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NOVEMBER, 1953

*Foreign
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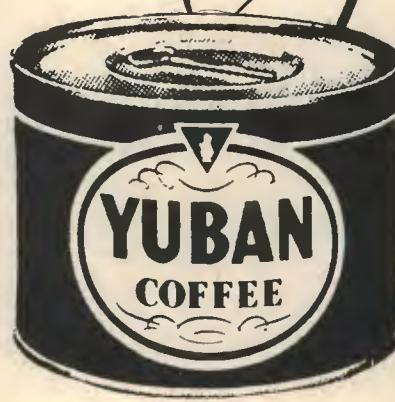
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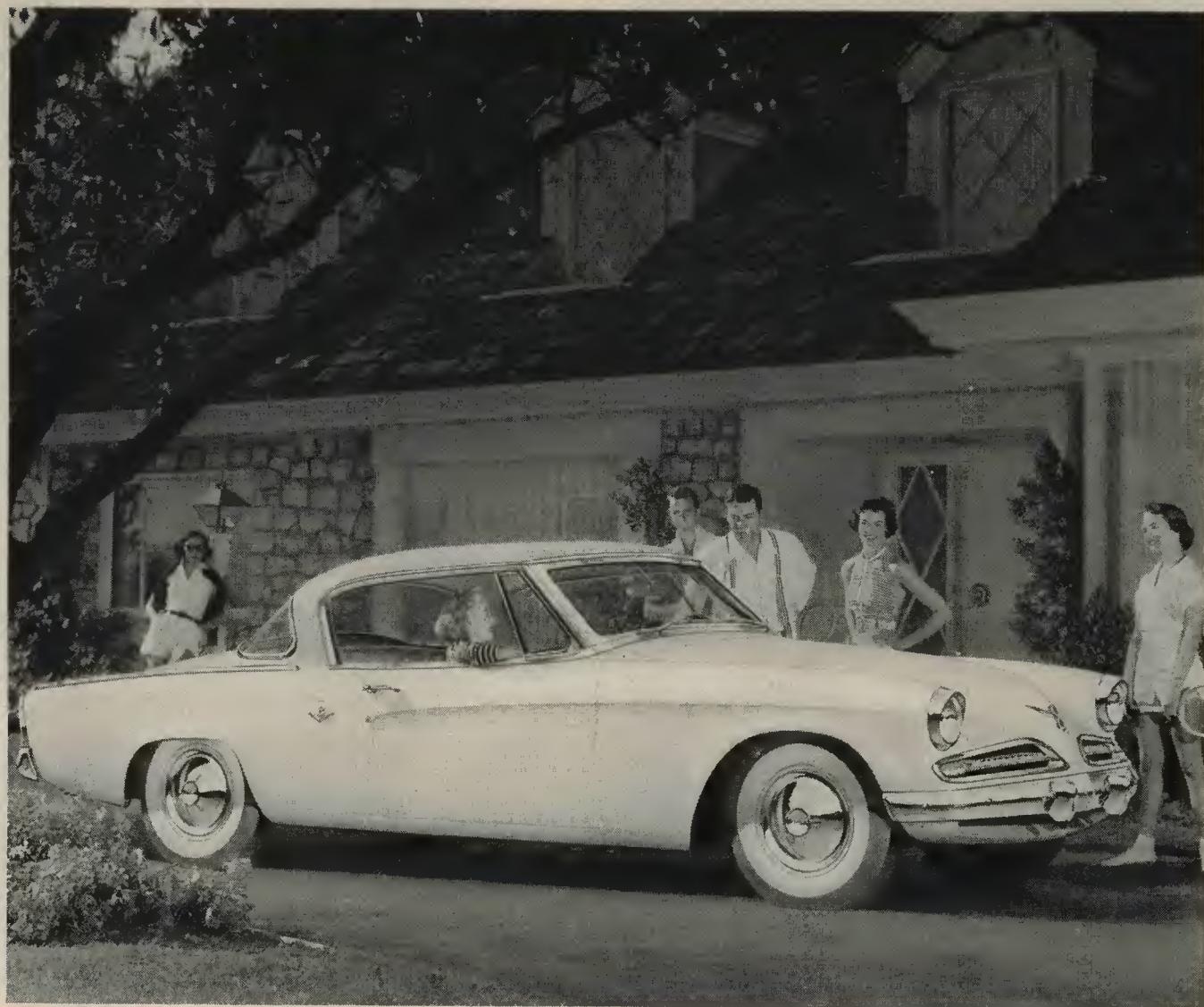
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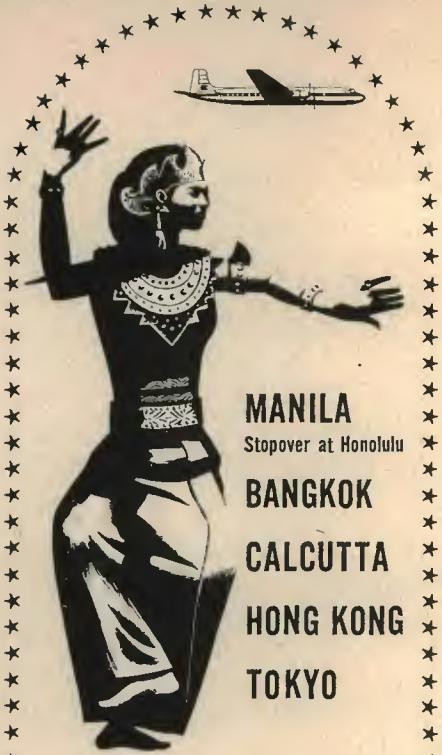
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COVER PICTURE: This sculptured stone figure represents one of the hundreds of huge demons (*Asuras* in Cambodian terminology) which line one side of the Causeway of Giants, across from the demi-gods on the other, and silently guard the approaches to the five gateways of Angkor Thom (Great City). Built in the northern part of Cambodia by ancient Khmer kings of the eleventh and twelfth Centuries (A.D.), Angkor Thom was at one time the capital of the Kingdom. The principal monument of the city, the temple of Bayon, has been described by James A. Michener as "the most perfect sight in all Asia." Photo courtesy of the Embassy of Cambodia.

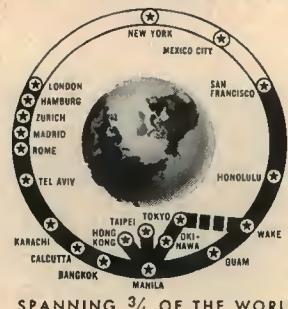


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Letters to the Editors

Pseudonyms may be used only if your letter includes your correct name and address.

AT HOME, ABROAD

Chevy Chase 15, Md.
August 13, 1953

To the Editors,
FOREIGN SERVICE JOURNAL:

My husband is "available for transfer," and I know when he tells me the exciting news, the name of our next post, my first question will be, "Do we have to live in a furnished house?" How I dread the possibility of having to store our collection of household goods to occupy government furnished quarters!

We have enjoyed so much the last three years, living in the United States — having our own house, participating in community activities, voting for the first time, having our son in a fine public school, seeing him develop in Cub Scouts and the YMCA, living nearer to our parents and old friends. Naturally it is difficult to leave the United States, especially for our son, but life in the Foreign Service seems so worthwhile and interesting that we wouldn't consider any other. However, it does mean much to us to be able to make our home abroad with our own belongings — the bookcases my husband has made, the old chairs we found in New England and spent so many hours refinishing, the Chinese tables my husband's aunt brought from China years ago, the alpaca rugs from Peru. Each family has its own favorites which reflect its taste and background. After arriving at a new post, whether in the tropics or eighty-five hundred feet above sea level, we have felt at home once we were out of a hotel and had unpacked our furniture and hung the pictures and curtains in the new house. It reflected our personalities from my husband's Shopsmith to the red linen on the arm chairs. I believe that living with our own familiar belongings regardless of the location of our house has helped to give our son a feeling of stability and family background, so essential for children, and to compensate for the lack of a permanent home in the United States.

Aside from the loss to the individual family of not being able to have a house that serves its particular size and hobbies from Junior's ping pong table to Mother's piano or Father's collection of books or tools, I think that the Foreign Service loses this opportunity for people in other countries to see different kinds of American homes reflecting the varied backgrounds and interests of our people. From the propaganda standpoint it seems essential that the homes where we entertain abroad should be as individual as possible, eschewing the impersonality inevitable no matter how competent Foreign Buildings Operations are in selecting furnishings.

I realize that furnishing houses abroad for foreign service personnel is intended to reduce the costs of transporting personal effects. At present it doesn't necessarily do so, as a family occupying furnished quarters may ship at government expense its effects to the post for storage if there are such facilities there. This is done, I assume, in case the person is transferred later to a post without furnished quar-

(Continued on page 6)



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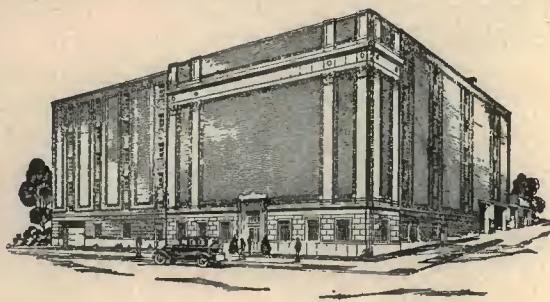
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LETTERS TO THE EDITORS (from page 4)

ters since the regulations permit government paid shipment of household goods only from one post to the next or any shorter distance.

In addition to the possible expense of shipment abroad of effects for storage and the cost of storage abroad or at home, which I think, certainly, should be paid by the government, the U. S. must add to the original cost of government furniture the shipping and packing charges, the relatively high expenses for repairs, cleaning, and replacements plus the man hours spent in administering the program, including purchasing, inventories, and correspondence about new rugs, slip covers, or whatever the last occupants damaged. When all the expenses of government furnished quarters are deducted from the possible savings in transportation abroad of personal effects, is the saving enough to warrant the loss to the government and the foreign service family of "a home away from home"? I include loss to the government as I believe the foreign service family will function abroad best as representatives of the United States when living in a house furnished and maintained to meet its particular needs, considering the number, age, and interests of its members. Obviously, no house furnished by the government for the average American family can serve equally well different sizes of families. The couple with four small children and the one with two teen age daughters can use the same furniture, but it won't make adaptation to life abroad easier for either of them.

As one way to reduce the cost of shipping personal effects, I suggest the extension of the present trend to longer tours of duty, possibly four years at a post with home leave without transfer after two years. Another practical way would be the installation of such standard items as stoves, refrigerators, washing machines, hot water heaters, and cupboards by FBO in government quarters.

With due respect to the fine work of FBO, I hope I am one of the fortunate who can enjoy my own lares and penates at our next post. To coin a phrase, "A man's house is his castle."

A FOREIGN SERVICE WIFE
GOOD INSURANCE COVERAGE

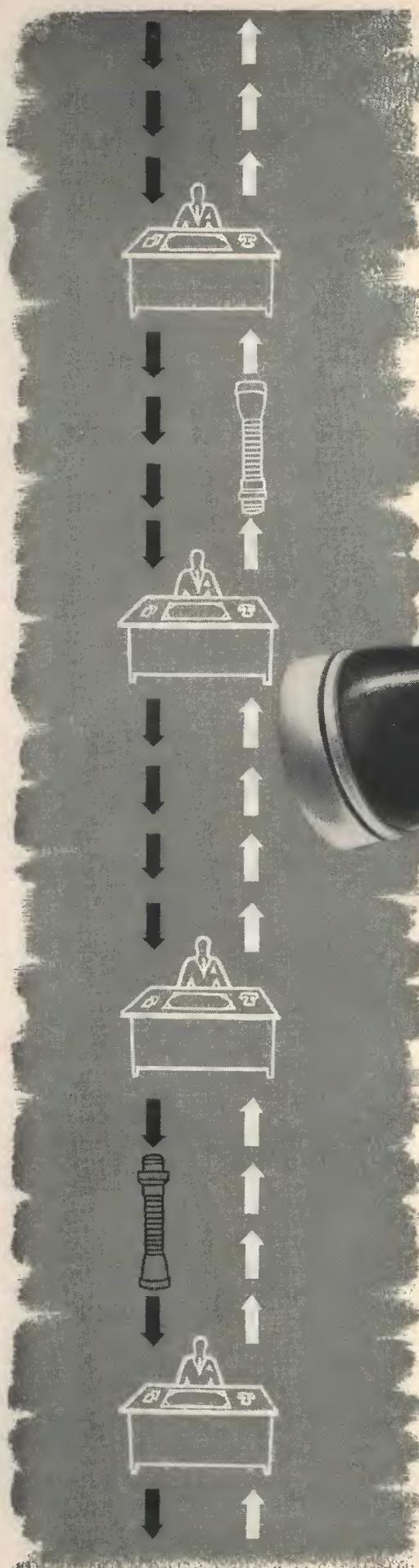
Washington, D. C.
June 22, 1953

To the Editors,
FOREIGN SERVICE JOURNAL:

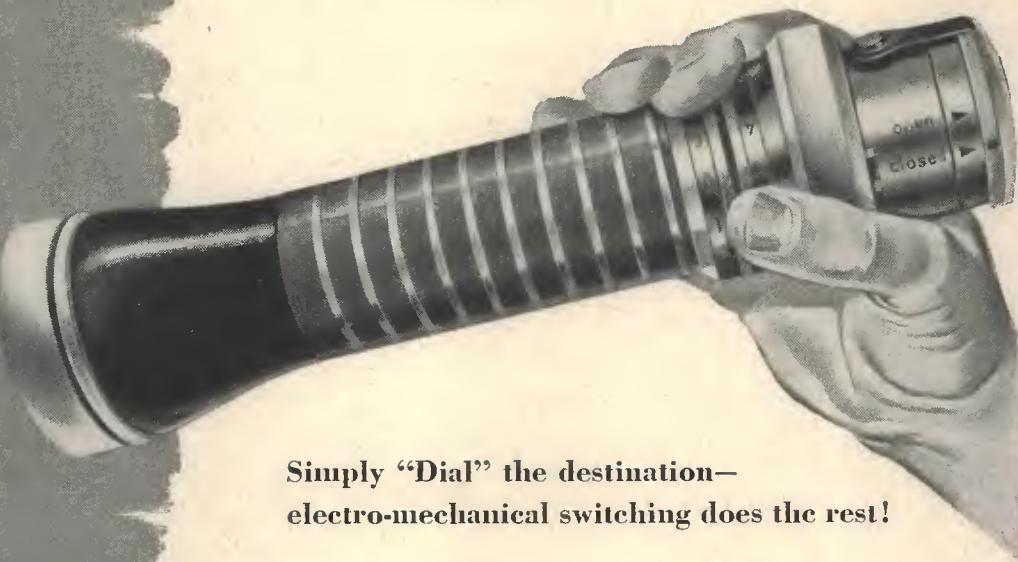
Insurance policies—of necessity, no doubt—are complex and legalistic. The average holder is seldom quite sure what the benefits will be, until the blow falls and the time for placing a claim arrives.

I have long been a policy holder under the Association's arrangements with the Mutual of Omaha and, unfortunately, I have had cause to make claims on several occasions. I am happy to say that, on each successive occasion, I have been pleasantly surprised by (1) the promptness of payment and (2) the high proportion of compensation for medical and hospital expenses. This was particularly true for a recent large claim on behalf of a member of my family which, for the first time, brought into play the blanket medical expense rider. The amount received was so much larger than I had dared hope or expect that I actually telephoned Mr. Havens to be sure that so much money was due me under the policy! Surely, this is an unusual—and a most gratifying—

(Continued on page 8)



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LETTERS TO THE EDITORS (from page 6)

experience for a policy holder.

One of the noteworthy features of the policy is the fact that the benefits have kept pace with—if not actually exceeded—the increase in hospital costs during recent years.

As there still may be some connected with the Foreign Service who have not appreciated the full benefits of the medical and hospitalization policy and who may, therefore, not have become group members, I thought that you might care to publish this letter in the JOURNAL.

GARRET G. ACKERSON, JR.

CRITICISM PERMITTED

Washington, D. C.
August 12, 1953

To the Editors,
FOREIGN SERVICE JOURNAL:

It is almost inevitable in these difficult times of economy and reduction in force that Foreign Service morale should be at a low point.

I submit, however, that frustrations are being increased unnecessarily, by a general feeling that gripes are not welcome and that the only proper course for the well-disciplined employee of whatever rank is to swallow his feelings and ride out the storm. I know of no organization which does not recognize the value of the safety valve, particularly in times of unavoidable frustration, and which does not welcome justified criticism.

I suggest that it be clarified that the Service has not altered its time-honored custom in this regard and that constructive comments and suggestions on any matter pertaining to perquisites, personnel policies, and administration of the Service are fully welcome and will be given thoughtful consideration.

WILLIAM E. KNIGHT, II

Editor's Note: The columns of the JOURNAL's "Letters to the Editors" section are now, as they always have been, open to the "constructive comments and suggestions" which Mr. Knight mentions. In addition, the Editors welcome articles which present Service problems. We do recognize, however, the differences between "gripes," "justified criticism" and "constructive comments" and prefer well-tempered communications which fall into the latter two categories.

FRIENDS IN PERU, SAN SALVADOR

American Consulate
Seville, Spain
July 27, 1953

To the Editors,
FOREIGN SERVICE JOURNAL:

I have recently learned indirectly of the death of two women in different parts of the world who are well known to many people in the Foreign Service, and suggest you may wish to publish this fact as I am sure their many friends will want to know.

(Continued on page 10)

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LETTERS TO THE EDITORS (from page 8)

One is Tia (Mrs. Anna) Bates, for over 50 years (I believe) proprietress of the famous *Quinta Bates* in Arequipa, Peru. The other is Lee (Miss Leona) Clark, for about 25 years owner of the well-known *Casa Clark* in San Salvador.

These two establishments have been an American home away from home for literally hundreds of Foreign Service officers and clerks, and both Tia and Lee had a host of friends among readers of the JOURNAL. The *Quinta Bates* in Arequipa was a favorite stop over place for passengers on Panagra and visitors from the Embassies in La Paz and Lima. The *Casa Clark* was the home of many single people in our Embassy in San Salvador.

Likewise, each in her own way made a very helpful contribution to the promotion of better relations between North Americans and Latin Americans, and were very highly respected in the communities in which they had settled.

ROBERT E. WILSON

SERVICE TAX PROBLEMS

Ottawa, Canada
August 21, 1953

To the Editors,
FOREIGN SERVICE JOURNAL:

Your February issue of the JOURNAL carried a letter from Charlie Knox on Service tax problems and an "Editor's Note" inviting suggestions, advice or typical rulings of the Internal Revenue Bureau that would be of assistance to readers in filing future Internal Revenue Forms.

I have had some recent correspondence with the Commissioner of Internal Revenue which has demonstrated that I, like Knox, have overpaid on my personal income tax in past years and I think it probable that a considerable number of others in the Service have done so in the same manner.

My inquiry related to expenses for representation over and above the amount reimbursed by the Government. Specifically, I inquired whether such expenses might properly be taken into account in the computation of gross income on page 1 on Form 1040. The office of the Commissioner of Internal Revenue answered in part as follows:

"Representation expenditures incurred abroad by Foreign Service Officers of the State Department in excess of the representation allowances granted them, and for which no reimbursement is made, are deductible as ordinary and necessary business expenses under section 23 (a) (1) (A) of the Code. In such cases, a certification from the Secretary of State is required to the effect that the expenditures were made in a representative capacity for the benefit of the United States and for which the officer was not reimbursed.

"Section 22 (n) (3) of the Code is construed as dealing only with expenses that are reimbursed where the expense is borne by the employee. Representation al-

(Continued on page 12)

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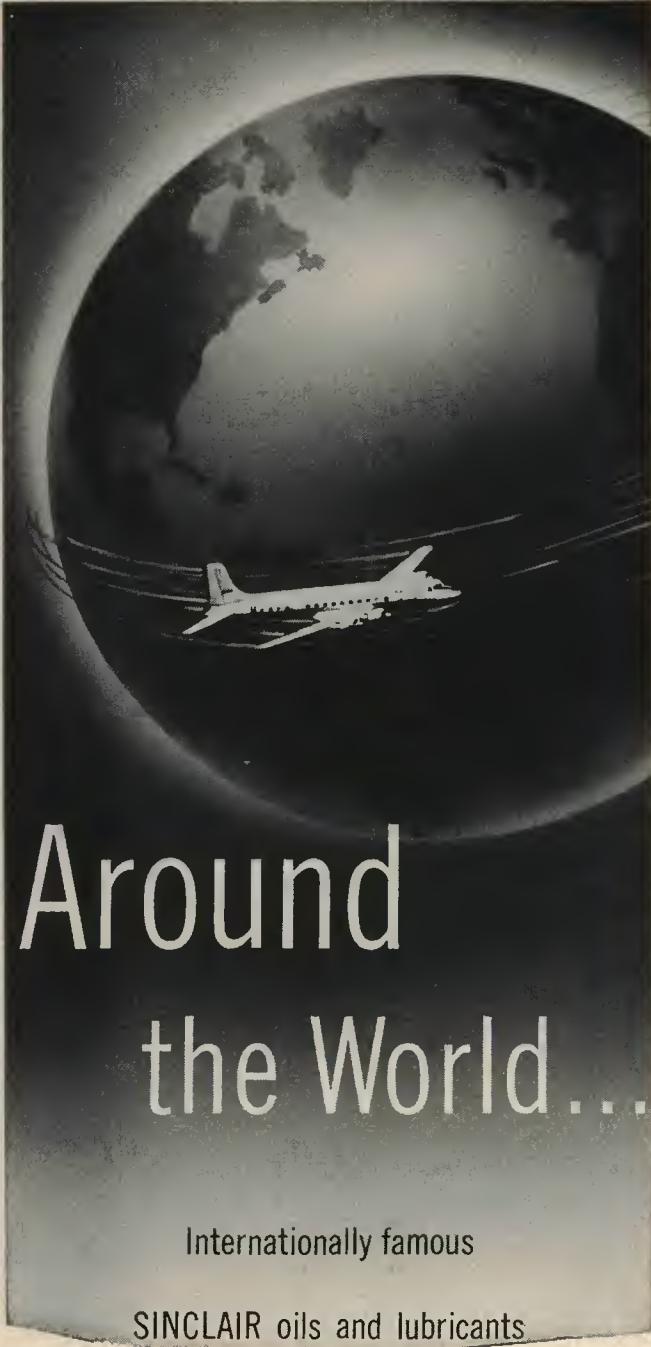
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LETTERS TO THE EDITORS (from page 10)

lowances in the case here involved go to offset the representation expenses and result in the employee's not bearing the burden of such expenses. Where the burden of expenses is not borne by the employee, no deduction is allowable.

"In the event the employee incurs representation expenses in one year, deducting them on his return for that year, and receives reimbursement in whole or in part the following year, he should file an amended return for the prior year reflecting therein the reimbursement as an offset to the amount deducted."

The gist of the above evidently is that unreimbursed representation expenses may be deducted under Item 1, page 1 of Form 1040 and, therefore, are in addition to the "Standard Deduction" provided for in Item 2, page 3 of the form. I doubt that many people would realize this from reading the printed instructions.

As regards the above quoted statement by the office of the Commissioner of Internal Revenue, certifications from the Secretary of State are, in the opinion of the Department, so infrequent, that it does not seem advisable at this time, to make a request to the Commissioner of Internal Revenue for the relaxation of the present arrangement."

WOODBURY WILLOUGHBY

SINGLE PERSONNEL CATEGORY

Washington, D. C.
June 24, 1953

To the Editors,
FOREIGN SERVICE JOURNAL:

Mr. Tepper's ideas, expressed in the Letters column of the June issue, strike me as the most logical and workable I've yet seen advanced as an organizational basis for a career foreign service.

His plan would remove the absurdity of having three separate personnel classifications which are not necessarily distinguishable by virtue of their incumbents' qualifications or responsibilities. At the same time it would make carefully planned, intensive specialization a possibility for all officers, on condition that individuals choosing such a course of action be willing to sacrifice their future command opportunities in exchange for the psychic rewards of their specialty, plus the assurance of service only at important posts.

Mr. Tepper's proposal would doubtless make the Foreign Service attractive to many capable students who today shun it because its present administrative structure tends to cloak only those who rise to command positions with the aura of "success." Many of these potential officers could do superior reporting work, yet they balk at the social obligations and randomness of assignment which inevitably go with the hard climb toward command positions.

(Continued on page 16)

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2. All correspondence relating to the Register should be addressed to:

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1908 G Street, N. W.
Washington 6, D. C.

