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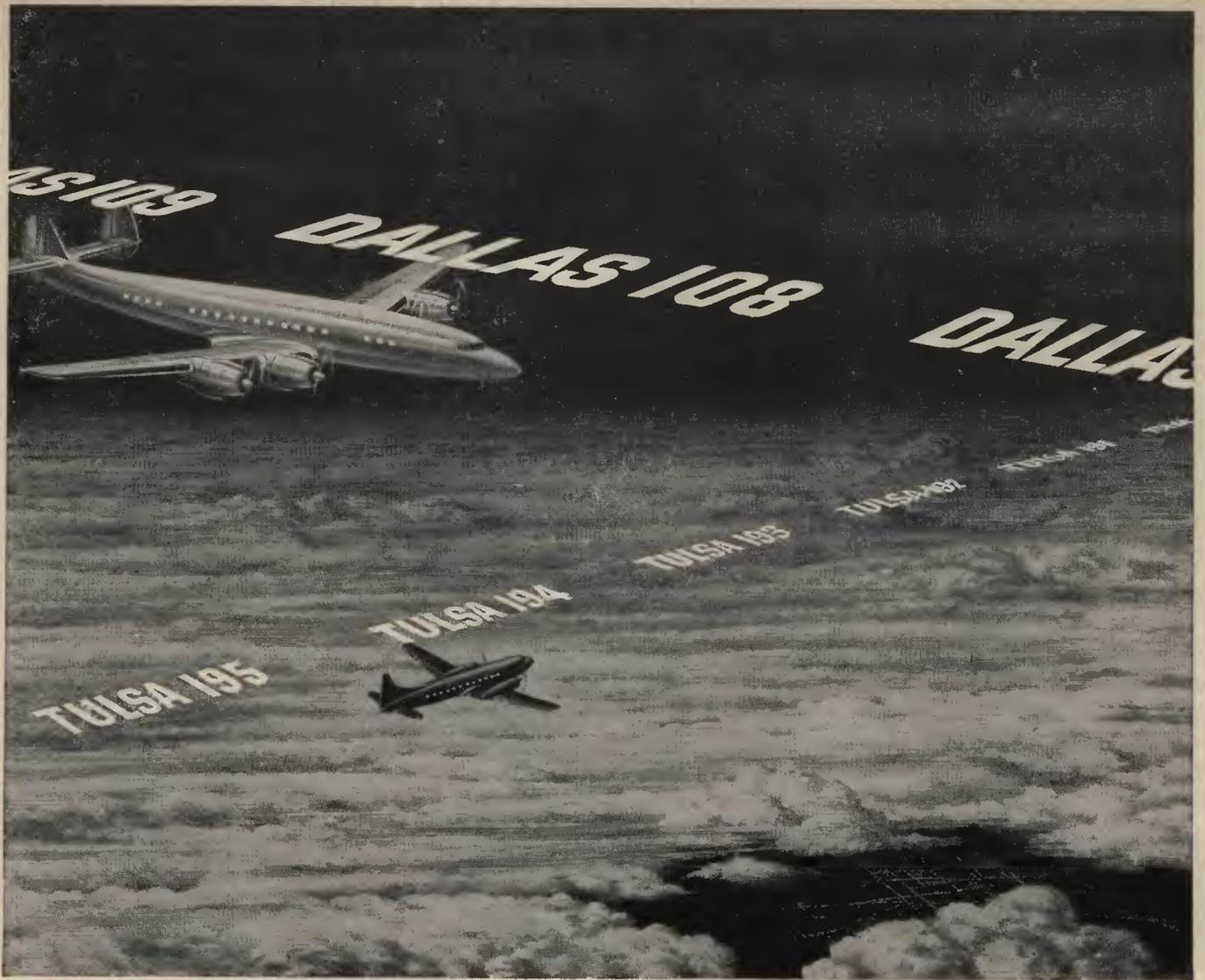
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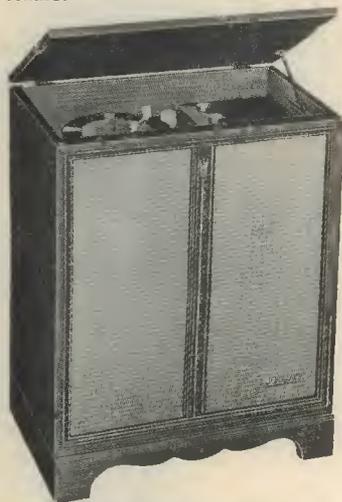
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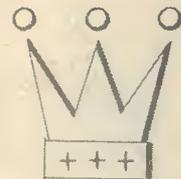
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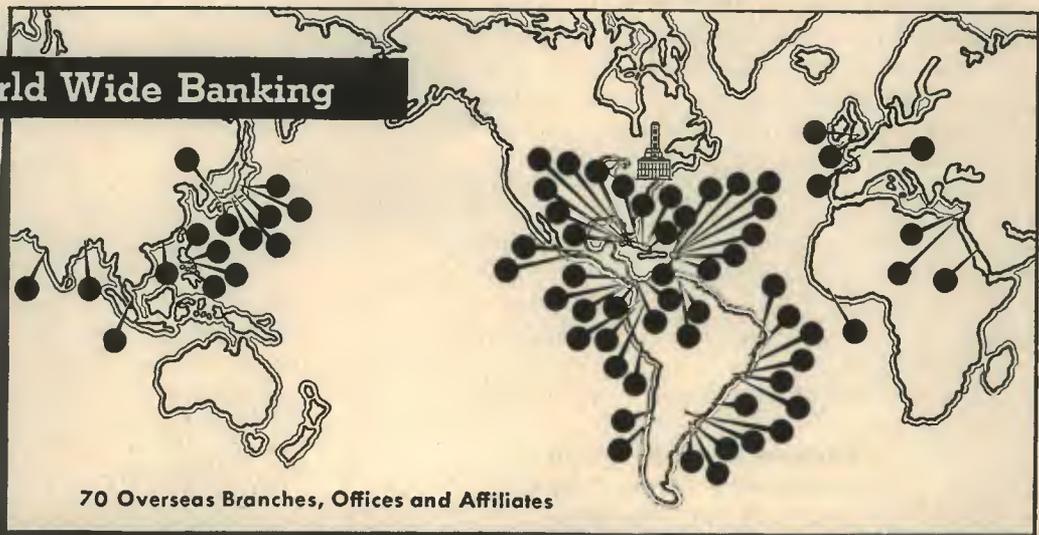
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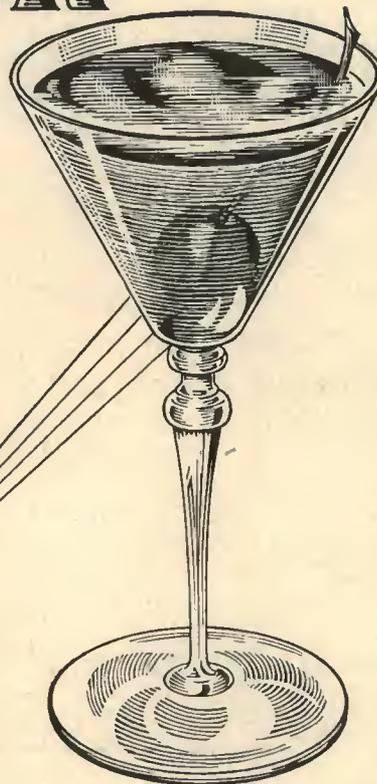
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Feldman, Donna R.
Flahavan, Elise B.
Flanagan, John C.
Ford, Donald R.
Fordham, Robert A.
Fordney, Ben F.
Friedmann, Eugene J.
Green, Henry O., Jr.
Grippa, Elvira
Grunwald, Thompson A.
Hackl, Anne
Hanson, Allen C.

Hawes, Madeline T.
Holdren, Richard C.
Holm, John H.
Jackson, Benjamin H.
Johnston, Myriam
Karppi, William J.
Kater, Jan Lea
Nibble, Stepney
Koop, J. Peter
Labrie, Lionell A.
Lahey, Charles J.
Lambrakis, George B.
Magee, Christopher
Nicholas, Harry K.
O'Malley, Kathleen
Paul, William F.
Peattie, Mark R.
Peterson, Melvin R.
Riddell, William H.
Russell, Howard H.
Shellenberger, Jack H.
Sparacio, Sammie
St. Clair, Rebecca C.
Viets, Richard N.
Villarreal, George C.

To FSS-9:

Bunn, Arthur L., Jr.
Clay, Gerald L.
Crawley, Joan P.
Goodrich, Dorothy M.
Gibson, Mary Jane
Griffith, Jacqueline W.
Harford, Carol V.
Hoftiezor, Gaylord
Howard, Alma L.

McWalters, Mary P.
Nienhauser, Shirley A.
Padian, Elizabeth C.
Pinch, Edward T.
Rengowski, Anthony N.
Robertson, Violet J.
Southworth, Phyllis J.
Spaulding, Idda P.
Taylor, Margaret V.

(Continued on page 12)

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USIA Promotions

(from page 10)

Jeffryes, Ana M.
Kelly, Anne C.
Kinneberg, Janet L.
Langevin, Henry R., Jr.
Mayland, Tana M.

Totz, Myra Lee
Ward, Phyllis A.
White, Frances Ann
Wilson, Mariellen

To FSS-10:

Adams, Barbara T.
Allen, Jacqueline
Almasy, Betty Jane
Andrew, Annette K.
Atwood, Margaret J.
Baumgartner, Shirley R.
Bidgood, Pearl W.
Boyle, Claire E.
Bride, Elizabeth A.
Brower, Helen A.
Burke, Roseanne E.
Carpenter, Phyllis
Cotter, Margaret
Cunningham, Kathleen A.
Dougherty, Eileen
Edwards, Verna L.
Fisher, Dorothy R.
Gardner, Dorothy L.
Gnagi, Laura Mae
Graf, Charlotte L.
Hanson, Helen S.

Harris, Mary M.
Hawkins, Mary L.
Hidlebaugh, Joyce
Hogan, Ruth A.
Holscher, Louise
Howay, Nancy
Ingalls, Edith M.
Kamps, Nancy
Kellis, Mary Lee
Machemehl, Ida K.
Mitchell, Jeanne P.
Nelson, Joan M.
Nicholson, Barbara E.
O'Neil, Rita K.
Ota, Masaji
Reiche, Elsa A.
Roth, Flora M.
Schmidt, Melita M.
Settnek, Dolores S.
Sparks, Melba J.
Thomas, Isabell M.
Vieira, Josephine M.

Confirmation of Temporary Rank

To FSS-1:

Linch, Samuel

To FSS-2:

Boylan, Robert J.

To FSS-4:

Bartz, Carl F.
Franklin, Robert F.
McConeghey, Harold G.

To FSS-5:

Bethel, Paul D.
Warner, William

To FSS-6:

Damon, Philip A., Jr.
Ptak, Milos O.
Rosinus, Gunther K.

To FSS-7:

Soergel, Donald E.

To FSS-8:

Findlay, Edward J.

To FSS-9:

Dillard, Clarence N., Jr.
Scanlon, John F.

Media Extension Personnel

Promotions based on recommendations of special review panels as provided for by Agency regulations.

To FSS-1:

Blackburn, Fred K.
Harmon, William R.

To FSS-3:

Alley, James E.

To FSS-4:

Erdman, Jan
Padalis, Pranas
Stolworthy, Arthur

To FSS-9:

Atlas, Ravil

Conversions

The processing of conversions is subject to agreement from employees that they wish to be converted at the grades indicated and satisfactory medical examination.

(Continued on page 14)

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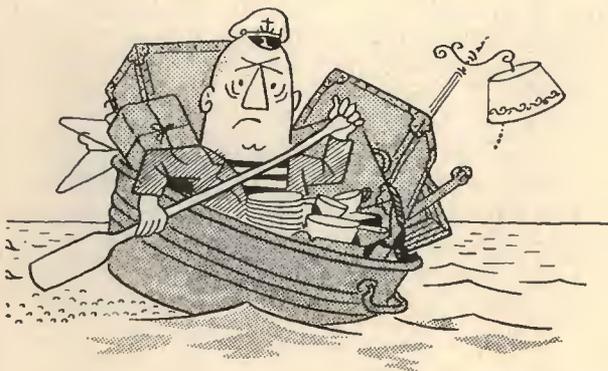
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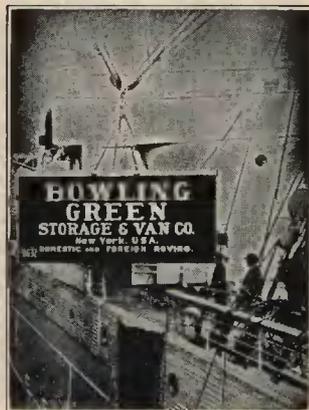


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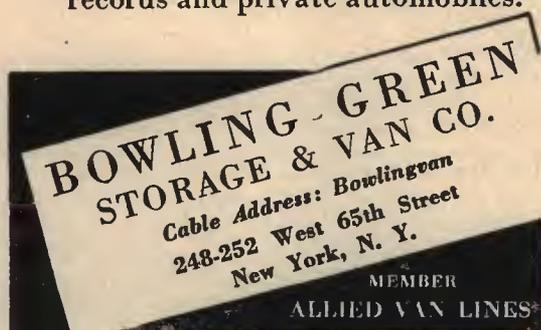
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USIA Promotions

(from page 12)

To FSS-2:

Fosberg, Morton F.
McGrail, Thomas H.
Parker, Thomas
Reynolds, Cushman
Werner, Merle M.

To FSS-3:

Fairley, Edward L.
Gosho, Henry H.
Kerwin, Robert
Moran, Leo

To FSS-4:

Gaskill, Betty M.
Nagorka, Henry

To FSS-6:

Beecham, Charles R.
Jaeckel, Theodore R.

To FSS-9:

Wallace, Kathryn

BIRTHS

COBB. A daughter, Lucy Diane, born to Mr. and Mrs. Carroll E. Cobb, November 13, 1956, in Caracas.

HENRY. A son, Michael Max, born to Mr. and Mrs. David Henry, May 18, 1956, in Berlin.

KANNENBERG. A daughter, Catherine Hope, born to Mr. and Mrs. M. Hollis Kannenberg, October 29, 1956, in Caracas.

SONNE. A son, Neil Hubert, born to Mr. and Mrs. C. Melvin Sonne, Jr., December 27, 1956, in Titusville, Pennsylvania. Mr. Sonne is currently studying at Harvard.

VAN OSS. A daughter, Helen Elise, born to Mr. and Mrs. Hendrik Van Oss, April 16, 1956, in Vienna. Mr. Van Oss is now assigned to the Department in Washington, D. C.

MARRIAGES

BYRD-HARKINS. Chloe Harkins of the American Consulate in Valletta was married to Lieutenant Conrad Byrd, USN, December 18, 1956, in Floriana, Malta.

DE VECCHI-SLOAN. Robert P. De Vecchi and Florence Lincoln Sloan were married January 5, 1957, in New York City.

MALIN-CINQUEGRANA. Marta Cinquegrana and Herbert Malin were married September 29, 1956, in Naples. Mr. Malin is now assigned to Munich.

McKILLOP-GRISWOLD. Mrs. Stratton Griswold and David H. McKillop were married November 25, 1956, in Old Lyme, Conn. Mr. McKillop has recently been assigned to Tunis as Counselor of Embassy.

MOKMA-ARTHUR. Word has been received of the forthcoming marriage of Gerald A. Mokma and Norma Arthur in Genoa.

SANCHEZ-RUSSELL. Joan W. Russell and Nestor D. Sanchez were married in November in Casablanca.

IN MEMORIAM

JESKY. Ralph J. Jesky died December 8, 1956 in Moscow.

JOHNSON. John D. Johnson, retired Foreign Service Officer, died December 7, 1956, in Jaffrey, New Hampshire.

WALKER. Joseph F. Walker, retired Foreign Service Officer, died in 1956 in Montevideo.

WHEELER. Post Wheeler, first United States career diplomat by order of President Theodore Roosevelt in 1906, died December 23, 1956, in Neptune, New Jersey. Mr. Wheeler was Minister to Albania at the time of his retirement in 1934.

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BY

JAMES B.

STEWART

Two of George Washington's Fifteen Unofficial Rules of Official Conduct: Make no show of taking great delight in your victuals; feed not with greediness; cut your bread with a knife; lean not on the table; neither find fault with what you eat.

Set not yourself at the upper end of the table; but if it be your due, or that the master of the house will have it so, contend not, lest you should trouble the company.

Norman ARMOUR in a Reminiscent Mood: "An incident that comes back to me concerns our good friend Arthur LANE whose recent death came as a great blow to all of us. It must have been some time in the early 30's that I was in Paris on leave. Arthur was then stationed as Minister at Belgrade and at the time was President of the American Foreign Service Association. His brother-in-law, Stanley HAWKS, who was then serving in the Paris Embassy, and I decided to send a message to Arthur and persuaded the then Ambassador to allow it to go in code over his name. The message was sent on a Saturday morning and read somewhat as follows: Confidential—to be decoded by the Minister personally. Proceed at once to the Foreign Office and request the provisional arrest, with a view to extradition, of Paul Roger and Charles Heidsick, wanted for the attempted murder of two Americans, Hawks and Armour. The men were last seen in the company of a widow named Cliquot. End of message. As we anticipated, it being Saturday, poor Arthur was dragged back from the golf course to decode it. I cannot recollect what his revenge was but I am sure that it must have been very effective."

Briefs: A recital under the patronage of Mrs. Herbert Hoover was given in Constitution Hall by Ignace Jan Paderewski for the benefit of the nation's unemployed. Among the many box parties were those given by Secretary and Mrs. Stimson, Mr. and Mrs. CASTLE, and Mr. and Mrs. CARR. The great pianist and former Prime Minister of Poland received a tremendous ovation.

Consul Philip ADAMS in the JOURNAL: "I know of several persons in the Service who are interested in amateur dramatics. For instance, George Gregg FULLER, now stationed at Kingston, Ontario, is a perfect 'wiz' at this fascinating hobby. Wish he could be dragged out into the limelight and made to tell about his experiences as a director of the Community Theater group of Kingston."

It Looked Like a Barber's Pole: It gets cold in Sault Ste. Marie, according to Bartley YOST in his book, "Memoirs of a Consul": "Flag raising in Canada during the cold winter months is an uncertain and difficult operation. On rainy or sleety days, the Consulate flag could not be hoisted for fear of its getting wrapped around the pole and freezing as stiff as a poker. This happened once during my first winter in the Soo. In trying to lower the frozen

25 Years Ago

flag, I broke the rope and the flag, wrapped around the pole, remained there for several months. Finally, I found a nimble Canadian lad who was able to scale the slender pole to its thirty-foot height and bring the flag down."



A son, Jay Pierrepont, Jr., was born on January 17, 1932, to Diplomatic Secretary and Mrs. Jay Pierrepont MOFFAT in New York City. Mr. Moffat is now on duty in the Department of State.

A Hammy Bedtime Story: Mrs. John D. HICKERSON, wife of our Ambassador in Helsinki, was reminiscing about the hot summers of 1930 and '31, and recalled that many families had found relief at Rehoboth Beach. "One afternoon," said Vida, "while several of us were preparing for a beach supper, Hats (Mrs. James STEWART) told us about a recipe that ruined her taste for boiled ham. It had been given to her by an old Virginia aunt. After giving lengthy instructions regarding the method of soaking and the different kinds of spices to be used, the recipe ended with, 'Boil until bedtime.' Hats said, 'I used to be simply crazy about boiled ham but now I can't even bear the sight of it. When the ham I was cooking would begin to simmer, I'd begin to simmer too. Soon I was frantic and finally became panic-stricken trying to decide whose bedtime was meant—my bedtime, my aunt's, or the ham's.'"

An Inspector Crossed the Gobi

News Item: Tokyo—UP—"Construction has begun of a railway section on the sand-tossed and desolate Gobi Desert." That recent news item reminded former Chief of Mission Charles C. EBERHARDT, one-time inspector, of the time in 1920 that he crossed the Gobi in an automobile in six days. His route was the one used for many years by the camel caravans. "We met several caravans," said Mr. Eberhardt, "carrying out skins to be traded in Peking and Tientsin for tobacco and silks. One day in a canyon-like passage where we were making five or ten miles an hour, we came upon a stalled auto with sand axle deep. It was battered and worn and the driver, an outcast, could speak but a little English. He was digging sand from in front of the car and muttering, 'Me no can do, me no can do,' when a voice from a bundled individual in the car shouted, 'What in hell are you doing here?' The man had recognized me when the cold wind blew the flap of my heavy Russian overcoat from my face. He proved to be Captain Doby, a Britisher, whom I had met seven years before in the Straits of Magellan.

