretary of State, whoever they may be. The Foreign Service will enthusiastically embrace whichever candidate becomes our next president and will eagerly look forward to beginning work with the distinguished individual whom he chooses as our next Secretary of State.

We are, of course, interested in the public statements that the two candidates have made specifically with regard to us, the dedicated people of the U.S. Foreign Service, which are a matter of record.

Senator Barack Obama has repeatedly spoken with admiration of the Foreign Service, recognizing the vital role that we play in achieving our country's objectives overseas and in helping U.S. citizens all over the world. He tells the story of the assistance that his mother received from the U.S. embassy in Indonesia when he lived there briefly as a child. Obama has called for increased resources and staffing for the Foreign Service, and his public Web site makes the following assertion:

"To make diplomacy a priority, Obama will stop shuttering consulates and start opening them in the tough and hopeless corners of the world — particularly in Africa. He will expand our Foreign Service, and develop the capacity of our civilian aid workers to work alongside the military."

Senator John McCain, who as a young man once considered joining the Foreign Service, has called for an expanded U.S. military and increased training for military members in civil

affairs and foreign languages, but is not on record as endorsing greater resources or staffing for the Foreign Service. His public Web site does not specifically mention the State Department. The *Wall Street Journal* in December 2007 reported a brief discussion of the State Department during a meeting between its editorial board and Sen. McCain:

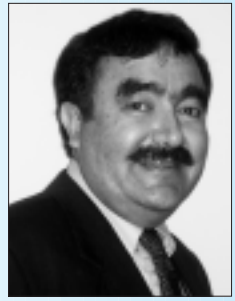
"When he's asked what he thinks about the State Department, he delivers the jab with a smile: 'Sometimes you have a little personal bias when you find out that they nearly rebelled when the Secretary of State said all of them had to go serve in Iraq. I mean, please. Please.' He continues: 'I think we ought to have a State Department that understands that service to the country is what they're all about. And if that means going into countries where there may be some danger in serving, then by God that's the place they should want to go first.'"

We hope that both candidates now understand that — notwithstanding the inaccurate media reporting last fall — the U.S. Foreign Service has stepped up to the plate every year to fill all of our positions in Iraq and Afghanistan with volunteers.

We hope that both candidates realize that Foreign Service members today are no strangers to hardship and danger, and that we are serving our country with great dedication and self-sacrifice in some of the most difficult places on earth. We need them to come to grips with the reality that our ability to conduct diplomacy has suffered because the Foreign Service has been stripped to the bone in terms of staffing and resources all over the world. We need them to realize that our foreign policy cannot be based on lavishing funding on a U.S. military that is 500 times larger than the U.S. Foreign Service, while leaving our embassies and consulates fighting over scraps.

And we have to hope that maybe, just maybe, the victor in this election will become the first U.S. president to have the courage to break from the deeply unfortunate American tradition, unique among Western democracies, of rewarding personal cronies and wealthy campaign contributors who have little foreign affairs experience, with appointments to some of the most important U.S. ambassadorships overseas. □

We hope that both candidates realize that Foreign Service members today are no strangers to hardship and danger, and that we are serving our country with great dedication and self-sacrifice in some of the most difficult places on earth.



The Career Foreign Service: Under Attack from the Inside

The career Foreign Service of USAID is under attack — not from the outside, for there is strong bipartisan support for rectifying staff and operating fund shortages, but from inside the agency, through decisions and actions that undermine the “career” concept. AFSA has tried to ameliorate this situation with varying levels of success, but the threat has not disappeared.

One example is the administration’s push for greatly increased mid-career hiring through the newly approved Development Leadership Initiative. The DLI will finally allow USAID to double its Foreign Service staff over a three-year period. Nevertheless, there exists the potential to take a good thing and get bad results.

Let me explain. We are extremely concerned that under the DLI, USAID plans to hire 50 outsiders a year for three years to “leap-frog” over career FSOs who have waited their turn for promotions. Apart from the fact that there is no significant shortage of officers waiting to move into the FS-2 and FS-3 levels (see the chart), bringing a large number of new hires into the mid-career ranks will not only kill morale but directly undermine the concept of a career Foreign Service. AFSA has transmitted correspondence to various members of Congress to raise this issue.

The Foreign Service Act of 1980 reinforces the concept that our profession is meant to operate “in accordance with merit principles, admission through impartial and rigorous examination, acquisition of career status only by those who have demonstrated their fitness through successful completion of probationary assignments, effective career development, advancement and retention of the ablest, and separation of those who do not meet the requisite standards of performance.” In other words, FSOs should be molded through a careerlong process of extensive training and overseas experience unique to the profession. This type of employee cannot simply be procured from the general job market. FSOs are grown into leadership positions just as are colonels or generals in the military.

Of course, no one is arguing against the necessity of hiring certain highly specialized technical and hard-to-fill professionals such as engineers, lawyers and accountants. However, the current shortages exist primarily because of past short-sighted deci-

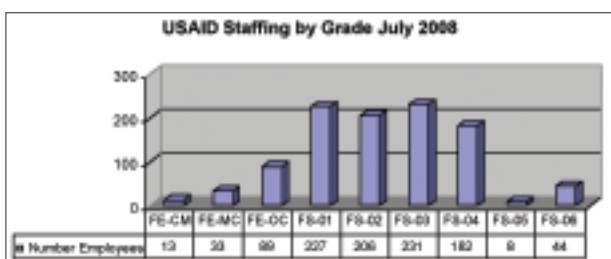
sions to decrease the size of the agency through reductions in force and hiring freezes. Certain positions may be considered “special needs” and qualify for employment at higher ranks. However, the agency has gone overboard and picked an arbitrary figure of 50 mid-career hires per year without any rigorous analyses. This is poor work-force planning and should not be the basis for such important decisions. We have asked Congress to instead direct the agency to work closely with AFSA to determine the most appropriate and justifiable levels and quantities of mid-career hiring in order to preserve a strong Foreign Service.

Another example of how this administration does not seem to value the career Foreign Service is its recent decision to assign a Senior Executive Service officer as mission director in Namibia. Despite AFSA’s protest, the agency has already sworn in this person who, in our opinion, does not meet the requirements outlined in the Foreign Service Act. This is a position that requires at least eight years of prior overseas experience for a senior-level FSO. Yet, this requirement is being ignored in the current case. The agency claims that there were no qualified FS bidders. However, due to a very strict interpretation of a guideline that recommends that FSOs serve at headquarters during a 15-year period, many qualified officers were unfairly judged ineligible to bid on the job.

No matter how talented, SES employees simply do not have the necessary overseas USAID-based experience to manage missions. What is more, the average career FSO has patiently waited years for his or her turn as a mission director. Many have endured numerous hardship postings and put their families in difficult situations in order to finally reach that career goal. Yet a Civil Service employee can now wait comfortably stateside for the right overseas opportunity to pass over deserving career FSOs. This is an unconscionable and morale-busting violation of the career Foreign Service concept.

It is no accident that Congress designed the career Foreign Service to be the highest caliber of representation in the conduct of foreign affairs. Important positions such as mission director — managing an elite staff of seasoned FSOs and multimillion dollar development programs — should not be given as political or personal favors to untested, undeserving insiders from the current administration.

These types of actions give one the impression that there is a move to burrow in as this administration comes to an end. Major decisions on mid-career hiring and important high-level assignments should be deferred to the next administration. Only then can the staff feel assured of support from all sides. □



Slouching Toward Retirement?

BY BONNIE BROWN, RETIREE COORDINATOR

Foreign Service employees count themselves fortunate: their retirement benefits are good and, for most, retirement promises to be comfortable financially. Given this expectation, some employees and their spouses put off planning for retirement and finding out what lies ahead for them until the actual crunch comes. Then some wish they had done things differently, or simply fail to realize that they could have provided for a more comfortable retirement.

Retirees often tell me that no one had informed them about a rule that reduced the annuities they had expected to get, or that they were unsure whether they had provided for survivor annuities for their spouses or ask how to deal with some other unexpected problem. While I am always sympathetic, and realize that retirement regulations are complicated, I usually must advise them that *they* have to take primary responsibility for acquiring necessary information and making appropriate retirement decisions. This is true as circumstances change throughout their careers, but even more so as retirement approaches.

Being prepared for retirement requires keeping complete and accurate payroll, personnel and service computation date records; obtaining service credit for other federal employment; and determining which retirement system makes the most sense financially. It also means ensuring that potential family changes like death, divorce or remarriage are reflected in a timely way in health coverage and survivor benefits; and assessing what financial, life insurance and long-term care insurance needs will be for the retiree as well as for a surviving spouse.

The department provides considerable information for employees and their spouses. RNet, an online resource at

www.rnet.state.gov/index.cfm?pg=mn, provides a retirement planning guide, comprehensive retirement information, retirement forms and a very useful question-and-answer forum. The Foreign Service Institute's Transition Center offers a mid-career retirement planning course for employees, in addition to the retirement planning seminar and job search program for employees at retirement.

Increasingly important,
AFSA works to keep its members
informed about threats to federal
retirement benefits.

Choosing the best date to retire can make a difference in the annuity level an employee will receive. At least one year before retirement, employees should ask the Retirement Office to make annuity calculations for them based on three different dates. They should also consult with their retirement counselors in HR/RET about specific issues affecting their retirement and time limits for making changes (particularly upon remarriage) well before retirement. It may also be wise to talk to a financial adviser about financial planning and tax considerations involved with lump-sum payments and state taxation of federal annuities, Thrift Savings Plan funds and Social Security benefits.

While the State Department does provide resources and counseling, it does not — as we learned to our sorrow in the recent spate of annuity overpayment cases — relieve employees or retirees of the consequences of errors made by the department. It is up to all of us to be vigilant,

even though this may be difficult when dealing with obscure and complicated legal areas such as the Foreign Service Retirement and Disability System Offset.

AFSA also provides a wealth of retirement resources and assistance to members. We publish guidance about retirement issues and benefits in the *Foreign Service Journal* and *AFSA Newsletter*, and by e-mail and online at www.afsa.org/retiree/. And each year AFSA's Labor Management Specialist James Yorke and I provide retirement-related assistance to hundreds of AFSA members. Also see AFSA's "Retirement Planning 101" in the September 2007 *FSJ*, online at www.afsa.org/fsj/sept07/fsknowhow.pdf.

Increasingly important, AFSA also works to keep its members informed about threats to federal retirement benefits. This year, Congress adopted a non-binding budget resolution that did not cut retirement benefits. It did not, however, address most major entitlement spending decisions.

These decisions will be left up to the next president and Congress. Given the need to rein in federal spending, they are likely to work together closely to reform entitlements quickly. Changes in the federal retirement systems, the Federal Employees Health Benefit Program, Medicare, Social Security and the Thrift Savings Plan could affect current and future retiree benefits.

With all this in mind, plan ahead and become well informed about your retirement future. AFSA will provide guidance and assistance to help you understand and deal with your particular retirement issues, and will keep a watchful eye on legislative threats to those entitlements. But the more attention you pay to your own needs in advance of retirement, the easier it will be for us to help you. □

CALL FOR SUBMISSIONS

Give Them a Clue about What You Do

A FSA will be publishing a new edition of our popular book, *Inside a U.S. Embassy*, and we welcome and need your assistance finding the best people to profile and the best stories to tell.

Inside a U.S. Embassy is one of AFSA's most effective outreach resources for educating the public — both in the U.S. and overseas — about the role of the U.S. Foreign Service. Published in 2003, and updated in 2005, the book is still selling well, and our inventory is getting low. The total number of books sold to date approaches 65,000. In just the month of July this year, we sold 1,059 copies, which tells us that this unique look inside the Foreign Service career is still needed.

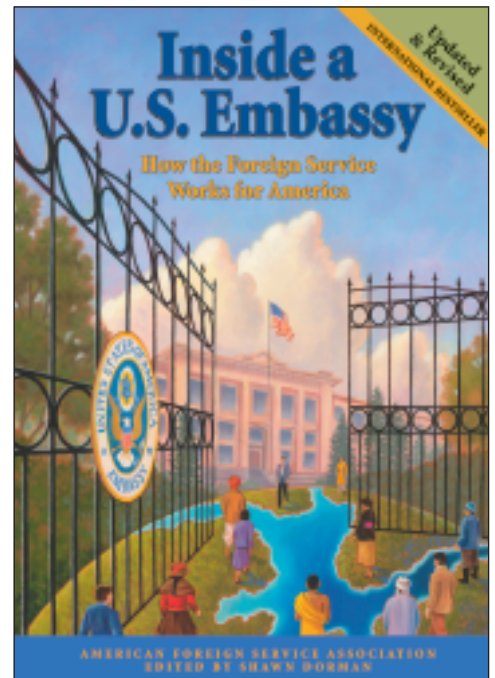
The book has become a must-read for anyone considering a Foreign Service career, and is being used in over 35 university foreign affairs courses. Military institutions and embassies purchase hundreds of copies a year. The book has maintained a high Amazon sales rank since its 2003 publication.

