Foreign Service Journal



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Singapore
by Dong Kingman

ON HIS PAINTING trip around the world, Mr. Kingman stopped here where his grandfather had lived. "Such a busy city!" he wrote. "Here is a transplanted Canton, side by side with other peoples of the world."

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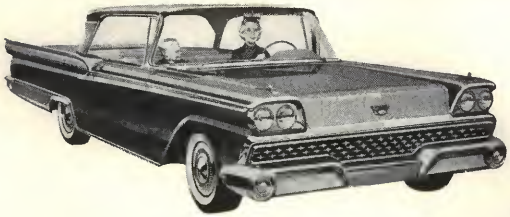
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This will supersede the current arrangement whereunder a 20 percent discount is extended on trade books only, which terminates on June 30, 1959.

AFSA Dues

IN ACCORDANCE with the usual practice, our 5,300 members will be billed for their 1959-60 AFSA dues this month. Payment falls due on July 1, 1959 and while, of course, it would be unrealistic to expect all members to pay their dues on or before the exact date upon which payment falls due, it would be a tremendous help to the Association, both financially and administratively, if our members would arrange to pay their dues with the least possible delay. By doing so, they will ease the burden imposed on the Association's accounting, addressing, and mailing services involved in sending out subsequent notices of payments due, and this will also enable us to send them the JOURNAL without interruption. U. S. postal regulations prescribe a limit on the length of time during which magazines (subscriptions to which have expired) may be mailed at second class rates. As we go to press, nearly 400 numbers are still in arrears in the payment of the current fiscal year dues. We make a special appeal to them to clear up their indebtedness before the end of this month and to assist us in the future by paying their dues more promptly. (*D. McK. K.*)

BIRTHS

ACKERMAN. A daughter, Kristin Mary, born to Mr. and Mrs. Karl D. Ackerman, March 21, in Oslo.

BLAKE. A son, Robert Andrew, born to Mr. and Mrs. James J. Blake, March 13, in Calcutta.

FORD. A son, Robert David, born to Mr. and Mrs. William J. Ford, February 24, in Washington. Son Richard Michael was born on September 2, 1957, also in Washington.

LOWENSTEIN. A son, Price Gordon, born to Mr. and Mrs. James Gordon Lowenstein, April 10, in Colombo.

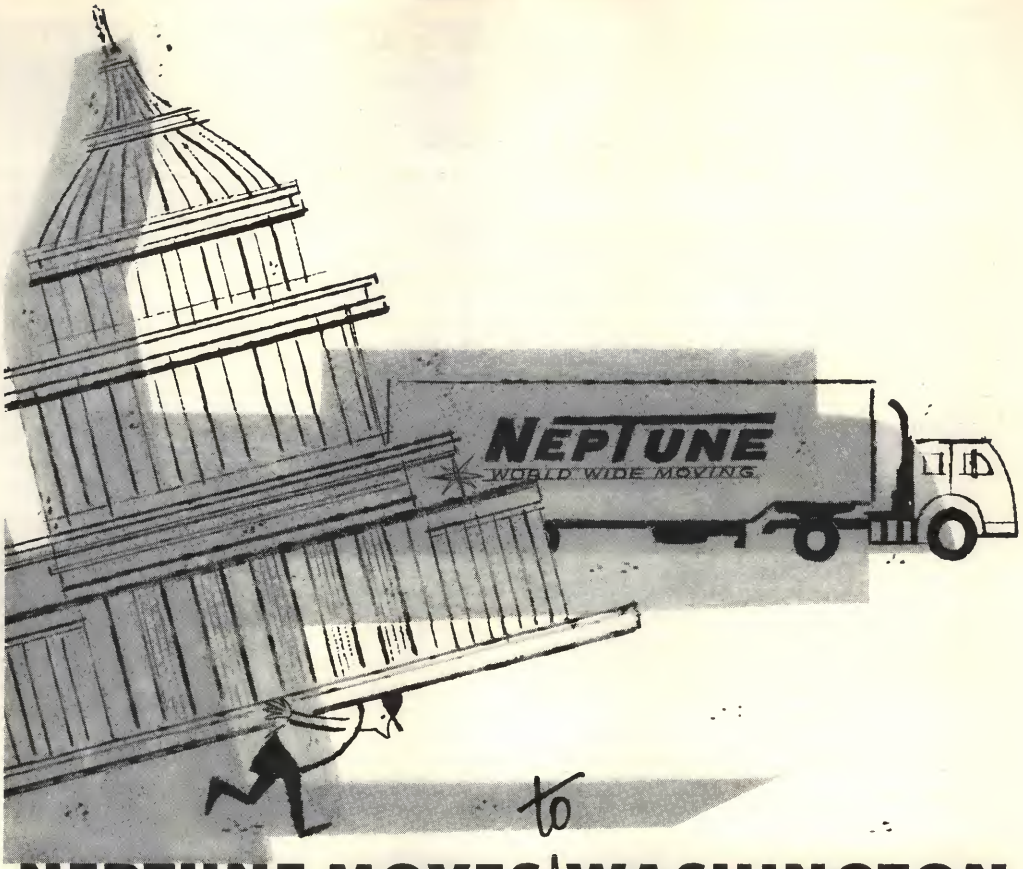
ROCKWELL. A son, Geoffrey Morgan, born to Mr. and Mrs. Stuart W. Rockwell, April 7, in Washington.

DEATHS

MILLER. Ralph G. Miller, FSO retired, died on April 8 at Charlottesville, Va. Mr. Miller entered the Foreign Service in 1928 and served in Buenos Aires, Montevideo, London, Havana, Mombasa, Cairo and St. John, New Brunswick. His last post, from which he retired in 1953, was with the FSI in Washington.

NORTON. Edward J. Norton died on April 28 in Málaga, Spain. Mr. Norton entered the Service in 1907 and his second post was Málaga, to which he was appointed in 1909. In 1923 he became Chief of Personnel and in 1929 he resigned from the Service to accept a position with Bevan and Company in Málaga. Mr. Norton had contributed several pieces to the JOURNAL, including "Albert Edward and a Song of Shirts," and in this issue, "When the Secretary of State Fought a Duel," p. 44.

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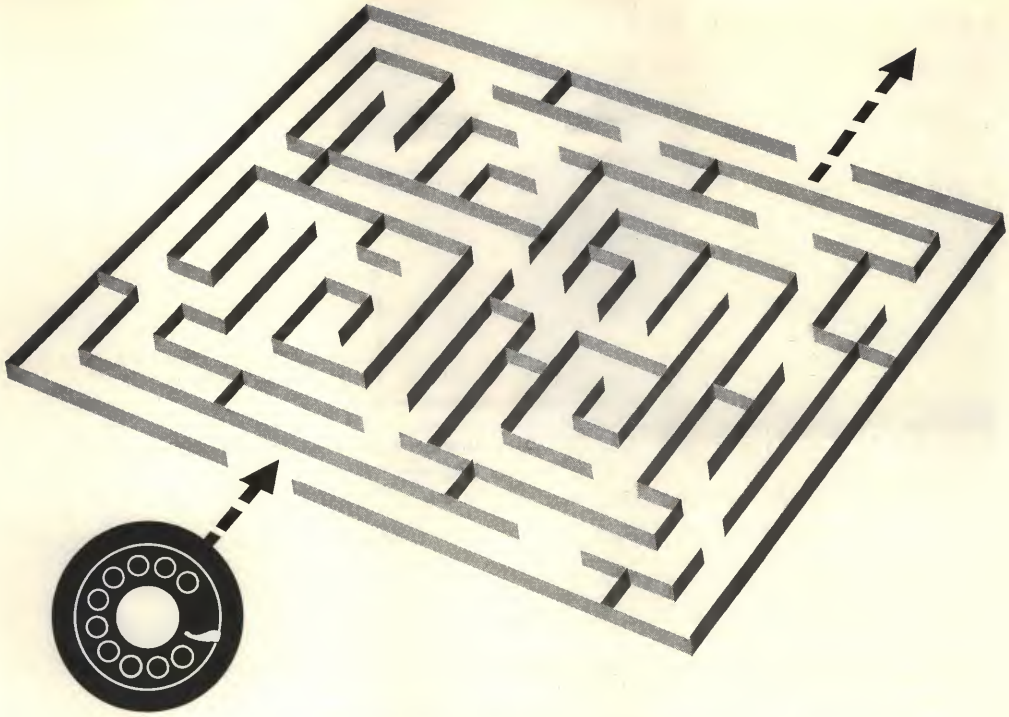
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25 years ago

BY JAMES B. STEWART

"Excuse, Signor Console, but—"

Coert du Bois, Consul General, Naples, tells of a delightful experience in his JOURNAL article, "Prowling." "I prefer," declares Coert, "to prowl down through the worst parts of Old Naples (or best, to my mind) and sit in at a table in front of a wine shop and pass the time of day with the citizenry of the quarter. . . . I have many friends in the Santa Lucia Basin and once was a guest at dinner with a group. We had spaghetti, fried mullet, and a fiasco of red wine on a deal table on the sea-wall. The conversation naturally turned on the sea and they wanted to know if San Francisco, where I said I came from, was on the same sea as 'our' sea. I said, 'In a manner of speaking, yes.' Then one asked, 'Where does the sea finish?'

"That was a bit of a poser and I started out, 'You see, the world being round . . .' I got no further. One held up his hand and said, 'Excuse, Signor Console, but don't joke.' So I didn't press the matter. I let it go as it lay."

Briefs from the June 1934 Journal

Miss Marion Anderson, colored soprano from Philadelphia, has had a successful concert tour in Scandinavia and makes her Paris debut in early May.

Contributors to the June issue are Henry S. Villard, "A New Era In Transportation" (Railroad), Carlos C. Hall, Robert Janz, William (Jack) DeCourcy.

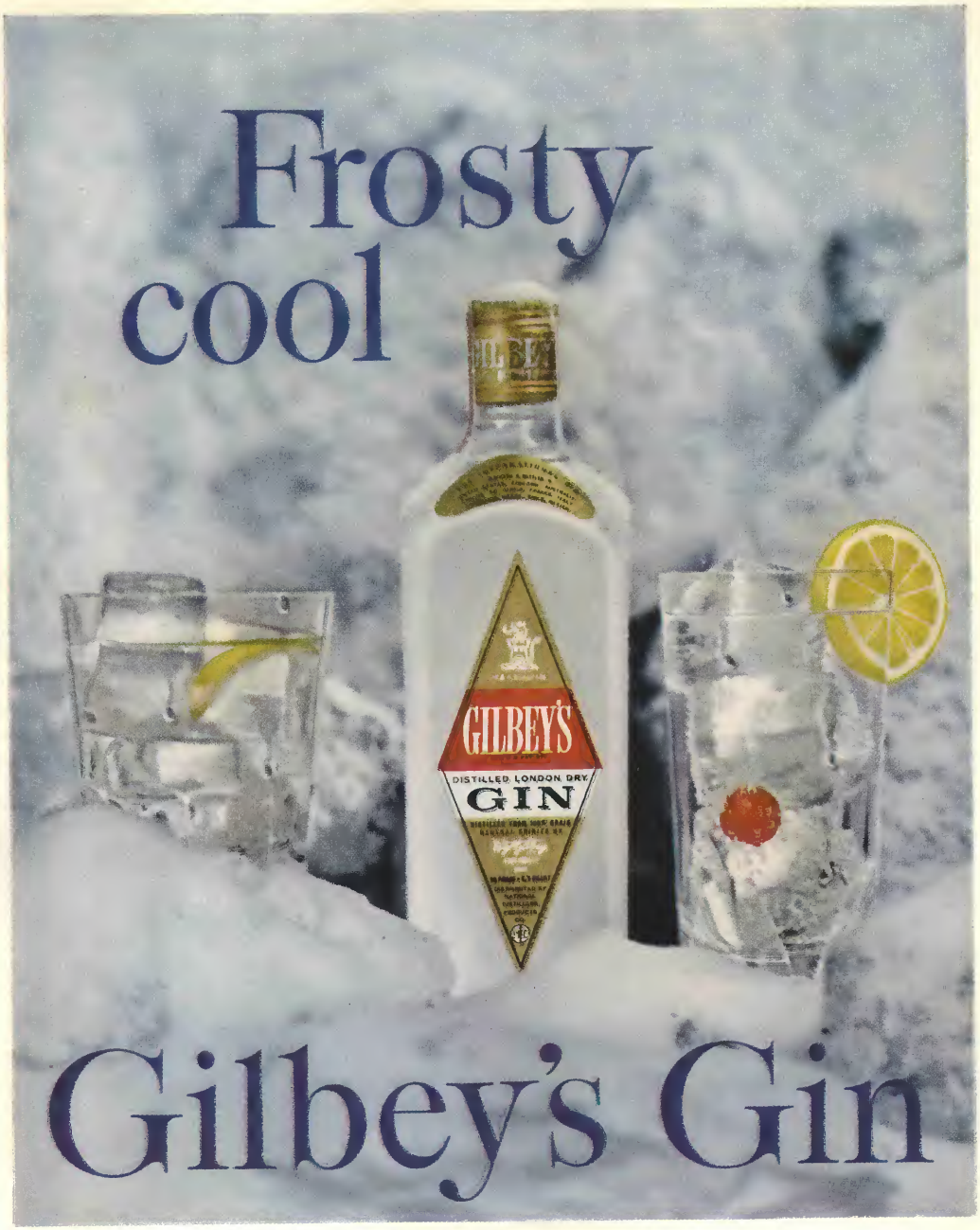
"Under the provisions of the act providing for the independence of the Philippine Islands, an American Consulate is established at Manila, and Henry B. Day, now Vice Consul at Hong Kong, is assigned there. . . . Mr. Day will be the first consular officer of the United States to serve in the Philippine Islands since the Spanish-American War and probably the first [American consular] officer to be accredited to a post in American territory."

When Budapest Was Budapest

"T.B.C.F.S. Mr. Fletcher Warren and Mr. Robert English have been eligible since March 31, 1934, for membership in the Transatlantic Broadcasters Club of the Foreign Service. They took turns in describing a special Easter service which was broadcast from Budapest to the United States." Fan mail received reported perfect reception.

Journal Editor Resigns

On April 5, 1934, Augustus E. Ingram tendered his resignation as Editor of the Foreign Service Journal. The Executive Committee through its Chairman, Thomas M. Wilson, enrolled our beloved Gus as an honorary life subscriber to the JOURNAL.



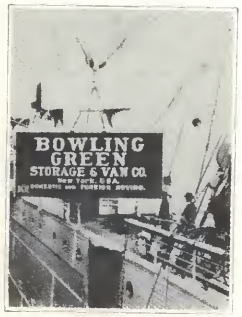
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25 Years Ago

by James B. Stewart

Gringos Trim Etonians

Retired FSO Jim Flexer, in the June JOURNAL, gives the lurid details of a game of baseball (soft) between the Mexican and Latin American Divisions (Gringos) and the Western European Division (Etonians). The score was Gringos 23; Etonians 16.

"The Secretary of State was seen to arrive to throw out the first ball as the thirsty players were leaving the field to correct their condition."

The Perpetrators:

Gringos		Etonians
WILSON	2B	HICKERSON
REED	1B	MOFFAT
SIMMONS	P	CULBERTSON
MCGURK	SS	SCHOENFELD
TANIS	3B	HOPKINS
HEATH	C	JESSOP
CAREY	R.F.	HIBBARD
BURSLEY	S.F.	MINTER
HIRST	C.F.	MORGAN
FLEXER	L.F.	WALCAVICH
HIGGINS	SUB	BALDWIN
DUGGAN	SUB	MORIN
MANNING	SUB	FIELD
KELCHNER	SUB	GREEN
MERRELL	SUB	KING
GRUMMON	SUB	ZILCH

Comment 1959: Prize! Give the correct first names of players.



Wiley-Baruch. John C. Wiley, Counselor of Embassy, Moscow, and Miss Irene Baruch were married in Toulon, France, on April 24, 1934.

A Book by F.D.R.