"The Captain had quarreled with his driver and he would not even speak to him. The situation was grim and so I yelled, 'Damn it man, you're overloaded (he had equipment for a wireless station in Urga). Get out and help me move some of your stuff to my car.' This he did and soon both cars were underway. Shortly, when we reached a broad section of the trail, I stopped my car and said, 'Now, Captain, if you still want to have it out with your driver, here is the place.' 'Hell, no,' he replied. 'Lead on and I'll follow you to Urga.'

"Two weeks later I met Captain Doby with a group of Britishers in a Tientsin restaurant. He greeted me with open arms and introduced me as an old friend who had miraculously saved his life on the Gobi."

"REPOSING SPECIAL TRUST AND CONFIDENCE IN YOUR INTEGRITY, PRUDENCE AND ABILITY"

These words quoted in Ambassador Stanton's book conjure up a picture of the rather unique relationship which exists between a foreign service officer and his country. At least once or twice in his career he is apt to find himself in a small post embodying in his own lonely person all the majesty and power of the United States. And even in a large post he must live for the most part surrounded by things and people essentially alien to him. It is an interesting life but a hard one, a never-ending process of adjustment to new circumstances. Especially is it hell on women . . . temporary quarters . . . furniture damaged in transit . . . the wrong kind of clothes . . . no suitable school for the children. In the final analysis probably service pride and a tough sense of humor are the FSO's most valuable assets.

While the foreign service will always be a relatively rough life, it has seemed to us that many of the unnecessary rigors could be ameliorated if (a) a national organization of educators, newspapermen and businessmen friendly to the service were formed, and (b) a permanent office, independent of any official connection with the Department, were established in Washington to represent the interests of foreign service people as individuals. The military branches have their friends at court; why not the diplomatic branch? Perhaps this is already being done.

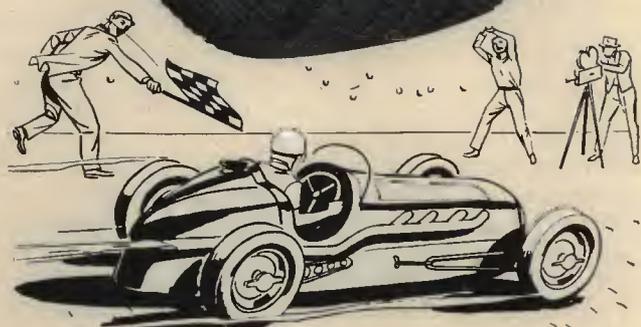
Meanwhile, there is at least a partial antidote to the stings and arrows of service fortune. We refer to that much maligned and most marvelous emollient—money. As you know, money is nothing but past labor stored up in a convenient form. Now, if your relatives stored up some of their labor and passed it on to you, that's fine. You are just the client we are looking for. If, however, your kinfolks were not that thoughtful, you must store up some of your own labor each month, then invest it so that the gold pieces and copper pennies it earns will be slaves to work for you. We are looking for you too.

In either case, if you wish to do some investing so that later on you can afford to (1) send your kids to college, (2) retire, or (3) accept an assignment in Washington, you might bear in mind that we do a general brokerage business in listed & unlisted stocks, corporate and municipal bonds, and 57 varieties of mutual funds. We also do portfolio review and, with the help of our partner who is a CPA and our tax attorney, we have some proficiency in trusts revocable, irrevocable and reversionary. We are all of 60 seconds away from Wall Street by teletype but it won't cost you any more to do business here than there. We'll be glad to supply information by return airmail and to handle orders by collect cablegram addressed to Speerco, Santa Fe.

Melvin Jaschke, who has just opened a branch for us in Abilene, Texas, sends his regards to his friends in Madras and in the Department.—JPS.

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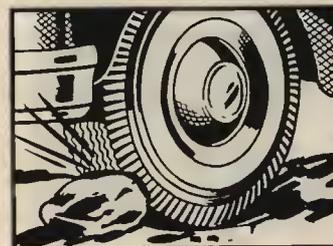


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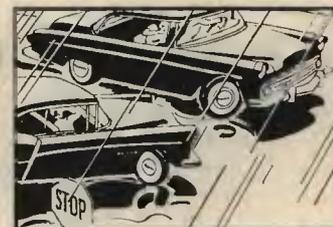
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The John Peurifoy Memorial Fellowship

by Cecil Sanford

IN THE LATE AUTUMN of 1954, a new American ambassador arrived in Bangkok. He was John Emil Peurifoy, a vigorous and able Foreign Service Officer who had already won an enduring reputation by his imaginative approach to two critical problems of American post-war diplomacy. As our ambassador to Greece from 1950 to 1952, he had used the economic arm of the Truman Doctrine to help bring that valiant country to its feet after it had suffered three years of devastating communist guerrilla war. Later, as our ambassador to Guatemala from 1953 to 1954, when the United States invoked the principle of the Monroe Doctrine, he aided the people of that democratic Central American republic in repelling the efforts of communism to capture their government.

Ambassador Peurifoy brought his exceptional qualities effectively to bear upon the task of helping Thailand prepare a sound defense for its freedoms. Travelling widely throughout the country, he was everywhere recognized and admired for his friendliness, his tact and good will, his good sense and his wisdom. At his seat in the Secretariat of the Manila Pact Council he contributed greatly to the vitality of the new treaty for the security of Southeast Asia. For over eight months he labored to define and to carry out our policies in Thailand and in the surrounding areas. He was discharging his responsibilities with great distinction when in August 1955, on a road south of Bangkok near Hua Hin, his work was ended in a tragic automobile accident.

Expressions of sympathy for Mrs. Peurifoy poured into Bangkok from all over the world. Statesmen and diplomats, colleagues and friends who had known the Ambassador and his works were shocked by their loss and by the deprivation they knew that his death brought to the Foreign Service of the United States. In Thailand there was general mourning. Men and women of every degree knew of the good he had worked to bring to their country, and they were not long in finding an expression of their appreciation. In their name the Prime Minister, Field Marshall P. Pibulsonggram, presented Mrs. Peurifoy with a check in the amount of 480,000 Baht, or just under \$24,000. This fund, he told her, was a gift from the people of Thailand, to be used for charity, or as she saw fit, in the name of the late Ambassador.

In accepting this tribute, Mrs. Peurifoy answered that she knew her husband would have wanted the fund used for the benefit of the Thai people. Ambassador Peurifoy's devotion to public service, she felt, would be fittingly symbolized and his aspirations for Thailand materially advanced if the fund were used to assist deserving Thai students to prepare them-

selves for service in their government. The fund, she suggested, could be made an endowment and the annual proceeds from it applied toward meeting the expenses of these students.

After Mrs. Peurifoy left for the United States, an informal joint Thai-American committee set about exploring the ways and means through which the fund could be used according to her desires. It was the consensus of the committee members that Mrs. Peurifoy's hopes would best be served if the fund were used to establish an annual graduate fellowship in international relations at one of the superior institutions for such studies in the United States.

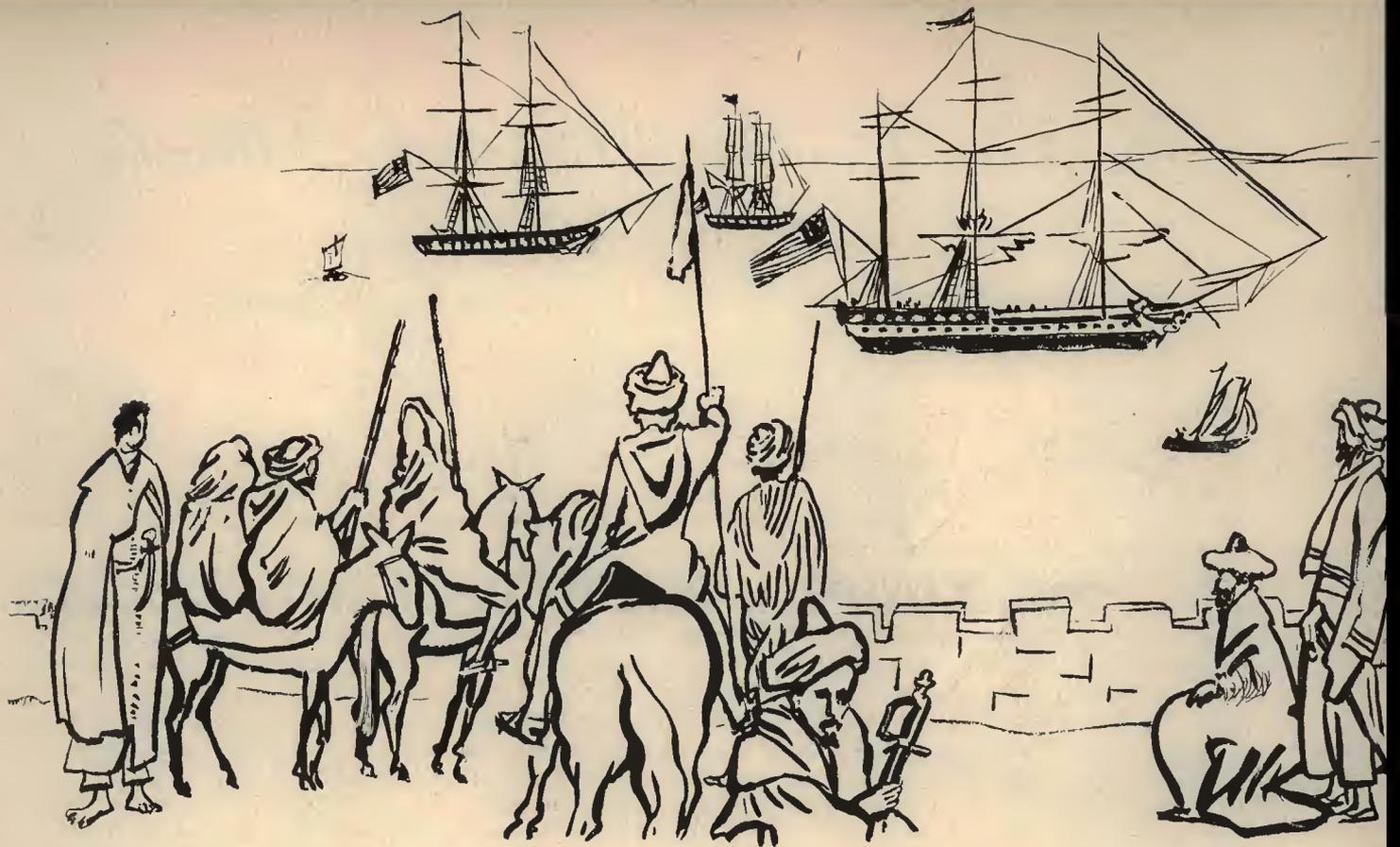
In preparation for a continuing fellowship, the committee invested the entire Memorial Fund at a substantial, tax-free rate of interest. By taking this action the committee deprived itself of working funds with which to meet the immediate expenses of a fellow for the approaching academic year of 1956-1957. The Peurifoy Fellowship found itself in the position of a ship starting out to sea with little or no fuel in its bunkers. Only the generosity of those who had cause to wish the Fellowship well enabled it to continue under way.

The most promising source of assistance at this time was a movement which had been organized by General William J. Donovan, who had been the immediate predecessor of Ambassador Peurifoy in Thailand, to raise another memorial fund in the United States.

Believing that the high standards of selection it intended to impose would produce a Fellow who should qualify for a tuition scholarship from the institution he would attend, the committee laid its proposal for a tuition scholarship before the Fletcher School of Law and Diplomacy, at Tufts University in Medford, Massachusetts. The School replied immediately. By a fortunate circumstance the Dean of the Fletcher School, Dr. Robert Burgess Stewart, and Ambassador Peurifoy had entered upon service in the State Department at very nearly the same time and they had known one another well. Dean Stewart, after consulting his board of directors, told the committee that the Fletcher School would participate in a scholarship plan for the Fellow. Before the School made a final commitment, the Asia Foundation offered to underwrite one-half of the Fellow's tuition for a period of three years. The Fletcher School agreed to furnish, on a permanent basis, the other half of his tuition.

For several years the Government of Thailand had made a practice of sending its able young men to the Fletcher School and several of them had returned to make names for

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THREE MISSIONS TO MOROCCO

CHAPTER II

CONSUL SIMPSON TRIUMPHS OVER TREACHERY AT TANGIER

By HOWARD A. WHITE

TERROR REIGNED in Morocco and there was rebellion along the western front of the United States in the year 1791.

The two situations were related in a remote way.

Although the backwoods distillers of Pennsylvania, who tarred and feathered revenue officers when they came to collect Alexander Hamilton's new excise tax, knew nothing of affairs in far-off Barbary, their revolt was due in part to the war of succession that followed the death of Sidi Muhammed who had signed a treaty of peace with the United States in 1786.

Five of that benevolent monarch's sons fought for the crimson parasol of the sultanate. In the north, El Yazid proclaimed that the principle of his government was to keep a stream of blood flowing from the palace to the city gate of Tangier so that the people would live in awe of his rule.

Although his mother was an English slave, he was a barbarous throw-back to a bloody-handed grandfather, Mulai Ismail.

El Yazid's savage black troops sacked the mellahs of the Jews. He split the skull of the Governor of Tangier with his own sword. The breasts of the Governor's wives were squeezed in presses to make them confess where they hid their jewels. The Governor's mother was suspended over a slow fire. The Pasha of Larache had his beard pulled out by the roots. Another official was flayed alive.

The principal contender against El Yazid was Mulai Soliman II who held the central region of Morocco. Like his father, he was peacefully disposed, but he was obliged to fight for his kingdom and his life.

Meanwhile, attacks by Algerian pirates disrupted American trade with Mediterranean ports. If Morocco denounced



Barclay's treaty of 1786, the result would be disastrous for our shipping. Insurance rates rose.

"The friendship of this Power (Emperor of Morocco) is important," Secretary of State Jefferson reported to Congress, "because our Atlantic as well as Mediterranean trade is open to his annoyance, and because we carry on a useful commerce with his nation."

President Washington urged that measures be taken to confirm the treaty with Morocco in a message to the Senate on February 22, 1791.

But where was the money to come from for a new mission to Morocco at a time when the country's finances were in a deplorable state?

Congress solved the problem on March 3 when it appropriated the sum of \$20,000 "to be paid out of the monies which prior to the first day of January next, shall arise from the duties imposed upon spirits distilled in the United States. . ." Thus one of the earliest uses of Hamilton's unpopular excise tax was to subsidize the Sultan of Morocco.

In Western Pennsylvania the reaction was an insurrection. Farmers converted their corn into whisky because this was the easiest form in which to transport it to the eastern market. The excise tax made their tempers as fiery as the product of their stills. Small as it was, the burden of buying presents for a far-off Emperor galled them so sorely that Washington was obliged to call out the militia to put down the Whisky Rebellion.

A part of the \$20,000 appropriated by Congress was spent for cannon, small arms and gunpowder which were shipped to Gibraltar to be delivered to the Sultan. But which brother was the true monarch? It would be a waste of money to make a gift to the wrong contender.

While waiting for the situation across the Strait to be decided one way or another, the military stores were placed

in the custody of James Simpson, a Scot who was in business as a commission merchant at Gibraltar.

Simpson proved to be an energetic and enthusiastic agent of the United States Government. When corsairs from Algiers sortied into the Atlantic in 1793, he promptly sent warning to the United States. On his own initiative he organized a patrol consisting of lateen-rigged feluccas, each commanded by an American mate. These boats cruised the Strait of Gibraltar to warn unsuspecting merchantmen of their danger. Despite Simpson's efforts, at least ten American ships were captured by Algerian pirates in a short time.

When Mulai Soliman finally gained the upper hand in Morocco, he ordered that all nations must send representatives to renew their treaties. From Gibraltar, Simpson reported this information. He also noted that two Moroccan galleys were waiting at Tangier to begin a raid. Simpson, who was acting as United States Consul, Gibraltar, now was appointed agent at Tangier and instructed to proceed to Morocco to obtain recognition of the treaty of 1786.

"It is hoped and believed," his instructions read, "that the little supply of arms and military stores will be particularly agreeable to His Imperial Majesty. Even this little present has the merit of being the result of more exertion than might be supposed, as we have too much occasion for such articles ourselves on account of war with the Natives of America."

Simpson promptly journeyed to Rabat where he found the Emperor in a bad humor. When the American agent refused to agree to pay an annual tribute, he was ordered to leave the court at once.

Fighting for time to keep negotiations open, Simpson asked for permission to return to Gibraltar from Rabat by sea, knowing that no ships were expected at the moment.

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of Treasury, Commerce, Agriculture and other agencies. Costs are important factors, but equal attention is devoted to management practices *per se* and the degrees to which agency policies conform to legislation and to the President's overall national objectives. Typical of questions asked by Budget examiners, after weeks of careful pursual of agency annual presentations, are the following:

"Under what circumstances should the United States encourage and assist another nation to expand its military program beyond that nation's capacity to support the expanded program?"

"Should U. S. economic aid be given to country 'X' which is an avowed 'neutral'?"

"Why does State need a new Bureau of African Affairs?"

"What is the official policy on the integration of State-ICA field economic staffs?"

"Should State expand the Foreign Service Institute into an academy like West Point for the training of young Foreign Service Officers?"

"What is the USIA Director's evaluation of the impact on U. S. information policy of recent developments in Eastern Europe and the Far East?"

"Which are more useful foreign policy tools—the Exchange of Persons program or USIA media such as Voice of America and motion picture activities?"

Responsibilities of the Bureau

The range of Bureau questioning (in which dollars are the levers) can be better understood when it is recognized that the budget itself actually is a comprehensive plan of action, proposed by the President for meeting our national objectives. The Bureau of the Budget, basing its authority on the Budget and Accounting Act of 1921, serves the President not only by making responsible determination of the Government's financial needs, but by exerting the authority of his office toward the achievement of first-class management and by coordinating the legislative program of the administration. Its strengths and virtues can best be realized by observing countries where no such organism exists or by the situation in America before 1921 when each department bombarded Congress with uncoordinated and often conflicting claims. State had no assurance, for example, that a dozen other agencies might not be presenting projects and bills thoroughly in conflict with its long-range objectives. Recognizing the principle of separation of powers among the three branches of our government and the relative autonomy of each Cabinet member within the executive branch, it may be noted with some interest that the Director of the Budget, acting, of course, in the name of the President, is one of the few individuals in Washington who exercises review authority and coordinating control over all departments and agencies (see chart).

The Bureau's responsibilities fall into five main categories, supervised by the Offices of Budget Review, Legislative Reference, Management and Organization, Statistical Standards, and Accounting. On the firing line of daily agency relations, the Bureau has five operating divisions. Grouped in terms of broad sectors of governmental programs and operations, these divisions cover the International, Military, Resources and Civil Works, Commerce and Finance, and Labor and Welfare fields.

Of a non-statutory nature, but of steadily increasing im-

portance, is the extensive participation or intense interest of the Bureau in a number of supra-agency bodies concerned with the country's security and foreign relations, including the National Security Council, the Operations Coordinating Board, the Council of Foreign Economic Policy, and the Defense Mobilization Board.

When a special problem, such as the reception of a large number of Hungarian refugees, is under consideration by the President, the Bureau of the Budget gets into high gear to help coordinate efficient assistance.

Organization of the Bureau

Few people realize that all proposed bills from executive agencies are coordinated and cleared on their way to the Congress and all enrolled bills are recommended for Presidential signing or veto in the Bureau's Office of Legislative Reference.

Order for our sometimes chaotic bureaucracy is the objective of the Office of Management and Organization, which helps put into effect such proposals of the Hoover Commission as have been approved by the President. Further, it constantly encourages and helps agencies adapt the new science (or art, if you wish) of "management" to their increasingly complex problems.

The Comprehensive Economic Reporting Program might be considered by some as far removed from the orbit of Bureau activities. And yet, typical of its broad interests, the Office of Statistical Standards has conducted or sponsored three studies on the subject over the past five years, primarily because the CERP involves complex questions of interagency relationships and diverse requirements of numerous departments for statistics, governmental forms, and data.

Sustained efforts to improve accounting and financial management in the Federal agencies are carried on by the Office of Accounting.