Now it is time for an updated and expanded edition. Like the current edition,

the new one will contain profiles of outstanding colleagues serving in every kind of Foreign Service job in an embassy. The mix of profilees will take into account geography and mission size, as we aim for diversity in representation. We will also again include a series of “day in the life” entries — hour-by-hour accounts of a “typical” (and *interesting*) day on the job in the Foreign Service. And we will include stories of the extraordinary — the Foreign Service in action during crises, political upheaval, natural disaster, etc.

We need submissions from every region of the globe, from every type of U.S. mission, from the large embassy to the small consulate and the Provincial Reconstruction Team. And we are seeking submissions from people serving in every kind of FS position. An advisory committee will select submissions to be included.

Please contact *Inside a U.S. Embassy* Editor Shawn Dorman at dorman@afsa.org to volunteer to be profiled or to recommend a colleague, or to submit a story or a day-



in-the-life entry. Stories and day-in-the-life submissions should be 600-800 words. Please see excerpts on the book's Web site at www.afsa.org/inside. You can also find more information about the current edition as well as updates on this project there. □

Governing Board • Continued from page 61

consulates. We are fighting uphill battles to defend the image of the Foreign Service in the media. We are negotiating countless issues with management at State and the other foreign affairs agencies to ensure fairness in assignments and promotions, to preserve family-friendly policies, and to improve the conditions of work at our diplomatic posts all over the world. We continue to play a vital role as the watchdog for management's adherence to the rules and procedures that govern every aspect of the lives of Foreign Service members.

Please look over the jobs available and consider running for an AFSA Governing Board position, or nominate a colleague. This election is for a board that will take office July 15, 2009, and serve for two years.

President (full-time)

Vice President for State (full-time)

Vice President for USAID (full-time)

Vice President for FCS (half-time)

Vice President for FAS (full-time)

Vice President for Retirees

Secretary

Treasurer

State Representative (nine positions)

USAID Representative (one position)

FCS Representative (one position)

FAS Representative (one position)

IBB Representative (one position)

Retiree Representative (three positions)

Please consider joining the AFSA Governing Board and ensuring that the voice of the Foreign Service is heard by management, on the Hill and around the country. □

AFSANEWSBRIEFS

Seeking AFSA Post Reps

Help serve your community by volunteering to be the AFSA representative for your post. Post reps help keep headquarters connected to the 70 percent of AFSA membership overseas. The authority and responsibilities of an AFSA post rep are spelled out in the AFSA Chapter Manual (www.afsa.org/postreps/manual.cfm). For more information, or if you don't know if your post currently has an AFSA rep, check in with the AFSA membership department at member@afsa.org.



Returned Peace Corps Volunteers @ State

As former Peace Corps Volunteers from Bulgaria and Mauritania, respectively, FSOs Tyler Sparks and Erik Schnotala both feel a strong connection to the Peace Corps and believe that returned volunteers within the State Department can and should communicate and network more effectively, to the benefit of both the department and the Peace Corps. That's why, in part spurred by the *FSJ's* focus on the Peace Corps in this month's issue, they have started Returned Peace Corps Volunteers @ State (RPCVs@State), a registered community within the State Department, to serve as a focal point for RPCVs in the Foreign Service who are interested in keeping a connection with their colleagues and supporting Peace Corps activities in the field.

They've laid out the basic goals of the organization as follows:

- 1) To publish information and news about development issues and other issues of interest to the returned Peace Corps community within State;
- 2) To stimulate discussions about development issues and other issues of interest to the returned Peace Corps community within State; and
- 3) To develop and strengthen the network of Returned Peace Corps Volunteers within State.

The group hopes to encourage more former volunteers to join the Foreign Service, to promote the Peace Corps abroad and at home as an excellent opportunity to serve our country, and to support projects through the Peace Corps Partnership program. This could include, for example, organizing members to speak at local schools at home or abroad during National Peace Corps Week in February, promoting member-organized fundraising activities for PCV

projects at post or in nearby countries, or hosting speaker events on Third World democracy-building and development issues.

The Web site for this new organization is <https://www.intelink.gov/communities/state/RPCV/>. Please visit the site and consider joining the community if you are a RPCV at State, and send your thoughts on where you'd like to see this new community go from here. Contact Tyler Sparks at SparksTK@state.gov, or Erik Schnotala at SchnotalaEJ@state.gov. Both are currently vice consuls at Embassy San Jose.

CFC for the Foreign Service Youth Foundation

The Foreign Service Youth Foundation is a proud participant in the Combined Federal Campaign of the National Capital Area. Support the Foreign Service community by donating to the FSYF, #39436.



AAFSW Book Fair 2008 Opens Oct. 17



The 48th annual Book Fair — brought to you by the Associates of the American Foreign Service Worldwide — will open at 2 p.m. on Oct. 17 for all badge holders and escorted guests. It will remain open until 5 p.m. that day.

The Book Fair continues through Oct. 26. From Oct. 20-24, it is open from 11 a.m. to 3 p.m. for this same group. During the weekends of Oct. 18-19 and 25-26, the sale is open to everyone, the public included, from 10 a.m. to 4 p.m.

The event takes place in the Exhibit Hall of the Harry S. Truman Building. Access is through C Street. VISA, MasterCard and personal checks are all accepted. By special arrangement, Silk Road Imports and Imperio Ottomano will sell a variety of imports and fine Oriental carpets on behalf of the AAFSW.

AFSA Offers \$149,800 in College Scholarship Aid

AFSA will award need-based college financial aid scholarships to 69 children of Foreign Service employees totaling \$150,000 for the 2008-2009 school year. In August, \$74,000 was sent to colleges and universities to help defray costs for the fall 2008 semester. For more information on the AFSA Scholarship Program, go to www.afsa.org/scholar, or contact Scholarship Director Lori Dec at dec@afsa.org or (202) 944-5504.

HIGH SCHOOL ESSAY CONTEST WINNER MEETS NEGROPONTE

Introducing Students to the Foreign Service

BY TOM SWITZER, DIRECTOR OF COMMUNICATIONS

Deputy Secretary of State John Negroponte presented the first-place award for AFSA's 2008 National High School Essay Contest to Alicia Constant on Aug. 14. The award comes with a check for \$2,500.

Alicia, a rising 11th-grader at the Koinonia Academy (a home school) in Albuquerque, N.M., submitted her winning essay on the subject "Standing Up for Human Rights: Challenges Facing the U.S. Foreign Service in China." Jeanine Constant, Alicia's mother and mentor, and her father Mitch were also received by Deputy Secretary Negroponte.

Thirty finalists received honorable mention certificates for their excellent essays.

An AFSA advisory panel of judges selected the winners. This year's winning essay was deemed one of the most outstanding submissions in the history of the contest.

The goal of AFSA's High School Essay Contest, now in its ninth year, is to stimulate interest in a Foreign Service career among top-quality high school students nationwide. AFSA promotes the contest

widely through direct mailings to social science teachers, as well as through listings on various Web sites. In that way, teachers become AFSA's key promoters of the contest in schools across the country.

The 2008 contest generated more than 250 submissions from high school students nationwide. Students were asked to analyze and explain how Foreign Service members promote U.S. national interests by participating in the resolution of today's major international problems.

The contest is open to all students in grades nine through 12 attending a public, private, parochial or home school, or participating in a high school correspondence program anywhere in the U.S., as well as U.S. citizen students attending schools overseas. Students whose parents are members of the U.S. Foreign Service or have served on the advisory committee are not eligible.

AFSA consultant Perri Green deserves much credit for ably administering the contest since its inception in 1999. For more information about the essay contest, and to read this year's winning essay, please go to www.afsa.org/essaycontest. □



ANN THOMAS

Deputy Secretary John Negroponte presents the first-place essay award to Alicia Constant.

Get Set to Vote!

As the November presidential election approaches, overseas Foreign Service members will need to make arrangements for voting. The Associates of the American Foreign Service Worldwide has put together a useful voting resources guide that is posted on their Web site at <http://aafsw.org/overseas/voting.htm>. Here are a few key sites AAFSW highlights:

www.fvap.gov

The Federal Voting Assistance Program offers instructions on registering and voting while living overseas under the Uniformed and Overseas Citizens Absentee Voting Act (for which Foreign Service employees and their families qualify). The site offers a downloadable/printable version of the Federal Post Card Application for registering to vote in your state of residence. The FPCA is also available at all U.S. embassies and consulates. Both versions, however, must be snail-mailed to your local election office (addresses available on the FVAP Web site). So allow plenty of time to get registered before any election!

www.overseasvotefoundation.org

This useful site features a secure voter registration wizard provided by the non-partisan Overseas Vote Foundation. Also included: Voter Help Desk and Election Official Directory.

www.justvote.org

Run by a private, nonprofit, non-partisan organization, the National Hip-Hop Political Convention, this site offers quick links to absentee ballot information by state.

www.americanoverseasnetwork.net

This organization seeks to encourage Americans overseas to vote, and researches the political views of expatriate Americans. Several voter FAQs are provided, including links to individual state voter information sites and links to various political webzines and blogs. □

CLASSIFIEDS



LEGAL SERVICES

ATTORNEY WITH 28 years' successful experience **SPECIALIZING FULL-TIME IN FS GRIEVANCES** will more than double your chance of winning: 30% of grievants win before the Grievance Board; 85% of my clients win. Only a private attorney can adequately develop and present your case, including necessary regs, arcane legal doctrines, precedents and rules. **Call Bridget R. Mugane** at Tel: (301) 596-0175 or (202) 387-4383. E-mail: fsatty@comcast.net
Free initial telephone consultation.

WILLS/ESTATE PLANNING by attorney who is a former FSO. Have your will reviewed and updated, or now one prepared: No charge for initial consultation.

M. Bruce Hirshorn, Boring & Pilger, P.C.
307 Maple Ave. W, Suite D, Vienna, VA 22180. Tel: (703) 281-2161.
Fax: (703) 281-9464.
E-mail: mbhirshorn@boringandpilger.com

EXPERIENCED ATTORNEYS REPRESENTING FS officers in grievances, performance, promotion and tenure, financial claims, discrimination and disciplinary actions. We represent FS officers at all stages of the proceedings from an investigation, issuance of proposed discipline or the initiation of a grievance, through to a hearing before the FSGB. We provide experienced, timely and knowledgeable advice to employees from junior untenured officers through the Senior FS, and often work closely with AFSA. **Kalijarvi, Chuzi & Newman.** Tel: (202) 331-9260.
E-mail: attorneys@kcnlaw.com

TAX & FINANCIAL SERVICES

ATTORNEY, FORMER FOREIGN SERVICE OFFICER: Extensive experience with tax problems unique to the Foreign Service. Available for consultation, tax planning and preparation of returns:

M. Bruce Hirshorn, Boring & Pilger, P.C.
307 Maple Ave. W, Suite D, Vienna, VA 22180. Tel: (703) 281-2161.
Fax: (703) 281-9464.
E-mail: mbhirshorn@boringandpilger.com

PROFESSIONAL TAX RETURN PREPARATION: Thirty-five years in public tax practice. **Arthur A. Granberg, EA, ATA, ATP.** Our charges are \$85 per hour. Most FS returns take 3 to 4 hours. Our office is 100 feet from Virginia Square Metro Station. **Tax Matters Associates PC, 3601 North Fairfax Dr., Arlington, VA 22201.** Tel: (703) 522-3828. Fax: (703) 522-5728.
E-mail: aag9686@aol.com

TAX & FINANCIAL SERVICES

FREE TAX CONSULTATION for overseas personnel. We process returns as received, without delay. Preparation and representation by Enrolled Agents. Federal and all states prepared. Includes "TAX TRAX" unique mini-financial planning review with recommendations. Full planning available. Get the most from your financial dollar! **Financial Forecasts Inc., Barry B. De Marr, CFP, EA, 3918 Prosperity Ave. #230, Fairfax, VA 22031** Tel: (703) 289-1167. Fax: (703) 289-1178. E-mail: finfore@aol.com

ROLAND S. HEARD, CPA

- U.S. income tax services
 - Practiced before the IRS
- FIRST CONSULTATION FREE

1091 Chaddwyck Dr.
Athens, GA 30606

Tel/Fax: (706) 769-8976

E-mail: RSHEARDCPA@bellsouth.net
WWW.ROLANDSHEARDCPA.COM

MORTGAGE

BUYING OR REFINANCING A HOME? Jeff Stoddard has specialized in home finance for FSOs for over 7 years. Working with JPMorgan Chase, he is able to provide financing in all 50 states as well as FSO-specific financing. Contact him at (703) 725-2455 or via e-mail at jeffrey.a.stoddard@chase.com.