Cyril Wynne, Department, reviews President Roosevelt's book, "On Our Way." In it the President sets forth significant events of his first year of office. Mr. Wynne writes: "One is not surprised to learn that 'ever since taking office' the President had 'felt the absurdity of the inability of the United States to have any relations official or unofficial with Russia.' He then quotes in full the 'friendly letters in October' [1933] between himself [Mr. Roosevelt] and President Kalinin which 'paved the way for a visit from M. Litvinoff and the resumption of diplomatic relations with Russia the following month.' These two communications are followed by the modest statement, 'Thus, through the exchange of these simple letters, after many years the historic friendship between the people of Russia and the people of the United States was restored.'"

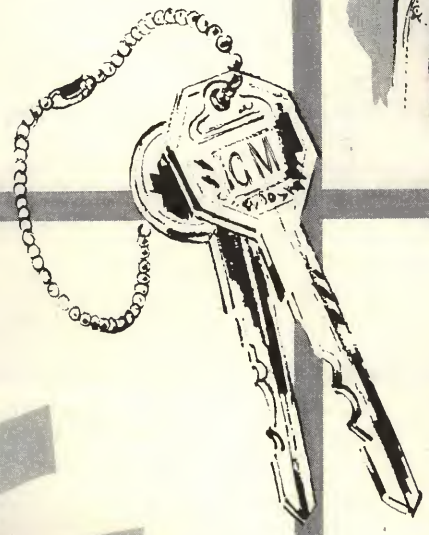
Regarding the gold standard, Mr. Wynne states: "With rare humor he [the President] relates how he said to the late Secretary of the Treasury Woodin, 'Mr. Secretary, I have some very bad news for you. I have to announce to you the serious fact that the United States has gone off the gold standard.' Said Mr. Woodin as he threw up both his hands, 'My heavens! What, again?'"

P.S. From Bob Newbegin, our Ambassador to Honduras: "Like the rest of the oldtimers, I read '25 Years Ago' religiously."

Party: "Two kinds of people are at every party; those who want to leave early and those who don't; and the trouble is, they're usually married to each other."—Anon.

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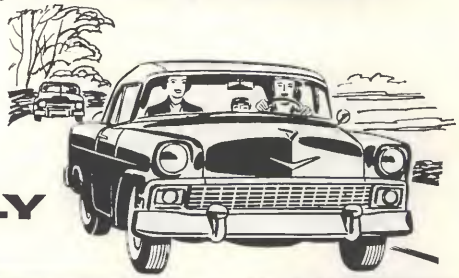
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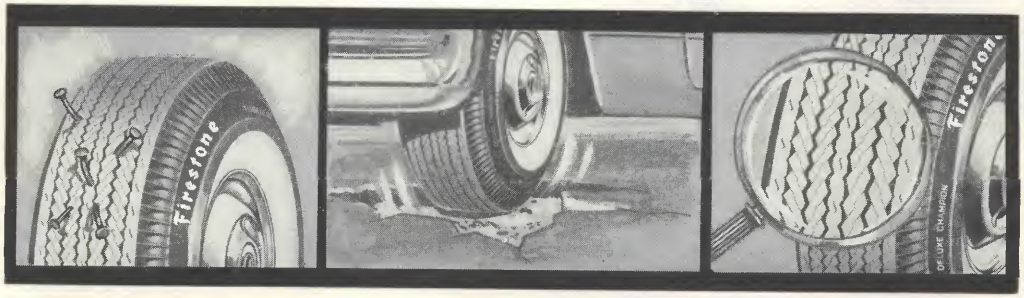
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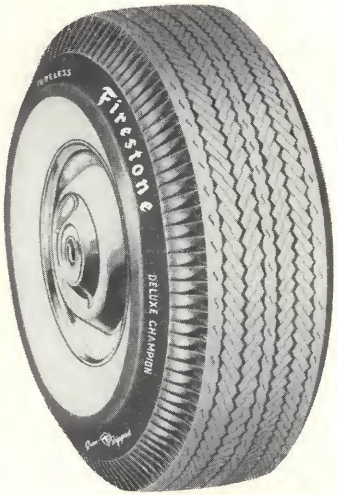
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"The American Overseas"

In this, the second of two installments on "The American Overseas," the JOURNAL *publishes excerpts from the testimony of Dean Harlan Cleveland and Professor Gerard J. Mangone of the Maxwell Graduate School of Citizenship and Public Affairs at Syracuse University, before the Senate Committee on Foreign Relations on February 18, 1959.*

Mr. Mangone: Out of this study we have hypothesized essentially five major elements of effective performance. I might say at the outset that if any one individual abroad ever had all these qualities, I am afraid that we would have to deify him. But indeed we did find that there was a correlation between these elements and effective performance, and they were these: . . .

First of all, technical skill. This may not seem very startling at first, but an Egyptian told us in Cairo, for example, "Why do you send us technical assistants who know less about our work than we do? Some engineers forgot that we built the pyramids. Some agricultural experts seem to forget that we have been in irrigation for about 4,000 years."

But it was not merely technical skill that was rated highly, but technical skill with a plus characteristic. That is that a man could do his job not only well in the United States, but had the imagination to apply his skill in a completely different environment. Thus a surgeon in Greece reported that, "When I got here, I found that they did not even have a drill to drill in bone surgery, and I had to adapt myself to that. They didn't use blood plasma the way we do, and so I had to learn to operate more quickly."

It is technical skill that is required, and is not overly abundant, that is very important to overseas performance.

Selection, recruitment, and training should always take this first characteristic into mind.

Secondly, we found that career dedication was very important in the rating of a person overseas. By "career dedication," we do not mean a man who is in the career as the Foreign Service career compared to a person who may be on a two-year assignment. I think it was most graphically put to me by someone in Indonesia who said, "You have got to like your job regardless of geography."

Career dedication in the sense that you thrive in your work, you find it useful and satisfying. One person who was assigned to an information agency said, "I have been misassigned. I don't like it here. They are not using my skills properly." And it turned out later that this disgruntled person was badly rated by his supervisor and was well known for this attitude around the Embassy.

So career dedication in the sense that a man really likes the job that he is doing, and thrives even in its difficulties.

A third characteristic that turned out to be especially useful and relevant is something that all of you gentlemen, I think, would subscribe to: A sense of politics. The American abroad is more of a political person than he is in the United States. First of all, he is an alien. Perhaps something like that Massachusetts dowager who, descending from the gangplank at Southampton, England, was indignant that she had to stand in the line that was marked "aliens." He is an alien on sufferance of the government which has received him and, if we may say so, on sufferance of the government which has issued him a passport. He immediately assumes a political relationship that he did not have before.

Secondly, he must have a sense of politics in the sense that many Americans in the United States are not vitally concerned with whether Party A or Party B wins an election, but they had better be concerned when they are in a foreign country as to what the new regime might be.

Thus, he must take into account certain symbols and standards and political situations within the country. An American in Yugoslavia, for example, comes to realize, if he has a sense of politics, that he does not just blurt out, "Well, what do you think of Tito?"

Third, and this is the most exotic of the five, cultural empathy.

Mr. Cleveland. Fourth, I think it is.

Mr. Mangone. Excuse me, fourth, cultural empathy. This is popularly phrased as getting along with the people, getting to meet the people. We take a somewhat more academic view of this. Popular literature today is filled with gushing Americans who say, "I loved the Italians" or "I loved the



Marina Grande, at Capri

Japanese" or "I loved the people." Indeed, we are inclined to doubt whether any American should be sent abroad to love people.

Americans are representative of their nation. They are representative of a way of life which we consider wholly sound. But cultural empathy does mean the ability to understand an alien culture, to see the inner logic and the cohesion of the way in which people do things, and to reserve your judgments within that economic and ideological context.

We in America, for example, for various religious and ethical reasons do not subscribe to polygamy. But there are societies in which polygamy solves domestic labor problems, it provides for indigent females, it is a social security system, it has prestige, and one should reserve judgment that a people are ignorant or selfish or degenerate because of a particular way of life that has grown out of a national heritage.

And fifth, and finally, a quality which we call organization ability. An American abroad must have larger administrative, bureaucratic skills than he has in the United States. In the first place, his line of communications is much longer, and his plane of support of bureaucratic associates and technical advisers and secretaries is much narrower.

The frustrations he must endure because his appropriations are not received or because replacements for personnel do not arrive, all of these things are multiplied enormously. Traveling through six countries, Dean Cleveland and I talked to a great many Americans abroad, and they said, "Why do you keep asking us about how we get along with the local people? We get along with the local people fine. It is the fellows back in Washington who don't understand us."

But organization ability is something more than just the ability to work in an office and to receive acceptance by your peers and superiors and to live with your fellow Americans. Organization ability in its best sense includes the skill of institutionalizing the operation in which you are engaged.

Let me illustrate. We might well have a missionary or a businessman or a government person go abroad with great technical skill, with high career dedication, with a real sense of politics in knowing what is going on in the country, with cultural empathy, but when he leaves two years later or four years later, or when he is killed by the tsetse fly, his whole mission dissolves, and the work, effort and money which he has poured into the overseas operation disappears.

It takes a man with organization ability to know how to train the indigenous personnel into the operation, to build a social structure that will endure after he is done, to work himself out of a job rather than making himself indispensable.

These are lessons, of course, for domestic life as well as foreign life, but we found that these five elements of effective performance seem to be particularly relevant to Americans overseas. . . .

Mr. Cleveland. The world is organized by countries. Consequently, it seems to me, at a minimum, that the Government-sponsored activity in each country should be very clearly under the supervision and control of the senior American representative.

This means that the military assistance program in that country should not be regarded as primarily a technical military operation, but should be regarded as an adjunct to the general purposes of the Government as expressed through the President's representative, who is the Ambassador.

Senator Wiley. Does that apply also to the assistance under private contract with people like Ford or the UN Special Fund, UN technical assistance?

Mr. Cleveland. There are three . . . categories other than the specific Government operations. One category is the groups that are under contract to the United States Government, like the ICA contract, for example. For practical purposes, I think they have to be considered as part of the group that is coordinated by the senior United States representative. They are, after all, simply extensions of the Government through the use of its contracting power.

The United Nations groups are a different sort. We have helped—obviously, we cannot take the whole responsibility, because we are just one of the members of the United Nations, but we are a prime and influential one, and we have helped to develop really an extraordinarily confused set-up of the United Nations as a whole, where you have got a sovereign Food and Agricultural set-up run out of Rome, and a sovereign Educational and Scientific and Cultural Service run out of Paris, and a sovereign Health set-up run out of Geneva, and a sovereign International Bank run out of Washington, and so on around the circuit.

All of these groups are more or less in the same business, which is the business of economic development, and I think the time may be coming when some form of international development authority—Senator Monroney calls it an international development association—should not only extend the kinds of lending that can be done in the field, but should be placed in a coordinating position over all of these agencies so that the representatives of these agencies in any given country are part of a single program, and not representatives of six or seven different programs which the ministers of the receiving government have to do the coordination for because the UN has not done it . . .

Senator Sparkman. To what extent are the colleges, institutions in this country set up to give adequate training to personnel that may serve this Government overseas?

Mr. Cleveland. We have studied this in some detail, and the short answer is that the American educational system is about a generation behind on the subject. We are not assuming today that American college graduates will have to work abroad, any of them. And, by and large, the requirements for getting through college today do not include elements which are relevant to effective performance in our sense. Therefore, we have to add it in at the graduate level.

But this is almost as bad as having to teach people to spell at the graduate level, which we also do, I must say.

Senator Sparkman. Unfortunate. Now, is it not true, though, that schools are beginning, or some of them have been set up in order to teach a complete course, not necessarily at the graduate level but through the academic levels, to prepare people for this work? Is your school a graduate school?

Mr. Cleveland. Yes, it is a Graduate School of Citizenship and Public Affairs, we call it. This is the Social Science Division of the university, and we have several programs which are now just coming into being which actually are designed to serve this purpose.

But it is not going to be enough for Syracuse or for Syracuse plus five or six other universities only to be concerned with this matter. One per cent of our population is abroad, and this is a big chunk; and if you took the people with college degrees in the country, a much higher percentage of them would be abroad than one per cent.

Senator Sparkman. Of course, in order to get that one per cent, you include the U. S. military.

Mr. Cleveland. That is right.

Senator Sparkman. Many of whom are—

Mr. Cleveland. And their wives.

Senator Sparkman. What is that?

Mr. Cleveland. And their wives.

Senator Sparkman. And their wives who are there, most of them, just for a short time.

Mr. Cleveland. Well, a good many of them are there for a short time, but we are now down to what you might call garrison strength. We are not fighting any wars at the moment, and we have abroad probably about the number of military that we are going to have abroad for a while. So that, while there is rotation within that group, all that rotation does is increase the number of Americans, the proportion of the total American population that goes abroad.

Senator Sparkman. What I am trying to get to is this: We know that we are going to have a great number of people who are going to work abroad as a career representing this Government in various capacities.

Now, are there not a sufficient number of those to justify the setting up of courses at the academic levels below the graduate levels in many schools throughout the country?

Mr. Cleveland. There are indeed.

Senator Sparkman. Well, is that being done?

Mr. Cleveland. This is not now being done except in about three places; and the essence of doing it, in our opinion, is not merely courses on the campus. The essence of doing it is making it possible for a college student as a part of his four-year college education to be immersed in an alien culture, to actually get abroad.

I would almost say, and this would be pretty radical economic doctrine, as the chairman will probably tell me—I would almost say that a generation from now, one of the things required for a college degree in addition to having been through freshman English is to have been abroad.

This ought to be organized by the American educational system in the kind of world we are coming to live in, so that an experience abroad becomes part of the educational equipment of the average American college graduate. Then you begin to have a pool of people.

Now, in my opinion, this is not going to happen by the American educational system alone. Universities are among the slowest moving of human institutions, and I think that if the Congress could find some means of giving the educational system a combination of the resources to work with on this subject, plus a swift kick in the pants, it would be quite helpful. . .

Senator Carlson. . . . While overseas I did notice our Foreign Service people, the USIA people and the ICA, those different groups. What would you think of including them all in a single personnel system?

Mr. Cleveland. I would think very well of it, sir. I think that not only for the reason of coordination that we were talking about before, but for another reason too.

Most of our ambassadors abroad, most of the top Americans, the President's representatives in each country, most of these people, as this committee has better reason to know than any other group of men, are Foreign Service officers.

In the world in which we are now living I think it is increasingly bad for America to have as ambassadors people who have not had a good deal of operating administrative experience.

As a consequence, it seems to me that increasingly our younger Foreign Service officers should be having an opportunity not only to be a political reporting officer and a vice consul somewhere in the course of their career, but also they should try their hand at running an ICA mission sometime.

They should be a public affairs officer somewhere in the course of their career. They should work for the CIA once at least, so that when they become ambassadors, if they have survived this gauntlet, when they become ambassadors they have experience in all of the kinds of operations that they are then responsible for consolidating and coordinating.

This to me is a very important argument for a single personnel system for all of our foreign establishments.

Senator Carlson. One of the important phases of our Foreign Service operations, that is of the respresentatives we have overseas, is agricultural attachés. We have them all over the world and there are different problems in different countries. Is it wise to have a separate service for agricultural attachés?

Mr. Cleveland. I don't think myself that it is. I think you can get the technical supervision, the bringing up to date on agricultural matters, the morale of having a group of people all over the world that is in constant correspondence with the Office of Agricultural Relations and so on.

I think you can get all of that without having it separate from the regular personnel service. I would even like to see an occasional junior Foreign Service officer working as an assistant to an agricultural attaché. When he becomes ambassador and he has an agricultural attaché on his staff, he has some idea what that man is doing.

Senator Carlson. Would you make the same comment and reply to a commercial attaché?

Mr. Cleveland. Yes, sir, I would. . .

The Chairman. You haven't said very much about language. Do you think a man can really get what you call cultural empathy without knowing the language of the country to which he is assigned?

Mr. Mangone. Language is one of the many things, of course, which we subsumed under cultural empathy. We did not come out with language as a major heading for this reason. Again and again we found people who were fluently

arrogant in Spanish or Japanese or any other language you wish to name.

Senator Wiley. What was that phrase?

Mr. Mangone. Fluently arrogant.

I am reminded of a story of an American who was down in Puerto Rico and who did not know Spanish, but had a very high degree of cultural empathy and was much liked by his employees, and the enterprise flourished.

