

**SPECIAL ELECTION EDITION
AMERICAN FOREIGN SERVICE ASSOCIATION • APRIL 2019**

The Committee on Elections is conducting the AFSA Governing Board election.
This packet contains the candidate list and candidates' statements.

AFSA Governing Board Election for the 2019 to 2021 Term

Nominee:	Position:	Nominee:	Position:
Eric Rubin *	President	—	APHIS Rep
Ken Kero-Mentz	Secretary	Steven L. Herman	USAGM Rep
Virginia Bennett *	Treasurer	Joshua C. Archibald *	State Rep
Thomas Yazdgerdi *	State VP	Matthew Dolbow	State Rep
—	USAID VP	Don Jacobson *	State Rep
—	FAS VP	Holly Kirking Loomis *	State Rep
Jay Carreiro	FCS VP	Kristin Roberts *	State Rep
John O'Keefe *	Retiree VP	Lillian Wahl-Tuco *	State Rep
John K. Naland	Retiree VP	Tamir Waser *	State Rep
—	USAID Rep	Mary Daly *	Retiree Rep
—	FAS Rep	Hilary Olsin-Windecker	Retiree Rep
—	FCS Rep	Phillip A. Shull *	Retiree Rep

** Member of the Strong Diplomacy slate*

ELECTION COMMITTEE MEMBERS

Members

Nan Fife, Chair (State) Jorge Dulanto-
Candace Bruce (FAS) Hassenstein (USAID)
Linda Caruso (FCS) Mort Dworken (Retiree)

AFSA Staff Members

Russ Capps, Chief Operating Officer
Sharon Papp, General Counsel
Ashley Dunn, Member Accounts Specialist

Contact the Committee on Elections by email at election@afsa.org ■

2019-2021 AFSA Governing Board Election Candidates' Statements

In contested positions, the order of statements was determined by a drawing of lots.

Eric Rubin for President *

I am running for president together with a great team of colleagues because I believe that this is the most challenging and potentially perilous time for the U.S. Foreign Service since I took the oath 34 years ago. We are looking for a chance to serve our colleagues, our profession, our country and our association. We plan to strengthen support for the Foreign Service in Congress and across the nation, to protect your salaries, benefits and retirement, and to improve communication among members, the AFSA board, and AFSA staff. Everything we do will be aimed at strengthening an institution that is essential to the nation's security, prosperity and values.

We chose to run as the Strong Diplomacy slate to make clear that we wish to continue the impressive work that Barbara Stephenson and the entire Strong Diplomacy slate have accomplished over the past four years. We also want to emphasize the importance we attach to the idea of strong diplomacy as a force for peace, progress and development in the world, and as the proud legacy of so many great diplomats who have come before us. We will listen and be responsive to the members we are asking to vote for us. They are our one and only constituency.

We see the Foreign Service Act of 1980 as the cornerstone of our Service and our profession, one that has all too often been bypassed or downgraded in the past. It must be defended and implemented.

We cannot do it alone. Congress is critical. The past two boards have made enormous strides in building relationships with key members and staff on the Hill, and have achieved important results. We must continue that going forward, reaching out to new members and their staffs and broadening our engagement.

We must defend our members. The previous boards' success in bringing membership to above 80 percent of the Foreign Service did not happen by accident. Nor did the increased rate of retiree membership. We must promote the interests, opportunities and contributions of all AFSA members, both active-duty and retired. The Foreign Service stretches across multiple departments and agencies, and

our diversity is a clear measure of our strength.

We must engage constructively with management to improve the lives and careers of all of our members and their family members. The Foreign Service of 2019 is in some respects less family-friendly than it was when I joined 34 years ago. We must be advocates on issues like medical clearances for children, employment opportunities and language training for spouses, and workplace flexibilities that modernize our agencies, help retain talent, and increase diversity across all grades.