TEMPORARY HOUSING

SHORT-TERM RENTALS TEMPORARY HOUSING

WASHINGTON, D.C. or NFATC TOUR? EXECUTIVE HOUSING CONSULTANTS offers Metropolitan Washington, D.C.'s finest portfolio of short-term, fully furnished and equipped apartments, townhomes and single-family residences in Maryland, D.C. and Virginia.

In Virginia: "River Place's Finest" is steps to Rosslyn Metro and Georgetown, and 15 minutes on Metro bus or State Department shuttle to NFATC. For more info, please call (301) 951-4111, or visit our Web site at www.executivehousing.com.

PLACE A CLASSIFIED AD: \$1.25/word (10-word minimum). First 3 words bolded free, additional bold text 75¢/word. Header or box-shading \$10 each. Deadline for text: 5 weeks ahead of publication date.

Adv. Mgr. Tel: (202) 338-4045, ext. 507.

Fax: (202) 338-6820.

E-mail: classifieds@afsa.org

TEMPORARY HOUSING

FURNISHED LUXURY APARTMENTS: Short/long-term. Best locations: Dupont Circle, Georgetown. Utilities included. All price ranges/sizes. Parking available. Tel: (202) 296-4989.
E-mail: michaelsussman@starpower.net

CAPITOL HILL, FURNISHED housing: 1-3 blocks to Capitol. Nice places, great location. Well below per diem. Short-term OK. GSA small business and veteran-owned. Tel: (202) 544-4419.
Web site: www.capitolhillstay.com

FIND PERFECT HOUSING by using the free Reservation Service Agency, Accommodations 4 U. Tel: (843) 238-2490. E-mail: vicki@accommodations4u.net
Web site: www.accommodations4u.net

PIED-A-TERRE PROPERTIES, LTD: Select from our unique inventory of completely furnished & tastefully-decorated apartments & townhouses, all located in D.C.'s best in-town neighborhoods: Dupont, Georgetown, Foggy Bottom & the West End. Two-month minimum. Mother-Daughter Owned and Operated. Tel: (202) 462-0200. Fax: (202) 332-1406.
E-mail: info@piedaterredc.com
Web site: www.piedaterredc.com

CORPORATE APARTMENT SPECIALISTS Abundant experience working with Foreign Service professionals and the locations to best serve you: Foggy Bottom, Woodley Park, Cleveland Park, Chevy Chase, Rosslyn, Ballston, Pentagon City. Our office is a short walk from NFATC. One-month minimum. All furnishings, housewares, utilities, telephone and cable included. Tel: (703) 979-2830 or (800) 914-2802. Fax: (703) 979-2813.
E-mail: sales@corporateapartments.com
Web site: www.corporateapartments.com

COMFORTABLE GUEST ROOMS rent to DACOR members for \$89/night/single or \$99/night/double, all taxes and continental breakfast included. Contact: Tel: (202) 682-0500, ext. 14. E-mail: dacor@dacorbacon.org
Web site: www.dacorbacon.org

CLASSIFIEDS



REAL ESTATE

JOHN KOZYN IS PLEASED to offer professional real estate consultation services on all aspects of housing in northern Virginia and Washington, D.C. My expertise will serve your specific needs and narrow time frame. Contact me anytime whether you wish to buy, rent or sell in VA or DC. References from FS officers provided upon request. John Kozyn, M.A., REALTOR, e-PRO Coldwell Banker Residential Brokerage. Cell: (202) 288-6026. E-mail: jkczyn@cbmove.com
Web site: www.cbmove.com/johnkozyn

HAWAII CONDO SALE/RENT: Delightful 3-bedroom/3-bath view condo, fully furnished, on the Big Island. Nearby shopping, golf course, and beach with excellent snorkeling. Try it out for \$140 a night, then buy for only \$495,000. Tel: (206)842-2776. E-mail: vstave@gmail.com

TRANSPORTATION

PET MOVING MADE EASY. Club Pet International is a full-service animal shipper specializing in domestic and international trips. Club Pet is the ultimate pet-care boarding facility in the Washington Metropolitan area. Tel: (703) 471-7818 or (800) 871-2535. E-mail: dogman@clubpet.com

VACATION

INTERNATIONAL AMBIANCE, COMFORT at Passages Inn Gettysburg, bed & breakfast in nearby historic Gettysburg, Pa. Hosts are international communications specialist and radio journalist. On y perle français. Tel: (717) 334-7010. Web site: www.passagesinngettysburg.com

BUSINESS CARDS

BUSINESS CARDS PRINTED to State Department specifications. 500 cards for as little as \$37.00! Herron Printing & Graphics. Tel: (301) 990-3100. E-mail: sales@herronprinting.com

ORDER COPIES OF AFSA's popular book, *Inside a U.S. Embassy*, for anyone who's ever said, "The Foreign what?" A must-read for students of diplomacy and for anyone considering a Foreign Service career. Only \$12.95. Go to www.afsa.org/inside for more information and to order, call (847) 364-1222 or fax (847) 364-1268. Discounts available for quantity orders. Send questions to embassybook@afsa.org. #11 on Amazon.com for diplomacy.

SHOPPING

110 / 220 VOLT TRANSFORMERS, MULTI-SYSTEM TV, ETC.
VISIT EMBASSY SHOWROOM
5810 Seminary Road
Falls Church, VA 22041
Tel: (703) 845-0800
E-mail: embassy@embassy-USA.com

CRAVING GROCERIES FROM HOME? We ship non-perishable groceries to you via the Dulles mail-sorting facility or your choice of U.S. shipping facility.
www.lowesfoodstogo.com
Choose the store listed under the "Overseas" heading, choose "pickup" with a note providing the mailing address and shipping restrictions. You will receive a confirmation e-mail from your Personal Shopper.



U.S. AUTOMOBILE PARTS WORLDWIDE: Express Parts has over 30 years experience shipping original and aftermarket parts for U.S. specification vehicles. Give us the year, make, model and serial number of your car and we will supply the parts you need. Tel: (440) 234-8381. Fax: (440) 234-2660. E-mail: dastanley@expresspartsinc.com
Web site: www.expresspartsinc.com

110 - 220 VOLT STORE MULTI-SYSTEM ELECTRONICS

PAL-SECAM-NTSC TVs, VCRs, audio, camcorder, adaptor, transformers, kitchen appliances, GSM worldwide phones, Eport World Electronics. 1719 Connecticut Ave. NW (Dupont Circle Metro btwn. R & S Sts.) Tel: (202) 232-2244 or (800) 513-3907. E-mail: export@exportdc.com
Web site: www.eportworld.com

SHOP IN AN AMERICAN DRUG STORE BY MAIL!

Morgan Pharmacy
3001 P St NW
Washington, DC 20007
Tel: (202) 337-4100. Fax: (202) 337-4102.
E-mail: care@morganRx.com
www.carepharmacies.com

GENEALOGY

MASSACHUSETTS GENEALOGY: Retired FSO, now experienced researcher, will obtain local documents for your family history project. Whether your ancestors came on the Mayflower or fled the Potato Famine, I'll track down copies of Mass. birth/marriage/death records, obituaries, naturalization documents, etc. Find out if those family legends are true! Reasonable rates, free initial consultation. E-mail: ma.pilgrim@gmail.com

BOOKS

PLAN AHEAD! Mark your calendars now for the 48th Annual BOOKFAIR of the Associates of the American Foreign Service Worldwide, which will open on Friday, Oct. 17 and continue through Sunday, Oct. 26. As usual, it will be held in the Diplomatic Exhibit Hall on the first floor of Main State. In addition to secondhand books from all over the world, BOOKFAIR will feature the Art Corner, Collectors' Corner and an assortment of stamps and coins.

NEW ENGLAND FOREIGN AFFAIRS RETIREES

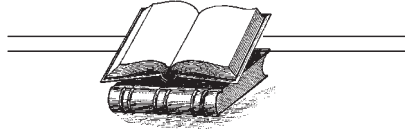
Retiring to New England? Here is a way to keep in touch with colleagues and issues, enjoy luncheon get-togethers with stimulating speakers and frank discussions on foreign affairs, share your experiences and knowledge with old friends and new, and explore this lovely area: join FARNE, the Foreign Affairs Retirees of New England. Retirees from all foreign affairs agencies are warmly welcomed. For more information, contact FARNE President Chuck Ahlgren (theahlgren@cox.net) or Sec. Liz Barnett (barnett1895@hotmail.com).

FSN RELIEF FUND

Please consider making a donation to the Foreign Service National Relief Fund. Send cash or check contributions to: State Department Gift Fund, Donna Bordley, Coordinator, Department of State, RM/CFO Rm. 7427, 2201 C Street NW, Washington DC 20520. Make check payable to the U.S. Dept. of State and write "FSN Emergency Relief Fund" on the note line. For payroll deductions, visit the State Dept. intranet site: web.rm.state.gov.

CLASSIFIEDS ONLINE

NOW ONLINE: E-CLASSIFIEDS!
www.afsa.org/classifieds
AFSA members can go directly to our Web site and post their ads safely and securely. The ad placement is for two weeks. The E-Classifieds are posted almost immediately, especially helpful for FSOs who are always on the go.



BOOKS

A Flawed Hero

Chasing the Flame: Sergio Vieira de Mello and the Fight to Save the World

Samantha Power, Penguin Press,
2008, \$32.95, hardcover, 640 pages.

REVIEWED BY PETER F. SPALDING

Samantha Power, a former adviser to Sen. Barack Obama's presidential campaign, was nicknamed "the genocide chick" by some of her Harvard students after she won the Pulitzer Prize for her last book, *The Problem from Hell: America in the Age of Genocide* (Basic Books, 2002). Her new work profiles the late Sergio Vieira de Mello, the dashing director of the office of the United Nations High Commissioner for Refugees, whose Baghdad headquarters was bombed in August 2003.

Killed at 55, he was found beneath the rubble, sprawled on the flag of the organization he had served his whole adult life. As Power explains, Vieira de Mello saw his temporary duty in Iraq as an opportunity to "listen to the voices" there. Toward that end, he made himself and his offices open to visitors. The much safer Green Zone was not a place he wanted to be.

The Brazilian-born diplomat was aptly described as a "a cross between James Bond and Bobby Kennedy" by a journalist on the eve of Power's first meeting with him in Zagreb in 1994, where she was a novice reporter covering the breakup of the former

*This beautifully written
and well-researched
biography shows
us why Vieira de Mello
was such a
compelling figure.*

Yugoslavia. He had a taste for Johnnie Walker Black Label and the ladies, but was also a serious student of moral philosophy who wrote a 600-page Ph.D. thesis for the Sorbonne promoting a theory of universalism rooted in reciprocal respect.

Married and the father of two sons, Vieira de Mello repeatedly left his family behind to seek the most dangerous, unaccompanied assignments — postings one could also describe as "the real Foreign Service": East Pakistan/Bangladesh (1971-1972); Sudan (1973-1974); Cyprus (1974-1975); Mozambique (1975-1977); Lebanon (1981-1983); Cambodia (1991-1993); Kosovo (1993-1994); East Timor (1999-2002); and Iraq (2002-2003).

Sergio, as his staff fondly called him, declared that he was not assigned to manage politics, but to "deliver the groceries" to refugees displaced by war. He once told a UNHCR colleague: "We are the lowly humanitarians. We're the guys who pass out food and fix the roads. They look down on us elsewhere in the U.N. They don't see us as capable of handling high pol-

itics." Nevertheless, many in the United Nations hierarchy saw him as a future secretary general.

