

Foreign Service Journal



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by Maurice de Vlaminck

APRIL 1960

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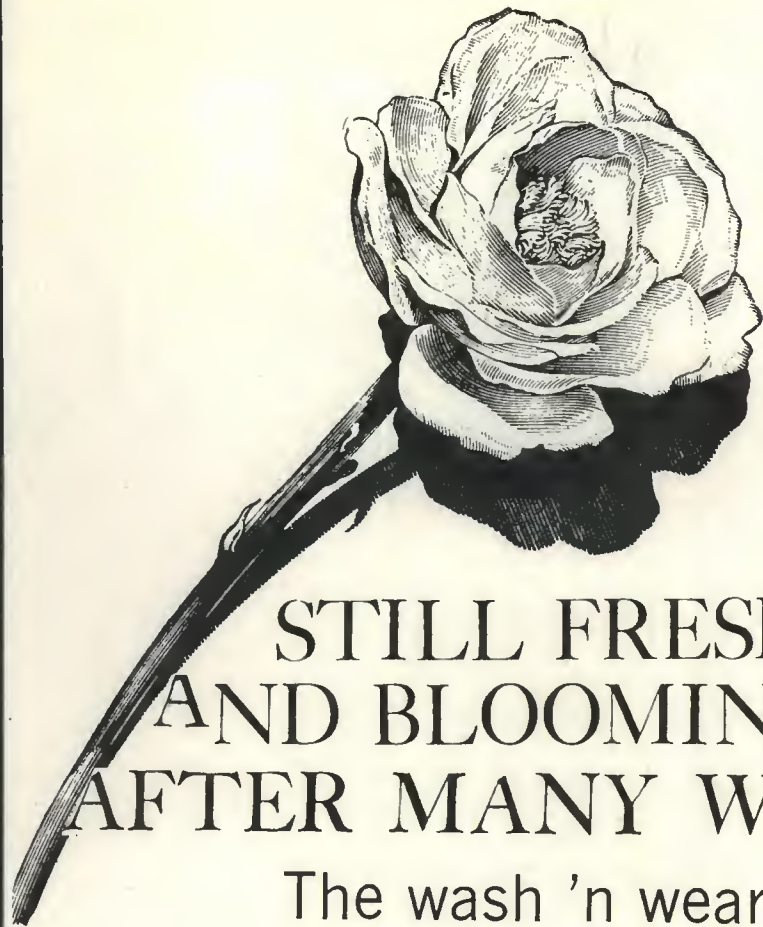
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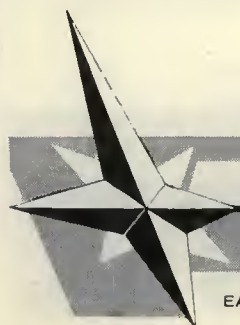


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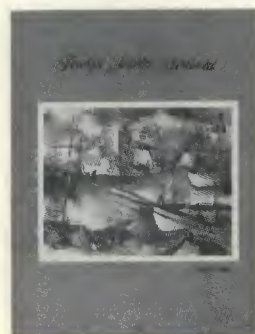
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SPRINGTIME 1960, AT MARSEILLE



COVER PHOTO

by Maurice de Vlaminck, 1876

"Vieux Port"

For pictures of Marseille this spring see sketches on the third cover by Howard R. Simpson, Public Affairs Officer at Marseille

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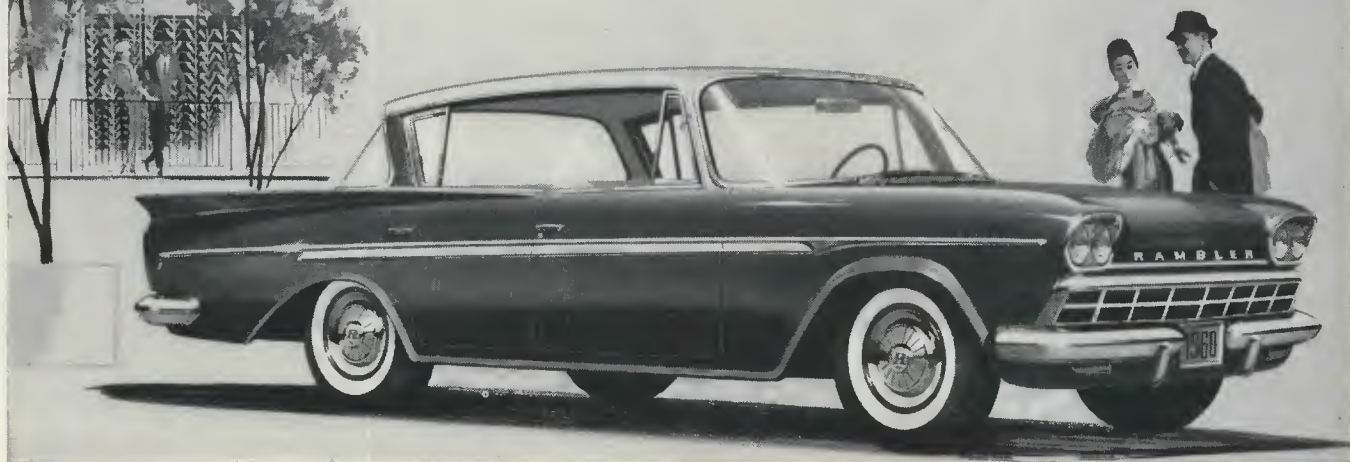
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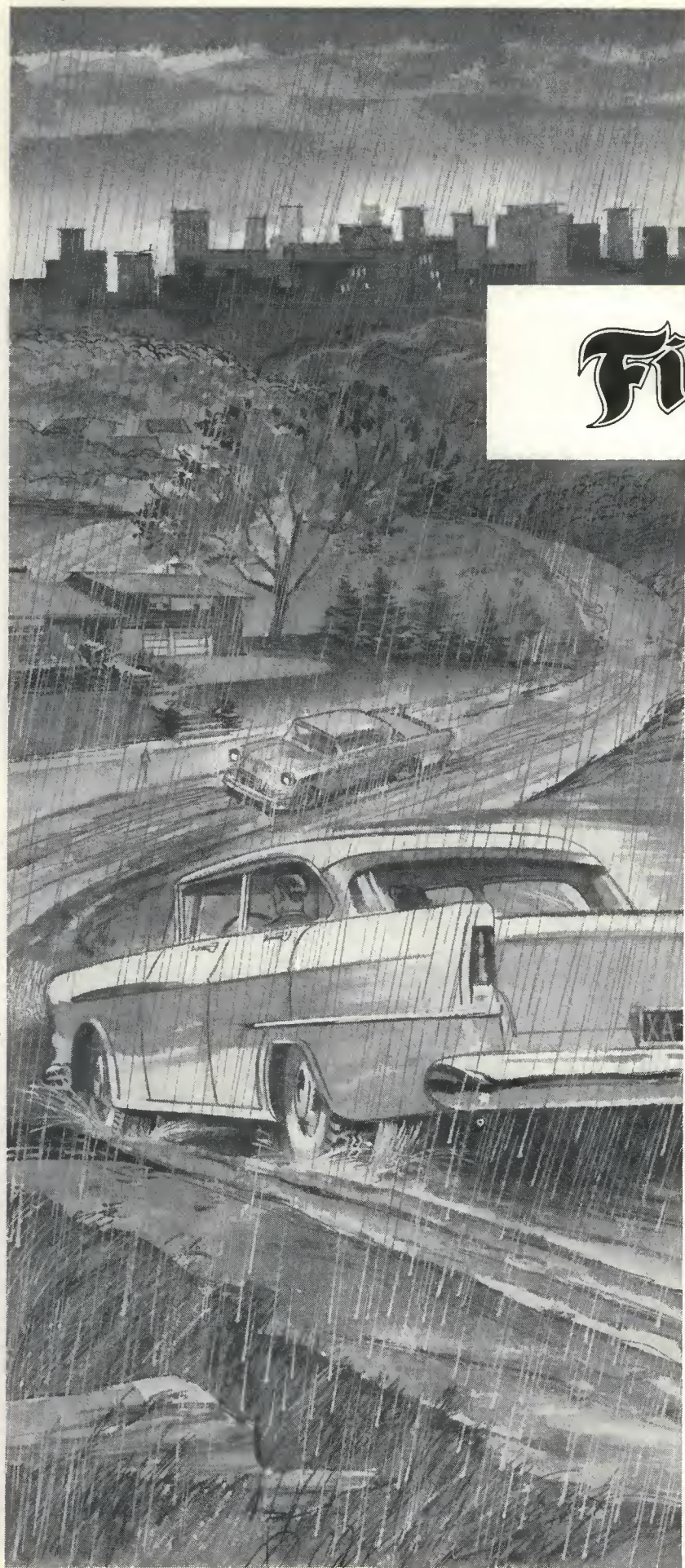
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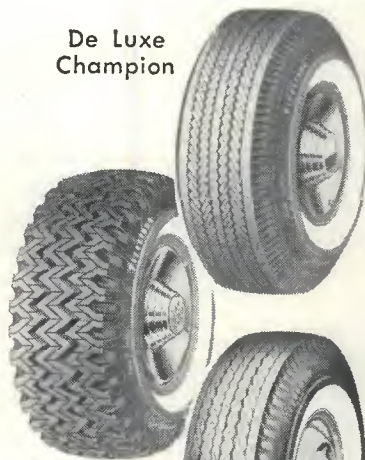
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BIRTHS

- BALL.** A daughter, Anne Geoffrey, born to Mr. and Mrs. Harris H. Ball, January 29, at Rome.
- GONZALEZ.** A sixth son, Philip Mark, born to Mr. and Mrs. Raymond E. Gonzalez, January 19, in Brussels.
- REID.** A daughter, Elisabeth, born to Ambassador and Mrs. Ogden Reid, February 18, at Tel Aviv.
- SKOFIELD.** A daughter, Elizabeth Sara, born to Mr. and Mrs. Herman T. Skofield, December 8, 1959, in Washington.
- WILE.** A daughter, Katherine Taylor, born to Mr. and Mrs. Frank S. Wile, February 29, in Washington.
- WILGIS.** A son, Jeffery Breen, born to Mr. and Mrs. Herbert E. Wilgis, Jr., November 29, 1959, in Washington.

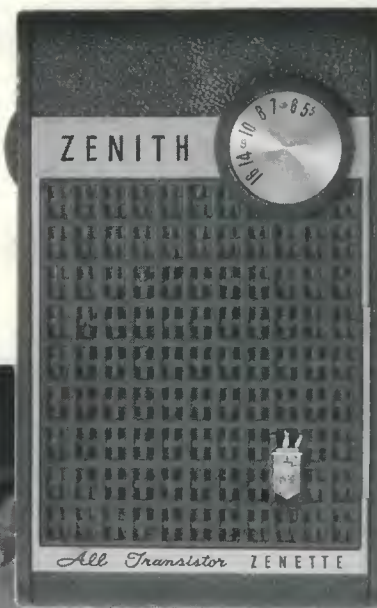
DEATHS

- ATHERTON.** Ray Atherton, FSO-retired, died March 16, at his home, 3017 "O" St., N.W., Washington. Mr. Atherton became the first Ambassador of the United States to Canada, in 1943. He entered the Service in 1917, was sent to Tokyo and other posts in the Far East; he served in London from 1924 to 1937 as First Secretary and later as Embassy Counselor. He also served as Minister to Bulgaria and Denmark.
- DUBOIS.** Coert duBois, FSO-retired, died March 6. Mr. duBois entered the Service in 1919. During his career he served at Paris, Naples, Port Said, Batavia, Genoa, Tripoli and Havana. At his retirement in 1945, he was serving as Chief of the Department's Caribbean Office. Since retiring Coert duBois had lived in Stonington, Conn., where he devoted his time to yachting and civic affairs.
- LEONHARDY.** Mary Leonhardy, sister of FSO Terrance G. Leonhardy, Consul at Nogales, died suddenly on February 18, at Phoenix, Arizona. Miss Leonhardy had lived in Washington with her brother until his assignment to Nogales.
- THOMPSON.** Samuel Reid Thompson, FSO-retired, died on February 27, at Asheville, N. C. Mr. Thompson entered the Foreign Service in 1916 and served at Valparaiso, Concepción, Bristol, Rio de Janeiro, Valencia, Cardiff, Halifax, Barbados and Manchester. He retired in 1948.