Finally, the Office of Budget Review supervises the continuing task of the various divisions in their work with agency budgets—establishing procedures, setting up review schedules, preparing the budget and related documents, drafting the President's Budget Message and maintaining contacts with the Congress.

The budget cycle itself starts in early spring when a set of assumptions concerning international and domestic problems is developed by the Director of the Bureau, after discussions with agency heads and with the final approval of the President. Resulting objectives and policies are incorporated in a "call for estimates" sent to each agency in June or July. The agencies respond almost immediately with "flash" estimates, upon which the Bureau establishes for most agencies preliminary "ceilings." Formal submissions geared to the ceiling arrive in the Bureau in late September, thereby triggering a feverish period of activity on the part of the budget examiners. The voluminous, carefully detailed documents are studied thoroughly, while informal and formal hearings are conducted to explore further the plans and objectives of each agency.

Upon completion of the hearings, the examiners prepare their recommendations which they must defend in an internal Bureau review before the Director. Out of this meeting comes a "Mark" which, after approval or modification by the President, represents the total amount of the annual budget request which the agency will ask Congress to ap-

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One of the Greatest Speeches Ever Made

BY ARTHUR A. CALWELL, M.P.

THE battle of Gettysburg, won by the Northern forces, finally decided America's future. It was there that the United States had its date with destiny and it was there, too, some months later, that President Lincoln delivered his famous speech of 161 words only, spoken in less than two minutes. His task—that of dedicating the war cemetery to the memory of all who had fallen on this last great battlefield of the Civil War—was concluded before a photographer could adjust his camera.

Only a chance happening due to an accidental occurrence gave the English-speaking world this epic oration, this noble piece of democratic idealism expressed in faultless, classical English, this masterpiece of simple diction and clear thinking.

The accidental occurrence was this. Shortly after the battle of Antietam, Maryland, on September 17 and 18, 1862, the site of the battleground was dedicated as a war cemetery, and Lincoln, seemingly, was not invited to the ceremony.

His press enemies, as numerous as they were vicious, maliciously accused him of laughing and joking and of asking Ward H. Lamon, his companion, to sing a comic song while driving past the cemetery a month later.

His feelings deeply bruised, Lincoln pondered how best to demonstrate the falsity of this vile allegation. The sought-for opportunity came when four months after the battle of Gettysburg, Pennsylvania, fought on July 1, 2, and 3, 1863, a printed invitation was sent to him and other distinguished personages by a commission charged by the governors of several states with the responsibility of arranging matters to be present at a dedication ceremony there.

Edward Everett, of Massachusetts, the finest orator of his day, had been invited to speak, and much was expected of him. Everett was indeed a distinguished American. He had been Secretary of State under President Fillmore, had served as a United States Senator, and had been president of Harvard University. He had run for the Vice Presidency as a candidate for a "splinter" party in the election that made Lincoln the nation's chief executive.

The commission felt so certain that the printed invitation would be treated as a formality that no decision was taken as to what should be done if the President signified his intention of being present. And now came the chance happening that followed the accidental occurrence. The President did accept and the commission was properly perplexed. It found a way out when it resolved that President Lincoln be asked:

"After the oration to set apart formally these grounds to their sacred use by a few appropriate remarks."

Lincoln and his entourage set out by train from Wash-

ington on the day before the dedication service. He began the preparation of his speech before leaving Washington and concluded it the following morning in Gettysburg.

The historic function began half an hour late, and after Everett's eloquent address, which took more than two hours to deliver, Lincoln moved to the front of the platform to speak his "few appropriate remarks." His few words spoken, he said to Lamon as he resumed his seat, "that speech won't scour." This metaphor from his ploughing days in Illinois meant that the line was not straight, that the speech was a failure. He added, "The people are disappointed."

Back in Washington next day, Everett wrote an encouraging letter of 56 words in two sentences, the latter of which said:

"I should be glad, if I could flatter myself, that I came as near to the central idea of the occasion in two hours, as you did in two minutes."

Lincoln replied immediately in a letter of 47 words, contained in three sentences. The innate modesty of the truly great is shown in the last sentence:

"I am pleased to know that, in your judgment, the little I did say was not entirely a failure."

The newspapers mostly relegated any reference to Lincoln's "few words" to their inner pages. No wonder Lincoln had his misgivings, despite Everett's prompt and generous tribute, as he tried to inure himself against the flood of coarse, slanderous and scurrilous abuse from many newspapers, and from Democrats and Republicans, as well as from the poisonous gossip of those who wished to drag him down.

"Ignorant Rudeness"

Looking back now, it seems incredible that the Chicago "Times" and other dailies should have used the Gettysburg occasion to pursue their vendetta against the Nation's Chief Executive. After accusing Lincoln of "ignorant rudeness" and with having "perverted history," the Chicago "Times," as quoted by Carl Sandburg, made these further observations:

"The cheek of every American must tingle with shame as he reads the silly, flat and dish-watery utterances of the man who has to be pointed out to intelligent foreigners as the President of the U.S."



The "Patriot and Union," published in Harrisburg, a few miles from Gettysburg, also quoted by Sandburg, observed:

"We pass over the silly remarks of the President; for the credit of the nation we are willing that the veil of oblivion shall be dropped over them and that they shall no more be repeated or thought of."

Even worse, if that be possible, were the efforts of two other papers, one in New York and one in Chicago, which indulged themselves thuswise:

"The President spoke yesterday at Gettysburg and, as usual, made an ass of himself."

There were more anti-Lincoln Northern newspapers like these, but what the Southern Confederate papers said made the Northern editorials sound really complimentary.

Little more was heard of the Gettysburg speech while the war lasted, and Lincoln went to his grave unaware of the undying fame that awaited his dazzling gem of oratorical brilliance once peace came to his sorely-trying nation.

Lincoln made five copies of his speech in his own handwriting and gave them to friends, including one to Everett. They are all preserved in public or private collections in the United States.

It was certainly a strange, sad story that led up to the Gettysburg speech. . . .

Abraham Lincoln was born in Kentucky in 1809. The father moved his family to Pigeon Creek, Indiana, in 1817, and there they subsisted in the direst poverty for several years. When young Abe was nine years old his mother died of "milk sick," a disease which claimed many victims among the pioneering families of the Middle West. So poor was the Lincoln family, and so miserable their condition, that Thomas Lincoln made his wife's coffin from green timber with his own hands and laid her to rest in a rough clearing in the adjacent forest without any religious ceremony.

Young Abe, and an older cousin, whittled the pegs for the coffin. As one writer commented years later "and thus was the mother of a President of the United States buried." It was hard to imagine then that the hapless, unkempt, ragged boy who, with his equally unfortunate sister, saw their mother die in such distressful circumstances, in such a wilderness, and saw her sad and lonely funeral, would one day become the 16th President of the United States.

At the time of his mother's death in 1818, the only prospect seemingly open to this boy whose name was destined, under Providence, to become one of the most famous in American history, was to be nothing more than the nomadic, illiterate son of a wandering, semi-illiterate, unstable father, earning his living wherever he could find someone to hire his labor and with little hope of any future betterment of his lot.

Events that were to plunge the United States into a dreadful civil war forty years later were already taking shape in the womb of time when Mrs. Lincoln's dreary, cheerless life ended. They were to decide the destiny of her country and determine the fate of her son. The principal events were:—

- (a) The Missouri Compromise of 1818.
- (b) The Compromise over California in 1850.
- (c) The Kansas-Nebraska Act of 1854, and
- (d) The Dred Scott judgment of the U. S. Supreme Court of 1857.

The Missouri Compromise, as it is popularly known, de-

scribes the Act of Congress of 1818 by which Missouri was admitted to the Union as a State where slavery was permitted, while Maine was admitted as a free State, and by which slavery was to be forever excluded from the territory acquired by the Louisiana purchase of 1803 north of the parallel 36 deg. 30 min.—the Mason-Dixon line. While bitterness between free-soil men and slavemen in Congress died down as a result of this historic compromise, which was the work of Henry Clay, it did not die out.

In the compromise over California in 1850 Henry Clay effected another historic compromise that again avoided armed conflict. This time the Senate, led by Clay, Douglas and Webster, agreed to the measure that admitted California as a free State and created New Mexico and Utah as territories with no definitions for or against slavery. This was to be the last great compromise before the storm broke.

The Kansas-Nebraska Act of 1854 was the work of Senator Stephen A. Douglas, of Illinois. In defiance of the Missouri Compromise the new bill gave power to the people of Kansas to decide whether or not they wished to have slavery in their territory. It thus repealed both the Missouri Compromise and the Compromise of 1850. It stirred the abolitionists throughout the nation and it brought back into public life the man who was to defeat Douglas and slavery and to save the Union which the train of events was threatening to destroy.

The Dred Scott judgment of the U. S. Supreme Court of 1857 is historic because the decision of the U. S. Supreme Court in this case revived all the old hatreds and fears and precipitated the final clash.

Dred Scott was a Negro slave from Missouri who was taken by his owner to Minnesota. He sued his owner, claiming that under the Missouri compromise he was now a free man because he was a citizen of one state and his master was the citizen of another State.

The Supreme Court handed down its judgments through Chief Justice Roger Taney, the effect of which was that under the Constitution slavery was lawful in all States and in all territories.

Dred Scott was told that he was not a citizen and was not free because the Missouri Compromise was unconstitutional. This famous judgment satisfied only the Southern diehards; it certainly angered and outraged the vast majority of the people of the Northern States and even many Southerners.

Between 1818 and 1854—between the Missouri compromise and its repeal—Abraham Lincoln had left the log cabin with its earthen floor and its beds of corn husks and leaves in Indiana and moved with his family to Illinois.

There he acquired an education under most difficult circumstances. First becoming a surveyor and then in 1837, a lawyer, he had served in the State Legislature of Illinois from 1834 to 1842, had sat in the U. S. Congress from 1847 to 1849, had served for a period as a judge and in 1854 had become a founder of the New Republican party.

In that year, to use his own words, "the repeal of the Missouri compromise aroused me again." Between 1854 and 1858 the famous series of debates between Douglas and Lincoln took place throughout Illinois. Lincoln postulated that slaveowning must not become nationwide, neither must

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Service Glimpse



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1. Beirut—During the intermission of a Gala performance of the American Ballet Theater company at the UNESCO Theater in Beirut, Ambassador Donald R. HEATH presented members of the company to President and Mrs. Chamoun. From left to right: Mrs. Heath, President Chamoun, Mrs. Chamoun, ex-Foreign Minister Salim Lahhoud, Lucia Chase, director of the company; Nora Kaye, of the ballet; and Ambassador Heath.

2. Melbourne—Marjorie Nicoll is shown here receiving her thirty-year service pin from Givon PARSONS. Miss Nicoll, a New Zealander who has served in Auckland, Perth, and Melbourne, was also awarded the Commendable Service medal.

3. Rome—Rome's orientation program, which is given about

every three months and in which every newcomer is asked to participate, includes a series of lectures by Embassy officers covering the organization and functions of the Embassy, Italian background in terms of history and culture, the current economic and political scene in Italy, and the policy and objectives of the United States in Italy. Pictured here are the speakers in the panel discussion of personal considerations, such as social usage at the post, living conditions, available administrative services, schools, and recreation. From left to right: John BACON, General Services officer; Mary Lou ATKINSON, Embassy nurse; Mrs. John B. Mayo, wife of MAAG officer; Mrs. John D. JERNEGAN, wife of Minister-Counselor; Mrs. Charles BLACKMAN, wife of deputy PAO; Mathilde Sinclair, Ambassador's office; and Arthur WATERMAN, Jr., Assistant Administrative officer.



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4. Tunis—Left to right: Walter L. CAMPBELL, attache; Philip A. MANGANO, first secretary; General Hamadi Bahri, Chief of Protocol; Ambassador G. Lewis JONES. Back row: Captain Larbi Cherif, Beylical guard escort; Richard N. VIETS, assistant attache for Public Affairs; George A. MAILLOUX Jr., assistant attache; Howard W. CALKINS, attache for Public Affairs; Clifford R. NELSON, second secretary; on the occasion of Ambassador Jones' presentation of his credentials as the first United States Ambassador to Tunis.

5. Sao Paulo—George Meany, president of AFL-CIO, and Mrs. Meany, who visited Sao Paulo in November, are shown here with Consul General Richard P. BUTRICK, O. A. Knight, president of

International Confederation of Petroleum, Chemical and Atomic Workers, and Mrs. Butrick.

6. Paris—Vice Consul and Mrs. William M. OLIVE model the *haute couture* of Volendam, the Netherlands.

7. Moscow—Constance Stuck, disbursing officer of the Embassy in Moscow, visited the States late last year as the guest of an investment firm and the New York Stock Exchange, when impersonal electronic machines picked her out as the one-millionth purchaser in the Exchange's Monthly Investment Plan inaugurated in 1955. Miss Stuck is shown here in GUM (translation: state department store), scene of her ruble spending.

EDITORIALS

ATOMIC DIPLOMACY

ON JANUARY 14, 1957, Ambassador Henry Cabot Lodge introduced into the United Nations new and far-reaching US proposals looking to the limitation and reduction of armaments and armed forces. The new propositions are the fruit of the long study directed by Governor Harold E. Stassen, the President's Special Assistant for Disarmament.

The principal provisions should intrigue the imagination: For the first time in the long effort to control armaments, it is proposed to insure that long-range missiles and space-travelling objects will be used only for peace, by subjecting test activities to international conduct and participation; under reliable international supervision, the future production of fissionable materials would be used and stockpiled exclusively for non-weapons purposes. Existing stockpiles would be gradually reduced by proportionate transfers from past production to non-weapons use under international supervision; and when fissionable materials are thus controlled, nuclear test explosions could be limited and ultimately eliminated. So-called conventional armaments of the principal military powers would be reduced by reference to the yardstick constituted by suggested ceilings of two and one-half million men for the USSR and the United States, and 750,000 for France and the United Kingdom.

The United States continues to emphasize the great importance of establishing means of inspection concurrently with the execution of such a program, and of using this inspection system to safeguard against that great surprise attack which would probably herald the beginning of a major nuclear conflict. Air inspection as suggested by President Eisenhower and inspection on the ground, along the lines suggested by Marshal Bulganin, would be employed.

The United States has once again exerted the initiative which its concern for humanity and its leadership of the free world require. This new US approach, conceived under President Eisenhower's leadership, is a notable milestone in a series which has included recently the President's "Atoms-for-Peace" proposals; his "Open Skies" plan; the call, in his correspondence with Marshal Bulganin, for a halt to the growth of nuclear weapons stockpiles; and the proposals made by Governor Stassen in London last spring for test demonstrations of methods of inspection, for joint technical studies and for levels of reduced armaments.

As in the development and negotiation of other major United States policies, the Foreign Service has its contribution to make in this new field. The Department and the Foreign Service have already participated in the extensive studies leading to and backing up the new proposals. Over a period of years, several officers have engaged in the arduous and, for a time, seemingly unproductive, international disarmament negotiations, within the framework of the United Nations. This activity may be broadened and quickened as the United States now has a new and appealing package to push.

In another sector, the development of atomic energy creates other new opportunities and challenges for diplomacy. Reporting upon, and perhaps actual work in, inter-

national bodies like the International Atomic Energy Authority, EURATOM, and other agencies will make up a part of it. The adjustment of each country to the atomic age, the changes in its economy and its security policies are new subjects for reporting and negotiation.

All too few officers in our Service have had experience of this kind. What might be called atomic diplomacy is a prime example of the new obligations for which, as the JOURNAL has pointed out, our Service must be suited.

There are few fields in which its contribution could be more important.

THE NEW BUDGET

Last month the President presented to Congress the Department's annual budget estimate for the fiscal year. The principal items and those of the most general interest to members of the Foreign Service were as follows:*

	Adjusted Appropriation 1957	Estimate 1958	Increase or Decrease 1958 on 1957
Salaries and Expenses Total.....	95.8	112.0	+ 16.2
Domestic	31.5	36.1	+ 4.6
Foreign Service	64.3	75.8	+ 11.5
Representation Allowances87	1.20	+ .33
Acquisition of Buildings Abroad.....	19.2	20.0	+ .8
State Dept. Building	44.9	7.0	- 37.9
Contribution to International Organizations	33.9	37.5	+ 3.6
International Contingencies	1.6	2.6	+ 1.0
International Educational Exchange Activities	20.	30.	+ 10.
Miscellaneous Items	11.13	17.5	+ 6.37
Totals	227.40	227.71	+ .31

*In millions of dollars

If the decrease in estimated expenditure on the new State Department building is ignored, the sum requested for fiscal 1958 represents an overall increase over fiscal 1957 appropriations of about seventeen percent. This ratio is reflected almost exactly in the principal items, Salaries and Expenses. The increase would provide for 345 new Departmental and 927 new Foreign Service positions, of which 530 would be for Americans and 397 for local employees, bringing the grand total of State positions from 13,800 to 15,072. The greatest increases in field personnel are anticipated for the Bureau of European Affairs with a total of 329 new positions, American and local, and for the Bureau

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Of course, this isn't official but . . .

NEWS to the FIELD

By GWEN BARROWS

Cornerstone Ceremonies

Last month's cornerstone-laying ceremonies are described elsewhere in this issue. And all will agree that the ceremonies were thought out in most careful detail, from the opening concert by the United States Marine Band to the closing with the playing of the National Anthem. But there was one detail which will continue to be a problem for many of us: How to refer to the new building during the next few years. The present "New State" will be but a tiny part of the huge edifice which, when finished, will occupy two square blocks and will, in fact, be the largest building in the District.

Of course, it may be referred to by some as the "new New State," as with the late-late TV shows. By others as "newest State." And some may feel it better to go back to calling it simply "State." One thing perhaps is certain—its appellation can't be fixed in advance. That big building south of the Potomac will never be called anything but "The Pentagon," regardless of the christener's wishes.

Retiring Under Secretary

Last week's Association luncheon had a record attendance of over 350 members. Retiring Under Secretary of State Herbert Hoover Jr., was present at the luncheon and paid tribute to both the Secretary of State and the Foreign Service (see page 52) and said that some may be wondering what he is going to do—"I am going to catch up on several years of lost sleep" and take a "bus man's holiday" and travel 'round the world. In introducing Mr. Hoover, C. Burge Elbrick, president of the American Foreign Service Association read a tribute to Mr. Hoover by Mr. Dulles.

"Brotherhood Week"

Later this month "Brotherhood Week," sponsored by the National Conference of Christians and Jews, will be celebrated in towns and cities throughout the United States. Started almost a quarter of century ago the NCCJ has been trying to promote a better understanding of the innate worth of the individual, regardless of his race, creed or color.

Hy Gardner pointed out in one of his excellent columns in the New York *Herald Tribune* that show people have traditionally been unimpressed by differences of race and religion and we should like to reprint from it, in the interest of Brotherhood Week, February 17-24:

"Jackie Robinson is being quoted as saying, and rightfully so, that the national pastime of baseball has done much to overcome racial prejudice. Our Southern neighbors, struggling with the problem posed by the Supreme Court decision, might ponder the experience of the most bitterly competitive and heterogeneously populated business in the world—show business. . . .

"Despite their individual temperaments, egos and types of talent, you never, but NEVER hear about showpeople acting up or playing down to a fellow performer because of race, creed or color. They eat together, play cards together, drink together and share in the others' triumphs and failures. There's even a team composed of an Arab and a

Jew, Allen and DeWood, currently climbing up the ladder of laughs. . . .

"Regardless of the denomination or color, the only mission in the lives of showpeople is to lighten the load of worries and to release, with a song or a smile, the tension under which today's world is living. It's the spirit, more alive than ever before, that Irving Berlin immortalized when he penned the lyrics to the national anthem of the profession, 'There's No Business Like Show Business.' There isn't."

From the World's Capitals

"Tell me what a man laughs at, and I will tell you what kind of a man he is." The curious thing about humor is that though it is more individual than national, yet it has definite national characteristics. On another page of this issue Daniel Schorr has given circulation to some of the stories being told in Moscow today, and we should like to publish from our readers and correspondents a series of stories being told today in all the world's capitals.

New Foreign Relations Committees

When the Senate and House met last month new members were appointed to the Foreign Relations Committees, as well as new chairmen to succeed former Senator George, who is now Ambassador to NATO, and Mr. Richards, who has just been appointed special Ambassador to the Near East. The new chairmen, Senator Green and Mr. Gordon, have both served for many years on their committees. At eighty-nine Senator Green has only recently returned from an investigatory trip to Africa and is more than casually interested in the Foreign Service. The new committees are set up as follows:

SENATE FOREIGN RELATIONS COMMITTEE

Democrats:

Green, Theodore F.	Rhode Island, Chairman
Fulbright, J. William	Arkansas
Sparkman, John J.	Alabama

(Continued on page 45)

President Eisenhower and Secretary of State John Foster Dulles shared in the laying of mortar for the cornerstone of the new State Department building. Directly behind the President is John Farr Simmons, retiring Chief of Protocol, who is being replaced by Wiley T. Buchanan.