Though she clearly admires her subject, Power acknowledges that he was obsequious to war criminals like Radovan Karadzic and Slobodan Milosevic in hopes of gaining their cooperation. (Such unsuccessful fawning caused some U.N. colleagues to nickname him "Serbio.") He behaved with equal subservience toward the Khmer Rouge leadership, sharing fine French wine with Ieng Sary, the regime's "brother number two," with nary a mention of the genocide he had helped perpetrate.

A friend once told Vieira de Mello that if he ever wrote an autobiography, he should call it *My Friends the War Criminals*. Power is less damning, contenting herself with the observation that "his highly practical mantra of 'talking to everyone' caused him lapses of judgment." That is putting it mildly, to say the least. As Power titles one chapter in the book, "Fear Is a Bad Adviser." So is ego.

The massacre in Srebrenica and the Rwandan genocide would temper his willingness to make nice with mass murderers. But one suspects that the ambitious Vieira de Mello remained motivated by the desire to get results at any cost, thereby increasing his stature in the eyes of his superiors.

Reading between the lines of this beautifully written and well-researched biography, one comes to understand why a pragmatic idealist seeking the presidency might reach out to the author — who, like the hero of her



book, is fascinated by the role of moral authority in the conduct of foreign affairs.

Peter F. Spalding is a retired Senior Foreign Service officer who served in the Middle East, Africa and Asia.

What's Your Brand?

**Competitive Identity:
The New Brand Management
for Nations, Cities and Regions**
*Simon Anholt, Palgrave MacMillan,
2007, \$35, hardcover, 160 pages.*

REVIEWED BY FRANK BAXTER

What is a brand? Broadly speaking, brands are the images that come to mind when people see, hear or think about products and services. Every company, organization and person has one. Successful corporations advertise heavily to reinforce a positive image in as many minds as possible, because people are wired to quickly judge what we perceive. We can't debate facts and our feelings each time we encounter something, so we "brand" it until conflicting information forces us to alter our perception.

Simon Anholt, the author of *Competitive Identity: The New Brand Management for Nations, Cities and Regions*, believes governments and countries also have brands, which need to be defended, improved and managed. A consultant to a dozen governments and organizations, Anholt calls himself the inventor of the term "nation-branding." Yet though he might have coined the term, governments have marketed their brands for ages. As a U.S. am-

**Anholt calls
himself the inventor
of the term
"nation-branding."**

bassador who is committed to promoting the image of his country in Uruguay, I believe we can learn a lot from what Anholt has to say.

For instance, he writes: "All responsible governments, on behalf of their people, institutions and companies, need to discover what the world's perception of their country is" and develop a brand management strategy. He's right. Uruguay, where I currently serve, brands itself as safe and friendly, with the Punta del Este resort area embellishing its image.

Anholt states that "the reputation of a country has a direct and measurable impact on just about every aspect of its engagement with other countries, and plays a critical role in its economic, social, political and cultural progress."

I agree — but not completely. Consider Israel. The Jewish state has many detractors, yet enjoys a strong, export-driven economy. Israelis are technology innovators with a global reputation for excellence. Their goods turn up not only in hostile countries, but even in states whose governments are their sworn enemies. And despite being in a state of war with two neighbors, Israel's standard of living resembles Spain's. To use another buzzword, Israel has been able to segment its brand, with

different perceptions by different audiences.

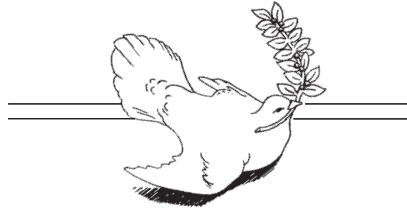
Anholt is at his best when he discusses the tools a country or city can use to improve its brand. I like his chapter on competitiveness, where he urges countries to improve their images by analyzing "precise, relevant data" and avoiding "associations that are out of date." Likewise, a country cannot market its "benefits and offerings" unless they are relevant. Anholt illustrates these points using examples of countries and their images.

The legendary U.S. journalist Edward R. Murrow, who stated that "truth is the best propaganda and lies are the worst," is a voice Anholt says we cannot ignore. He urges readers to reflect on whether their nations deserve a negative reputation. Anholt's truth-based branding concepts appear in one form or another throughout his book. As a former businessman who believes a person's word is his or her bond, I agree with him.

The United States and Europe figure prominently in Anholt's case studies and charts. This is, of course, understandable. Londoners and New Yorkers have more money to pay for image consulting than their counterparts in Kigali or Managua. Unfortunately, I found nothing specific on Latin America in Anholt's book. I think a section on the successful regional marketing of Punta del Este would have been a good case study.

Anholt's *Competitive Identity* is an important and welcome edition to the small corpus of books on public diplomacy. It's an interesting read for anyone who wants ideas about how their country is perceived — and what can and should be done to improve its image. ■

Frank E. Baxter has been the U.S. ambassador to Uruguay since 2006.



IN MEMORY

William G. Bradford, 83, a retired FSO and former ambassador, died on July 16 in Fairfax, Va., of lung cancer.

Born in Chicago, Ill., Mr. Bradford left high school to enlist in the U.S. Army during World War II and saw action in the European theater. He graduated from Indiana University in 1948 and, following experience in the private sector, joined the Foreign Service in 1952.

Mr. Bradford's career took him to Berlin (1952-1955), Naples (1955-1958) and Washington, D.C. (1959-1961). He served in Vietnam (1962-1964) as counselor for administration and, again, in 1976 after the fall of Saigon, as executive officer of the Vietnamese Refugee Task Force.

While stationed in Kinshasa (1964-1966), he managed the massive air evacuations of Americans and others on the heels of the Stanleyville Massacre. He served in Freetown (1966-1968) as deputy chief of mission, and for his service there received a Superior Honor Award for Heroism.

From 1969 to 1976, Mr. Bradford served as executive director of the Bureau of African Affairs, until his appointment as ambassador to the Republic of Chad, where he served from 1976 to 1979.

Ambassador Bradford retired in 1979 to serve as national campaign

manager for independent candidate John B. Anderson's bid for the presidency.

For nearly 30 years, until his death, Amb. Bradford served as chief executive officer of W.G. Bradford & Associates, an international consulting firm focused on Africa with clients worldwide. He had been a resident of McLean, Va., since 1969.

Mr. Bradford is survived by his wife Joanne Schwarz Bradford of McLean; his son Bruce of El Paso, Texas; his daughter Katherine Fiala of Evansville, Ind.; his daughter Deborah Hornbake of Hadlyme, Conn.; and five grandchildren.



Susan Long Callahan, the wife of retired FSO James Callahan of New Silver Beach in North Falmouth, Mass., (and Bethesda, Md.), died quietly in the home near the water that she loved on June 4 after a long illness.

Mrs. Callahan was born in Fairbury, Neb., but grew up with her family in Venezuela and Brazil. She attended the University of California at Berkeley, the American University of Beirut and the University of South Africa. She first met her husband in Bamyan, Afghanistan, where she served as a Peace Corps Volunteer. They later married in Beirut, where Mr.

Callahan was assigned to the embassy as a Foreign Service officer with the United States Information Agency.

Mrs. Callahan and her family lived in Lebanon, Jordan, Tunisia, Yemen, the Philippines, Iraq, South Africa, Nigeria and India. During those years, Mrs. Callahan was often a teacher of English as a Second Language. She was the community liaison officer in Baghdad prior to the first Gulf War and, later, served in the U.S. consulates in Lagos and New Delhi.

Besides her husband, James, Mrs. Callahan is survived by her three children: Kevin Callahan of Denver, Colo.; Robyn Callahan of Waltham, Mass.; and David Callahan of Easthampton, Mass.

Contributions in her memory can be made to: The Massachusetts General Hospital Lung Transplant Program, Attention Dr. Leo Ginns-Cox 2, 55 Fruit Street, Boston MA 02114; The VNA of Cape Cod, 64 Ter Heun Drive, Falmouth MA 02540; or The American Foreign Service Association Scholarship Fund, 2101 E Street N.W., Washington DC 20037.



Samuel C. Case, 81, a retired Foreign Service officer, died on March 4 in San Luis Obispo, Calif.

Mr. Case was born in Mills County,

IN MEMORY



Iowa. He joined the State Department in 1966 after retiring from the Marine Corps. He served in Iran, Turkey, Yemen, Sierra Leone and Pakistan.

In 1981, he retired and returned to Glenwood, Iowa, where he was an active member of the Kiwanis and participated in many local volunteer projects. Mr. Case and his wife Betty lived in Iowa until 1999, when they moved to Morro Bay, Calif., to be near their daughter.

Mr. Case is survived by his wife and his daughter, Sharon White, and her husband.



Martha Benitez Cash, 79, widow of the late retired FSO Harvey J. Cash, died on Jan. 8 in Falls Church, Va.

Born in Guadalajara, Mexico, Mrs. Cash was raised on a sugar cane plantation in Jalisco until age 11, and then in Mazatlan. She studied banking in Mexico City. After a year as the reigning beauty queen of Sinaloa and secretary to the president of the Banco del Pacifico, she met vice consul Harvey J. Cash on board a U.S. Navy ship that docked in Mazatlan Harbor. They married in 1954.

Mrs. Cash accompanied her husband to Mexico City, where their daughter Alice was born; Montreal, where their daughter Helen and son Harvey were born; Washington, D.C., where their son Robert was born; and then on to Nuevo Laredo, Paris and, finally, Madrid. They returned to their home in Falls Church, Va., in 1974.

While overseas, Mrs. Cash served on the boards of many charitable organizations and took great pride in representing the United States alongside her husband. She often recalled helping Americans in need at various posts and the countless refugees seek-

ing asylum. She shared her husband's profound love for art and music. She studied oils, and became particularly accomplished in floral motifs. Her devout Catholic faith carried her through her entire life.

Remembered not simply for her striking beauty, but also for her grace and thoughtfulness, Mrs. Cash was a beloved and devoted wife, mother, grandmother and friend to many.

Martha Cash is survived by her four children: M. Alice Foley, of Spotylvania, Va.; C. Helen Cash of Kenai, Ark.; J. Harvey Cash of Arlington, Va.; and G. Robert Cash of Los Angeles, Calif.; her sister Celia B. Camarero and family, of Chihuahua, Mexico; her sister-in-law Mary Mac Cash of Waskom, Texas; and her grandchildren, Celina Cash of Leesburg, Va.; Ehren K. Foley of Columbia, S.C.; and Robert B. Manley of Kenai, Ark. She was preceded in death by her husband, who died in 1986, and by her grandson James K. Foley, who died in 2003.

Donations in her memory can be made to a mental health organization of your choosing. To contact the family, write c/o G. Robert Cash, P.O. Box 743139, Los Angeles CA 90004.



Halbert T. Cupps, 92, a retired FSO with USIA and a former director of the Voice of America, died on Feb. 14 at his home in Scottsdale, Ariz.

Mr. Cupps was born in Butler, Pa., in 1916. Prior to joining the State Department in 1945, he worked in communications in the private sector. In 1954, he met and married Helen Cheever Cook, who was working as a Foreign Service secretary in Germany.

Mr. Cupps' career with the Voice of America took him to Europe, North Africa, the Middle East, South-

east Asia and many locations within the United States. While with the VOA, he appeared before Senator Joseph McCarthy's House Un-American Activities Committee hearings as a rebuttal witness for the State Department. In 1973, he retired from the Voice of America in West Chester, Ohio, and shortly thereafter moved his family to Arizona.

An avid ham radio operator, Mr. Cupps continued to enjoy his radio friends even as, in his 80s, his interests turned to computers. In a very special moment shortly before his death, he received a telephone call from former Secretary of State George Shultz, who thanked him for his service to the United States.

Mr. Cupps is survived by his wife, Helen; daughters Cindy Weissblatt of Boca Raton, Fla., Lisa Cupps of Chandler, Ariz.; his son, Eugene N. Cupps of Chandler, Ariz.; and four grandchildren.



Peter Jon de Vos, 69, a retired FSO and former ambassador, died on June 9 in Grant-Valkaria, Fla.

Born in San Diego, Calif., Mr. de Vos attended the St. Albans School in Washington, D.C., on a musical scholarship. He went on to Princeton University, where he received a B.A. in 1960, and the Johns Hopkins School of International Relations, where he received an M.A. in 1962.