We also need to do more to tell our story: to keep the membership informed on what the AFSA board and staff are doing, and to leverage our entire membership, active-duty and retired, to bring the message to our fellow Americans that a great U.S. Foreign Service means a stronger and safer America. The members of our slate with strong public diplomacy background are eager to contribute ideas and time to this effort.

We ask for your vote.

Bio note: A member of the Foreign Service and of AFSA since 1985, Eric Rubin has been the U.S. ambassador to Bulgaria since February 2016. He most recently served as deputy assistant secretary of State in EUR, 2011-2015, and as DCM in Moscow, 2008-2011. Other overseas assignments include CG in Chiang Mai, deputy POL counselor in Kyiv, and human rights officer in Tegucigalpa. In Washington, he has served as both executive assistant and special assistant to the under secretary of State for political affairs, as INL director for policy and coordination, as EUR special assistant, as assistant White House press secretary and NSC director for public affairs, as a desk officer for the Soviet Union and Central and Eastern Europe, and as a watch officer in the Operations Center.

Ken Kero-Mentz for Secretary

I am running for secretary of the American Foreign Service Association because I care deeply about AFSA—the only organization dedicated solely to supporting and defend-

ing the Foreign Service as an institution, and our Foreign Service officers and specialists on a collective and individual level. Over the past two years, I worked closely with AFSA's current secretary, the venerable Ambassador Tom Boyatt, and collaborated with him in developing the bylaws reform package AFSA members will vote on this election. These bylaws reforms clarify key positions and the governing structure of AFSA, ensuring proper oversight by the Governing Board and Executive Committee, and strengthening the positions of the officers. I was pleased and proud that the reforms were unanimously supported by AFSA's Governing Board, and I want to continue to improve AFSA's governance as secretary.

For the past two years, I served as the vice president of AFSA representing our members from the Department of State. I brought my passion for improving the lives and jobs of members of the Foreign Service to the office every day. Working with our excellent team in AFSA's Labor Management Office, we fought for locality pay for local hires following A-100, challenged the department to do more to allow us to do our jobs while keeping our families together, and ensured that DS agents working on the Secretary's detail would keep their overtime benefits. I'm proud of the work we've accomplished, and I hope to serve as a bridge between the current board and the next.

I also worked closely with AFSA's other vice presidents and representatives from other foreign affairs agencies, including the Department of Agriculture, the Department of Commerce, USAID, the U.S. Agency for Global Media, and APHIS, and I have learned a great deal about the challenges all our colleagues face as we navigate our careers, our lives, and our retirements.

Early in my career, I volunteered as AFSA's post representative and won Post Rep of the Year in 2009 while in Berlin. Returning to Washington, I served two terms on the AFSA Governing Board, first under the leadership of Susan Johnson and later with Bob Silverman. I learned a great deal from both and even more from President Barbara Stephenson over the past two years. I've seen firsthand how they've led AFSA, and while AFSA is stronger than ever, there's still more to be done.

During this critical time, AFSA needs to be as strong as it can be. I want to ensure our resources are focused on outcomes benefiting our members, and that our governance ensures a well-run organization. I ask for your vote, and I hope to hear from you in the coming months.

Virginia Bennett for Treasurer *

Dear Committee Members and Former Colleagues,

I hereby submit my nomination for the position of Treasurer for the two-year term beginning July 15, 2019, as a member of the Strong Diplomacy slate.

The treasurer acts as the chief financial officer of the Governing Board and of the Association and as the chair of the Finance, Audit and Management (FAM) committee of the Governing Board, among other duties. As treasurer, I would prioritize sustainability and fiscal integrity. It is to the executive director and president of AFSA to oversee day-to-day operational issues, whereas my focus would be long-term strategic and fiscal viability to best serve the Association's members.

I offer significant expertise in this role. I possess a master's degree in finance, as well as extensive budget and management experience from my 25-year tenure in the Foreign Service in positions of increasing responsibility, including in deputy chief of mission and principal deputy assistant secretary roles.