A Public Member Looks At

Selection Board Procedures

by Marvin L. Frederick

I CONSIDER IT a great honor to be asked, as a public member of the Tenth Selection Board, to present my observations concerning the Selection Board process and its influence on the personnel structure of the Foreign Service Corps of the State Department.

One cannot be associated for thirteen weeks with a project of this scope without developing a keen interest in the Foreign Service as a whole and more particularly in the people who make it go. It is therefore with much enthusiasm that I comment on my experience.

I brought to this assignment thirty years of experience in personnel work in industry, with special emphasis on the recruitment, training, and evaluation of executive trainees. It is from that background that I write.

Since the Selection Board panels are primarily concerned with the evaluation phase of the Foreign Service personnel program, I decided to investigate the selection and training aspects of the over-all personnel operations to understand better the perspective in which the Selection Boards work.

As a veteran "ivory hunter" I can endorse the splendid planning and the aggressive activation of the search for promising young candidates for the Foreign Service Corps. The representatives who are sent to campuses from coast to coast in the autumn are men of considerable and varied service in the State Department. They are men who know how to get the story across. As the result of their efforts several thousand able young men and women become interested and sit for the written part of the Foreign Service examination. In due time the grades on these examinations become known to the employment division and arrangements are made to interview the successful candidates and administer the oral part of the examination. Vacancies at the Class 8 level permit the employment each year of only a small percentage of the large group who are successful in the examinations. Selection is therefore confined to the very best of the group, assuring an annual complement of extremely able beginners. In this way a very solid foundation is being laid for the development of future leaders.

I am not so enthusiastic about the program for bringing into the Foreign Service candidates, experienced in business or professional work, at the intermediate or higher levels. Men who can be induced to change from industry or from professional work to government work in the midst of their careers are not likely to be the "cream of the crop," but rather those who have been dissatisfied with their progress and who are available by reason of some weakness in their qualifications. Many such candidates become excellent "wheelhorses" but few of them become outstanding leaders.

Transfers to the Foreign Service from other government departments are less hazardous, especially when a candidate has served abroad. More is known about him, and he doesn't really change employers. Even so a better program in my estimation would be to step-up the selection of promising beginners and broaden the training in the early years to the end that persons with the proper qualifications are available to fill every vacancy in the higher levels of the Foreign Service by promotion from the ranks.

Careful selection is only the beginning step in an effective personnel program. The training responsibility increases in direct proportion to the ability of the trainees. The better the caliber of trainees the more important becomes the responsibility for assisting in their development and in helping them to find the opportunities to which they are entitled.

For many years special training programs have been offered to Foreign Service officers to improve their competence in needed areas. The Foreign Service Institute, the various War Colleges, and assignments to a large number of colleges and universities have all contributed to the training of men for greater usefulness in the Foreign Service. The inauguration of the Career Development Program now gives a planned coordination which takes into consideration the development needs of individual officers in relation to the requirements of the Service. The first step will be an inventory of each officer's qualifications with special reference to his strengths and weaknesses. On the basis of this information the cooperation of the placement division will be sought to work out an assignment schedule over a six-year period which will make due use of the seasoned experience of each officer but which will, at the same time, provide him with sufficiently new fields of endeavor to make him more broadly useful to the Service. Simultaneously a suggested schedule of self-help activities will be mapped out which will permit the officer to strengthen his personal qualifications for added responsibilities. A long-range program of this type requires time and patience before the rewards become apparent. These rewards will be material, however, in that:

- (1) highly trained men will be steadily available to succeed the present-day veterans of the Foreign Service;
- (2) excellent candidates will be ready for such new posts as may be created by an expansion of the Foreign Service or by changes in governments overseas;
- (3) the need for recruiting officers from outside at the intermediate or higher levels will diminish if not entirely disappear;
- (4) misfits will be identified at a fairly early stage and will be separated before the problem becomes embarrassing by reason of age or length of service.

The Career Development Program is particularly needed in these early years of the Wriston integration. Men with extensive experience in highly specialized duties are now expected to broaden out to the end that they can handle any one of a larger variety of assignments within the Foreign Service. The men behind the Career Development can be of tremendous help in working out an intelligent program for each individual who is faced with this problem. It is in this area that patience and persistence are particularly needed inasmuch as it may take as much as five years or more before the benefits of the program to the individual and to the Department begin to be realized. The Career Development Program deserves the enthusiastic endorsement and cooperation of every member of the Foreign Service.

That brings me to the evaluation phase of the personnel program which is the reason for the existence of Selection Boards. Since the 1956 Selection Board was the Tenth, the system has been in operation for ten years without any major changes. In that time it has proved its worth as an objective and impartial method of evaluating the performance of Foreign Service Officers and of scheduling promotions, to the extent that vacancies exist, on the basis of relative excellence.

This evaluation of performance is not a one-shot operation. The Selection Boards make use of data which have been collected throughout the year. There may be several ratings by supervisors, an inspector's report, and several end-user reports in each officer's performance file. There is also a description of the officer's duties and a statement by the officer of his goal and the steps he plans to follow to reach that goal. Many files contain special letters of commendation.

It is the responsibility of each panel of the Selection Board to weigh the relative value of these various documents for all officers in a given class and arrive at a decision as to which officers are most nearly ready for promotion to the next higher class and to list all officers in the order in which they should be considered for promotion. The precepts further require that, should the performance of any officer near the bottom of the list be considered marginal, he should be made the subject of a special memorandum with documentation of the reasons why he is so classified.

I was most favorably impressed, from the very beginning, with the seriousness with which the colleagues on my panel tackled the job. The four Foreign Service officers consisted of an ambassador with the rank of career minister and three FSO's-1. Three had each been in the Foreign Service over twenty years. The third had joined the Service as an FSR eight years ago and had become an FSO in 1955 under the Wriston program. The observers from the Commerce and Labor departments were men of long service as end-users. It was a great satisfaction to be associated with such competent men.

The performance file of each officer, in the class assigned to us, was reviewed carefully by each member of the panel independently. A tentative rating was given to each officer by each panel member. When all panel members had completed the review of a certain number of the same dossiers, we compared notes and gave each officer a tentative composite score which was the total of the individual scores. In cases of almost unanimous agreement the consensus score was considered semi-final; when there was a considerable disparity in the ratings the case was discussed thoroughly

and the file reviewed again before any subsequent vote was taken. Before the final vote was taken the names in the top quarter and in the bottom tenth were given an additional careful review and discussion to make sure that all undue favoritism and prejudice had been eliminated and that the result was as objective as could possibly be obtained.

I have seen nothing in business nor in industry which excels in fairness the Selection Board precepts and their activation.

The day to day work of a Selection Board Panel is quite gruelling. Pouring over file after file, day after day, is an operation quite foreign to the normal duties of the individuals doing the reviewing. It is extremely tiring and unless a person maintains a high level of physical well being he will become appalled at the size of the task. In spite of the size of the task, however, the work becomes fascinating. The start of each day's assignment is like looking forward to meeting a group of new and interesting people before the day is over.

The deep-seated interest in people on the part of every member of my panel kept the work from becoming routine and the discussions brought out a common ability to understand human nature from the behavior pattern revealed in the files.

Occasionally an item came to light which one person just had to call to the attention of the others lest they miss it. The one which gave probably the greatest amusement to our group was the way one officer in his dossier stated that his goal was to become "a retired ambassador."

There were bound to be ways in which the public member's viewpoint differed from those of the other members of the Panel. In general I found myself to be less concerned about the youth of an officer and the shortness of his time in grade. This reflects the fact that in private industry little attention is paid to seniority. The common practice is to promote a person as fast as he is ready for promotion even though it means moving him ahead of someone who is older and who has been in grade longer but whose ratings do not justify such rapid promotion. The tradition of the Service, however, seemed to require that a competent older man who had been in grade for several years be promoted ahead of a younger man who had just been promoted the previous year even though the latter was making an outstanding record. I began to see that, in view of the restricted number of promotions put into effect each year, it might be better for the younger man to progress at a regular but somewhat slower pace, rather than to reach a high level at an unduly early age and then remain at that level for a considerable number of years until he reached the acceptable age for promotion to a career level.

Since the appraisal of performance is based on documents in an officer's file, it would be well to consider the effectiveness of these documents as a basis for evaluation.

The inspector's reports are usually all-inclusive and give excellent word pictures of an officer, his qualifications and his effectiveness on his job. The only suggestion I would make in this connection is to have a check list of items for each inspector to cover in his report, in the interest of uniformity, in order that man-to-man comparisons could be made more effectively and in order that the document would point out ways in which one officer differed from others in his same class.

(Continued on page 39)

NEWS FROM THE FIELD

ISTANBUL

Under the caption, "Fifty Years Ago" the local French daily, *Istanbul*, published, on October 6, 1956, an extract from an October 6, 1906 story on the ceremonies surrounding the raising to an Embassy of the then American Legation at Constantinople. It described the presentation by Ambassador John G. Leishman of his new credentials to His Imperial Majesty the Sultan and said:

"The Legation of the United States of America having been raised to an Embassy, Mr. Leishman, the representative of the United States, was granted a formal audience by H.I.M. the Sultan for the presentation of his credentials accrediting him as Ambassador near the Imperial Ottoman Court. . . ."

Contemporaneously with his promotion Mr. Leishman was instrumental in inducing the United States Government to purchase the Embassy, an Italian Renaissance marble building. The following is a vivid account of the endeavors surrounding the purchase as recounted by the late Harry G. Dwight of "Istanbul Nights" fame: "In ancient times you know we were too humble to boast so exalted a being as an ambassador. We began going for those luxuries in the 1890s, and Mr. Leishman belonged to the first crop . . . after London and Paris. At that time, too, our government didn't own a single piece of real estate abroad (unless possibly in China).

"That, thought Mr. Leishman, was a ridiculous state of affairs. Being a man of means, therefore, he proceeded to buy the Corpi house and told himself that he would get his friends in Congress to recoup him. His friends in Congress, however, saw no reason why they should recoup a well-to-do man like Leishman and saddle the government with an embassy in Constantinople. So Leishman finally resorted to stratagem. He went to Washington and gave a great stag party to which he invited the Speaker of the House, the members of the Committees of both Houses having to do with Foreign Affairs, and the key members of a House committee having to do with the kind of appropriations he had at heart. I don't recollect its name. There were rich meats, there were unlimited quantities of first-class drinks, and finally there was poker which lasted deep into the night.

"When Mr. Leishman had lost conspicuous sums to certain potent gentlemen, he humorously suggested that they play for his embassy: if they won, he would pay for it; if he won, they would pay for it. They humorously agreed, highballs in hand. He then began to play in earnest, neglecting his glass, and won. The debt of honor was accordingly paid by Congress, not without protests from isolationists who had not attended Mr. Leishman's party; and the Constantinople embassy was the first we acquired in Europe!"

The writer joined the clerical staff of the Consulate General in 1908 and is acquainted with the details accompanying the establishment of the Embassy and the purchase of the building, one of the most elaborate and solid structures of Istanbul.

Dominic C. Cariciopoulo

STUTTGART, 1956

The year 1956 witnessed an unusually brisk *va-et-vient* in Stuttgart. More than half of all members of the staff assigned to the regular Departmental program here have arrived since the current year began. During the very first month of 1956, no fewer than four new faces, exclusive of families, appeared on the scene.

Gigi Everart was first, followed by Joe SIMANIS, both of whom were assigned to the Consular section. Bob KENT and Birney STOKES checked in just before the end of the month, with their respective ladies, and were given desks in the Reports section. For the new arrivals, the first full month at this post must have been a somewhat disillusioning experience for, with the rest of Western Europe, Stuttgart was in the grip of the coldest winter in years. As February was drawing to its bitter end, Bert and Emily WABEKE arrived; Bert was assigned to Reports. That section also acquired a new secretary, in May, in the person of Betty Wilson. Wyatt Martin, and your correspondent, with wife, arrived in July. Wyatt took up the arduous duties of General Services officer and I headed up the Consular section.

At the beginning of August, the Chief of the Reports section, Con HETTINGER, who had first arrived in Stuttgart in July 1953 and easily qualifies as the oldest old-timer here, returned from home leave with his family of four, and, a month later, assumed charge of the office when Consul General HADRABA was called to Washington to serve as chairman of Selection Board E. Alice Smith, assigned to Passports, arrived September 6. Mr. and Mrs. Emile JUHASZ came late in September.

The USIA and IRP contingents here have also welcomed several new faces in 1956: Blythe FOOTE in February, and Mr. and Mrs. Mike Mennard in November. IRP newcomers include Mr. and Mrs. Mike Kelakos, in January; Doris Primis, in February, and Nubar NADIR in May. The youngest of new arrivals at Stuttgart is Kimberley Alyson Cross who was born here September 9 and whose father is Robert Cross, director of *Amerika Haus*.

We'll not list those who have left, but simply say that we were glad they were here and wish they could have stayed longer. Mention should be made, however, of two who are expected back: Mr. Hadraba and Jack Howley, now on home leave.

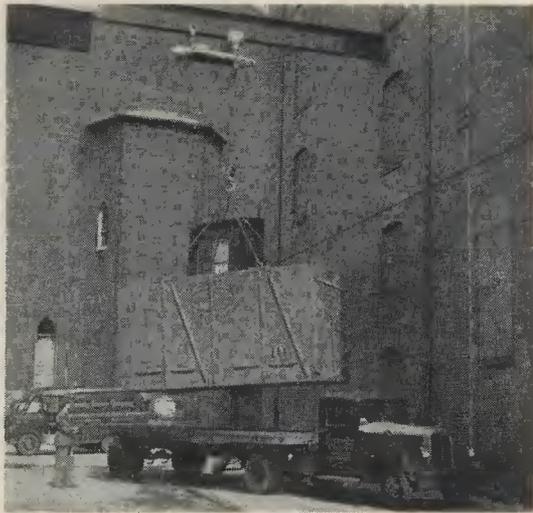
John W. Simms

MEXICALI

I was called, which is not unusual at this small border post, by the Officer-in-Charge of the U.S. Immigration Service and advised that two Marines had run back across the border from Mexicali to Calexico but two of their buddies had been picked up by the Mexican police.

It was the usual story—drunk and disorderly with a fine of \$16 (U.S.) for each Marine for immediate release. As I did not have the \$32 in my wallet, I went to the office and

(Continued on page 38)



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Cornerstone Laying Ceremonies, A.D. 1957

by E. J. BEIGEL

SOME DAY, when the State Department building is being dismantled to be replaced by a newer, larger structure of fine spun glass and heat-radiating molybdenum sheets, adequate to house all the foreign affairs agencies and all the inter-departmental committees then in being, the Federal Works Agency of the future will find, under the last corner stone they dig up, a silver tube inside a copper box. The tube will contain an artifact which will be read as soon as an obsolete microfilm machine is located in the sub-atomic basement of the National Museum, and the men of the future will find on the film the January 5, 1957 edition of the *Washington Post*. They will read in six-point type the President's schedule for Saturday:

10:55 a.m. — The President leaves the White House to participate in cornerstone laying ceremonies for the State Department building.

12:05 p.m. — The President and Mrs. Eisenhower leave the White House for the Capitol where the President will address a joint session of Congress at 12:30 p.m.

They will also read on the front page the weather forecast for "Today—Rain and probably some snow in morning." This footnote to history is intended to record that the morning was in fact overcast but the air was clear and sharp. The President arrived at 22nd and C streets promptly at 11 o'clock and after the dedicatory remarks by the Secretary of State, delivered from the dais erected for the ceremony, proceeded with the Secretary to the four-ton block of Minnesota granite held in mid-air by a mechanical crane.

The block was ready to be lowered and laid with a crust of mortar onto a brick base. A hollowed space in the brick, beneath the granite stone, was designed to hold the copper box. Besides the microfilm, the box contained copies of the current biographic register, foreign service list, diplomatic list, telephone directory, correspondence handbook, manual of regulations and procedures, foreign service manual, the Bulletin for November 19, the FOREIGN SERVICE JOURNAL for December, the Wriston report, a cancelled passport, the President's speeches on April 16 and December 8, 1953, the speeches of the Secretary of State on April 11, 1955 and October 27, 1956, the United Nations charter, Department of State publications 878, 4549, 5852, 6333 and 6402, a historical study, drawings and other information about the new building, and evidences of the cornerstone laying ceremony.

Although the photographers, as is customary at ceremonies of this kind, completely blocked the audience from seeing the cornerstone laid, precise directions for cornerstone laying are available for future planners, and run as follows:

"The President and the Secretary of State will stand to the north end of the block, facing the television cameras. The Chief of Protocol will stand south of the Thomas Jefferson desk on which the George Washington trowel will lay. After the distinguished guests have assumed their proper positions, the Deputy Chief of Protocol will hand the metal document box from the table beside the Jefferson desk to the Secretary of State who deposits in it the block repository. The Deputy Chief of Protocol will then take the George Washington silver trowel from on top of the Jefferson desk and hand it to the President. A mason will step forward with the mortar. The President will take the mortar from the bucket and spread it on the block. The President will then hand the trowel to a second mason who washes and dries it and returns it to a member of the Washington-Alexandria Masonic Lodge No. 23 who then returns to his seat. The Deputy Chief of Protocol hands a second trowel, one of the six silver trowels on the table, to the President who repeats the mortar spreading process as with the George Washington trowel. This trowel, and all subsequent trowels, is handed to the Deputy Chief of Protocol.

"The Secretary of State is then given a trowel by the Deputy Chief of Protocol and he dips into the mortar bucket and spreads mortar on the block. There are four remaining trowels on the table and the Secretary may continue to use these trowels as he wishes with each trowel handed to him by the Deputy Chief of Protocol. A mason will spread the mortar to correct depth and the stone will be lowered under the direction of the General Services Administration. The President and the Secretary of State will place their hands on the stone for symbolic setting. A mason will check the stone for final placing."

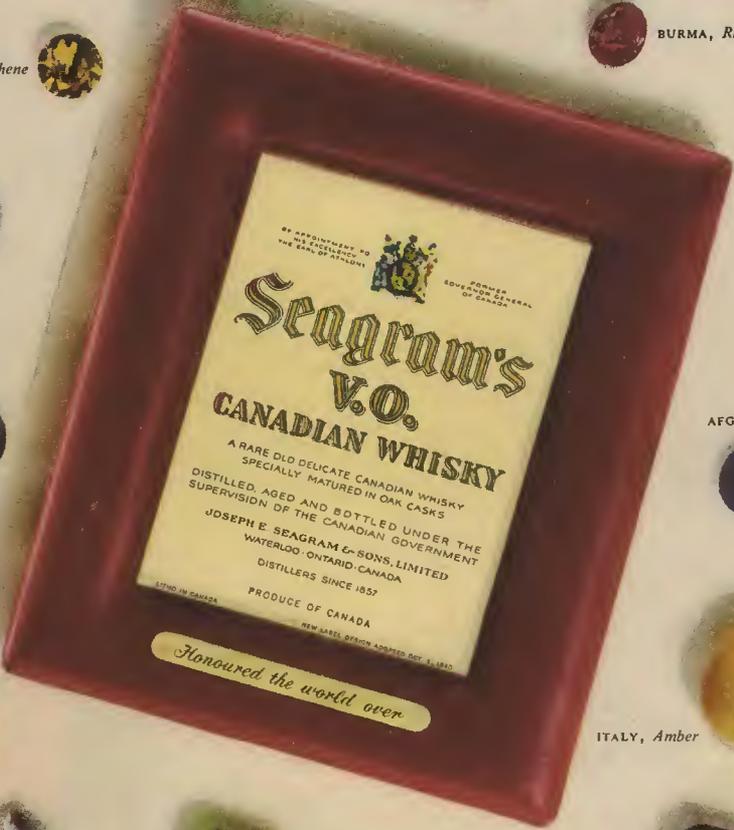
The last time ground was broken for the State Department, in the summer of 1871, the occasion passed without ceremony, without mention in the two Washington newspapers, and apparently without the knowledge of the President, who with Mrs. Grant was visiting in Elizabeth, New Jersey. It was reported shortly thereafter that the Secretary of State presided at a ceremony at which he opened sealed bids for granite blocks for the new building. The first blocks were laid early in 1872 and three years later the State Department occupied the south wing of a new building that was not completed for another thirteen years. When the three other wings were built, the State, War and Navy Departments were all housed under the same roof. Although the State Department was to occupy the new building for more than seventy years, apparently no one had thought to lay a cornerstone. At least, none can be found today.