3. It is the plan of the Committee to revise the Register periodically and to make it available to departments and agencies of the government, business and professional organizations, educational institutions, foundations and lecture bureaus. Neither the American Foreign Service Association nor DACOR can assume any responsibility other than to compile the Register along the lines indicated in the following paragraph, and to give it as wide circulation as possible. All subsequent action must be the responsibility of the individuals and prospective employers who may be interested. The Committee on Retired Foreign Service Personnel cannot act in any way as an intermediary.

4. Members of the American Foreign Service Association or of DACOR who wish to have their names included in the Register, under the conditions outlined in the preceding paragraph, should furnish the Committee with the following information:

Name and age.

Permanent mailing address.

Is full or part-time employment desired?

Are you available for work anywhere; or, if not, what restrictions are there regarding place of employment?

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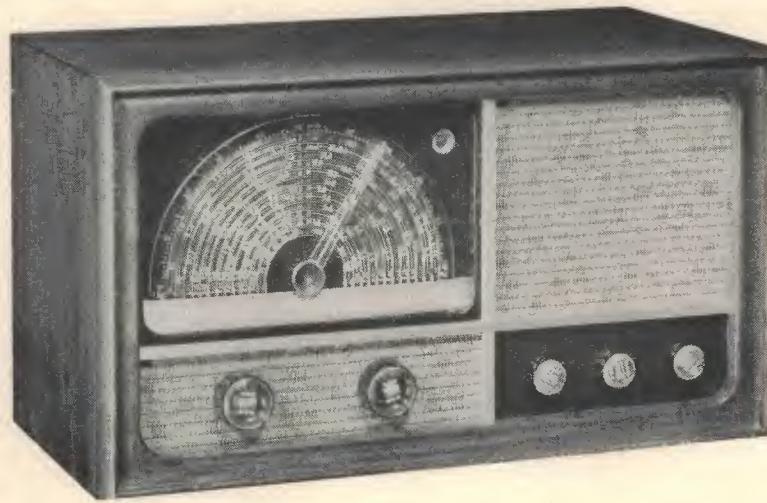
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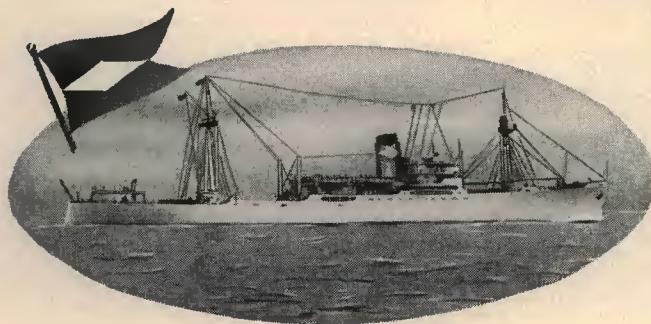
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LETTERS TO THE EDITORS (from page 12)

Another merit to Mr. Tepper's plan is that, since all officers would be in a single personnel category, they would, presumably, all enter the service while young, via the examination route. Thus they would all be "generalists" at the outset of their careers, and their common general backgrounds would provide a basis for communication between generalists and specialists which would greatly improve the ability of the Foreign Service mission to function as a team.

Service morale could be expected to rise with the removal of the artificial distinction between FSO and FSS; and the eternal argument over generalization versus specialization might well die a peaceful and unlamented death.

FSO-6

**SHIPMENT OF HOUSEHOLD
 EFFECTS**

American Consulate General
 Genoa, August 7, 1953

To the Editors,
 FOREIGN SERVICE JOURNAL:

I note in that part of the *Foreign Service News Letter*, issue of July, 1953, devoted to recommendations of Travel and Transportation Committees for revisions of the Travel Regulations that "in cases of resignation, retirement or separation, 3 months will be the limit" for the shipment of household effects. The limit was and is presently, I believe, one year.

Three months is indeed a rather short time in which to expect an officer who has spent most of his life abroad to find a permanent place of settlement in the United States. Due to the high cost of storing household effects in the United States, I believe this will work a genuine hardship on many officers leaving the Service.

For example, I find that I can store my household effects in Genoa for nothing or next to nothing pending their onward shipment home; whereas their storage in the United States for several months would be costly.

I believe the Department may wish to reconsider this particular recommendation of the Committee's before making it a Regulation; particularly in the cases of officers retiring.

HAROLD D. FINLEY
 American Consul General

Editor's Note: A revised schedule of reduced time limitations was promulgated by Foreign Service Manual Transmittal Letter A-90, of July 1, 1953.

The main reason for the reduction of the time limitations is the effort to make maximum use of funds. In order to issue a travel authorization, it is necessary to estimate the costs of the trip and to "oblige" the travel allotment accordingly. This obligation ties up the money until all charges against it are received, whereupon any remaining balance is restored to the unobligated balance of the allotment. Under the former regulation, it could take twelve months to get in all the charges and liquidate the obligation. By that time, the appropriation from which the allotment was made would have expired and the unspent portion of the obligation would revert to the Treasury.

The Travel and Transportation Committees believed that six months should be allowed in connection with appoint-

(Continued on page 20)



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Twenty Five Years Ago

By JAMES B. STEWART

WASHINGTON ITEMS: MINISTER ROY TASCO DAVIS has returned to San Jose after some time spent in Washington.

MR. ROBERT ENGLISH is now in Washington awaiting the next oral examinations for the career service. He is Vice Consul at Algiers.

CONSUL GENERAL WILLIAM DAWSON left the Department on October 1, 1928 for his new post at Mexico City. During his four years in the Department he had served as a member of the Executive Committee of the Foreign Service Personnel Board and as Chief Instructor of the Foreign Service School. His place was taken by CONSUL JAMES B. STEWART.

CONSUL FLETCHER WARREN was appointed an Assistant Editor of the JOURNAL.

FIELD NOTES: From London. On the eve of the departure of CONSUL GENERAL HORACE LEE WASHINGTON for his assignment at the Department he was presented, in token of pleasant regard and good wishes, with a silver salver and a mahogany smoking set.

From Naples. On September 19 the officers of the Naples Consulate General gave a luncheon at Gambrinus Restaurant to celebrate the birthday anniversary of CONSUL GENERAL BYINGTON.

From Habana. The baby of the office is now VICE CONSUL RANDOLPH HARRISON, succeeding to the title held by VICE CONSUL CHARLES A. PAGE.

From Singapore. VICE CONSUL TERRY S. HINKLE recently had the distinction of certifying an invoice covering a shipment of four live elephants. (Note by J. B. S.: It said that years later one of the elephants, looking over the audience at the circus, recognized his benefactor, lifted him from the fifty cent row and sat him down in one of the boxes.)

DAI NIPPON: In truth there is no such country as JAPAN. This rather startling statement is made upon the fair assumption that any man or any nation knows his or its name better than does any one else.

There are some beautiful islands in the far Pacific which I love—so far West that it is East—“Dai Nippon” by name, upon which a disrespectful world has superimposed the incorrect designation “Japan.” Neither in oral, written or official communications among themselves do the natives speak of their country as other than “Nippon.” In my time, 60 years ago, away from the treaty ports the majority of the people would not know what was meant by the name “Japan.” It is in reality a nickname.

Legend has it that hundreds of years ago the Portuguese Jesuits came to the land of the “Land of the Rising Sun” to introduce their religion. They seemingly found the word “Nippon” difficult and corrupted it into “Jippon,” the Dutch into “Jap’n,” and later the English into broad J-a-p-a-n.

I marvel that so proud and sensitive a race ruled by the oldest dynasty in the world (2,500 years) has not before this demanded of the world that they be not so miscalled. (CHARLES O. SHEPARD, Formerly Consul General at Yokohama. March, 1928).

(Continued on page 20)



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TWENTY-FIVE YEARS AGO (from page 18)

FOREIGN SERVICE SCHOOL—FALL COURSE

Subject	Lecturer
Shipping	Charles B. Hosmer
Passports	Ruth Shipley
Estates	Glen Smith
Invoices	Marshall M. Vance
Immigration	Monnett B. Davis and John Farr Siminons
Estimates and Allotments	Robert D. Murphy
Correspondence and Codes	David Salmon
Inventories and leaves	Harvey Otterman

RAVNDAL ON EUGENE SCHUYLER. CHRIS RAVNDAL's father, G. BIE RAVNDAL, when Consul General at Hamburg, wrote in the JOURNAL about EUGENE SCHUYLER, author, consul and diplomat. "He was appointed Consul at Moscow during the administration of Andrew Johnson, the illustrious W. H. Seward being Secretary of State. The appointment came to him early in 1867, a season rendered memorable by the cession of Alaska by Russia to the United States. . . . Commanding a knowledge of the Muscovite language, Schuyler became a Russian and Near East specialist. He was America's first diplomatic representative in the Balkans. His last appointment came in 1889 as Diplomatic Agent and Consul General at Cairo. He died at Venice in 1890 while on sick leave from Egypt."

I REMEMBER

I remember when the first examination of candidates for consular appointments was held on March 14 and 15, 1907, under Executive Order of June 27, 1906, I having been one of the candidates.

Designations to take the examination were made from twelve states—Alabama, Colorado, Georgia, Kentucky, South Carolina, Tennessee, Wyoming, North Carolina, Virginia, Illinois, Pennsylvania and Missouri. All these states were below the proportionate representation in the Service. Of the 18 candidates examined, ten passed. Out of that modest beginning the new Service—the Service of today—developed. Records show that of ten candidates who passed the first examination, only two are alive today—LUCIEN MEMMENGER, of 227 Victoria Road, Asheville, and the undersigned, living in Malaga, Spain. (EDWARD J. NORTON, Foreign Service Officer, Retired.)

LETTERS TO THE EDITORS (from page 16)

ment trips and transfer trips, because of delays and uncertainties inherent in the establishment of overseas homes. At the same time, it was believed that the conditions obtaining in such situations were not normally found in trips to resume permanent residence in the United States; therefore, ninety days was fixed upon as an appropriate limitation.

As with many other items, however, the Committees felt that the regulations should provide for waiver of the standards in individual cases of hardship and unusual circumstances. Provision was made for the waiver, and it is intended that the regulations be administered in such a manner as to take into account requests for extension based on hardship or unusual circumstances such as might be established by persons retiring after long careers of service abroad.



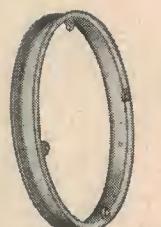
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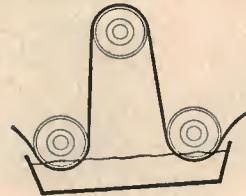
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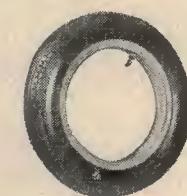
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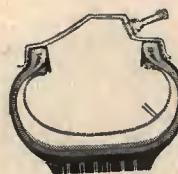
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NEWS from the DEPARTMENT



By Lois Perry Jones

Chiefs of Mission

Fifty-eight out of a possible 73 Chiefs of Mission have been nominated by President Eisenhower in the first nine months of his administration.

Nineteen of these 58 nominations were of the same man who had served under ex-President Truman; they include 18 Foreign Service Officers. At 14 posts, a Truman non-career appointee has been replaced by an Eisenhower non-career appointee; at 8 posts a career FSO has been replaced by another career officer.

In 10 capitals, a career FSO has been replaced by a non-career appointee. However, these ten appointments include THE HONORABLE MICHAEL McDERMOTT, Ambassador to El Salvador, a former Departmental officer; THE HONORABLE



The Honorable Wiley T. Buchanan, Minister to Luxembourg, shown with his family immediately after his swearing-in. Grouped around him, from left to right, are Bucky, Diane, Mrs. Buchanan, and Bonnie.

FRANCIS WHITE, Ambassador to Mexico, a former FSO; THE HONORABLE ROBERT D. COE, Ambassador to Denmark, a retired FSO; and THE HONORABLE ROY TASCO DAVIS, a non-career appointee who served with distinction as Chief of Mission under previous Republican administrations.

At six posts, a non-career Chief of Mission has been replaced by a career officer.

Of the 58 nonnominations made by President Eisenhower, 59% have been career diplomats. At the remaining 15 countries to which the President has not designated a Chief of Mission, ten are now headed by a career officer, six by a non-career appointee.

Countries to which Chiefs of Mission have not been designated are: Bolivia, Colombia, Costa Rica, Egypt, Guatemala, Honduras, Hungary, Iran, Iraq, Libya, New Zealand, Paraguay, the Philippines, Saudi Arabia and Sweden.

War College Assignments

The following Departmental officers were approved for assignment to the National War College for the 1953-54 session: WILLIAM I. CARGO, Deputy Director, Office of Dependent Area Affairs, Bureau of United Nations Affairs; W.

BRADLEY CONNORS, Assistant Administrator, Office of Policy and Plans, U.S.I.A.; RICHARD FUNKHOUSER, International Relations Officer, Office of Near Eastern Affairs, Bureau of Near Eastern, South Asian and African Affairs; WILLIAM J. McWILLIAMS, Director of Executive Secretariat; JOSEPH J. WOLF, Political-Military Affairs, Office of European Regional Affairs, Bureau of European Affairs; ROBERT E. WARD, Principal Officer, and Assistant to Chief, Resident U. S. Delegation to International Organizations in Geneva.

Schedule C

Thirty-one jobs in the Department have been cut out of the merit system and relocated in the politically vulnerable Schedule C.

These are: a special assistant for atomic energy in the office of the Secretary; a special assistant for mutual security affairs; a private secretary to the Secretary; three special assistants to the Undersecretary; a special assistant (fisheries) to the Undersecretary; two confidential assistants to the Underecetary; two special assistants and a confidential assistant to Deputy Undersecretary; director and deputy director of the executive secretariat; director and deputy director, special assistant to director, executive secretary, special assistant (National Security Council), 10 members of the Policy Planning Staff; director, Unesco relations staff; and one confidential assistant to the general counsel.

To date, the Civil Service Commission has passed 643 jobs into Schedule C (183 from the merit system), and rejected 695 similar proposals by the agency heads.

Appointments

Recess appointments given by President Eisenhower during the past month were:

HUGH S. CUMMING, designated Ambassador to the Republic of Indonesia. Ambassador Cumming is a career Foreign Service Officer from Virginia who has spent 26 years in the Service. His most recent assignment was in Paris as Deputy Assistant Secretary General for Political Affairs for NATO.

(Continued on page 48)



The Honorable Joseph Simonson, Ambassador to Ethiopia.



The Honorable Jesse E. Locker, Ambassador to Liberia.

ASSIGNMENT TO THE UNITED NATIONS

The Honorable Harry Cabot Lodge, Jr., American Representative of the United States at the United Nations as he addressed a plenary meeting of the General Assembly on March 11, 1953.

"No nation's security and well-being can be lastingly achieved in isolation but only in effective cooperation with fellow-nations."

—PRESIDENT EISENHOWER, April 16, 1953

By WILLIAM SANDERS

Each United States delegation to the sessions of the General Assembly of the United Nations has a group of officers whose activities cast a revealing light on the techniques of United Nations diplomacy. For this reason, and also because they are drawn primarily from the Foreign Service,¹ their work should be of professional interest to Foreign Service Officers.

The members of this group have been baptized with different names, some good, some not so good. Their official title is area advisers, though they are also known as political or liaison officers. Unofficially they have been called, out of ignorance, malice, or in a spirit of good clean fun, "hatchet men" or "arm twisters."

The reference to the group as "area," "liaison" and "political" advisers reflects the many-faceted nature of their work. Each of these varying designations is correct, but it is only in the sum of the three that an adequate idea of the responsibilities and activities of these officers can be obtained.

This trinity of bureaucratic terms has evolved, without too much deliberate design, as part of the process by which succeeding American delegations have adjusted to the many-sided requirements of United States participation in a General Assembly session. The motivating factor has been the need for versatility in dealing with the great variety and complexity of problems that must be considered.

The exchange of views and negotiations in which this group of advisers participate supplies the basic materials and information for the decisions on policy and tactics that

¹Nine out of the eleven delegates at the last General Assembly session were Foreign Service Officers. The other two were the American Ambassador to the Council of the Organization of American States and the United Nations Adviser to EUR.

must be made frequently and urgently during the session. While such exchange is, of course, normal and essential in any diplomatic negotiation, it takes on somewhat different forms and proportions at a session of the General Assembly. For this reason it may be useful, before considering what this group of officers is called upon to do, to sketch in some background on the special characteristics of the Assembly and the expanding role of that organ of the United Nations in today's agitated world.

The General Assembly — Town Meeting of the World

The General Assembly has become the pre-eminent body of the World Organization. In Senator Vandenberg's phrase, it is the "Town Meeting of the World." With the exception of disputes or situations being considered by the Security Council, it may discuss and make recommendations on all questions or matters within the scope of the Charter. The Assembly is the only United Nations body in which all the members have a voice and equal vote. It was inevitable that the Assembly should become the focal point in the system. In fact it has exceeded expectations. The failure of

of majority, or, on certain issues, two-thirds vote. Agreement is reached by discussion and negotiation, public and private and at various levels, in which all the skills of persuasion and compromise are in play. The process calls for a special type of the representation function in which the diplomat exercises his profession in a parliamentary forum.

It may be an exaggeration to say, as has been said, that the way in which agreement is reached in the General Assembly constitutes a "new dimensional diplomacy." Nevertheless, if Assembly activities are viewed from the vantage point of traditional diplomacy, the image is out of focus. The scene takes on the unreal elongated or broadened effects given by the well-known carnival mirror. For one thing, the offsetting of matters of mutual interest which is an important feature of bilateral diplomacy is not quite the same. In a General Assembly session, states are frequently concerned with issues in which their immediate national interest is not directly engaged. There is considerable latitude for the play of moral and general principles in which the immediate practicalities take second place to considerations of a more remote or long-range character. There is also greater



A general view of the First (Political and Security) Committee meeting during the seventh session of the United Nations General Assembly.

the Security Council to perform its responsibilities for the maintenance of peace and security, because of the misuse of the veto by the Soviet Union, has placed upon the General Assembly unexpected burdens in this vital and dramatic field.

An agenda of a General Assembly session normally contains from eighty to ninety-five items that cover the entire range of United Nations activities. Though some matters are considered in plenary session without intervening committee discussion, the major work of the Assembly is done in committee. There are now seven such General Assembly committees, in each of which all sixty members are represented. Their titles suggest their assignments and the comprehensive scope of the fields covered: Political and Security; Ad Hoc Political; Economic and Financial; Social Humanitarian, and Cultural; Trusteeship; Administrative and Budgetary; and Legal.

The objective at the Assembly session is to reach agreement on the disposition to be made of the items of these over-burdened agendas. Agreement is registered in terms

opportunity for "free wheeling." "Log-rolling" between political blocs and regional groups is not unknown.

The Assembly is a parliamentary forum, moreover, in which many of the familiar patterns of a deliberative body take on strange shapes. The General Assembly does not have true legislative powers; and its organization and procedures are the composite in many instances of different parliamentary theories and practices. Even words acquire different meanings to people of the same language: to "table" a resolution in the United Nations means to submit for consideration; in the Congress of the United States this means that a bill is shelved. These differences are compounded as they attempt to surmount the formidable barrier of five official languages through the extremely efficient but humanly fallible means of simultaneous and consecutive interpretations.

The rapid and fluid pace of negotiations allows considerable room for individual initiative and temperament. Personal and public opinion pressures have their own way of affecting the course of discussion and negotiation. The

hectic atmosphere breeds a "crisis psychology" in which even minor issues can easily take on stubborn political complications.

Space and time is compressed in the need for instantaneous and simultaneous contact with the great number of delegations; there are deadlines of speeches, votes and decisions to be met, and a watchful eye must be kept on sudden surprise moves. When sixty countries are concerned simultaneously with the same problems, when at least seven such problems are under active consideration in that many committees, and many other such problems are being prepared for the next round of debate, inter-action and adjustment of views becomes a highly complex and far-flung operation.

The responsibilities of leadership which the world situation imposed on the United States also exert their own exacting requirements upon the United States Delegation.

The presence of the Soviet bloc of states creates special problems. It is a hard core of obstruction and basic antagonism that is not responsive to rational arts of discussion or persuasion; it brings to the Assembly scene its closed system of dialectic materialism and propaganda techniques which are essentially alien to the democratic processes of the United Nations.

Preparations for a General Assembly Session

When an American spokesman in a plenary session or a General Assembly committee states the position of his government he does so in most instances in terms of the end product of a great deal of discussion and negotiation which may have begun long before the opening of the Assembly.

The provisional agenda of a General Assembly session is in the hands of the member states sixty days before the opening date of the session. It is during this period that most active preparations are made by the United States Government in determining its positions on the various items of the agenda. A considerable number of government agencies are involved in these preparations, which are directed and coordinated by the Department of State. In the case of crucial issues, consultations with Congressional leaders take place and, where necessary, decisions are made by the President or by the National Security Council. The views of national non-governmental organizations are also obtained.

As these positions evolve in preliminary form, diplomatic consultations with other member states are undertaken through the United States missions in New York and abroad. This is the beginning of the exchange of information and initial negotiations which continue on a wider and more intensive basis during the General Assembly session.

The objectives of these initial diplomatic consultations are stated in the following manner in the Foreign Service regulations:

"The basic objective of prior exchanges of views and consultation on United Nations matters is the hope that a common understanding of the best position to take may evolve and that a maximum area of agreement may be reached between the United States and the foreign countries concerned on important issues.

"Even when agreement is not reached beforehand, consultations should clarify the points on which particular difficulties may be expected in the subsequent meetings, and, at the same time, discussion of these issues will give to the missions a better background against

which to take up urgent problems with a delegation's home government, should it become necessary during a meeting of the General Assembly or other organizations."

With the opening of the General Assembly session, the consultative process goes into high gear and it is at this stage that the area advisers on the United States Delegation begin their activities.

The United States Delegation

The United States Delegation for a session of the General Assembly is composed of five representatives, five alternate representatives, one or two senior advisers, a principal executive officer and one executive officer for each committee of the Assembly, technical and special political advisers, area or liaison advisers, and the necessary administrative staff. A complement of area advisers has normally in recent years included three each for three of the four major geographic areas, namely, Latin America, Europe and the Near East, and one or two of the Far East. For the purpose of these assignments the geographic areas correspond to those of the four major political bureaus in the Department of State. Accordingly, the area advisers having to do with the first three geographic areas are called upon to keep contact with delegations from twenty, nineteen and fifteen countries, respectively, and those assigned to the Far East deal with five.

Under standing procedures in the American Delegation, each subject on the agenda is assigned to a spokesman who is either a representative or an alternate representative. Delegation working groups are organized to backstop the spokesmen. These are composed of area advisers and advisers who are competent on the substantive and technical aspects of the subject and on United Nations tactics and procedures.

Although the working groups referred to above are the immediate recipients of the information obtained by the area adviser, this information is also normally made available to the delegation as a whole, to the Department of State and, through the Department, to the field and to other interested Federal agencies. This information is the grist of the decisions required to meet rapidly evolving situations in the Assembly.

The Liaison Function

The area or liaison function combines the basic elements of the Foreign Service representation and reporting responsibilities. These are: (a) to establish contact with other delegations for the purpose of promoting goodwill and maintaining cordial relations (a special situation prevails, of course, in this connection with the Soviet bloc); (b) to "observe, interpret and report," that is: to obtain, interpret and to transmit information on the views and attitudes and proposed moves of other delegations and to transmit to other delegations similar information about the positions and attitudes of the American Delegation; (c) to assist the delegation spokesmen in negotiations with appropriate representatives of other delegations.

It is in the context of these multiple operations that the area officers perform their three-fold assignment of liaison, area and political advisers. They are the eyes and ears of the delegation and are an important channel of communication between the American delegation and other delega-

tions. They bring into delegation discussions their special knowledge of the countries of their areas and of regional interests and attitudes. This background is of special importance whenever a problem has or may have political repercussions in an area. They are, finally, very much in evidence in the individual and group negotiations that are virtually a daily feature of an Assembly session.

Officers who have had responsibilities in the Department or the field for our relations with the countries of an area are generally well-equipped to perform these tasks in the day to day exchange of views with representatives of these countries at the General Assembly. They may have dealt with these representatives in the past, they often speak the languages and they will, in any event, be familiar with their problems and attitudes.

It is this country and area knowledge and experience that the area adviser contributes to delegation discussions and negotiations. This background is, of course, in special demand when the problem originates in or is otherwise of particular concern to his area.