I resigned from the Foreign Service in November 2017, eligible to retire, but with many years left to serve to advance U.S. global leadership. Since then, I have actively engaged with AFSA's work on both economic diplomacy and overall resourcing for diplomatic capability. I joined CNA, a nonprofit research and analysis organization that believes complex, dynamic processes are best understood through direct observation of events and people, as the senior director for international programs in January 2019. Delighted with putting down roots after my 12 Foreign Service moves, I now also serve as an independent director and board member for ACT for Alexandria, a community foundation with approximately \$17 million in assets. The criticality of the pressures on the Department of State cannot be ignored, no matter how content I am with my post-State life.

Strong diplomacy is a force for peace, progress and development in the world. I look forward to continuing to serve the Foreign Service to carry forward that proud legacy.

Thomas Yazdgerdi for State VP *

I am honored to be part of the Strong Diplomacy slate as the candidate for State VP, running under the proven and dedicated leadership of Eric Rubin. I also want to recognize the efforts of Barbara Stephenson and her Strong Diplomacy team who for the last four years have transformed

the governing board into a formidable force for advocacy. Now more than ever, what we do as a governing board will affect our shared sense of purpose, our status among the government's foreign policy decision-making bodies and our quality of life.

From my 31 years of government service—27 in the Foreign Service and four as a Capitol Hill staffer and State civil servant—I bring to the table a strong sense of advocacy and results-oriented action. As the current special envoy for Holocaust issues, I engage with high-level foreign leaders to bring long-overdue justice to Holocaust survivors and their families. The job requires not only mastering the details of complex issues like property restitution and compensation, but also understanding and empathizing with the plight of those who lived through one of the worst tragedies in human history.

If elected, I want to bring that same sense of learning and empathy to the State VP position. We all want to make the Foreign Service a better place to work. We want to attract the best and brightest and to augment the Service's relevancy and ensure its primacy in the formulation of our country's foreign policy. But none of this can be achieved if we do not focus on what makes any organization successful: its people. That is why my top priority will be engaging with State management and our Congress to make certain our salaries are competitive, to improve our benefits, to ensure colleagues are treated fairly, and to help shape career, promotion and retirement precepts. To buttress this engagement, we need to tell our story to the American people so that they are aware that what we do matters and is directly relevant to their security and well-being.

When I first joined the department in 1991, we were in a climate of severe budget cuts. The mantra back then was "doing more with less." We now find ourselves in an even worse position, with the State Department bearing a disproportionate share of the federal deficit burden relative to the Department of Defense and other agencies. Back in 1991, that mantra did not work and it will not work now. We must focus on securing the necessary funding to invest in our people now and in the future—and I pledge to work toward the end.

Jay Carreiro for FCS VP

Dear Colleagues,

The Foreign Commercial Service plays a critical role in advancing U.S. interests in every region of the world. While

you as FSOs do the hard work to ensure our companies get a fair shake and our interests abroad are protected, it is AFSA's job to ensure that you have the tools and resources you need to work effectively. This includes providing strong advocacy through AFSA for FCS in Washington, as well as working closely with our management team at Commerce to advance our mission. I'm excited to be part of that effort, and I ask for your vote for FCS VP.

I intend to continue the excellent work of our outgoing VP, Dan Crocker, and I will be your most ardent advocate in Washington. Like Dan, I will continue to push for transparency at all levels within Commerce, especially with respect to budget and workforce planning. Having worked directly on those issues during my time at headquarters from 2010-13, I can immediately dive into current debates, challenge assumptions where necessary, and work toward reasonable solutions. I'm not saying this will be easy. It won't be, and I will rely heavily on your feedback to ensure that our voice is fully heard.

I also intend to continue to engage vigorously with our backers in Congress and will leverage our relationships with the District Export Councils and Chambers of Commerce throughout the country to raise our profile. My outreach strategy also includes working with our most under-appreciated cheerleaders, our colleagues in the domestic field who are often our best conduits to members of Congress. I believe a holistic approach to organizational advocacy is essential and will be most effective long term.