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- IRAN, Turquoise
- COLOMBIA, Emerald
- NEW SOUTH WALES, Topaz
- BURMA, Ruby
- SWITZERLAND, Spinel
- INDIA, Mass Agate
- CANADA, Labradorite
- AUSTRALIA, Opal
- U.S.A., Red Tourmaline
- AFGHANISTAN, Lapis-lazuli
- RHODESIA, Pyrope
- JAPAN, Carnelian
- ITALY, Amber
- SCOTLAND, Cairngorm
- CEYLON, Star Sapphire
- PANAMA, Bluish Drop Pearl
- NORWAY, Peridot
- URUGUAY, Amethyst
- TAHITI, Pearl



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Francis C. deWolf, Review Editor

THE BOOKSHELF

NEW AND INTERESTING
By FRANCIS COLT DEWOLF

A Proposal: Key to an Effective Foreign Policy, by Max F. Millikan and W. W. Rostow. \$2.75

Two eminent economists and the Center for International Studies at the Massachusetts Institute of Technology present a plan for economic assistance to Asia, Africa and South America. Timely.

Russia Without Stalin, by Edward Crankshaw. \$3.75

A British journalist—who knows his Russia—takes a long look at the U.S.S.R. His conclusions are hardly reassuring for the West. "Plus ça change, plus c'est la même chose".

Gay Monarch, by Virginia Cowles, published by Harpers.

A sympathetic biography of King Edward VII, whose life was anything but Victorian, but who definitely had a serious side; i.e. as the architect of the Anglo-Franco-Russian alliance.

Turkey In My Time, by Ahmed Emin Yalman. University of Oklahoma, 1956. Index, illustrated. 294 pages. \$4.00.

Reviewed by ELEANOR WEST

Yalman is one of the better-known journalists of Turkey with a great deal of experience. Therefore his book should have been a great deal more fascinating and could have shed much more light upon the last four decades in Turkey. The book may best be described as memoirs.

Yalman's Chapter 22, "Reasons for Confidence" is perhaps most interesting today and though like the others it but touches the surface, it is a relatively fair understatement of Turkey today. One error he makes is assigning the former Foreign Minister Fuat Köprülü to the family of the famous Vizier Köprülü Mehmet. They are from the same town only.

Those with any professional or scholastic interest in Turkey may be disappointed as Yalman's book adds nothing new nor does it bring forth any unknown fact in the history of the Turkish Republic. The book is more interesting for his personal views and reflections on political events in Turkey and abroad. A goodly portion of this book is a recapitulation of his book "Turkey in the World War" (Yale, 1930). He is also the author of "The Development of Modern Turkey as Measured by its Press" (Columbia, 1914). The book reflects the truth in so far as it goes. It

does not go into controversial issues deeply. In Turkey, Yalman is considered a publisher who runs with the hares and chases with the hounds.

Over the Bridge, by Richard Church, E. P. Dutton and Co., 1956. 231 pages, \$3.75.

Reviewed by H. GIFFORD IRION

There is a quality of clarity in contemporary British writing which one must reluctantly admit is far too often lacking in our own land. Whether it springs from a greater emphasis on liberal arts education by our British brethren or from something else, I shall leave to the reader, but without question it is here. The most casual inspection of one of their periodicals, such as the *Spectator* or *Manchester Guardian* will reveal how rather commonplace topics, chess for example, or cricket, can be made fascinating through an absolutely lucid presentation. Add to this urbanity and charm of style and you see what pleasure is in store for the reader.

"Over the Bridge" is a good example of writing with these qualities. Its narrative covers the first seventeen years of Mr. Church's life, first in the depressing environs of Battersea and then in suburban Dulwich. Most of the events are commonplace, the sort which might occur in the life of any lad of English lower middle class origin, but in the writer's prose they acquire an aura of loveliness which heightens and retains interest.

Mr. Church is a poet, although perhaps not so well known as such in America, and his poet's feeling for words spills over into every paragraph of his autobiography. In describing a place, a mental state or a person, he is not content with the impersonal objectivity that has become the hallmark of the so-called "hard-boiled" school. He must portray an object so that it is felt by us. See how his craft paints the old Huguenot cemetery in Dulwich:

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Under Mr. Church's animistic touch even a discarded piano somehow breathes life and its feelings become the reader's own:

"... the old Broadwood-White, in the dark recesses of the back parlour, was brooding jealously, clumsy with reproachfulness."

The book, however, is more than a charming account of Edwardian boyhood, though it is certainly that. It is a careful study of the subtle processes of maturity. Both Richard and his brother Jack were uncommonly gifted boys who, without resenting their environment, managed to surmount its limitations. The father was a civil servant who belonged to the lower orders of the postal service. Though obviously devoted to his sons, he never had the slightest comprehension of their talents and it is clear that Mrs. Church, who moves through the narrative as a somewhat confused but very forceful and sympathetic woman, was largely responsible for the ultimate flowering of her offspring.

A comparison of Richard Church with George Gissing somehow comes to mind. Although both grew up in drab, even crude surroundings, neither allowed this fact to warp his attitude toward society. Church does not disclose his politics, but the essential humanity of the man, along with a leavening sense of humor, would surely never permit him to become doctrinaire. On occasion he offers rare flashes of insight.

"Political theorists, especially Left-wing theorists, are apt to write of the great class groups as though they are homogeneous; but in reality they are subject to a constant, osmotic infiltration, each into the other, under the leakage of change, and the pressure or degeneration of individual character."

"Social critics . . . tend to overlook the result of the close, higger-mugger home atmosphere in the child-life of the great masses. It is that which makes them over-emotional, unadventurous, matriarch-ridden. It makes them gullible, too, thin-skinned and hostile, yet at the same time almost embarrassingly kind."

When at last young Richard was obliged to take a job in the Land Registry to help sustain the family, the chances of his emerging into an artistic calling seemed remote. For those of us who have been civil servants the denouement comes as a cheering, if unexpected, breeze. His fellow workers, as he says, "served me in those first years in lieu of a university" and finally supported him "in the heady and dangerous adventure of commencing author." The perception of his calling came with apocalyptic suddenness while he was with his brother and reading a volume of Keats. It is summed up in his own dramatic words: "Suddenly I was armed. Poetry was to be my weapon."

In the hands of a warrior as gentle, as humane and witty as Richard Church, poetry is an excellent weapon indeed. The reader of this mellow autobiography will find the fruits of its usage.

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They Knew Too Much About Flying Saucers, by Gray Barker, *University Books, Inc.*, 1956. 256 pages with index. \$3.50.

Reviewed by ARTHUR L. LEBEL

Another book on Unidentified Flying Objects! This one is written by a West Virginia businessman who had always pooh-poohed "flying saucers" until he was led, chiefly by curiosity, to investigate one of the most frightening UFO reports. This experience impressed him to such an extent that he decided to continue the search and joined the "International Flying Saucer Bureau" of Bridgeport, Connecticut and became the Bureau's chief investigator. Perhaps the weirdest aspect in this narrative is the manner in which certain UFO investigators, after reaching the point where they firmly believed they had discovered the secret of "flying saucers," were about to publish their conclusions, when they were silenced by persons whose identity and origin were not known but who nevertheless, for reasons not known to the author, succeeded in frightening them into not revealing their discoveries. All of these silenced investigators warned interested persons against going into the problem of UFO's, said or implied that they knew the answer and that they had obtained it only after making the most fantastic assumptions.

If you are among those who feel that, after all, "flying saucers" may be real, this book will impress you, perhaps even terrify you. But even if you are definitely skeptical you will not be wasting your time by reading Barker's report. Remember it is written by a reputable, serious-minded businessman and educator.

Peurifoy Fellowship *(from page 19)*



Manaspas Xuto

themselves in Thailand's foreign service. Pakistan, India, the Philippines, Japan, and Indonesia were also sending their junior diplomatic officers to the Fletcher School for study and training. There was no doubt among the members of the committee that the institution provided the type of training they had envisioned for the Peurifoy Fellow.

The only known source for the initial expenses of the Fellow remained the fund which was being raised in the United States by General Donovan, but neither this nor any other means could be counted upon in the spring of 1956 at the time when it became necessary to proceed with the selection of a Fellow.

A selection committee was appointed by the Prime Minister and the American Ambassador, and it was given instructions to screen all the applicants for the Fellowship and to supervise their examinations. In April a public announcement of the Fellowship was made through the press and over the radio. The basic qualifications for the applicants were that they be of Thai nationality, under thirty years of age, and in possession of a degree in arts, moral science, law, administrative science, or economics. They were also required to prove through a medical examination that their health would permit them to go to the United States for study.

Twenty-one scholars applied for the Peurifoy Memorial Fellowship. They were all given rigorous written examinations: three hours each in international law, in the history of international relations, and in international economics, followed by a five-hour examination in English given by the Binational Language Center of the American University Alumni Association of Thailand.

After evaluating the results of these written examinations, the committee selected the best qualified candidates for an oral examination. Six were chosen. Of these, three emerged from the oral examination. The selection committee was hard put to it to determine which of the three was the best qualified. The Thai members of the committee were so impressed with the caliber of all three that they promised to recommend to their government that educational grants be provided for the two runners-up. This eased the pain of decision and the committee proceeded to make the award. The winner of the Peurifoy Fellowship was a promising student named Manaspas Xuto.

Manaspas Xuto, like many of his generation, had had his secondary school education interrupted during World War II by the aerial bombardment of Bangkok. But at the end of the war he returned to school and in 1950 he completed this part of his education. After two years of study in a preparatory school he registered for a course in political science at Chulalongkorn University in Bangkok. During his first year at the University he determined that he would enter the foreign service of his government. Throughout his course of study he held to this decision and in June 1956 he was graduated with honors from the University.

Upon graduation Manaspas was required by law to enter the military service. He was commissioned a second lieu-

tenant and assigned to the foreign relations branch of the Royal Thai Air Force intelligence. He had served only three weeks in the Air Force when he won the Peurifoy Fellowship.

After naming the first Fellow, the committee intensified its efforts to find the funds for his travel, his initial maintenance expenses, and a clothing allowance. A substantial portion of the problem was resolved by General Donovan who released from his fund an amount sufficient to cover maintenance and clothing. This sum was transferred by the General to the Royal Thai Embassy in Washington for administration by its Superintendent of Students. The committee was also successful in securing the travel expenses of the Fellow. The International Exchange Service of the State Department provided a travel grant under the Exchange of Persons Program which covered round-trip travel by air.

While Manaspas Xuto was making his plans to leave for the United States, the Government of Thailand prepared to charter the Fellowship as a foundation. Most of the members of the informal joint Thai-American committee were selected for seats on the board of directors of the new foundation and Mrs. Max W. Bishop, the wife of the American Ambassador, was named as its first chairman.

In September 1956, Manaspas Xuto, bearing the legacy of Ambassador Peurifoy, departed from Thailand to take up his fellowship in the United States. On his way he stopped in Tulsa, Oklahoma, where he met and visited briefly with Mrs. Peurifoy. Shortly afterwards at the Fletcher School he entered upon a course of study that would lead him to a degree of Master of Arts in June 1957.

With Manaspas Xuto the legacy of John Emil Peurifoy came home. It will come home again every year, keeping the spirit of the late Ambassador alive, and enlarging in his name the areas of understanding between the people of Thailand and the people of the United States.

News from the Field *(from page 32)*

telephoned to the buddies of the Marines and they agreed to sign a chit guaranteed by each one for the \$32.

As I entered the police station at 2 a.m. Captain Ernesto Bentley fortunately happened to be there and, since he is the Chief, I went to his office and while the red tape of releasing the Marines was being handled, we discussed certain pending cases and he issued orders to the effect that Americans should not be jailed for minor offenses but should be escorted to the border and released.

When the papers on the two Marines arrived, I paid the money without question (not checking names). I took them in the Consulate car to the border and told their buddies, "Here are your friends!" There was a dead silence for sixty seconds and then both sides said, "These are not our buddies."

By 3 a.m. I was back at the police station for the other two Marines and the Officer-in-Charge thought it was such a good joke that he reduced their fine by half. I advanced the sixteen dollars and we got under way to the border.

James G. Byington

P.S. The honor of the Marine Corps was sustained by all four Marines who reimbursed me within the week.

Greatest Speech (from page 25)

it become perpetual. No statesman must treat it "either as being right or as being a matter of indifference."

A Senate vacancy in Illinois, in 1858, saw Douglas and Lincoln as the candidates. Douglas won the fight. Two years later he and Lincoln fought again, but this time for the Presidency. They were the principal candidates.

Lincoln was prepared to allow slavery to continue in the States and to support such legislation as empowered owners to recover run-away slaves, but he was uncompromising on the question of no slavery in the territories, which would be, and were in course of time, admitted as States of the Union. The Southern States were equally uncompromising and war became inevitable.

And so it was in the certain knowledge that war, a bitter civil war, was unavoidable that he took office on March 4, 1861. Chief Justice Taney, who handed down the Dred Scott judgment, swore him in. Senator Douglas held the new President's hat as Lincoln read his First Inaugural Address. On April 12 the Civil War began. In the end the Union was saved, and slavery was abolished.

General Robert E. Lee surrendered the Army of Virginia to General S. Grant at Appomattox on April 9, 1865. Six days later Lincoln was dead, the victim of an assassin's bullet.

End of the War

Soon after, the war, which took many thousands of lives, was over. . . .

There were 46,000 casualties at Gettysburg alone amongst 181,000 contestants.

Lincoln's formal education amounted in all to less than three years. Cousin Dennis Hanks, nine years older than the President, said: "We lived the same as the Indians, 'ceptin' we took an interest in politics and religion."

Lincoln walked many miles borrowing and returning books. He often lay on the floor before a fire doing sums on a piece of wood with charcoal. His reading matter was the Bible, Shakespeare, Robert Burns, "Pilgrim's Progress," "Robinson Crusoe" and the lives of George Washington and Benjamin Franklin. His style of speech and writing he derived from the Bible, his imagery and vocabulary largely from Shakespeare.

Any reader of the Songs of Solomon or the Book of Psalms can have no doubt as to where Lincoln learned his style. He imitated the repetitive process in which the first sentence contains a statement of fact, the next sentence refers back to it, the third sentence and subsequent sentences refer back to earlier ones, and so on. The Gettysburg Speech is a perfect example of this technique.

He was greatly influenced by simple happenings. For instance he grew a beard after becoming President because a little girl wrote and asked him to do so. He later went to meet her.

All that remains to be said in the story of Lincoln and Gettysburg is that Robert Todd Lincoln, the only one of Lincoln's four sons who reached manhood, died in 1926, and his father's papers, held by him, were opened under the terms of his will in 1947. They consisted of 194 volumes, and include 18,350 letters, documents and memoranda. . . .

Lincoln's memory is revered today as much in the South

as it is in the North. He is truly the best beloved of all living Americans, as he is also the beloved of all democrats in the troubled world in which we live. His Gettysburg Speech not only expressed the sentiments of the countrymen and women of his time, but expresses, in our time, the hopes of all mankind. The dazzling light of that speech still fascinates 93 years after its delivery, and 91 years after the tragic death of the man who composed and spoke it, the one and only Abraham Lincoln, 16th President of the United States of America.—*Reprinted from the Melbourne Age.*

Selection Board (from page 31)

Efficiency ratings, made by supervisors, constitute the most common basis for the evaluation procedure. They are generally effective especially where one supervisor rates several officers and the same standard is used in all cases. Comparisons in these instances are quite reliable. After reading many files it is possible to identify raters who are usually very liberal in their ratings and those who are generally severe. All of these things are taken into consideration in computing a final score.

One factor which bothered me to the point of irritation was the failure of the raters to be more specific in their recommendations for promotion. In spite of the fact that Foreign Service Circular No. 175, Preparation of Officer Efficiency Reports, says, "if promotion cannot be urged now, when and under what circumstances would it be appropriate, if at all," ninety-nine percent of the raters say, "he should be considered for promotion when eligible." This is a weasel of the first order. No one gets promoted "as soon as he is eligible." Without exception an officer serves in his grade for sometime after eligibility is established. It is therefore important that the rater should say whether the officer should be promoted next year or the year after or never. Until the time factor is injected into this promotion recommendation it will continue to be as worthless as it has been in the past.

I understand that Form FS-315, Efficiency Rating is undergoing a general revision. Further comments will not therefore be made about this form since the revision will undoubtedly include changes which have been suggested by Selection Boards and others over a period of time. Future Selection Boards will be in a position to compare the effectiveness of the revised form with that at present in use.

In conclusion let me iterate my endorsement of the employment and training aspects of the Foreign Service personnel program. Let me again assure all Foreign Service officers that the Selection Board system of evaluation gives full consideration to every item which documents their performance. It is fair and objective and comes close to striking a fifty-fifty balance between the welfare of the individual and the requirements of the Service. Foreign Service personnel can place their confidence in it and should attempt to make all documents in their dossiers as favorable as possible.

One has only to serve as a member of a Selection Board to realize the exactness and the sincerity of the statement in President Eisenhower's greeting to the United States Foreign Service at Christmas. He said: "On your judgment and patient efforts a great measure of the welfare, not only of our Nation, but of the world, depends."

Mission to Morocco (from page 21)

A month later Mulai Soliman suddenly reversed his position by declaring, "The Americans, I find, are the Christian nation my father, who is in his glory, most esteemed. I am the same with them as my father was; and I trust that they will be so with me. . ."

Mulai Soliman's acknowledgment of his father's treaty won for Simpson an appointment as United States Consul, Tangier. When he moved across the Strait in 1797, as the first American Consul to reside there, he found Morocco in a state of tranquillity. Mulai Soliman's rule was so mild that some of his subjects said he was "fitter for Heaven than for Morocco."

In this serene atmosphere Simpson considered it safe to buy a piece of land about two miles west of Tangier. There he built a house, naming his property Mount Washington after the father of his adopted country. From it, there was a magnificent view of the Strait and the coast of Spain. On clear days he could see both Gibraltar and Cape Trafalgar.

Except for outbreaks of plague and cholera, life was calm at Tangier until 1801 when the Bashaw of Tripoli, jealous of the generosity of the United States in buying off the Dey of Algiers, threatened to attack American shipping.

From the Secretary of State, Simpson received a copy of a circular letter dated May 21, 1801, warning all consuls in the Mediterranean of the hostile intentions of Tripoli. These instructions also advised him that a squadron of three frigates and a schooner under the command of Commodore Richard Dale was proceeding to the Mediterranean.

The American squadron caught the High Admiral of Tripoli in port at Gibraltar with two ships. He was a renegade Scot, especially feared for his cruelties. Although the Commodore of the American squadron regretted not having met the High Admiral at sea, he was gratified when the Governor of Gibraltar refused to let the pirates take provisions. The frigate "Philadelphia" remained to blockade them while the Commodore took the "President" into the Mediterranean on patrol.

Simpson soon received a request from Mulai Soliman asking him to permit the "Meshouda," the larger of the two blockaded ships, to come to Tangier to be outfitted before returning to Tripoli. When Commodore Dale was informed of this request, he replied that the Sultan "can do us more injury than all the other powers put together, therefore we must do everything we can to keep peace with him." But he refused to permit the "Meshouda" to go to Tangier.

Mulai Soliman could not appreciate such fine points of international custom regarding blockades. His fellow ruler among the Barbary States asked his aid. It was his sacred duty to assist him as a brother in Islam.

Hashash, Governor of Tangier, who also was head of the Sultan's navy department, was so furious that he ordered Simpson to depart. The "Chesapeake" carried him to Gibraltar where he waited until tempers cooled at Tangier.

On his return, he promised to obtain passports for two of the Sultan's ships to carry wheat to Tunis, but not to Tripoli. Mulai Soliman, however, held out for a passport for the "Meshouda" which he now claimed as his own property.

This placed Simpson in a difficult position. When he received the Sultan's voucher of ownership, he felt obliged to

issue a passport to permit the ship to sail freely, "entrance into blockaded ports excepted."

The perfidy of Hashash, the Governor of Tangier, soon was revealed when the "John Adams" caught the "Meshouda" attempting to enter Tripoli with a cargo which included guns, cutlasses and other weapons.