There is, of course, a distinction between knowledge and experience required for general political area work and the background and knowledge needed by the delegation on technical and substantive aspects of particular subjects. While the area adviser is not required to be and in fact cannot be an expert on all such aspects, the more he knows of these matters the more effectively will he be able to carry out his assignment. To exchange views in a meaningful and helpful way and to negotiate on the various issues that arise requires a firm grasp of the essential elements of these issues.

The area adviser will acquire this understanding of the technical and substantive issues as the various problems are processed through the delegation. His primary source of information are the briefings in the Department, position and background papers on each subject prepared for the delegation, and the regular or *ad hoc* advisers on the delegation who are specialists in the technical or substantive aspects of a specific item or a group of items.

However, nice distinctions cannot be maintained between the area advisers and the so-called technical and substantive advisers. The center of gravity of negotiations and of liaison

may shift with the subject and the area directly affected, and the two skills may be found in the same person. It often happens that an area adviser dealing with a subject of special concern to countries in this region and with which he may have for that reason been intimately associated in the past, may be called upon to focus on that subject for all purposes. By the same token, a technical or substantive adviser on a specific problem who has broad area knowledge and experience, may be required to do liaison work for a time on that problem. In fact, a recent tendency is discernible in which area advisers have been included in the delegation not primarily because of their general knowledge of an area but because they have been desk officers or otherwise responsible in the Department or the field for a major political problem on the agenda of the Assembly.

It is for this reason that in practice there is considerable flexibility in liaison assignments and activities. Although a clear division of labor exists in administrative theory and in actual practice, there is no immutable line of demarcation between the work of various advisers. A point can be reached, nevertheless, where such doubling in brass by the area adviser can weaken the liaison operation. An area adviser who becomes a substantive adviser on a particular subject will find it difficult to do full justice to his general liaison assignment.

The fluid situation described above is controlled in several ways to avoid uncoordinated activities and overlapping effort. Each area group is in charge of a principal liaison officer whose responsibility is to direct liaison activities in his area. One officer on the delegation, either a senior adviser or an alternate representative, has responsibility for coordinating political liaison activities across the board. The executive officers keep a close watch on all activities—substantive, procedural and liaison—of interest to the committees to which they are attached and are, in fact, key points for the coordination of these activities for the American Delegation.

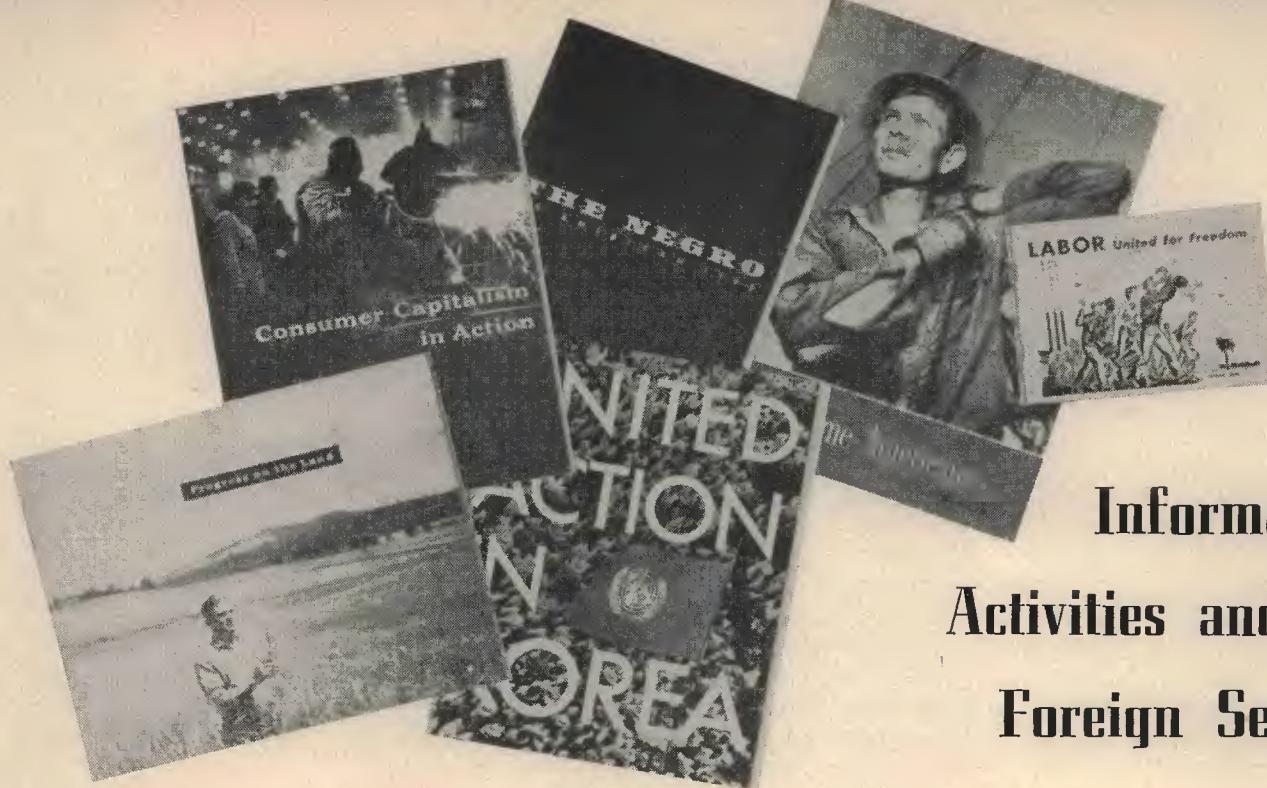
A special problem in connection with the maximum effective performance of their task by the area advisers concerns the rationale of their specific assignments. The problem

(Continued on page 62)



William Sanders' entrance into the Department of State in 1942 was preceded by wide experience in Latin American affairs. In 1945 he was with UNA and along with his work at other major conferences, served as alternate U. S. representative to the second part of the 7th General Assembly. Mr. Sanders is now Special Assistant and planning advisor with the Bureau of United Nations Affairs.

In the picture on the left, the U.S.S.R. delegate to the United Nations Security Council boycotted this special session called to discuss the aggression upon the Republic of Korea.



Information Activities and the Foreign Service

By LEWIS E. GLEECK, JR.

(This is the second of a series of three articles on basic information problems)

Now that the decision to divorce the information program from the Department has finally been taken, it may be worthwhile to try to assess the experiences of the past few years, so far as field operations are concerned, when they were still joined in a somewhat reluctant union.

The author's view is that there is no ideal administrative solution to the relationship of the information activity to the policy authority in the field of foreign affairs. In theory, keeping the information program inside the Department assures its control and guidance in the interest of the larger objectives of foreign policy; giving it independent status in theory provides a large measure of flexibility and speed. In practice, however, administrative devices are secondary to such things as the quality of the personalities engaged in each function, the relative level of development of the propaganda art and political skills, the degree of national political maturity and the extent to which a consensus of opinion exists in the country. The presence of the information activity in the Department did not always assure control of propaganda activity, nor did the propagandists always receive the guidance they required. On the other hand, not all of the limitations on flexibility or speed are assignable to the necessity for coordination with "the desks."

In many respects, the saddest aspect of the recent dismemberment is that many of the early problems of symbiosis were being overcome. The creative imagination and dedication of the skilled propagandist had won the respect of many of his Foreign Service colleagues; many of the propaganda specialists had come to value the area knowledge and political judgment of the Foreign Service. Above all, there had come, almost everywhere, a recognition that information activity represented an essential aspect of the conduct of foreign affairs. PAO's were often regular mem-

bers of Mission planning staffs; information to be disseminated locally was generally being checked with political sections in the field.

Whether this kind of close collaboration can be maintained after the formal separation of the IIA from the Department seems doubtful. The experience with the OWI offers little encouragement from this point of view, even if much of the problem of war time coordination in the field arose from inadequate political guidance to OWI from Washington. The hard facts of the matter are that separate payrolls, separate communications systems and separate top-level leadership encourage a partial view of the situation and objectives which no amount of Washington liaison or formal acknowledgment of the overall authority of the chief of mission in the field can eradicate.

What have been the chief faults of the system as it has operated in the past few years? Though what is involved is much too complicated to be described adequately by the term "fault" it will be convenient to discuss the problems of the past few years in terms of the shortcomings of the two parties in the field — the propagandist and the Foreign Service. In the writer's opinion, the propagandists, for their part, have mainly erred in (1) over-estimating what it is possible to accomplish by means of propaganda; (2) over-indulging in a natural tendency toward activism; (3) over- or under-reacting to the pressures of indigenous cultures.

(1) One of the things which most impressed the writer, when he served on recruitment teams during the quick build-up of the IIA, was the exceptional sincerity, idealism and zeal which seemed to characterize most of the applicants. It was impossible not to become infected with their enthusiasm for the prospective assignment, but both then and later the second thoughts of the recruitment officer tended to

dwell on the high degree of what one must call naïveté which often accompanied the candidates' *élan*. In the first place, they often exhibited a highly simplified view of international relations and the psychology of peoples. Moreover, since most of the applicants were media specialists, with the faith in the mass media that both devotion to their calling and long immersion in American publishing and advertising promotes, they often appeared to believe that what was wrong with the rest of the world was that it simply did not understand the good intentions of the United States. That being effective may be more important than being liked, that there are in addition to our prime enemies, the Communists, nationalistic interests that oppose some of the objectives of the United States, and that above all, hearing, reading or in some way being exposed to the American message is a very minor experience in comparison with the myriad other experiences which form and affect attitudes and opinions — these insights were frequently lacking. Some elements of the notion that the world can be remade by propaganda linger to this day in the unconscious thinking of information specialists.

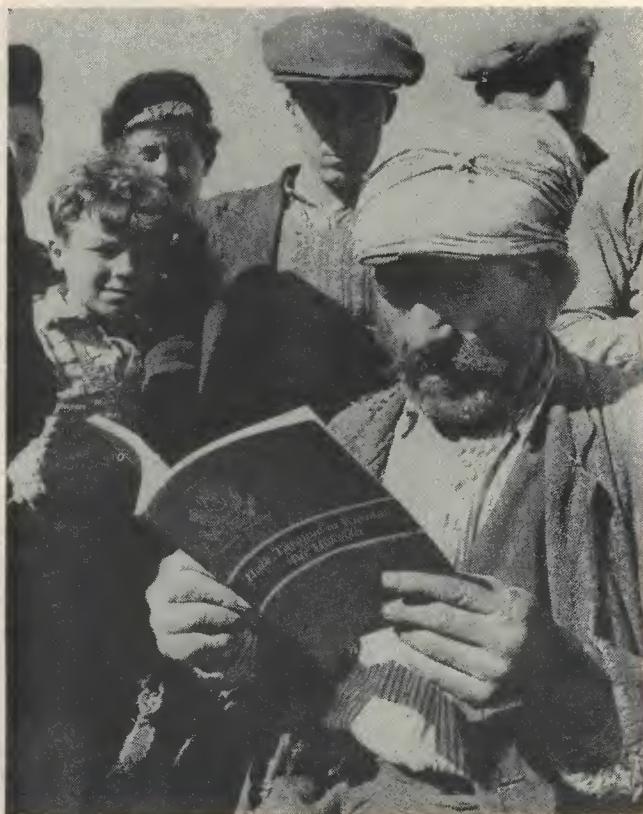
A special feature of this faith in propaganda has been the implicit reliance, among certain of the propagandists, on the mass media as instruments of the information program. Quite apart from the fact that many non-Western cultures are only small consumers of mass communications, the over-estimation of the effect of the exposure to reading matter, films, radio or exhibits on people for whom this represents only a very minor area of experience, has been a recurrent phenomenon. On the other hand, the operators in recent months were increasingly shifting the emphasis of their activities in the direction of a public relations operation focusing on selected persons and groups whose position and

mobility in the social structure, present or in the near future, made it likely that any effort spent in influencing them would be multiplied in its ultimate effects. One of the highest officials in the IIA, for example, in a briefing session held shortly after his return from a field trip, stated that the whole focus of the program was shifting to the informal influencing of important individuals. He seemed unaware that his description of the newer program, as he developed it, was an extension, via additional media emphasis, of traditional diplomatic techniques as practiced by the members of the career Foreign Service.

(2) *Pas trop de zèle* is a maxim which typically gets short shrift among information specialists. Many are specialists in production, and much of their previous job experience has predisposed them in favor of turning out large quantities of material, with less critical regard for its content than required by a foreign information program. Now it may certainly be legitimately debated if one of the major shortcomings of the information program thus far has not been that there has been too much production. Quite apart from the scarcity of evidence of impact, abundant testimony witnesses to the problem of combining mass production with a product appropriate to audience susceptibilities. One has the impression that despite the best intentions and much hard work, the overall direction of the program never fully controlled its various media operations. The media tail tended to wag the policy dog.

(3) The information specialist winces at the charges of insensitivity to indigenous cultures the way the FSO cringes at the accusation that his favorite dress is striped pants and constant preoccupation, cocktail parties. There is no use in beating a dead horse, particularly when the propagandists themselves have played such a conspicuous and honorable role in its liquidation, but it should be stated for the sake of completeness that there is still plenty of room for improvement in thinking through the problems of communicating with and influencing foreign peoples. Not only is there still a patently commercial American flavor to some of our propaganda, but there is very little known about the meaning, in terms of the audience's own motivations and aspirations, of their exposure to American propaganda. Is looking at a film about a farm in the United States comparable to an experience like seeing a neighbor's farm? A flight into fancy, like science fiction reading? A demonstration of solidarity with its sponsors, the United States? Listening to a VOA broadcast in Thai was for one elderly lady in Bangkok with whom the writer discussed the matter an imaginative trip to the United States which she had always admired. On the other hand, listening to the VOA broadcasts was for one college professor in Tehran a political demonstration of solidarity with the United States. The complications for the propaganda specialist will vary with the meaning of the act for the propaganda consumer. More must be learned, through both systematic research and the more efficient sharing of information in the heads of the Foreign Service specialists, about people's motivations.

There is also the opposite problem — that of over-sensitivity to local pressures. No hidebound Foreign Service



Books on basic information about the United States have been translated and distributed to persons living all over the world.

Officer ever seemed to identify more wholeheartedly with the cause of the inhabitants of the country to which he was assigned, nor pleaded the cause of his local constituents more effectively than some of the PAO's who were or grew to be specialists in their areas. Much mutual recrimination between them and the home office could have been avoided, cable tolls reduced and blood pressure lowered, however, if it were reciprocally realized that the field's emphasis on the sensitivities of the local audiences and Washington's (or, in the case of VOA, New York's) insistence on the propaganda message (in the jargon, "the freight") are not contradictory objectives but reflect, properly, the central direction's pre-occupation with the proper content and the local outlet's concern for the most acceptable form.



A USIE script writer broadcasting a USIE program on the air.

Viewed from the standpoint of promoting an effective information operation, the characteristic shortcomings of the Foreign Service seem to this observer to be to a considerable extent the mirror image of those associated with the propagandists: There is a frequent tendency on the part of members of the Foreign Service (1) to ignore the information aspects of policy and propaganda as an instrument of policy (but then to demand that the information specialist put out fires); (2) to admire excessively the virtues of inactivity, of "not rocking the boat" and, closely related, (3) to experience a profound feeling of uneasiness about an operation which cannot easily be incorporated into the traditional practices and forms of diplomatic activity.

(1). Whatever may be the present proper dimensions of the role of propaganda in the promotion of foreign policy, no one can seriously argue that it is possible to ignore its expanded significance. Even after deflating the propagandists' exaggerated claims by 50 percent, the clear fact remains that it would be criminally negligent at the present time to leave the responsibility for formulating the public image of the United States even in the hands of friendly powers, let alone our enemies. If it had not been for the counter-propaganda campaign on the part of the United States, most of the world, instead of only certain parts of Asia, might believe the Communists' charges of U. S. germ warfare in Korea. Moreover, in large areas of the world, where national governments are pursuing unpopular policies largely at the urging of the United States, there is great need for developing support for such policies. The effective promotion of U. S. foreign policy requires careful coordination of all instruments of policy, diplomatic, economic, mili-

tary and information, both in Washington and the field. This means that those responsible for information must be represented, (and to the credit of both sides, considerable progress has already been made in institutionalizing such arrangements) at all policy and planning levels. Not only what is *done* but what is *thought* and *said* about what is done is influential in the world. It is a commonplace, after all, that people behave in terms of what they perceive, rather than what is judged factual by a detached observer. It made a lot of difference whether Western Europeans perceived Marshall Plan assistance as a constructive program designed to restore their economies, as we reassured them, or as a sinister scheme to deprive them of their sovereignty, as the Communists sought to persuade them. Deeds were the principal element in convincing the Europeans, but the propagandist had an important role to play not only in conveying the ringing appeals of American and European statesmen dedicated to the high purposes of the plan; but also in dramatizing the continuing achievements of the Plan to the ordinary man throughout Western Europe.

One area in which regrettably little progress has been made is in developing an appreciation on the part of the Foreign Service for the usefulness of propaganda support for the objectives of diplomatic negotiation. The flexibility, speed and ubiquitousness of the radio particularly are assets which could be much more competently utilized in the course of diplomatic negotiations than heretofore. The message can be conciliatory, monitory, it can be general or specific, it can refer to the United States, the other negotiating state or third parties, it can quote official or unofficial opinion, it can above all suggest bargaining positions which do not have the force of official statements and thus do not commit the negotiators—in support of negotiations for bases, for trade concessions, for technical aid. In short, the information services offer a valuable supplementary negotiating tool. Such an instrument, however, of course,



A mobile unit carrying films into the field travels over rough roads typical of many of the hinterlands of Iran.

requires much detailed guidance. It is the responsibility of the responsible policy-makers in the field or at home to give such guidance. Their failure to do so is the most general and the most justified of the complaints of the propagandists against the policy representatives.

(2) It is high time that propagandist and diplomat understand one another on the legitimate purpose and limits of the professional diplomat's preference for passivity. Its

basic purpose reflects the obligation of the diplomat to create the conditions under which negotiation can proceed without involving considerations of national prestige, and its limitations are implied by that purpose: propaganda activity should not complicate the process of negotiation, but there are times, some of them adumbrated above, in which the boat could and should be appropriately rocked. Needless to say, since propaganda is the handmaiden of policy, it is decidedly not for the propagandist to decide when to build any fires. On the other hand, it is the obligation of the diplomat to regard the propagandist as a full-fledged loyal member of the team, who is anxious to play and capable of playing an effective role in promoting the objectives of national policies.

Passivity is often associated with over-cautiousness. Now caution is surely no great virtue in itself, any more than "dynamism" (a favorite word among propagandists) is good without reference to what one is being dynamic about. Everyone who has the gift of judgment knows that successful policy must be both cautious and dynamic, and that there are times when it should be more cautious, others when dynamism is more appropriate. What is required is mutual agreement on when to act and when to sit tight.

(3) Diplomacy, like any well-established profession, has its forms, practices and characteristic self-image, to which those engaged in the profession naturally become greatly attached. There is concern for protocol, particularly where acknowledgment of status is involved. There is attachment to a quiet, orderly routine, with great respect for precedent, and great care in the analysis of complex issues. The diplomat's self-image ranges from the familiar stereotypes of the well-tailored, suave, smooth talker to the shirt-sleeved diplomat, proud of his ability to get close to sweaty reality, but most images include the attitude that their work is personal, and invested with the peculiar dignity that flows from the full panoply of institutional backing which the practice of diplomacy of a great nation is assumed to possess. Less frequently, there prevails the notion that one constitutes a member of a special circle of elect which is privy to secrets of state. There are also strong views as to the behavior and forms corresponding to official nature of his duties which the institutions of the host nation impose on the foreign diplomat. Finally, many of our best diplomats have found that they achieved most in an atmosphere of anonymity. All of these features of diplomatic life, to mention only a few, inculcate on the part of the professional diplomat a certain distrust for the information operation, which to be effective, must be seen and heard rather than be anonymous, must be fast rather than leisurely, must reach large numbers rather than a very few key people, must deal in simple concepts rather than with complex analysis, and must produce and distribute rather than gather and digest.

It is easy, however, to be too glib about the professional diplomat's distrust of the propaganda operation, about the incompatibility of the traditional practices and concepts of diplomacy with the modern demands of lightning mass communications. Even such conscientious and able investigators as the staff of the Hickenlooper Committee oversimplify when they say, "Information employees are fact disseminators, not fact gatherers, as are regular Foreign Service Officers. The temperament and the skills required for the one are not the same as for the other." It is cer-

tainly the job of the FSO to ascertain the facts, and the experienced FSO is a skilled fact-gatherer. On the other hand, it is also his job to persuade. In the upper grades of the Service, it is even one of his *chief* responsibilities to persuade—not normally through the press and radio, though a press conference or a carefully-timed address to a local gathering may be framed with a view to exploiting the mass media—but usually on a man-to-man or small group basis. After all, it may be as important to influence the Foreign Minister in a private conversation, or to win the assent of key members of the National Assembly when it is considering whether to approve a treaty of alliance with the United States, as to capture the headlines in the local press.



Even youngsters are customers of our information program. Here children borrow books from one of our children's libraries.

And not only the chief of mission is responsible for such persuasion. Even junior members of the staff will, at their own subordinate levels, be doing their best to exert influence with newspaper men, labor leaders, leaders in the business community, etc., in order to promote sympathy for U. S. objectives.

The excellent Hickenlooper report makes a second error, the author believes, in another direction. In certain of its statements, and even more in some of the testimony quoted from outside witnesses, the point is several times made that it is somehow not in the best interests of the public affairs program that the FSO considers an assignment to the public affairs program as "just another step toward the coveted post of chief of mission," and that the information program suffers from their unwillingness, when qualified, to devote their entire careers to such work. It is difficult not to feel that behind this argument lurks the old unresolved issue of how much public affairs should be an end in itself. At the risk of repetition, let's again nail this down—there can be no self-circumscribed activity devoted to the promotion of our foreign policy. Each activity justifies itself only in terms of its contribution to the promotion of that policy. All of us hope that the information program will get the top-notch, dynamic, imaginative, creative and fast-moving information specialists which the Committee recommends.

(Continued on page 68)

Entering the Foreign Service in 1940, Mr. Gleek served in Vancouver, Moscow, Helsinki and Stockholm. At the end of the war he was with the office of U. S. Political Advisor, on the staff of the Supreme Allied Commander in Vienna. Assignments to Reykjavik and Oslo followed. In 1949 Mr. Gleek was detailed to Columbia University for special studies in Economics. He was recently assigned to Tokyo.

By ROBERT E. FUERST

When Jim Marshall left his diggings in the Sierra Nevada canyon loaded with samples of heavy metal-filled rock one day in 1848 and announced that he had discovered gold in unbelievable quantity, the subsequent rush of fortune seekers to the El Dorado in California had some far-reaching effects — even disturbing the smooth transactions of consular affairs in Egypt for a few weeks.

The initial flow of gold searchers was in the form of a vast stream of wagons and animals, pushing west toward the never-ending skies. But with the steadily growing numbers leaving their homes in the east to join the crowd, national attention was focused on this little known awesomeness that lay between the Mississippi and California. The conviction was born that something should be done by the government to get some decent wagon roads under way, to make the route a safer one.

For the next fifteen years, the government sponsored or subsidized or sanctioned transportation projects which included the short-lived and expensive "Jackass Mail" (\$60 per letter is what this cost the taxpayer); John Butterfield's Overland Mail; and the gallant Pony Express, a grim ride across the country by heroic eighteen-year-olds. But even before these ventures came a picturesque and bizarre experiment with camels—the "Lightning Dromedary Express."

Urged by Jefferson Davis, then Secretary of War, Congress appropriated \$30,000 in 1855 for the "purchase of camels and importation of dromedaries." Major Henry C. Wayne was selected to make the voyage after the camels and sailed for the Near East on board the U. S. Storeship *Supply*. His assistant was Lt. David D. Porter, commander of the ship.

"We'll stop at as many ports as time will allow," decided Wayne as they neared the Mediterranean. "That way we can get all the experts' ideas about camel care."

"At the same time," added Porter, "we can buy different specimens of the animals from most sections of Asia Minor."

They made the rounds — England, Paris, Tunis, Malta, Constantinople, Algiers, Alexandria, Smyrna — anyplace they thought information might crop up or unusually fine animals might be purchased. Wayne determined to spend most of the money on ordinary baggage camels, to pick up only a few of racing camels or dromedaries. The "pehlavans," fighting and wrestling camels, were passed by completely; they were curious and interesting, but of no practical value in surveying a wagon road.