In that year, he joined the Foreign Service, serving first in Recife, where he met Nancy Wesney. The couple married in St. Albans' sanctuary at the Washington Cathedral in 1965.

Mr. de Vos's diplomatic career took him to Naples, Luanda, Brasilia and Athens before he was appointed ambassador to Guinea-Bissau, Mozambique, Liberia, Tanzania and Costa Rica. He retired in 1977. Ambass-

IN MEMORY



ador de Vos then taught at the University of Chicago before moving to Merritt, N.C., and teaching for a year at Eastern Carolina University.

In 2006, Amb. de Vos and his wife retired to Grant-Valkaria. A nature lover, he collected seashells, was a birdwatcher and especially enjoyed fishing.

Survivors include his wife, Nancy; his nieces, Suzanne (Frank) Kricker and Bonnie Banks; a sister, Lurline de Vos; sisters-in-law Barbara Zwilling, Helen Cline and Priscilla Hoyle; and many nieces, nephews and friends who will miss him. He was preceded in death by his parents, Paul and Suzanne de Vos, and his sister, Gretchen Banks.



Dorothy (“Dot”) Eardley, 87, a retired Foreign Service secretary, died of cancer on June 4 at her home in The Village at Brookwood Life Care Community in Burlington, N.C. For 31 years, Mrs. Eardley was a dedicated, adventurous and highly skilled Foreign Service secretary, who thrived on the challenges of hardship posts and idiosyncratic bosses.

After earning a high school diploma and quickly mastering shorthand and typing at a business school in St. Louis, Mrs. Eardley married in 1945 and went to work for a regional railroad. When her husband Thomas Eardley died just a year after their marriage, she used the small death benefit she received to buy and raise chickens and sell eggs to make ends meet. The enterprise failed when the federal government dumped a huge supply of its stored eggs on the market at 15 cents a dozen, forcing her to sell the chickens instead.

Emulating an older sister who had worked for the Navy and then secured a transfer to the State

Department, Dorothy applied by mail for a Foreign Service secretarial position. After a lengthy wait, she was offered an appointment in 1951 as an S-13 clerk-stenographer. She accepted and was sent directly to Jakarta, where, despite long hours and cramped housing for junior staff members, she discovered she loved it.

Before leaving Indonesia, Mrs. Eardley helped staff the U.S. delegation to the Ninth United Nations/Economic Commission for Asia and the Far East Conference held in Bandung in 1953. She then served in Berlin; Chengmai, a one-officer listening post where her quarters lay on the “opium trail” and where her neighbor, a police officer, ran a brothel; Paris, which she adored; and Libreville, which she did not (though she boasted of meeting Dr. Albert Schweitzer at his hospital in Lambaréné). Later assignments included Colombo, Ankara, Ottawa, Jeddah, Johannesburg and Kigali.

Along the way, Mrs. Eardley was secretary and confidante to a remarkable succession of career ambassadors and senior diplomats. These included Cecil Lyon, Robert Komer, William J. Handley, William Macomber, William Porter, Randolph Kidder, James Spain and Harry Melone. She also helped host such embassy visitors as Eleanor Roosevelt, Eleanor Lansing Dulles and John, Robert and Edward Kennedy.

After a series of high-pressure assignments, Mrs. Eardley elected to conclude her career in Rwanda, in a position ranked far below her personal grade, because it “sounded like a fun post” and she wished to leave the Foreign Service feeling good about it. In Kigali she learned to play volleyball, played hostess to primatologist Dian Fossey, and taught the youngest and greenest chief of mission in the Service how to organize his work,

manage his staff, give coherent dictation and enjoy life in one of the department’s smallest outposts.

After retiring in 1980, Mrs. Eardley became an active member of the Foreign Service retirees’ group in the Triangle area of North Carolina where she settled. She loved the camaraderie of its Fourth of July potluck gatherings, in particular. Just a month before her death, she attended the group’s quarterly luncheon-lecture especially to hear AFSA President John Naland speak about the future of “her” Foreign Service. It was her last outing.

At the urging of retired FSO J. Edgar Williams, Mrs. Eardley was persuaded to record some of her Foreign Service recollections, as part of the Foreign Affairs Oral History program. Unfortunately, the project was not completed before cancer sapped her strength. But what was captured on tape shows the extraordinary joy, courage, humor and enthusiasm she brought to her work, traits that inspired all around her, friends recall, especially those lucky enough to share an embassy front office with her.



Xavier W. “Bill” Eilers, 92, a retired Foreign Service officer, died on June 19 in Silver Spring, Md.

Mr. Eilers was born in Clear Lake, Minn. He worked in the private sector before coming to Washington as an aide to Representative Harold Knutson, R-Minn., in 1938. In 1940, he received an appointment as a clerk in the Record Section of the War Department.

He entered the Foreign Service in 1941 and was assigned to Embassy Tokyo as a cryptographer. After the outbreak of hostilities, he was taken prisoner along with other embassy

IN MEMORY



employees and subsequently exchanged at Lourenco Marques. He then proceeded directly to Kabul, where he served as secretary to the minister. In 1944, he was transferred to the office of the U.S. political adviser for Germany in London, Versailles and Frankfurt. Next, he was stationed in Ciudad Trujillo in 1946.

In 1948, he returned to Frankfurt and, after being commissioned a vice consul, was assigned to the consulate general. Subsequent assignments included Montreal, Yokohama, Toronto and Washington, D.C. He was assigned to Vancouver in 1970 and retired as consul in 1975. Following retirement, he settled in Sartell, Minn., moving to Silver Spring, Md., in 1991.

Mr. Eilers is survived by his wife of 62 years, Jean of Silver Spring Md.; nine children, Bob Eilers of Mount Airy, Md., Doug Eilers and Paul Eilers of Albuquerque, N.M., Pamela McKeehan and Lynn Chapman of Silver Spring, Md., Lois Rotondi of Rockville, Md., Joan Horn of Walkersville, Md., Ann Eilers of Potomac, Md., and John Eilers of Palo Alto, Calif.; and six grandchildren.



Carl Leo Gebuhr, 91, a retired FSO with USIA, died on July 30 of cancer at his home in Murfreesboro, Tenn., surrounded by his family.

Born on Jan. 7, 1917, in Council Bluffs, Iowa, to Martina and John Gebuhr, Mr. Gebuhr was one of four siblings in a close family of Danish immigrants. He graduated from the University of Iowa in 1943 and served as a U.S. Navy recruiter and gunnery officer in World War II. For three years after the war, he worked as a press agent for the Columbia Broadcasting System.

Mr. Gebuhr joined the State

Department in 1948 and was posted as a radio/motion picture officer in Stockholm. Subsequent assignments included Germany, Pakistan and Vietnam. At USIA headquarters in Washington, D.C., he served as a management analyst, desk officer for Scandinavia, defense affairs adviser in the office of policy, and adviser to the commanding officer of the John F. Kennedy Center for Military Assistance at Fort Bragg, N.C.

Mr. Gebuhr's diplomatic career had many highlights. He participated in the development of the Amerika Haus in Germany after World War II and helped develop and direct the psychological operations campaign in Vietnam in the late 1960s. He developed programs for RIAS, the only free radio station broadcasting from West Berlin across the communist bloc countries in the late 1960s.

During the Indo-Pakistani war of 1965, Mr. Gebuhr negotiated and directed the emergency evacuation of all western dependents from Lahore. Then, in 1970, he traveled with the crew of the Apollo XII spaceship as USIA adviser for the astronauts' world good-will tour.

He enjoyed meeting many celebrities and dignitaries he personally admired, family members recall, and especially treasured the opportunity to host a visit by Duke Ellington to Lahore.

Mr. Gebuhr was active in Unitarian-Universalist Church affairs, serving as president of several societies: the Fellowship in Lahore, the Eno River Unitarian Fellowship of Chapel Hill/Durham, N.C., and the First Unitarian Church of Nashville, Tenn.

In retirement, he served as president of the Chapel Hill (N.C.) Interfaith Council for Social Service and Friends of the University of North Carolina Television, and was a board member of the Chapel Hill

Public Housing Authority. He also served as president of the Rutherford County Literacy Council, and was a literacy tutor and a long-time volunteer with the Alive Hospice of Murfreesboro. And he was a member of the board of the Nashville U.S. Association for the United Nations for several years.

Mr. Gebuhr was predeceased by his parents, his first wife, his three siblings and his son, Richard Gregory Gebuhr. He is survived by his wife, Fran (Brandon) Gebuhr; his daughters Karla Robeson and Rebecca McCloskey; his stepdaughter Kelly Forrest; his stepson Kinsey Brewer; his grandchildren Kristina and Timothy Robeson, Matthew and Alex McCloskey; and a great-grandson, Ethan Robeson.

Mr. Gebuhr believed deeply in public service, and his body was donated to Vanderbilt Medical School for research.

Memorial contributions can be made to the American Cancer Society, the Alzheimer's Association, the Alive Hospice of Murfreesboro (1639 Medical Center Pkwy., Suite 202, Murfreesboro TN 37129), or the Greater Nashville Unitarian Universalist Congregation (374 Hicks Rd., Nashville TN 37221).



Elisabeth Church Hayne, 84, wife of retired FSO William Alston Hayne, died on April 2 in Napa, Calif., of complications from an Alzheimer's-related illness.

Born in her family home at Villa Novo, Pa., Mrs. Hayne remained at heart a Philadelphian and staunch supporter of the Phillies baseball team wherever she lived. Following graduation from the Agnes Irwin School in suburban Philadelphia, a year at the Brownmoor School in

IN MEMORY



Santa Fe., N.M., and local employment, she emigrated to San Francisco in 1949. Settling initially on Telegraph Hill, she held various jobs, most notably with the World Affairs Council of Northern California. In May 1952, she married a local San Franciscan, William Alston Hayne.

Mrs. Hayne encouraged her husband in his interest in a diplomatic career and, upon his appointment as a Foreign Service officer, accompanied him in 1954 to his first posting in Kingston. She then established homes for their growing family in his successive postings to Lima, Paris and Mexico City, interspersed with domestic assignments at the department and academic assignments to New England universities. During one of

the latter tours, she continued her own formal education by auditing graduate courses at Harvard University.

Her impressive linguistic and interpersonal skills served Mrs. Hayne well in carrying out the semi-official duties expected of a Foreign Service spouse. In addition, at each post she took an active role in whichever Episcopal Church or Church of England congregation served the community. She enjoyed and was proud of her role as a docent at the National Cathedral in Washington, D.C.

Following her husband's retirement from the Foreign Service, Mrs. Hayne assisted in the replanting and management of a family vineyard in

the Napa Valley and supported him during his tenure as mayor of St. Helena, Calif.

She is survived by her husband of almost 56 years, William Alston Hayne; their three children: son Alston (and his wife Adrian), of Napa, Calif., daughter Amanda (and her husband John Kirkwood), of San Francisco, Calif., and son Nicholas, of Santa Barbara, Calif.; five grandchildren: Victoria Hayne, Cecilia Hayne, Spencer Kirkwood, Elisabeth Kirkwood, and Alexandra Kirkwood; a sister, Joan Church Roberts of Rosemont, Pa.; and numerous nephews, nieces and cousins.

Donations in Elisabeth Hayne's memory can be made to: The Hospice of Napa Valley, 414 South

RETIRE TO FEARRINGTON VILLAGE



A charming English country village
near Chapel Hill, NC with bluebirds,
hollyhocks, belted cows and
fascinating people of all ages.

(800)277-0130 ~ www.fearrington.com

Executive Lodging Alternatives



Interim Accommodations for Corporate and Government Markets

*Apartments,
Townhouses &
Single Family Homes*

"FOR THE EXECUTIVE ON THE MOVE"



finder5@IX.netcom.com

Locations throughout Northern Virginia and D.C.
Units fully furnished, equipped and accessorized
Many "Walk to Metro" locations
Pet Friendly

5105-L Backlick Road, Annandale, Virginia
Tel: (703) 354-4070 Fax: (703) 642-3619

IN MEMORY



Jefferson Street, Napa CA 94559 or the St. Helena Public Library, 1492 Library lane, St. Helena CA 94574.



Andrew Hillman, 57, an active-duty Foreign Service officer, died on July 12 at his home in Edgemont, N.Y.

Born and raised in Edgemont, Mr. Hillman graduated from Edgemont High School. He received his bachelor's degree from Yale University and his master's degree in international affairs from Columbia University.