Simpson next heard rumors that the captains of the Sultan's corsairs had received secret orders which they were not to open until they were at sea. This strongly indicated a plot for an attack, possibly against American ships.

Captain Bainbridge in the "Philadelphia" was east of Gibraltar when he received a report that two corsairs from Tripoli were off Cape de Gata, on the Spanish coast. In darkness he sailed into a very interesting situation. Instead of a cruiser from Tripoli, he came on the "Mirboha," one of the Sultan's ships provided with a passport by Simpson. The "Mirboha" had just captured an American brig, the "Celia."

Rais Lubarez, captain of the Moroccan ship, confessed that he was cruising for the sole purpose of capturing Americans to be sent to Tangier. In fact, he had secret orders from Hashash instructing Rais Lubarez to bring his prizes to the Governor.

When this treachery was discovered, Simpson immediately wrote to Mulai Soliman, who was at Fez, urging him to withdraw the orders given to his cruisers to capture American ships.

Although there were now two American squadrons across the Strait at Gibraltar, Simpson's position at Tangier was dangerous. The discovery of the Governor's treachery increased his irritation against the Consul who bravely went to the palace to protest. At two interviews on September 5 Hashash denied responsibility for the secret instructions.

At eleven o'clock the same night Simpson received a summons to present himself before the Governor. Although meetings with the Moorish authorities sometimes were set for unusual hours the Consul had cause for alarm. As soon as the American entered the palace courtyard the gate was closed and he was informed that the Governor could not be disturbed. This obviously was an arranged insult. Better than words it showed the anger of Hashash. It also indicated his indecision as to how to deal with the Consul.

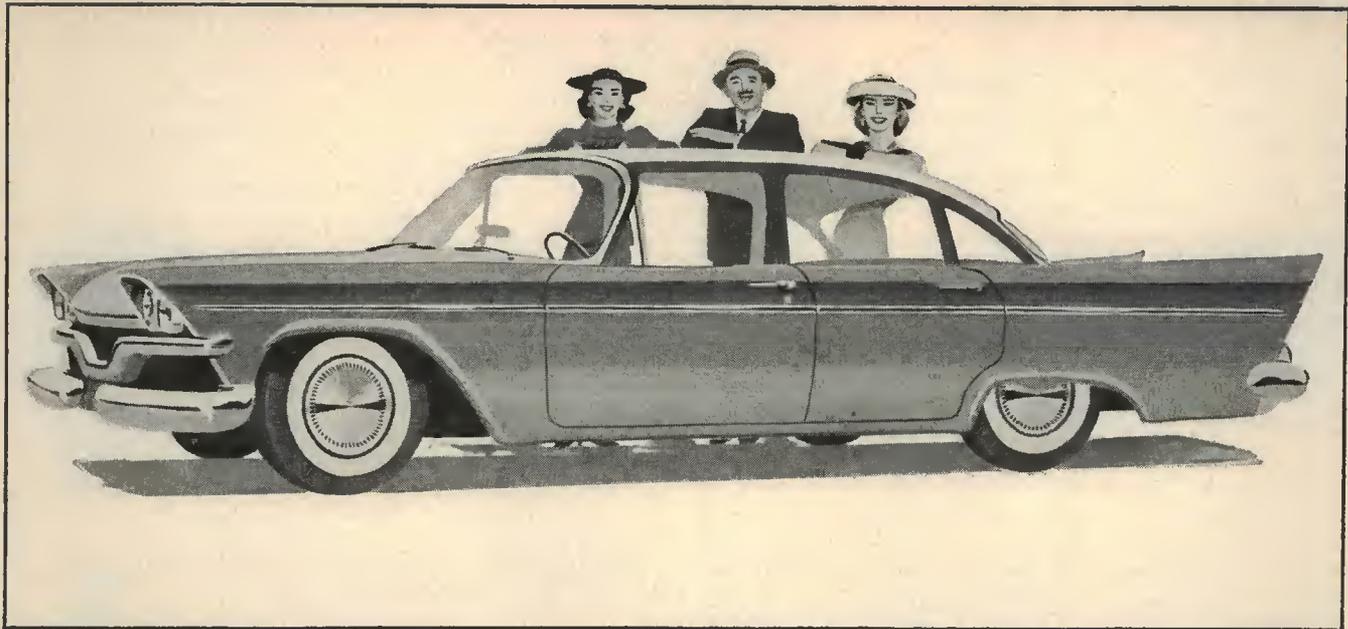
After exhausting himself with protests to the palace guards, Simpson wrapped himself in his cloak and considered uneasily the possible action of his adversary. Assassination was possible, but unlikely unless Hashash lost his temper completely. Humiliation and abuse were more likely. In what form he could not guess. His greatest hope lay in the prompt intervention of his consular colleagues who had already been warned of his predicament.

Simpson was numb with cold and fatigue when the dawn call to prayer of the *muezzin* on the mosque tower reminded him of his danger. "The night has departed with the darkness and the day approaches with light and brightness. . ." the *muezzin* cried. "Come to security; prayer is better than sleep. . ."

Simpson obeyed this summons to the faithful of Islam in his own way. He also prayed for security.

Before Hashash could make up his mind about what to do with the American, the entire consular corps of Tangier came to his rescue. The consuls protested so strongly to

(Continued on page 42)



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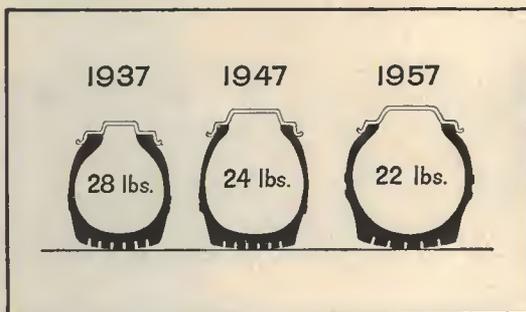
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Mission to Morocco (from page 40)

the Governor that at ten o'clock Simpson was released on their written security that he would remain at Tangier.

Returning to the Consulate, Simpson hauled down the American flag as a signal of distress. Hashash posted guards at his door and kept him under house arrest while annoying him in many small ways. Once he was obliged to flee to the Swedish Consulate for protection.

Meanwhile the consular corps sent a joint letter of protest to the Sultan at Fez. In nine days, a remarkably short time, an answer came.

"Your letter has reached our presence, exalted by God, in which you represent to us the act of our servant Hashash in arresting the American Consul when he received the advice of the taking of our ship, the fighter for Islam," Mulai Soliman wrote. "We neither ordered nor will we order the Consul to be arrested. Should war ensue between us and his nation he shall be sent to his country in security both with respect to his person and property. . ."

Simpson also received a letter from the Sultan's Vizier for Foreign Affairs demanding that the "Mirboha" be brought to Tangier before the Sultan's arrival so that an investigation of the incident could be carried out by him.

The Consul sent a message to Commodore Preble at Gibraltar informing him that he was convinced that Hashash acted without the Sultan's knowledge. He suggested waiting for Mulai Soliman's arrival instead of dealing with the Governor.

The "Constitution," accompanied by the "John Adams," arrived in Tangier Bay on the morning of September 17 with a white flag flying at the foremast as a signal of peace. Although Simpson was prevented from going aboard, he smuggled a message to Commodore Preble who immediately returned to Gibraltar to give orders to the other ships of his squadron while the "John Adams" departed to cruise off the Atlantic ports of Morocco.

The appearance of two American ships aroused Tangier and the countryside. Fires burned on all the hilltops to warn the people of an invasion. Bands of fierce horsemen galloped towards the city from all directions. They raced along the beach firing their muskets in a war-like frenzy. The Sultan's army of 15,000 men also was approaching.

Contrary winds prevented the "Constitution" from returning to Tangier until October 5, 1803. She was accompanied by the "Nautilus." The "New York" and the "John Adams" followed. All ships were cleared for action and the men slept at quarters during the night.

Simpson saw this show of force with satisfaction and believed it would persuade the Sultan to want peace. He sent a message to Commodore Preble suggesting that a salute should be fired on the arrival of Mulai Soliman at Tangier.

"As you think it will gratify His Imperial Majesty," Commodore Preble replied, "I shall salute him and dress ship, and if he is not disposed to be pacific, *I will salute him again.*" (Commodore Preble's italics.)

When the Sultan rode into Tangier on the following day, he saw four American ships, capable of knocking down his city, anchored within easy gun shot of his ancient batteries. At two o'clock the "Constitution" dressed ship and fired a salute of 21 guns. The shore batteries returned it.

Everyone, including the Sultan, was delighted with the crash and flash of the cannon. The sovereign descended to

the lower battery to have a better view and showed his appreciation by sending ten bullocks, twenty sheep and four dozen chickens to the American ships.

Peace now seemed assured. At noon on October 9, Simpson was accompanied by two commodores of the United States Navy, Preble and Rodgers, when he climbed the steep streets of the Kasbah to see Mulai Soliman. An interested observer who accompanied the party was Midshipman Ralph Izard, Jr. He described the audience in a letter to his mother:

"We were introduced to his Majesty with very little ceremony. I had connected with the idea of the Emperor of Morocco something grand, but what was my disappointment on seeing a small man, wrapped up in a woolen *heik*, or cloak, sitting upon the stone steps of an old castle in the middle of the streets, surrounded by a guard of very ill-looking blacks with their arms covered with cloth to keep them from rusting.

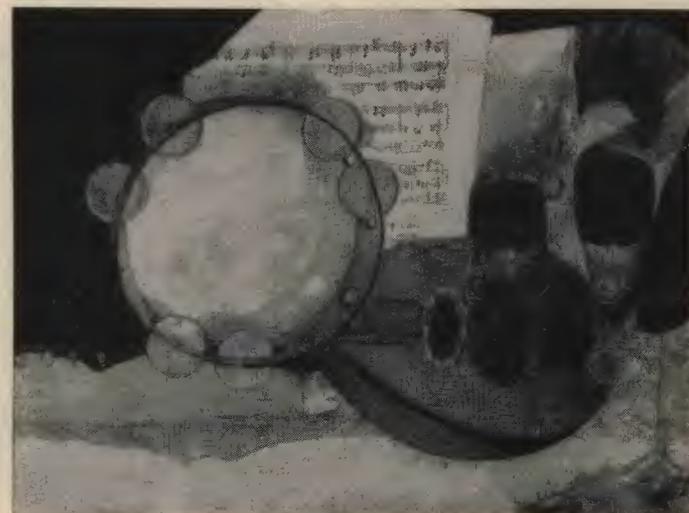
"We stood before the Emperor with our caps in hand and the conversation was carried on by means of an interpreter. The Emperor said he was very sorry that his Governor had behaved so much amiss and said he should punish him more than to our satisfaction. That was his very expression.

"After having assured us of his ignorance of Hashash's proceedings, he promised not only to ratify and confirm the treaty made between the United States and his father, but to write to the President of the United States that although the treaty made by his father was to have effect but fifty years, he will consider it binding forever. . ."

Before departing from Tangier, Mulai Soliman had the satisfaction of receiving both of his ships, the "Meshouda" and the "Mirboha." In turn he showed his good faith by writing to the President a letter in which he declared, "Know ye that all the treaties entered into between the two nations remain as they were, and that they shall not be altered or changed."

Thus ended without casualties one of the most humane conflicts in which the United States ever engaged. The happy conclusion of the dispute was a credit to both countries and to the men who settled it. Commodore Preble's restrained show of force was a decisive factor. Consul Simpson's bravery and common sense combined with Mulai Soliman's sincere desire for friendship reestablished a peace that never was threatened again.

(To Be Continued)



"Music of Naples"

by J. E. Wiedenmayer

FOREIGN SERVICE OFFICERS PROMOTIONS

The following list of Foreign Service Officers promotions, as recommended by the Tenth Selection Panels, was sent by the President to the Senate on January 14, 1957.

To Class 1 from Class 2

Barber, Willard F.	Knight, Ridgway B.
Bell, John O.	Maddox, William P.
Bernbaum, Maurice M.	Maynard, David M.
Birgfeld, Clarence E.	Mokma, Gerald A.
Bird, Richard W.	Ockey, William C.
Baldwin, LaVerne	O'Shaughnessy, Elim
Cowles, Leon L.	Palmer, Gardner E.
Dorsz, Edmund J.	Ronhovde, Andreas G.
Cale, Edward G.	Rubottom, Roy Richard, Jr.
Carr, Robert M.	Torbert, Horace G., Jr.
Corry, Andrew V.	Trueblood, Edward G.
Elting, Howard, Jr.	Turkel Harry R.
Gantenbein James W.	Tuthill, John W.
Gaspard, Jerome T.	Vass, Laurence C.
Gullion, Edmund A.	Vedeler, Harold C.
Hart, Parker T.	Weil, Eliot T.
Higgs, Randolph L.	Wendelin, Eric C.
Johnson, Richard A.	Wilkins, Frazer
Jones, Owen T.	Wilson, Evan M.
Kidder, Randolph A.	

To Class 2 from Class 3

Ainsworth, H. Gardner	Ireland, Philip W.
Bane, David M.	Lamm, Donald W.
Barall, Milton	Little, Charles J.
Barger, Herman H.	Martindale, Robert C.
Birch, John A.	Mayer, Ernest de W.
Blocker, V. Harwood	McKillop, David H.
Blue, William L.	Mein, John Gordon
Calhoun, John A.	Meyer, Armin H.
Cameron, Turner C., Jr.	Moffly, Charles K.
Chalker, Robert P.	Moore, Charles Robert
Cleveland, Robert G.	More, Bolard
Collins, V. Lansing, Jr.	Nes, David G.
Conover, Harry	Owsley, Charles H.
Courtney, Raymond F.	Plakias, John N.
Crockett, William J.	Pool, John C.
Curtis, Glion, Jr.	Ramsey, Henry C.
Dale, William N.	Rogers, Charles E.
Dorman, John	Ross, Claude G.
Eisenberg, Robert	Schnee, Alexander
Emmons, Arthur B., 3rd	Siracusa, Ernest V.
Ferguson, C. Vaughan, Jr.	Siscoe, Frank G.
Fessenden, Russell	Smith, Henry T.
Flinn, Dennis A.	Spalding, Francis L.
Folsom, Robert S.	Stephansky, Ben S.
Godley, G. McMurtrie	Stoessel, Walter J., Jr.
Green, Marshall	Stone, John F.
Guthrie, John C.	Sweeney, Joseph
Hawkins, Richard H., Jr.	Thomas, Edward J.
Henderson, Douglas	Tobin, Irwin M.
Herron, Francis W.	Wellman, Harvey R.
Horner, John Evarts	West, George Lybrook, Jr.
Hoyt, Henry A.	Wilson, Robert E.

To Class 3 from Class 4

Allen, Francis O.	Lacey, John A.
Backe, Sverre M.	Lister, George T.
Ballentine, Douglass K.	Macdonald, Donald S.
Blake, Robert O.	Mark, David E.
Bovey, John A., Jr.	McAuliffe, Eugene V.
Bowling, John W.	McKesson, John A., 3rd
Brewster, William L.	Mulcahy, Edward W.
Caprio, Gene F.	Nicholl, Helen R.
Carpenter, Stanley S.	Osborn, David L.
Carter, Albert E.	Owen, Robert Irving
Certosimo, Antonio	Peaslee, Alexander L.
Compton, Arthur A.	Pitts, Henry L., Jr.
Connett, William B., Jr.	Price, C. Hoyt
Coote, Wendell B.	Price, William E.
Cortada, James N.	Richey, Earle J.
Dunn, L. Milner	Root, John Frick
Favell, Thomas R.	Smith, Rufus Z.
Fisher, William Dale	Sneider, Richard L.
Fromer, Julian P.	Spigler, Donald S.
Greenwald, Joseph A.	Stabler, Wells
Hall, Harold E.	Stegmaier, John L.
Heck, L. Douglas	Sutterlin, James S.
Hertz, Martin F.	Thomas, Charles W.
Higdon, Charles E.	Trent, Mary Vance
Jacobs, J. Roland	Troxel, Oliver L., Jr.
Johnson, Valdemar N. L.	Vance, Sheldon B.
Keppel, John	Wight, William L., Jr.
	Zurhellen, Joseph O., Jr.

To Class 3 from Class 5

Crawford, John E.	Leggett, Herbert B.
Crockett, Kennedy M.	Merrill, Vernon L.
Gorrell, Juan L.	Peters, Richard B.
Lamb, Richard H.	Toon, Malcolm

To Class 4 from Class 5

Abraham, Rodger C.	Queneau, Francoise G.
Adams, Charles C.	Recknagel, Thomas M.
Adams, Theo C.	Redden, Normand W.
Alexander, Joseph B.	Redington, Robert J.
Allen, Arthur B.	Rendall, Edwin C.
Anderson, William O.	Richardson, Marie E.
Armitage, John A.	Rogers, Jordan T.
Askew, Laurin B.	Root, William A.
Baber, Powhatan M.	Rourk, J. Phillip
Barker, Clifford O.	Ruch, Kenneth J.
Barnsdale, William J.	Sandford, Eleanor W.
Behr, Frederic H.	Sanner, Cecil B.
Bird, H. Reid	Sayre, Robert M.
Blake, James J.	Scarborough, Dwight E.
Bogardus, George F.	Schaffner, Louise
Boster, Davis Eugene	Schott, Robert R.
Brewer, William D.	Schute, Norman V.

(Continued on page 44)

F. S. Promotions

Brewster, Robert C.
Brown, Keirn C.
Brown, Robert L.
Buffum, William B.
Carlson, Delmar R.
Carr, Paul B.
Cobb, William B., Jr.
Comiskey, Stephen A.
Crosby, Oliver S.
Crowley, Edwin D.
Cuomo, Anthony
Cuthell, David C.
Davies, Donald M.
Dean, Jonathan
Dean, Robert W.
Devinc, Frank J.
Dreessen, Robert B.
Eaton, Samuel D.
Ernst, David H.
Eilts, Hermann F.
Engle, James B.
Ericson, Richard A., Jr.
Evans, Asa L.
Finch, Charles C.
Finne, Mrs. Florence H.
Fisher, John W.
Fisher, Wayne W.
Foley, Arthur D.
Forman, Douglas N., Jr.
George, Scott
Gordon, Robert C. F.
Granata, Harold M.
Habib, Philip C.
Hagemann, John K.
Heltberg, Arnlioth G.
Henderson, Robert S.
Hettinger, Converse
Hector, Thomas F.
Hoffacker, Lewis
Looram, Matthew J., Jr.
Lundy, Frederic K., Jr.
Lustgarten, Michael B.
Maestroni, Frank E.
Manbey, David J. S.
Manning, Allen F.
Martinson, Eugene C.
McClintic, Stephen H.
McCusker, Paul D.
McGuire, Ralph J.
McIntosh, Clarence J.
McManus, Neil C.
Menter, Sanford
Meyer, G. E. Robert
Millen, Bruce H.
Morris, John H.
O'Connor, James F., Jr.
Oliver, John G.
Olson, Lynn H.
Osborne, Melville E.
Parker, James P.

Sena, Ray, Jr.
Shaw, John P.
Skoufis, Peter J.
Smith, W. Angie, III
Snider, Clyde W.
Snyder, Lucille M., Mrs.
Sober, Sidney
Stanford, G. Alonzo
Stanley, Charles J.
Stedman, William Perry, Jr.
Stokes, William N.
Supple, William J.
Holmes, Edward W.
Hooper, Peter, Jr.
Horgan, Rogers B.
Howison, John M.
Hurwitch, Robert A.
Ingersoll, John J.
James, Alan G.
Jenkins, Walter E., Jr.
Johnpoll, Alexander C.
Johnson, William M., Jr.
Josif, Harold G.
Karis, Thomas G.
Kearney, Sofia P.
Kendrick, Joseph T., Jr.
Kerrigan, William M.
Kingsley, Thomas D.
Kneeland, Walter E.
Lafferty, Frances H.
LaFreniere, J. Alfred
Lambert, Francis X.
Lancaster, Bruce M.
Lauve, Anita C.
Leatherman, Frederick D.
Leonard, James F., Jr.
Levenson, Seymour
Lindquist, Robert S.
Long, Edward T.
Long, Guy O.
Symmes, Harrison M.
Taliaferro, Charles H.
Tambone, Joseph A.
Taylor, Henry L.
Thoreson, Mrs. Musedorah
Thrasher, Edward J.
Underhill, Francis T., Jr.
Urruela, Charles M.
Vaky, Viron P.
Van Hollen, Christopher
Vest, George S.
Wade, William H.
Walsh, John Patrick
Warner, Norman E.
White, Rollie H., Jr.
Whittinghill, George D.
Wiesner, Louis A.
Wilkowski, Jean M.
Williams, Elbert R.
Winship, Stephen

Parker, Richard B.
Percy, G. Etzel
Pease, Harold D.
Percival, LeRoy F., Jr.
Post, David
Prince, Edward P.
Pringle, Sandy MacGregor
Proehl, Paul O.