The ordinary baggage camel, the "ship of the desert," made about 25-30 miles a day loaded with 500-1,000 pounds of freight. Wayne paid about \$100 each for these. The

Camels, Consuls, and Confusion

racing camel, the dromedary, could make a hundred miles in a day, but carried a proportionately smaller amount of freight. The best breed of dromedary, Wayne found, cost up to \$1,000 each, so he bought very few.

Late in November, the *Supply* dropped anchor in the harbor at Alexandria, Egypt. Wayne's lessons in diplomatic maneuvering were about to begin.

"We'll buy twenty camels while we're here," announced Wayne, "and our cargo will be almost complete."

"I hope there's not a long delay," said Porter. "Time is running out and if we're to make it home as scheduled, we'll have to hurry."

Wayne went into the city to see Edwin DeLeon, the U. S. Consul General. But DeLeon was not in town, and Wayne went on to Cairo immediately, leaving Porter with the ship. At Cairo Wayne found twenty camels which were passable although no bargains. He bought them and called at the U. S. Vice Consul's office in Cairo.

"It's important, Mr. Kahil," he said to the Vice Consul, "that we get on our way home as soon as possible. The quicker you can get us permission to export these camels, the better chance we have of getting home when Secretary Davis expects us."

"I'll do my best," answered Kahil, and that same day, 23 December 1855, he wrote to the Minister of Finance, His



Excellency, Zoulfokhar Pacha, asking him to check with the Viceroy of Egypt on the matter.

Pacha replied the next day, 14 Rabik Akar 1272, saying the Viceroy could not allow the export of camels to foreign areas as it was "contrary to the customs of the country." In more generous tones, Pacha added that "out of regard to the American government, he [the Viceroy] gives his permission for the purchase of two camels," and that necessary instructions had been sent to the governor of Alexandria to allow the two camels to be loaded aboard ship.

"I don't get it," said Wayne when Kahil handed him the note. "We're going to use these camels in a scientific experiment—that won't hurt the Viceroy any." He turned impatiently. "Would you mind trying again? Tell the gentleman what we want the camels for, and point out that it's a long and dangerous voyage back to America. What if one of them dies enroute?"

"Since the Secretary of War is personally interested in the project," said Kahil, "it certainly is worth another try."

"Right. Ask him to let us have six—or at least four anyway, so we have a fighting chance of making it back with a pair." Wayne paused a moment and smiled ruefully. "I've already bought twenty and they're ready to be moved to Alexandria now."

So Kahil wrote the Minister of Finance once again, urging him to reconsider and at a very minimum allow the exportation of six or four camels.

Pacha broke down under this pleading and, acting for the Viceroy, magnanimously agreed to allow Wayne to take two males and two females back to the States with him. He informed the governor of Alexandria of the change, adding a little safety factor in his letter, however, to insure that there was no slip up: "P.S.—These four camels include the two for which permission has already been granted."

Wayne shrugged his shoulders and after thanking Kahil for the help, sold all but four of the animals and returned to Alexandria. Porter was waiting impatiently aboard ship, anxious to get under way. Wayne took Porter to the stables and pointed out the four camels he had bought.

"It's too bad you can't take five," said Porter, glancing to a nearby stall. "There's a mighty fine camel in that stall. I've had my eye on him and have talked to the owner—we could get him at a good price."

"He is solid looking," agreed Wayne, "but we've got our limit."

"I'll get to work on these four right away," said Porter. "While you go over to the Consul General's office, I'll take the animals through customs and get them on the ship."

The Consul General had returned, and Wayne paid his call.

"The Viceroy himself will be in Alexandria shortly," said DeLeon. "Would you like to meet him?"

"I would," said Wayne, "but I can't afford to wait. The Secretary of War is very concerned about a speedy return so we can begin the experiment back home."

He explained to DeLeon the trouble they had encountered in Cairo getting an okay for the four animals. "But you might see if you can get the Viceroy to boost our number of camels from four to five. There's a good specimen at the stables here in Alexandria that I'd like to add to those we have already."

DeLeon contacted the Viceroy and happily reported to Wayne that the Viceroy had now given approval for the export of ten camels!

"It's too late," said Wayne. "By the time I went back to Cairo to get them, too much time would have passed." He handed a package to DeLeon. "I do appreciate the offer, however, and would like you to pass this gift on to the Viceroy. It's a pair of Minie rifles, a bullet-mould, and swedge."

DeLeon accepted the present and had it taken to the Viceroy.

Meanwhile, Porter was having troubles of his own. He brought the camels to the customs-house and presented his permit from the governor of Alexandria to ship them. But at the customs-house, he was treated with so much disrespect that he "complained to the consul, Mr. DeLeon, and requested him to lodge a complaint against the customs-house authorities, which he promptly did; the 'amende honorable' was promptly made."

"So at long last we're to resume the trip," said Wayne as the last of the camels was put aboard. "We should get away tomorrow."

But that night a messenger notified Wayne that DeLeon wanted to see him again. The next morning in the Consul General's office, Wayne listened in dismay. "The Viceroy has just informed me," said DeLeon, "that he is presenting the United States with six camels from his own stock."

"Oh no," said Wayne. "We're ready to sail!"

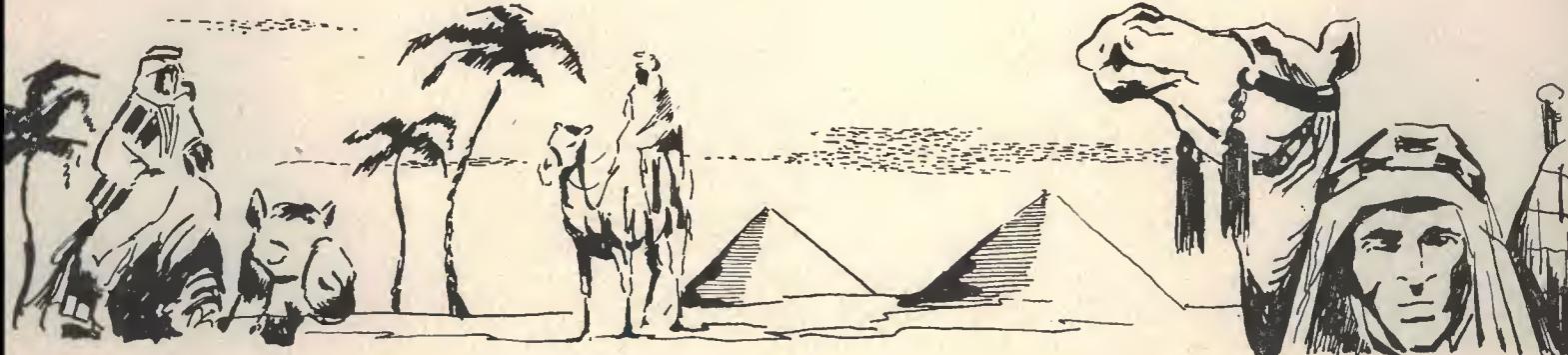
"I know," said DeLeon. "But can you think of any way of refusing them?"

"I suppose you're right," said Wayne. He returned to the ship to give Porter the news.

Porter shook his head. "Well, at least we should get some of the very best blood of Oman or Nubia. These eastern potentates take a lot of pride in their personal animals."

When the Viceroy's gift was ready, Porter sent one of his officers to bring them to the ship, but the officer quickly returned empty handed.

(Continued on page 70)



ADMINISTRATIVE

MANAGEMENT

PAYS

ITS WAY

By HAROLD SIMS

The science of government administrative management is a subject about which many words of criticism are freely spent, but seldom does anyone praise this very necessary function of government. This especially is true in the Foreign Service where the leaders, who in most cases are Foreign Service Officers, are somewhat noted for their chronic outbursts of vituperation directed at administrative practices. These officers all too often labor under the apprehension that administrative practices and directives are designed to thwart their substantive activity. During the past six months I, as a Foreign Service Officer, have had the rare experience of seeing the inside operations of an administrative office in one of the Department's political bureaus. While most of us are cognizant of the vital importance of substantive work in the pursuit of a successful foreign policy, few in the Foreign Service career ranks ever become convinced that a sound foreign policy is more easily achieved by intelligent administrative measures. There are a host of reasons why this is so, but the principal ones may be described generally as follows.

The raw material which constitutes a political or economic despatch or telegram on a given subject flows from the mental processes of individual officers. The style in which this material is recorded, the processing of the finished paper, and its distribution in the Department, as well as in the field, achieves effective results only if the administrative measures designed for its treatment have been prop-

erly developed. Therefore, it is obvious that regardless of how brilliant a reporting officer might be, his finished observations achieve nothing if the administrative facilities for recording and distributing his work are not effective.

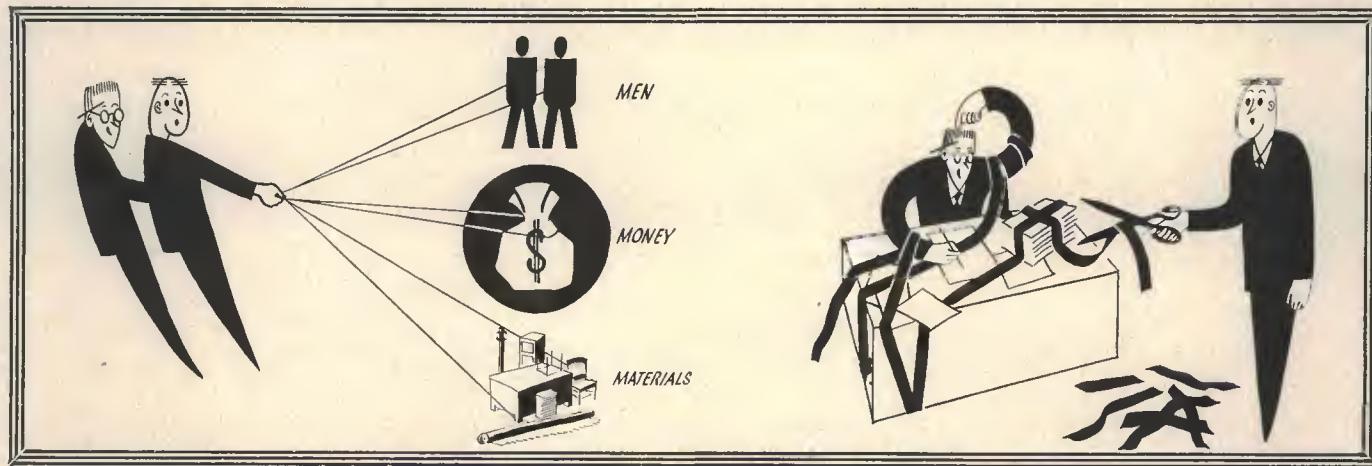
Who would buy a new, shiny automobile if it did not have a motor under the hood? What a motor does for an automobile, administrative management measures do for the Foreign Service. Both make things "go." I must confess that I have often regarded administrative practices as downright wasteful of my time, and I have been guilty on some occasions of by-passing certain administrative directives and regulations in the interest of expediency. After my liberal administrative education during the past six months, I now know that when an administrative instruction is drafted to the field, it is completed with the care and study more befitting the creation of a complex optical instrument. Not only does such an instruction receive a continuous analytical "going over," but it also receives the beneficial treatment of more than several individuals whose combined contributions serve to rule out any "overlooked" factors. Every American in the Foreign Service will, I believe, readily agree that Uncle Sam's administrative machinery, comprising instructions, forms, personnel actions, travel practices, records, and all of the hundred and one things which go to make our Foreign Service function, is superior in practically every instance to similar administrative machinery of the foreign governments of which they are

familiar. How many times has an officer or clerk been seized with a wave of frustration over his or her inability to wade through the red-tape or interpret the instructions, reports, statistics, etc. of the host government to which he or she may be accredited? Therefore, I earnestly believe it can be said that progress in our administrative functions has reached in recent years a high level of scientific perfection for reducing our growing workload and expediting our official business in 304 places around this complicated globe.

Of particular enlightenment to me during the past six months was the spirit of genuine concern on the part of individual administrative and management officers for the welfare of the field personnel under their jurisdiction. It was indeed heartening to observe the limits to which these officers go in the interest, either personal or official, of individual field officers be they ambassadors or clerks. This sincere devotion to duty became all the more significant as I realized that these same administrative "people" were and are continuing to work under the immediate threat of the

whose annual business does not exceed five million dollars, yet he pays himself \$50,000 per year with generous bonuses, and his Vice Presidents receive \$25,000 per annum. Would this not indicate that there is something wrong without so-called "yardsticks" for measuring ability of government servants for remunerative purposes? In the case of my business friend, he must answer only to his directors and a few stockholders, whereas the federal administrator must answer to the toughest body of stockholders in the world—the United States Congress, both House and Senate.

The ever-changing conditions which characterize practically every phase of activity in the Foreign Service is the one factor which keeps the nose of the administrator to the proverbial grindstone. No one will dispute the fact that Thomas Jefferson's hand-penned instructions to our Minister at Paris in 1789 would not apply to the conduct of today's business at our Paris Embassy. Between Jefferson and Dulles, it can be said truthfully that a mountain of administrative detail has been piled up in promoting our



RIF program—meaning that they themselves might at any time be relieved of their jobs. I found myself continuously searching for the answer to this loyalty and devotion to duty in the face of such uncertainty as the insecurity of their own positions. Repeatedly, I came up with the answer that this spirit was attributable to the wholesome realization that government service is a privileged career. Then, too, I found a definite spirit of pride among the administrative "people"—pride in the realization that they were taking part in history-making decisions governing our relations with individual areas of the world. True, these decisions are not in most instances on the high level which characterizes the work of Mr. Dulles, but they constitute a necessary contribution to a well-rounded foreign policy.

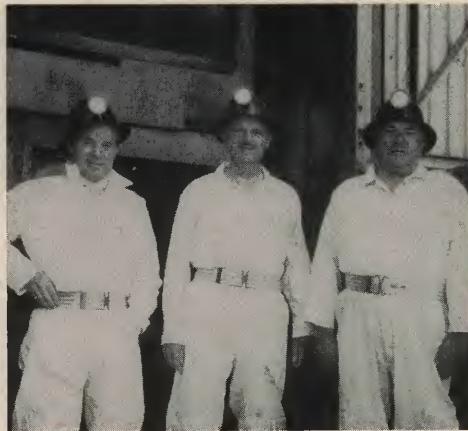
Another feature which aroused my interest was the evident fact that any one of these administrative officers could obtain in private business a salary for his talents several times greater than his bi-weekly green government pay check. For example, the Executive Director of a regional bureau supervises all phases of a budget for operating expenses which involves the responsibility of guaranteeing maximum effectiveness in the utilization of as much as ten or fifteen million dollars per year. For his services (including daily overtime, and oftentimes mental distress) he receives the handsome sum of \$10,800 to \$11,800 per annum. I personally know the president of a private corporation

Foreign Relations. The men and women behind this mountain have seldom received praise and honor for their tireless work. Yet, their ideas, their creations of time-saving techniques, and their constant devotion to their drudging tasks deserve the unfaltering thanks of the Foreign Service.

Among the many operations of the administrators, one which ranks high on their time-consuming list is travel. Recently, a Committee comprising key administrative officers of the Department conducted a searching study of travel practices as presently carried out by Foreign Service personnel. This Committee spent 14 weeks on this subject, and its final recommendations constitute one of the most beneficial advancements yet seen in bringing efficiency and economy to a phase of the Department's activity which annually involves about \$7,000,000. Apart from the conveniences which the new travel regulations will bring to each Foreign Service employee, the savings in funds will strengthen the Department's position in the eye of the Congress, and finally contribute toward easing each of our

(Continued on page 70)

Originally from Tennessee, Mr. Sims has served widely in South America and Africa. In 1951 he was Officer in Charge of Western, Central and East African Affairs. Then followed a tour of duty as Consul General to Salisbury. Preceding his current assignment at the National War College, Mr. Sims served as Foreign Service Inspector.



3

SERVICE G



4

1. Pictured as they attended the third meeting of the Regional Coordinating Committee for the Near East in Cairo are: Ambassador Caffrey, Cairo; first row, left to right, Andrew Lynch, Amman; Ambassador Moose, Damascus; Ambassador Berry, Baghdad; Francis Russell, Tel Aviv; John Jernegan, Department; John Bruins, Beirut; second row, left to right, Norman Paul, FOA, Donald C. Bergus, Beirut; G. Lewis Jones, Cairo; Lt. Col. Thomas W. Bennett, Cairo; George M. Bennsky, Beirut; Captain Morton Sunderland, Cairo; Alexander B. Daspit, Department; Major Wilbur C. Eveland, Defense Department;

Colonel Harry L. Sievers, Defense Department; Col. H. R. Greenlee, Cairo; Commander Edward Luby, London.

2. Pictured at a reception at Government House, Curaçao, are, from left to right, Mrs. Struychen, wife of the Governor, Mrs. Preston, Governor Struychen, Prince Bernhard of the Netherlands, Consul General A. R. Preston, and A. R. Preston, Jr.

3. William H. Ball (right), President Eisenhower's Special Representative to the Central African Rhodes Centenary Exhibition and Consul General John P. Hoover prepare



2

LIMPSSES



5



6

to go down the main shaft of the Roan Antelope Mine on Northern Rhodesia's "Copperbelt" with the mining company's general manager, Mr. J. Thomson.

4. Under Secretary of State Donald B. Lourie and Assistant Secretary of State Edward T. Wailes photographed with John Hamlin, American Consul General, at Kingston, Jamaica, August 17, during a tour of missions and consulates in the Caribbean Area.

5. R. Smith Simpson, American Consul in Bombay, gives a fraternal handclasp to M. J. Rapurel who be-

came a Phi Sigma Kappa, Mr. Simpson's fraternity, while attending the University of Kentucky.

6. A reception was given by the Göteborg City Council to the officers and enlisted men of the USS San Pablo and the USS Rehoboth during their visit there in August. Persons appearing in the picture from left to right are Admiral Eskil Gester, Ernst Jungen, Chairman of the City Council, Consul General Francis H. Styles, Commander Walter de Forest Day, Mrs. Tibbitts and Captain Fran P. Tibbitts, Naval Attaché at Stockholm.

EDITORIALS

LOVE AND THE FOREIGN SERVICE

"The Malenkov regime, according to a recent news dispatch from Frankfurt, is much more tolerant of love than Stalin's ever was. 'The Russian press, for the first time that veteran American diplomats in the Russian capital can recall,' the item said, 'is reporting love from the romantic angle. Russian girls apparently have become free to fall in love with a man simply because he has broad shoulders or is a good dancer and not necessarily because he exceeds his production norms in the tractor plants.' Do veteran American diplomats abroad, for gosh sakes, really believe that in the free, non-Soviet world broad shoulders and nimble feet are the sine qua non of romance? One wife we know says she loves her husband specifically because of, not in spite of, the slope of his shoulders and the fact that he can't keep time to music. The diplomats' point of view may prevail in Tin Pan Alley, where it is espoused by lyricists with heavily padded shoulders, but we would like to think that the Foreign Service has a somewhat loftier and more sensitive attitude toward love."

The above quotation is from a magazine called "The New Yorker." Our investigators report that it is published on a small island off the coast of North America, and that it is devoted to the doings of the inhabitants, who are mostly foreigners. The quotation appeared in the September 5, 1953, issue of this insular publication.

This quotation deliberately seeks to implant in the minds of the American people a doubt as to whether the American Foreign Service has an objective understanding of love. It is evident, from the examples chosen, that the editors of the publication (or "sheet," as we prefer to call it) do not question, here, our understanding of what it is in the female of the species that ignites the gleam in the eye of the male. They pretend, rather, to be amazed at the naivete of the Service in judging which are the attributes of the male that kindle love in the female. In the superior manner of those who possess the Truth, they put on a show of dismay at the failure of the American Foreign Service (which is made up largely of males, some with broad shoulders, some with shoulders that slope) to have attained their own perfect understanding of what the female likes in the male.

How is it that the Editors of this sheet know just what it is that inflames the girls? They know what it is because somebody's putative wife told one of them (while his eyes all but popped from his head) that she had fallen in love with her first husband precisely because his shoulders sloped and he could not keep time to music. It is easy to reconstruct the scene. The Editor, with steeply sloping shoulders and uncoordinated feet, was dancing with the woman, an experienced enchantress, at time she made her revelation. The lights were low and the violins had fallen to a distant throb. As she whispered into his ear the facts of life she drew him in closer to her, so that for a moment his feet left the floor. . . .

The next morning this Editor, still under the spell, saw

in the papers a report by "veteran American diplomats" implying that, given the freedom, Russian girls might actually fall in love with men whose physical endowments were the opposite of his own.

We once knew a woman who had a passion for orphaned gastropods, and we don't doubt that there may be other women who prefer the helpless type of male. But, while admitting our own ignorance of the secret that every woman knows and none will tell, we assert our conviction that the Editors of "The New Yorker" don't know it either, and neither do the cultural commissars who think they are competent to regiment romance in Russia.

It was Socrates (a broad-shouldered man but ungainly) who said (cf. Plato's "Apology") that the Delphic oracle had acknowledged him the wisest man in the world only because he alone knew his own ignorance.

YOU CAN'T TAKE IT WITH YOU

Some years ago the six year old daughter of one of us reported to her parents the curious fact that all the Russian servants in the American Embassy at Moscow seemed to go to the same city for their vacations, an apparently delightful place called Otpusk. This gave her parents the rare pleasure of correcting her Russian, a reversal of the usual pattern, for *otpusk* is not a place at all. It is the Russian word for leave of absence.

We were reminded of this story while perusing Foreign Service Circular No. 38 entitled "Policy on Reduction of Accumulated Annual Leave Balances Which Exceed Thirty Days as of the End of the Leave Year." It looks as if the Foreign Service is going to become better acquainted with the mythical city of Otpusk in the next few years. Moreover, we venture to express the opinion that the Service is going to like it—provided we actually get the leave.

Yes, we think Foreign Service Circular No. 38 is just fine. We find it difficult to sympathize with those who feel they have been done out of a tidy nest-egg for that rainy day. Let them gnash their teeth and bewail the outcome of their spartan forbearance from the flesh-pots of leave. The objective of the circular is sound. Leave should be taken as leave and not as a monetary reimbursement for *not* taking it. Leave is made available to us so that we can return to our official tasks physically and spiritually refreshed. The supervising officer who looks with jaundiced eye on the vacation plans of his staff is an unconscious saboteur; so is the otherwise conscientious subordinate who is reluctant to leave his desk for fear the work won't get done. Under the system now instituted to reduce the large amounts of accumulated leave in the Foreign Service these recalcitrants will be under pressure to adopt a new attitude. That is all to the good. As Jean Jacques Rousseau observed in his treatise on the "Social Contract," there are times when "men have to be forced to be free."

Nevertheless, we are impressed with the revolutionary aspects of Foreign Service Circular No. 38, especially the section which calls upon employees and supervisors to plan

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Minutes of the General Meeting of the American Foreign Service Association

Pursuant to Section IX of the By-Laws of the American Foreign Service Association, a General Meeting of the Active members of the Association was held at the New State Auditorium at 5:30 p.m., on September 21, 1953.

The meeting was called to order by Tyler Thompson, Chairman of the Board, who introduced the President, John D. Hickerson. Mr. Hickerson spoke briefly, expressing appreciation on behalf of the officers of the Association for the excellent attendance and then turned the meeting over to the Chairman.

The Chairman, following a count of the Association members, present, declared that there was a *quorum*. It had been determined that 103 members would constitute a *quorum*.

As copies of the minutes of the meeting held on June 26, 1952 had been attached to this year's General Meeting Notice, the motion was made, seconded and unanimously adopted that a reading of the minutes be dispensed with and that they stand approved.

Amendments to By-Laws

In presenting the amendments to the By-Laws, copies of which had been attached to the General Meeting Notice, Mr. Thompson stated that they were self-explanatory except for the amendment of Section XI (2) (a). He explained that the purpose of that amendment was to make any former Active member automatically eligible for Associate membership as distinct from the requirement that other categories of persons take certain steps before becoming eligible for Associate membership. On correction of the typographical error in the second amendment to read Section XI (2) (a), instead of Section XII (2) (a), the amendments were unanimously approved.

Report of the Chairman of the Board of Directors

Mr. Thompson, in outlining the activities of the Board during the past twelve months, stated that its primary objectives were to establish close relations with the new officials of the Department and to encourage increased membership in the Association by offering members additional benefits.