Finally, while being a Commercial officer is certainly challenging and rewarding, no one ever said it would be easy. As you all know, living and working overseas requires fortitude and sometimes sacrifice. AFSA can, and should, play a role in ensuring that the mechanics of life in the Foreign Service go as smoothly as possible for you and your families. My door will always be open, and if you feel you're not getting the support or guidance you need, I want to hear from you. I will do my part to advance your interests, hold management accountable, and ensure that our organization provides the necessary support so that we can all perform at our best.

Biographical Note: Jay Carreiro is a career Foreign Service officer and an 18-year veteran of the Commerce Department. He is currently posted at the Inter-American Development Bank in Washington. Prior to joining Commerce, Jay worked as an attorney in New Jersey. He can be reached at: jay.carreiro@gmail.com.

John O'Keefe for Retiree VP *

It is an honor to be part of the Strong Diplomacy slate, and carry on the effective work for which Barbara Stephenson and her team have laid the foundation. Based on conversations with AFSA leadership and my partners on the Strong Diplomacy slate, and my own observations after ten years on Capitol Hill, we all have a rare opportunity to engage with members of Congress and staff to strengthen our Foreign Service. There are critical issues that we need to address, particularly ensuring that COLA and pension benefits continue as they are. With the deficit mounting, there may be calls for belt tightening at the expense of our foreign service, active and retired, and their families. Building on the existing good will President Stephenson and others have created, we can and must work tirelessly to sustain the critical work of all our people sacrificing in the far flung corners of the world. This window will be open only briefly.

Working with my friends on the Strong Diplomacy slate, and as the candidate for vice president for retirees, there are three areas that I will devote my best effort: first, making sure the message of the sacrifice that we made, and the retirement we earned, helps us withstand any attempt to diminish our contribution to our country or our benefits; second, helping support the excellent AFSA staff in sorting out the bureaucratic hurdles when trying to correct mistakes connected to Health Insurance, calculation of benefits, and other solvable but maddening issues we sometimes bump into. Third, making use of the deep well of expertise that our retired experts represents. The rules governing WAE employment may be modified to make it easier for foreign affairs agencies to tap into an amazing, and low cost, resource. It also means energizing our colleagues throughout the country to address questions to their members of Congress that are important to the health and effectiveness of the Foreign Service, and more narrowly, issues related to retirees themselves. And I will listen carefully to your ideas in all three areas.

Biographical Information: Before assuming duties as the counselor to Board of Trustees of the Open World Leadership Center, a legislative branch agency, I was the Open World's executive director from 2007 to 2017. Among other positions in my 32 years in the Foreign Service, I was deputy director of the Foreign Service Institute, acting Director General, deputy assistant secretary of the Bureau of Human Resources, ambassador to the Kyrgyz Republic, served twice in Moscow and twice in Belgrade, and also had assign-

ments in the Philippines and Norway. I have received the Distinguished Honor Award, the Replogle Award for Management Improvement, and the Presidential Service Award.

John K. Naland for Retiree VP

I ask for your vote so I may continue to represent you as Retiree VP. Over the past two years, I delivered on my pledge to dedicate an average of 20 hours per week to AFSA. If re-elected, I will continue that performance.

As Retiree VP, my focus has been on issues which impact Foreign Service retirees and their survivors. I have devoted time and energy to those issues using my expertise as a former director of the Office of Retirement.

Over the past two years I wrote 30 substantive items for the AFSA Retiree Newsletter, I gave multiple retirement benefits presentations at AFSA HQ, I met with officials of the Bureau of Human Resources to raise retiree concerns, I participated in strategy sessions of the multi-union Fed-Postal Coalition working to block proposed cuts to our retirement benefits, and I assisted members as the acting AFSA retiree counselor for three months when that staff position became vacant.