Wollam, Park F.
Wood, Chalmers B.
Wool, A. Dorothea
Woolf, Donald L.
Wyman, Parker D.
Yates, Sam L., Jr.
Yost, Robert L.
Zbinden, Mrs. Montana W.

To Class 5 from Class 6

Abbuhl, Forest E.
Acker, Elwood B.
Akins, James E.
Alsterlund, Norah H.
Anderson, Robert
Andrews, Nicholas G.
Ashford, Howard J., Jr.
Bacon, John G.
Balla, Michael P.
Beckett, William R.
Berry, William E., Jr.
Blasier, S. Cole
Bolen, David B.
Boswell, William P.
Bowdler, William G.
Broderick, William D.
Brown, Robert A.
Burn, North C.
Bushwaller, William J.
Button, Jack B.
Calderhead, William D.
Call, John P.
Chapin, Frederic L.
Chase, Elwyn F., Jr.
Cheatham, Marjorie L.
Cheney, Edward R.
Churchill, George T.
Clarke, Wallace
Clement, Alice W.
Conroy, Marion C.
Coon, Carleton S., Jr.
Cotterman, M. Lee
Crawford, Franklin J.
Crawford, William R., Jr.
Culbert, William E.
Cullen, Virginia I.
Cunningham, John E.
Cutler, Mary W.
Davis, Robert D.
Day, Robert W.
Days, Rudolph
Dean, David
Dickman, Francois M.
Diggins, John R., Jr.
Dornheim, Arthur R.
Dove, Richard E.
Dowland, Robert E.
Dozier, William B.
Eagleton, William L., Jr.
Edmundson, Ollie G.
Eilers, Xavier W.

Schiffman, Irving I.
Scott, David
Seelye, Talcott W.
Segall, Edwin E.
Sherman, William C.
Sherwood, Robert K.
Ellsworth, George A.
Ferretti, James J.
Ferri, Guy
Fliflet, Arne T.
Ford, Emmett B., Jr.
Forsten, Weikko A.
Frye, Theodore R.
Gabbert, Jack B.
Geppert, Richard D.
Gibbons, Robert J.
Gibson, Ramon M.
Gilchrist, Wayne R.
Gleysteen, William H., Jr.
Goldstein, Gerald
Gordhamer, John W.
Griggs, Robert F.
Guaderrama, Ernest S.
Gutierrez, Ernest B.
Hamilton, William C.
Hanson, Charles M., Jr.
Heiner, Gordon G., 3rd
Henderson, Theron S.
Hermanson, John H.
Heyneker, Gerrit J. W.
Hodgson, Robert D.
Holm, Arvid G.
Huffman, Robert C.
Hunt, Leaman R.
Hunt, Thomas J.
Hussman, Margaret
Hyman, Borrie I.
Imrie, Helen Jean
Jacyno, Joseph R.
Jensen, Olive M.
Jensen, Thelma M.
Johnson, Marie A.
Johnson, Richard E.
Jones, William C., III
Jorgensen, Wesley E.
Kaiser, Herbert
Kauffman, Andrew John, II
Kenney, George R.
King, Virginia L.
Larimore, Donald E.
Laugel, Raymond W.

(Continued on page 46)

Editorials (from page 28)

of Near Eastern and South Asian Affairs with a total of 221 new positions. The budget anticipates the establishment of a new bureau of African affairs which would contain 121 new field positions in addition to those now in existence in the countries which will fall under the jurisdiction of the new bureau. The Salaries and Expenses total also includes increases over the 1957 rate of expenditure to provide for a considerably enlarged program for the Foreign Service Institute, and to provide in the field for such items as purchase of passenger carrying vehicles, official residence expense, purchases of equipment, and commissary and recreational facilities.

The 1958 request calls for a 37 percent increase in representation allowances, bringing the total amount from \$872,800 in 1957 to \$1,200,000 for 1958. The foreign building program would be maintained at approximately its 1957 level, which represented more than double the sum appropriated in 1956.

The request would provide a 50% increase for the International Educational Exchange Activities, permitting an increase in exchange grants of from 6,287 in 1957 to 8,654 in 1958, largely for grants to cover visits to the United States from abroad, with the largest increase to visitors from the Near East area.

The President's 1958 budget request for State is one which the JOURNAL believes the Foreign Service will endorse enthusiastically. The strengthening of the Service provided in the overall seventeen percent increase, and especially that budgeted for Salaries and Expenses, is a logical follow-through to the Secretary's recently completed integration program. The provision for increased representation allowances will certainly be welcomed universally as a big step forward. The continuation of last year's sharply increased level of expenditures for acquisition of foreign buildings and the budgeted increases for equipment and for commissary and recreational facilities will be good news to many. We will await the action of Congress on this request with interest, believing that the need for a strengthened Foreign Service is appreciated on Capitol Hill.

News to the Field (from page 29)

Humphrey, Hubert H.	Minnesota
Mansfield, Mike	Montana
Morse, Wayne	Oregon
Long, Russell B.	Louisiana
Kennedy, John F.	Massachusetts (new)

Republicans:

Wiley, Alexander	Wisconsin
Smith, H. Alexander	New Jersey
Hickenlooper, Bourke B.	Iowa
Langer, William	North Dakota
Knowland, William F.	California
Aiken, George D.	Vermont
Capehart, Homer E.	Indiana

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Carnahan, A. S. J.	Missouri
Zablocki, Clement J.	Wisconsin
Burleson, Omar	Texas

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Pilcher, John L.
Fountain, L. H.
O'Hara, Barratt
Fascell, Dante B.
Farbstein, Leonard
Coffin, Frank M.
Saund, D. S. (Judge)

Arkansas
New York
Ohio
West Virginia
Alabama
Georgia
North Carolina (new)
Illinois (new)
Florida (new)
New York (new)
Maine (new)
California (new)

Republicans:

Chiperfield, Robert B.
Vorvys, John M.
Bolton, Frances P.
Smith, Lawrence H.
Merrow, Chester E.
Judd, Walter H.
Fulton, James G.
Jackson, Donald L.
LeCompte, Karl M.
Radwan, Edmund P.
Morano, Albert P.
Church, Marguerite S.
Adair, E. Ross
Prouty, Winston L.
Bentley, Alvin M.

Illinois
Ohio
Ohio
Wisconsin
New Hampshire
Minnesota
Pennsylvania
California
Iowa
New York
Connecticut
Illinois
Indiana
Vermont
Michigan

F. S. Promotions *(from page 44)*

Ellis, Athol H.	Leary, John C.	Bischoff, Carl A., Jr.	Papendorp, J. Theodore
King, Gordon D.	Lee, Henry, Jr.	Boehm, Richard W.	Parker, James A.
Lakas, Nicholas S.	Lehfelddt, William W.	Borg, C. Arthur	Penberthy, Grover W.
Meloy, Daniel J.	Lillig, Arthur C.	Borin, Robert B.	Perkins, Raymond L., Jr.
Peake, J. H. Cameron	Linde, Kenneth W.	Bowen, A. Dane, Jr.	Plenni, Paul J.
Massey, Parke D., Jr.	Lindsay, Philip M.	Brewin, Roger C.	Price, Arthur L.
Masters, Edward E.	Loughran, John L.	Bryant, Edward W. M.	Quinn, Harry A.
Matthews, H. Freeman, Jr.	Luppi, Hobart N.	Burke, Robert T.	Rabin, Kenneth M.
McGrath, John B.	MacQuaid, Robert J.	Carle, Robert J.	Randolph, Virgil P., III
McLean, Allan F., Jr.	Mansfield, Donald C.	Carson, James L.	Rassias, Charles N.
McMurray, Warren H.	Martens, Robert J.	Cash, Harvey J.	Rawls, Nancy V.
Meriam, Anne W.	Shoosmith, Thomas P.	Chase, Katharine S.	Reed, John
Michalka, Earl R.	Smith, Emery Peter	Chase, Robert W.	Flenner, Robert H.
Miklos, Jack C.	Smith, Richard G.	Christensen, Ward Lee	Floyd, Arva C., Jr.
Mitchell, George C.	Southerland, J. Harlan	Cochran, Douglas McCord	Foley, Francis L.
Moffett, James D.	Squire, Christopher A.	Collier, Theodore M.	Forbes, G. Ryder
Moran, John A., III	Stackhouse, Heywood H.	Collopy, Walter F. X.	Frederick, C. Jefferson
Moriarty, James F.	Stalder, Andrew	Crowley, John J., Jr.	Gage, Charles M.
Morin, Laurent E.	Stearns, Monteagle	Culpepper, Jane A.	Garrison, Mark J.
Moscotti, Albert D.	Stein, Robert A.	Curran, James C.	Gebelt, Stephen G.
Mulhern, Alice G.	Stryker, Mrs. Virginia C.	Dale, Martin A.	Glazer, Harry B.
Nelson, Clifford R.	Stubbs, Cherry C.	Daniels, Daniel H.	Gleysteen, Dirk
Nelson, Harvey F., Jr.	Styles, Michael H.	Davey, Harold L.	Goldstein, Bernice A.
Newsom, Howard F.	Suhler, Sidney V.	Davis, John R., Jr.	Gottlieb, David R.
Noziglia, Edward P.	Swing, Joseph M.	Davis, Thomas W., Jr.	Gwynn, Robert P.
Nyerges, Anton N.	Tanck, Margarite H.	Dean, John G.	Handyside, Holsey G.
Odell, Harry I.	Thomsen, LaVerne L.	DePorte, Anton W.	Hanley, C. Norman
Olsen, Glen S.	Thomsen, Raymond	Draper, Morris, Jr.	Harper, Elizabeth J.
Ortman, David B.	Thurgood, Harriet C.	Dreyfuss, John T.	Harris, Stanley P.
Ortwein, Mathias J.	Torrey, Charles P.	Easum, Donald B.	Harter, John J.
Patterson, Wilma C.	Toth, Irene	Eberle, Harold F., Jr.	Hataway, James D., Jr.
Petree, Richard W.	Toumanoff, Vladimir I.	Eiselt, Raymond W.	Hayne, William A.
Pickering, Laurence G.	Vandivier, Philip F.	Ely, Michael E.	Heavner, Theodore J. C.
Piepenburg, Lyle R.	Velletri, August	Estep, Hunter L.	Heginthotham, Erland H.
Piette, Onesime L.	Voorhees, Harold C.	Everts, Stockwell	Hemenway, Brewster R.
Plowman, Janice	Walker, Mary L.	Farrell, James D.	Hemenway, John D.
Prichard, Virgil E.	Warnecki, Aloysius J.	Feldman, Harvey J.	Herber, Robert C.
Quintanilla, Joseph H.	Westbrook, Alice D.	Finch, Richard W.	Rex, Elizabeth J.
Rehberg, Ralph C.	Whinery, Marion M.	Herdeck, Donald E.	Rosenthal, Edward B.
Rives, Lloyd M.	White, Merrill A.	Johnson, Mrs. Elizabeth B.	Rueda, Richard, Jr.
Roberts, M. Adelaide	Whitfield, Bernadine	Johnson, Chadwick	Ryan, William F.
Romine, Woodward	Wile, Frank S.	Johnson, Richard C.	Sampas, James G.
Roof, William R.	Williams, Robert B.	Jones, Ellis O., III	Schaffer, Howard B.
Rose, Kenneth F.	Wilson, J. Robert	Junior, Lewis D.	Schmelzer, Frank E., Jr.
Rosen, Arthur H.	Wolle, William D.	Kirk, Roger	Seasword, Carl G., Jr.
Russell, H. Earle, Jr.	Wooldridge, Robert A.	Kiselyak, Charles A.	Shlaudeman, Harry W.
Sacksteder, Frederick H., Jr.	Zimmermann, Jean E.	Krausse, Henry G., Jr.	Smith, Alice M.
Schiff, Stanley D.		Kriebel, P. Wesley	Smith, Robert P.
		Kryza, Elmer G.	Smyser, William R.
		Lee, Owen B.	Stillman, Arthur M.
		Leonard, John Donnelly	Taylor, Yancey M.
		Levin, Burton	Thomas, Edward H.
		Liebof, Jack	Thompson, John Means
		Lill, Joe	Titus, Ross P.
		Long, Richard G.	Usenik, Frances A.
		Loubert, J. Daniel	Veliotes, Nicholas A.
		MacDonald, John W., Jr.	Warker, Peter F., Jr.
		Manchester, Mary	Wentworth, John P.
		Marvin, William G., Jr.	Wise, Samuel G., Jr.
		Mason, James D.	Woodruff, Arthur H.
		McCall, Hugh J.	Wright, William Marshall
		McIntyre, John M.	York, Charles T.
		McLean, William H.	Youngquist, Eric V.

To Class 6 from Class 7

Ainsworth, Laurence E.	McRory, William F.
Allen, Robert B.	Mehlert, Calvin E.
Allen, Robert J., Jr.	Mitchell, Alethea
Ambach, Dwight R.	Moser, Leo J.
Andrew, Robert F.	Muller, Carsten D.
Andrews, George R.	Murphy, Richard W.
Armstrong, Sam G.	Narten, Philip C.
Baldwin, Marion Augustus	Nash, Marian L.
Barfield, John Daniel	Neher, Leonardo
Bell, S. Morey	Norbury, Joseph B., Jr.
Bennett, John T.	Nowakoski, A. Gregory, Jr.
Benson, Roger N.	Okun, Herbert S.

AFSA

Wilbur J. Carr Memorial Scholarship News

Substantial support has been added to the American Foreign Service Association scholarship program by Mrs. Wilbur J. CARR who has established, in memory of her husband, a \$1000 scholarship for children of Foreign Service Officers.

Funds will be disbursed, at the discretion of the Committee on Education of the Association, to help defray expenses at a university, college, seminary, professional, scientific, preparatory or other school in the continental United States. Completed applications should be submitted on or before May 1, 1957 to the Committee on Education, American Foreign Service Association, 1908 G Street N.W., Washington 6, D. C.

The Honorable Wilbur J. CARR, often called "the father of the American Foreign Service," served for almost half a century in the Department of State and the Foreign Service. During his career he was Assistant Secretary of State. He was Minister to Czechoslovakia at the time of his retirement in 1939.

S. Pinkney Tuck Scholarship

The S. Pinkney Tuck Scholarship at Dartmouth College will be awarded to a member of the Class of 1961, entering Dartmouth next September. The first preference in making this award goes to qualified sons of career Foreign Service Officers of the United States. The Scholarship has been held in the past by Francis C. Reed, son of Henry C. REED; John A. Gray, son of Archibald E. GRAY and Ralph W. Chesbrough, son of the late Ralph F. CHESBROUGH.

The Scholarship provides up to \$1,000 per year, according to the need of the recipient. If his need is greater, he may be assigned employment or an additional award from the College's own funds. Interested students should write to the Director of the Office of Financial Aid, Box 90, Hanover, New Hampshire, before February 15.

The Honorable S. Pinkney TUCK, who established the scholarship in 1948, entered the Foreign Service after his graduation from Dartmouth, and for 35 years represented this country abroad as a career officer until he resigned as U. S. Ambassador to Egypt in 1948.

St. Andrew's School

The Association takes great pleasure in announcing that an active officer of the Foreign Service, who wishes to remain anonymous, has set aside a fund which will make possible an annual scholarship award of approximately \$600 for the son of a Foreign Service Officer who is accepted by St. Andrew's School, Middletown, Delaware. This school was founded in 1929 by the Episcopal Church School Foundation, Inc., with the assistance of the late Alexis Felip du Pont. To make the school available to families of moderate means there are four tuition rates, the highest being \$1600. The cost to the recipient of this scholarship would depend on the financial status of the family. Required entrance tests are given in February. Potential applicants should write immediately for further information to Reverend Walden Pell, II, Headmaster, St. Andrew's School, Middletown, Dela. A catalogue is available for inspection at the Association offices in Washington.

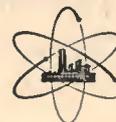
N.B. For most schools, applications for scholarships should be made at least one year in advance.

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Preparatory School Scholarships

During the past year the Committee on Education of the AFSA has been in touch with leading preparatory schools in the East to discover ways of making more scholarships available to the children of Foreign Service personnel. The following schools have indicated that inquiries about scholarships by career service diplomats will be welcomed:

St. Paul's School, Concord, N. H.
Phillips Exeter Academy, Exeter, N. H.
Phillips Academy, Andover, Mass.
Deerfield Academy, Deerfield, Mass.
Loomis School, Windsor, Conn.
Choate School, Wallingford, Conn.
Taft School, Watertown, Conn.
Hotchkiss School, Lakeville, Conn.
Lawrenceville Academy, Lawrenceville, N. J.

Dynamics (from page 23)

prove in its next session, following the initial presentation in the President's annual budget. After congressional action the Bureau apportions funds for use in each quarter of the fiscal year and checks to see that approved schedules are being followed.

The Divisions

The men in the middle of this budget process are the examiners in the Divisions. In actuality they are concerned not only with the budget process, but throughout the year with legislation, management and organization as well. They must know at all times about the plans, the programs, the problems, and the operating records of their agencies. They are spread amazingly thin. In the International Division, for example, working under Irving J. Lewis,* there are only three men who have full-time responsibility for the Department of State and two for USIA. A pyramidal structure of supervisors exists, but each level encompasses a larger number of agencies until at the top the Director and the Deputy Director scan the whole range of Federal activities.

An outsider is often surprised to discover the intimate knowledge of an agency acquired in a few years' time by each examiner. By constant study of papers and budget documents, by field trips, and by almost daily contacts with agency staffs, most examiners become thoroughly acquainted with not only the form, but the substance of their agencies' operations. While involved at times with consideration of three complete fiscal plans covering three budget years, they are able usually to view with objectivity and clarity the overall progress of their agencies. In trying to catch the significance of broad programs, nevertheless, they do not fail, as a rule, to find opportunities for suggesting economies of a more detailed nature. However, it must be observed in the final analysis, in the International Division at least, that a search for pennies or francs or pesetas is not carried out at the expense of a broad and intelligent final weighing of major issues and programs. The broadest possible judgment enters into the final decision of the Bureau, following the Director's Review, which decides on an agency mark allocating to each agency dealing with foreign affairs a reasonable portion of the government's fiscal resources.

The Staff

Faced with a tough Budget Examiner across the hearing table, one may tend to wonder what manner of man he may be. To the agency representative he may appear as an iconoclast, a Devil's advocate, or some less charitable individual. It might be well to regard him actually as a somewhat ambidexterous personality. While one day he may make life miserable for a departmental witness, a few days later he may appear before the Director's Review board strongly supporting the very program he appeared to criticize.

Morale is high in the Bureau of the Budget, the examiners of fine caliber. The Bureau attracts the same kind of man as the Foreign Service and looks for the same qualities of character—inquisitiveness of mind and devotion to American ideals. Considerable responsibility is given to relatively young men and it is not uncommon to find a GS-11 interviewing an Under Secretary. Like the Foreign Service Officer, the Bureau man is a career civil servant and serves each administration with equal loyalty—a task made especially difficult when operating within the framework of the

*Chief of Area C.

*In charge of the Office of Legislative Reference.

Executive Office itself. During his early training and orientation the young Bureau man hears himself described in relation to the White House as "the eyes and the ears of the President." In keeping with the cloister concept, he is advised by Assistant Director Roger W. Jones* that "perhaps as many as nine times out of ten his work of analysis, which leads to a better, more effective or less expensive way of doing something, can never be attributed to him, seldom to his unit, only occasionally to the Bureau."

The examiner is not necessarily an accountant. He must weigh the relative merit of activities and projects in relation to the President's overall program, in part by means of the dollar signs ascribed to each item, but he thinks in terms of policies to a much greater extent than people realize. He is early warned that he should not act like a prowler on the lookout for wrongdoers and must sometimes be reminded that he cannot dictate to Cabinet officers on internal operations—he is a staff assistant to the President, not a line commander. He has done his job best when he has induced his agency to ask itself some searching questions and reject a doctrine of self-satisfaction. Usually he is aware that he may become ineffective if he grows into a blind supporter or an unreasoning protagonist of his agency. Again in the words of Mr. Jones:

"The Bureau staff man must never allow himself to lose the capacity for indignation or to acquire the taste for power. He is a servant of the public good. Working at the nerve center of the Federal Government, he must recognize that it is his function to blend, to synthesize, and to adjust Government programs to the hope and the fears, the demands, the aspirations, the likes and dislikes of the people he serves."