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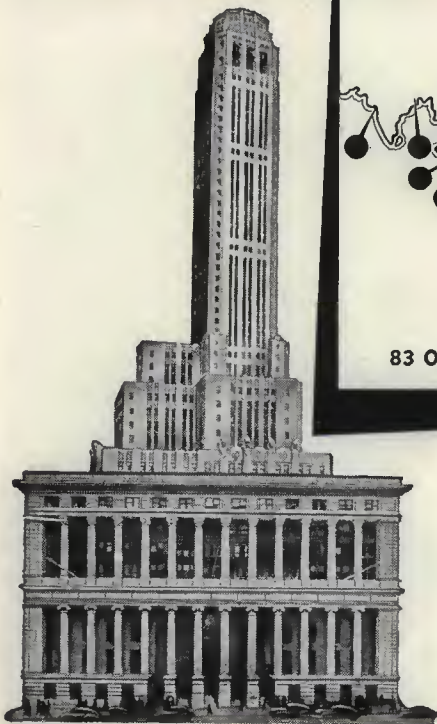
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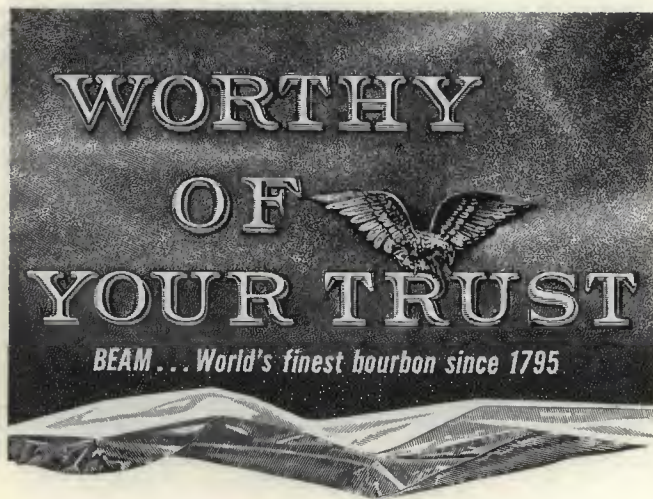
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AWARDS

FSR Ethel B. Dietrich, Economic Officer of the U. S. Mission to the North Atlantic Treaty Organization and European Regional Organizations in Paris, and FSR ALVIN ROSEMAN, Regional Director of the ICA for the Far East, have been chosen by the National Civil Service League as two of the top ten career employees of the Federal Government for 1960. The awards were presented at a dinner in Washington on March 15.

FSO Robert Smith Simpson, currently on detail to the Department of Labor, was awarded a Meritorious Service Award by that Department March 4, at the Annual Honor Awards ceremony. This is the first time the Department of Labor has presented an honor award to an FSO.

AFSA

New Harvard Scholarship

THE NEW YORK TIMES Foundation has recently made available a scholarship beginning with the academic year 1960-61 either at Harvard or Radcliffe to the child of a Foreign Service officer. This scholarship beginning in the freshman year is additional to those already made available by the Foundation at Columbia and Barnard and will range in value from \$500 to \$2,000 per annum.

Applications and inquiries should be sent without delay either to Mr. Fred L. Glimp, 20 University Hall, Harvard College, Cambridge 38, Massachusetts, or to Mrs. Richard Borden, Director of Admissions, Radcliffe College, Cambridge 38, Massachusetts, provided the applicants have already registered for the March administration of the College Entrance Examination Board tests.

ROBERT L. BROWN
Member, Committee on Education

AFSPA

HARRY Havens, one of the honorary members of the American Foreign Service Association, has resigned as Assistant Secretary-Treasurer of the Protective Association, a position which he had held since the American Foreign Service Protective Association was organized in 1929. His many friends still will be able to see him at 1908 "G" Street, however. Harry has agreed to remain on the Protective Association staff in a consultant capacity for some time longer. That is good news for all.

Claude H. Hall, FSO-retired, was appointed as Assistant Secretary-Treasurer of the Protective Association to succeed Harry. His appointment was effective February 23, 1960. He brings to his new work a long and wide Foreign Service experience and abilities of a high order. George H. Butler will continue as Manager for the present. There will be plenty of work for all hands, due to the approval of the Protective Association as an "employee organization" under the Government's health benefits plan provided for under Public Law 86-382.

G.H.B.



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APRIL, 1935

IN THE JOURNAL

by JAMES B. STEWART

Those Days Beyond Recall

Consul General Stanley Hollis, having lived in many parts of the world, was once asked by Ambassador Robert Skinner in which, of all the cities he knew, he would like to retire. He answered immediately, "Pretoria." And retired FSO Edward Groth, who knows Pretoria well, declares that Pretoria has the climate that California claims to have. However, before going overboard for Pretoria, one might profit by a visit to the Texas gulf town of Portland near Corpus Christi. Paul H. Foster, retired FSO who lived there, wrote in the April 1935 JOURNAL that he was paying \$10.00 a month rent for a good house of 6 rooms with bath; that food was costing about \$35.00 a month for his family of 4, and that light and water cost about \$3.50.

Monkey Business

Letter received at Montevideo and sent to JOURNAL in 1935 by Leslie Reed, First Secretary:

Will you please send me a monkey or tell me the name of a native who could catch him for me. If you would send me one I would gladly pay you \$.50 and postage. I want it to be smart, tame and to be able to withstand a certain amount of cold.

P.S. *I don't want it to howl.*

Comment, 1960: On the subject of monks, the one in the zoo inquired, "Am I my keeper's brother?"

Travel Orders Received

BERNARD GUFER
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EDWARD S. MANEY
WILLIAM P. COCHRAN, JR.
RAYMOND H. HARE
JOHN J. MUCCIO

Poland to Department
Vancouver to Buenos Aires
Southampton to Taihoku
Mexico City to San Salvador
Teheran to Department
Shanghai to LaPaz



Beaulac-Greene. Married on February 25, 1935, at Washington, Willard Leon Beaulac and Miss Carol Hazel Greene. Mr. Beaulac is assigned to the Department.

Comment, 1960: Willard is our Ambassador in Buenos Aires. Carol wrote recently, "This (1959) is our first year as grandparents. Noel had a son in October." Other children are Joan, Ana and Willard, Jr.



Joyce-Griffin. Robert Prather Joyce, Third Secretary at Panama, and Miss Jane Chase Griffin were married at Balboa, on January 22, 1935.

Comment, 1960: Bob (0-1) is Consul General, Genoa. A member of his staff is FSO Homer M. Byington, III; so



Crossing the ice bridge near Fort McMurray, the first of nine plant sections—each on self-contained runners—starts the 35-mile "skid" to the site.

KELLOGG ENGINEERS PLANTS TO GET THERE ON TIME

A Kellogg characteristic that pays off for clients is getting plants on stream on time. For Cities Service' tar sands project in Northern Alberta, this meant not only designing and building a small diluent recovery and visbreaking plant off-site in record time but shipping it 300 miles by rail, then 35 miles by sled.

Lacking highways, railroads, docks, the site can be reached with heavy equipment only in winter by sled. Once the thaw starts, March 15, tractors bog down, wheeled vehicles are useless, the nearby river—lacking bridges—is impassable. With March 15 as the absolute deadline for delivery, Kellogg started a crash program when given the assignment in November.

Avoiding conventional drawings, Kellogg engineered and designed the pilot plant on a scale model, completed it by December 15, shipped it to fabricators in Edmonton as sole reference in building to full size. Meanwhile, as early as November 1, The Canadian Kellogg Company in Toronto had commenced procurement of basic materials and equipment.

By December 15, preliminary fabrication

steps were well under way at Edmonton. Auxiliary equipment was beginning to arrive on order from Canadian Kellogg. Necessary subcontracts had been let in Edmonton, and work carefully coordinated.

Before the end of January, the first complete section of the plant had been dispatched to Fort McMurray. By the first week in March, all sections had been sleighed from this railhead to the plant site. To facilitate this last 35-mile trip, each section was designed so that its structural steel could be used as runners.

Executives planning new plants, at home or abroad, are invited to learn more about Kellogg's coordinated engineering-procurement-construction services by writing for brochure—"Planning the New Plant for Profits."

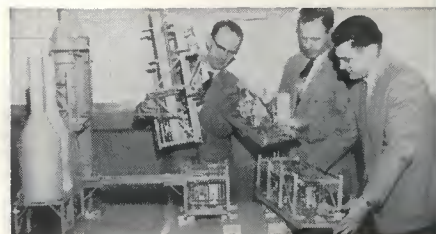
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Kellogg engineers in New York examine model of plant, used in building to full size, before shipping to fabricators in Edmonton.



Section of plant loaded on flat car for shipment to Fort McMurray, nearest railhead, and from there for sleighing to the plant site.



Section of plant on way to site. Premature melting of snow in places required dragging of unit on dirt roads. Note integral runners.

MUTUAL FUNDS ARE POPULAR

The National Association of Investment Companies, with a membership of 155 open end investment companies (mutual funds), has just recently brought out some new statistics on mutual funds covering the last quarter of 1959.

Total net assets of these companies were \$15,817,962,000; number of shareholders, over 2,000,000; there were 1,128,696 accumulation plans in force with a total value of \$1,774,000,000. These funds paid out dividends amounting to \$121,591,000 and capital gains distributions were \$286,147,000.

Surely these figures prove the increasing popularity of mutual funds as an investment medium. You would be in plenty of good company if you too would start an investment program in some mutual fund.

Drop in, phone, or write; perhaps you want to use the coupon below. There is no cost or obligation.

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25 Years Ago

By JAMES B. STEWART

once again there is a Byington in Italy. His grandfather was at Naples from 1897 to 1908 and from 1920 to 1928, and his father was at Naples from 1933 to 1939 and in Rome from 1945 to 1948.

And More Recently:

Gastronomically Speaking or Food for Thought: Americans in charge of a research group at the South Pole recently thawed out sixteen Russian explorers by serving them a meal of cereal, eggs, pork chops and fried potatoes. This sort of food will stop the cold war.

When the heads of state meet at the summit, they should be served some basic American foods. One reason it is so difficult for diplomats to agree on anything is that they dine on paté de foie gras, truffles, caviar, sturgeon, breast of guinea under glass and other indigestibles.

When Novelist James Fenimore Cooper lived in Paris, he held open house every morning until eleven and served buckwheat pancakes with ribbon-cane syrup to all callers. He soon became famous as a host. A crêpe suzette cannot compete with a buckwheat batter made with yeast and buttermilk and left to stand over night. Diplomacy must return to the basic and simple. (From the DALLAS NEWS, Dec. 30, 1959.)

Comment: For a basic American food for the heads of state, how about tripe? A good recipe from the wife of Second Secretary Stuart Grummon may be found in the October 1934 JOURNAL. It is called, "Tripe à la mode de Caen" but that is just tripe.

Dallasites made the Embassy Party: Last Christmas in Dallas, Mrs. Dan Varel acquainted me with a new kind of bubble bath. She and her husband had been recently in Turkey, land of the Turkish bath. One day, after visiting King Midas' tomb, they arrived back in their Ankara hotel hot and dirty, only to find that the water had been turned off. Ambassador and Mrs. Warren had invited them to a party. What to do! What to do! Resourceful like, those Dallasites simply ordered a dozen bottles of club soda each and bathed in that.

New Board Chairman:

James K. Penfield, who succeeded W. T. M. (Tom) Beale as chairman of the Journal's Editorial Board, asked Gwen Barrows, our Managing Editor, if we still lived in suburban Denver at the foot of "them thar hills." Gwen allowed as how we did.

The last time Jim and Anne were out here was in the summer of '56. We drove up in the mountains to the Opera House in the historic mining town of Central City and saw Julie Harris in "The Lark." Incidentally, all the girls from the Perry-Mansfield Summer Camp, Steamboat Springs, Colorado, were in the audience. Julie had studied dramatics at the camp which now has a Julie Harris Theatre.

When the Penfields come to Colorado again, we hope to greet them at the same spot, 400 Carr Street, Denver 26, where in summer we work so as to watch flowers grow and in winter shovel snow. We also busy ourselves nudging friend and foe for a helping hand with this column.