Beyond my efforts focused on retirees, I also chair the AFSA Scholarship Committee, am one of three members of AFSA's Political Action Committee, and am an active member of the Governing Board's executive committee. I was active in developing the AFSA Bylaws Amendments that are on your election ballot and which I encourage you to support.

I am running again as an independent candidate. Candidates who are elected on a slate are sometimes hesitant to stand up for what is right in Governing Board discussions of proposals made by the head of their slate.

For example, last year when AFSA HQ presented a proposed budget that failed to give AFSA's hardworking staff a cost of living adjustment to keep their pay level with inflation, I spoke up and rallied the rest of the Governing Board to add that to the budget. When AFSA HQ drafted a new AFSA Employee Handbook that would have allowed the firing of long-time staffers without giving them a chance to improve their performance, I spoke up and rallied the rest of the Governing Board to add that provision.

This election cycle is the first in many years in which there are not several former AFSA presidents running to serve on the Governing Board. As AFSA president (2001-2003 and 2007-2009) and AFSA State VP (1999-2001), I

possess the institutional knowledge to help the new Governing Board avoid wasting time and money reinventing the wheel. I can also weigh in on the critical issues facing the Foreign Service using my experience of having negotiated for AFSA with three Secretaries of State.

If you give me your vote, I will work hard to continue contributing to AFSA's vital mission. You can reach me at nalandfamily@yahoo.com. Thank you.

Steven L. Herman for USAGM Representative

No statement received.

Matthew Dolbow for State Representative

Dear Colleagues,

I'm running as an independent candidate for State representative to give back to AFSA and its members after having benefited from AFSA's help on many occasions. Following several challenging assignments, including Beijing, USUN and an NSC detail, during this entire board term, I will be studying language to prepare for a consul general position—making it an ideal time to contribute!

As an FSO for 20 years, I have focused on developing human capital in addition to achieving foreign policy goals. From Beijing, I collaborated across bureaus to create a department initiative in 2015 to train colleagues at dozens of posts on China's overseas investment, trade and aid, establishing a foundation for current work. I also mentored ELO Committee colleagues to start an "A-200" curriculum there, including "mini-portfolios" for additional reporting experience. In my second tour in the Operations Center, I helped design a "train-the-trainer" program that ensures consistency of watch officers' onboarding. Finally, on multiple awards committees and as a prolific nominator, I ensured colleagues' recognition.

As a State representative, I would contribute energy, dedication and a personal interest in you to achieve practical solutions to the too-often longstanding operational challenges we face, including byzantine assignments, transfers, evaluations and other vexing procedures. I value your vote and hope to represent you!

Tamir Waser for State Representative *

If we want a strong and effective Foreign Service, it is up to us, the members, to make that happen. And AFSA is our key tool to do so. Advocating for the service with management, Congress and the public, AFSA is the organization that can tell our story and raise our concerns. I am running for the board to strengthen the Service by addressing the need for more effective training, realistic career paths for all cones and specialties, and the resources necessary to do our jobs. There is much we can do from inside to address these issues.

I am proud to join the Strong Diplomacy slate under the leadership of Eric Rubin. I have worked with many of the members before and know of their commitment and professionalism. Together, we will make a strong board for AFSA.

In my 22 years with State, I have seen the great talent and commitment of members the Foreign Service. I have seen how, used well, the Service can advance U.S. goals around the world. I want to be sure the Service retains that ability in future.

I am a political officer who has served overseas in Bogota, Canberra, Freetown, Riga, Sarajevo and at USNATO, as well as in various D.C. assignments. I am a University of Virginia alumnus and a distinguished graduate of the National War College.

Lillian Wahl-Tuco for State Representative *

I am running for AFSA State representative to focus on two priority areas that affect the health and well-being of the department and its employees: work-life issues and flexibilities, and career progression and diversity issues.