Two years later when he was replaced by another American who knew Spanish, there was a falling off of production, a certain amount of dismay on the part of the personnel, and when asked why this man was not satisfactory, he knew Spanish, they said:

"It is true that he knows Spanish, but that we already have. We need something more."

Now I know all of you have traveled and have seen guides in Paris or Rome or elsewhere who could speak several languages, who could describe the Mona Lisa badly in all of them. The mere ability to speak several languages is no indication of cultural empathy in itself. What is required of course is a willingness, a desire, an evidence of wanting to learn a foreign language when you are in the country.

The secretary who arrives and immediately procures a little phrase book, a dictionary, and begins making use of phrases, is on her way to cultural empathy through the language.

Someone north of the Rio Grande who might go to Mexico City with a kind of Spanish might not have cultural empathy for the Mexicans, and we have evidence of this kind of thing too. So it is a category of cultural empathy.

It is for people who want the language because of what it enables them to do in understanding the culture, not in the person who is fantastically interested in how the "oo" sound became "a" in an obscure Slovenian dialect . . .

Mr. Cleveland. . . . I don't think there is any evidence to show that Americans don't have just as much aptitude to learn languages as other people.

What they don't have is the motivation. Most college students don't see any particular reason. They don't see any future need for them to know a language.

This is one of the reasons I put so much emphasis, and we have put so much emphasis in our whole planning on this subject, on an overseas experience.

If you tell somebody that you "are going to Italy in three months and you are going to spend several months there and we are going to start teaching you the language now," his motivation for learning Italian is obviously going to be several thousand per cent what it would be if you just stick him in an Italian course with absolutely no plans for his ever using it.

Senator Church. . . . In my limited experiences abroad I have known that individual Americans are often very popular and very well liked, but America as such is always suspect or seemingly suspect in one way or another.

Perhaps that is because we sit in the world like a big rich plantation, certainly we do in terms of our standard of living and our productivity achievements in this country, like a big fine plantation in a world where those who live outside the plantation either live in very modest burgher houses or live in squalid slums, and how in that situation can we expect to be popular any more than those who would reside on a plantation in such a situation would be popular among their neighbors.

I think, though, that it is possible for us to be respected abroad, and that ought to be the object of our effort. Yet among the American people as such there is such general dismay and misunderstanding about this.

They see us doing very generous things, as certainly we have, giving extensive foreign aid to an extent that no other country has ever given it, and they can't understand why, therefore, people should dislike us or should give evidence of disliking us.

Perhaps this is an educational job we will have to do within the United States itself.

Mr. Cleveland. I think perhaps, sir, that the problem starts with our feeling that what we are doing is generous. Our foreign aid is not in fact an evidence of our generosity. It is an evidence of our assessment of the world situation, of the Soviet threat, of the revolution, the multiple revolutions in the world.

We are doing this because we think it is in our interests to do it, and we should not do it unless we do think it is in our interests. By and large the Congress does not vote money for foreign aid as a gesture of generosity. It votes it because it believes it to be in the public interest.

Senator Church . . . What would you think of writing into the Foreign Service Act in this session of the Congress a requirement that the President should prepare and submit to the next session of the Congress legislation which would look toward merging the personnel systems of the State Department, the USIA and the ICA and our principal overseas organizations into one common system? I mean what would you think of this approach as a matter of what concretely we might do here in the Congress?

Mr. Cleveland. I think that would be a very sound approach. It is clear that some of the short-term specialists that the ICA requires to do its kind of job are not appropriate for a career, a life-time career service of the type in the Foreign Service.

But it is also clear that the ICA has a great many people who are, in effect, in a generalist category, who are administrators, who are heads of agricultural programs in country after country, who move from country to country administering the same kind of program, and who develop a considerable skill and expertise in this particular type of foreign operation.

People like this are just as much subject to being regarded as part of a career service as an economic officer or a political reporter or a consul it seems to me, and I think the approach you suggest will be very sound and would give the executive branch the opportunity to think the thing through within a broad policy that Congress would suggest.

Senator Church. This would be very complicated I can see.

Mr. Cleveland. It is a very complex matter.

Senator Church. But it might at least express the sentiment of the Congress that the executive should move in this direction and then come forward with feasible proposals.



"Port of Lorient, by Berthe Morisot, shown at the National Gallery of Art last month.

WHO IS WHO — AND WHO ISN'T

Variations, Diplomatic and Other, on a Triple Theme

By Andor Klay

"Nomina perdidimus rerum. . ." ("We have lost the names of things. . .") Virgil.

"Almost everything means something different from what it is believed or intended to mean." Erasmus.

"The most popular concepts are those of which not even the opposite is correct." Karinthy.

The Department of State deals with foreign affairs and ought to be called Department of Foreign Affairs, but it isn't. It could be called Department of Exterior in contradistinction to the existing Department of Interior. Either of the two names would befit the head office of our Diplomatic Service which is called Foreign Service, except when it isn't, as will be shown.

The chief of an Embassy is an Ambassador. But the chief of a Legation is not a Legate. He is a Minister, even though the Legation is not a Ministry and he is not a clergyman. A Legate does exist, but he is a clergyman who represents the Vatican and is usually called a Nuncio. Both an Ambassador and a Minister can be called Envoy, although the term is not used as a form of address, cannot be pronounced in English and serves only to make it possible to avoid a differentiation between Ambassador and Minister, one that must always be made as a matter of protocol.

In the Diplomatic or Foreign Service, a Secretary is one of three types totally different as regards rank and function:

1. A Secretary of State, in fact a Foreign Minister or Foreign Secretary whose present title, in addition to being inappropriate and inaccurate, is also misleading. He is not a State Secretary. A State Secretary is a foreign official who, if he happens to be in the Foreign Ministry, is subordinate to the Foreign Minister that our Secretary of State in fact is, but as to title isn't.

2. An officer in the Diplomatic (in this case not called Foreign) Service who is at once Secretary in the Diplomatic Service and Consul, or Secretary in the Diplomatic Service and Vice Consul, the difference depending on the Foreign (here not Diplomatic) Service Class in which he happens to be lodged and on which his salary is based. But a Secretary in the Diplomatic Service and Vice Consul ought to be called an Under Secretary in the Diplomatic Service and Vice Consul, which he isn't, in order that the dual title may not be lopsided, which it is.

3. A hard-working female of the species who types and takes dictation in or out of the Diplomatic or Foreign Service without the nomination by the President and the confirmation by the Senate required in the case of Secretaries and Consuls, and Secretaries and Vice Consuls, in the Diplomatic (here not Foreign) Service.

Under the Secretary of State, there is an Under Secretary of State who should be an Undersecretary of State but isn't, although the reason why under taker or under ground is wrong is generally under stood. There are, further, Deputy Under Secretaries of State and Assistant Secretaries of State. However, under Assistant Secretaries of State there are no Under Assistant Secretaries of State. There are, instead, Deputy Assistant Secretaries of State, under whom there are neither Unders nor Deputies.

In the Foreign or Diplomatic Service, a Counselor is not the legal adviser his title makes him appear to be, just as a

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FSO Andor Klay is currently Consul at Belgrade.

Service Glimpses

1. Washington. Newly appointed Secretary of State Herter receiving his Excellency Telli Boubacar Diallo, the new Ambassador from the Republic of Guinea.

2. Bangkok. Press Officer William Lipper, USIS—Kuala Lumpur, toasts his bride, the former Mary T. Zimmer, Assistant Cultural Affairs Officer USIS—Bangkok, at the reception following their wedding.

3. Dakar. Upon his arrival at the Dakar Airport, United States Ambassador to France Amory Houghton reviews the Honor Guard of the French High Commissioner. From left to right: Ambassador Chambon, Diplomatic Adviser to the French High Commissioner General, Consul General Donald Dumont, and Ambassador Houghton.

4. Salisbury. Left to right: Stuart H. Van Dyke, Regional Director, Office of African and European Operations, ICA/W, Tremper Longman, ICA Representative, Federation of Rhodesia and Nyasaland, and Joseph Palmer, 2nd, American Consul General and former Chairman of the JOURNAL Editorial Board.

5. Baguio. Chiefs of the U. S. Diplomatic Missions throughout the Far East gathered at Baguio for the annual SEATO conference. Present for the conference were: Under Secretary C. Douglas Dillon, Deputy Assistant Secretary J. Graham Parsons, Ambassadors Charles E. Bohlen, Homer M. Byington, Walter C. Dowling. Everett F. Drumright, Elbridge Durbrow, U. Alexis Johnson, Howard P. Jones, Douglas MacArthur II, Walter P. McConaughy, Francis H. Russell, William J. Sebald, Horace H. Smith, and William C. Trimble, Consuls General Olcott H. Deming, Avery F. Peterson, and John M. Steeves, Sterling J. Cottrell, Marshall Green, James R. Johnstone, Edwin W. Martin, J. Gordon Mein, Waldemar J. Gallman, G. Frederick Reinhardt, Hugh S. Cumming, Jr., Richard M. Bissell, William Broe, Admiral E. J. O'Donnell, Robert H. Knight, John E. Pickering, Richard S. Barnsley, Paul D. Summers, George M. Abbott, George E. Aurell, Alvin Roseman, Admiral Harry D. Felt, Rear Admiral Edgar A. Cruise, Major General Thomas S. Moorman, and Major General William H. Nutter.

6. Jerusalem. Consul General Albert B. Franklin writes: "Canine Security Officer, A L'Ombre de Polisson, inspects the southern segment of the Armistice Line which divides the Jerusalem Consular District."

7. Peshawar. The staff of the new consulate is pictured with the building in the background. From left to right: Expediter Aziz Ahmad Khan, Driver-Mechanic Shafi Ullah, Vice Consul Robert J. Carle, Clerk-Steno Muhammad Sharif, Guard Gul Madin, Consul Gordon D. King, General Services Assistant Altaf Hussain, Guard Ghazi Khan, Administrative Assistant Peter E. Parnell, Guard-Receptionist Muzaffar Kahn, Budget and Fiscal Clerk Malik Khuda Bakhsh Akhtar, Guard Abdul Qayum, Driver Jalalud Din, and Sweeper Yunis Sohan Lal.



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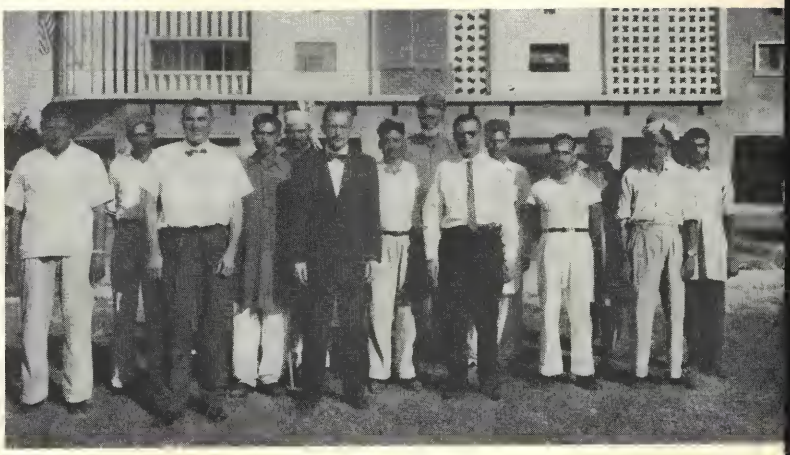
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BY ANDOR KLAY

Minister Counselor is not a chaplain with a legal education. A Counselor, meaning one who is At Law, known as attorney or lawyer, a member of the Bar (not a saloon), is officially an Officer of the Court even though he is in private practice for personal gain, a clear case of incompatibility. He is usually addressed by the Court, which in fact means the judge, as Counsel, which is not a man but a piece of advice.

A lady Ambassador is sometimes called Ambassadress, as is the wife of an Ambassador. But a lady Minister is never called Ministress, nor is the wife of a Minister. A lady Congressman is called Congresswoman, but a lady Doctor is never called Doctoress, although a lady poet is called a poetess. Neither a lady Governor nor a Governor's lady is called Governess.

Mrs. means Mistress, but a mistress is something different. A Mrs. may be addressed as Madam, but a madam is something different.

Mr. is the most widely used form of address in our country, next to Bud, yet no one really knows what it is. One can see, however, what it isn't. It is demonstrably not the equivalent of Herr. One may call himself Mister, and even put the title on his calling card, but he could do neither of these things in Germany or Austria without the consequence of being regarded a certifiable lunatic.

As a Pater Familias, a man could be called Master, but he isn't. The title is reserved for little boys.

A man is called Mister probably in order that he may be distinguished from a Doctor. If he is a Doctor, he is no longer a Mister, as shown by the fact that he must not be addressed as Mister Doctor, which is further proof that Mister, whatever else it may be, is not Herr. A Doctor of Medicine is always called Doctor, which means Teacher, which he isn't. On the other hand, a Doctor of anything other than medicine is not always called Doctor, even though the first doctorate in medicine was awarded more than a century later than were the first ones in non-medical fields. He is called Mister especially by visiting Europeans who claim to be the world's greatest experts at ranks and titles and the nuances of etiquette, and by those Americans of European origin who retain European concepts about America. On the other hand, certain varieties of foot and bone manipulators, as well as druggists at the counter, are addressed as Doctor, and both these and medical men are often called Doc, apparently a word of scholarly endearment. Only two non-medical persons come to mind who were never called Mister: Sam'l Johnson, whose tongue was held in respect bordering on fear, and Albert Einstein, whose scientific knowledge was. In the case of Doctors of Divinity the issue can be conveniently by-passed through the use of Reverend, although in the higher brackets the right choice must be made between Right Reverend, Most Reverend and Very Reverend, requiring some research.

The rank and title of Marshal exists in our country in a non-military version only, a circumstance which spared us the discomfiture of having a Marshal Marshall during the late unpleasantness.

There are two committees in our Congress for the purpose of dealing with foreign (not diplomatic) affairs. The one in the Senate is called Foreign Relations Committee. The one in the House, however, is called Foreign Affairs Committee. Other than a famous anecdote, there is no explanation for the nominal difference.

The head of a university should be called a Rector, with the full title Rector Magnificus, but he isn't. A Rector, instead, is a clergyman, as is the Dean whose title is also held by a variety of professors subordinate to the Rector of a university who is called President.

The title of the Vice President of the United States is President when he presides over the Senate. However, that of the presiding officer of the House isn't; he is called Speaker. The same name in the audio field belongs to an inanimate object, and in the after-dinner field to many a bore.

An orchestra leader should be called Conductor, but he insists on being called Musical Director and also Maestro, just as an embalmer insists on being called Funeral Director and also Mortician. On the other hand, a type of railroad employee is called Conductor which, since he merely collects tickets and left-over magazines, he isn't.

Justice, which is a concept, is also the title—in conjunction with Mister—of members of our highest Court who are lawyers but under the Constitution do not have to be. It is also the title of members of some other Courts, and of a peculiar functionary called Justice of the Peace whose functions are in no perceptible connection with either peace or war, although some disagree with this statement as regards his best known function.

If further illustration is necessary, which it isn't, one might ask if the United Nations Organization is an organization of united nations. It isn't.

For all these things, of course, there are good and sufficient reasons.

"I want a small tube of shaving cream, and not this here," said the customer to the druggist. "This is marked LARGE."

"This product sir," came the reply, "comes in three sizes: LARGE, EXTRA-LARGE, and GIANT. What you have there is the small size: LARGE."