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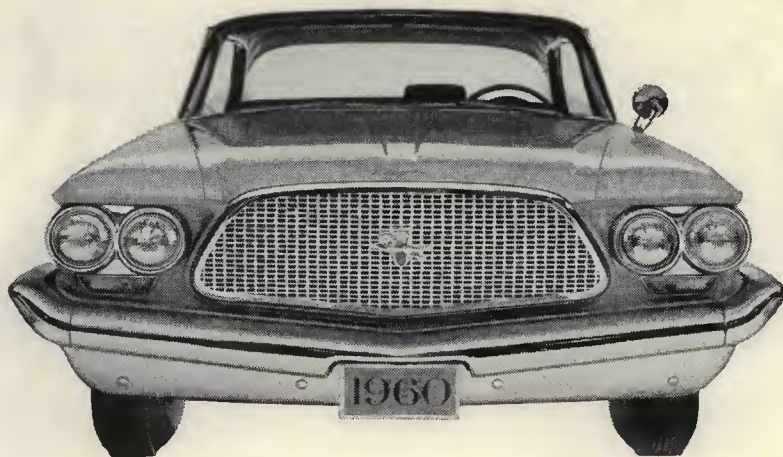
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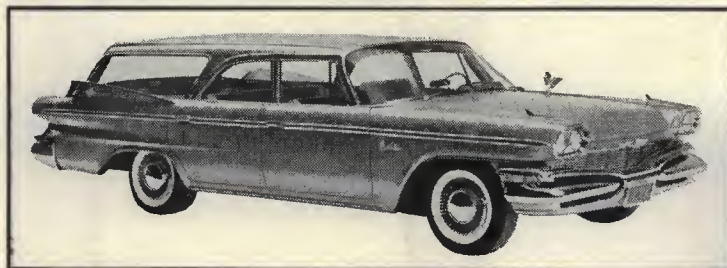


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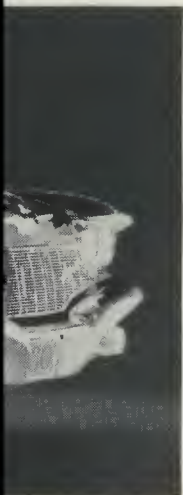
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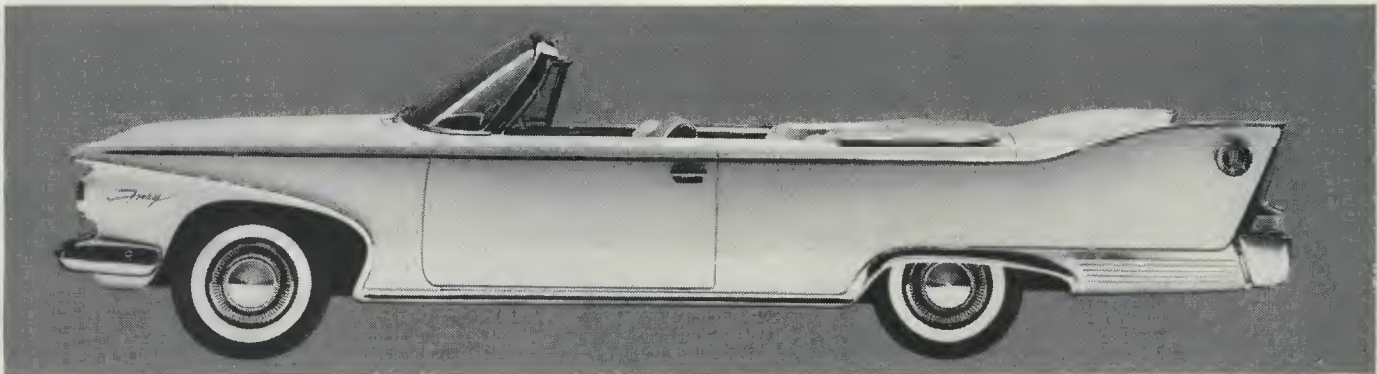
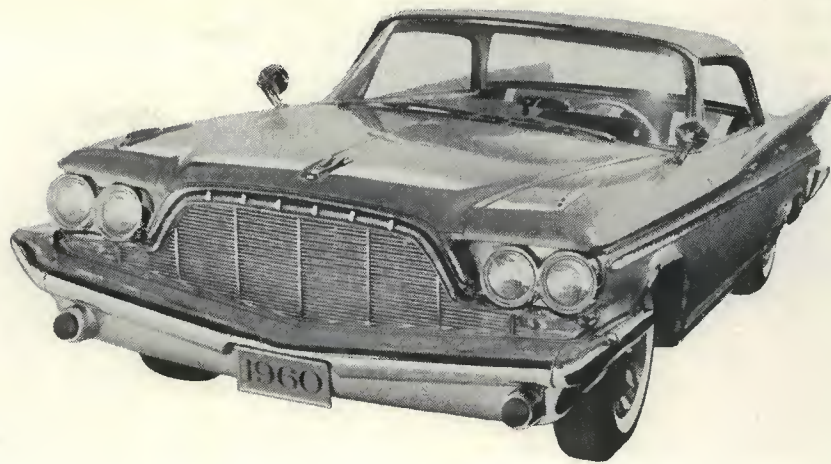
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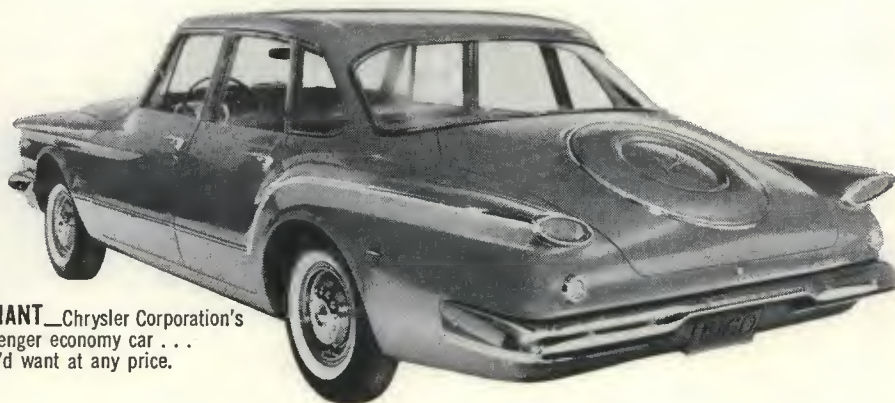




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The Formulation and Administration of U. S. Foreign Policy

BY ROBERT M. IMMERMAN

SEVERAL timely and thought provoking analyses of U. S. foreign policy have been appearing recently in the form of committee prints of the Senate Foreign Relations Committee. Some months ago, the Senate Committee signed contracts with universities, private corporations, and other non-Governmental institutions for a series of studies on virtually every area and aspect of our foreign relations. It is now publishing the fruits of these research efforts.

One of the most comprehensive and encyclopedic of these studies, one which may have a significant impact on official thinking and will certainly have a wide readership in administrative circles, is the report of the Brookings Institution on "The Formulation and Administration of U. S. Foreign Policy."

The Brookings study proceeds from the assumption that our governmental machinery for making foreign policy decisions, steadily increasing in size and complexity, will require constant adjustment in the coming decade in order to cope with changing world conditions. Changes in organizational structure as well as administrative procedures of both the executive and legislative branches of government may be necessary. The authors of the study point out that, while organizational arrangements can never be a substitute for competent people and sound policies, organization will be an active determinant of, rather than a neutral factor in, the successful conduct of our foreign relations.

Executive Leadership in Foreign Affairs

The report focuses on the need to provide the President, constitutionally the central figure in American foreign relations, with more effective assistance in integrating and directing the complex of programs, agencies, and individuals within the Executive Branch that participate in the foreign policy process. It recommends the establishment of a new senior Secretary of Foreign Affairs, the diplomatic equivalent of the Secretary of Defense, who would serve as the President's chief deputy on foreign policy, and would have general directive authority over the more important international programs—political, economic, and information—within the framework of a new Department of Foreign Affairs. Foreign political, economic, and information activities would be organized as three component departments—the Department of State, Department for Foreign Economic Operations, and the Department of Information and Cultural

Affairs—within this new super-Department. Each of these three Departments would be headed by a Secretary with Cabinet rank.

With regard to the new nomenclature, the authors feel that if the antiquity of the Secretary of State's title, its prestige among the informed and its connotation of a broader mandate are thought to be more important, "State" could be taken for the title of the new Secretary and the new Department, and the present Department of State could be called the Department of Foreign Affairs.

The Secretary of State and his staff would continue to be primarily responsible, under the direction of the Secretary of Foreign Affairs, for the formulation and execution of general "political" policy regulating U.S. relations with other countries, and would also continue to be the principal source of day-to-day guidance for all U.S. activities overseas.

The new Department for Foreign Economic Operations would be a separate administrative entity with substantial operating autonomy under the general authority of the Secretary of Foreign Affairs. Within its framework would be the International Cooperation Administration, the Development Loan Fund, all functions under the Public Law 480 program except the determination of the volume of commodities available for disposal and the arrangement of their shipment and delivery, and the responsibility for providing guidance to U.S. representatives to international organizations concerned with economic aid matters. This new Department would deal with a country or a region as a whole and plan, in cooperation with the people being aided, an integrated long-range program of development that will make the most efficient use of the capabilities of not only the United States, but of other countries as well.

The new Department of Information and Cultural Affairs would, like the Department for Foreign Economic Operations, be a separate administrative entity, and the core of its activities would be the activities of the present United States Information Agency and the cultural affairs program of the Department of State.

Relationship with the Military Establishment

The Brookings study also devotes considerable attention to relationships with the Department of Defense—the most influential of the agencies concerned with foreign policy that would still remain independent even if a unified Department of Foreign Affairs were created. It lays great emphasis not only on the impact of military affairs on the daily relations between the United States and other governments, but also

FSO Robert Immerman is currently completing his first tour of duty in the Department as the junior member of the Management Staff, Bureau of Administration.



. . . Success—the challenge of a glamorous assignment abroad—means little to Bianca without her cherished possessions, which (alas) exceed the allowance for shipment of effects.

on the vital need for the closest possible collaboration between the Department of Defense and the foreign policy mechanism. The report finds, however, that State-Defense relationships remain one of the weaker links in the foreign policy process. Foreign policy officials often do not participate sufficiently in making those military plans and decisions with critical implications for foreign policy. The fundamental choices regarding weapons systems, the strength, organization and location of our armed forces and the planning for future military contingencies are offered as examples of questions which are as much the concern of officials responsible for foreign policy as political decisions are rightfully the concern of military policy makers.

As one remedy, the Brookings study proposes the establishment of procedures whereby the Secretary of Foreign Affairs and his senior officials, as a matter of course, bring their views to bear on major defense decisions. It also suggests that we augment the number of Foreign Service officers with military skills by means of increased in-service training in military affairs and assignment for regular tours of duty to the Department of Defense.

In examining the internal administrative arrangements of the Department of State, the study subjects to particular scrutiny the operations of our posts in the field and the Department's program of personnel management.

With regard to field missions, the study finds that they labor under the severe handicaps of inadequate financial and personnel resources, Washington-imposed restrictions on initiative and long-range thinking, and the proliferation of independent agencies. It concludes that, given these handi-

caps, there must be careful rethinking of the functions and organization of these missions.

The Brookings study states that the importance of the Chief of Mission in the conduct of foreign relations can hardly be exaggerated, and emphasizes the need to fill this position with the most highly qualified individual available, whether career or non-career. According to Brookings, the skills that are most often developed in career officers and less frequently found in non-career appointees will in the future become even more important as qualifications for the job of Ambassador. It recommends immediate action to provide adequate financing for all posts so that they may be headed by career officers whenever that seems desirable.

The authors of the study believe that Ambassadors would be better supported if the corps of officials available for overseas duty were sufficiently large to permit training and flexibility of assignment and to provide resources that could be quickly

marshaled to deal with crises. They also believe that there should be a policy of staggered rotation to enhance continuity in the post's operations, as well as a reasonable overlap between persons leaving a post and those replacing them so that there may be an orderly transition rather than a disorderly hiatus. They recommend that tours of duty for the more arduous posts be longer than the normal two years, preferably four years, broken by ample home leave at the midpoint.

The study touches on the problem of the size of the official American community abroad by proposing that a serious examination be made of the possibility of transferring certain United States Government activities abroad to private organizations, the host governments, other cooperating governments or international agencies.

A Single Foreign Service?

In its treatment of personnel management in the major agencies associated with foreign affairs, the study centers its attention on those personnel who would serve under the proposed Secretary of Foreign Affairs. It favors the eventual establishment of a unified Foreign Affairs Service, combining the present foreign services of the Department of State, USIA, and ICA, but believes that the most feasible approach for the time being is to have State, USIA, and ICA work toward a common system on a relatively independent basis. In this connection, it suggests that explicit legislative authorization for separate ICA and USIA career services should be obtained.

BROOKINGS INSTITUTION'S REPORT

Balance Between Generalists and Specialists

The study also considers the question of how to provide for both generalists and specialists in the Foreign Service. It recommends, in general, that there should be no retreat from the single-service concept but that more flexible career patterns meeting varying needs should be provided within a single service. There should be a number of different ladders corresponding to the different skills required, both specialist and generalist. At the same time, officers should be permitted, sometimes encouraged, to cross over from one ladder to another in order to fill the need for various combinations, including general executive talents at the top level.

In support of this concept, Brookings endorses the following steps:

1. There should be continuing review of future personnel requirements and of methods to meet these needs;
2. Foreign Service examinations should be designed so that a limited number of specialists could be selected each year through similar but somewhat differently designed examinations;
3. Specialists should be developed within the Service through in-service training and experience wherever possible;
4. Personnel assigned to specialist positions should be given longer terms of duty where this seems necessary and feasible;
5. Opportunities for service at the rank of Career Minister should be available in many special fields with no prejudice against promotion of specialists to this rank;
6. Lateral entry into the Foreign Service should be used as an auxiliary but not as the major means of acquiring specialists.

Recruitment and Training

The Brookings report believes that a broad merit scholarship program, preferably at the graduate level, should be initiated in order to provide even better trained applicants for the Foreign Service. In the opinion of Brookings, a government-run undergraduate Foreign Service Academy would be both unnecessary and undesirable under these circumstances. It contends that the recruitment of junior (FSO-8) officers would also be improved by using a specially structured examination to obtain specialists, reducing the waiting period between the oral examination and actual appointment, and stabilizing the annual rate of recruitment.