In carrying out the first objective, the Board invited as guests of honor and speakers at two of its monthly luncheons the Secretary of State and the Under Secretary. All of the then appointed new Assistant Secretaries were invited to these two luncheons as guests of the Association. Mr. Lourie, the new Assistant Secretaries, Mr. Phleger, Mr. McLeod and others were invited by the Board, the Journal Editorial Board and the officers of the Protective Association to three small informal cocktail parties at the Foreign Service Club. In addition the Board wrote a letter to Mr. Lourie offering the services of the Association in any way he thought would be useful. The Chairman stated that he felt a good foundation had been laid and that the Association had firm friends among the new senior officials.

He gave a brief resume of the new benefits being offered to members such as the Group Plan Automobile Insurance now in force in Europe; the setting up of the Personal Purchases Committee to handle the functions of the Welfare Unit, which unit was abolished for economy reasons; and

the establishment of the American Foreign Service Association Revolving Fund with Howard Fyfe as disbursing officer. With reference to the Revolving Fund, Mr. Thompson explained that the new procedure in no way conflicted with the original purpose of the fund which was to relieve Mr. Fyfe of personal liability for bad debts or other charges incurred in handling personal shipments for Foreign Service personnel. He added that due to recent developments it might be necessary to work out another system for financing the handling of these shipments.

Particular stress was given to increasing membership in the Association because of the loss of members resulting from the resolution to drop those in arrears and from the reduction in force. 156 members had been dropped for non-payment of dues, but the net loss during the year was only 87 members because of new members joining the Association. Mr. Thompson stated it was evident that membership was being stimulated by the additional benefits now offered, but that he felt very keenly that members of the Foreign Service have an obligation to their profession and should fulfill this obligation by membership in and support of the Association without looking solely at the personal advantages which membership brings. A brochure for use in connection with the membership campaign is being prepared by Mr. Winship and will be ready for distribution shortly.

The Chairman spoke of the two new Committees which had been set up, the Committee on Retired Foreign Service Personnel with George Butler serving as Acting Chairman, and the Committee on Personal Purchases, with Francis Cunningham as Chairman and George Brown acting as Assistant to the Board in handling the activities of this Committee.

Mr. Thompson expressed the grateful appreciation of the Board of Directors to George Butler for his very generous assistance to the Association as a counselor, guide and friend. He stated that in everything but years, he had in fact acted as the Association's elder statesman.

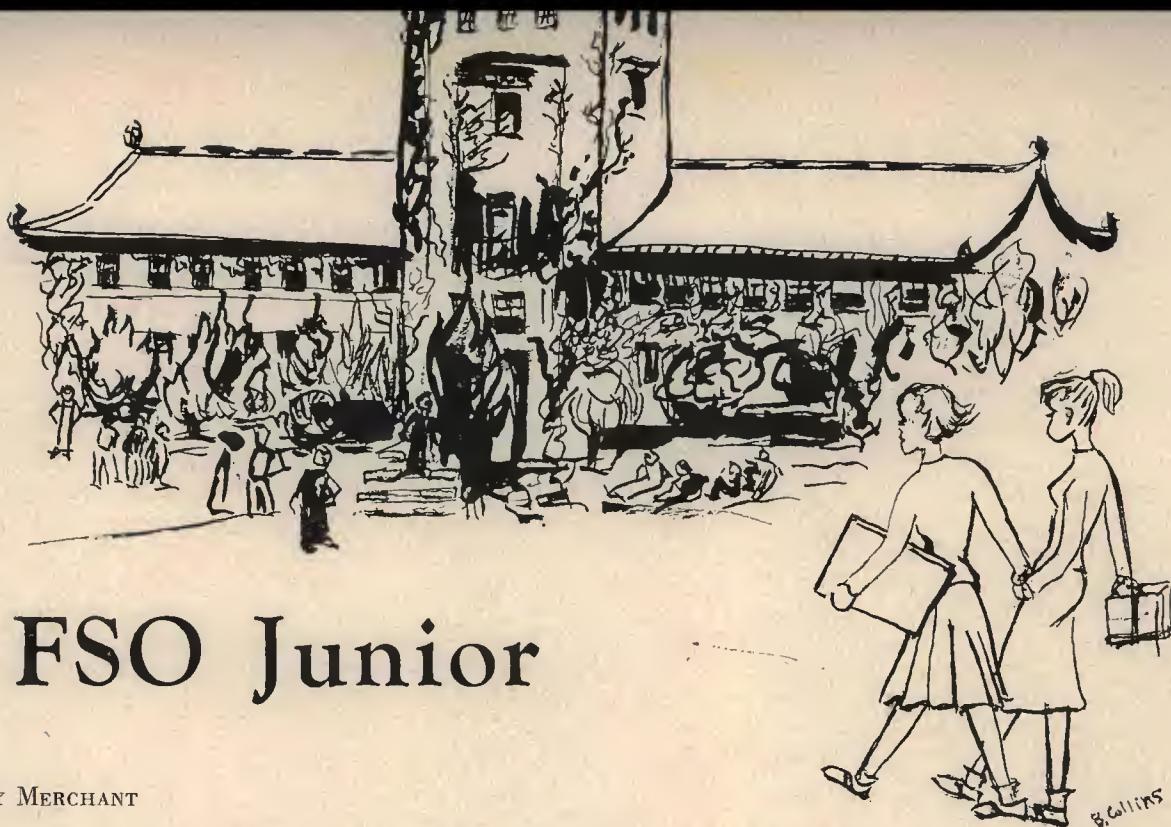
Approval of Reports Submitted by Committee Chairmen

Before entertaining a motion for approval of the reports submitted by the various Committees, Mr. Thompson introduced the Chairmen and said that he would be glad to answer any questions in connection with the reports.

Mr. Gullion asked if the Committee on Retired Foreign Service Personnel would be able to assist in the placement of Foreign Service officers who are being retired or separated due to the reduction in force. The Chairman expressed some doubt as to whether the Committee on Retired Officers should take on this task but stated that he was sure that the Board of Directors could work out some plan whereby the Association would render this service to its members. Mr. Thompson thanked Mr. Gullion for his suggestion and assured him that the matter would be turned over to the new Board of Directors.

A full reading of the reports listed below was dispensed with as members had received copies of the reports prior to the meeting, but Mr. Thompson informed the members that

(Continued on page 70)



FSO Junior

By MARY MERCHANT

Not July fourth, not a banana split nor a fraternity pin, but excelsior is a symbol of your life. This crinkly yellow stuff means packing, trains, boats, and a New Post. A New Post may mean Hong Kong, Paris or Ankara with a new best friend, a different dog, and another in a long series of Arithmetic teachers. It definitely means adjustments. My own Foreign Service experience, I admit, has been limited to assignments in Nanking and Paris only but I've listened to friends.

Of course the entire Foreign Service family expects to make adjustments, and you have no priority on them. There is, however, some continuity in the FSO's work from post to post as well as in his wife's duties in entertaining. But with the Junior who thinks not in terms of two years but of two school terms, the break is more complete with each move.

At the beginning of a new assignment the parents' social life is often planned before they arrive: receptions and dinners, as well as that time-consuming formality known as "Dropping Cards." Therefore it is especially in the beginning that you may feel strange. Cooks talking at you in a loud voice, people putting away your clothes where you can't find them, queer food, homesickness, and so on. I remember distinctly that two evenings after we had arrived in Paris I found myself automatically locked in a closet during an innocent game of hide and seek. Our parents were out. The effort of explaining to the bewildered servant on the other side of the door that I was no longer fooling was immense. He was, of course, speaking French and I was equipped only with *hic, haec, hoc*. Even then, I had never mastered the ablative!

Appreciating Latin grammar or logarithms is confusing enough without the added difficulty of a new teacher expecting you to be smarter than you really are. This myth may be encouraged if you have already faced, two months previously, "Canada's Natural Resources." But come exam time, you may discover that "Canada's Government" has

eluded you in both schools. There are bound to be irregularities in dovetailing courses and usually teachers are very understanding.

Here is an example of the somewhat irregular schooling with which the Foreign Service Junior might be faced. I was in Nanking the fall of what would have been my senior year in high school, and was trying desperately to get the credits which would enable me to return to the States as a college freshman the following year. After mulling over the possibility of advertising in the Army bulletin for a tutor in fourth year math, which I hated, and prevailing upon a Belgian friend to help my French, the problem was solved by our Ambassador, Dr. Leighton Stuart. With his own work in education, no one was better equipped to help me and before I knew it I was on my way over to Nanking University to register on the proper day, September 11, 1948.

Believing there is safety in numbers, my sister and I descended on the campus. We plowed our way through milling crowds across the green square to the ivy covered stone administration building, graced with a black Chinese roof and square tower. Feeling slightly conspicuous — Nanking is a men's university and no other Westerners were in sight — we followed the others inside. An attractive student finally came to our rescue in the hall and when I asked him where one registered, his astonishment was obvious. Eventually we were seated in the Registrar's Office, presided over by Mr. Die, who wore long flowing gray robes. He put two applications down in front of us — both in Chinese. Slightly floored, we explained we were very sorry, but our education had not included Chinese. Mr. Die was kind; he translated. Nevertheless, I'm sure my religion turned out to be American and my age 1932. After 20 minutes or so, our poor perspiring befriendee directed a younger man to finish the endless forms with us and we were in! My courses, given in English, were: Economic Botany, a graduate course for zoology majors; ancient history; and a sophomore



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English class under a delightful American missionary whose first assignment was to write a character sketch of him, with the promise that his wife would correct the papers.

As far as extra-curricular activities went, at the women's college, Ginling, a brisk 15-minute walk away, I was able to take, in Chinese, archery, volley ball and hockey. The library was extremely short of books, the buildings were damp and cold — unheated of course — and the professors necessarily removed the light bulbs as they left the room. Despite the friendliness with which we were treated, Nanking University was not an American high school. I felt rather shy about making friends there, and not knowing the language was a real handicap.

For younger Foreign Service juniors this language problem is not too serious. Even at a small post, where there are no other American children, it is negligible. Picking up colloquial chatter easily and expressing words with action, young children play and learn much together. A bicycle and a dog are the same, whether talked about in Swedish or English.

If a post is larger, and you are somewhat older, there is a crowd of which you hope to become a part. This indoctrination takes flexibility — you may develop poise in the

are willing—or able—to support the trans-Atlantic telephone system. The effect of these major adjustments—the necessity of building friendships on short notice and the difficulties involved in switching schools—varies with the individual. You may dislike intensely your changes and forced adjustments and when older become an old stick-in-the-mud, never stirring from home or office, vacationing at home after ingeniously informing your friends that you were going to Alaska. A taste for travel, however, is easily cultivated. It is just as likely that, in later life, you may feel cheated if deprived of travel opportunities. Then you may find yourself restless and unhappy after four days in the same place. These are the extremes, and most of us, later on, find a comfortable balance, becoming neither stay-at-homes nor too much afflicted with wanderlust.

The difficulties in the life of a Foreign Service Junior are much easier to express than the intangible values which are its by-products. Often it is not until you have moved away from service circles that you realize the extra confidence which you have acquired just because you have lived abroad. History, politics, and economics may have evolved about you in the form of civil war, the lowering of the bamboo or iron curtains, and fantastic inflation. *Excelsior*



"Excelsior is a symbol of your life"



"automatically locked in a closet"

process, or you may not. Shyness and reserve are no assets, and pulling your father's rank (indulged in only by the most insecure newcomer) is frowned upon. Nor is protocol consciousness tolerated. It may seat a dinner correctly, but it does not make for easy relationships among young people.

Just as you are beginning to feel reasonably at ease in a congenial group of friends — the excelsior reappears. Children are not very good letter writers, and considering the large number of posts to which your father may be sent, it is generally a matter of chance that you will meet again. As you grow older, dating has become of increasing importance, and generally, when stationed abroad, the opportunities for this are less than if you were living in the States. Paris, with its active Young Adult Group and the American School is an exception; but what about a remote consular post in Africa? Furthermore, orders have a way of materializing right in the midst of a Great Romance, and not many boys

has been followed by adventures which other children imagine only through the eyes of Dr. Doolittle. You have discovered that ten inches on a map take two weeks on a ship. The relationship with your family, with whom you share the new countries, has become warmer for you — you have learned new languages and customs together.

You have become perfectly oblivious to staring crowds who class you among the invaders from Mars. Meeting new people, individually or in groups, doesn't panic you; nor do you have to think consciously of who gets introduced to whom first. Having suffered through many embarrassing situations you are able to survive almost any social ordeal. But not all of them. I remember one, for example, from which I have never recovered. On this occasion I had primped for a full 20 minutes, changed my dress twice — a real concession for a 14-year-old — and generally indicated my awe at the fact that Mr. Walter Lippman was our guest.

The costume change, unfortunately, caused me to be late for lunch and I crept in after the soup course. To my horror Mr. Lippman stood up for me — and I haven't been quite the same since.

These are some of the fascinating events and scenes which will always remain vividly in my mind: a beautiful hula danced by a girl named Lyki and lighted by orange flames at night; flying over the yellow roofs of the Forbidden City and seeing the purple mushroomed top of the Temple of Heaven in Peiping — we were crouched in the nose of a converted B-29; creaking up in an outside wire elevator to see revealed beneath and beyond us a gray and sparkling Paris. And once I was in the back room of a shop on Jade Street in Peiping. My American guides had known Mr. Liu for 25 years and, as a friend of theirs, he was very cordial to me. After tea and polite conversation, he spoke to his apprentice. The boy disappeared and returned a few minutes later with a fine wooden box. After unlocking it, Mr. Liu pulled out the most exquisite watches and music boxes. Colored birds sang and twirled around, and an inlaid figure of a dancing girl pulled herself to her feet, turned and bowed to the music. They were French, gifts from Louis of



"necessarily removed the light bulbs"

France to the Empress Dowager. Undoubtedly they were part of the treasures which disappeared when the Forbidden City was ransacked.

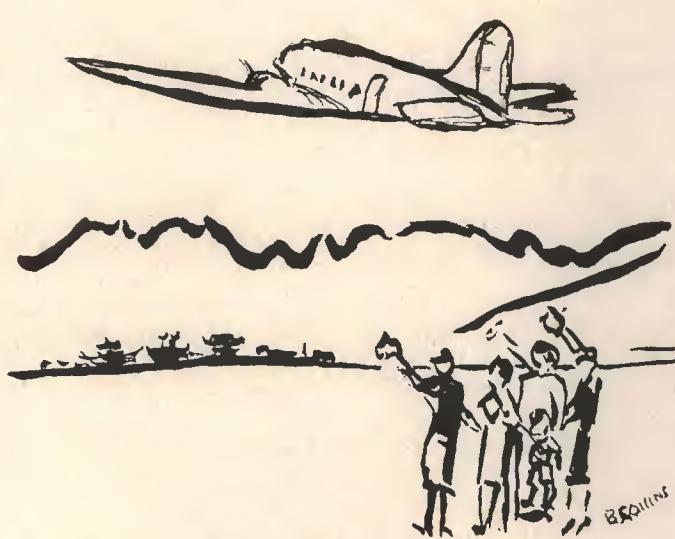
There are sad and stirring things which have also remained with me: the sunken ships in the harbor of Rotterdam; the little girl and her father scrounging through our garbage can with a stick; looking down from the city wall onto the banks of the Yang-tse at the lean-to's and boats, honey pots and swarming people, all existing by the grace of the brown waters and the rains; watching the face of my friend as she points out the tree around which she and her family lived for 3 years in Santo Tomas; yourself, leaving behind your family because of school or war, mixed up, because you don't want to go and yet do at the same time.

There is much that is gay and funny: stepping on board ship à la Emily Kimbrough, covered with measles and powder, and itching; or hiking up your evening dress to be boosted over the compound wall because martial law has

been declared and you're late for the curfew.

The variety of unusual and rich experiences to store up in your imagination is endless. So are the stories you hear. FSO's are, in my mind, among the best story and anecdote collectors. I imagine it is because in their meeting of so many people who are rushing someplace — or have just returned — there is a feeling of urgency to tell the very cream of what they've seen or heard. And so the best is shared. When you change your environment and friends, frequently the unusual has no chance to become familiar and accepted as ordinary. But its beauty and peculiarities are seen with fresh eyes and so carried away.

There is something else on the credit side which returns dividends early. Having come into close contact with other people and having made the surprising discovery that their life is not so different from your own, you have become better equipped to handle the tools which the new generation of American leaders must wield in order to reach international understanding. Or at least you will be in a position to hold a balanced private opinion, you hope. You recognize the need for formality which rubs against the American grain but which, in international eyes, is the simplest way to



"leaving behind your family"

meet complicated situations. Tolerance is gained in appreciating misunderstandings in language for you know that innuendoes and fine meanings of words are difficult. Problems of boundaries, for example, which are serious to the people of a small country but which might be waived aside by Americans who think in terms of thousands of square miles in the middle west are realized as important — if you've passed across all of this same small country in five hours. If you have lived in a country which has received American aid, you understand a little of what it might mean to be on the receiving end of economic help. Above all, you know what it would mean *not* to be an American. That is why now, when you are older and somewhat removed from excelsior, you still would prefer it to banana splits and fraternity pins.

Miss Mary Merchant, editorial assistant on the Foreign Service Journal, graduated from Bryn Mawr College in June. She is the daughter of FSO Livingston T. Merchant.

NEWS FROM THE FIELD



MEXICO CITY

PAUL T. CULBERTSON, Minister-Counselor of Embassy, retired from the Government service on August 28, 1953, after 30 years of duty either with the Department of State or the Foreign Service. Mr. Culbertson's career briefly: born 1895 at Greensburg, Pa.; raised largely in Kansas; U.S. Army 1917-1919; Yale University and law degree from Washington U.; Department of State 1923; Chief, Division of Western European Affairs in 1944; FSO-1 in 1947; First Secretary, Counselor of Embassy and Chargé d'Affaires in Madrid (until PRESIDENT TRUMAN appointed an Ambassador for the first time to General Franco) from 1948-1951; Counselor of Embassy with personal rank of Minister to Mexico, January 1951 to retirement, and Chargé d'Affaires during the interim between the retirement of AMBASSADOR O'DWYER and the arrival of AMBASSADOR FRANCIS WHITE.

Over the past two months (we might even date the days RIF, RIF plus 1, RIF plus 2, and so on) a great many members of this Embassy have resigned or retired, averaging about two a week recently. Paul Culbertson's departure, however, leaves a special kind of void. He is that rare man, rare in Government or in private business, who is efficient and who at the same time is a complete human being, well-liked and admired for his personality as well as for his capability. For the past two and one-half years Mr. Culbertson, in effect, was the man who ran the day to day operations of this Embassy and whose place will not easily be filled. He has now been in two posts where for greater or lesser periods he did the job of Ambassador, in Spain and Chargé d'Affaires in Mexico, without ever being given the title of Ambassador.

The members of this Embassy wish him good luck and a whale of a good time running his farm in Maryland, for as long as he manages to keep himself on the farm, and good luck in whatever, if anything, he decides to do in the future. The U. S. Government is losing a good man.

Sidney Weintraub

ANTWERP

Summer comes late to Antwerp; specifically this year it arrived about the first week of August. While in the States one expects to suffer through his first sunburn well before the Fourth of July, here the first real lobster-reds did not blossom forth until the Antwerp "Kermesse" holidays in the second week of August. By now most of us are thoroughly brown as a result of heavy weekend concentrations either of golf or tennis here in town, sailing on the Scheldt River or sunning at one of the nearby Belgian or Dutch beaches.

The usual exodus of summertime home-leave-takers was reduced to one lucky family, the ERNEST GUADERRAMAS. They left on June 30th, just after Ernest Jr. completed his final exams at the Lycée d'Anvers and won one of the school's coveted prizes. At the same time CONSUL GENERAL and MRS. PRESCOTT CHILDS departed for Le Harve to meet their two sons, Dave and Bill, who both completed school terms in



Paul T. Culbertson, Minister-Counselor of Embassy at Mexico, D. F., who recently retired from the Government service after 30 years of service.

New York and Connecticut in time to catch the *SS America*. The entire family then motored to the south of France for a pleasant vacation-reunion.

In the field of prizes in competitive sports our foremost star is MARCELLE KOSSOY, who has won several prizes in city-wide competition at the Royal Antwerp Golf Club. Marcelle is returning to her native California (land of year-round golf) come October. We'll miss her. Our only other success in sports occurred at the annual American Community Fourth of July picnic, when the Consulate General blanketed the field in the mens' beer-drinking race (a stein on the fly between 25-yard dashes). VICE-CONSULS MAX KREBS and LARRY GOURLAY finished first and second in that order. Occupational advantage?

Mid-July brought to Antwerp, along with tourists travelling in more conventional fashion, 240 Coast Guard Cadets on board the Cutters *Eagle* and *Rockaway*, comprising the Cadet Practice Squadron under command of REAR ADMIRAL ARTHUR G. HALL. In the absence of our Consul General, visiting honors and courtesies were taken over by CONSUL ROGER L. HEACOCK. The three-masted barkentine *Eagle* created quite a sensation along Antwerp's waterfront, where there are still many oldtimers who first shipped out to sea on sailing vessels like her. The Cadets also stirred up a bit of a flutter among Antwerp "meisjes." Highlight of the vessel's stay was a reception on board the *Eagle* on July 15th, in honor of which a heavy rainstorm managed to blow away just before the guests began to arrive. The only casualty of the six-day visit was a lone cadet who had to be put aboard his ship from a fast launch in mid-English Channel, after he miscalculated the length of his three-day pass by 24 hours.

Max V. Krebs

BOGOTÁ

Things started off with a bang in June with a full fledged revolution which luckily turned out to be bloodless. Colombia was without diplomatic relations for about a week when the State Department advised AMBASSADOR WAYNICK to recognize the new government of General Rojas Penilla.

The list of departures has grown tremendously. DEPUTY CHIEF OF MISSION and MRS. CLARENCE E. BIRGFELD left for the National War College and were replaced by an equally likeable couple, MR. and MRS. WILLARD F. BARBER, who arrived from Lima. MRS. FLORENCE B. GROB and her husband "PACHO" who have been in this area for almost the past ten years finally decided to retire to the States and enjoy the company of her two sons and their grandchildren. First, however, they decided to make the "grand tour" of Europe and planned to visit the Scandinavian countries, France, Germany and Italy before returning to California. That amiable couple, MR. and MRS. LESTER ZIFFREN departed for Santiago with stopovers in Quito and Lima. They were feted not only by the American community but by the local press corps who found Les wonderful to work with; in fact his biography was featured in the local press where they recalled his Spanish revolution newspaper days, his fight with a bull, and his complete sympathy with Latins. Needless to say a huge crowd was present at Techo airport to see Edith and Les and their daughter "Didi" off. Among other arrivals are MR. and MRS. QUENTIN R. BATES from Paris as the new Agricultural Attaché. LYRA and EDDIE KARDAS, JR., returned from a three months' trip to Italy and Europe via Montreal and Philadelphia.

The big social event of the season was the JACK GUINEY birthday party which was shared with ANNE WALDRON, both of whom celebrated their birth dates on June 17. "MAROOSH" GUINEY had the usual elaborate dinner featuring "knedlickis" following cocktails for the more than sixty guests. M/SGT. JAMES W. MACATAMNEY of the Military Mission was actually surprised at a surprise birthday-masquerade party. He was greeted at the door by a huge robot-like figure who turned out to be M/SGT. CLIFFORD A. FROST disguised as Frankenstein. MR. and MRS. CHARLES R. KESEY of the Army Attaché Office and their daughter CHARLOTTE had a costume party about a week later at which the costumes were equally fantastic, authentic and comic. LYRA KARDAS won first prize in her Egyptian costume while LT. HALE B. KNIGHT of the Naval Mission won the men's comic prize with a very revealing South Pacific outfit.

Edward P. Kardas

MADRID

David Glasgow Farragut, son of a Spanish immigrant to the United States and the first American to bear the title of Admiral was the subject of a U. S. - Spanish celebration held on the small Balearic island of Minorca on July 27. Accompanied by MESSRS. MORRILL CODY, Public Affairs Officer in Madrid, RODOLFO O. RIVERA, Public Affairs Officer in Barcelona, CAPTAIN ADOLF OSWALD, Naval Attaché, the HONORABLE JAMES CLEMENT DUNN flew from Madrid to Port Mahon and thence by car to Ciudadela, the birthplace of Jorge Ferragut. He and his official party were met there by Mayor José Allés of Ciudadela, the Governor General of the Balearic Islands and high officials of the

Spanish Navy as well as by VICE-ADMIRAL J. H. CASSADY, Commander of the United States Sixth Fleet, who had arrived on board the cruiser *USS Salem*. Also taking part were the American destroyer *Isherwood* and the Spanish gunboat, *Pizarro*. The day-long ceremonies included a welcoming parade of floats representing Menorcan themes and troops from the participating naval vessels; folk dancing Minorcans dressed in native costumes carried street-wide signs, two of which read: "Our family names are carried on by many respectable and well-to-do North Americans. On this occasion we send them best greetings." The other said: "Some of our ancestors sailed from Menorca to New Orleans and Florida to settle there. This makes more hearty our *Welcome to You*."