In 2011, I helped launch an employee organization called "Balancing Act at State" to help the department modernize its work-life policies—including in areas such as flexible work arrangements, telework, parental leave, childcare and eldercare issues. In addition, I was an AFSA board member from 2012-2014. During that time, I successfully helped advocate for programs such as the Voluntary Leave Bank, backup care, and job share reform, among other tools. As part of a FS-CS tandem and as a mother of two children, I want to continue focusing on these issues that are not only smart policies that help all employees, but that increase productivity and morale of the department as a whole. I also want to focus on the health of the FS which includes several core issues: career progression and talent retention (including better analysis of what drives people to leave and

cone issues), and to improve diversity in the department at EVERY level—not just at entry. I also want to work with and leverage the fantastic affinity and employee organizations we have at State so that together we can achieve even more. Thank you.

Joshua C. Archibald for State Representative *

Together with Ambassador Rubin and the Strong Diplomacy slate, I ask for your vote to continue AFSA's focus on making the Foreign Service stronger at home and abroad. Strengthening our congressional outreach remains a top priority to ensure the State Department, its employees and the Foreign Service Act of 1980 are protected. I will focus on a number of specific areas—convincing Congress to approve via legislation that the children of FSOs should enjoy in-state tuition in their parent's state of domicile, completing the adoption of overseas comparability pay and continuing AFSA's focus on improving the economic cone's career progression and promotion.

As a tandem and an FS-1 economic officer, with almost 20 years in the Foreign Service, I know the department can make positive changes, and that a strong AFSA plays a key role in convincing management to do the right thing. I've served both in Washington and abroad, with a breadth of assignments from the 7th floor, to INL in San Salvador, to serving as the sole economic officer in Laos wearing AID and FCS hats and growing a demining program designed to stop kids from playing with, and dying from, 40-year-old cluster bombs. My favorite jobs in the FS married policy with actual, tangible results, and that's what I want to do while representing you on AFSA's board.

Don Jacobson for State Representative *

No statement received.

Kristin Roberts for State Representative *

There are three major areas where I believe I can make a difference and meaningfully engage management to improve the lives and careers of you and your family members. I am the mother of a special needs child and understand the challenges that many of us face navigating bidding and getting timely outcomes from MED. I promise

to work on behalf of every one of you to streamline the delivery of services, advocate for transparency in bidding, and improve communication between MED and its clients. As half of a tandem, I would also like to see the expansion of programs that support more flexible career options and lead to a more fulfilling life in and out of the office. I believe these programs benefit our entire service and have the potential to improve our retention of top talent, and, in particular, women and minorities. Finally, as a career PD officer, I think that AFSA's efforts are only as good as its communication with its members. The recent lapse in appropriations highlighted for us all the need for ongoing and productive communication with allies on the Hill and others. Our story is important and must be told in the most compelling of terms. The Strong Diplomacy slate is committed to service and positive change, and I am proud to be a member.

Holly Kirking Loomis for State Representative *

In this era of high velocity and high impact change, I hope to serve our American Foreign Service Association as we respond to new global and political uncertainties, defend our members and build our profession. We often hear that institutions do not love us back, and while that may be true, I believe that we must be responsible for one another. AFSA is a mechanism through which we should make our collective voices heard, advocate for an increasingly diverse workforce, and seek the necessary institutional flexibility for our members to meet our obligations to our parents, partners and children.

I joined the Foreign Service 15 years ago out of the same call to service that motivated me to join the Strong Diplomacy slate. Since September 2017, I have served as deputy director of the 35-person office that leads on international climate change diplomacy. I am married to a fellow Foreign Service officer and we have three young sons who have attended six schools in three languages over eight years. I appreciate the challenges of balancing life priorities and our professional commitments. I hope you will support my candidacy.

Mary Daly for Retiree Representative *

When Eric formed this slate, my first thought was how lucky the Foreign Service is that an officer of Eric's talent, integ-

ity, and compassion put himself forward. It would be a privilege to advocate for retired AFSA members with this team.