As far as in-service training is concerned, the study advocates an increase in the amount of time devoted by an officer to formal training during his career. The goal should be one year for training out of every nine as a minimum for the average Foreign Service Officer. In addition to participation by all officers in the basic and mid-career courses and by a high percentage in the senior officer courses, Foreign Service Officers should be assigned to language, area, func-

tional and other training courses on the basis of the training requirements for positions to which they are assigned. This, in turn, would require explicit designation of the training prerequisites for all positions. It is also pointed out in the study that the in-service training program is likely to remain inadequate until Foreign Service officers at all levels recognize the need of the Service for more training and cease to be reluctant to intersperse tours of duty with educational assignments.

Completion of an adequate inventory of training needs and improvement in the quality of in-service training at the Foreign Service Institute are also recommended.

Conclusions

This exhaustive, 191-page study also treats such equally important matters as the organization of Congress for foreign affairs, the planning and intelligence functions in the foreign affairs agencies, and the execution and evaluation of foreign policy by these agencies. Furthermore, it contains incisively written and instructive appendices on the organization and procedures of the National Security Council mechanism, the organization of the Department of State to handle inter-American affairs, and relations with multilateral organizations, among other topics. Obvious space limitations prevent a summation of views on these matters. The text of the Brookings, as well as the other contract studies, can be obtained, however, by members of the Foreign Service from the Distribution Branch, Reproduction and Distribution Division, Department of State, and by the general public from the Senate Foreign Relations Committee, 4229 Senate Office Building, Washington 25, D. C.

Why these studies? The Senate Foreign Relations Committee has indicated that it feels a great need for ideas, background and information originating from sources outside the Government. Senator Fulbright, Chairman of the Committee, has stated that "in the field of foreign policy . . . it is the Department of State which has a near monopoly on information and ideas." The Committee believes that it may be able to strengthen our foreign policies if it can test them against views which may not always correspond to those held by the Department. Senator Fulbright has emphasized that the Committee is approaching this task in a non-partisan manner, and is endeavoring to avoid transitory issues and to concentrate on the fundamentals of our foreign policy. Since the viewpoints expressed in the studies are not necessarily those of the members of the Foreign Relations Committee, the Committee expects to hold hearings on each of the studies and to submit a composite report of its own to the Senate during this session of Congress.

The contract studies, the Senate hearings, and the future report of the Committee certainly should prove to be of considerable interest and importance to all members of the Foreign Service.

... "YOUR representative owes you, not his industry only, but his judgment; and he betrays instead of serving you, if he sacrifices it to your opinion."—Edmund Burke

EDITORIAL PAGES

Congratulations are in Order

ON AUGUST 12, 1959, Career Ambassador Robert D. Murphy was sworn in as Under Secretary of State for Political Affairs. This event was noted appreciatively in certain circles but it did not get the attention it deserved.

At this point we can picture The Self-Appointed Realist as he turns the page with a sneer. He recalls that the responsibilities of many present-day Assistant Secretaries were a few years ago carried by officers with less pompous titles. He has noted a proliferation of Ambassadorial and Ministerial rank, only partially checked in such places as Paris, where the situation a few years ago bordered on the ridiculous. He has the impression that no question of importance anywhere in the world can be seriously discussed short of the presence of near-summit-level personalities. And he says to himself, "It looks as if Under Secretaries of State have enjoyed (or suffered) a permanent 100% increase, so what?"

But let Mr. Realist have another look. Granted that there has in recent years been an inflation of rank which has questionable advantages to the conduct of public business, an Under Secretary of State is still, fortunately, an official of substantial weight and influence both internationally and within the American bureaucratic hierarchy. Anyone who currently has a close and informed view of the conduct of our foreign relations can testify to the accuracy of this assertion. It is therefore of particular interest to the Foreign Service that one of their career colleagues was named to this position for the first time since Mr. Grew's retirement almost fifteen years ago.

Moreover, this is only half the story from the Service point of view. When Mr. Murphy retired three months ago his place was taken by another career officer, Livingston Merchant. We hope that a precedent has thus been established which will survive future reorganizations, inflations of rank, political pressures and other hazards. If it does, the continuity of U. S. foreign policy will certainly stand to gain a great deal from the sage advice of a "pro." What's more, many able and public-spirited young Americans will have more satisfying careers. Even though only a small percentage of them will become Ambassadors, Assistant Secretaries, Deputy Under Secretaries or, from now on, we hope, Under Secretaries, the fact that all of these top level posi-

tions are open to each young officer entering the Service, should help to attract to and keep in the career service the type of American we are going to need, and need badly, in coming years.

The JOURNAL heartily welcomes the reiteration of the validity of the career principle implicit in the Murphy and Merchant appointments. It has already (January JOURNAL) extended to these officers personally its sincere congratulations on designations which all their colleagues well know are fully deserved.

Ancient History

EVERYONE with an interest in Department of State and Foreign Service history—and we assume that includes most of our readers—will be pleased to learn that a new book on Wilbur J. Carr is to be published next month. We plan to review this book in an early issue, but in the meantime we are privileged to print (page 36) some brief excerpts on the old war between State and Commerce.

We have chosen this subject not to rake up the coals of ancient controversy, but rather, because we think this bit of history illustrates two points of very current interest.

FIRST, it is sometimes salutary to be reminded, when one reads gloomy comment on the dire effects of bureaucratic in-fighting within the Government, that we have survived such battles over the years and learned a great deal from them. In fact, this point is particularly timely and pertinent as State and Commerce are even now working closely and cooperatively on an export promotion program. The inter-departmental relationships on developing this project have none of the overtones described by Mr. Carr.

SECOND, it is encouraging to note that, despite the temptation to feel that the same battles are fought over and over again, some progress is actually made. Today, for instance, there is general acceptance of the principle that the Ambassador is the leader and coordinator of all official activities in the country to which he is accredited, a situation which did not seem to exist when Mr. Carr was locking horns with Commerce.

Decisions and Responsibilities

ELSEWHERE on these pages appears a summary of the Brookings Institution's report to the Senate Foreign Relations Committee on the formulation and administration of United States foreign policy. This and other reports commissioned by the Foreign Relations Committee, together with recent analyses, inquiries, studies of foreign affairs and their conduct, have one common warp: that diplomacy and its practice have become unimaginably complex when seen from the perspective of even a few years ago. The traditional burdens, complex enough in themselves, remain. But in this age, the American diplomat must face utterly new responsibilities ranging from outer space, nuclear strategy, and Antarctica to synthetic coffee, hydroelectric dams, and birth control. He must seek solutions to economic and trade problems that would quite baffle Adam Smith. A briefing paper knowledge of such issues no longer suffices: the Foreign Service already finds itself chided for its lack of expert knowledge in fields that only a short time ago were the provinces of experts alone.

What this portends for the organization and operation of the Service mostly remains to be seen. We can see clearly, however, that study and contemplation of the vast literature of the scientific, social, and military worlds will occupy more and more of the hours of foreign policy planners. Yet, at present, when senior officers find themselves hedged about with endless, day-filling details of administration and minor policy, one may well ask where the time can be found for such study and reflection. Sadly enough, the personal hours available for abstract thought are likely to be in inverse proportion to the capacity to do so profitably. The FSO-8 may find he has time to "think about" foreign policy; the Assistant Secretary is less likely to be able to find it. When the snare of day-by-day decisions catches up even the Policy Planning Staff, the time has come to consider a change.

The JOURNAL suggests that the Department intensify efforts to relieve senior officers of the burden of minor details, to free them for the major policy matters for which they qualify by rank and experience. At the same time, pending an institutional change, we think those officers can do much to help their own cause by delegating authority in many cases, by encouraging and vigorously supporting lower-echelon initiative in others, and by flatly refusing to deal with problems that should have been resolved by subordinates. We recommend that any officer who finds himself overburdened with details analyze his "In" box for a few days to see how much paper he can dispose of in one of these ways. If the result is an occasional minor error that might have been caught if only Mr. X had reviewed this personally, we submit policy-making will be the better for it if Mr. X thereby gains time to reflect on the subtle, awesome decisions that form the core of his responsibilities.

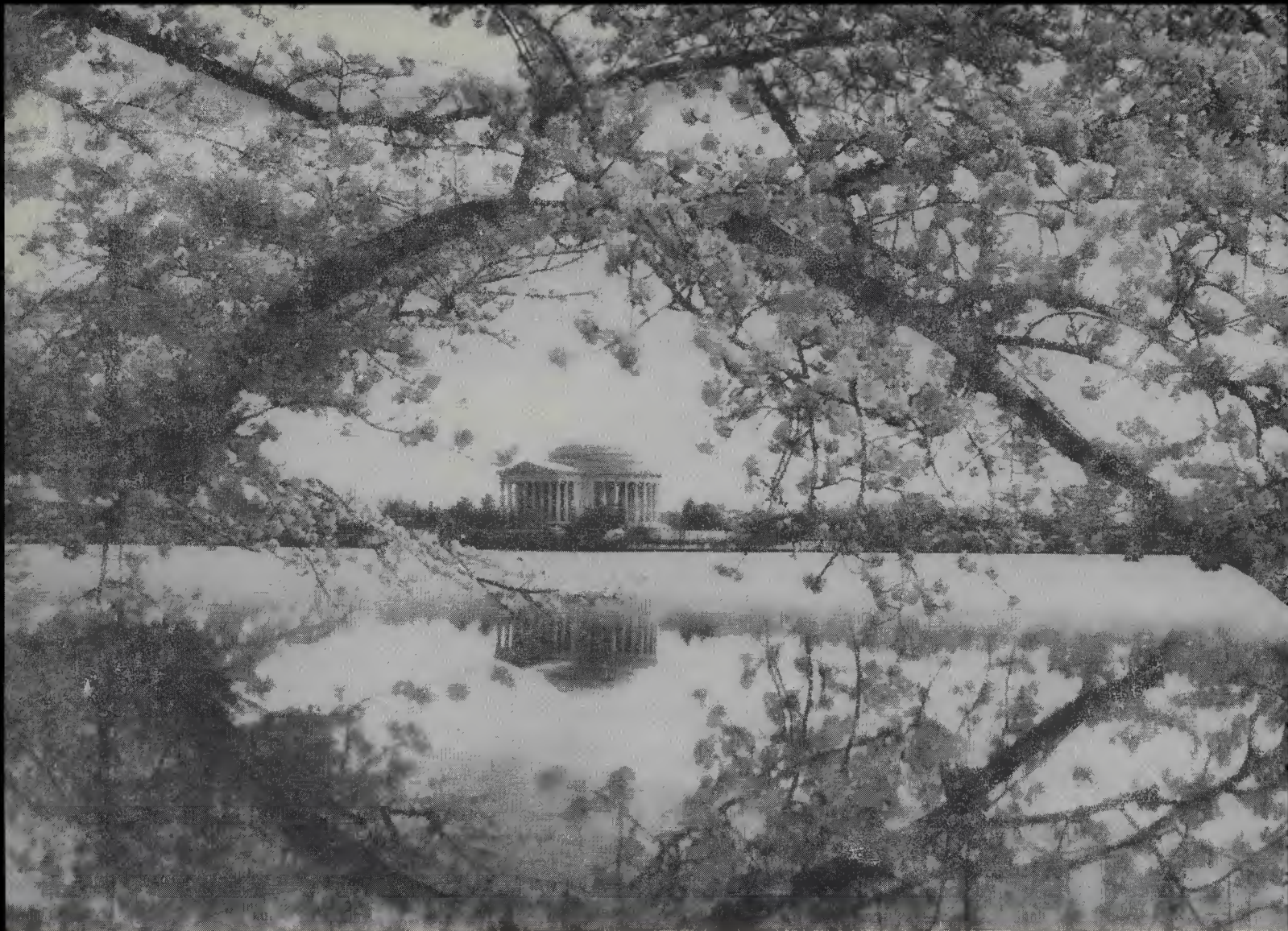
A Provocative Study

THE Brookings Institution's analysis of the formulation and administration of United States foreign policy, summarized in this issue, deserves the widest possible readership within the ranks of the Foreign Service. Commissioned by the Senate Foreign Relations Committee to aid it in its current comprehensive review of American foreign policy, the Brookings report is a serious and provocative study of a complex subject. It is not necessary to accept all of the findings or agree with all of the recommendations of the report—we find ourselves disagreeing with it on several counts—in order to derive considerable profit from its objective and detached discussion of the foreign policy mechanism.



Mist on the Rice Fields, Cambodia

by Kathleen H. C. Van Wyck



Tidal Basin and Jefferson Memorial
Photo by Jim McNamara

WASHINGTON LETTER

by Gwen BARRAWS

Entered a Lion

By St. Patrick's Day this year the weather bureau estimated Washington was 'enjoying' its snowiest March since the famous blizzard of '88. More than seventeen inches had fallen, yet spring was officially only three days away. During an eight-inch snowstorm the Flower and Garden Show, complete with waterfall, lush greens and flowers, optimistically opened at the Armory.