In 1993, he joined the Foreign Service and was posted to Toronto as a consular officer. He then served in the department as a staff officer in S/S and as an operations officer in S/S-O.

In 1997 he was assigned to the U.S. Mission to the United Nations in New York, serving first in the Economic and Social Council section, then moving to the political section and, ultimately, to the management and reform section in 2005.

Since 2001, Mr. Hillman had also taught two graduate seminars at Fordham University focusing on the U.N. and international security and on conflict resolution. At the time of his death, he was in the process of developing a new course focused on combating terrorism and weapons of mass destruction.

"Professor Hillman was a very devoted and caring teacher. He not only delivered well-prepared lectures, but he also gave easily of himself as a

wonderful mentor to his students," said Henry Schwalbenberg, director of the International Political Economy and Development program at Fordham.

Among the many students who honored their teacher's legacy in the online guestbook for Mr. Hillman (www.legacy.com/nytimes/GB/GuestbookView.aspx?PersonId=113243308), Aissatou Ngong of Yaounde wrote: "Prof. Hillman was one of my mentors at Fordham, who inspired me to follow a career path in international relations. In my culture, we prefer not to be saddened by death, but rather to celebrate the life that the individual lived. I will always remember him as a laid-back individual who was very passionate about his work,

Statement of Ownership, Management and Circulation

(required by 39 U.S.C. 3685)

1) Publication Title: Foreign Service Journal 2) Publication No. 01463543 3) Filing Date: October 1, 2008 4) Issue Frequency: monthly with July/August combined 5) Number of Issues Published Annually: 11 6) Annual subscription price: \$40.00 7) Complete Mailing Address of Known Office of Publication: 2101 E Street NW, Washington, D.C. 20037-2990 8) Complete Mailing Address of Headquarters of General Business Office of Publisher: 2101 E Street NW, Washington, D.C. 20037-2990 9) Full Name and Complete Mailing Address of Publisher, Editor and Senior Editor: Publisher: American Foreign Service Association, 2101 E Street NW, Washington, D.C. 20037-2990; Editor: Steven Alan Honley, 2101 E Street NW, Washington, D.C. 20037-2990; Senior Editor: Susan B. Maitra, 2101 E Street NW, Washington, D.C. 20037-2990 10) Owner: American Foreign Service Association, 2101 E Street NW, Washington, D.C. 20037-2990 11) Known Bondholders, Mortgages, and Other Security Holders Owning or Holding 1 Percent or More of Total Amount of Bonds, Mortgages or Other Securities: none 12) For completion by nonprofit organizations authorized to mail at special rates: the purpose, function and nonprofit status of this organization and the exempt status for federal income tax purposes: (1) has not changed during preceding 12 months 13) Publication's Name: Foreign Service Journal 14) Issue Date for Circulation Data Below: October 2008 15) Extent and Nature of Circulation: Average Number of Copies of Each Issue During Preceding 12 months: A. Total Number of Copies: 16,503 B. Paid and/or Requested Circulation: (1) Sales Through Dealers and Carriers, Street Vendors and Counter Sales: 0 (2) Mail Subscription: 14,214 C. Total Paid and/or Requested Circulation: 14,214 D. Free Distribution by Mail (Samples, Complimentary and Other Free): 682 E. Free Distribution Outside the Mail: 216 F. Total Free Distribution: 898 G. Total Distribution: 15,112 H. Copies Not Distributed (1) Office use, Leftovers, Spoiled: 1,391 (2) Returns from news Agents: 0 I. Total: 16,503 J. Percent Paid and/or Requested Circulation: 95% Actual Number of Copies of Single Issue Published Nearest to Filing Date A. Total number of copies: 16,272 B. Paid and/or Requested Circulation: (1) Sales Through Dealers and Carriers, Street Vendors and Counter Sales: 0 (2) Mail subscription: 14,164 C. Total Paid and/or Requested Circulation: 14,164 D. Free Distribution by Mail (Samples, Complimentary and Other Free): 719 E. Free Distribution Outside the Mail: 216 F. Total Free Distribution: 935 G. Total Distribution: 15,099 H. copies Not Distributed: (1) Office Use, Leftover, Spoiled: 1,173 (2) Returns from news Agents: 0 Total: 16,272 Percent Paid and/or Requested Circulation: 94%

I certify that the statements made by me above are correct and complete. (signed) *Alicia Campi*, Business Manager

IN MEMORY



and a wonderful teacher who brought real-life experiences to the classroom.”

Fellow FS officers and USUN colleagues also shared their tributes. “Andrew was always at the forefront of the toughest issues, and he approached them with every ounce of his great spirit. I learned a lot about diplomacy from Andrew, for which he has my gratitude. He was also a good friend, and a constant touchstone when I was in New York,” recalled Alan Carlson of the U.S. mission in Geneva.

Colleague Greg D’Elia, now posted in Baghdad, wrote: “With solemn respect and sorrow at the parting of a stalwart colleague, who was invariably helpful in the breach, generous in

counsel, rigorous in standards, and selfless in supporting the team.”

All who worked with Mr. Hillman recall his enormous skill and energy and his dedication to making a difference. He imbued his work within the department and the mission with a warmth and charm that will be long remembered. His love of languages and international politics continued in his work at the U.N. and in his teaching of diplomacy at Fordham University. A commitment to excellence pervaded his life as a student and as a cross-country runner, as well as in his career as a Foreign Service officer.

Mr. Hillman is survived by his beloved son, Alexander Chiorean, of Scarsdale, N.Y.

Helen Carolyn Lyman, 72, a retired State Department Civil Service employee and the wife of retired FSO and former ambassador Princeton N. Lyman, died on July 6 from cancer at their home in Chevy Chase, Md.

Born in San Francisco, Calif., on Sept. 5, 1935, Mrs. Lyman graduated from the University of California with a bachelor’s degree in social welfare and went on to earn a master’s degree in education from Bowie State College in Maryland. She was employed by the Individual Psychology Association as a family counselor.

While accompanying her FSO husband on his foreign tours, Mrs. Lyman developed a career as a teacher and computer instructor. She

Work, Relax, Rest, Energize!



Stay with SuiteAmerica and experience all the comforts of home.

- ◇ Rates within Government per diem
- ◇ Fully furnished and accessorized apartments for stays of 3 days or longer
- ◇ Room and ride packages available
- ◇ Locations within walking distance to the metro
- ◇ Washer & Dyer in every home
- ◇ All utilities included high speed internet service
- ◇ Major credit cards accepted

Call 877-827-8483 or email ben@suiteamerica.com to reserve your apartment
www.suiteamerica.com



be our guest

Location

2-3 blocks: **Metro** at Foggy Bottom; Georgetown

4-9 blocks: **Main State**, Kennedy Center; White House; GW University

Close to: Sights, shopping, dining, nightlife, grocery stores

Value

- spacious suites with full kitchens
- long term rates with per diem
- free deluxe continental breakfast
- free exercise room, newspaper
- free high-speed Internet access
- free local phone calls

202.333.8060

877.736.2500

WASHINGTON SUITES Georgetown
washingtonsutesgeorgetown.com



IN MEMORY



taught English in South Korea and kindergarten and first grade in both Ethiopia and Nigeria. In Addis Ababa, she also fulfilled the informal social and American community responsibilities of the spouse of the chief of mission. In 1990, she joined the State Department as an instructor in computer applications. In that capacity she traveled to China, Turkey, El Salvador, Swaziland, Switzerland, South Korea, Namibia, Israel and South Africa to train staff.

During her husband's posting to South Africa as U.S. ambassador (1992-1995), she witnessed the transition from the apartheid regime to the inauguration of President Nelson Mandela. Her account of her first meeting with Mandela was published in the *Foreign Service Journal* (May, 2004).

Back in the United States, Mrs. Lyman volunteered for Common Cause, various Democratic Party campaigns and for the Writer's Center in Bethesda, Md. She wrote an account of her overseas experiences, emphasizing the human side of diplomatic life, which will be published in the coming year. Her most cherished activities, however, were those with her family.

Helen Lyman is survived by her husband, Princeton Lyman; daughters Tova Brinn, Sheri Laigle and Lori Bruun; 11 grandchildren; her brother Donald Ermann, sisters-in-law Joan Ermann and Sylvia Lyman; brother-in-law Harvard Lyman; and several nieces and nephews.

Donations in her memory can be made to the Colorectal Cancer Network at P.O. Box 182, Kensington MD 20895; the American Cancer Society at 11331 Amherst Avenue, Silver Spring MD 20904; or the Nature Conservancy at 4245 N. Fairfax Drive, Suite 100, Arlington VA 22203.

Vera Frances McFall, 75, a retired Foreign Service member, died on Aug. 5 in Florence, Ala.

A 1951 graduate of Coffee High School in Florence, Ms. McFall began her career with the FBI in Washington, D.C. After two years, she returned to Florence, where she was employed by the First National Bank until moving again to Washington to join the State Department.

Ms. McFall was first assigned to the Bureau of Economic Affairs and then to the Near East Bureau. In the late 1960s, she joined the Foreign Service, and served in Ceylon (now Sri Lanka), Yugoslavia, Peru and Portugal. Ms. McFall had a wide network of Foreign Service friends, with whom she stayed in touch in retirement.

In the late 1980s, after 35 years of government service, she retired from the State Department and returned to Florence, Ala., to live in the family home. She worked for several years with her brother David in his real estate appraisal business.

Ms. McFall was a member of the Pleasant Hill United Methodist Church, the Coffee High School Alumni Scholarship Committee and the Christian Women's Club. She also served on the National Advisory Committee of the Teddy's Star Foundation of Anniston, Ala.

She was preceded in death by her parents, Parker D. McFall and Selma McFall; a sister, Annie Lee Seaton; a brother, Fred McFall; a niece, Ann McFall Belew; and nephews, Chad Barber, Glenn Hale and Edward Mallory (Teddy) McLaughlin, to whom she was especially close.

Ms. McFall is survived by a brother, David S. McFall and his wife, Rose Marie; sisters Ola Barber, Lena Hale and Grace Lawson, all of Florence, and Mary McLaughlin and her husband, Edward McLaughlin Jr., of

Anniston; and a number of nieces, nephews, cousins and friends.



David H. Popper, 95, a retired FSO and former ambassador, died on July 24 in Washington, D.C., from the effects of a fall.

Born in New York City on Oct. 3, 1912, Mr. Popper was raised in White Plains, N.Y. He enrolled in Harvard University at the age of 15 and was valedictorian of his graduating class in 1932. He received a master's degree in government there in 1934. His first job, in 1933, was with the newly founded Foreign Policy Association. There he authored popular pamphlets on various parts of the world, the best known of which was *The Puzzle of Palestine* (1938).

In 1941, Mr. Popper traveled on a fellowship in Latin America to assess German and Japanese penetration. He returned home after Pearl Harbor to volunteer for the U.S. Army. Disqualified from combat by nearsightedness, he was assigned to track the Axis powers in Latin America.

In 1945, Mr. Popper joined the Foreign Service. His first series of postings were with the department's division of international organizations, where he served as assistant chief of the Division of United Nations Political Affairs in 1948 and officer-in-charge of General Assembly affairs in 1949. In 1951, he was named deputy director of the Office of U.N. Political and Security Affairs, becoming its director in 1954.

Following a detail to the National War College in 1955, he was assigned to Geneva in 1956 as deputy U.S. representative to United Nations organizations there. In 1959, he served as deputy U.S. representative to the Conference on Discontinuance of Nuclear Weapons Tests, and was

IN MEMORY



named consul general in 1961. In 1961, he was called on to assist Adlai Stevenson, then representing the U.S. at the U.N. He became director of the Office of Atlantic Political-Military Affairs in 1962, and was named deputy assistant secretary of State for international organizations affairs in 1965.

Mr. Popper was named ambassador to Cyprus in 1969; assistant secretary of State for international organizations in 1973; ambassador to Chile in 1974; and special representative of the Secretary of State for Panama Canal Treaty Affairs in 1977. He retired from the Foreign Service in 1980.

Ambassador Popper's eventful diplomatic career included a brush with Senator Joseph McCarthy, a public contretemps with Secretary of State Henry Kissinger and a controversy surrounding a Chilean intelligence scheme to assassinate foes of the regime. During the early 1950s, at the instance of unnamed accusers, he was summarily suspended from the State Department. Some time later, just as summarily, he received an order to go back to work: "You have been investigated and you are cleared."