Camels in Cairo *by Jack Grover*



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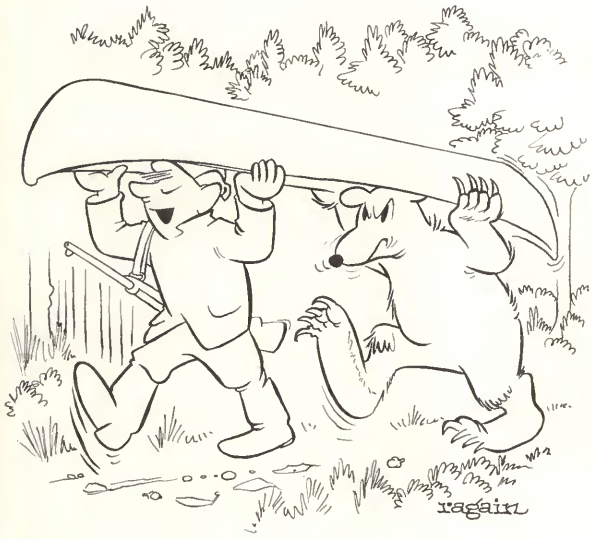
WASHINGTON LETTER

by Gwen BARROWS

"Egghead from the Ozarks"

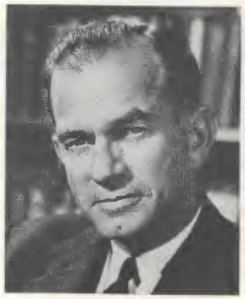
Some three hundred members of the Foreign Service had an opportunity to meet with the new chairman of the Senate's Foreign Relations Committee, at the April 29 luncheon given by the American Foreign Service Association at the Shoreham Hotel. That meeting produced one of the liveliest luncheons AFSA has had in recent years, and the only criticism we heard was one shared by all: that Senator Fulbright should have had another half hour to talk and to answer questions from the floor. It was all too brief.

The then current SATURDAY EVENING POST (May 2, 1959) had given us an inkling of the background of the new chairman, as well as of some of his attitudes, in the very readable article, "Egghead from the Ozarks." Here was a man who had spent the greater part of his life preparing for his present job, the big job of his career: from his early days as Rhodes Scholar from Arkansas, when he spent an additional year travelling in Europe working with a newspaper correspondent, to law courses at George Washington University on his return, to teaching and presidency of the University of Arkansas in 1939, until he became a Representative after politics had ousted him from the university, and then finally as a Senator, in 1944 when he was 38. Just two years later the Fulbright Act was passed which caused his former history tutor to say to him in 1953: "You are responsible for the largest and most significant movement of scholars across the face of the earth since the fall of Constantinople in 1453."



"On your toes, Ed. There're some pretty smart bears in this neck of the woods."

More recently the NEW YORK TIMES Magazine section, in an article by E. W. Kenworthy on May 10, 1959, spelled out some of the characteristics and strengths of the new chairman, together with his attitude toward the role the Senate should play in the functioning of foreign policy. Fulbright, he says, "does not believe that the Senate, its Foreign Relations Committee, or the committee's chairman, should become preoccupied with, or try to interfere with, 'short-term policies and . . . day-to-day operations' of the State Department. . . . On the other hand, he is convinced that the Senate 'is very well equipped to deal with the longer-range, more basic questions' of foreign policy. 'It is to these questions that I intend to devote most of my attention as chairman of the Foreign Relations Committee.' "



Senator J. William Fulbright

In addition, the Senator believes Congress "should provide, at the great turning points of history, the forum where revolutionary departures can be launched and debated." And Mr. Kenworthy illustrated this point by citing Fulbright's introduction of a fifty-five word resolution endorsing United States participation in a world organization to preserve the peace, in 1943 when he had just become a Congressman. This was the resolution which, when followed by the Senate resolution, finally gave the Roosevelt Administration the sanction it needed for taking the initiative in creating the United Nations.

The speaker at AFSA's luncheon had wit and charm as well as ideas. On education: "Fifteen years in the Senate has not altered my conviction that nothing is so important as education." He mentioned, too, his great respect for the work of members of the Foreign Service, and while we were framing questions in our own mind he was already navigating between crowded tables en route to his next meeting which, he said, represented "a greater number of his constituents."

F. S. Wives

Tribute to Foreign Service wives resounded on the Hill this past month. Senator Stennis, (D.-Miss.), speaking of his appreciation of the work done overseas by members of the Foreign Service, concluded by praising the wives:

"They perform an important part of the functions required of their spouses; and many of their posts involve severe living conditions. With their ability and experience, with their dedication and poise, they make outstanding, constructive

contributions to our Nation. . . . After observing a number of these effective husband-wife teams as they work together in many countries abroad, I have a greater appreciation of their valuable service, and I realize the real bargain America has in obtaining the services of two—husband and wife—for the salary of one."

"Forgive Us Our Press Passes"

This year the Women's National Press Club's annual skit was pitched in ancient Greece but the figures in the foreground each had a remarkable likeness to public figures well known about Washington, and the burden of the piece was that in politics not much had changed since those early days, save that today the young Congresswoman could sing:

When Sam says he likes my measure,
And he gives my new bill a whirl,
Legislation is such a pleasure,
I enjoy being a girl!

As the president of the club remarked, the WNPC may have borrowed their idea of lampooning from the men's Press Club's annual Gridiron dinner but they had added something of their own: ham and cheesecake.

In strokes both broad and subtle they painted the Washington political scene with special songs and laughs for characters ranging from Chief Justice Warren and Ambassador Clare Boothe Luce, to Senators Fulbright, Humphrey, Kennedy, Symington. One of the songs which particularly delighted the audience was sung by the "Union Organizer":

I'm here to organize the Hill
For relatives who tap the till;
There should be order in the lives
Of all of the sisters and the cousins and the wives.

I can get them higher pay
And less work every day,
I'll sure do better than Kennedy and Ives,
For all of the sisters and the cousins and the wives.

And I'll carry a torch
For everybody's front porch.
And see that nepotism thrives and survives,
For all of the sisters and the cousins and the wives.

Chief of Protocol Wiley Buchanan lamented on the passion of Important Visitors (Queen Elizabeth, Queen Frederika's children, Mikoyan et al) for visiting the supermarkets:

I can throw a tea or big soiree,
While wining them and dining them
by night and day.
But they always say all they want to see,
Is the Giant & the Safeway & the A & P.
I can throw a ball with dancing girls,
More tremendous and stupendous
than found at Perle's
But the place they really want to be,
Is at the Giant or the Safeway or the A & P.
If you're smart (hmmmmm)
When entertaining dignity (hmmmmm)
Just take them on a super special shopping spree.
Gonna throw my old striped pants away,
Move closer to a grocer for I'm here to say,
That we're running our diplomacy,
From the Giant & the Safeway & the A & P.

But the number that stopped the show was a caterwauling rendition of the Quartette from Rigoletto, with Tod and Nelson Rockefeller opposing Pat and Dick Nixon in the race for the presidency. Wives were carrying the lead, the husbands playing stronger and silenter.

Consular Uniform

At this season, when plumage both on the bird and in the bush gets brighter, one reads with special interest of plumage worn a century ago by the consular corps. We were given recently a copy of the circular on "Consular Uniform," issued first on August 8, 1815, by the Department of State. Surely this consular "uniform" would shed brightness at even the darkest post:

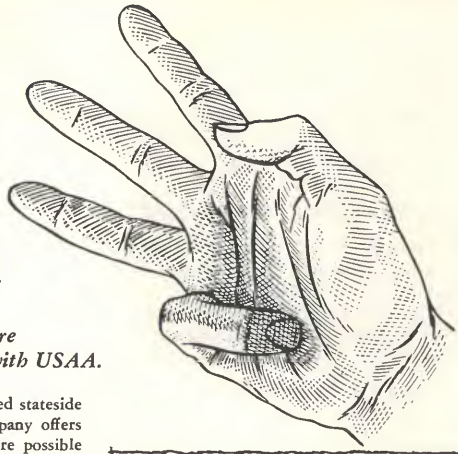
> "Single breast coat of blue cloth, with standing cape or collar, and ten navy buttons in front; one button on each side of the cape; four on each cuff; four under each pocket flap; and one on each hip and in the folds; two on each side in the centre; and one on each side of the same, at the lower extremity of the skirts.
>
> "The front, (from the cape down to the lower extremity of the skirts), cuffs, cape, and pocket flaps, to be embroidered in gold, representing a vine composed of olive leaves, and the button-holes to be worked with gold thread; the button-holes corresponding with the width of the embroidery, which is not to exceed two inches in any part.
>
> "Vest and small clothes of white, and navy buttons; the former to have ten in front, and four under each pocket flap. With this dress, a cocked hat, small sword, and shoes and buckles are to be worn. The hat to be furnished with gold loop, gold tassels, and black cockade, with gold eagle in the centre; added to which, it is to be understood that the mountings of the sword, and shoe and knee buckles, are to be gold; otherwise gilt."

One can't help lingering over that last stipulation: "Mountings of the sword, and shoe and knee buckles, are to be gold; otherwise gilt."



"Un Soir de Carnaval" by Henri Rousseau Shown at the National Gallery last month.

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Editor's Note: Since this editorial was written the Journal Editorial Board has been deeply saddened by the death of our former Secretary of State.

EDITORIAL PAGE

John Foster Dulles—Secretary of State

JOHN FOSTER DULLES' sickness and resignation removed him from a position for which he prepared himself, consciously or unconsciously, all of his adult life. It was a tragedy for him, for the nation and for the Foreign Service that he had thus to curtail his activities. We sympathized with the President in the departure of his trusted friend and adviser from the office of Secretary and we applauded his decision to have Mr. Dulles continue as his consultant.

It is unlikely that even Mr. Dulles was fully aware of the complicated interaction of circumstance and motive which six years ago brought him to his high office, but a conscientious biographer would probably feel obliged, by way of explanation, to examine the early exposure to the fascinations of international politics, his intellectual interest in complexity, his strong sense of moral purpose and equally strong sense of history, and his pride of family. The more personal of these influences and predilections suggest an earlier, simpler America and bring to mind figures of the past to whom moral judgments were simple matters and obligations a part of life. We see him moving through a succession of Americas, with older virtues clinging at each stage, emerging finally, a statesman, to add to history.

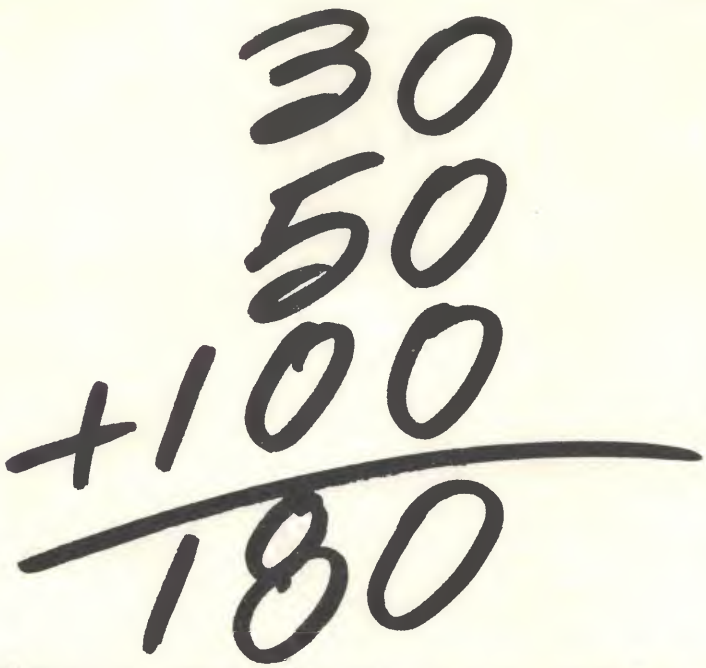
Historically, the great strategic and revolutionary decisions which constitute the structure and shield of our foreign policy — United Nations membership, the Marshall Plan, and NATO — had already been taken when Mr. Dulles assumed the office of Secretary. Together these basic decisions constituted a revolution in American foreign policy and while he was not the principal architect of that policy he participated actively in its formulation and rapidly absorbed the implications of the new power structure which the war had created. He expanded his comprehension of the basic realities of international politics to a totality of understanding which few Americans have achieved. He became profoundly aware of the uses to which America's great material wealth and military power can be put in achieving democratic foreign policy objectives.

With the steadfast backing of the President, Mr. Dulles devised and hammered home the tactics that gave life and momentum to the grand strategy of international alliance and moral force.

He always fought for the essentials of policy. His was a single purpose and a total devotion to that purpose—the safety of the free world. He refused to be drawn into side issues and shunned involvement in problems that might have detracted from the concentrated drive toward his goal. He faced hostility in many quarters with equanimity and got on with his work. For the accomplishment of that work he dedicated himself to the preservation and extension of the revolution in policy which he vitalized and proselytized for until it became truly national—the property of the American people who, possessing it, have been able to preserve for themselves and for other nations the blessings of liberty.

One of the Very Few

• • • THERE are so few men in our day and country with the capacity to follow a sustained train of thought, to be themselves to the farthest reaches of loneliness and of risk. Mr. Dulles has proved to be one of the very, very few. When we learned of his resignation, we knew that our lives had become the poorer.—From the REPORTER, April 30, 1959.



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"New Wine in Old Bottles"

by Charles C. Adams

". . . The ball is in his court"

From the Bookshelf: A "Very Human Document"

Reviewed by HENRY C. RAMSEY

THE reader of this large and rewarding book* will learn much of arms and the man but it is the man who will fascinate him most. Of the World War II memoirs, these are certainly the most personal and the most revealing of the inner recesses of a remarkable personality. The author who emerges is human, though not ordinary; perhaps at his own design, he projects himself into history as a Cromwellian figure of heroic proportion.

We find here no dry chronicle of battles. Montgomery traces his great battles from Alamein forward, one feels, essentially to demonstrate the validity of his doctrine of command, which is central to an understanding of his personality and the disciplined and austere nature of his Christian character. The Great Debate on European strategy is argued at some length with no punches pulled. "I will try to tell the story truthfully"; in so doing, one is amazed anew at Montgomery's sublime immodesty (one aspect of his faith in truth) when defending or executing concepts of his own. One will also be struck by the temperance of his criticism of his American colleagues and his forbearance in attacking those American generals who have criticized him most vigorously. Of the American generals, he praises only Collins and Ridgeway as field commanders.

Behind the battles and strategic debates, Montgomery emerges as a bishop's son who loved war as much as Marlborough or Lee, who mastered it as thoroughly, and who, in his own belief, rose to supreme greatness because of inner discipline, moral courage, and that quality of decision required to make the enemy respond to *his* will. War is not alone a test of arms and men: it is basically an act of moral courage and will-power.

The Great Captains in Montgomery's belief are those who cut through the detail of war to devise the only plan which will mathematically insure victory in the circumstances. This done, the enemy must respond as planned if the commander's will remains inflexible (this is truth of purpose prosecuted with character). Montgomery planned and fought his battles thus and this explains, we learn, why he invariably went to bed on schedule before his night battles, slept soundly, and disciplined those who awakened him *unless* a decisive act of will-power were required. Such decisions were required several times, once after midnight at El Alamein. Having made his decision, Montgomery returned to bed and slept in complete knowledge that the battle was won, though the fighting would continue for days.

There is much else in this very human document. We learn of Montgomery's unhappy childhood, of the tragic and premature death of a wife whom he loved dearly, of the iron disciplines he imposed on himself in learning the art of war. And we sense the mellowing of this flinty Puritan and learn in the end that of the four men he singles out as loving most, one was his father, another is Churchill, and another is "my friend Ike."

**THE MEMOIRS OF FIELD-MARSHALL THE VISCOUNT MONTGOMERY OF ALAMEIN. World Publishing Co., New York. 508 pages. $6.00.*

A Brace of Critics

Reviewed by JOHN H. BURNS

DESPITE their similarly discouraging titles, these two volumes have little in common. One, written in the familiar reportorial style of C. L. Sulzberger, represents, as the author points out, "an extension of thoughts first expressed in an original series of six columns," and concerns itself with topical problems on most of which the author's views are already familiar to many officers of the Foreign Service. The other, the scholarly product of a professor of history, is in the text book manner and is devoted to a thesis that since 1890 U.S. foreign policy, no matter by whom directed, has been only a series of variants on the basic theme of the open door and American economic expansion. "When combined with the ideology of an industrial manifest destiny, the history of the Open Door becomes the history of American foreign relations from 1900 to 1958," says the author early in the book and proceeds to lump Theodore Roosevelt, Wilson, Hughes and Hoover (nearly always linked), Stimson, FDR, Acheson, and Dulles in essentially the same category. This presumably is the tragedy.

The two books have one major point in common. Both authors believe we are too preoccupied with communism itself. "Let us suppose" says Mr. Sulzberger "that a convulsion in Russia suddenly produced a military dictatorship that disavowed Communism but reavowed imperialist intentions. Such could prove just as menacing . . . as the present system." Professor Williams goes further and advocates a *modus vivendi* with the Soviet Union, the Peoples' Republic of China, and their allies, and a discontinuance of what he calls "myopic concentration on the cold war."