Down at the Tidal Basin the buds which had been on the cherry trees since autumn needed only spring's warmth to make them blossom. Meantime, even while melting snow leaked lazily from piled-up lumps on side streets and little-used walks, the grass greened in muddy parks, on the White House grounds, and 'round our homes.

Washington's ever-changing face was never more apparent as new buildings thrust into the sky and old landmarks felt the impact of the wrecking crane's crushing ball. Down went the Allies Inn at New York Avenue and 17th, and along the Fish Pier on the Potomac down went also all the old seafood

restaurants except Hogate's to make room for the new Freeway.

Up on the Hill lights burned longer and later while the civil rights filibuster set an all-time record for the longest unbroken continuous session in history—eighty-two hours.

At the Statler the Gridiron's seventy-fifth anniversary and its annual stunt party satirized in song and prose personalities and events of yesterday and today. When it came to France, for instance, the spoofing had Gen. Charles de Gaulle order his "friendly enemy," General Massu, to issue a communiqué, to the tune of "La Seine":

*From the sands of the Sahara
To the mountains of Savoie
Insurrection's out of fashion
For they know "l'Etat, c'est moi."
We'll explode our nuclear weapon with
a BOOM that's loudest of all
And the world will know it's dealing
With General Charles de Gaulle.
Though my Allies may not like me
There is nothing they can do
I will re-con-struct le NATO
To conform to my own view . . .*

Summit meetings and the British love of them were satirized when British Foreign Minister Selwyn Lloyd sang to the tune of "There's Something About a Soldier."

*There's something about a summit
That is fine, fine, fine . . .
With diplomacy that's charming
They talk about disarming:
"If you reduce your military I'll cut mine."
Oh, it's "After you, Alphonse"
"No, you first" is the response.
There's something about a summit
That is fine, fine, fine!*

And while the sound waves were still vibrating with these parodies the whistlings of Pioneer V, our second sun satellite launched early in the month, came to be a familiar voice to the outerspace experts. By the eighteenth of the month Pioneer V had already gone farther into the depth of outerspace than a man-made satellite had ever gone, and from one million miles out was radioing back chatter and information never before made available. In March the Vanguard, our first successful satellite effort, a two-year fledgling, was still nattering to those who would listen.

Psychologically—or aesthetically—Washington moved a little nearer to the Far East as a site was prepared on the Japanese Embassy grounds for an Oriental house and garden. The tea house was first assembled in Yokohama, then dismantled for shipping. The nine-man crew who took it apart in Yokohama are here now to put it together in time for an opening in May.

Journal's New Address

In tune with more than twenty percent of America's population the staff of the American Foreign Service Association and the JOURNAL's staff will be moving this spring. Our new address is an easy one to remember, and only two blocks away:

1742 "G" St., N.W., Washington, 6

We will be on the third floor front at 1742, suite 301, and the phone number will be EXecutive 3-5427. If your next copy of the magazine is a little late you will understand that moving and getting out a magazine simultaneously is juggling *par excellence*.

AFSA Dance

Just before Mardi Gras a dinner dance attended by over two hundred people was given by the American Foreign Service Association at the Washington Hotel on 14th Street. One of our leg-men, Jane, reports it was a very happy evening and all had a good chance to talk with friends at their tables over bottles

each had brought, and also to dance to "the easy rhythms" of Fred Perry and his orchestra. This was the first dance of its kind to be held in almost a decade by AFSA. It was quite a success and many hoped it was only a beginning.

Spring and Games

Those who saw the movie "The Mouse that Roared" may have noticed the game of "Diplomacy" played by diplomats in that mythical duchy. The game is gaining adherents off the screen, too. Downtown on "F" Street this month we saw it billed as "The greatest innovation since the invention of chess." and PUBLISHER'S WEEKLY described the game

as one in which "three to seven players act out the roles of the great powers of Europe involved in World War I." The game, it was said, offers an opportunity to practice "some pretty nefarious tactics in the name of diplomacy."

For ourselves we are proud to announce that a new game will be copyrighted in an early issue when we publish for the first time the game of "Cookie Push" for the Foreign Service. Its format, the inventor says, was inspired by dice-and-board games.

AFSA Luncheons

These luncheons have been becoming ever more popular and the high caliber of speakers, including last fall former Under Secretary Robert Murphy, and recently Walter Lippmann, and James Reston of the NEW YORK TIMES (see p. 37) has greatly helped the forward surge of attendance. The Chairman of the Entertainment Committee has worked with great talent and energy on these luncheons and we can only surmise how he will be keeping green his acquired acumen as a handicapper when he leaves soon for Paris. At Auteuil or Longchamps?

Trying to estimate the size of the audience that will turn up in response to any one speaker if it rains or snows—or the pull of other attractions such as State arrivals, etc.—becomes both a fine art and a necessity in order that the Association not lose money. And chairman Norman Schute has had the skill.



Saigon Street Scene
Photo by Alan Fisher



Back gate to Royal Palace at Phnom Penh
Photo by Kathleen H. G. Van Wyck



2201 C Street, N.W.

New State / Ext.

by Goodwin Cooke

SOMETIME NEXT autumn, despite holdups, drawbacks, misgivings, strikes and changes, the New State Extension will be complete and its designation NS/E will become a new tid-bit in Washington's bowls of alphabet soup. The Extension dwarfs New State—covering 11.2 acres and housing approximately 7,500 people. It will be the largest building in the District of Columbia. It has the third largest cooling system in the United States (after the Pentagon and Chicago's Merchandise Mart); the longest subfloor wiring system in the world; indoor parking for some six hundred cars; a cafeteria seating twelve hundred; a library for five hundred thousand volumes; an eight hundred-seat auditorium; and provision for a future helicopter-landing platform. When complete it will have cost about fifty-three million dollars, or some 4.4 million dollars below the original estimate. Right now it is the subject of more Departmental conversation than the Summit, the Budget, or the latest promotion list.

Planning and coordinating all of these requirements and facilities within the limits of available funds, the terms of the contracts with the architects and the builder, and the supervisory responsibilities of the General Services Administration, have posed something of a problem for the Department's Office of Operations. No one involved in the planning and building of Old State in 1871 was available to give advice, and the planners encountered a few situations not even susceptible to Parkinson's Law. To begin with, how to look four years into the future and estimate that what is on the drawing board today will really meet the needs when personnel move in? What increases, reductions or new organizations can be anticipated in the interim? Incidentally, there have been some. But the planners had not only to look ahead four years—they had to visualize

FSO Goodwin Cooke was appointed to the Foreign Service in 1956, to Karachi in 1957 and is currently staff assistant to the Deputy Assistant Secretary for Operations.

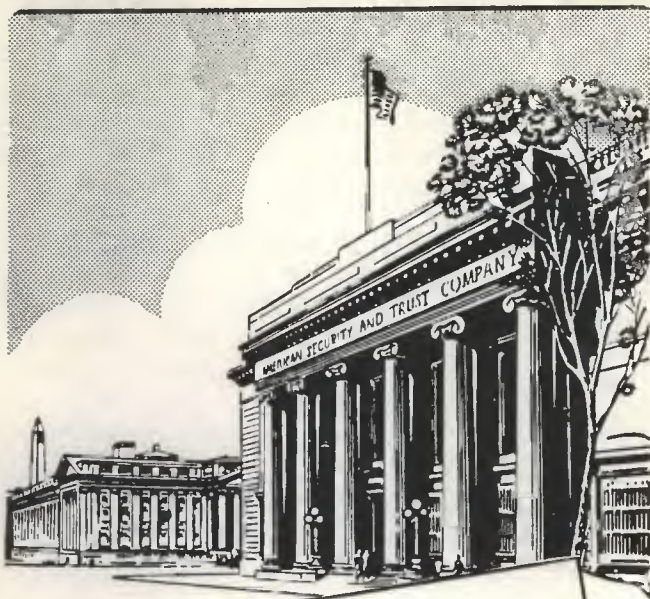
what space and facilities would be useful as much as twenty-five years ahead.

The architects then attempted to design a building which would house some seven thousand five hundred State and ICA personnel, plus the various facilities (heat, air-conditioning, telephones, communications equipment, etc.) and maintenance personnel to operate the building, all in one structure, tied into the existing building; and the design had to meet with the approval of the Commission on Fine Arts to ensure that the aesthetic qualities of Foggy Bottom were not violated!

On balance, the new Extension has been well received. The connections on the North side and the 21st Street side have been faced with glass panels to break the inharmonious juxtaposition of different window alignments. Minnesota Granite in warm dark shades has been used around the entrances and the lower story to give a feeling of lightness to the rest of the structure.

PERHAPS most impressive will be the view from the South, looking uphill from the Lincoln Memorial to the Diplomatic Entrance. On the eighth, or top floor, set slightly back, will be a glass-enclosed area for official State functions given by the Secretary or other ranking Government officials. The Diplomatic Entrance will be flanked by large bronze eagles, and opens into a three-story glass-walled lobby. Through the lobby is the South Court, where a fountain will play on a sculptured bronze figure representing man's aspiration to penetrate into space.

"Space exploration" is an appropriate symbol for the Extension at this stage. The moving schedule is well under way, and as areas in the Extension are completed, units of the Department are being moved in from the twenty-eight buildings previously occupied. Changes since the original plans were made have meant some maneuvering for elbow room. On the plus side, however, the organizational layout



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NEW STATE/Ext.

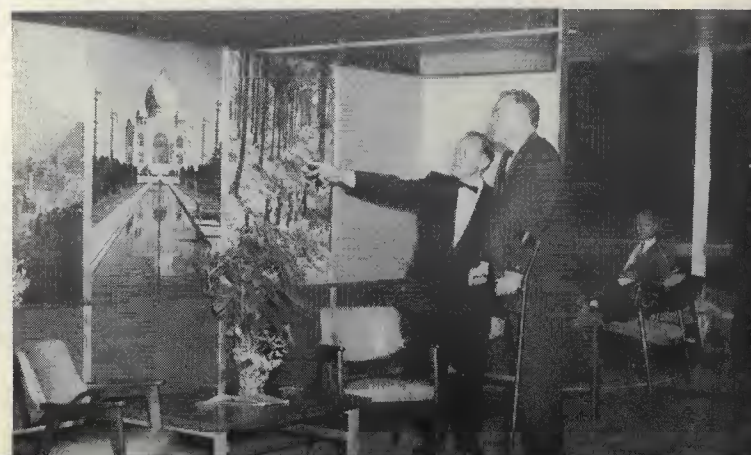
should save time and legwork. A vertical, rather than a horizontal plan has been used, which means that units are located one above the other in a homogeneous grouping rather than spread horizontally over what would be at least two city blocks. The layout is made more effective by the installation of six elevator cores, so located that most offices are within one hundred fifty feet of an elevator. Communications will be speeded further by the pneumatic tube system. Covering some sixty-five message centers and the main mail and telegraph rooms, the tubes will whoosh papers about at the rate of forty-five feet per second, faster than even the fleetest staff assistant. What the effect will be on the behavior pattern of unloading action documents on colleagues at 5:29 p.m. Friday night cannot be foretold.

The Secretary's and Under Secretaries' suites with offices for staffs and the Executive Secretariat have been located on the seventh floor on the South side. Below the Secretary's offices are placed the five geographic bureaus, with the Assistant Secretaries on the sixth floor and their office units grouped below them. A similar pattern has been followed for the functional bureaus.

Color schemes for the new offices have been widely commented on. One inquirer wrote asking for a photograph of the interior room walls painted to look like windows. The decorators didn't go that far, but the greens, greys and yellows used on outside, interior corridor and side walls should be a welcome relief from the monotony of Government green. Every office has an individual temperature control, but no solution has been found for the offices with two or more occupants, each of whom has a different idea as to how hot or cold the room should be. Corridors are done in off-white, with marble facings and red vinyl flooring at intersections and corners to eliminate the Holland Tunnel effect.

Among other noteworthy features are the escalators leading down from the North Entrance, by the Passport Office, to the new Cafeteria and Credit Union. This area was thought a potential trouble spot by traffic experts, and the escalators are expected to relieve congestion. The cafeteria itself is one of the most attractive in Washington, colorfully decorated with a comfortable lounge and an outdoor court where tables can be set up in the summer. Its popularity is already apparent in the numbers of diners from outside the Department. Snack bars will be located on the third and fifth floors.

Fernleigh Graninger of Visual Services showing Secretary Herter photo mural in the Lounge of the new Cafeteria.



The AMERICAN FOREIGN SERVICE PROTECTIVE ASSOCIATION

LIFE AND HEALTH INSURANCE FOR THE FOREIGN SERVICE

The Group Insurance Program of the Protective Association WILL CONTINUE TO OPERATE AS AT PRESENT, WITH NO CHANGE IN THE COVERAGE OR IN THE ADMINISTRATIVE PROCEDURES, THROUGH JUNE 30, 1960.