As ambassador to Chile in 1974, Mr. Popper arrived in Santiago four months after Gen. Pinochet's military coup overthrew socialist President Salvador Allende. While serving there, he was featured in a front-page *New York Times* story by Seymour Hersh based on a leaked State Department cable, in which Amb. Popper had reported on his efforts to educate the Pinochet regime about human rights. In the margin of that cable, Secretary of State Henry Kissinger had written: "Tell Popper to cut out the political science lectures." In the resulting flap, Kissinger was heavily criticized by human rights

advocates. In 1976, the assassination of Allende's former foreign minister, Orlando Letelier, in Washington, D.C., prompted further controversy.

Following his retirement, Amb. Popper helped found the American Academy of Diplomacy, serving as one of its first presidents. He also taught at Georgetown University, and ghostwrote former U.N. Director General Kurt Waldheim's memoirs, *In the Eye of the Storm*. The book appeared in 1986, at the same time that allegations of Waldheim's involvement in Nazi war crimes surfaced. Mr. Popper, who was Jewish, was shocked by the revelations but said Waldheim had been cordial to him, family members told the *Washington Post*.

Mr. Popper's wife of 56 years, Florence, died in 1992. His companion of 14 years, Olie Rauh, died in February.

Mr. Popper is survived by four children, Carol Popper Galaty of Washington, D.C.; Lewis Popper of Kansas City, Mo.; Katherine Popper Kraft of Charleston, S.C.; Virginia Popper of Cambridge, Mass.; 11 grandchildren; and four great-grandchildren.

Memorial contributions may be made to the U.S. Association of the National Capital Area, 1808 Connecticut Ave., NW, Suite 101, Washington DC 20009 (www.UNANCA.org).



Eddie W. Schodt, 93, a retired FSO, died on May 26 in Charlottesville, Va.

Mr. Schodt was born on Dec. 12, 1914, on a farm near Luverne, N.D., to Danish immigrant parents. He was the seventh of eight children, and the first born in the United States. After matriculating from the Baldwin Con-

solidated School in Barnes County, N.D., he enrolled at State Teachers College, Valley City, N.D., and graduated in 1938 with a B.A. degree in history. He subsequently earned M.A. and Ph.D. degrees in American history from the University of Colorado at Boulder.

In 1942, after working at the Office of Facts and Figures in the Office of Strategic Services in Washington, D.C., and following his marriage to Margaret Birk of Boulder, Colo., the same year, he was inducted into the U.S. Army. He completed basic training at Camp Roberts near San Luis Obispo, Calif., and was accepted into the Counter Intelligence Corps of the U.S. Army. In 1943, he shipped out to England. He saw service in Belgium, Luxembourg and, from May 1945 to March 1946, along the German border with Czechoslovakia. He demobilized at Fort Dix, N.J., in 1946 and, on the following day, re-entered the U.S. Army as a reserve officer.

Mr. Schodt was hired by the Department of State in 1946 as an analyst for Scandinavia in the Office of Intelligence Research, where he became chief of the Northern European Branch of the Division of Research for Western Europe. In 1954, he joined the Foreign Service and, a year later, was posted to Oslo as an economic officer. This was followed by postings in Canberra; in Tokyo; as diplomat-in-residence at the University of Montana-Missoula; with the Foreign Service Inspection Corps to the Office of the High Commissioner in Okinawa; and to Bangkok.

From 1968 to 1971, he served as U.S. representative on the advisory committee established to oversee preparations for the reversion of Okinawa to Japan. He retired in 1974 after 30 years of service with the U.S. government, of which nearly 20 were spent overseas.

IN MEMORY



Shortly after retiring, Mr. Schodt became director of the overseas campus of the United States International University (San Diego) in Evian-les-Bains, France, and Bushey, England. In 1975, he received the George Norlin Award, the highest honor the University of Colorado Alumni Association bestows on an alumnus. In the same year, he was also honored with the Valley State College Alumni Association's Distinguished Alumni Award.

Following his return to the U.S. in 1978, Mr. Schodt taught in the Political Science and International Relations Department at Warren Wilson College in Swannanoa, N.C. He retired from that position in 1988. In 1996, he and his wife moved to Charlottesville, Va., where he resided until his death.

Mr. Schodt is survived by his wife, Margaret Birk Schodt of Charlottesville; two sons, David Schodt (and his wife Elizabeth Ciner) of Northfield, Minn., and Frederik Schodt (and his wife Fiammetta Hsu) of San Francisco, Calif.; and two grandchildren, Sara Schodt of New York, N.Y., and Christopher Schodt of Northfield, Minn.



John J. "Jack" Tuohey, 75, a retired FSO with USIA, died on May 22 after a brief battle with cancer.

Born on Nov. 6, 1932, in West Roxbury, Mass., to John Sr. and Ann (Rogers) Tuohey, he graduated from Boston College High School in 1950. After service in the U.S. Army stationed in Alaska, he received his bachelor's degree from Boston College in 1957. In 1959, he married Virginia Ann Williams at St. Patrick's Cathedral in New York.

Mr. Tuohey served both the U.S. Information Agency and the Depart-

ment of State as a Foreign Service officer. His overseas postings included Frankfurt (1960-1963), Vienna (1963-1964), Moscow (1965-1967), Bombay (1967-1970), Berlin (1973-1977) and Tel Aviv (1977-1979). During the Tehran hostage crisis in 1979, he served on the State Department's Iran Task Force.

In his free time, Mr. Tuohey enjoyed hiking and camping with his sons and served as their scoutmaster in Tel Aviv and Berlin. Of the Scouts in Israel, he said, "I had six different nationalities in my troop, but we were still the Boy Scouts of America." He loved to share stories from his career and life overseas, including true tales about religious riots in Bombay, intrigue in Berlin and the Bolshoi Ballet.

Among his most memorable experiences were the negotiations surrounding the Camp David Accords — an experience, he would later say, that "left me on the brink of exhaustion at most times." He had arrived in Tel Aviv one month before Egyptian President Anwar Sadat. "The U.S. had volunteered to play the middle man in the peace process, and it was one heck of a job. It was very satisfying, however, because we achieved something," he later reported.

In 1977, Mrs. Tuohey was diagnosed with multiple sclerosis, and in 1979 the Tuoheys returned to Washington, D.C. In 1985, Mr. Tuohey was given what would be his last assignment — to serve as the State Department adviser to the commanders of special operations at Ft. Bragg in Fayetteville, N.C. In addition, he taught psychological operations at the John F. Kennedy Special Warfare Center and School.

Mr. Tuohey retired as a counselor of the Senior Foreign Service in 1989, remaining in Fayetteville to care for his wife full time as her health

declined. After her death in 1996, he volunteered his time as an arbitrator for the Cumberland County courts, with the speakers bureau at Fayetteville Technical Community College and as a liaison to the Cumberland County Sheriff's office for his neighborhood association. His letters to the local newspaper editor were so frequent that in order to get them published, he often wrote under a pseudonym or submitted them under the names of consenting neighbors.

Family and friends will miss Mr. Tuohey's gift for a quick limerick, his partisan taste in Irish whiskey and a brogue that, surprisingly, never saw the shores of the Emerald Isle.

He is survived by his four sons: John Matthew (and his wife Pam) of Linden, N.C.; Kevin Michael (and his wife Shauna) of Natick, Mass.; Robert Paul (and his wife Kristen) of Sturbridge, Mass.; and Patrick Eugene (and his wife Michelle) of Kansas City, Mo.; and 12 grandchildren (Shannon, Sarah, Ashley, Caroline, Jay, Savannah, Evan, Rebecca, Ryan, Caroline Rose, Maureen and Madeline). Though the family diaspora has spread as far as Turkey and Australia, all of his sons were present with him in his final hours.

In addition to his wife, Virginia, Mr. Tuohey was preceded in death by his brother, Paul Francis Tuohey.

The family requests that any memorial contributions be made to the Multiple Sclerosis Society. ■

*E-mail your
"In Memory"
submission to the
Foreign Service Journal,
attention Susan Maitra
at FSJedit@afsa.org,
or fax it to (202) 338-6820.
No photos, please.*

REAL ESTATE

REGULAR INSPECTIONS ♦ ENJOY PEACE OF MIND

REGULAR REPORTS

RENTAL SERVICES

24 HOUR ON-CALL SUPPORT

EXCELLENT REFERENCES

COORDINATE MAINTENANCE ♦ OVER 24 YEARS EXPERIENCE

Who's taking care of your home while you're away?

No one takes care of your home like we do!

While you're overseas, we'll help you manage your home without the hassles. No panicky messages, just regular reports. No unexpected surprises, just peace of mind.

Property management is our full time business. Let us take care of the details.

The Meyerson Group, Inc.




Call us today!
(301) 657-3210

6923 Fairfax Road ♦ Bethesda, MD 20814
email: TheMeyersonGroup@aol.com


PROPERTY MANAGEMENT FOR FOREIGN SERVICE OFFICERS

Hagner, Ridgway & Jackson

Leasing and Management of Fine Residential Properties



SERVING
Washington, D.C.
Maryland
and
Virginia



7315 Wisconsin Avenue
Suite 603 East
Bethesda, MD 20814
Tel: (301) 968-2090
Fax: (301) 968-2089
E-mail: brianstover@hagner.com

WJD Management




Trick or ...

treat.

www.wjdp.com
703-385-3600

Celebrating over 20 years of service!
Residential Property Management and Leasing Specialists Serving All of Northern Virginia

REAL ESTATE

PEAKE MANAGEMENT, INC.

We'd love your business!

Coming from a Foreign Service family, who started a property management business over 20 years ago, we want to work with **you**. We're growing, we're upbeat and do a great job for our clients.

We provide online statements, thorough property inspections, good tenant screening and regular e-mail communication.

We make it easy for you!

Check out our website for our history and all the forms you need to hire us. Definitely download the indispensable **Landlord Reference Manual** which guides you through the entire process.

Call or e-mail for an appointment!

Lindsey Peake or Erik Sundquist

(703) 448-0212

Lindsey1@peakeinc.com

www.peakeinc.com



6842 Elm Street, Suite 303, McLean, VA 22101



RHR Properties, Inc.

WASHINGTON MANAGEMENT SERVICES

Managing Estates Of All Sizes in
Washington DC, Maryland, and Virginia Since 1983!!

At Washington Management we:

- Exclusively service residential properties
- Meticulously look after your home
- Personally attend to every detail
- Give you peace of mind

DC&Virginia: 202-462-4212(o) 202-332-0798(f)

Maryland: 301-654-1400(o) 301-654-1426(f)

Website: www.wmsdc.com E-mail: wmsdc@wmsdc.com



Prudential

Carruthers REALTORS®

PCR Property Management Services

Going Overseas?

Branch Offices

**Alexandria, Fairfax, Winchester, VA
Severna Park, Gaithersburg, MD**

- Customer Satisfaction
- Effective Cash Management
- Administrative Efficiency
- Careful Tenant Screening
- Maintenance Coordinator
- Videotaped and Bi-Annual Inspections
- Monthly Statements
- Direct Deposit
- Owner Referral Program (Earn free service)
- Our staff is dedicated in providing the best Property Management Services available
- Over 75 years of combined Property Management experience

**We specialize in
Residential Property Management
Dedicated to
Protecting Your Investment**

Serving the Greater Metropolitan Area of
Maryland, Virginia, and the District of Columbia

**We specialize in the
Foreign Service Community**

Corporate Office

3050 Chain Bridge Road, Suite 305
Fairfax, VA 22030

Tel: (703) 938-0909

Toll-free: (800) 550-2364

Fax: (703) 281-9782

E-mail: vienna@prudentialcarruthers.com

Web site: www.prudentialcarruthers.com



REAL ESTATE

AFSA's E-Classifieds

Members can log onto
www.afsa.org/classifieds
and post their own classified ads!

- Log in with your username & password
- Verify your information
(this will not appear in your ad!)
- Choose a category from the dropdown menu
- Include a title
- Create an ad (1,000 character maximum)
- Include the appropriate contact information in the provided fields
- Preview your ad, and post it!

**Moving? Need to sell something fast?
Post your ad with ease
conveniently and quickly!
You can even post pictures!**



Property Specialists, Inc.

A professional and personal service tailored to meet your needs in:

- Property Management
- Tenant Placement
- Tax-deferred Exchange
- Real Estate Investment Counseling

Specializing in

PROPERTY MANAGEMENT

4600-D Lee Highway Arlington, Virginia 22207
(703) 525-7010 (703) 247-3350

E-mail: info@propertyspecialistsinc.com

Web address: propertyspecialistsinc.com
Serving Virginia, Maryland and D.C.