Following the parade was the presentation of a portrait of Admiral Farragut, painted by Victor Moya, a Catalan artist, who had been commissioned by Public Affairs Officer Rivera to do it from color photographs of an earlier work. Admiral Cassady received in return a handsome silver plaque prepared by the town of Ciudadela for presentation to the Naval Academy in Annapolis. Warm speeches by the Ambassador, Admiral Cassady and Mayor Allés made the occasion one of true cordiality on all sides and appreciation on the part of the United States Navy for the hospitality the Spaniards have shown our sailors when over 100 of our ships have called at their ports.

Admiral Cassady said that Farragut not only distinguished himself in many battles, but "brought to the American Navy the finest traditions of Spanish dash and gallantry." Admiral Cassady continued by saying, "It is my present good fortune to command a fleet that has seen and still sees the continuation of the Spanish-American naval comradeship," referring to visits which the Sixth Fleet makes periodically to Spanish ports and harbors.

Robert D. Barton

SINGAPORE

FS personnel who have served in Malaya or who may be coming here soon should be cheered by the news that it is now reasonably safe to visit the hill stations of Cameron Highlands and Fraser's Hill. After six months or more in the equatorial climate of Singapore, Kuala Lumpur or Penang a change of air is most beneficial.

Fraser's Hill is a collection of bungalows at the end of a winding road, and has an altitude of 4,500 feet. It is a full day's drive from Penang or Singapore but is only two hours from Kuala Lumpur. To readers in a varied climate it is hard to realize that one of the great pleasures at Fraser's Hill is shivering—possibly for the first time in more than a year.

Another pleasure is to sit by a wood fire. More widely understood diversions are the tennis, the golf on a nine-hole course, and the nature (or bird) walks.

On a map Singapore appears well located for visiting other countries during local leave. But transportation is expensive and many of us during the height of the Emergency were stranded in Singapore because we couldn't afford trips to Bangkok, Saigon, Bali or Hong Kong. Automobile travel (the only way to reach the hill stations) was too hazardous.

CONSUL GENERAL CHARLES F. BALDWIN, accompanied by Mrs. Baldwin, daughter Nan and son Steve have returned from an official visit to British Borneo including a trip into the interior by long boat.

VICE CONSUL STANLEY R. KIDDER has returned for a second tour after home leave. His family will rejoin later.

FSS DONALD F. POWELL of USIS with his wife and three children left for the States.

CONSUL SEYMOUR I. NADLER accompanied by his wife, Ruthanne, and their three children departed for home leave. The ship sailed one hour earlier than scheduled, disrupting plans for a farewell party on board.

Robert J. Boylan

LAGOS

We now have our two new staff members, WALTER OMACHEL (Accounting Clerk) and HOWARD MCVITTY (Information Officer), but are still behind the game because KATHLEEN CUNNINGHAM (USIS) left on August 13th without a replacement—which seems to be s.o.p. in this post.

Lagos has also had its first visit in recent memory by a real American Senator. HONORABLE ALLEN J. ELLENDER, Democrat from Louisiana, dropped in for a three-day visit from August 18th to 21st.

WALTER OMACHEL seems to be on small tenterhooks awaiting the arrival of his fiancée from Greece. Walt was originally assigned to Lagos on TDY but has now had his orders changed, making him a permanent staffer. He now has a newly-redesigned staff house at his disposal so that he and his bride can properly settle in after the big ceremony, (if he gets Departmental approval of the wedding plans).



"Weatherbottom really keeps an eye on his representation allowance."

West Africa is moving up in the world, and as a sign of this, British West Africa is getting its second American Consulate General. We will now have to address our colleagues in the nearby Gold Coast with new respect, as Accra becomes a Consulate General on September 1st.

SOPHIA KEELER and JANE ROSS gave VICE CONSUL DON JUNIOR a birthday party August 23rd; a party which also was a farewell occasion as he was caught in the RIF machine.

PAO JACK JONES joined the group of prominent local people who delivered lectures at the recent University College, Ibadan seminar on personnel relations in the labor scene. These seminars are the answer of one Nigerian institution to the need to give special instruction to key adults who missed necessary educational facets while going to school. Jack was pleased to find that a recent Nigerian exchangee who went to the U.S.A. to study labor matters was one of the most alert and knowledgeable of the seminar's thirty participants, and justified USIS' expectations in regard to his capabilities.

The Consulate General has three regular participants (JACK JONES, DON JUNIOR and BOB ROSS) in the weekly softball games which have developed. Generally, a mixed group of non-Nigerians play against a team from one of the Nigerian boys' clubs on Sunday evening. Congen staffers and the few American businessmen in Lagos are also presenting an impressive silver perpetual trophy to be competed for in the newly established Lagos boys clubs' softball league.

Bob Ross

COLOMBO

AMBASSADOR and MRS. SATTERTHWAITE accompanied by their daughter RUTH left Colombo by air on July 25 for their new post at Tangier. On July 23 Sir CECIL SYERS, the British High Commissioner, who succeeded the Ambassador as Dean of the Diplomatic Corps, gave a farewell dinner for Ambassador and Mrs. Satterthwaite attended by all other Chiefs or Acting Chiefs of Mission. At the dinner Sir Cecil read a "Lament on the Departure of a Dean," two stanzas of which were:

"Cutler and Sattar Saith and Syers
Have sent identic urgent wires
To Eisenhower in deprecation
Of this unpopular translation,
Liking the future less and less—
Colombo minus J. C. S. . . .
"But every good thing one day ends
And we must say 'Good Bye' to friends.
Success we wish them and content
In Afric's distant Continent
And in succession to the Joes
In Lenka fair we'll greet the Crowes."

The poem mentions the names of the Chiefs of Mission: CUTLER—Australia, SATTAR SAITH—Pakistan, SYERS—Great Britain, CUNEO—Italy, COLIN—France, BAN—Japan, etc. Other names mentioned in the poem were those of Ceylonese leaders.

Colombo has lost in the past ten days by transfer MR. and MRS. RAYMOND BECKER and MR. L. R. HUNT, who departed on home leave without having received their new assignments, and Miss ADELE HAY, who left for home leave with an assignment to Tel Aviv.

Bernard Gusler

PALERMO

GIUSEPPE DELEO, "having done everything to render himself worthy of the Consulate and the nation he served for 45 years without a blot on his conscience," retired on July 31, 1953.

On the occasion of Mr. DeLeo's retirement, CONSUL GENERAL JAMES KEELEY spoke a few words of appreciation and presented him with a scroll, a check for 35,000 lire, and a letter from SUPERVISING CONSUL GENERAL WAYNE GRAY congratulating him upon his achievement.

Mr. DeLeo stated, "I would have wished this day never to have arrived," and mentioned with appreciation and warmth his co-workers, MRS. DORIS ALLEN, CONSUL GENERAL ALFRED NESTER, VICE-CONSUL MICHAEL FALZONE, and CONSUL GENERAL DAVID BERGER.

C. W. Gray

17 letters
from the Foreign Service
in the first 8 months 1953

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WILEY T. BUCHANAN, JR., of Washington, was named Minister to Luxembourg replacing Mrs. Perle Mesta, who recently resigned.

DEMPSTER MCINTOSH, Philadelphia business executive, was appointed Ambassador to Uruguay. Mr. McIntosh, who has directed the Philco Corporation's foreign operations for the past decade, will replace The HONORABLE EDWARD L. RODDAN.

DEPUTY UNDER SECRETARY OF STATE H. FREEMAN MATTHEWS was designated Ambassador to the Netherlands. During his 30 years in the Service, Mr. Matthews served in several Latin-American capitals and in Budapest, Paris, Vichy, Madrid, London and Stockholm. While on duty in the Department, Mr. Matthews was Chief of the European Division and then Deputy Director of the Office of European Affairs.

Ambassador Matthews will replace THE HONORABLE SELDEN CHAPIN, who was designated Ambassador to Panama. Ambassador Chapin entered the Service in 1925. Between his first assignment at Hankow and his newest assignment, he served in Peking, Rome, Quito, Port-au-Prince, Montevideo, Algiers and Hungary.

THORSTEN V. KALIJARVI was sworn in as Deputy Assistant Secretary of State for Economic Affairs. A native of Gardner, Massachusetts, he has been serving since 1947 on the Staff of the Senate Foreign Relations Committee.

HENRY SUYDAM, chief editorial writer of the *Newark Evening News*, was appointed press officer to the Department succeeding MICHAEL J. McDERMOTT, now Ambassador to El Salvador. In 1921 Mr. Suydam accepted an appointment from Charles Evans Hughes, then Secretary of State, as chief of the Division of Current Information in the State Department. During his career as a journalist, Mr. Suydam covered Wendell Willkie's campaign, the San Francisco Conference, the Nuremberg trials, and the meeting of the Council of Foreign Ministers at Moscow in 1947. In 1949 he served as press officer to the Shah of Iran on the latter's state visit here. LINCOLN WHITE, who has been acting Press Officer, will remain in the News Division as Deputy Press Officer.

DR. VIRGIL T. DEVAULT, medical director of the Foreign Service, was recently elected president of the International College of Surgeons.

Tennis Tournament

Thuaithep Devakul and Sawat Busparoek, both of the Thai Embassy, won the annual Diplomatic Tennis Tournament playing against M. S. Ananthakrishnan of the Indian Embassy and KINGSLEY HAMILTON, TCA official.

The tournament, sponsored by the Department of State Tennis Team and the Department of State Recreation Association, drew approximately 100 players from the Department, diplomatic missions and international organizations.

At the close of the tournament, played at St. Alban's School for Boys, ASSISTANT SECRETARY ROBERT D. MURPHY presented each of the winners and runners-up with an individual trophy.

Highest ranking players to enter the tournament were The Honorable Roger Makins, Ambassador of Great Britain; The Honorable Nong Kimny, Ambassador of Cambodia; The Honorable José Vittoni, Argentine Delegate to the Organization of American States with the rank of Ambassa-

dor; The Honorable Johan A. Nykopp, Minister of Finland, and André Boissier, Chargé d'affaires of the Swiss Embassy.

Departmental Officers arranging for the tournament included ROBERT C. STRONG, R. STUART HUMMEL, ROBERT P. STEPIENS, and T. NORTH DENSLAW.

Vice-President on Mission

Prior to Vice-President Nixon's departure for the Near and Far East on October 6, he spent several days in the Department being briefed by Departmental and Foreign Service Officers.

His trip, which is scheduled to end December 11, will include stops in Hawaii, New Zealand, Australia, Singapore, Thailand, Hong Kong, Formosa, Korea, Japan, the Philippines, India, Pakistan, Afghanistan and stops in the Near East.

Mrs. Nixon accompanied her husband. Others in the party include PHILIP H. WATTS of the Policy Planning Staff; Christian A. Herter, Jr., Mr. Nixon's administrative assistant; Brig. Gen. Paul W. Caraway, the Vice President's military aide; Comdr. John B. McGregor, naval aide and flight surgeon; and Miss Rose Mary Woods, the Vice President's personal secretary.

Personals

Former SECRETARY OF STATE CORDELL HULL quietly celebrated his eighty-second birthday October 2. According to a *New York Times* story, Mr. Hull was gratified that the main principles for which he stood in his long career are being carried forward by the Administration today. These, he particularly noted, are the reciprocal trade agreements, reliance on the United Nations, and the Good Neighbor policy in Latin America. Another gratification marking Mr. Hull's birthday this year, continued the *New York Times*, is the decision by the Tennessee Legislature last spring to purchase and maintain as a state shrine the log cabin in which he was born on October 2, 1871.

THE HONORABLE CLAUDE BOWERS, for 14 years our Chief of Mission at Santiago, visited in Washington for a short time following his resignation. With him were Mrs. Bowers and his daughter, Patricia. A well-known historian and author, Ambassador Bowers now intends to spend more time on his writing.

PRIVATE LEO "MIKE" LINEHAN, recently Vice Consul in Singapore, was featured in the August 1953 issue of the *Leatherneck* for scoring the highest mark on his General Classification Test ever attained by a recruit at Parris Island. He scored 161 out of a possible 164. The *Leatherneck* account of Private Linehan's accomplishments include the fact that he has a working knowledge of eight languages—Malayan, Indonesian, the Amoy dialect, German, Russian, French, Italian, and Spanish.

Another Marine, a veteran, was featured in the Harvard Business School Bulletin. He is THOMAS S. ESTES, who studied under the Advanced Management Program at Harvard in 1951-52. Mr. Estes is now First Secretary of the Embassy in Greece and Deputy Director of the Joint Administrative Services.

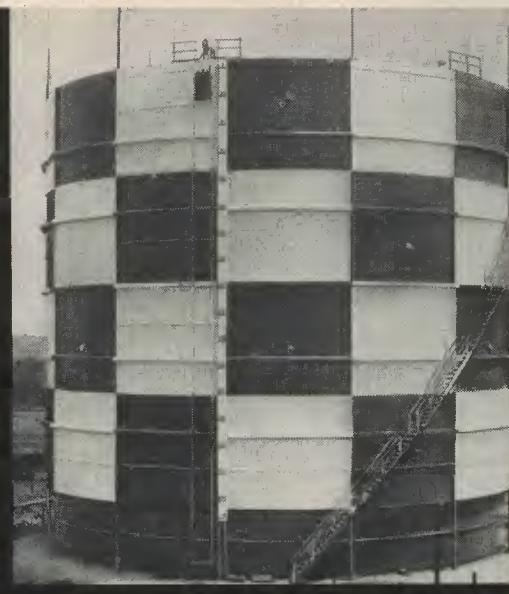
NELSON A. KENWORTHY, executive Vice President of Todd Associates, arrived in Washington to undertake a thorough examination of the Foreign Buildings program. He will advise UNDER SECRETARY LOURIE and ASSISTANT SECRETARY WAILES on the reorganization of FBO.

(Continued on page 53)

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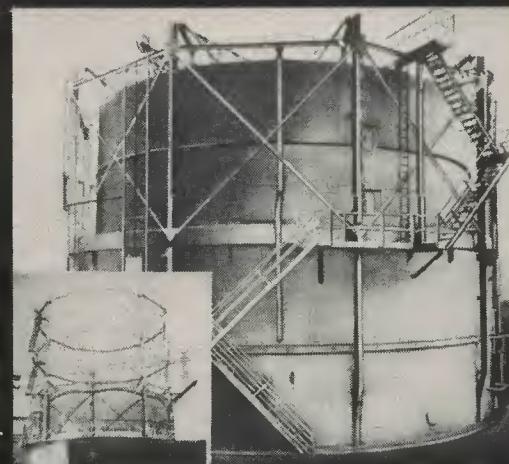
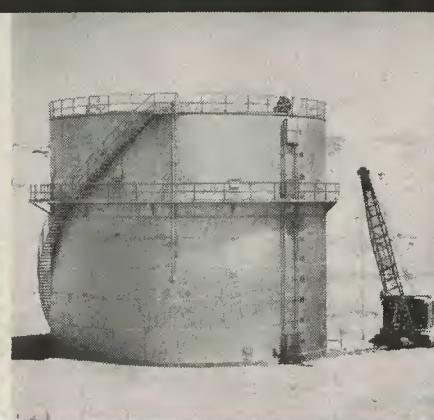
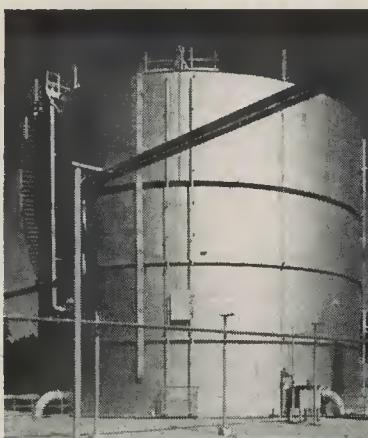


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THE BOOKSHELF

NEW AND INTERESTING
by FRANCIS COLT DEWOLF

1. **The Age of the Moguls**, by Stewart H. Holbrook, published by Doubleday. \$5

A fascinating account of that unbelievable age between the Civil War and World War I when American Industry and Society were run by such moguls as Vanderbilt, Gould, Rockefeller, Morgan, and Ford.

2. **Coming Down the Seine**, by Robert Gibbons, published by Dutton. \$4.50

An Irish writer rambles pleasantly along the valley of the Seine telling us about its history, its art, its architecture—and, of course, not forgetting its food and wine!

3. **The Diplomats—1919-1939**, edited by Gordon A. Craig and Felix Gilbert, published by Princeton. \$9

The world's diplomatic history between the two wars told by 17 authors, most of whom weave their tales around one key diplomat. Basic thesis: politicians are gradually replacing diplomats.

4. **The World Between the Wars**, by Quincy Howe, published by Simon and Schuster. \$7.50

The second volume of the author's history of our times. This volume covers the period from 1918 to Munich. All aspects of our so-called civilization are covered, including Dali and Technocracy. Civilized reading.

The Statesmanship of the Civil War, by Allan Nevins. *Macmillan Company, New York, 1953. 82 pages, \$2.25.*

Reviewed by FRANCIS COLT DEWOLF

In the brief compass of this small volume, Professor Nevins discusses three theses: (1) The Conditions of Statesmanship; (2) The Southern Dilemma; and (3) Lincoln As More Than a Statesman.

With regard to the first, he reaches the conclusion that the essential ingredients of statesmanship are: moral strength—character—and then something more—"an instinct for the spirit and needs of a critical time." He then points out that the 3,000,000 Americans in our Revolution produced "a galaxy of Olympian leaders" far surpassing the leaders produced by 30,000,000 Americans in the Civil War—with the exception of Lincoln. Why was this? Because, in the author's opinion, in the Revolution we were creating a new nation, while the Civil War really represented a failure of American institutions.

Dr. Nevins aptly summarized his conclusions as to what constituted the Southern Dilemma:

"The Southern republic indeed had the seeds of death implanted in it at birth. But there were two kinds of

seeds—State Rights and slavery; and of the two, slavery was the more important, for it deprived Southern statesmanship of all chance of expressing that passion, that soul-stirring inspiration which alone could make the new nation invincible and raise up friends for it beyond its borders."

As for his question: Why was Lincoln more than a statesman? He answers: Because Lincoln transcended the boundaries of the United States and his times:

"In this concept that the American Civil War was a struggle for the future of humanity, Lincoln joined hands with the Revolutionary statesmen—Washington, Jefferson, Madison, Adams—who had a vision of the creation of a new and brighter civilization; who believed that they were throwing open the gates to a higher, better future for all men. He became more than a statesman—he was a seer, a prophet, a poet."

Originally delivered as the Page-Barbour lectures at the University of Virginia, *The Statesmanship of the Civil War* once more demonstrates the warm yet incisive, human yet realistic, exciting yet truthful quality of the author's scholarship. A brilliant performance by the twice winning Pulitzer Prize Professor of History of the Columbia University.

The Economic Development of Ceylon: Report of a Mission organized by the International Bank for Reconstruction and Development at the request of the Government of Ceylon. *The Johns Hopkins Press, Baltimore. 808 pp. with index, maps, charts, and graphs. 1953. \$7.50.*

Reviewed by EARL E. HUYCK

This marks the ninth International Bank survey of the economies of the underdeveloped areas in terms of "what is" and "what ought to be." Previous studies, published since 1950, have pertained to Latin America (Colombia, Cuba, Guatemala, Jamaica, Nicaragua, and Surinam) and to Iraq and Turkey in Asia.

Few other sources provide so much concentrated economic development for less than a penny a page! The more casual reader, however, who wishes to familiarize himself with the main problems and lines that economic development may be expected to follow and does not need all the detailed background data and recommendations for specific projects presented in Part II, may content himself with the purchase of Part I under the same title but bound separately in a paper cover for \$1.00 (1952, 131 pp.)

Within the past decade of Ceylonese history that reaches back at least 2,000 years, three major economic, demographic, and political events transpired that are shaping the verdant island's present. As a supplier of raw materials, particularly rubber, and of services during the war, Ceylon accumulated sterling balances for the subsequent purchase of British goods. Western technology in the form of DDT immediately after the war so lowered mortality through the virtual eradication of malaria that a spurt in population is almost inevitable. Having attained Dominion status but five years ago, the Government of Ceylon has had to wrestle with the vagaries of international trade, which in the interim features a post-war re-adjustment, the Korean police action with attendant skyrocketing prices for its raw materials, and now a second period of re-adjustment.

The IRBD Mission, consisting of such technically competent people as Paul T. Ellsworth, author of textbooks on economics, had the problem of providing guidance in shifting Ceylon away from the glories of Anuradhpura and the early Sinhalese kings to charting a reasonable economic course for the future.

The report takes into account both extensively and intensively the present economic and social complexion of Ceylon including the Government's organizational and fiscal policies as well as specific projects in the six year development program scheduled to begin this October. The overall program aims at tackling the major problem confronting the Ceylonese today—"expanding and diversifying the country's sources of production fast enough to maintain and improve their standard of living—now among the highest in Southern Asia." It proposes to do this by emphasizing agricultural extension and intensification coupled with the establishment of ancillary power and transportation facilities, and the improvement of public health and educational measures. The development of small industries is expected to provide a sound basis for later expansion in the industrial sector.

Constellations of tabular and graphic materials and an index that runs the gamut from "abbatoirs" to "Zanzibar" back up the exposition and make it useful as a case study in the proposed development of an under-developed area. The concrete recommendations are summarized as well as presented in full. Apparently feeling that individual motivation for family limitation through the gradual uplifting of the population socially and economically as happened in Western experience is too gradual a process, the Mission advocates a governmentally sponsored program similar to that being undertaken in India.

The study is replete with an overwhelming array of statistics—greater selectivity might have been helpful. It should be noted that the birth and death rates for India presented on page 703 reflect under-registration of vital events and that inter-censal computations indicate much higher rates. More recent population density data could have been taken from the United Nations *Demographic Yearbook* than from the publication of the defunct League of Nations.

But these are minor points. *The Economic Development of Ceylon* bears looking into either in summary form for the cursory reader or *in toto* for the reader concerned directly with South Asia or with rationally conceived developmental programs for the less-developed areas of the world.

Gold Pencil, by Malcolm Stuart Boylan. *Little, Brown and Co., Boston, 1953. \$3.50.*

Reviewed by ROBERT J. BOYLAN

This is a loose and fanciful autobiography by a gifted and courtly gentleman who has watched Hollywood evolve from sub-titles through talkies and into 3-D. After writing titles in the Mack Sennett and Keystone Cop days he went on to script such pictures as "A Yank at Oxford," "Lives of a Bengal Lancer," and "Hell Divers."

Gold Pencil is inconsequential but diverting, bizarre, and often funny. It is recommended for hammocks and deck chairs. The period is the early twenties in Hollywood and the story revolves about a moving picture studio of the Silent Days.

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During the establishment of the Automobile Insurance Plan for members of the Foreign Service Association stationed in Europe, the Board of Directors obtained a certain amount of valuable information regarding the general subject of automobile insurance overseas. The Personal Purchases Committee of the Association will be pleased to answer inquiries from members on the subject. It should be noted for example that some information is available on favorable automobile insurance for some categories of members stationed in Cuba, Panama, Japan, the Philippines, Formosa and certain other islands in the Pacific. While the Personal Purchases Committee will assist in making such information available, members will understand that the Committee is not acting as an insurance agent or broker and that no guarantee, financial or otherwise, attaches to any information it makes available.

The Board of Directors has also been collecting information regarding the insurance, at favorable rates, of household and personal effects and will publish from time to time such information on the subject which it thinks will be of special value to members of the Association. The Board has received the following proposal from the Security Storage Company of Washington.

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[signed: Philip Larner Gore]

VICE PRESIDENT AND GENERAL MANAGER

The underwriters of this policy are Appleton and Cox who have been known to some of our members for twenty-five years and more. To insure the continuance of this reduction in rates to members of the Foreign Service Association, members are urged to avoid trivial claims (lost fountain pens, eyeglasses, etc.) and exaggerated claims. It must be remembered that underwriters may cancel individual policies where frequent excessive claims are filed.

The Board has informed the Security Storage Company of Washington that it will be glad to assist in determining which applications for such insurance after November 1, 1953 come from members of the Association and are therefore entitled to the quoted rates. The Company has agreed also to grant these rates to members during October 1953. Inquiries should be addressed to the Security Storage Company of Washington, 1140 15th Street, N.W., Washington 5, D. C. (cable address: STORAGE), but again the Personal Purchases Committee of the Association will be glad to help whenever it can.