After July 1, 1960, the group life insurance and the accidental death and dismemberment insurance will continue to be administered as at present in accordance with the provisions and regulations of the master insurance contracts with our underwriters. The plan for group life and accidental death and dismemberment insurance is described in the Protective Association booklet of June 1959, entitled "Group Insurance Program," except one change effective March 1, 1960: Retired members over 65 may now carry \$5,000, \$3,750, \$2,500 instead of \$3,000, \$2,250, \$1,500 respectively at the same rate of \$30 per M.

But after July 1, 1960, the hospital-surgical-major-medical-expense insurance will be administered separately. More detailed information regarding this part of the insurance program which involves part payment by the Government of the premiums and payroll deductions of the participants' shares, will be distributed at least several weeks prior to July 1, 1960. The Protective Association is working with Mutual of Omaha on the revision of our present hospital-surgical major medical expense policy. The revised contract offering greater benefits than at present will be submitted to the Civil Service Commission for consideration as an "approved plan" of an employee organization. This is in accordance with the wishes of about 1400 of our members as expressed in their replies to the Protective Association circular of January 1960.

Thus, on and after July 1, 1960, some members of the Protective Association will carry group life and accidental death and dismemberment insurance only; some will carry the hospital-surgical major medical expense insurance only; while some will carry all of the coverages included in the Group Insurance Program.

Those eligible for membership in the Protective Association are American citizens who are in one of the following categories:

- Foreign Service Officers, Department of State
- Foreign Service Staff, Department of State
- Foreign Service Reserve Officers, Department of State
- Permanent American Employees, Foreign Service, Department of State
- FSR and FSS of the International Cooperation Administration
- FSR and FSS of the United States Information Agency

There are no entrance fees or charges or annual dues. Members pay only the premiums on the insurance they carry. Application forms may be obtained from the Protective Association. Membership carries with it the privileges, (1) to apply for the group life insurance and the accidental death and dismemberment insurance in accordance with the provisions and regulations of the master contracts for those two coverages and, (2) to carry the hospital-surgical major medical expense insurance under the policy that will be offered to members as of July 1, 1960, subject to the provisions and regulations of that policy.

IMPORTANT:

Only those in the eligible categories listed above WHO ARE MEMBERS OF THE PROTECTIVE ASSOCIATION ON JULY 1, 1960 will be able to enroll for the new hospital-surgical insurance on that date.

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NEW STATE/Ext.

One of the most important facilities in the Extension will be the International Conference Area, located next to the Auditorium by the 23rd Street Entrance. This includes a large conference room fully equipped with simultaneous interpreting devices, committee conference rooms, and offices for delegates. The large conference room is designed for electronic, rather than acoustic sound transmission, with amplifiers on floor stanchions at key locations. Plenary sessions of large conferences will be held in the Auditorium. This area will be among the last to be completed, but reservations are already being made as far ahead as June 1961.

There is something about a new building that brings out the expert in almost all of us. Among the better suggestions that have been made are the inclusion of a barber shop, a shoe repair shop, a beauty salon, a bank, and a Post Office. All of these, for reasons of space or policy have had to be sacrificed. Most of the many requests for reorganization of office space have had to be deferred until final completion and a settling-in period. And if anyone can come up with a really satisfactory solution to the parking problem, his future success is assured.

All in all, however, the initial reaction to the Extension has been good. Both functionally and aesthetically it makes the prospect of a Washington tour considerably more attractive, and we welcome sightseers from abroad to carry the word back to the field. Appropriate slots can also be guaranteed for those who prove particularly interested and "constructive" in building operations.



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always diplomatic to say:

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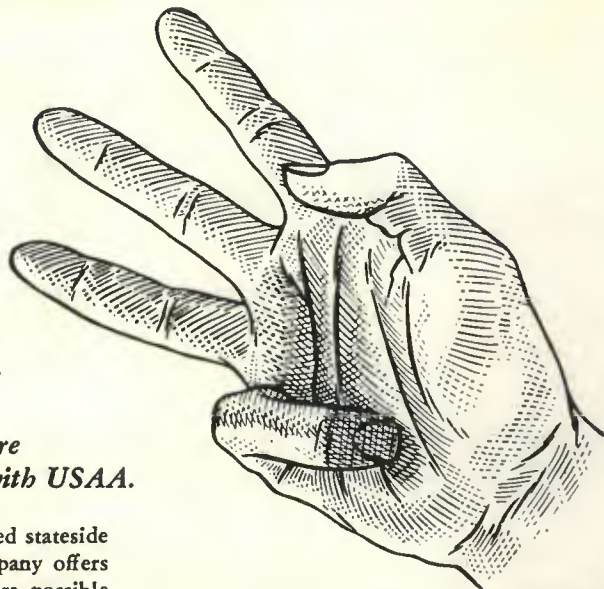


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Cost	Purchase Date*	New/Used	Current Car License Year State		Name in which car legally registered		

Is the automobile required by, or customarily used in the occupational duties of any person except in going to and from the principal place of occupation? _____

Is the automobile customarily used in driving to or from work? _____

If the automobile is customarily used in driving to or from work, how many road miles is the car driven one way? _____

How many male operators (including insured) are under age of 25? _____

Age of each: _____ Relationship: _____

Are any of the male operators under 25 owners, or principal operators, of the automobile? _____

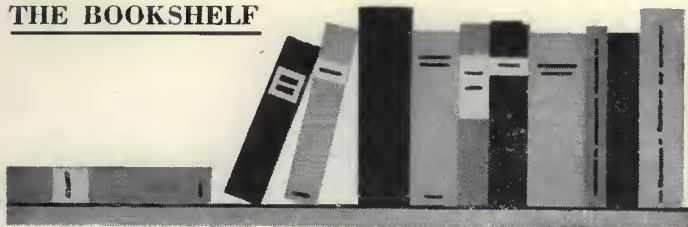
Are all male operators under 25 married? _____

Is your automobile equipped with an air conditioner? _____

Name _____ Rank _____ Serial No. _____

Military Address _____
If car not at above address,
give location of car _____

Active - Regular Retired Widow of eligible officer
 Extended active duty Inactive, but retaining commission



Arms and Politics in Latin America, by Edwin Lieuwen.
Praeger (for the Council on Foreign Relations), New York.
296 pp. \$4.75.

by HENRY C. RAMSEY

THIS Council on Foreign Relations study prepared by Professor Lieuwen of the School of Inter-American Affairs of the University of New Mexico is the first comprehensive inquiry in historical depth into the long and, on the whole, disheartening interrelationship of arms and politics in Latin America. As such, the book is valuable and timely. At a time when the problems of social reform and economic development in Latin America are being viewed in new perspectives, it is valuable to consider the role for good or bad which the military can play in developmental revolutions. And when influential elements in Congress and important segments of Latin American civilian opinion are questioning whether the end results of American military policy toward Latin America are helpful, it is timely to consider the criticism which this study levels at that policy.

Mr. Lieuwen performs a scholarly service in tracing the political orientation of Latin American militarism from Spanish colonial days to the present. He devotes a long chapter to Mexico, which he cites as an hemispheric exemplar of how military war-lordism can be converted to an apolitical nation-building institution in the course of a social revolution. But these evidences of the book's scope need not detain us as immediately as his thesis that the Latin American military has been harmful to the development process and that American military policy toward Latin America requires a new bent and rationale.

The author correctly views the Latin American military, except in a handful of countries (Mexico, Uruguay, Chile, Costa Rica, Bolivia), as either the wielder or arbiter of political power. Though military rule and dictatorships have declined sharply since 1954, he believes that militarism will again engulf the scene unless we throw our weight toward developmental progress and the forging of

civilian institutions which can control the military. He questions the realism of the hemispheric defense concept, thinks it encourages unnecessary arms build-ups and races, and concludes that we have supported the Latin American military for the past decade without concomitant strategic or political advantages.

Mr. Lieuwen therefore calls for a drastic curtailment of Latin American military expenditures and a reappraisal of American political-military policy toward that end. He advocates that we encourage Latin America to reduce its arms burdens through arms control and progress toward disarmament.

Certain of Mr. Lieuwen's generalized criticisms of the Latin American military and of American policy are certainly too sweeping. It is demonstrable that certain military establishments, though admittedly the powers behind the thrones, are sustaining civilian regimes which are struggling heroically with problems of reform and development. A case can be made that our influence within the Latin American military, which rests in part on our support through grant aid and otherwise, has been a beneficial influence, notwithstanding the difficulties—and penalties—entailed at times.

But there is another side to the case and Mr. Lieuwen states it well, despite his too sweeping condemnation of the specific in terms of the general. No one will quarrel with his conclusions that the problem of development looms larger than that of security in Latin America and that two of the greatest assists toward development that could be made would be a reduction in arms expenditures and the conversion of the military to solid non-political nation-building roles.

Controls For Outer Space, by Philip C. Jessup and Howard J. Taubenfeld. Columbia University Press, New York.
379 pp. \$6.00.

by WILLIAM STRAUSS

ATTITUDES toward control of outer space range from that of the admiral who said that "international law is international bunk" to the gentle fatalism of Lord Russell who, rather than see the world disappear entirely, would ask us to give in gracefully to the Russians. Most everyone else is willing to work toward the formulation of peaceful covenants for joint control of outer space. The reasons for international regulation are obvious: we could not survive, as C. L. Sulzberger said in "What's Wrong with United States Foreign Policy," in nuclear stalemate, an equilibrium of terror that cannot forever endure; and it would be unendurable

if some nation established a space position from which it could dominate this planet.

Messrs. Jessup and Taubenfeld start from the premise that effective controls of outer space must be international since national controls, competing with each other, could not cope with the problem. The authors do not propose any particular solution, but they enumerate and analyze in the first part of their study the situations in which during the last hundred years some territory was administered by international control. Particular attention is paid to the differences between types of international organizations, in regard to voting

procedures (unanimity requirement, majority vote), value of votes, weighted vote, veto power, and the interests of participating nations in national self-defense and self-preservation. The authors conclude with due caution that even if all factors, technical, political, and geographic, combined to promise a perfect solution, national pride and prejudice might prevent its adoption.

The second part of "Controls For Outer Space" deals with the political and legal problem of the Antarctic which has more than a few similarities to outer space. Neither the United States nor Soviet Russia has made territorial claims to Antarctic territory but have reserved their rights if other countries should attempt to enforce their claims. A basic difference between the Antarctic and outer space may be found in the fact that the former adjoins national territories and that a considerable number of nations have made claims in parts of the Antarctic. Argentina and Chile base theirs on a Papal Bull of 1493. No such claims, based on contiguity or on discovery, have yet been advanced for outer space.

In view of the experience with cooperative international efforts in the Antarctic during the International Geophysical Year, Messrs. Jessup and Taubenfeld explore possible solutions to the Antarctic problem: first, continuation of the present rivalry among claimant nations; second, subdivision into recognized national areas; third, subdivision with various limitations imposed internationally;

fourth recognition of national claims together with a merger of political administrations; fifth, surrender of national claims to sovereignty to a supernational body; sixth, withdrawal of all claims and declaration of the territory as *terra communis*. The preference of the authors is clearly for unified, international control in some form. The twelve-nation treaty on Antarctica that has just been signed should help to clarify the problem.

The third part deals with legal problems of outer space. After reviewing the arguments concerning a definition of space and the question whether, and to what extent, the nations have or should have sovereignty over it, the authors discuss various methods of international cooperation in outer space for purposes of meteorology, navigation, and communications. The subject of damages and liability therefor is examined in the context of national and international air regulations.

Heretofore it has been necessary to read a number of widely dispersed articles in order to get a picture of the various theories advanced for the control of outer space. To this reviewer's knowledge, the book by Messrs. Jessup and Taubenfeld is the first complete survey of existing international precedents from which a space-control organization may be derived. The exhaustive and thoroughly documented treatment of available answers makes this book an important contribution to the literature of space law.

Democracy in India Today

by R. SMITH SIMPSON

WRITING ABOUT an area of India's long history, diversity and social intricacy is not the easiest task one could set for himself. Westerners too seldom know even their own societies well enough to write of others with that fine instinct of judgment which a different form of society requires. Vera Micheles Dean has acquired this instinct and has written one of the most luminous books on India I know. Her compact appraisal helps to answer that complex question: What are the chances that India may possess or hope to acquire the ingredients which in the West proved necessary for the fulfillment of democratic ideals?

Her one serious lapse, it seems to me, is her failure to include an appraisal of the Indian labor movement and the contribution which it may or may not make to the achievement of democratic ideals. If for no other reason than that authoritarian elements are trying hard to utilize labor organizations as a vehicle of power and control, this seems a serious omission.

NEW PATTERNS OF DEMOCRACY IN INDIA, by Vera Micheles Dean. Harvard University Press, Cambridge. 266 pp. \$4.75.

NEHRU: THE YEARS OF POWER, by Vincent Sheean. Random House, New York. 306 pp. \$5.00.

ASPECTS OF CASTE IN SOUTH INDIA, CEYLON AND NORTH-WEST PAKISTON, edited by E. R. Leach. Cambridge Papers in Social Anthropology. Cambridge University Press, New York. 148 pp. \$3.50.