Some readers may regard some of Mr. Sulzberger's criticisms as hindsight and many will doubtless feel that Professor Williams has been too free with *apologia* for some Soviet actions. Both books are nevertheless stimulating and well worth the attention of Foreign Service readers.

"WHAT'S WRONG WITH U.S. FOREIGN POLICY," by C. L. Sulzberger. Harcourt Brace Company, New York. 247 *pp.* $4.50.
"THE TRAGEDY OF AMERICAN DIPLOMACY," by William Appleman Williams. World Publishing Company, Cleveland and New York. 219 *pp.* $4.75.

"Socialism in One Country 1924-26," *by E. H. Carr, Volume* 1, *Macmillan Company, New York,* 534 *pp.* $7.50.

Reviewed by THOMAS B. LARSON

PROFESSOR CARR is well on his way to a shelf of books on the history of Soviet Russia, this being the fifth in the enterprise and the first of a new series of three covering the middle years, 1924-26. Basing himself on original sources rather than secondary works, Carr wears his scholarship lightly and writes with his usual skill and clarity. Because of the detailed nature of the treatment, however, the book is likely to find its audience more among Russian specialists than among general readers.

The first part of the book is intended as background for the entire series of three volumes on 1924-26. It considers the relation of the Bolshevik order to the Russian past; examines somewhat sketchily certain developments in the Twenties regarding the status of the family, the Orthodox Church, literature and law; analyzes class and party position; presents vignettes of the main actors of the political drama: Trotsky, Zinoviev, Kamenev, Bukharin, and Stalin.

The second part outlines the principal phases of the economic development occurring under the shelter of the New Economic Policy (NEP), through which the Bolsheviks brought Russian industry and agriculture back to the level of 1913. The revival of agriculture produced its own difficulties as the Party wrestled with the problem of extracting the surplus from the peasantry, and Carr's treatment of the interplay of policy issues and agricultural developments is especially interesting. Professor Carr in this section and in the book as a whole is largely successful in striving to be both meaningful and objective, though he seems to take too seriously certain concepts, notably "the dictatorship of the proletariat," which were useful to the Bolsheviks in marshalling their forces but were never translated into meaningful institutions. In general, however, Professor Carr's treatment is sophisticated, and his history will be indispensable reading for anyone wishing to study Soviet Russia in the era before the Five Year Plans.

"The Charm of Politics"

Reviewed by CHARLES C. ADAMS

MR. CROSSMAN, a Labor Member of Parliament, provides a collection of previously-published reviews of books on, and by, politicians. These brief and entertaining essays—some dating from before World War II—are actually compact portraits, variously, of authors or their subjects and successfully bear out the thesis of his preface: that writing about politics and political figures may be a genre similar to dramatic criticism. Certainly they are composed with great wit and style, literary rather than journalistic, and convey a wide sweep of ideas on times and personal motivations which is somehow emphatically authoritative.

The intent of the pieces was, and is, to inform. The author's justification, as a politician writing about politics, is to bridge the gap which, he feels, in democracies "ironically enough . . . divides the published political myth from the unpublished truth." Probably everyone has read at some time a discussion of an event, place, or thing about which he feels he may have a clearer grasp, of information or understanding, than the author. Mr. Crossman implies that his access to information has been exceptional, privileged. One cannot doubt it. However, the ring of his observations on people as disparate as Mr. Coolidge and Putzi Hanfstaengl seems to derive more from perceptive understanding, and a good deal of both thought and practical experience, than information—scarcely, of course, grounds for complaint.

Mr. Crossman's genre of political criticism is by no means unknown in the United States. It seems likely, however, that much the greater volume provided by the American press concerns analysis of events and policies rather than of the character of people dealing with them. In any case, pundits are not numerous who treat such subjects with an equivalence of Mr. Crossman's firsthand acquaintance with the life and charm of politics, or his erudition.

THE CHARM OF POLITICS, by R. H. S. Crossman. Harper & Brothers, New York, 243 pp., $4.00.

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THE DREAM OF ARCADIA: AMERICAN WRITERS AND ARTISTS IN ITALY, 1760-1915. By Van Wyck Brooks. New York: E. P. Dutton & Co. 272 pages, $4.50.

Reviewed by JOSEPH FRANK*

EVERY COUNTRY that has produced a great literature or a respectable showing in the plastic arts has a record of indebtedness to other, usually older cultural traditions from across the borders or beyond the seas. Many are the students who have traced the collective debt of our artists and men of letters to France and England, of our philosophers to Greece and Germany, of our moralists and legal theorists to ancient Israel and to Rome.

Now the dean of American literary historians, Van Wyck Brooks, has had the felicitous idea of narrating the role played by Italy, by the experience of residence in Italy, in shaping the thoughts and tastes of American writers and artists from the middle of the 18th century—Brooks' story begins with the early American painters Benjamin West and John Copley—until almost the present time.

Brooks' list, to mention only the major figures, includes Washington Irving, Fenimore Cooper, Longfellow, Margaret Fuller, Hawthorne, Howells, Mark Twain, Francis Parkman, Henry and William James, Edith Wharton, Dreiser, Sinclair Lewis, Hemingway, Santayana and Bernard Berenson.

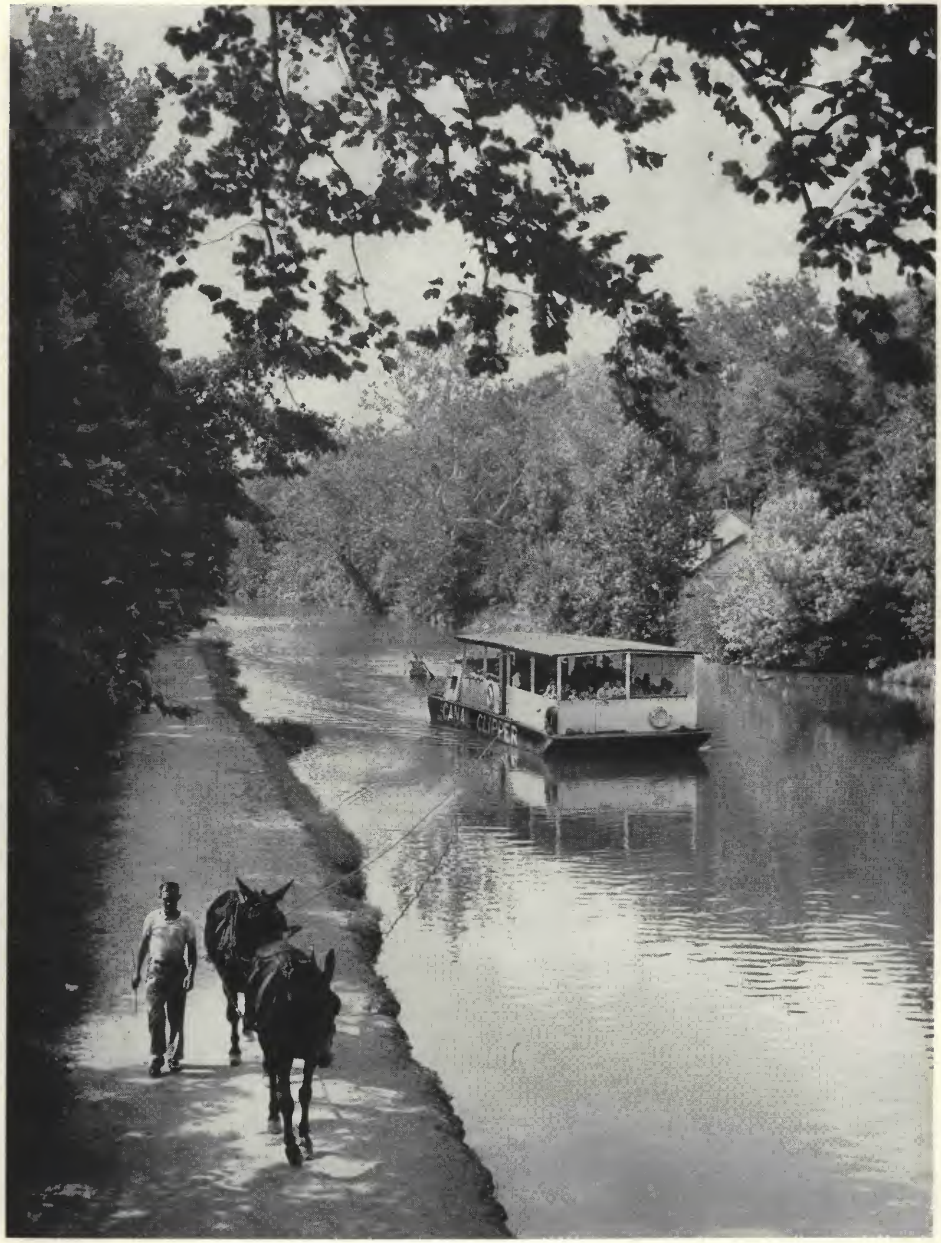
It is accurate to say that without this sturdy, pervasive and long-lived impact of Italy on American creators, our literary and cultural history would have turned out signally different and poorer. There might have arisen no "international novel" in the special sense that Howells and Henry James understood and exemplified in some of their best works. A handful of Hawthorne's disturbing and powerful short story masterpieces, as well as his very original romance "The Marble Faun" would never have been set down on paper.

Mr. Brooks tells a memorable story gracefully, with a most dexterous command of his broad, complex canvas that teems with great and near-great personalities from both sides of the Atlantic. Perhaps he devotes too large a segment to second-rate figures, when we long to read more from him on the first-rate ones, and of how they refined their Italian gold into the yet finer stuff of enduring art. There are one or two regrettable omissions, such as that of the excellent novelist and Italophile, Thornton Wilder. But such reservations are of minor importance.

Mr. Brooks' method is one that possesses the deftness and good taste of a master weaver, not one of profound or impassioned insights. He chronicles well, achieving a vividness unmatched since his own five-volume history of the writer in America, to which in a sense this new book is a charming and finely wrought appendage. Certainly it offers a peculiarly nostalgic and agreeable kind of reading for those many in the Foreign Service to whom Italy, the modern Arcadia, must be either a cherished memory, a happy expectation, or both.

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*Department of Modern Languages, Colorado Rocky Mountain School.



Kashmir on the Canal *Photo by Abbie Rowe*



Signing of Brazilian Fulbright Agreement: Ambassador Ellis O. Briggs (seated at left), Political Counselor Eric Wendelin (center), and Brazilian Foreign Minister Macedo Soares (right). Since this signing Ambassador Briggs has been appointed Ambassador to Greece.

Cultural Exchange and the Foreign Service Officer

by Donald Edgar

Last December the Department announced the appointment of Robert H. Thayer, former Minister to Rumania, as Special Assistant to the Secretary of State for coordination of international educational and cultural relations. This was a milestone in the comparatively recent recognition of cultural relations as an important element in the conduct of our foreign policy. The development of this new area of diplomacy and the implementation of the Wriston Plan have served to create new vistas in the cultural field for the career Foreign Service officer through the opening of the Department's International Educational Exchange Service to staffing by career FSO's.

Shortly after finding myself assigned the responsibility for the world-wide educational exchange program, which includes the "Fulbright Program," I learned that I had become involved with one of the most widely known of the Departmnet's foreign relations activities.

On the Hill, members of the Congress are very aware of this aspect of our foreign policy. Congressional constituents obtain Fulbright grants to go abroad, and foreign "Fulbrighters" spend a year or two in Congressmen's home towns, both making names for themselves and enhancing the reputation of the program. When Congressmen travel abroad, Fulbright alumni groups receive them and entertain them, and important foreigners often identify themselves proudly with the introduction: "Ten years ago I was in your country on a Fulbright Grant."

But before we go further, may I point out very quickly that the term "Fulbright Grant" is used too generally and too loosely by the public. This fact and the name International Educational Exchange Service give the impression that the Department's entire cultural exchange program consists of students and professors. This is not the case, and Senator Fulbright is regularly the first one to give due credit to Senators Smith and Mundt whose names identify the law that extended cultural interchanges beyond the academic world. It is under this extension that we are today bringing hundreds annually to the United States who have no connection with educational institutions. Typical of these, perhaps, are the Mayor of Paris, a group of British Parliamentarians, a group of Buddhist priests from Cambodia, the Chief Justice of Ghana, and newspaper representatives from Iran, Korea, Brazil, France and India.

In this single activity the Department of State does something that is understood and applauded by average citizens everywhere, so much so that last year the Congress, reflecting general public support, gave to the program two million more dollars than the administration asked for. If the Senate had had its way, it would have been an extra ten million. I believe that this action is unique in State Department budgetary history. So, through its International Educational Exchange Service, currently located under the Assistant Secretary for Public Affairs, there is conducted this year a program costing $22,800,000 in appropriated funds, plus $7,386,100 of P.L. 480 or agricultural surplus generated non-appropriated funds. But these official funds cover only part of the total cost. One of our most time-consuming activities is locating private funds to match public funds. As an example, we finance only one-third the cost of our foreign students. Private funds do the rest.

IES has a Washington Staff of about 250 people, plus small reception staffs in New York, New Orleans, Miami, San Francisco, Seattle, and Honolulu. Overseas, it is currently financing the activities of the U. S. Educational Commissions or Foundations in thirty-five capitals throughout the world, as well as 246.2 man-years of work by USIA cultural affairs officers and their local staffs in administering the exchange program. Almost all of the positions in the Department and the reception centers have, under the Wriston Plan, been declared FSO positions and while in 1955

there were only fifteen FSO's in the International Educational Exchange Service today there are fifty-five.

The Department first entered the cultural relations field in 1938 with the implementation of the Convention for the Promotion of Inter-American Cultural Relations by the United States and seventeen of the other American Republics. The expanded program as we know it today, however, was given its impetus shortly after the Second World War with the passage of two important legislative acts.



FSO Leonard L. Bacon presenting athletic trophy at Laos

The Fulbright Act of 1946 made available certain war surplus funds to finance travel and scholarships to and from the United States. The Smith-Mundt Act in 1948 gave the program a permanent legislative basis, authorized dollar budgets and included a wide authority for cultural exchanges within and outside the academic field.

This Smith-Mundt Act (Public Law 402, 80th Congress) created two services—an information service and an educational exchange service — and authorized the Secretary of State to carry out the provisions of the Act. In 1953 the President put into effect Reorganization Plan No. 8 which divided the program, retaining the educational exchange activities in the State Department and transferring the remainder to the newly established U. S. Information Agency.

Since the Department did not believe that it was feasible to set up separate units overseas to conduct the exchange program, it made a contractual arrangement with USIA to provide the needed overseas personnel and services. Thus, the person responsible for the operation of the exchange program at each post abroad, generally the Cultural Affairs Officer, is an employee of USIA, but approved and paid for in part by the Department of State. He conducts the program in accordance with policies and operational guidance from the Department, but reports to the Chief of Mission through the head of the U. S. Information Service, usually the Public Affairs Officer. Under this complicated arrangement the efficient functioning of the program is a tribute to the intelligence and goodwill of the officers concerned.

Over the intervening years the program has taken form and attained a reputation for success which justified Assistant Secretary Berding in opening our recent hemispheric conference of cultural affairs officers in San Juan, Puerto Rico, in saying "Cultural diplomacy has come of age." Many of our embassies have come to rely heavily on the cultural exchange program to prove points and orient thinking. It takes no great debater nor silver-tongued orator to make clear the fact that the fuller the understanding of the background, the basic character, and the motives of man, the more readily can one understand his day-to-day words and actions, even when they leave something to be desired.

The success of our foreign relations today depends largely on the willingness of other nations and their peoples to cooperate with us in matters of common concern. The role of the Department's cultural exchange program is to provide an active form of cooperation through meaningful projects involving personal contact. And these personal contacts are in many fields beside the academic one. In 1957 we participated in some degree in the international travel of musicians, scientists, economists, athletes, lawyers, industrialists, youth leaders, legislators, labor union leaders, and experts in women's affairs, to name but a few. Within IES there is a special division which arranges for these cultural exchanges of distinguished visitors, leaders of public opinion and specialists in a wide variety of fields.