I'm particularly interested in connecting better with the full retiree community so that AFSA supports you well and benefits from your talent. As AFSA's director of advocacy during Sec. Tillerson's tenure, I heard the high regard Republicans and Democrats in both houses held for Foreign Service members they had met. Translating that verbal support to the appropriations and authorizations we need takes work. AFSA's remarkably talented retirees from every agency and specialty can be especially helpful—as speakers, op/ed and letter writers, and advocates.

My promise to you if elected is, first and foremost, to listen to you. I want to learn what AFSA can do better, whether that means helping individuals with a benefits issue or creating opportunities to network, find employment, or advocate. Representing you and defending your interests would be a privilege.

I was an FSO at State for 23 years. Since retiring early to tend to a child's medical needs, I've served as a WAE in HR, EUR, DRL, OIG and FSI. I currently direct the Franklin Fellows Program, a public-private partnership.

Hilary Olsin-Windecker for Retiree Representative

My name is Hilary Olsin-Windecker. I hope to serve the retiree community by representing you on the AFSA Board.

More than ever before, the Foreign Service needs strong voices to make our views and value known to stakeholders and to others who can advocate for a vibrant Foreign Service. The retiree community needs to be empowered and energized to actively assist in this role.

- I will support your concerns and be your voice on the AFSA Board.
- I will communicate often and clearly with you and look for effective opportunities for you to make your voices heard.
- I will also support active duty Foreign Service, whose daily contributions to American security and prosperity are often overlooked or misunderstood.

Communicating and advocating are what I did for 34 years—first with USIA and then with State. I served in EAP, NEA, SCA and EUR as a public diplomacy officer and was PAO in four countries, ending my overseas career as minister counselor for Public Affairs at U.S. Embassies Tel Aviv

and Kabul. Returning to Washington for my final posting, I worked as senior adviser to the U.S. Diplomacy Center, trying to bring to completion this stunning project which will help educate the public on the history, challenges and successes of diplomacy. I have just started to work with NEA as a re-employed annuitant.

Phillip A. Shull for Retiree Representative *

I am honored to run for a second term as one of the retiree representatives on the Strong Diplomacy slate (SD). While AFSA's tireless work on the Hill and many retiree outreach efforts helped walk the Foreign Service back from a budgetary precipice, our core work improving and advocating for this critical institution and our colleagues remains urgent.

From my past two years as retiree representative, I know top retiree priorities include preservation and explanation of benefits, and more information about how to keep working and contributing to the greater good. If re-elected, I will advocate for a fair annual COLA and that AFSA's services to retirees remain robust and easily accessible. I will also help to improve information on WAE and other employment options, and expand meaningful outreach opportunities where we can share our unique experiences, insights and the history we helped shape.

Over my 31 years with USDA/FAS I served in Beijing (twice), Guangzhou, Seoul, Buenos Aires (including Uruguay and Paraguay), Hong Kong and Manila. I retired in 2016 as minister counselor in Beijing. In every post, interagency teams leveraged our diverse expertise and perspectives to produce powerful and invaluable results. Indeed, wherever we serve and in whatever capacity, our experience, judgement and insights acquired through hard work under challenging conditions have proven vital to the nation—and still are.

Proposed Bylaw Amendments for 2019

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

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

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

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

Amendment Number 1

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

If adopted, Article II would read:

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

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

to utilize or dispose of the same for the purposes of this association, or as directed by said donors;

- To maintain and operate a scholarship fund and such other funds as may be established by the board commensurate with the purposes and objectives of the association;
- To publish *The Foreign Service Journal* and other official organs of the association;
- To carry on such other activities as may be deemed practicable in order to serve the interests of the association or its members; and
- To support, defend and enhance the Foreign Service Act of 1980, the foundation legislation of the Foreign Service of the United States.

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

Amendment Number 2

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

If adopted, Article V, Section 1 would read:

Section 1. General: This association shall be governed by a Governing Board (herein called "the board") consisting of regular members in good standing, elected by the regular

membership biennially for two-year terms as officers or representatives in the manner provided in Section 4 below. No member may serve more than four full consecutive terms (i.e., eight consecutive years) in any one position on the Governing Board.