Vincent Sheean's digressive writing contains many lucid passages. The essence of his message is in the first chapter. There is a good deal of wandering around thereafter. There is less and less interest in the journalist's "I-was-in-Travancore-when" approach. Was it not Blaise Pascal who said in a letter: "Had I had more time I would have written you less?" Here, again, one looks in vain for an appraisal of India's labor movement. In a country where communism is working so hard through labor organization to undermine Mr. Nehru's ideas, this is a singular omission.

For anyone persuaded that diplomacy today is concerned with people as well as governments and that a thorough understanding of people is essential to successful diplomacy, studies in social anthropology have a very real interest. The Cambridge Papers in Social Anthropology have an acknowledged excellence and those concerned with some aspects of caste in South India, Ceylon and Northwest Pakistan are up to their usual standard. They are very illuminating indeed. The character, psychology, and behavior of people are, as ever, well within the diplomat's field of study if he would report and act shrewdly. One engaged in the diplomatic process has great need of perception in breadth and depth not only of the government with which he is dealing but of the people for whom that government speaks or purports to speak. This is particularly true of a complex society like India's. This requires a certain mastery of the tools of the social anthropologist as well as of other material now being made available.

“An Important Landmark”

Excerpts from “Mr. Carr of State” by Katherine Crane, to be published by St. Martin’s Press, N.Y.C., next month. The author was an officer in the Department for several years.

ANOTHER SUBJECT for study on this [1916] European trip [of Mr. Carr’s] was the commercial-attaché system . . . These commercial attachés were appointed by the Department of Commerce and were responsible to it. In foreign countries they were attached to the embassies and legations with diplomatic status, but they were in no way responsible to the Secretary of State, or the Ambassadors or Ministers, for their actions or for their reports. Aside from the friction caused by this lack of control, there was also the question of duplication of effort, although in theory the attachés were supposed to concern themselves with specialized commercial investigation requiring a particular background of commercial and economic training and to gather their information by traveling from place to place rather than by developing their connections in one city as did the consular officers.

Heated discussions of this matter of duplication came up from time to time in and out of Congress. Representative John Jacob Rogers summed it up in January 1918. The “consul general and the commercial attaché are fundamentally charged with precisely the same duties.” It was “duplication and worse” and resulted in “a great loss of power, in a great deal of inefficiency, and in a great deal of jealousy between the representatives of the two branches of the service. . .”

On the basis of this survey as well as general experience, Carr believed the division of responsibility abroad to be a bad thing and considered it much better for the United States Government to present a united front in foreign countries. “Nowadays the political and commercial problems in international relations are more interwoven than they ever have been in my recollection.” In his judgment they were “going to be very closely interwoven for some time to come—for a period the end of which we can not see at present. . .”

Some years later, when Herbert Hoover was Secretary of Commerce, the conflict between the two Departments became acrimonious. Since the Department of Commerce received much of its information from the Consular Officers, it undertook to bring the Consular Officers under the official control of the Secretary of Commerce, as well as of the Secretary of State, by insisting on direct instructions to them, direct communications with them on commercial subjects and direct reports back from them, instead of always going through the Secretary of State. At the time the Rogers Bill of 1924 was being considered, the Department of Commerce tried to have its Foreign Service included in the bill and given exclusive charge, under the Secretary of Commerce, of all commercial and economic work and reporting for the entire government. The effort was unsuccessful. . .

The election of President Herbert Hoover in 1928 required new adjustments. The glow of the first meetings between Carr and the new President during the First World War had been forgotten in animosity over the matter of commercial attachés. There was now a strong undercurrent

of opinion in State and in Commerce that, with Hoover as President, Carr would probably be pushed out of the Department of State or shelved in one way or the other, and certainly would lose the fight over commercial attachés.

Things did not, however, work out quite this way. At Cabinet meeting, July 16, 1929, Hoover told the Secretaries of State and Commerce “that he wanted each to name a man to go to it and stop the duplication between the two Departments.” Neither Carr nor Assistant Secretary of Commerce Julius Klein should be named. Carr had already sent to the Secretary of State his “suggestions for a general inquiry” and had “proposed my elimination from the inquiry.” He was pleased—and relieved—to hear of the President’s orders. He agreed heartily and was “glad to have no responsibility for the settlement. . .”

PRESIDENT HOOVER took the difficult step of reversing himself on the convictions he had held as Secretary of Commerce regarding commercial attachés and on the claims of the Department of Commerce to have a hand in administering the Consular Service. He accepted the Department of State as the agency exclusively responsible for foreign relations. The whole controversy between the two Departments was gone over, and after some months of negotiation a co-ordinating agreement drafted. Under this agreement all communications between officers of other Departments and consular officers were to be sent through the Department of State or through the supervising Consul General in the country in which the consular officer was stationed. Commercial attachés continued to be appointed by the Secretary of Commerce and to report to him, but Commerce no longer made any claim to the right of dealing directly with consular officers, and agreed that commercial attachés should keep the Consul General of their areas informed regarding all instructions and reports. Thus the Secretary of State could maintain control over the function for which he was responsible. . . . The quarrel was not settled, but a *modus vivendi* had been achieved. . .

In 1933 the Department of Commerce, under the new Secretary of Commerce, Daniel Roper, and Assistant Secretary, John Dickinson, undertook to reopen the question of commercial attachés and the co-ordinating agreement made after Hoover became President. Commerce submitted a revision by which it should assume direct control over consular officers in the trade-promotion field and broaden its jurisdiction to include not merely promotion of foreign trade but all problems affecting commercial and trade work. The plan, as presented, might well have been construed to include trade protection, which was fundamentally within the exclusive domain of the Department of State. It was as extreme a position as anything State had ever feared from Commerce all the years Hoover was Secretary of Commerce, and it abandoned the terms of the agreement made when Hoover was President. . .

Continued on page 38

INCOMING NEWSGRAM *Department of State*

UNOFFICIAL

Action Classification Control: 00
P Rec'd: February 25, 1960
5:57 p.m.

Info

FROM: Foggy Bottom

TO: Secretary of State

NO: 0, February 25, 5:30 p.m.

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At Foreign Service luncheon February 25 well-informed journalist RESTON (NY Times—liberal) stated USSR-US headline gap perhaps more significant than missile gap. Thesis comprised: a) foreign affairs increasingly fought out and decided in public, largely at Soviet initiative; b) USSR adept at creating headlines which advance Soviet objectives; c) US diplomatic-press pipeline blocked by secrecy, lack of confidence, work pressures, other obstacles; d) public enlightenment regarding US foreign policy falling behind pace of history; e) if democratic process to succeed, revision press-Government relationships essential; f) to prepare public properly, news must be new and sources authoritative; g) 1960—time for revision.

Miscellaneous points included: a) power of President and press over US public opinion permits adoption virtually any foreign policy; b) US elections most significant foreign affairs story 1960; c) new leaders will be men born in 20th century, unaffected by World War I and capable of handling change; d) US could profitably reduce 10 months political campaigns to 2-3 weeks as in UK; e) reporting differences between foreign and domestic affairs diminishing, c.f. Nixon, Krushchev visits and Kefauver campaign; f) Foreign Service should no longer hide from controversy; McCarthy era, when Department permitted public exposure classified documents, now past; g) Foreign Service representatives get less representation than spent by any major US corporation or by Congress on own travel abroad; h) Lovett suggestion that US and USSR devise modern protocol warrants attention; i) "press can clobber secrecy every time" view US clearance process (allies, Congress, executive branch); j) Department should now devise quietly, objectively, new procedures to bequeath next Administration. Transcript follows.

Comment: Recommend Department initiative. Unfortunately need for press self-discipline unmentioned. All reporters not Reston.

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THE BOOKSHELF (continued)

[In June, 1933 President Roosevelt called a meeting.] "The President, seated at his desk on which on a silver tray were the remains of his lunch, greeted me with 'Hello Wilbur' and we all sat. He then said that the question was not difficult; he had been acquainted since 1921 with the activities of commercial attachés, how they had lorded it over our ambassadors and ministers and consuls general, had done much as they pleased, had made reports without showing them to the Amb. & Min. & C.G.; that he had had full information about all this, part of which he had had from Wilbur Carr with whom he had kept close contact . . . looking at me and smiling . . . Now all this must stop. Attachés must be under the control of the real representatives of the Govt. He had before the inauguration told me that he proposed to stop all this irregular activity and duplication of effort . . . Correspondence must go through the State Department and reports must come to the State Dept. & by it sent to Commerce Department." It was even more support for the State Department than President Hoover had given several years earlier, and although friction was by no means ended, this decision is still an important landmark in the whole course of development. The commercial attachés were incorporated into the Foreign Service of the Department of State in 1939.

Things Fall Apart, by Chinua Achebe. McDowell, Obolensky, Inc., New York. 215 pp. \$3.75.

by HOWARD R. SIMPSON

THIS IS an excellent first novel by a young Nigerian. It should be suggested reading for anyone assigned to Africa in or outside the Foreign Service, and compulsory reading for Foreign Service personnel assigned to Nigeria.

Not only is the basic story line of this book lively and interesting but in its exposition of tribal customs, beliefs, and moral codes it provides a clear picture of village life in the heart of the "Dark Continent."

In writing this history of a strong, virile man's downfall in the face of an infiltrating Western civilization, Mr. Achebe has put aside the style of some of his compatriots—the too precious use of pidgeon English, etc.—and produced a craftsmanlike story.

Although the events in this book are set in the late 19th century there is a great carry-over of such cultural clashes to this day. Into the seething pot of tribal religions, juju, Christianity, and new social codes, has been dumped a red-hot potion of modern world politics. This, too, the African must face, evaluate, and absorb into his daily life.

This book is important to Americans because it presents the "other Africa" that too few of us know in an understandable and sympathetic manner.

Mr. Achebe is one of several young Nigerian writers who have worked or are currently working for the Nigerian Broadcasting Corporation. Prior to taking up a position as program director at Enugu in Nigeria's Eastern Region, Mr. Achebe produced an imaginative program for the national program titled "The Critics." He is currently working on his second novel.

Policy, Action, and Personnel

By FRANK SNOWDEN HOPKINS

PERHAPS MANY readers of the JOURNAL saw and read a recent article in HARPER's entitled "Rebuilding the Foreign Service." It is proposed here to offer some thoughts stimulated by this article, written by Professor James L. McCamy, of the University of Wisconsin, whose book, "The Administration of American Foreign Affairs" is well known to many students of foreign policy.

For the benefit of those who may not have seen the article, Professor McCamy's thesis is that policy-making has been much neglected by the Department of State in recent years (and indeed never performed, it appears, to the author's full satisfaction). The new Secretary of State, therefore, if he takes a good hard look at what he has inherited, will find that he needs to hire some experts. For, Professor McCamy tells us, "the United States in these years of anxiety has no staff specially chosen, trained and experienced in long-range foreign policy."

Professor McCamy does not think well of the Wristonized Foreign Service; nor, in fact, did he like it un-Wristonized. But he considers the pre-Wriston Departmental service, "amateur and wildly uncoordinated though it was," had capabilities for producing important policy ideas. He is convinced that recruitment of all professional people through the present system of examinations is not going to bring to light a sufficient number of men and women with "talent for policy."

To illustrate his point, Professor McCamy tells of a former student of his, whom he calls Wendell Holmes. Mr. Holmes, described as a brilliant and idealistic young man with a talent for policy-making, passed the present examinations and entered the Foreign Service—not because the examiners recognized his talent, but because he made the right impression through his appearance, manners, poise, tact, and intelligence. But now that he is in, no one is likely to make any use of this young man's extraordinary abilities because "only by the rarest accident will an officer reach a position from which he can influence policy."

If Mr. Holmes knows what side his bread is buttered on, he will not irritate his superiors by writing uninvited policy papers, says Professor McCamy, but will concentrate instead "on the delicate and intricate routines of foreign relations." . . . "But the tasks involved are only remotely related to

long-range goals, and the career men produced by this system do not become experts in foreign policy. How, then, are we to develop such specialists?"

Professor McCamy's answer, which can only be summarized briefly at this point, is that the Department of State should immediately hire about four hundred specialists in foreign policy. Of these, three hundred twenty would be assigned to our missions abroad, sixty would be always in training rotation, and twenty would constitute a policy staff in the Department. These four hundred people would be recruited partly from within the Service, in order to take advantage of the unused talents of men like Mr. Holmes; partly from the outside, utilizing a selection process based on the old British house party system.

Once these four hundred policy specialists are in the Service, they are to be given special grooming to season them and develop their talents. Those who start fresh at the bottom, perhaps just out of college, will need about four years of being moved around to get broad experience, and then will become full-fledged members of the new policy-making service. This will be a "separate planning and advising staff which has access to anything wanted from other parts of the organization but will be free of routine work." Overseas, it will "assess everything happening in America's relations with the host country and say what it means for total policy." In Washington, this staff will "do the same for regions and for the world."