The various cultural exchange projects are all designed to develop, through person-to-person contacts, reciprocal exchanges of knowledge about basic attitudes and aspirations of peoples whom history has separated by deep seated cultural differences. The fact that modern methods of communication are being used by the world's troublemakers to exploit these differences by inflaming passions and distorting national policies, provides a background of urgency to the program.

Trained observers, like newspapermen. editors, publishers and radio-TV experts, communicate directly and immediately their discovery of America to a wide and varied audience of their fellow countrymen. By increasing interest in the United States, furthermore, these trained observers stimulate broader and more accurate press coverage of American affairs. During the negotiation of the North Atlantic Treaty, for example, it was thought that a greater feeling of unity could be achieved among member nations if influential groups could see for themselves America's preparedness and will for peace. Since then more than forty groups of outstanding newspaper editors and columnists from the NATO countries have made brief visits to the United States. They have returned home to write understanding articles in hundreds of major European newspapers. Their accounts have also been carried by radio and TV networks, wire services and magazines. Both individual and group projects have likewise been arranged for newsmen from other areas of the world.



FSO Ernest Mansmann with journalists from NATO countries

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On the other side of this two-way street, American lecturers and specialists have helped to develop courses overseas in journalism and to explain the responsibilities of a free press in many foreign countries. Their approaches have, of course, varied with conditions in each country. In India interest in the study of journalism is closely connected with the campaign to stamp out illiteracy. As early as 1952 Professor Roland E. Wolseley of the School of Journalism at Syracuse University set up the first formal Department of Journalism along American lines in any Indian university. This department, at Hislop College, Nagpur University, is now well established. Before leaving India in 1953, Professor Wolseley discussed education in journalism with the journalists and Government of Hyderabad. As a result the State Ministry of Education offered facilities at Osmania University for the founding of another department of journalism along the lines of that at Nagpur. Local publishers and newsmen have since organized the department, and the university has obtained the services of an American professor to direct it. In summing up the significance of this project, Professor Wolseley pointed out that "As literacy improves so will the demand for literature. Those who produce this material will shape the mind of India."

Science looms large on every horizon these days and over the past five years more than 6,000 scientists have taken part in the Department's program. In other words, one out of every five exchanges has involved the sciences. A large proportion of these scientists came to the United States for study and research. The value of such exchanges was noted by Dr. Edward Teller in an article last winter in FOREIGN AFFAIRS in which he pointed out that "To help our allies to educate more scientists and engineers is one obvious move in the battle for future leadership."

In the United States we have come rather belatedly to the realization that our present involvement in world affairs has found us critically short of people with adequate training for overseas work and equally short of people to do the training. Here again, the educational exchange program offers a way to build a much larger corps of Americans with foreign language skills and first-hand knowledge of life in other countries, as well as teachers in our schools and colleges qualified to instruct others in these fields.

Thus the program forms a part of the international public relations of the U. S. Government. It shares responsibility in the conduct of such relations with all officers of our diplomatic and consular missions overseas and with all agencies of this Government which have overseas operations.

To make this program best serve our foreign policy objectives certain policies are basic to its operation. Since its inception the program has been governed by the policy of cooperation in its approach to other peoples. This is an extremely important point, especially today when a good part of the world is quite sensitive to propaganda regarding possible cultural imperialism. In the administration of the program, for example, in many countries we have bi-national commissions composed of local Americans and foreign nationals who jointly participate in the planning and carrying out of the program.

Distinguished foreign citizens have considered it a privilege to serve on these commissions and to devote hours of

by Donald Edgar

their precious time to the problems of two-way exchange, not only in commission meetings, but also in the inevitable and often heavy work of the committees, conferences, and ad hoc meetings which are the concomitants of the commissions themselves. No exception to this statement is the United States Educational Exchange Commission for France (Commission Franco-Américaine des Échanges Universitaires) responsible for watching over the funtioning of one of the largest and longest established of the programs authorized by the Fulbright Act.

The chairmanship of this commission has traditionally been held by an American Embassy officer, usually the Cultural Attaché, and the vice-chairmanship by a high official of the Quai d'Orsay. There have been few changes in the French membership of the Commission during the ten years of its history. Of the six, four are veterans of ten years' standing. Junior or veteran, all are important, distinguished, national figures, and loyal and devoted supporters of the Franco-American exchanges. Like the hundreds of Americans mentioned earlier, these Frenchmen (and their counterparts in many lands) believe in the program and give it their wholehearted support year after year.

The French Commission, like its sister commissions in thirty-four other countries, is backstopped by a full-time working staff, known as the "Secretariat," headed by an Executive Secretary.

TODAY, WHETHER or not he aspires to be a Deputy Chief of Mission, every officer of the Foreign Service should, in the course of his career, become acquainted with as many of the tools of his trade as possible. One of these accepted tools is now cultural exchange. However, because under the present organization of this work the FSO will not normally have direct contact with its operation while on assignment abroad, what can be gained from a state-side experience in the International Educational Exchange Service career-wise? The answer is easy.

The exchange program deals with over 100 countries and dependent areas in all parts of the world, and IES thus provides a microcosm of foreign service. In order to plan and carry out exchanges with particular countries which will best support our foreign policy objectives, IES officers must have a knowledge of the political, economic and social background of these countries. They are brought into frequent contact with the political desks, the economic and administrative areas and the offices dealing with international organizational affairs. In fact, the IES officer, in the course of his work, obtains an almost unique birdseye view of the Department's operations. One FSO has put it this way: "This work involves so much of the rest of the world—no one in IES could be involved with less than a dozen countries and most are concerned with them all—that there is little danger of developing a narrow or specialized view of the work of the Department or the Foreign Service."

A number of IES jobs in Washington and all those in its six Reception Centers (New York, Miami, New Orleans, San Francisco, Seattle and Honolulu) bring officers into close and frequent contact with important foreign visitors. FSO's assigned to the IES Leader Program have opportunities to





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work closely with foreign legislators and officials in high administrative positions. During the program for foreign leaders in Washington, D. C., FSO's come in contact with members of Congress and various department chiefs of different agencies, as well as educators, members of the diplomatic corps, leaders of industry, labor, women's affairs and the communications media.

What does the FSO gain from such contacts? First, and most obviously, he has the opportunity to get to know and understand people who may be important to him in some future assignment. Second, he gets to see America through their eyes. He finds out what aspects of our life impress the visitor and which are puzzling or of little value in helping him to understand us. He learns what kinds of experiences are most important in helping the visitor to evaluate the United States, what kinds of information the visitor needs before he reaches our shores, and how these factors vary according to each individual and the cultural milieu from which he comes. Third, he has the personal satisfaction of seeing the changes in attitude and the growing insights into our country which come about as a result of the visitor's experiences here. And, finally, he knows better how such visits can be useful to him when he is overseas, what kinds of people he may wish to nominate for grants, and what kinds of orientation they may need before taking off for the United States.

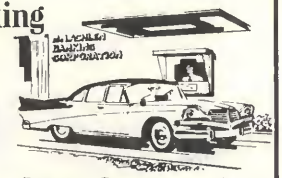
Of equal importance to the career of an FSO are the opportunities offered by work in IES for knowing the contemporary American scene and American cultural resources. These opportunities provide a guaranteed remedy for the popular criticism of the FSO as an official-in-exile who, through extended and consecutive assignments abroad, tends to lose touch with developments in the United States. As his contacts with American groups grow, he will find that his knowledge of American life is steadily refreshed and that his concept and judgment of factors of national concern are broadened and reinforced.

Whether he is planning a program, representing the Department at meetings or conferences in different parts of the country, making stateside arrangements for the visits of foreign grantees, or recruiting an American nuclear scientist to go to Chile or a group of American composers to go to the U.S.S.R., the FSO assigned to IES will be in constant touch not only with our universities, colleges and leading foundations, but with professional societies and community organizations throughout the country.

Periodically, I greet the FSO's newly assigned to work in IES. Often during their initial period I sense that they are somewhat shocked and bemused at finding themselves, as I did, in a part of the Department known little, if at all, to the average Foreign Service officer. But as time goes on the realization develops that they, like me, have become engrossed in an impressive and extensive operation which through its direct contacts defies propaganda, serves a very special need of our embassies in their conduct of our foreign relations, and makes as many friends in the United States for the State Department as it does overseas for the American people as a whole.

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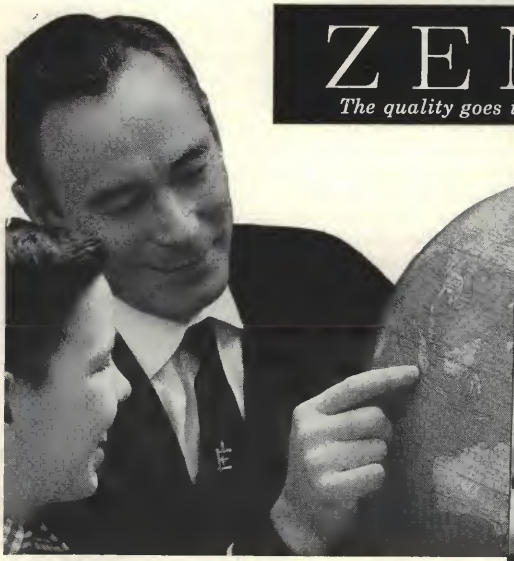
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When The Secretary Of State Fought A Duel

HENRY CLAY awoke just after dawn. Heavy with sleep he lay quietly for a few moments before going to the window, parting the curtains, and opening the casement. The rising sun left the sky blue and clear above the Virginia hills, but a veil of mist hung above the foliage of the marshland on the Washington side of the Potomac and obscured his view of the river. The morning was warm, the air full of spring moisture and a pleasant perfume of damp earth. It was just the kind of weather he liked. The date was March 9, 1825, and in a few hours he was due to appear at the Executive Mansion to realize one of the great ambitions of his life—to take oath as Secretary of State.

He went unhurriedly about his usual routine. He shaved carefully, his mind already occupied with the ceremony of the day. He was not disturbed. His wife was ill and the colored nurses kept the children from him. The new suit fitted well; he was satisfied with it. But the neckcloth gave him trouble. It was snowy white with just a little starch—too much starch, he thought, for it would not fold to his liking. But he achieved the perfect result at last. On the whole he was pleased with himself. For, to tell the truth, Mr. Clay was a vain gentleman. He had risen from abject poverty to acquire a modest competence. But he was not vain because of that. He had conquered early lack of education and become a superb orator and a powerful political leader. But he was not vain because of that. He was only conscious of his magnetism, his overpowering charm, and his imposing face and figure. Those defensive and offensive reserves were more than enough to satisfy his super-fed vanity. Underlying that trait of character, many years of dazzling success in political life had given him absolute confidence in his ability to estimate and control the changing trends in national activity. And yet his acceptance of the post of Secretary of State represented a major blunder which Mr. Clay should have avoided.

HE HAD BEEN urgently advised to decline the appointment. By temperament and talent his place was wholly in the field of legislative, not administrative, action, and his friends had bluntly told him so. He was far better fitted to render his party, his State, and the country, more useful service in the Congress than he could in the cabinet. But the glittering position of Secretary of State blinded him to all else. Had not four of his distinguished predecessors become President? What was there to prevent him from repeating their achievement? So he persisted in his demand for the Secretaryship and at long last overcame opposition to appointment.

He had planned, he thought, every detail of his administration of the Department including the development of policies which he was sure the Congress and the people would support. Altogether, an easy four years lay ahead of him. There were no problems of a complicated nature left to him to worry about and, as far as he could see, none likely to arise.

The JOURNAL was saddened to learn last month of the passing of Edward J. Norton, FSO-ret'd, who had been living and writing in Málaga. This was the last piece he had submitted to the JOURNAL.

by EDWARD J. NORTON

But all those plans left out completely one compelling roadblock—the President. John Quincy was an Adams of Adamses. He was described as being as cold and inhuman as a glacier; and where John Adams (our country's second President) had made tactlessness a habit, John Quincy made it an art. His truculence and bullheadedness antagonized the Congress and his single presidential term was unproductive of any administrative measure of importance. His recommendations were just buried in committee rooms. Thus, too late, Mr. Clay realized the entanglement in which he had become involved. Had he remained in Congress where he was the dominating strategist, Mr. Adams' administration might have accomplished something. But, lacking Henry Clay's leadership, contradictions and discord prevailed. The entire political situation was calamitous and it became worse when, after only a year in office, Mr. Clay lost his self-control and quarrelled with Senator Randolph.

This was the outcome of the Senator's alleged assault upon Mr. Clay's integrity when, in a speech in the Senate, Mr. Randolph was reported to have declared that "A letter from General Salazar, the Mexican Minister in Washington, submitted by the Executive to the Senate, bore the earmarks of having been manufactured or forged by the Secretary of State."

Mr. Clay smarted under the stigma of that charge. Senator Randolph, after modifying the unrevised and somewhat inaccurate report of his speech, refused to explain (out of the Senate) the exact words he had spoken within it. The Senator's attitude was correct. Mr. Clay knew that. An attempt to hold a member of the Congress responsible for words spoken in debate would be a grave offense not only against the speaker but against all Parliamentary practice.

Nevertheless, Mr. Clay—his mind filled with brooding resentment over a misdirected sense of personal insult—called out the aristocratic and brilliant Senator from Virginia. Pistols the weapons; distance ten paces. Reluctantly, for Mr. Randolph had always violently opposed duelling, the challenge was accepted. Most of Mr. Clay's friends deeply regretted that he should resort to what they considered an immoral and barbarous mode of vindicating his character. Against any or all insinuations of corruption the Secretary might safely have left his reputation with the people. His long and conspicuously successful public record would have sufficed for his honor.

All that was repeated time and again to Mr. Clay. But he was inflexible, determined to fight. One of his close associates whom he had asked to be his second, discouraged and exasperated following hours of fruitless argument, finally exclaimed:

"Henry, you are a damned pig-headed mule" (surely a species of animal unknown to zoological classification), and added:

"You are wrong in this lamentable affair. And if I am only to go out to see you shot down, you must find some other second." Without replying, Mr. Clay escorted his friend to the door.

The Secretary returned to his lamp-lit study and resumed the writing of the letter which he had begun earlier in the evening. All the house was still. He had worked but a short time when a whining and scratching at the door interrupted him. His favorite hound. He opened the door and the dog

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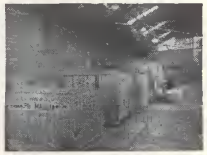
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HE FOUGHT A DUEL

by EDWARD J. NORTON

came in wagging his tail, and wound himself into a ball at his master's feet. Mr. Clay patted the animal, pulled his ears and, as he thought his debt to Fate was not due till tomorrow, was about to continue writing when he looked at his watch. No! By God, that debt was to be settled today. He had no idea the hour was so late. He must get some sleep.

That was the background for the drama to be staged late on the sultry afternoon of Saturday, April 8, 1826, when the Secretary of State descended from his carriage on the right bank of the Potomac, within the State of Maryland, just above the Little Falls bridge. He was accompanied by his inseperable companion, Colonel Benton. The Colonel told the Negro coachman to drive a short distance, then wait for them.

The Secretary and Colonel Benton walked a few yards through thick undergrowth and came to a slight depression bordered by low, gravelly banks. They were alone. They stopped and looked about. This, they thought, was the place agreed upon.

"We have arrived early," said Colonel Benton.

Mr. Clay remained silent. His countenance was grim. A tenseness had tightened the lines about his close shaven jaws, but he appeared composed and almost unconscious of his purpose there.

Perhaps he remembered that almost within his own lifetime and on that same dismal and secluded spot, a United States Secretary of the Treasury had shot his antagonist through the body in a duel arising out of political differences. The gallant Stephen Decatur, seconded by brother naval officers, had fallen there. A Senator of the United States lost his life there in a murderous duel with muskets at pistol distance. Other men, victims of the vanity of honor, so-called in those days, lost or had staked their lives on that same field.

Senator Randolph and his friends soon joined the Secretary and the Colonel and all saluted in the courteous fashion demanded by the usage of the "code." They took their stands and at the word fired without effect. But the Senator's heavy bullet struck and splintered a stump close to Mr. Clay and left a great scar there. Another exchange of shots was insisted upon. This time, Mr. Clay tore a hole in the skirt of Senator Randolph's coat. The Senator fired into the air and exclaimed:

"I do not fire at you, Mr. Clay."