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

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

Amendment Number 3

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

If adopted, Article V, Section 2 would read:

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

The board is responsible for:

- (a) managing the property and affairs of the association;
- (b) adopting rules and policies for the conduct of association business;
- (c) maintaining fiscal integrity in the conduct of the affairs of the association, including provisions for accounting and financial controls, and for providing regular financial reports or summaries to the membership;
- (d) to the extent practicable, keeping the membership currently informed on, seeking its advice before making decisions on, and informing it promptly of its decisions on important matters affecting the membership, the Foreign Service and the association;
- (e) facilitating communication from any member(s) to the membership, or any practicable portion thereof, on association business, at the expense of the member(s) initiating the communication;
- (f) ensuring that persons in any position of authority at any level of the association do not engage in business or financial activities or have financial interests which conflict with their duties to the association or its members; and
- (g) reporting to the membership annually on its management of the association's affairs and finances, and its plans and budget for the succeeding year.

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

Amendment Number 4

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

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

Amendment Number 5

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

“Article VI. The Officers

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

Section 2. The President. The president is the chief elected officer of the association. Consistent with their responsibilities, the president and other officers shall be provided the authorities and resources to achieve the missions assigned. The president represents all members from all branches of the Foreign Service, including retirees, and serves as the primary voice of the Foreign Service, communicating with the Congress, media, AFSA membership and elsewhere. The president reports to the board and develops and provides policy guidance and management oversight to the association’s professional staff. The president serves as an ex-officio member of all committees (except Elections). The president may establish an advisory council of volunteer members of the Foreign Service or the public at large to advise the president on issues of interest to AFSA.

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

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

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

Service Act. In coordination and with guidance from the president, they represent their constituents with the public, including the Congress.

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

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

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

Amendment Number 6

Amend Article VI, Section 1 by inserting a new subparagraph: “(a) Executive Committee. The Executive Committee shall be composed of the officers of the association as defined in Article V, Section 3. It will meet intersessionally between board meetings and is chaired by the president, if available. AFSA staff members may be invited to attend discussions on matters pertaining to their responsibilities. The committee will support the board by reviewing and revising as necessary the proposed annual budget for presentation to the board for approval, reviewing existing and proposed new standard operating procedures and similar documents for presentation to the board for approval; and discussing other matters impacting the interests of AFSA members and bringing any proposal resulting therefrom to the board for decision. The committee will support the president in implementing the policies of the board by providing a forum for discussions, discussing staff matters that impact the core functions of AFSA such as staffing reorganization and deciding matters that do not rise to the level of board action. All decisions of the Executive Committee shall be reported to the next session of the Governing Board for ratification.”

If adopted, Article VI, Section 1 would read:

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

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

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

The Committee on Elections shall be composed of at least five members, including a chair and at least one member from each constituency. The board shall appoint the chair and members of the committee for two-year terms beginning July 15 of each even-numbered year, and shall fill vacancies occurring during such term, but may not remove committee members except on recommendation of the committee or in accordance with disciplinary procedures. Committee members shall be impartial in the performance of their duties while serving and for six months thereafter they shall not be board members or candidates or nominators thereof, or accept appointment to the chair of any other committee.

(c) Constituency Standing Committees: Standing committees for each constituency shall have primary responsibility,

subject to the overall guidance of the board, for the interests of members of said constituencies in general and, in particular, for members assigned in the Washington area. The board shall appoint, and determine the terms of, the chair and the members of each constituency standing committee from among the members within each such constituency.

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

(e) Scholarship Committee: The board shall appoint and determine the terms of the chair and members of the Scholarship Committee who, under the overall guidance of the board, shall develop policies and criteria for awards under the association's scholarship programs.

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

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

End of proposed bylaw amendments.

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