EDITORIALS (from page 38)

together in advance "regular vacations at posts, home leave, or other long absences . . ." as well as "occasional one, two, or three day absences when the operations of the office permit, particularly during the non-summer period and in the course of holiday or other slow-operating periods." Picture, if you will, the office of Consul General Athos Z. Smith. He is seated at a desk piled high with vacation folders, railway and steamship schedules, etc. The walls of his office are almost completely covered with posters announcing the charms of beaches, mountains, and historic sites in a dozen countries. Standing before the desk is Vice Consul Xenophon R. Jones.

Smith (brusquely): "I called you in, Mr. Jones, to discuss your leave plans. It's getting late in the year, you know."

Jones: "I don't know what went wrong with our plan, sir.

You recommended 14 1/2 days at Simarian Beach in the spring, 10 1/4 days in the Lugano Mountains in late summer, and 2 days in late Fall for Christmas shopping. I've carried through on schedule so far."

Smith: "Damn it, Jones, I overlooked the fact that you became eligible for more leave this year. You have six more days. Couldn't you just stay away from the office for a week?"

Jones: "I don't want to become a leave problem, but when I did that last year, my wife found so much housework

for me to do that I came back worn out. You do want me to keep fit, sir?"

Smith: "Of course, but you understand what the Department will do to me if we don't abide by the new leave instructions. I'm up for promotion this year, you see."

Jones (timidly): "May I make a suggestion, sir?"

Smith: "Go right ahead."

Jones: "Well, the Department's been pretty tolerant about that visa back-log since the new leave policy started, but you could put me on leave to clean it up, off-the-record, so to speak. I'd really feel a lot better if we could get those visa cases out of the way. It would buck me up if you would let me tackle them on my vacation time."

Smith (smiling): "A bit irregular, Jones, but this is a critical emergency. You can start your leave right now by reporting to Gunderson in the visa section. . . . Great relief to get your case settled, now I can get away tomorrow with a clear conscience."

Jones: "You're going away, sir?"

Smith: "Just for three months on a round-the-world cruise. The Inspector suggested it when he was here. Pretty rough assignment, I guess, but he said it was a 'must' if I was to get my leave record in order before the next promotion panels were set up."

Jones: "Good-bye, sir, and bon voyage!"

NEWS FROM THE DEPARTMENT (from page 48)

Plaza on Foggy Bottom

The designers of Rockefeller Plaza and the United Nations building have been engaged by the syndicate planning a 70

to 80 million dollar development in Foggy Bottom. The plans being developed by the architects include these features:

The center of the entire 10 acre development along the Potomac River will be a vast platform plaza bordering Rock Creek Parkway. Various office buildings will jut out from the plaza and underneath it will be four floors of a parking garage housing 2000 vehicles.

On the plaza will be erected an ice skating rink, as at Rockefeller Plaza, with restaurants adjoining. The open space would be used for public functions such as festivals, displays and perhaps will house the Netherlands gift carillon.

STATEMENT REQUIRED BY THE ACT OF AUGUST 24, 1912, AS AMENDED BY THE ACTS OF MARCH 3, 1933, AND JULY 2, 1946 (Title 39, United States Code, Section 233) SHOWING THE OWNERSHIP, MANAGEMENT, AND CIRCULATION OF FOREIGN SERVICE JOURNAL, published monthly at Washington, D. C. for October, 1953.

1. The names and addresses of the publisher, editor, managing editor, and business manager are:

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Whipstick Rd. at Nod Hill
Ridgefield, Conn.

Troutman, Harry L.
609 Goodall Ave.
Daytona Beach, Fla.

Trowbridge, Jones R.
% Riggs National Bank
1503 Pennsylvania Ave., N.W.
Washington, D. C.

Tuck, Hon. S. Pinkney
Chateau de Bellerive
Collonge-Bellerive }
near Geneva, Switzerland }
Summer

7 Rue Octave Feuillet, Paris, France } Winter

Turner, Mason
P. O. Box 505
Norfolk, Conn.

Vance, Marshall M.
P. O. Box 1154
Ormond Beach, Fla.

Van Wickel, Jesse F.
4631 Indianola Way
La Canada, Calif.

Vincent, John Carter
% Mr. Walter Surrey
Suite 1116, Woodward Bldg.
Washington, D. C.

Vogenitz, Herman C.
Route 1
Newcomerstown, Ohio

Wadsworth, Craig W.
Genesco
Livingston Co., N. Y.

Wager, Miss M. Elizabeth
413 Walnut St.
San Francisco, Calif.

Walker, Joseph F.
Mayflower Hotel
6125 S. Kenwood Ave.
Chicago, Illinois

Waller, George P.
Halcyon Hill, Mt. Meigs Rd.
Montgomery 1, Ala.

Waterman, Henry S.
2938 Clay St.
San Francisco, Calif.

Watson, Osborn S.
Blackshear, Ga.

Wells, Miss Gladys
Lansdown, Laines Rd.
Steyning, Sussex, England

Wheeler, Leslie A.
810 Dorset Ave.
Chevy Chase 15, Md.

Wheeler, Hon. Post
Century Club
7 West 43rd St.
New York, N. Y.

White, Duncan M.
104 E. Noble St.
Louisburg, N. C.

White, Hon. John Campbell
Chester P. O.

Queen Anne's County, Md.

Wilcox, Miss Agnes W.
1829 Wyoming Ave., N.W.
Washington, D. C.

Wiley, Samuel H.
% American Embassy
Lisbon, Portugal

Wilkinson, Edward C.
General Delivery
Pasadena, Calif.

Wilkinson, James R.
2670 Lenox Rd., N.E.
Atlanta, Ga.

Williams, Arthur R.
2311-10th St.
Douglas, Ariz.

Williams, Frank S.
Signal Hill Farm
Rt. 2, Box 172
Vicksburg, Miss.

Williamson, Harold L.
Bradlea Farm, W. Patent Rd.
Mt. Kisco, N. Y.

Willson, Gilbert R.
RR 2

Digby, Nova Scotia

Wilson, Hon. Edwin C.
3122 P St., N.W.
Washington, D. C. } Winter

Ashfield, Mass. } Summer

Wilson, Hon. Orme
2406 Massachusetts Ave., N.W.
Washington, D. C.

Wilson, Hon. Thomas M.
2540 Massachusetts Ave., N.W.
Washington, D. C.

Wilson, Warden McKee
2 Stuyvesant Rd.
Asheville, N. C.

Winship, Hon. North
"Breezy Hill"
Forest Hill Rd.
Macon, Ga.

Winslow, Rollin R.
849 Kingsley Ave.
St. Joseph, Mich.

Wolcott, Henry M.
Hotel Manatee River
Bradenton, Fla. } Winter

14 Grove St.
Woodstock, Vt. } Summer

Woodward, G. Carleton
5200-11th Ave., N.E.
Seattle 5, Washington

Woodward, Hon. Stanley
3009 N St., N.W.
Washington, D. C.

Wright, William P.
469 Kimberley Ave.
Asheville, N. C.

Yost, Bartley F.
1764 Asbury Drive
Pasadena 7, Calif.

Young, Whitney
3513 Macomb St., N.W.
Washington 16, D. C.

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has its roots in the variety and number of subjects on an assembly agenda, the number of committees meeting at the same time, and the great number of delegations that must be contacted. Underlying these factors embedded in the realities of General Assembly organization and operations is the still evolving concept of the liaison function.

The principal problems relate to such points as: Should the liaison officer be assigned to a committee, to contact delegations from his area only on all the subjects considered by that committee? Should he, on the other hand, be assigned to a committee to contact all the delegations regardless of the area from which they come? Should his assignment be by subjects rather than by committee? Each of these alternatives has advantages and disadvantages of a theoretical and practical character.

From an analysis of previous practice it is clear that insofar as committees are concerned in which political factors predominate, the assignment has tended to be by committee and by region. This is particularly true, for example, of the First Committee which may deal in succession with such problems as Korea, disarmament, Morocco and Tunis, German elections, etc. Insofar as the more technical committees are concerned, (for example, Committee VI, which deals solely with legal matters), some profitable experimenting has been tried in which a liaison officer is assigned to a committee with responsibility for contacting all delegations regardless of the area from which they come. Under the latter system the reporting and purely liaison aspects of the operation are emphasized and greater reliance is placed on the technical and substantive advisers for necessary informal discussions of tactics and substance with other delegations. From his contacts the liaison officer will be in a position to know when and where these are needed.

This trend reflects an accommodation to realities which recognizes the somewhat different liaison requirements as between the political and the technical fields. However, the distinction is not infallible as a standard working rule because of the tendency for the technical to become political.

Some General Observations

The central objective of the liaison work is to exchange views and to obtain information. It is not the indiscriminate corraling of votes. Varying degrees of emphasis are called for in the presentation of the views and attitudes of the United States, depending on the importance of the subject. The "crisis psychology" previously mentioned must be guarded against to avoid dissipating goodwill on matters of relative unimportance. Good judgment in determining the matters that must receive special attention is indispensable. Although such decisions are not his alone to make, the area adviser has a special responsibility in carrying them out.

The responsibility for negotiating the United States position, in public debate and in high-level private discussions, is that of the delegation spokesman. He is, of course, assisted in various ways in these negotiations by the advisers, including the area officers. The latter frequently can give timely assistance by shaping up and clarifying the issues, by anticipating difficulties, and by broadening the area of agreement through their corridor discussions and informal contacts with other delegations.

The area adviser must operate as a member of the delegation. This means that he should not consider himself as a representative on the delegation of the bureau in the Depart-

ment to which he is attached. He may, for example, disagree with decisions reached to meet a new development and feel strongly that it is not a wise decision as seen from the point of view of relations with the countries of his geographic area. He is given an opportunity to present his views to the delegation and, if necessary, through the delegation to the Department. He should not, however, attempt to challenge and open for reconsideration in the delegation a decision previously reached within the Department after the views of his bureau have been taken into account. This rule, of course, applies to all advisers.

Experience has brought out clearly the need for extensive and early briefing of prospective area advisers. It has been suggested, though up to now it has not been found feasible, that they be brought into the work of preparing for a General Assembly session as soon as that work begins. Officers who are familiar with the substance do the best work of liaison. For example, the United Nations advisers in the geographic bureaus in the Department who follow United Nations problems on a day to day basis do extremely well as area advisers at the General Assembly.

An alternative to the suggestion just mentioned would be to have continuity in personnel of the area adviser group, that is, that the same officers attend General Assembly sessions from year to year. Although some continuity is highly desirable there should be room for progressive turnover so as to give other officers an opportunity to acquire experience in United Nations diplomacy. In practice this flexibility, in which continuity and rotation are combined, has prevailed.

Participation in a session of the General Assembly is a most grueling experience. There are, of course, no set hours of work. The day usually begins at eight-thirty or nine o'clock in the morning with a meeting of a delegation working group or of the delegation itself, and often it does not end until late in the evening or the small hours of the next morning. Since it is not good policy, and in fact is very poor policy, to contact other delegations during committee discussions, the liaison officer does his best work early in the morning, during the noon interval, or in the evening after adjournment. He should also follow the course of debate, to be aware of views expressed publicly by delegates in his area. He must keep the spokesman for the delegation and advisers assigned to the subject informed of developments. He must, finally, record his findings and his interpretations for the delegation as a whole and for delegation reports to the Department.

Although the experience is a hectic and usually exhausting one, it has its rewards. It telescopes into a period of two or three months diplomatic experience on an extremely wide front that might in the normal course of things take a much longer period to acquire. For example, the presence of numerous national figures and influential personalities at an Assembly session from the countries of his area gives the liaison officer a unique opportunity to cultivate friendly relations of value not only to the purposes of his assignment but in future work in the Department or the field. The nature of his work, which calls for frank and confidential exchange of views and for the establishment of a relationship of mutual trust with members of other delegations, operates as an important factor in bringing about this result.

The liaison adviser also has special opportunities to meet representatives of countries from other areas than his own.

(Continued on page 64)

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UNITED NATIONS (from page 62)

In their views and attitudes he often finds "the other side of the coin" of problems that affect his area. These views and attitudes frequently differ from those of his delegation and from those of delegations from his area. He finds himself deeply involved in the effort to find a common meeting ground for varying national, bilateral, regional and world interests.

The voice of advocacy are constant, repetitious, and insistent; they speak in different tongues. But above "the sounding brass or tinkling cymbal" of discordance and tension, one can hear the steady beat of the motif of stubborn faith in the Charter vision of a better world.

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REPORT FROM THE CHAIRMAN OF THE EDITORIAL BOARD OF THE JOURNAL, REPORTS OF THE CHAIRMEN OF THE ASSOCIATION COMMITTEES, AND THE REPORT OF THE SECRETARY-TREASURER

(The reports listed above were presented at the annual meeting of the American Foreign Service Association on September 21, 1953.)

ANNUAL REPORT OF THE FOREIGN SERVICE JOURNAL EDITORIAL BOARD

The fiscal year of July, 1952, through June, 1953 was a year of change for the JOURNAL and the JOURNAL'S Editorial Board. Of the persons listed on the masthead in July '52 only five were still active in June '53. John K. Emmerson and John Devine resigned from the Board upon their departure to the field. New Board members elected during the fiscal year were Charles F. Knox, Jr., Edmund Gullion, and Richard A. Poole. Remaining on the Board were Avery Peterson, Chairman, Ray L. Thurston, Louis J. Halle, Jr., and J. Graham Parsons. As the fiscal year ended, Messrs. Peterson and Parsons submitted their resignations on account of assignments to posts abroad, and Mr. Thurston was elected to succeed Mr. Peterson as Chairman.

On the staff side of the JOURNAL, Mrs. Lee Clarke was engaged as editorial assistant. The resignation of Mrs. Joan David, managing editor, was accepted by the Board and Mrs. Lois Perry Jones became managing editor on October 1. Miss Sue Elbacher resigned as circulation manager and was replaced by Edwin C. Rendall. George Butler continued as Business Manager throughout the year.

The excess of revenue over expenses for 1952-'53 was \$5,835.78, an increase of nearly \$4,000 over the 1951-'52 profit. Revenue from subscriptions and sales increased \$2,543.97 to \$14,186.01; advertising revenue was up \$4,894.13 to \$38,014.74. Expenses rose by \$5,543.23 to \$46,364.97. Circulation figures during the later part of the year showed a slight increase over the first six months; however, the circulation during the first part of the year was down 258 from the 4072 figure for January 1-June 30, 1952.

Within the editorial office of the JOURNAL, the major emphasis was placed upon setting up, and carrying out, a production schedule which would insure a publication date of the first of the month. This effort has been successful.

As for the work of the Editorial Board itself: Board members have given generously of their time and effort by reading articles submitted for publication, writing editorials, and attending the fortnightly luncheon meetings.

At the luncheon meetings editorial ideas are discussed and selected, and the contents of an editorial sketched for the drafting member. Advice from other members of the Association upon an editorial problem is sought upon occasion. Editorial drafts are reviewed and frequently altered by Board members. Some of the problems treated on the JOURNAL editorial pages included information policy problems and the problems of duplication of effort in the field; retirement, recruitment, sea-air travel, selection out, and the case of John Carter Vincent.

During the current fiscal year the Editorial Board, in customary close consultation with the Board of Directors, will continue its efforts to make the JOURNAL a vital part of the Association's efforts to foster *esprit de corps* in the Foreign Service and to stimulate improvements in the Service. Animated by a deep sense of professional responsibility, the JOURNAL will do its best to protract in a forthright and accurate manner the aspirations, problems and opinions of the members of the Foreign Service of the United States.

RAY L. THURSTON, Chairman

REPORT OF THE COMMITTEE ON EDUCATION TO THE AMERICAN FOREIGN SERVICE ASSOCIATION

Thirty-eight applications for scholarships for the 1953-1954 academic year were received and considered by the committee and, excluding the Oliver Bishop Harriman Awards, ten scholarships for a total amount of \$5,150.00 were granted. A list of the successful candidates as published in the FOREIGN SERVICE JOURNAL for August 1953 follows: Charles B. Hosmer and American Foreign Service Association Scholarship—William E. Beauchamp—\$550.00 and William E. Beitz—\$550.00 and Walter Alan Ray—\$550.00; Foreign Service Journal Scholarship—Miss Judith Grum-

mon—\$550.00; William Benton Scholarship—Miss Virgilia N. Dabell—\$500.00 and Mulford Jay Colebrook—\$500.00; Wilbur-Franck Scholarship—Miss Lucy M. Cohen—\$500.00 and Forrest S. Crawford—\$500.00; Robert Woods Bliss Scholarship—Miss Jimee Sue Seate—\$500.00 and Nicholas B. Millet—\$500.00; Oliver Bishop Harriman Foreign Service Scholarship—Miss Mary Catharine Randolph and Julian H. Clark—one half of trust income for each.

Provision has been made by an anonymous donor for a new scholarship for next year to be called the Overseas Service Scholarship. The committee was also gratified to acknowledge the receipt of a significant cash contribution made for the second time by Mr. J. Alan Maphis for the Charles B. Hosmer and American Foreign Service Association Scholarship. One other cash contribution was received during the year.

Your Committee noted a large increase this year over previous years in the number of applications for scholarship and found there were more qualified and deserving applicants than there were scholarships. The number of applications received in recent years are as follows:

Academic Year	No. of Applications
1949-50	28
1950-51	27
1951-52	26
1952-53	18
1953-54	38

The Committee recommends that an appeal be directed to individuals presently or formerly associated with the Department of State who might be interested in creating new scholarships for the children of members of the Foreign Service.

The Committee on Education met four times from December, 1952 to June, 1953. Present members for 1952-1953 are Mrs. Charles Burrows, Mr. Henry Day, Mrs. Arthur Emmons, Mrs. Randolph Kidder and Mrs. Gerald Warner (Secretary). Mr. A. G. Ronhove resigned from the Committee when his son applied for a scholarship. The work of the Committee was ably assisted by Mrs. Barbara Chalmers, Permanent Secretary.

JOHN B. OCHELTREE, Chairman

ANNUAL REPORT ENTERTAINMENT COMMITTEE

Activities:

For the purposes of this report, the following activities comprised the official entertainment for the Foreign Service Association during the past year:

September 18, 1952—Luncheon, National Press Club.
October 9, 1952—"Autumn Party," Association Clubhouse, Mr. Hervé J. L'Heureux, guest of honor.
November 13, 1952—Luncheon, National Press Club.
December 19, 1952—"Christmas Party," Association Clubhouse.
January 7, 1953—Luncheon, National Press Club, The Honorable Dean Acheson, guest of honor.
February 19, 1953—Luncheon, The Willard Hotel, The Honorable John Foster Dulles, guest of honor.
March 20, 1953—Cocktail Party, Association Clubhouse.
April 23, 1953—Luncheon, National Press Club.
May 27, 1953—Luncheon, National Press Club, The Honorable Walter Bedell Smith, guest of honor.
June 19, 1953—Cocktail Party, Association Clubhouse.
July 11, 1953—Foreign Service Picnic, Residence of Mr. and Mrs. Richard Boyce.

At the three luncheons which featured Guests of Honor, the attendance averaged 275 members. Other luncheons averaged between 150 to 175 in attendance. Cocktail parties at the Clubhouse averaged 150, including wives. The luncheons and cocktail parties were non-profit and self-supporting.

Observations:

Assuming it is the Association's goal to attract as many of its members as possible to its social functions, it is this Committee's suggestion that arrangements be made for a "Guest of Honor" or some prominent individual to speak for approximately fifteen minutes at each of the luncheons during the coming year. The choice of speakers need not be confined to Association members but might also include prominent persons in public life.

The cocktail parties at the Clubhouse have proven a very popular medium of bringing together not only members of the Association but also their wives and husbands. It is proposed that during the coming year the social activities of the Association be accelerated by interspersing such parties at appropriate times throughout the year in addition to regular monthly luncheons. Since such functions are self-supporting and no attendance guarantee is necessary such can be arranged with a minimum of preparation.

The Committee wishes to express its appreciation for the close cooperation, assistance and interest which it has received from the Board of Directors, the House Committee, and, in particular, the Executive Secretary of the Association, Mrs. Chalmers, and her staff. Their many contributions to the success of the Committee's undertakings are greatly appreciated.

ROLIE H. WHITE, JR., Chairman

ANNUAL REPORT OF THE FOREIGN SERVICE HOUSE COMMITTEE

The Committee Members appointed for the Association Year 1952-1953 were: Horace H. Smith (Chairman), Paul Paddock, Mrs. Katherine Bracken, Sylvain Loupe, Frank Walters, Rogers Horgan, William Cobb, Mrs. Isabel de Herwig and Richard F. Boyce.

During the latter half of the year, transfers successively depleted the Committee and interrupted its work (especially due to the loss of the Chairman from Washington).

On November 12, 1952, the Committee recommended and the Executive Committee approved a change in policy with respect to the evening operations of the Club Rooms. Instead of utilizing the services of members of the Association to keep the rooms open, a paid employee, Charles H. Ford, was hired to keep the rooms open and to provide service to members. An anonymous donor provided his salary (\$20 per week) through December 31, 1952.

On December 5, 1952, the Executive Committee established a House Fund to defray Ford's salary and other operating expenses, allocating \$100 per month thereto, with the understanding that receipts from the rental of liquor lockers, charges for the use of the rooms for parties, etc., would offset a portion of this cost. A summary of Receipts and Expenditures for the Club for Fiscal Year 1953 follows:

(Continued on page 66)

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COMMITTEE REPORTS (from page 64)

	Receipts	Expenditures
Liquor Locker \$ 95.00 (rentals)	\$145.00 (capital outlay)	
Use of rooms for parties \$150.00		
Salary, C. H. Ford \$ 12.00	\$525.00	
Miscellaneous \$257.00	\$ 99.94	
Totals \$257.00	\$769.94	
Net Cost to Association:		
	\$512.94	
	(of which \$441.76 is net outlay since Jan. 1, 1953)	

Under the Chairmanship of Mr. Smith, several proposals for the greater use of the Club Rooms were brought to an advanced stage of planning, but for number of reasons could not be actually carried out. It is suggested to the successor House Committee of 1953-1954, and to the Executive Committee, that this matter again receive the urgent attention of the Committee, especially if the continued employment of a man on a regular weekly salary is to be justified.

ROGERS B. HORGAN, Chairman

SUMMARY OF ANNUAL REPORT OF PERSONAL PURCHASES COMMITTEE

The Board of Directors of the Association, having been asked by the Acting Chief of the Division of Foreign Service Personnel whether the Association would be interested in assuming responsibility for services of the type performed by its Commissary and Welfare Unit, which was being abolished July 1, 1953, established on June 3, 1953, a Personal Purchases Committee for the purpose of working out plans whereby minimum services connected with personal purchases might continue to be made available to Foreign Service personnel.

The principal decisions made by the Committee and approved by the Board were as follows:

(1) The Association's By-laws prohibited revival of the "over-the-counter" sales of luggage and other merchandise previously performed by the Welfare Unit but discontinued last winter.

(2) The central file of catalogs of the various manufacturers and suppliers would be maintained in an office in the Walker-Johnson Building for the convenience of all United States Government employees assigned overseas, and a duplicate set would be established at the Foreign Service Club. Since the Association could not use the pouch for distributing catalogs, the Committee requested the manufacturers and suppliers to send their catalogs direct to the Foreign Service posts.

(3) Requests from Association members abroad for information on sources of supply not available at the post would be answered.

(4) Automobile orders from Foreign Service and other Government employees assigned to diplomatic and consular posts overseas would be processed to certify to the manufacturers the purchasers' eligibility for the confidential "diplomatic" prices. A member of the Committee visited the export representatives of the principal manufacturers in order to ensure continuation of these preferential arrangements and to simplify processing procedures.

(5) To enable Government employees assigned overseas who are ineligible for membership in the Association to benefit from the personal purchases services and to contribute to the costs involved, the Foreign Service Discount Club was established under the auspices of the Association on July 1, 1953. Annual dues were set at \$10.00, and include a six-month subscription to the FOREIGN SERVICE JOURNAL.

Letters to principal officers and to administrative officers and the first three issues of a "Notice" series on the new arrangements have been despatched to all posts.

Since August 1, 1953, Mr. George Edwin Brown, Jr., employed as Administrative Assistant to the Board, has devoted most of his time to supervision and administration of personal purchases activities. It is anticipated that continued parttime employment of a receptionist-clerk should enable the Committee's work to be kept on a current basis.