McGrathRealEstate.com

McGrath Real Estate SERVICES

Over 30 years of experience
in property management
and real estate sales in
Northern Virginia.

Because you should feel good about your real estate choice.


www.McGrathRealEstate.com

The Foreign Service Specialists: Property Management & Sales in Northern Virginia
Representing Foreign Service Officers & Military Personnel in over 60 countries
Please call today 703.709.2264 or visit us @: McGrathRealEstate.com

REAL ESTATE

Trust Taylor for superior residential property management and leasing services


Specializing in Upper Northwest D.C. and Close-in Montgomery County



TAYLOR
PROPERTIES LIMITED

www.taylor-properties.com
Contact Marguerite Schmitt at
Tel. (202) 362-0445
E-mail: mschmitt@taylor-properties.com
5506 Connecticut Ave. NW
Washington DC 20015

Executive Housing Consultants, Inc.



Leasing and Management of Exceptional properties in upper Northwest DC, Chevy Chase, Bethesda, Potomac, McLean and Great Falls

7315 Wisconsin Avenue
Suite 603 East
Bethesda, Maryland 20814
(301) 951-4111
Fax: (301) 907-7329
www.executivehousing.com

ADVERTISING INDEX

When contacting one of our advertisers, kindly mention you saw their advertisement in the *Foreign Service Journal*.

AUTOMOBILES

D&M Auto Parts Corporation / 37
Diplomatic Automobile / Outside Back Cover
Martens Volvo / 7

FINANCIAL, LEGAL AND TAX SERVICES

MCG Financial Planning / 38
State Department Federal Credit Union / 29

HOUSING

AKA / Inside Front Cover
Attaché Property Management LLC / 49
Capitol Hill Stay / 37
CAS/Corporate Apartment Specialists, Inc. / 36
Executive Lodging Alternatives / 77

Fearrington Village / 77
Pied à Terre Properties, Ltd. / 49
Remington Hotel, The / 26
SuiteAmerica / 79
State Plaza Hotel / 25
Virginian Suites, The / 15
Washington Suites / 79

INSURANCE

AFSPA / 19, 23, 48
Clements International / 1
Hirshorn Company, The / 60

MISCELLANEOUS

AAFSW-Book Fair / 51
Anglo American School / 59
Barrie School, The / 36
Cynthia Farrell Johnson Fine Arts / 51
Cort Furniture / 2

Inside A U.S. Embassy / 59
Princeton University - Woodrow Wilson School / 7
Strategic Studies Quarterly / 33
Statement of Ownership / 78
University of Kentucky - Patterson School of Diplomacy / 4

REAL ESTATE & PROPERTY MANAGEMENT

Executive Housing Consultants / 86
Hagner, Ridgway & Jackson / 83
McEneaney Associates / 87
McGrath Real Estate Services / 85
Meyerson Group Inc., The / 83

Peake Management, Inc. / 84
Property Specialists, Inc. / 85
Prudential Carruthers / 84
RE/MAX - JoAnn Piekney / 87
Stuart & Maury Inc. / 87
Taylor Properties, Ltd. / 86
Washington Management Services / 84
WJD Management / 83

ANNOUNCEMENTS

AAFSW Bookfair / 51
AFSA Scholarship / Inside Back Cover
COLEAD / 87
DACOR / 38
E-classifieds / 85
Marketplace / 11

REAL ESTATE

Stuart and Maury Inc. Realtors

Sales, Leasing, and Property Management

1031 tax deferred exchange specialists

- ✓ Hands on management for over 45 years
- ✓ We're not huge, we're selective, we care
- ✓ Personalized guidance for all your real estate needs
- ✓ Monthly computerized statements
- ✓ Proven, Reliable Contractors



For more information
Call *Susan Bader*
Real Estate Investment
Specialist,
Or visit our web site
www.susanbader.com

4833 Bethesda Ave. Suite 200
Bethesda, MD 20814

Office: (301) 654-3200 Fax: (301) 656-6182
Email: susanbader@stuartandmaury.com

Understanding Your Real Estate Needs



Working with an
Experienced
Professional is the Key to a
Successful Real Estate
Transaction

Assignments to seven countries as a Foreign Service spouse have offered insights into life and a keen perspective on my clients' real estate needs. Because I am committed to you, I will take the time to listen and put together a plan of action that will help you achieve your individual real estate goals.



JoAnn Piekney
CRS, ABR
Associate Broker

- Twenty-plus Years of Real Estate Experience
- Life Member of the NVAR Top Producers' Club
- Top 1% of Realtors Nationwide
- Certified Residential Specialist
- Accredited Buyer Broker
- Property Management
- Tax-deferred exchanges & refinancing

6226 Old Dominion Drive
McLean, VA 22101
Office Phone: (703) 237-9500
Fax: (703) 757-9137
Cell: (703) 624-1594
E-mail: jpiekney@yahoo.com
Website:
MoveTonorthernvirginia.com

Call or e-mail JoAnn today
(703) 624-1594
JoAnn@Piekney.com

RE/MAX Allegiance



Virginia DC Maryland

COLEAD: SEARCH FOR PRESIDENT

The Coalition for American Leadership Abroad invites applicants for President and CEO

COLEAD was founded at the initiation of AFSA more than 10 years ago as a coalition of foreign affairs NGOs to support responsible American engagement in world affairs. COLEAD provides information to its members and serves as an advocate on behalf of the diplomatic programs of the Department of State, USAID and the Peace Corps, among others. The President reports to a Board of Directors made up of leaders of the NGO community.

The position is half-time, with a small stipend and reimbursement for costs. COLEAD employs an intern to support its program. The position is hosted in the AFSA offices. We welcome retired Foreign Service officers and other interested parties with interest in and knowledge of international affairs and congressional relations.

To apply, please send a cover letter and resume to: Charles Dambach, COLEAD Board Chair
chic@dambach.org
For further information:

www.colead.org Tel. (202) 464-7376



McEneaney Associates, REALTORS
- Established 1980 -

Serving all of Northern Virginia
and close-in DC/MD Metro area

Real Estate Services

1-888-790-9590

Email: mdunn@mceneaney.com

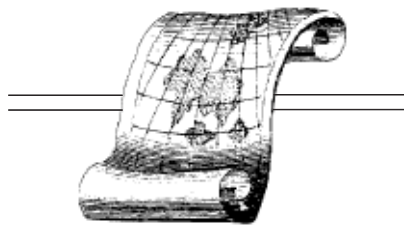
Property Management Services

www.mceneaneypm.com

Email: PM@mceneaney.com

Find properties throughout the U.S. on

www.McEneaney.com



REFLECTIONS

Earth to Earth, Ashes to Ashes

BY JONATHAN RICKERT

Dr. Eric Eustace Williams, the Caribbean state of Trinidad and Tobago's first prime minister, was an outstanding politician, historian, teacher and philosopher. He was also a complex person with deeply ambivalent, some would even say hostile, feelings toward the U.S. The 69-year-old leader's sudden death in office, on March 29, 1981, took virtually everyone by surprise, because it was not preceded by indications of ill health.

As the State Department desk officer for Trinidad, following three years in Embassy Port of Spain, I was as startled as anyone. An even bigger jolt awaited me, however, when I returned to the office from lunch early the next day — it was a “Flash” telegram from the embassy.

It seems that Prime Minister Williams had directed that his remains be cremated. But the country had no crematory facility, and cremation Hindu-style, on a pyre along the banks of a local stream as members of Trinidad's large ethnic Indian community did, was not feasible for political and cultural reasons. The government sought U.S. assistance in obtaining a “portable crematorium,” which had to be in Trinidad by the end of that week, preferably via the regular Friday Pan American Boeing 747 cargo flight from Miami to Port of Spain's Piarco Airport. The equipment needed to be gas-fired.

In fulfilling my task, I was not to reveal the identity of the deceased nor the country to which the crematory would be shipped. Where to begin?

After the Defense Department people who handle burials explained that the military did not do cremations, I called a local undertaker for advice.

The polite, helpful Joseph Gawler's Sons representative responded kindly that it usually was easier to take the body to the crematorium than the other way around. Unfortunately, not an option in this case, I replied.

The firm's cremations expert explained that crematories were large and heavy pieces of equipment and did not exist in portable versions. But some were smaller than others, he averred, and it might just be possible to find a model that would fit into a Boeing 747. He gave me contact information for several manufacturers and wished me luck.

One company was near Orlando, Fla. It took some time to convince its incredulous representative that I was serious about obtaining a crematorium to be sent urgently to an unnamed Caribbean country for the cremation of an anonymous dignitary.

It turned out that his firm had a relatively small gas unit that had just come off the production line, had been “test fired” and was ready for shipment to a customer in Michigan. The dimensions were such that it could just squeeze through the loading door of a Boeing 747 cargo plane, and it could be diverted if I could ensure that it would be paid for promptly. I was ready for that one and gave him a name and phone number at the New York offices of Trintoc, a state-owned Trinidad oil company. Subsequent phone calls established

that a deal was concluded.

Mission accomplished, I thought; but not quite the end of the story.

In September 1987, while serving in Sofia, I happened to strike up a conversation with a congressional delegation's military escort. The Air Force colonel asked casually where I had served and perked up when I mentioned Trinidad. He had been employed in the early 1980s in New York by British West Indian Airways, Trinidad's national carrier, he said.

Did he know anything about the air shipment of a crematory from Miami to Port of Spain? I asked. Did he ever! The colonel had been sent to Miami by the Trinidadians to ensure that the crematory was shipped safely and on time.

In fact, the truck from the factory had reached Miami Airport two hours late, and he had done everything in his power to get Pan Am to delay the flight. Loading the equipment safely onto the plane had been challenging, but the aircraft eventually took off with its precious cargo, he recounted.

How startling to meet by chance six years later, in Sofia, and share the details of an unusual diplomatic mission in which we'd both — unknown to each other — played leading roles. ■

Jonathan Rickert is a retired Senior Foreign Service officer, whose 35-year career culminated in tours as DCM to Sofia and then Bucharest, and as director for the Office of North Central European Affairs.



Give them a Future.

Make a planned gift to AFSA and help Foreign Service families make college more affordable for their children.

The AFSA Scholarship Fund has helped deserving students every year since 1926 receive a college education by providing need-based financial aid scholarships and merit achievement awards. With a scholarship in your name, or in memory of a loved one, your family becomes an integral part of the AFSA Scholarship Program, and student recipients learn about your connection to the Foreign Service.

With your financial support, you are helping the children of your Foreign Service colleagues achieve their dreams. Give back to the profession that has served you well. Leave a legacy with an AFSA planned gift and take advantage of the many tax savings and benefits.

For more information on AFSA planned giving, contact Lori Dec toll-free at (800) 704-2372, ext. 504, or at dec@afsa.org.



American Foreign Service Association

2101 E STREET, N.W., WASHINGTON, D.C. 20037 · WWW.AFSA.ORG

What Will Your Legacy Be?



Introducing the 2009 Volkswagen Routan

Save Over \$2,200

vs. Manufacturer's Suggested Retail Price

Finance for as low as 4.9%

Delivered Stateside

Your Exclusive Diplomatic Benefits...

Guaranteed lowest price, personalized service, worldwide delivery...the Diplomatic Automobile Sales program was developed with you in mind.

Choose from a complete line of vehicles from **Ford, Lincoln, Mercury, Chrysler, Dodge, Jeep, Volkswagen, Audi, Mazda, Nissan, Infiniti, Harley-Davidson, Victory and Polaris.** Custom-order your vehicle to your exact specifications, or choose from our large available

inventory for quick delivery. Either way, you'll receive exclusive invoice-based pricing and our Lowest Price Guarantee.

We make your vehicle purchase easy. Research, shop and buy with the assistance of live, online or telephone consultants. We'll make sure your vehicle is ordered just as you want it, and delivered on time, in the USA or abroad.

Proud Sponsor of the Foreign Service Youth Foundation

www.diplosales.com

diplosales@diplosales.com

Phone: 1-516-496-1806

Diplomatic Automobile Sales 

Diplomatic Automobile Sales is an authorized distributor to the International Diplomatic Community

Worldwide delivery available on selected makes. Offers subject to change. Contact us for details.