The Secretary's gloomy aspect changed instantly. He threw his pistol to the ground and ran to meet his former enemy who cried:

"Mr. Clay, you owe me a new coat!"

The Secretary laughed:

"I am glad the debt is no greater."

Then the two men indulged in a long and cordial talk. After that, Senator Randolph and his friends immediately returned to Washington. According to a contemporary report of the duel:

"On the ensuing Monday, Mr. Clay and the Senator formally exchanged cards, and their relations of amity were restored."

For years thereafter, Mr. Clay continued to be in the foreground of political activity of the Nation's Capital.

CURRENT DEFINITIONS

"It is in process" — so wrapped up in red tape that the situation is almost hopeless.

"We will look into it" — by the time the wheel makes a full turn, we assume that you will have forgotten about it, too.

"A program" — any assignment that can't be completed by one telephone call.

"Expedite" — to confound confusion with commotion.

"Channels" — The trail left by interoffice memos.

"Coordinator" — the guy who has a desk between two expediters.

"Consultant" (or "Expert") — any ordinary guy with a briefcase more than 50 miles from home.

"To Activate" — to make carbons and add more names to the memo.

"To implement a program" — hire more people and expand the office.

"Under consideration" —never heard of it.

"Under active consideration" — we're looking in the files for it.

"A meeting" — a mass mulling by master minds.

"A conference" — a place where conversation is substituted for the dreariness of labor and the loneliness of thought.

"Reliable Source" — the guy you just met.

"Informed Source" — the guy who told the guy you just met.

"Unimpeachable Source" — the guy who started the rumor originally.

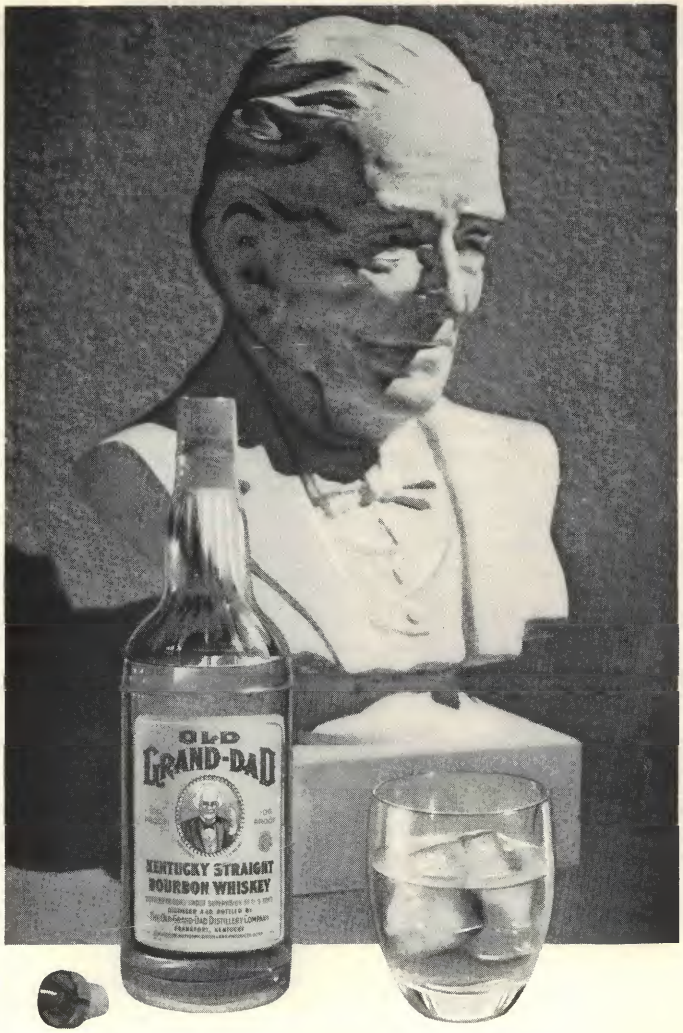
"Re-orientation" — getting used to working again.

"A clarification" — to fill in the background with so many details that the foreground goes underground.

"Note and Initial" — let's spread the responsibility for this.

"Let's get together on this" — I'm assuming you're as confused as I am.

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Riders (Form 349MG and Form 354MG) to Mutual of Omaha Policy GMG-1728 have been mailed to all members. They affect only members in active service who carry hospital surgical insurance for their eligible dependents. Those members should read the riders carefully so that they will understand the procedure for making claims for benefits under the provisions of GMG-1728.

The annual report for the insurance year that ended February 28, 1959 has been mailed to all members.

The booklet of June, 1957 is being completely revised. It should be ready for distribution in about three months. Copies will be sent to all members and to administrative officers at foreign posts.

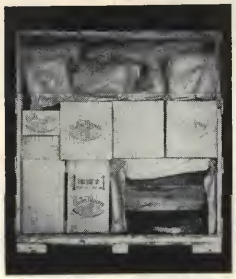
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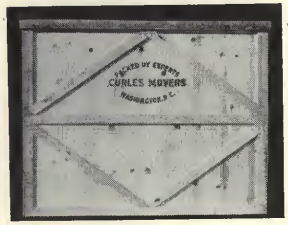
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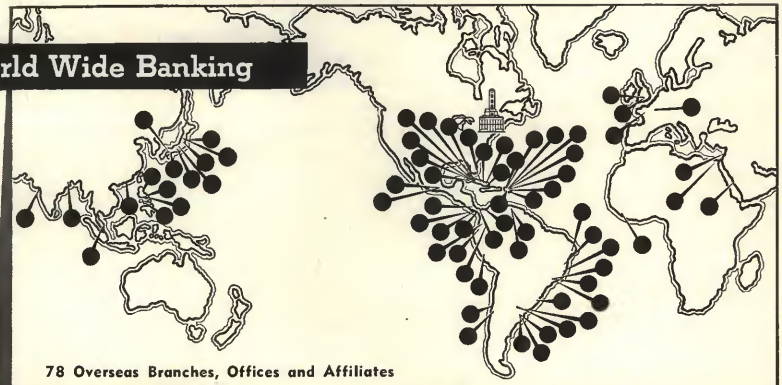


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On the "Provident" . . . looking aft

Most Monotonous Passage

By Earl Dardes

If you are on the beach in Spain sometime; if you have to draw a picture of a hen laying an egg to be served in a cafe; if, at the Gibraltar gate after some days, the British soldier politely and firmly interests himself in your personal affairs; here's what you do.

You find yourself a sailboat without an engine ready to cross the Atlantic. It will be the first such venture of the rich young captain, and he will need a cook. You can boil water. You are a cook.

These were the circumstances as I found them a number of years ago. I had been staying at La Linea across from Gibraltar where the food was cheap and the bugs democratic. The boat, and it could not have been named better, was the "Provident."

Locating the craft out in the harbor, I was filled with misgiving. That little splinter cross the Atlantic? The only trans-oceanic vessel in my experience had been the cargo freighter that had brought me over.

When the captain came ashore I cornered him. He was in his thirties, sported a full beard like King George. No, they already had a cook. Could use another hand, though, to even off the watches. He looked at me keenly.

"You'll be under a heavy disadvantage," he said.
"That's okay."
"Do you have much luggage?"
I spread my arms wide. "What I wear."
"Be here tomorrow afternoon about four."

And that's how it happened. The next day I spent my last cinquo centimos, went to the dock and the cook . . . a real one . . . rowed me out to the "Provident." It looked bigger when I got aboard, but still no freighter. She was a seventy-foot, gaff-rigged ketch, without auxiliary, and once had been a North Sea fishing boat with auxiliary.

The cook introduced my future watch mate, Peter. The other watch would be a duo called Scotty and Powell. The cook was Horace and the boss was the Skipper. Those were the names we went by and I do not believe these men had any others. Life is simple on the ocean.

The day before we left Gibraltar was a busy one. The crew had to impress me with the difference between fore and aft. A water barge drew alongside and hosed us in between three and four tons of water. We even had the dory and dingy half-filled. A tin of sea biscuits and a box of canned vegetables and a crate of oranges came aboard. There was an intensive cockroach campaign.

At three-thirty on the morning of April 4, we rose, had coffee and were out in the dark making sail ready. Two hours later when dawn came, the anchor was hoisted and as we slowly got under way, a rowboat full of fishermen started across our bow. We surged helplessly ahead while they rowed like mad right into our course. There was considerable swearing in Cockney, English, Spanish, and finally they wised up and rested on their oars, wild-eyed as we went by.

The ketch sailed out of Gibraltar between the Rock and Apes Hill near Ceuta, the ancient Pillars of Hercules, and following the route of the Spanish steam trawlers from

On the "Provident" . . . looking forward



Algeciras to Moroccan waters, headed down toward the north-east trades. By noon, we had cleared Spain.

The next day we were all sick but Scotty. True to the traditions of his country, he just wouldn't miss a meal. We unloaded Thursday's lunch and supper and Friday's breakfast. I kept away from liquids and tried to follow the excellent advice of exercise. Everything was in confusing motion. There were no stable lines as on shore. The sea, the sky, and the shadows on the boat, all kept nervously changing. In the fo'c's'le it was worse with the sun's reflections on the ceiling from the waves, and bright patches of sun moving across the walls, then going away, then returning, and water in the flask, hanging clothes, everything moving and nothing permanent but change. After the traditional three days we were normal men once again.

At the end of the first week, the "Provident" had logged 925 miles. One day we made a pool, each one betting on the number of days it would take us to sight Montauk Light. The estimates ran from the thirty-seven days of the Skipper to my fifty-four days. No one paid much attention to my bet as I was a landlubber. Everyone just laughed sort of condescendingly. I laughed too. What did I know about it? I just guessed fifty-four days because the idea of a trans-Atlantic voyage in this cockleshell had already made me a pessimist.

THEN CAME the Incident. The wind had died down in our morning watch and the sails were flapping badly. We turned over the wheel at eight and went below to have breakfast. Suddenly, from on deck, Powell shouted excitedly and hurrying topside, we found the main boom broken from its sheet and havoc in command. The rest of the day was spent opposite Madeira, lying like a cloud on the horizon, fixing clamps and making other repairs.

That incident seemed to be a Jonah for us because now, day after day of calm ensued. Some days, carried by currents, we would even drift backwards. One solid week was totally without wind. Deadly monotony became the order of the day. Days of hot sun and bad stories and cake for bread and lime juice and the dreary night watches. And one day just like the next and the water the same and no ships and sails slatting in the calm.

This gave us lots of time to get acquainted with each other. It was really an interesting company, a sort of little club of people picked out of a hat, as it were.

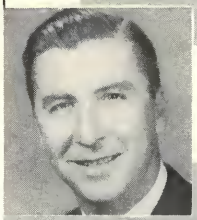
One should get acquainted with the Skipper first. Actually you never find out much about Skippers. They are properly reticent as befits their dignity. No Skipper worth his salt is ever a blabbermouth. All we knew was our boss's family was well-heeled and he had a plate in the top of his skull. This was very interesting and touched us intimately because well we knew if the Skipper banged his head going down the companionway and conked out, that nobody else could navigate. So we were all properly solicitious about our Skipper and prayed for him every night, and twice on Sunday.

My watch mate, Peter, was thirty-three and Spanish. He had been to sea since he was fourteen, had sailed on windjammers, fishing boats and steamers, and at one time had worked in a Gary steel mill. He returned to Spain to marry. On his home island of Palma, there was a wife and a little boy waiting for him.



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AN ATLANTIC CROSSING

The British were represented by Powell, a bandy-legged Cockney who also boasted considerable experience in sail, both on fishing boats and yachts. He was interested in painting and writing and every chance he got, he would tell about his plans to write a book and settle down on a little island and live off the royalties and be a sort of Gauguinic Van Gogh. This made us all very envious.

Scotty who stood watch with Powell was an unshaven eighteen. He had stowed away in his home town of Edinburgh six months ago. The ship was Greek and when Scotty came out of hiding he could find no one to converse with but the wireless man. He came to Gibraltar from South America as steward and in Gib, the chief of police got him a job on the "Provident."

Horace, the cook, hailed from New York. At one time he was boss mechanic in a Manhattan automobile showroom. He was stranded in Palma when he heard of the job as cook on our boat. He intended to get some money out of the bank when he got home and go back to Spain.

This was a period of slatting sails and lethal waiting. The boat, pivoting on one spot, the booms rolling in the long Atlantic swell, always kept pointing at the black horizon line and all day the design stayed the same, the boat and the sea and the sky, in classic sternness. The sky changed constantly and, as a mirror, the sea changed with it. Variety in unity, unity in variety, the canon of beauty. But there wasn't enough variety to interest a landlubber very long.

Take no books to read while at sea, says the wise man, and the sea will be your speaker. Only the sea does not speak with words. Actions speak louder than words it is true, but when the sea is inactive, it is like the inside of a tomb. On shore, when one works, there is a scarcity of time to think. Aboard ship, on a slow passage, there is lots of time to think. In fact there's too much time.

Our ingenuity was taxed to pass the time. The Skipper allowed no swimming on account of sharks. We read Shaw, Conrad, Sinclair Lewis, Jules Verne, Hardy. We talked and talked, quite sure we would never see each other again after this trip to be embarrassed by too intimate confidences. We thought of home, walked a mile, made fish spears, fished. In all the long trip across, for all our fishing, we caught only seven dorado, a sixteen pound tuna, and seven hard-skinned fish with retractable spines on their backs. Flying fish we used to pick off the deck in the morning. The night watch would hang a lantern low over deck and the fish would fly aboard. They were delicious for breakfast.

Regular ship chores also passed the time. Decks were scrubbed, sails mended, sheets and lines spliced and repaired. Brass work was rubbed down. There were oil lanterns to fill and w.c.'s to clean and a hundred other trivial, tiresome but necessary tasks.

At last the calms broke and then there followed a dreary beating before the wind, the continual checking the wind with the compass, the rush of water and spray and the rolling and the sea setting a new kind of monotony. Are sailors afraid of life? Shutting themselves up in seventy-foot boxes for months at a time with poor food, long watches in the night, stale water—I began to wonder.

Finally, in our fifth week at sea, we turned up toward Bermuda and into the warm Gulf Stream. We were 700 miles from New York and began to see steamers. And whales. One big leviathan swam under our boat and

by EARL DARDES

scratched his back on the keel. A killer whale encircled us like a torpedo. The books had become worn and very disconsolate-looking. The food was down to essentials. Some nights when there was a moon, we ran without lights to conserve kerosene.

One night the water around us turned cold. We were out of the Stream. Peter and I were standing the first watch the next morning, May 28, when he saw a schooner bearing down on us. When it got closer we saw a lookout on the tip of the foremast and three others below him in the cross-trees in yellow slickers. There was a man out on the bowsprit with a fifteen-foot harpoon. They were the first people we had seen in almost two months. Our flying jib and staysails came down and we jibed and the schooner pulled around us under power like something out of Moby Dick.

The Skipper cupped his hands. "Can you give us a position?"

"Yes. In a minute." A big stout man climbed down the rigging.

"We're fifty-three days out of Gibraltar."

"You'll he glad to see the green grass again." He went below and after a few minutes returned and came to the rail.

"North-north-west of Amhrose Light Ship, ninety-seven miles."

I was at the wheel next morning when the Skipper came on deck.

"Where's Peter?"

"In the cross-trees."

He shouted into the sky:

"What do you see, Peter?"

"I am not sure. It looks like a long, white beach. Like breakers, you know, and a thin dark line on top of it."

It was Long Island and the date was May 29. I had won the bet, on the nose. We kept coming in till we could see a town or two and hotels and wireless towers. There was a train whistle. It might have been Africa or Spain by the looks of it. At noon we were coming up fast on the lighthouse on Montauk Point and pulled back of Shelter Island at dark. Supper was fried oatmeal, prunes and a glass of apple brandy. We did not need the brandy to make us feel suddenly exhilarated at the landfall. We all had the feeling we had accomplished something big, something we would always remember.