H. FRANCIS CUNNINGHAM, JR., Chairman

REPORT OF COMMITTEE ON RETIRED FOREIGN SERVICE PERSONNEL

Appointments of members of the Committee were completed at the meeting of the Association's Board of Directors held on July 1, 1953. Harry A. McBride, George G. Fuller and I are the members.

The Committee held its first meeting on July 8th. A report on this meeting is published in the July 1953 *Dacor Bulletin*. Due to Mr. McBride's absence from Washington during the summer, the next meeting will be held when he returns in September or early October.

It was decided at the first meeting that the Committee should serve as a liaison group that would try to facilitate a combined effort by the Department of State, the Association and DACOR in matters relating to retired Foreign Service Personnel: FSS personnel as well as retired diplomatic and consular officers.

Two specific subjects will receive the Committee's attention in the immediate future. The first is annuities of retired personnel. An effort will be made to keep informed of developments and to assist in bringing about improvements that would have the approval and support of the Department, the Association and DACOR.

The second principal activity will be to help find employment, full or part time, for retired foreign service personnel who need it in order to supplement their retired pay. A start has been made in the assembling of necessary background information, but there has not yet been time for any concrete accomplishment.

As the Committee is able to move forward with its plans, results of interest will be reported in the FOREIGN SERVICE JOURNAL and the *Dacor Bulletin*.

GEORGE H. BUTLER, Acting Chairman

SUMMARY OF THE REPORT OF THE COMMITTEE ON THE REVOLVING FUND

In 1940 the Executive Committee of the American Foreign Service Association made available to Mr. Howard Fyfe, U. S. Despatch Agent at New York, the sum of \$1,000 to be used as a revolving fund to defray expenses incurred by Mr. Fyfe in shipping personal effects of Foreign Service personnel. The fund was increased in 1942 and 1943 by \$1500, making a total revolving fund of \$2500.

The Association was advised in May 1950 that Mr. Fyfe had been required personally to pay certain bank charges and operating costs in connection with the Revolving Fund activities and that he had been unable to collect approximately \$1,000 owed by Foreign Service personnel. This was discussed at the General Meeting of May 26, 1950, but as the

required quorum for approval of disbursement of Association funds was not present, it was decided that a referendum should be held. Active members assigned to the Department were consulted concerning the proposal that Mr. Fyfe be authorized to charge these expenses to the \$2500 on deposit and that a new fund be created in order to relieve Mr. Fyfe of any personal liability in connection with these services. These proposals were approved and Mr. Fyfe charged the \$2500 fund in the amount of \$924.94, leaving a balance of \$1575.06 still on deposit.

The Board of Directors set up the Committee on the Revolving Fund to study the various problems involved. This Committee, under the Chairmanship of Gerald Drew submitted its final report to the Board of Directors on March 17, 1953. Immediate steps were taken to carry out the proposals outlined therein. An announcement of the new procedures for payment of charges on personal shipments handled by the United States Despatch Agents was sent to the field by airgram, as well as by notices in the May issue of the Foreign Service News Letter and the June issue of the FOREIGN SERVICE JOURNAL.

A new account was opened at the National City Bank of New York, on July 1, 1953, under the name of the American Foreign Service Association Revolving Fund, with Mr. Fyfe as disbursing officer. The Association's funds in the amount of \$1575.06 were transferred to the new bank account to be used for the purpose of charging off uncollectable debts of Foreign Service personnel as approved by the May 1950 General Meeting.

ANNUAL REPORT OF THE COMMITTEE ON WELFARE

The prime objective of the Welfare Committee as heretofore has been to arrange for visits to members of the Foreign Service hospitalized at the Naval Medical Center in nearby Bethesda, Maryland. Such visits are made on a weekly basis, if possible, either by members of the committee or by Foreign Service personnel assigned to the Department. As in previous years, it proves more difficult to recruit persons to make the visits during the summer months due to widespread absence on leave. A special effort is made to see that each patient confined to the hospital during the Christmas season receives a visit.

The members of the committee under my chairmanship during the past year have been Miss Barbara A. Mella and Messra. Dwight Dickinson, Adolf B. Horn, Jr., and Robert C. Strong. Our special thanks go to Miss Mella, who before her assignment to the field, combined her official duties as nurse with the Health Program, with committee activity. Messrs. Dickinson and Horn, serving a second term on the Committee, also have earned my deep appreciation for their willingness to visit the hospital when arrangements made previously with other persons have had to be cancelled at the last moment.

While the many services and attentions received by Foreign Service patients at the Naval Medical Center tend to minimize demands upon the Committee, we have on several occasions been able during the past year to supply reading and study matter of special interest, and to tend to personal matters for them both within and without the Department.

DAVID THOMASSON, Chairman

FINANCIAL STATUS OF AMERICAN FOREIGN SERVICE ASSOCIATION

As of June 30, 1953

The auditor's report for the year ending June 30, 1953 reveals a satisfactory financial situation. Receipts for the past fiscal year exceeded those for 1952 by some \$12,000. This favorable result is attributable to the increase in annual dues as well as to a considerable rise in JOURNAL advertising income. On the other hand, expenditures rose during the same period by over \$8,000 due to larger normal operating expenses, salaries, and printing costs. The excess of revenues over expenditures for the year ending June 30, 1953 was \$5,779.61. The net worth of the Association at the close of the year stood at \$74,592.

The Board realize that a business recession, however slight, might be reflected in reduced revenues from JOURNAL advertising and that the Association receipts may be adversely affected by the current reduction in force and the policy of dropping members who are delinquent in the payment of their dues. The Board also recognizes that any further increase in normal operating expenses and the added cost of efforts to be of greater service to the Association members e.g. the taking over of the personal purchases function of the F.P. welfare unit, may reduce considerably the current year's excess in revenues over expenditures.

Having in mind the factors mentioned above, the Board places great emphasis on the need for expanding Association membership, on the necessity for keeping well within the conservative budget estimates for the current year and on effecting prompt retrenchment in case of necessity.

The Association has continued to follow a conservative investment policy. Excess funds were and will continue to be transferred to savings and loan accounts which presently pay 3 1/2 per cent interest and are protected by federal deposit insurance.

FREDERICK JANDREY, Secretary and Treasurer

IN MEMORIAM

LYONS. Mrs. Blanche B. Lyons died after prolonged ill health on July 7, 1953, a few days after resigning from the Foreign Service.

THOMPSON. Mrs. Patricia Thompson, wife of Paul D. Thompson, who retired as Vice Consul at Tijuana, Mexico, July 1st, died at Plymouth, England, September 19, 1953, during a visit of Mr. and Mrs. Thompson to England.

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INFORMATION ACTIVITIES (from page 31)

On the other hand, whoever they may be, they will be obliged to recognize, when they check in with the government, independent agency or not, that their free-wheeling days are over. Their job will then be to channel their energies into activities which support our foreign policy, not on the basis of a bright idea that only needs to be sold to the boss, but as determined by the President and the Department of State. If they cannot curb their enthusiasm for projects which in the opinion of their superiors do not contribute to those objectives, it will be better to recruit information specialists who are a little less dynamic and a little more cognizant of their subordinate role in the total process—a point of view that is drilled into the FSO whether he aspires to the lofty eminence of a Chief of Mission or only to becoming principal officer of a small, out of the way Consulate.

A word should also be said about the evaluation of the public affairs program. If there is anything about which there is general agreement, it is that the information program should be purposeful. It should achieve certain results, and these results should be obviously associated with the objects of foreign policy. This trend has become particularly marked as claims on the budget have grown and as expressions of opposition to American policy abroad have not diminished commensurately with what Congress feels is reasonable to expect in view of expenditures. So, increasingly, emphasis has been directed to evidence of effectiveness, or broadly, evaluation. All agreement, however, ends with this statement of the problem. What constitutes evidence of effectiveness, how the information program should be evaluated, and by whom—these are fighting words.

There are several reasons why Foreign Service personnel should be particularly interested in evaluation of the public affairs program. In the first place, there are still those among them who doubt its efficacy; in the second, it is an activity which for the greater part must be done in the field and is therefore a joint interest; in the third, there are many useful by-products which evaluation activities provide the mission reporting officer. We may, therefore, briefly sketch what may be of general interest in evaluation: its objectives, techniques and problems. In the first place, what is ideally required is knowledge specifying the effect of every propaganda activity. For a variety of reasons—some theoretical, such as the difficulty of separating out the effect of a piece of propaganda from the thousand and one other things which influence behavior—others practical, such as the impossibility of doing interviews behind the Iron Curtain—the practical IIA evaluator must be satisfied with something much less: an indication of the numbers and kinds of people who are exposed to a communication, or of their reaction to the communication. Such information can be obtained either by piecemeal reports, usually impressionistic, by Foreign Service personnel, returning travelers, etc., or from surveys, based where possible on interviews with representative samples of the groups whom the information program seeks to influence. Such surveys, which are possible in any country in which interviewers (usually native) are permitted to operate and for which there exists enough reliable statistical data to permit the construction of a reliable sample, can be done by the Department's evaluation or public affairs personnel on contract by one of the organizations specializing in such research or by social scientists from universities. Sometimes, where it is not possible to obtain a thoroughly

representative sample or to interview on the spot, devices can be developed which permit useful approximations to survey conditions. This was the case, for instance, of a recent series of intensive interviews done for IBS/E by International Public Opinion Research, Inc., of fugitives from behind the Iron Curtain. These interviews covered the entire range of the respondents' communication media habits in the countries of their origin.

From such studies, one can obtain, where it is possible to project the finding on the basis of a reliable sample, accurate figures on audience size (of any communication medium) and media communication. In the event circumstances make it impossible to construct a reliable sample, it is still possible to obtain a useful collection of reactions to a communication and a great deal about what can be called the communications behavior of those for whom the interviewees are typical. Occasionally, one can even suggest answers to the big question: what is the effect of the exposure?

Such studies are valuable. Even without being able precisely to determine effect (and no commercial organization spending millions of dollars on research into its audience and its product can do better in this respect), it is only on such information, whether of the survey or the impressionistic type, that a rationally-designed information program can be based. It is therefore in the interest of a well coordinated program of diplomatic (subsuming all the non-informational diplomatic activities) and informational activities in the field, with the proper sphere of activity allotted to each, that as much data of this kind as possible be provided. Such data must be obtained in or from the field; often it will be locked up in the heads of field personnel; in all cases the data will benefit from field scrutiny and interpretation. In most instances, the Foreign Service will be called upon to facilitate the research, or to estimate the practicability and effects of proposed research projects. So the Foreign Service has a stake in its most efficient organization.

Some of the dangers inherent in the establishment of an independent propaganda agency are obvious *a priori*. Others are suggested by the record of the OWI and the experience of IIA and its predecessor organizations before it was integrated into the Department's operations as a whole. It is to be hoped that with so much previous experience on which to rely, it will not be necessary to make the same errors again. On the other hand, the information program is something about which so many people have such definite and contradictory ideas that the fact that IIA has, as the Hickenlooper Committee observes, had five reorganizations, five administrators in five years may not automatically relieve the new organization of the necessity of learning only from its own experience. The first lesson is surely that there is only one foreign policy and that policy is formulated by the President and the Secretary of State. The purpose of the Information program is to support that policy. The second lesson is that the information operation cannot succeed in such a mission unless thought and recognition be given to the information aspects of foreign policy at all levels, from top-level to operational levels. In the third place, field operations, in propaganda as in every other aspect of American governmental policy abroad, whether political, economic, military or information are properly subject to the control of the American chief of mission in each country.

Such control, however, should not extend to detailed

supervision of the techniques employed by the propagandist. When the information specialist has loyally accepted the limitations imposed by policy makers, he should be left to handle his operation in the way he considers most effective. Where operational techniques are concerned, he is the expert, and his *expertise* should be acknowledged and exploited. Thus it has merely been a usurpation for those who determine policy both in the field and at home to attempt to describe the forms and techniques by which propaganda in support of established policies is disseminated. Fourth, just as in the Department, the information representative must be an *ex officio* member of the Mission Chief's planning staff, whether such a staff exists formally or not. Fifth, the IIA field organization must not be overstaffed. We must not recreate the grotesque situation which has existed at some posts in which nearly half of the Mission staff consists of information personnel. This is bad for internal morale, since no one in the Foreign Service is prepared to concede that there is justification for an information staff nearly as large as that which answers for all the rest of the Mission's numerous activities, any one of which is as significant in promoting the national interest abroad as information policy. Moreover, the presence at a post of large numbers of information personnel make it extremely difficult to achieve that degree of unobtrusiveness which is required of a successful propaganda operation.

The Foreign Service wishes the public affairs program good luck in its newly established independent agency. It has, as a consequence of several years of close association during critical times, learned much about the importance of the information function, and come to value the special gifts of the information specialists. It hopes that the public affairs experts have acquired a similar appreciation for the complexities of diplomacy and skills of the career Foreign Service. It trusts that the close contacts and mutual respect so laboriously and at times painfully achieved will be perpetuated even under the regime of separate establishments. This should be easier now, not only because we know one another so much better, but because the guidelines for the more effective uniting of propaganda and the other instruments of influencing the policy of foreign nations have so clearly and eloquently been set down in the report of the President's Committee on Psychological Warfare, in part as follows:

"[The Psychological Strategy Board] was founded upon the misconception that 'psychological strategy' somehow exists apart from official policies and actions and can be dealt with independently by experts in this field.

"In reality, there is a 'psychological' aspect or implication to every diplomatic, economic or military policy and action. This implication should receive more careful attention, both in the planning and execution stage of policy, but not to the exclusion of other factors.

"Except for propaganda, there are no 'psychological warfare' instruments distinct from traditional instruments of policy. Every significant act of virtually every department and agency of Government has its effect, either positively or negatively, in the global struggle for freedom. The important task is to build awareness throughout the entire government of the impact of day-to-day governmental actions and to coordinate and time such actions so as to derive from them the maximum advantages."

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CAMELS AND CONSULS (from page 33)

"Where are the camels?" asked Porter.
"I refused to accept them."
"Refused to accept them! Why?"
The officer answered with feeling. "They were so wretched in appearance and so rotten with disease that it was impossible for me to believe that anyone could seriously offer them as a gift."

"I'll see for myself," said Porter. He went to the stables and found that they were "infinitely worse" than what his officer had reported.

He told Wayne that evening. "Why, they're nothing but street camels. They're the most ill-used and wretched looking beasts in the world."

Wayne too was incredulous and insisted on seeing the camels. He pointed to the first pair. "Why these two are ones I bought in Cairo and rejected because they turned out to be diseased."

Porter laughed. "They're the best looking ones of the lot."

"It couldn't be that this is a deliberate insult," said Wayne, his eyes puzzled.

They reported the whole affair to DeLeon who investigated and found that the Viceroy's intentions, honorable though they were, had been thwarted by his underlings. The Viceroy had ordered the camels purchased and gave a generous sum to his subordinates for this purpose. But the hired help passed the buck right down the line, handing a little less money to the next man each time until the final buyer had only a pittance with which to purchase the six camels.

When the Viceroy learned of this behavior by his henchmen, he punished them promptly and made amends by actually choosing six fine camels — from his private stables this time — and presenting them to Wayne.

So what at first glance appeared to be a studied insult proved to be merely a case of too many middle men, and the *Supply* finally sailed, mission accomplished.

Back in America, the camel experiment at first seemed destined for success. After the *Supply* made a second trip, about 75 camels began the survey of a wagon route from Ft. Defiance to Sacramento. But the nature of the camel, a stupid beast, and the dismay it caused by its presence among the horses and mules of a camp ultimately resulted in failure of the project.

And the gold, responsible for the initiation of the camel corps in America, was the thing responsible for ending all those grand and exciting plans. For after the gold left the ground and found its way into the hands of investors, it was converted into such things as the telegraph, the railroad, the safer ways of overcoming distance.

ADMINISTRATIVE MANAGEMENT (from page 35)

personal income tax payments. The officers who spent about 1200 man-hours on this particular subject (in addition to their regular duties) will never be known, in all probability, outside their individual offices. Yet, this one accomplishment will affect the lives of hundreds of people bringing them greater comfort in their world travels.

It is not infrequent that one hears a cynic refer to present day personnel practices as "pampering." Those of us who have been around for some time recall with crystal vividness the days when no one bothered to ask whether you would take an assignment to Paramaribo or Palermo. When the

time arrived for your transfer, you were transferred. Your personal as well as your family's health, financial condition, and — let us be honest — idiosyncrasies, were your own problems. Experience and time have proven that this type of personnel administration was not only downright extravagant, but extremely damaging to our foreign policy objectives. For example, I know of a post which had four principal officers in the course of two years before the fifth man arrived to carry out a normal tour of duty. The previous four were not accorded the considerate treatment prior to their transfer which officers receive today. If they had been, the major defects in their health, mental attitude, and suitability for such an assignment would have been detected. This would have resulted in a considerable financial saving for the Department in transfer funds and the prolongation of happier careers for each of the four malcontents. Therefore, when you are subjected to questions by the personnel officers about your next assignment, remember you are being treated as a human being and not as a cog in a bureaucratic wheel.

Professor Leonard D. White, one of America's outstanding authorities on public administration said: "As a nation we are slowly accepting the fact that the loose-jointed, easy-going, somewhat irresponsible system of administration which we carried over from our rural, agricultural background is no longer adequate for present and future needs." Fortunately, the key officers of the Department are fully conscious of this fact, and I, for one, am certain we can look forward to still greater advancements in the efficient administration of our Foreign Service.

MINUTES (from page 39)

the name of J. Alan Maphis, a contributor to the Association scholarship fund, had been misspelled in the Committee on Education report, and that the name of Richard F. Boyce, retired FSO, had been inadvertently omitted from the list of members of the Committee on Foreign Service Club. After the corrections were entered, it was moved, seconded and unanimously agreed to receive and accept the reports as set forth in the record.

The reports are made part of these minutes by attachment and were submitted by the following:

1. The Secretary-Treasurer
2. The Editorial Board of the JOURNAL
3. The Committee on Education
4. The Committee on Entertainment
5. The Committee on Foreign Service Club
6. The Committee on Personal Purchases
7. The Committee on Retired Foreign Service Personnel
8. The Committee on the Revolving Fund
9. The Committee on Welfare

Appeal Made for Increasing Membership in the Protective Association

Gerald Drew, President of the American Foreign Service Protective Association, explained the connection between the Association and Protective Association and stated that due to the reduction in force, membership in the Protective Association had also decreased. He appealed to members to stimulate interest in the group insurance plan offered by the Protective Association. He stated that this association owed its prosperity to Harry Havens who had been connected with it since its beginning and to George Butler who has been associated with the organization for over a year and a half.

Recommendation that Memorial Plaque be Moved

The Chairman submitted a recommendation by the Board of Directors that the Memorial Plaque be moved from Old State to New State. He explained that the recommendation of the 1948 General Meeting that the plaque should remain in its present position was undoubtedly based on the feeling at that time that the real home of the State Department and Foreign Service was Old State and on the hope that eventually the Department would return there. He expressed the belief that with the passage of six years since the move there is little hope of any return to Old State. Furthermore, with the passage of time, associations have grown with New State. He expressed the conviction of the Board of Directors that the plaque should be moved to New State which is the headquarters of the Foreign Service.

The Chairman stated that the Department might be willing to cover the cost of moving the plaque which is estimated at approximately \$400, but that there might be an additional cost involved as the Fine Arts Commission and the architects of the New State Building feel that the present frame is not in keeping with the decor of the new building and suggested that a bronze frame replace the white marble frame. This would cost, it is estimated, approximately \$700.

The matter was opened for discussion and Ridgway Knight suggested that an attempt be made to persuade the Fine Arts Commission and the architects to keep the plaque intact as it is at present.

The question of criteria for inscription on the plaque was raised by Outerbridge Horsey. Mr. Thompson advised that the criteria established in 1947 still applied but that no name would be included until recommendations of the Special Plaque Committee were acted on by a General Meeting. He stated that such a Committee would be convoked to look into a recent case as well as any other which may have occurred subsequent to its last meeting and that its recommendations would be submitted to the next General Meeting.

After full consideration, the motion was made, seconded and approved that the plaque be moved from Old State to New State.

Statement on the Foreign Service

Before opening discussion on a proposed statement regarding the Foreign Service, copies of which had been distributed to those in attendance, Mr. Thompson said that the Board of Directors had felt that such a statement would prove particularly useful at this time and, if approved by the meeting, would be published on the editorial page of the October issue of the JOURNAL. After considerable discussion, it was moved, seconded and agreed that the statement be accepted in principle subject to changes based on the discussion, and that it be published in the next issue of the FOREIGN SERVICE JOURNAL.

Expression of Appreciation to Board

Mr. Butler stated that as Business Manager of the JOURNAL he had attended practically every meeting of the Board of Directors this year and knew the great amount of time, thought and hard work which had been given to the Association's affairs by the President, Vice President, Board of Directors and Alternate members of the Board. Mr. Butler then moved that the meeting express its appreciation to the officers for the effective work they have done. This motion was unanimously approved.

The meeting adjourned at 6:55 p.m.



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Notwithstanding the announcement in the second paragraph of the circular of June 16, 1953, the officers of the American Foreign Service Protective Association are now pleased to say that, in view of the reduction in force now being effected by the Department of State, arrangements have been made with the insurance carriers to permit the continuance of membership in the Association and the retention of insurance under the existing plan of insurance as long as the member is employed by the Government of the United States.

Please inform the Association promptly about resignations or cancellation of insurance for any other reason.

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Calhoun, John A.	Pusan	Seoul
Cannon, Cavendish W.	Lisbon	Athens
Carr, Robert M.	Tehran	Cairo
Ciprich, Antoinette W.	Rome	Amman
Cowles, Leon L.	Madrid	Dept.
Dunn, L. Milner	Dept.	Belgrade
Emmons, Arthur B., III	Dept.	Canberra
Finger, Seymour M.	Budapest	Dept.
Franklin, Norman R.	New Appt.	Manila
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Myerson, Jacob M.	Berlin	Paris
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Olson, Clinton L.	Vienna	Martinique
Parsons, J. Graham	Dept.	Tokyo
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Riddleberger, James W.	Dept.	Belgrade
Rossow, Robert J.	Calcutta	Dept.
Selby, Richard R., Jr.	Saigon	Dept.
Singer, Richard T.	Pusan	Seoul
Snow, William P.	Oslo	Mexico
Spillane, Margaret M.	Oslo	Bonn
Stackhouse, Heywood H.	Montevideo	Medellin
Taylor, Kathleen G.	Dept.	Vienna
Tullock, Gordon C.	Pusan	Seoul
Vigil, Abraham	Buenos Aires	Cali
Williams, Harris H.	Madrid	Cork
Wilson, Mariellen L.	Hong Kong	Munich
Yost, Charles W.	Athens	Vienna

CANCELLATIONS & AMENDMENTS

Needham, Thomas Jr. Assigned to Calcutta instead of Ankara.
Phillips, Maxine Vienna cancelled, now transferred to Budapest.
Taylor, Elisabeth Mexico City cancelled, now transferred to Montevideo.

BIRTHS

CARSON. A son, Peter Jonathan, born to Mr. and Mrs. Charles C. Carson, on August 11, 1953, at Brisbane, Australia.

KILLHAM. A daughter, Amanda Lynn, born to Mr. and Mrs. Edward L. Killham, on September 25, 1953, in London. McILHENNY. A daughter, Julia Swearingen, born to Mr. and Mrs. Samuel A. McIlhenny, Jr., on September 15, 1953, in San Jose, Costa Rica.

WAGNER. A son, Mark Stokes, born to Mr. and Mrs. Joseph J. Wagner on September 16, 1953, at Nicosia, Cyprus.

MARRIAGES

MELANCON-SUSSDORFF. Miss Laura Holt Sussdorff, daughter of Mrs. Louis Sussdorff and the late Mr. Sussdorff, former career diplomat, was married on September 30, 1953 to Mr. Lloyd Cyril Melancon in New Orleans.

OFFICER RETIREMENTS AND RESIGNATIONS

AMB Bowers, Claude G.	FSSO Chau, Wing Tai—Retirement
FSO Bowman, Howard—Retirement	Hart, Walton C.
Campbell, Stuart B., Jr.	Johnson, Ellis A.—Retirement
Culbertson, Paul T.—Retirement	Morrison, John B.
Geier, Paul E.	Riordan, Robert E.
Grinnell, Robert	Senter, Thomas R.
Laukhuff, Perry	FSR Nickels, Horace J.
Smith, Ralph Stuart	Thurston, Walter—Retirement
	Silverman, Irving

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