People in contact with the Bureau of the Budget, or with their own agency budget offices for that matter, should remember above all else that the handle by which the U. S. Government controls its programs is its fiscal plan. Dollars and policies are inseparable—they have a reciprocal relationship. Theoretically, he who controls the budget controls all, although it must be recognized that this power is naturally subject to a complex of checks and controls and the realities of our Federal command structure. Convince a budget man, however, of the rightness of your policy objectives, the reasonableness of your activity goals, the logic of your program justification and he usually will find in the labyrinth of budget and fiscal planning the funds to do your job.

State, USIA, and other agencies engaged in foreign relations may have good reason to feel confidence in the men of the International Division, headed by Mr. Robert M. Macy, and their attitudes toward U. S. foreign affairs programs. While admitting that these programs are most difficult "to grab hold of" and analyze in coherent fashion, Bureau staff members are basically sympathetic to the operations and objectives of these programs and the people who run them. Examiners have returned from field trips and from familiarization tours in the Department of State, for example, filled with admiration for the work of the Foreign Service, but perplexed at the same time by the problems they face. They are giving much serious thought to the whole subject of the kind of permanent organization which the United States should have for the conduct of all phases of foreign affairs. One may be assured that, from the Director on down, the staff of the Budget Bureau will enthusiastically support any and all reasonable plans which move us toward a more peaceful and more prosperous world.

Among Our Contributors:

Arthur A. Calwell is a member of the House of Representatives, Deputy Leader of the Opposition in that body and former Commonwealth Minister for Immigration that initiated the Migration Program which figures significantly in the current Australian scene. Mr. Calwell, some of whose relatives settled in Pennsylvania, is a keen analyst of early American history

FSO G. Edward Clark has just completed a six-month special detail in the Bureau of the Budget and is now assigned to the Office of Assistant Secretary I. W. Carpenter, Jr. (A). He has served previously as political, economic and public affairs officer respectively at Tangier, Bombay and the Department. While in Washington from 1952-53, Mr. Clark's wife, Lee, worked as editorial assistant on the JOURNAL.

E. J. Beigel is a student of public buildings and town planning and collects old Baedekers. He has served in the office of Western European affairs for a number of years as a specialist on Iberia. He is also secretary of the Institute of Iberian Studies. He understands from the contractors that the noiseless period of excavation for the new building will soon be over and spring will usher in a season of pounding steel pilings in the ground.

Howard A. White's first article on "Three Missions to Morocco" appeared in the October JOURNAL. This series "Three Missions to Morocco" is the result of original research performed by the author in the Library of Congress and the National Archives, and in Morocco, when he was U.S. Naval Attaché to the American Legation at Tangier from 1945 to 1950. He is at present press attaché at Rio de Janeiro, and has been with USIA since 1952.

Marvin L. Frederick says that his first-hand contacts with State Department affairs had been limited previously to getting passports for a trip to Europe and arranging for an Exchange Visitors Program in public accounting a few years ago for the firm he has been associated with since 1945, Peat, Marwick, Mitchell & Company, Certified Public Accountants. He has been doing personnel work in industry for over thirty years, is a graduate of Dartmouth and was with General Electric until 1942.

Art Work

Paul Child has just returned from Bonn where he was USIA Exhibits Officer. At the invitation of Cologne's famous "Photokina" he held a one-man exhibition of his photographs in Cologne just before he came home. At the close of the exhibition the Society prepared a memorandum for its records in which it said . . . "his photos were something which had appeal to each individual viewer. The amateurs were also particularly appreciative because they found photos which were not entirely beyond their own capacity. Not only amateurs, but professional photographers too, were enthusiastic in his method of finding themes."

J. E. Wiedenmayer, Consul at Melbourne has had exhibitions of his paintings in Europe and in Australia. "Music in Naples," page 42 was exhibited in Melbourne and was painted in tempera on wood in Italian Renaissance technique.

HUMOR IN MOSCOW

Daniel Schorr recently returned to this country after many months in Moscow as correspondent for CBS News. Last month he was invited by Eric Sevareid, news analyst for the Columbia Broadcasting System, to appear with him and give his views on Russia. After pointing out that the truth about ordinary life in a country often is best revealed by the current sayings and anecdotes, Sevareid inquired:

"Dan, what's the small talk in Russia right now?"

Well, Eric, probably the most significant anecdote of the year was this one recently told to me by a Russian in Moscow. Three Hungarians meet in the famous Lubyanka Prison in Moscow. One asks, "Why are you here?" The second replies, "I was pro-Nagy. How about you?" "I was anti-Nagy," says the second. Then they turned to the third, who had been silent, and ask, "Why are you here?" He replies, "I am Nagy."

A favorite butt of Russian anecdotes is Khrushchev. Because of his campaign to popularize corn in Russia the story is told of the lady who planted one corn stalk in her flower garden and when she was asked what flower it was, she said, "Dream of Khrushchev." Then the gag that went around just before the Olympics, quoting Khrushchev as threatening to turn all sports arenas into cornfields unless the Soviet team won at Melbourne.

Now these stories aren't particularly funny to us and I am not telling them for laughs but more because of what they reveal about Russian thinking. Another such revealing story has Khrushchev on an inspection tour asking the worker what's wrong with conditions in his factory. The worker praises everything in glowing terms, says nothing is wrong; gives implausible figures about production. Khrushchev turns angry and says, "Who are you trying to kid? Don't you know that I'm Khrushchev?" The worker apologizes, says, "Sorry, I thought you were a member of a foreign delegation."

Then the story is told, quite apocryphal of course, that Nehru of India on his visit to Russia saw streams of people walking to work in the early morning. He asked, "Who are these?" And he was told: "These are the masters of the nation." Then seeing a line of sleek Zis limousines barreling through the streets, he asked, "And who are those?" The answer: "Those are the servants of the nation."

Then the one about the foreign tourist who saw a man sitting on the highest tower in Moscow. He climbed up and asked the man what he was doing. The flagpole sitter replied, "I am waiting to see communism come." The tourist decides to offer him a job sitting on a New York skyscraper to watch for the end of the American depression. (You will note, Eric, that this Russian story assumes that we are having a depression.) The man ponders and finally he replies, "No, why should I change? Here I have a lifetime job."

The story then about a lecture being given in a Moscow planetarium about the planet Mars. The lecturer says at one point, "There is good reason to believe that life exists on Mars." Suddenly there comes a voice from the audience: "And when do you think there will be life on earth?"

As I said, Eric, those stories are not necessarily funny or new but they show something.—*Daniel Schorr in a column in the Washington Post.*

Letters to the Editor (from page 52)

airing of this question is gratifying, particularly since any large-scale program to recruit laterally in a career service must be a cause of concern to all—whether junior or senior, new-comer or old-timer.

We all desire a Foreign Service capable of fulfilling its responsibilities with distinction. Therefore, if it can be demonstrated that the only feasible means of filling the "very substantial number of vacancies" at the junior and middle levels is by lateral recruitment, then, so be it. In such a case, necessity would be its own justification even though the principle of a career service were placed in jeopardy. (Actually, double jeopardy, for, as Mr. Chapin observes, "These officers will not only take up slots which would otherwise be available as a basis for promotions but many of them will in due course . . . come into the Foreign Service. . . .")

The question plainly stated is whether this particular encroachment upon the career principle is absolutely necessary. The wish may be father to the thought, but it seems to me that it may not be necessary—at least not on the scale apparently contemplated. Mr. Kidder observes that promoting FSO's to more responsible jobs is an impracticable alternative because, in many cases, needed skills are not available and because internal shifting does not reduce overall vacancies. The matter of special skills is a poser. But much has already been done in this regard through in-service training. Also, there are unquestionably officers qualified in such short-supply categories as economics and research who presently are assigned to other types of work. To train more officers would be expensive and time-consuming, and to seek out those who are misassigned in terms of current Service needs would be difficult. But judging from the negative reaction of a number of younger university professors (prime targets for lateral recruiting) and from the recent plea in the Department's *Employee Bulletin* to "carry our message of personnel needs (\$5,100-\$10,600) to . . . friends, acquaintances and relatives", the tilling of new fields may prove to be more time-consuming, difficult and, in the long run, expensive than reworking the home acreage. As to the related question that internal shifting does not reduce overall vacancies, agreed, but when accompanied by promotions up the line it does permit the filling of vacancies where they should be filled in a career service, i.e. from the bottom. Pessimism about the possibility of attracting the number of Class 8 officers that would be required does not seem fully justified in view of the current record annual rate of over 9,000 candidates actually taking the FSO-8 examination.

Mr. Kidder considers a few "other alternatives" to large-scale lateral recruitment and, finding each wanting, dismisses them. I do not advocate these "alternatives", but it seems to be of more than semantic importance to note that proposals advanced for a career solution of the vacancies problem need not be alternatives. They can be complementary courses of action, any one of which might be inadequate, but which taken together might at least reduce the current need for lateral recruitment to less significant proportions. One proposal not considered is to reclassify to the Civil Service those dual-service positions at the junior and middle levels in the Department which are clearly peripheral to the Foreign Service. This would appear to have the dual advantage of releasing FSO's to fill Foreign Service vacancies and of permitting the retention or recruitment of civil servants with the appropriate technical skill and experi-

ence. Other proposals will doubtless occur to JOURNAL readers.

Is all this concern about a career principle warranted? I believe that we would agree that at least a reasonable realization of the career principle is essential if the Foreign Service is to attract and hold the caliber of officer required to fulfill its responsibilities. Therefore, it is to be hoped that every possible effort will be made, and re-made, to fill present vacancies through a coordinated program of re-assignment, promotion, training, FSO-8 recruitment, re-classification of peripheral dual-service positions and other feasible in-Service means.

Lee T. Stull

Washington

FORMER F.S. MEMBERS FORM CHAPTER

To the Editor,

FOREIGN SERVICE JOURNAL:

A group of ex-Foreign Service people in the San Francisco area held a dinner gathering November 15 at the Montclair restaurant, in the Italian district, to review the "good old days" and form a chapter. Twenty-two former FSS and FSO's in the Bay area, representing a much greater number of posts, enjoyed the off-the-record session. Dinner will be held each month. Present and past F.S. members and its various branches in San Francisco and environs, or coming through, are welcome.

Kay Brennessoltz (Milan, Calcutta, Rio and Warsaw), 1317 Hyde, San Francisco, GRaystone 4-6493, or James Parker Wilson (Vienna, Rome, Santiago), 333 Pine, San Francisco, EXbrook 2-4511, will supply additional information to Bay area settlers and visitors.

Mary Arnquist

San Francisco

"KAFILA TO KARACHI"

To the Editor,

FOREIGN SERVICE JOURNAL:

I was extremely interested in your picture story, "Kafila to Karachi" to see how the camel still plays an important role in the economy of many Eastern countries.

I wonder how many JOURNAL readers recall that the camel made a very great contribution to the development of our own country? It began in 1856 when Jefferson Davis—then Secretary of War—ramrodded a bill through Congress calling for \$30,000 with which to purchase camels from Africa and Asia. The purpose was to use them in the mountain and desert regions of the Southwest.

The money was appropriated and the Army bought the animals at \$50 a head. They were then formed into a Corps and stationed at Camp Verde, near San Antonio, Texas where they were used mainly to open up wagon routes to the Pacific coast. Some did see combat service during the Civil War, although they were never very popular with the men assigned to them. After the war the complaints that the camels were stubborn, possessed of an unpleasant odor, and that they frightened children and horses, grew in volume. In 1886 the Army began auctioning them to circuses and zoos. Others escaped or were stolen. Those that escaped roamed the deserts of Arizona and New Mexico until they finally died out. By the turn of the century there remained no trace of what had once been called the "Stubborn Corps."

Peter E. Brampton

Washington



TWENTY-FIVE YEARS AGO

To the Editor,
FOREIGN SERVICE JOURNAL:

I always read James B. STEWART's "Twenty-Five Years Ago" column and enjoy it very much. His town of Denver is one of my favorite cities in America and in fact the only big one anywhere near my place at Cody, Wyoming where I hope to spend two or three weeks this fall. About five years ago I took up painting and above is a picture I did of the ranch.

Copenhagen

Robert Coe

JOHN DAVID JOHNSON

To the Editor,
FOREIGN SERVICE JOURNAL:

The friends of John David Johnson in Washington and at the posts where he has served will regret to learn of his death December 7, 1956, at his home in Jaffrey, New Hampshire.

Mr. Johnson entered the Department of State in 1905. He was Assistant Chief of the Division of Foreign Service Administration when appointed a career Foreign Service Officer, Consul and a Secretary in the Diplomatic Service in 1922. On October 31, 1921, he was appointed Department of State representative on the Federal Traffic Board.

He saw service at various posts in France, was in Madrid during the Civil War in 1935-36, and was in the Consulate General at Montreal when he retired in 1947. Mr. Johnson was a fluent conversationalist, made friends easily, and his Yankee background was readily evidenced in the careful management of Governmental affairs entrusted to his care.

Harry A. Havens

Washington

MORE ON EFFICIENCY REPORTS

To the Editor,
FOREIGN SERVICE JOURNAL:

"Principles of sound personnel training and career development" and "basic concepts of decency and fair play" (to quote two commenters on FSO-1's letter) cannot be invoked in a vacuum. Let's try to apply them to a hypothetical but probably not unusual situation. An officer is super-sensitive. The rating officer explains this fault frankly in the efficiency report and talks it over with the officer as tactfully and sympathetically as possible, but must, of course, make his comments consistent with his report. Because he *is* super-sensitive the officer feels persecuted (if not as a result of the rating officer's talk, certainly when next he goes on home leave and reads the report), the relations between the two are soured, the work of the office suffers, and the sensitive officer's complexes become more deeply ingrained.

The same situation exists, but with different efficiency report procedures in effect. In this case the rating officer writes an equally frank efficiency report but tells the officer only as much as he feels he can without antagonizing him and losing his confidence. When the sensitive one goes home on leave he sees a personnel counselor (specially picked, it is to be hoped, for his wisdom and maturity) who, based on the strength of his status as an objective bystander, on his experience in personnel counselling and on the information in all — not just one — of the efficiency reports in the officer's file, talks over the officer's work with him and, if clever and fortunate enough, helps him greatly without antagonizing him or spoiling his personal relationships at his post.

Granting the weakness of argument by hypothetical cases, situations such as these *do* arise and *can* turn out as described above. There is little doubt, in my mind at least, which procedure is in the best interests of the Government, the Service and all the individuals concerned.

James K. Penfield

Athens

To the Editor,
FOREIGN SERVICE JOURNAL:

In the interest of greater efficiency and more accurate appraisal of one's efficiency, I believe that the subordinates should rate their superiors. The value of such a report is that it will supply information as to how well the individual gets along with his subordinates. Such ratings, in addition to the ratings he customarily receives, will give the personnel officer a complete picture of the individual being rated.

A superior is rightly judged by how good a job he does in relation to factors of quality and productivity. In reality it is the product of his subordinates on which he is being rated. How easy he is to get along with and how well he is able to get his subordinates to work for him will control how well he can get a particular job done. They, better than anyone, can tell the personnel officer the answer.

A superior that knows he will be so rated will be mindful of his subordinates and act as reasonably as he can. This awareness should guide and not control a superior's behaviour. It will, however, perhaps do away with an abuse of a superior's power. Naturally the superior rated should be given the opportunity to see the rating as a subordinate may today. The factors to be rated merit further study.

Robert W. Thabit

Beirut

Letters to the Editors

Pseudonyms may be used only if the original letter includes the writer's correct name and address. All letters are subject to condensation.

“WITHOUT EQUAL ANYWHERE”

*To my Friends and Colleagues
in the Department and the Foreign Service:*

For the past three and a half years I have had the privilege of working with many of you, first as Consultant to the Secretary and then as Under Secretary. Throughout my years of travel prior to that, I had had the opportunity to observe overseas operations of private corporations and foreign offices of other governments. After my experience with the Department, at home and abroad, I am convinced that the United States has a foreign affairs staff without equal anywhere. This, I believe, is wholly attributable to the devotion to duty, the integrity and high standards of the employees of the Department and Foreign Service.

I deeply appreciate the assistance and support all of you have given me even though you may have been in some remote corner of the world. I regret that our official association must come to an end, but you can count always on my steadfast support.

My best wishes to all of you.

Herbert Hoover, Jr.

MAINTAINING THE OBELISK

To the Editor,
FOREIGN SERVICE JOURNAL:

Many of us are much concerned over the implications for promotion in the Foreign Service. We agree with Mr. Chapin that changes in the procedure and philosophy behind the promotion system will adversely affect the vast majority of Foreign Service Officers in years to come.

Whereas the 1946 Act made it reasonably possible to serve ten to fifteen years at positions of higher responsibility before retirement, the 1956 amendment as interpreted by Mr. Kidder would appear to restrict such service to five to ten years. The Foreign Service, in short, would deprive itself of a sufficient number of senior career officers under this procedure.

Furthermore, the excessively long time required to near the top, in contrast to business and other government professions, would discourage from entering or remaining in the Foreign Service the ambitious and qualified persons presumably desired.

To make the Foreign Service more attractive, three measures might be considered:

1) Interpretation of the 1956 amendment as it pertains to promotions should be at least as favorable as that of the 1946 Act, which it supposedly improved upon. In other words, it should be made possible for the average officer to reach Class 1 in twenty five to thirty years. Mr. Kidder, in effect, suggests that the average officer should not reach Class 1 for 28 to 35 years, or more, if the implication in paragraph c, p. 34 of his article is that it should take longer to make the two steps after Class 3.

2) A truly effective selection-out process is indispensable

for the Foreign Service. To help the officers involved as well as the Foreign Service, time in grade before selection-out should be decreased, as Mr. Chapin suggests. We agree with Mr. Kidder that such a process should not and need not cast any reflection on officers concerned.

3) The rate of promotion, as Mr. Kidder partially recognizes, should be graduated rather than fixed. Thus, starting at Class 8, the time-in-grade requirement would increase gradually to the top with a maximum requirement of one year at the bottom. In this way the able officer would be given the opportunity to advance more rapidly through the less responsible grades, receiving increased responsibility and salary in accordance with his demonstrated abilities. This concept is particularly important:

a. To reward merit, presumably the essence of a career service.

b. To assist the junior officers (8-6) who, at a disproportionately rapid rate, are taking on family responsibilities in addition to expenses for furniture, clothing and other equipment appropriate to or required by the Foreign Service. The present salaries, if spread over the recommended twelve to fifteen years (the time it takes to get to Class 5 under Mr. Kidder's recommendation) are totally inadequate.

c. To enable more mature officers entering at comparatively advanced ages, training and experience, to be promoted more rapidly to their proper age-class group, assuming that in the earlier grades they will perform better than their less mature and experienced colleagues. This would offer some compensation for the salary sacrifices that these older junior officers must make. It would also help give meaning to the class average age, which we agree with Mr. Kidder to be a desirable concept insofar as it would not hinder advancement.

d. To permit the maintenance of the truncated obelisk, which Mr. Kidder states is a more realistic shape for the FSO corps than a pyramid. Thickness at the middle cannot be maintained without more rapid promotion at earlier grades, provided the Foreign Service Corps is to be based on growth through the ranks.

Frazier Meade

William N. Simonson

Washington

CONCERN ABOUT CAREER PRINCIPLE

To the Editor,
FOREIGN SERVICE JOURNAL:

We are indebted to Messrs. Chapin and Kidder for the interesting and provocative discussions in recent issues of the JOURNAL of certain provisions of the Foreign Service Act Amendments of 1956. We are also obliged to the editors of the JOURNAL for their invitation to continue the discussion in "Letters to the Editors."

In his reply to Mr. Chapin's article, Mr. Kidder comments on the addition of two FSO classes and on lateral recruitment and entry through the Reserve Officer channel. I shall not labor the first question since both sides have been so ably stated and since the establishment of the new classes is a *fait accompli*. On the other hand, the lateral recruitment of several hundred Reserve Officers with an option on permanent status is treated only secondarily by Mr. Chapin and is an unaccomplished program. Therefore, Mr. Kidder's

(Continued on page 50)



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