The next day we worried our way into Greenport harbor, were inspected for cargo and germs, and went ashore for haircuts. After 54 days at sea, we walked with our legs far apart and the ground seemed to roll under us.

Since that happy day, I have had time to consider our voyage from many different angles. Someone has said that learning is a process of being disillusioned. Certainly this voyage disillusioned me about the "romance of the sea." No more sea and ships for me.

Such a stunt as we accomplished came to look exceedingly foolish to me. The maturing years erased all sympathy for the spirit of adolescent bravado implied in such a trip across the ocean. Any sensible man, it would seem, would recognize the event as an act of no judgment. I figured I had become sensihle. I thought and thought about it and at some place in my thinking, I don't know exactly where, reasoning quietly disappeared and I came back full circle to my starting point. And now I would like to ask this question: does anyone know where I could get, cheap, a thirty-six foot ketch . . . with auxiliary?

Two New F. S. Scholarships

THE OFFER of Mr. Arthur Hays Sulzberger, the distinguished publisher of the NEW YORK TIMES, to establish a scholarship program for children of Foreign Service Officers and Deputy Under Secretary Murphy's reply are reproduced on page 54. This exchange of correspondence initiated a series of discussions between the Board of Directors of the New York Times Foundation and the Education Committee of the Foreign Service Association which has culminated in a program of scholarship aid of great and lasting benefit to Foreign Service Officers and their children.

The terms of the Foundation's scholarship plan are set forth below. Not only is the financial aid granted a recipient by the plan most generous indeed but in addition provision is made for the purchase of round-trip transportation each year to enable the recipient to visit his or her parents at their post of assignment. This unique provision demonstrates the Foundation's deep insight into the human aspect of the problem of the education of children of Foreign Service Officers.

In accordance with the terms of the plan, the Foreign Service Association has taken steps by separate means to advise all Foreign Service Officers of the establishment of these scholarships. Applicants for the 1959-60 school year should submit their applications without delay.

All Foreign Service Officers and their families are indebted to Mr. Sulzberger and the Board of Directors of the New York Times Foundation for this generous help. The action of the New York Times Foundation is dramatic recognition of the special problems with which Foreign Service Officers are faced in giving their children a good American college education. It will serve, moreover, as inspirational encouragement to the Foreign Service to continue development of the Association's own scholarship program.

1. *General Nature*

The scholarships to be awarded by the New York Times Foundation are for undergraduate study for children of career Foreign Service Officers at Barnard and Columbia. They will be limited to one scholarship each year at each college so that each institution may have as many as four recipients of the scholarships in attendance.

The scholarships will normally be for the full four-year undergraduate course subject to the maintenance of satisfactory academic standing and continuance of financial need.

At Columbia they will be available for students either in the College, General Studies (Matriculated) or in the Undergraduate Engineering Program.

2. *Selection of Applicants*

Candidates for the scholarships will be selected by each college in accordance with its established policies and procedures. As part of the process of selection, the college authorities will consult directly with the Committee on Education of the American Foreign Service Association as to the best procedures to be worked out by the colleges and that Committee.

Criteria of selection will be those established by the participating colleges for the award of general scholarships subject to any special considerations of need which may arise from the fact that the candidates are to be selected only from among the children of Foreign Service Officers. The New York Times Foundation will take no part in the processing of applications or the selection of candidates.

3. *Amount of Scholarship*

Grants by The New York Times Foundation will consist of three parts:

A. An annual grant to the recipient to cover part or all of tuition, room and board. This grant will vary from a minimum of $500 a year to a maximum of $2,000, the amount in each case to be determined by the college depending on individual financial need. The grant may vary from year to year if needs or financial resources vary. It would be expected that there would be consultation between the college and the Committee on Education on the amount of the scholarship.

B. An additional unrestricted annual grant to the participating college, the amount of which will be determined after consultation with the college to insure that the award of these scholarships will not represent a financial burden to its free funds. The range of this additional grant will be from $500 to $1,000.

C. An annual grant of a sum necessary to pay the transportation expenses of the recipient for one round-trip from the Foreign Service Officer's post to New York. The amount required for this travel grant will be determined each year in each case by the college authorities in consultation with the Committee on Education. It should not exceed one round-trip air coach fare per year and will be reduced in any case where Foreign Service regulations provide that all or part of such travel cost is to be at government expense.

The Committee on Education of the Foreign Service Association will be responsible for making known to all Foreign Service Officers the availability of the scholarships each year, including the necessary information in respect to filing of application, etc.

The New York Times Foundation is a corporation organized for charitable purposes under the Membership Corporation Law of New York. It is its intention to estabilsh and maintain one scholarship each year in each of the two colleges. Once a scholarship has been awarded, it will be continued in accordance with its terms. The Foundation, however, necessarily reserves the right of suspending the award of new scholarships in any year and in such case will notify the colleges and the Committee on Educaton before the candidates have been selected.

June 19, 1958

The Honorable Robert Murphy
Department of State
Dear Bob:

The New York Times Foundation, which takes care of our philanthropic gifts, would like to single out the children of career diplomats for scholarships. On our recent abortive trip around the world, we got far enough away to find several instances where this sort of thing would have been helpful.

If we do it, of course the arrangements would be made with the institutions of learning involved, but I am wondering whether the Department already has any funds for such a purpose or if we would be filling a real need. Also, would there be any possible objection to such a course? Since we would not be bestowing the scholarship as individuals, I personally can see none.

With all good wishes, I am

Faithfuly yours,
ARTHUR HAYS SULZBERGER
(*Publisher, The* NEW YORK TIMES)

June 27, 1958

Dear Arthur:

Thank you for your letter of June 19, about scholarships for children of career Foreign Service officers. Your letter was most welcome.

Unfortunately, the Department has no funds available for college scholarships. Congress recently provided educational allowances to offset part of the extra cost of elementary and secondary schooling for the children of Foreign Service personnel abroad. None of these allowances, however, applies to education at the college level.

There is, therefore, a pressing need for scholarship assistance to the children of Foreign Service parents, especially for college education. For some thirty years our Foreign Service Association, an unofficial non-profit organization, has been endeavoring to meet this need, but despite its best efforts and the generosity of several private donors, the funds available for this purpose are entirely inadequate and the demand for scholarships will continue greatly to exceed the supply. For the scholastic year 1958-59, the Association awarded some 27 scholarships, averaging about $500 each, to children of Foreign Service parents. Of these, 23 were scholarships to colleges and 4 were scholarships to secondary schools, all of them in the United States. These awards used up the entire amount of funds available this year, which incidentally were substantially greater than in any previous year, but even so over forty deserving applicants had to be refused.

I have been in touch with the Committee on Education of the American Foreign Service Association, 1908 G Street, N.W., and this Committee will be glad to help out in any way. Anything which can be done to increase the number of scholarships and the amount of financial assistance to Foreign Service children for education in the United States will help to solve one of the most pressing problems confronting Foreign Service families.

You might write me further, or the Foundation might write the Education Committee. I know that I speak for the Foreign Service when I say we are deeply appreciative that you are taking a personal interest in this problem.

ROBERT MURPHY

Washington

Letters to the Editor

Pseudonyms may be used only if the original letter includes the writer's correct name. All letters are subject to condensation. The opinions of the writers are not intended to indicate the official views of the Department of State, or of the Foreign Service as a whole.

Foreign Service Academy – "Invaluable Training"

To the Editor,
FOREIGN SERVICE JOURNAL:

A subject which has attracted a great deal of interest among officers of the Foreign Service in recent weeks is the proposal put forward in varied forms for a "diplomatic academy" of one type or another.

As reported in the April JOURNAL, at least eleven bills have been introduced on the subject during the current session of Congress. Of particular interest is the fact that these bills seem to fall into one of two broad concepts—a four year undergraduate "service academy," and a postgraduate school of diplomacy. I am most concerned about those bills which embrace the concept of a "United States Foreign Service Academy" similar to the United States Military Academy at West Point, or the United States Naval Academy at Annapolis.

The first question we should ask ourselves is whether such an Academy, which would be very costly to maintain, is needed. Are the universities of America not providing the Foreign Service with the caliber of young graduates which it needs successfully to perform its mission? For if they are, and I am of the opinion that such is the case, then an undergraduate service academy is not needed.

More importantly, young college graduates who are coming into the Service, some after a wait of a year or more. represent a widely diversified cross-section of universities located throughout America. Graduates whose major fields were as different as law, international relations, journalism, history, English, American studies, political science, engineering, and business administration are brought together at the Foreign Service Institute for an intensive course. There, in a three-month course, they acquire the basic tools of their trade in such fields as visa and consular work, administration, and political and economic reporting. Thus, I feel that their very diversity of background brings greater flexibility to the Service, and that the basic common knowledge necessary for a successful beginning in the Service can be taught at the Foreign Service Institute.

Another question that needs to be asked is whether by putting primary emphasis on an undergraduate service academy to supply our diplomats of the future we might not be losing the talents of many intelligent and highly-capable graduates of American universities. All of us know officers who during their university days were unsure of what profession they would follow, but who took the Foreign Service examination, passed it, and started on promising diplomatic careers. If the formation of a service academy resulted in the sort of "closed-circuit" philosophy which sometimes appears in the professional ranks of the Army and Navy, many bright college graduates would undoubtedly turn away from a diplomatic career. The result would be that the Foreign Service would tend to become populated with figures stamped from the same mold, with the same academic background, and with a stereotyped answer to many important questions. I believe that this standardization of thinking is completely undesirable in the diplomatic service.

However, I don't believe that opposition on the above grounds to an undergraduate academy should close one's mind to the possible advantages of a graduate "academy," which would take junior foreign service officers after their initial tour abroad, and provide them with one or two years of specialized language and other training, including intensive study in Communist theory and tactics, and other tools needed for successful diplomacy today. Coming *after* the officer has proven himself in the field to be a serious, adaptable, and career-minded individual, this training could be invaluable.

CLINT E. SMITH

Washington

"Foreign Service Types"

by Howard R. Simpson



The Films Officer

"Administering"

To the Editor,
FOREIGN SERVICE JOURNAL:

I am in strong agreement with several ideas set forth in John E. Cunningham's article "Are We Administering Away Our Effectiveness" printed in your February issue. It seems to me that the three categories of harmful administrative functions which he sets forth on the top of page 20 might be a useful yardstick.

I agree wholeheartedly that the members of the Foreign Service should be adult enough to travel from one place to another on their own initiative and to arrange for the packing and transportation of their effects provided they are given a lump sum payment in advance considered adequate to pay the expenses.

I also agree that salaries should be paid on a monthly rather than on a biweekly basis.

Finally, I concur that allowances should be paid on a lump sum basis and that if a person in the Service does not use the money given to him for that purpose he is not doing his job properly and should be rated accordingly.

CHALMERS B. WOOD, FSO

Saigon

Letters to the Editor

Pseudonyms may be used only if the original letter includes the writer's correct name. All letters are subject to condensation. The opinions of the writers are not intended to indicate the official views of the Department of State, or of the Foreign Service as a whole.

"Are We Administering Away Our Effectiveness?"

To the Editor,
FOREIGN SERVICE JOURNAL:

Although I have been a contributor to the Journal in past years and have done my stint on the Editorial Board, this is the first time I have been moved to write a letter to the Editor in my twenty-two years of service. I do so to compliment the JOURNAL for carrying the article by John E. Cunningham. "Are We Administering Away Our Effectiveness?" in the February issue, for I've always felt that the main purpose of the JOURNAL should be to afford a relatively free forum for discussion of issues that concern us in our everyday professional lives. At the same time I should like to take this means of complimenting the author who has dealt manfully with one of the real problems of the present day Foreign Service.

While those of us who entered the Service well prior to World War II can be accused with some justification of an unrealistic nostalgia for the simpler administrative practices of that time, I for one am delighted to see Mr. Cunningham, who according to the Register did not come into the Service as an FSO until 1951, take a position not unlike that of many of us oldtimers. It may seem inconceivable to many now in the Service that not so many years ago an officer travelling on official duty would carry with him a book of transportation requests and a book of drafts negotiable against the Secretary of State and make arrangements for his travel as his judgment dictated with the ultimate responsibility of justifying his own accounts.

I am particularly sympathetic with Mr. Cunningham's observations about travel and transportation, and with his general recommendation that personnel work be done by people having some experience in substantive aspects of Foreign Service activity. I agree with him also that many reports that have now become the *raison d'être* of separate administrative sections might best be done by the officers in the political and economic sections of Diplomatic and Consular establishments.

In closing, I would like to call to Mr. Cunningham's attention the fact that his opening paragraphs on "Instructions to Diplomatic Officers" are somewhat misleading in that there was a companion two-volume set of "Consular Instructions" to round out the picture of what every FSO should know in past years. The author may somewhat oversimplify the possibility of a radical reform of the entire paternal structure which now looks after us. However, as I said at the outset, I like the spirit in which he has written his article and I would like to see this question further debated in the pages of the JOURNAL with, I should hope, some practical results in the not too distant future.

RAY L. THURSTON
Counselor of Embassy
Paris

To the Editor,
FOREIGN SERVICE JOURNAL:

Mr. Cunningham's article, "Are We Administering Away Our Effectiveness?" appears to merit wide backing throughout the Department and the Foreign Service. As a staff member of the International Cooperation Administration, which works under Foreign Service administrative rules, I can testify that the findings of the article apply to ICA as well.

Let me cite an amusing case which happened yesterday in our own good USOM. Our Administrative Officer (he, too, I trust, will be quickly and decisively overruled) put out a notice that "all personnel on the first floor" (i.e., the USOM Director, Deputy Director, and the Program staff) should clear out promptly at 5:30 p.m. from their offices in order to facilitate the work of the cleaning staff and the security inspection by the Marines. In other words, the ICA program in Tunisia should be subordinated to the convenience of cleaning women and the security staff.

If matters have progressed to the stage so accurately described by Mr. Cunningham, then the fault appears to lie not with the administrative people, but with the substantive officers in the Department and in the Foreign Service. With their disdain for administrative matters, they have taken the easy way out by encouraging the administrative staff to become bigger and bigger, and to assume more and more unnecessary functions. It speaks well for the zeal and earnestness of Administrative Officers that they have thus come to regard administration as an end in itself rather than a means "to achieve with least efforts the purposes for which the organization was founded."

C. H. BREECHER
Tunis

"He's Stepping Into a Tough Spot Here—He Looks Around at the Men on Base, Gets the Sign, and — —"



—Herblock in THE WASHINGTON POST

To the Editor,
FOREIGN SERVICE JOURNAL:

The FOREIGN SERVICE JOURNAL is always interesting and maintains excellent editorial standards. But every once in a while an issue comes along in which you people really outdo yourselves. Such is the issue which I recently received. The lead articles were all of immediate interest and indeed the whole issue, from cover to cover, was exceedingly well done.

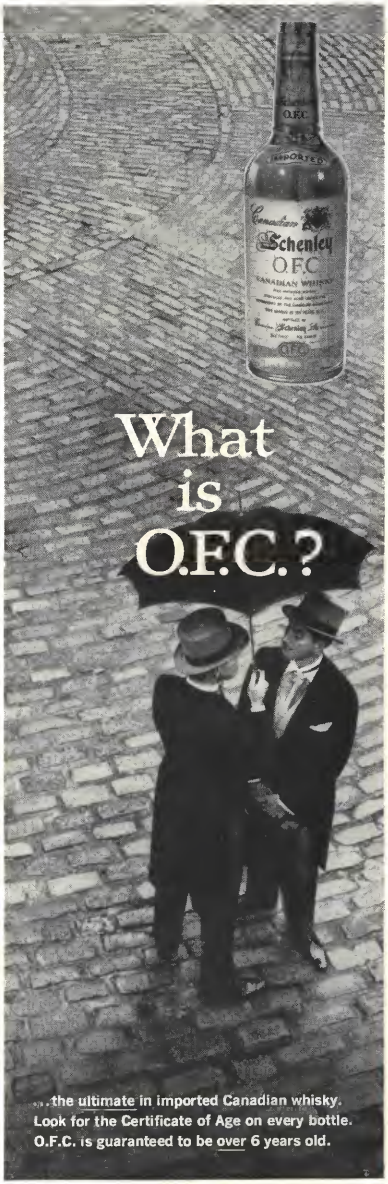
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