THE ABOVE summary hardly does justice to Professor McCamy's article, but it will at least indicate enough of its nature to enable us to move on to a discussion. While any of us who know the Department and Foreign Service could point out misconceptions and impracticalities, the purpose of my own comments will be primarily not to criticize Professor McCamy's plan, but rather to come to grips with some of the issues he has raised, directly and by implication.

The first issue, it seems to me, Professor McCamy has raised, is a very serious one. It is, are we in the Department of State giving adequate attention to long-range policy planning? When Secretary of State Marshall established the Policy Planning Staff, he unquestionably had in mind a group which would look well ahead into the future and try to prepare for it. In the Army, long-range planning used to be based on a seven-year cycle; perhaps since my War College days the time has been extended. In foreign

Continued on page 42

Frank Snowden Hopkins, FSO-2, entered the Department in 1945 and the Foreign Service in 1952. He was on the Journal's Editorial Board from 1948 to 1951; he has served in Stuttgart, and is currently Consul at Martinique.

Service Glimpses

1. **Abidjan.** FSO Brandon Grove, Jr., and his bride, the former Miss Marie Chcremeteff, upon their return to Abidjan after their marriage in London last November.

2. **Seoul.** Ola Branscum, Communications Supervisor at the Embassy, is shown here with the deer and pheasants she bagged in a snow covered field near the Demilitarized Zone on one of the many trips she has taken there during the current hunting season.

3. **Pretoria.** Ambassador Philip K. Crowe looks on as United Kingdom High Commissioner Sir John Maud (right) hands over the trophy to the captain of the victorious American team, FSR Paul E. Eckel, upon the completion of the tennis tournament between the members of the American Embassy and United Kingdom High Commissioner's Office. The score was US—100 and UK—55. The defeat of the US in 1957 was by just a point or two and in 1958 it was a draw. The trophy, a silver tea pot, will be called "The Boston Tea Pot."

4. **Tananarive.** Some of the guests at the party which Consul and Mrs. J. Roland Jacobs (rear) gave for the Consulate Staff and their families. The children (from L. to R.): Claude Nicod, Raherisoanavaloua, Andriamifidy, Andriamitandrina, Colette Nicod, Rahery.

5. **Berlin.** Upon a recent visit to Berlin Ambassador Walter C. Dowling (second from left) was photographed with a group in front of the USIS exhibit on Alaska and Hawaii entitled "Two New Stars." (L. to R.): Dr. Ralph Hinez, Deputy Director of the Amerika Haus; the Ambassador; Nedville Nordness, Counselor for Public Affairs at the Embassy in Bonn; Charles Blackman, Public Affairs Officer in Berlin; and John Daly, Director of the Amerika Haus.

6. **Djakarta.** Indonesian President Sukaruo chats with Ambassador and Mrs. Howard P. Jones (right) and USIS Director Thomas E. Flanagan (left) during a visit to the new USIS Exhibition Hall and Library in Djakarta. The occasion for the visit was a display of paintings by Indonesian artists Affandi, Mochtar Apin, and Burhan at the new exhibition hall.

7. **Amsterdam.** Ambassador Philip Young (center) is shown presenting a check for \$5,000, on behalf of the United States, to the Burgomaster of Amsterdam, Mr. G. van Hall, to aid the relief work following the recent flood in the Amsterdam area. The flood left approximately 11,000 persons homeless in the Tuindorp-Oostzaan suburb of Amsterdam. Consul General G. Edward Clark is pictured at right.



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POLICY AND PERSONNEL

policy planning, it seems to me that we ought to be giving some thought to what kind of world we shall be dealing with a quarter of a century hence, and a great deal of thought to getting ready for the practical diplomatic problems of ten years from now.

Instead of that I am very much afraid—and if I am wrong I hope some one will reassure me—that the Policy Planning Staff has through most of its history been bogged down in current problems. But I have always understood that it was a sort of super-task force, trying to foresee emergencies and keep one jump ahead of the operating sections of the Department. Much of its time has gone into problems of government-wide foreign policy formulation and coordination through the machinery of the National Security Council, and I am sure that many policy papers have been written, and after discussion and revision formally given the stamp of official approval. But I still wonder if it is doing the job that was initially foreseen for it.

If not, I doubt that the answer is to rely on bright young men like Professor McCamy's Wendell Holmes. It might rather be an enlarged staff, with more sections, some working on codification of present policy, some on problems that are looming up immediately ahead of us, and some on long-range problems which are going to affect the position of the United States in the world of the future. We should have people with sufficient imagination and sufficient understanding of basic forces to work with experts in many fields. And I certainly would not exclude the use of some extraordinarily gifted younger men, real imagination being one of the most precious of human qualities; nor would I exclude the use of outside experts in science, economic development, demography, or other specialties bearing on the world of the future.

A second issue raised by Professor McCamy is Wristonization. Was it a mistake? Apparently he thinks it was, for he says, "Wristonization made matters worse, for its result was to spread, rather than cure, the chronic ailment of the Foreign Service, which can be defined as a kind of narrow professionalism." Five years have now passed since the recommendations of the Wriston Committee were adopted. Some of the objections to the Wristonization program have been found not to be as serious as emotionally aroused people thought they were at first. On the other hand, some problems which were not taken seriously in advance have now turned out to be quite grave.

I am not sure I know what Professor McCamy means by "narrow professionalism," but it does seem to me that a number of consequences of Wristonization are disturbing, and that it is high time that the Department made a careful and objective evaluation to see what modifications are needed. To me the most serious problem is the movement away from specialization—the break-up of experienced teams of specialists and the failure adequately to rebuild them within a personnel system which has now become much too fluid. Many a good specialist has turned out to be a poor generalist, but trying to persuade poor generalists to become good specialists is quite a problem in reverse mechanics. Far too much is being expected of universal personnel mobility, and many too many different kinds of jobs have been blanketed into a single personnel system.

by Frank Snowden Hopkins

A third issue is the effectiveness of our recruitment and selection system. Professor McCamy states that examining panels have "no mandate to hunt for future policy-makers," but are only looking for attractive and intelligent people who can be expected to be "useful" members of the Foreign Service. He is distressed that panels look for basic qualities, and seem relatively less interested in the candidates' ability to show their interest and competence in foreign policy.

On this issue I find myself in general on the side of the present policy, and cool to Professor McCamy's desire to have selection so strongly influenced by the candidate's specialized attainments in foreign policy studies. Here it seems to me that it is the academic teacher who is guilty of a "narrow professionalism"; I just do not believe that what a young man knows at 24 or 25 about foreign affairs necessarily indicates what he is going to learn during the next fifteen or twenty years, and I would therefore prefer to look for more basic qualities.

On the other hand, I am seriously concerned lest something else may be wrong with our selection system. In blanketing several thousand jobs into the Foreign Service system, including many positions that really do not require first-rate ability, may we not have saddled ourselves with the problem of looking for second-raters as well as first-raters? Are we not in general lowering our recruitment standards?

In selecting his elite four hundred specialists in foreign policy, Professor McCamy wants none of our present examination system. He wants candidates to be comprehensively interviewed and tested on their ability to think through foreign policy problems, and leans toward the British house-party system under which examiners used to get to know intimately a group of candidates over a two-day period. This suggestion gives me a this-is-where-I-came-in feeling, since the house-party plan was thoroughly discussed in the summer of 1945 by a group of us who were working at that time on ideas for rebuilding the Foreign Service. We did not think badly of it, but did not see how it would be practical to apply it to several hundred candidates annually.

Personally, it seems to me that at some point we do need to get intimately acquainted with our young officers. In my own thinking on career development, I have always envisaged as the appropriate time the period which young officers spend at the Foreign Service Institute for what we used to call our Intermediate Course, but is now called the Mid-Career Course.

Now I would like to come to the issue which Professor McCamy has raised about the alleged inadequacies of the present Foreign Service in policy-making. Is it true that the work of the Foreign Service involves dealing with "intricate and delicate routines" but not with creative thinking about foreign policy? Must an officer interested in policy conceal that interest in order not to irritate his superiors, and concentrate instead on reporting and negotiation? Is there any validity to the statement that "only by the rarest accident will an officer reach a position from which he can influence policy?"

I think that Professor McCamy's strongly expressed sentiments on this point derive from a lack of insight into how

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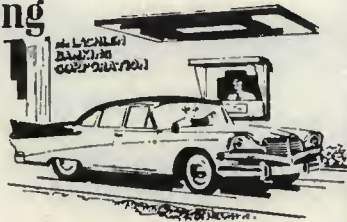
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POLICY AND PERSONNEL

policy is formulated and indeed from a lack of full understanding of just what policy is in its living, breathing state. I am not going to defend the famous absurdity of the Foreign Service officer at the National War College who argued that "foreign policy is how you feel about things." But I do think that there is a great deal more to foreign policy than the kind of carefully drafted statement, with all corners polished off, which goes into policy papers.

The trouble is that actual situations in foreign affairs tend to be much too vital and much too complex to be covered completely by seriously worked out policy positions. That is not to say that policy papers should not be written; I suspect that Professor McCamy is on sound ground when he complains that the Department does not give enough attention to the formal, thorough examination and analysis of foreign policy and its relation to long-range goals. But situations have a way of boiling up rapidly and overspilling their banks, so to speak. Let us say that we have a policy, based on years of study and analysis, which is supposed to cover a particular situation. The trouble is, it doesn't. The situation is much more complex, much more uncertain and tricky, than the policy paper ever envisaged. Moreover, it is changing from day to day. You can't just pull report number so-and-so out of the safe and apply it. It is a help to have it, of course, but it doesn't solve the problem; and very likely, if the man who wrote it were on hand to be consulted, he couldn't solve it either. He did his job, which was to work out general principles, but in a fast-moving action situation he can't really take the responsibility for saying exactly what should be done.

This is a way of saying that just by the nature of things foreign policy is a lot more than principles worked out on paper. It has a lot of other dimensions, some of which are highly subtle if not completely intangible. A certain amount of inspired improvisation, successful or unsuccessful, necessarily goes into policy making at the time of action. You can argue, of course, that carrying out a policy always implies a certain flexibility in action. Myself, I don't see that you can always say just where policymaking ends and policy execution begins, as long as any flexibility at all is permitted.

Be that as it may, policy is more than principles on paper: it is the full reaction of a responsible officer to a dynamic and complicated situation, which could be too tricky and too fast-moving even to be discussed adequately in daily telephone conversations between Department and Embassy, much less covered by a policy paper. It is the principles in that paper *plus* all the other things that it is necessary to add to those principles, or subtract from them, in order to move effectively toward general national goals. And here is where the crucial point becomes the amount of built-in policy sense that the action officer has, so that the policy changes he improvises are in the right direction.

Now let us come back to the statement that a Foreign Service officer—our frustrated Mr. Holmes, for example—cannot reach a position from where he can influence policy. If an officer is working on visas, on administration, or on routine commercial reports, it is true that his opportunities for influencing policy are pretty nearly non-existent. The Foreign Service Act of 1946 recognized this and envisaged a dual personnel system under which the bulk of such work

by Frank Snowden Hopkins

would not be done by Foreign Service officers, but by highly competent staff specialists, who would be separately rewarded for their contribution to the total job. But if an officer is working in the field on political or economic reporting or negotiation, or on any kind of operating, analyzing or counseling job in the substantive work of the Department, he will influence policy—modestly at first, but more and more heavily as he rises in rank and responsibility.

Professor McCamy's scheme for employing four hundred experts in policy analysis and formulation would have to cut squarely across the existing system. He would give policy formulating responsibility to one group of people—his staff experts—and leave operating decisions in the hands of another group, which is headed by the top officers of the Department and by our chiefs of mission.

Certainly we can all agree that there should be a staff in the Department which works on policy analysis, formulation and planning; it should contain some outside experts and it should be strong enough in quality and quantity to do the whole policy planning job, and not just peck away at parts of it. But need this staff be especially recruited from the universities or from the "Mr. Holmeses of all ages" presently in the Department? Should it be managed and trained as a separate corps of policy specialists? Or should it not rather be recruited mainly from among officers of practical experience and seasoned judgment, who know what can and what cannot usefully be put into policy papers, and who have not been systematically insulated from responsibility for action and decision?

But although we need not accept Professor McCamy's actual plan, we can be grateful to him for thinking out an imaginative idea useful for stimulating discussion. The issues he has raised are important ones. He has suggested, to this Foreign Service officer at any rate, that the Department needs to take a good hard look at the adequacy of our present policy planning; that it is high time to re-evaluate and possibly to modify the Wriston program; that we could profitably re-examine our selection and training procedures, to see wherein they could be strengthened; that, in particular, we need to study more carefully the talents of our younger officers, to be sure that we are recognizing and developing them appropriately; and, finally, that we need to think more deeply about the relation between policy and action, each of which needs and is dependent upon the other. We should recognize the need to have policy planners who fully understand action problems as well as action officers with a strongly built-in policy sense. For after all, policy and action are in the total picture inseparable.

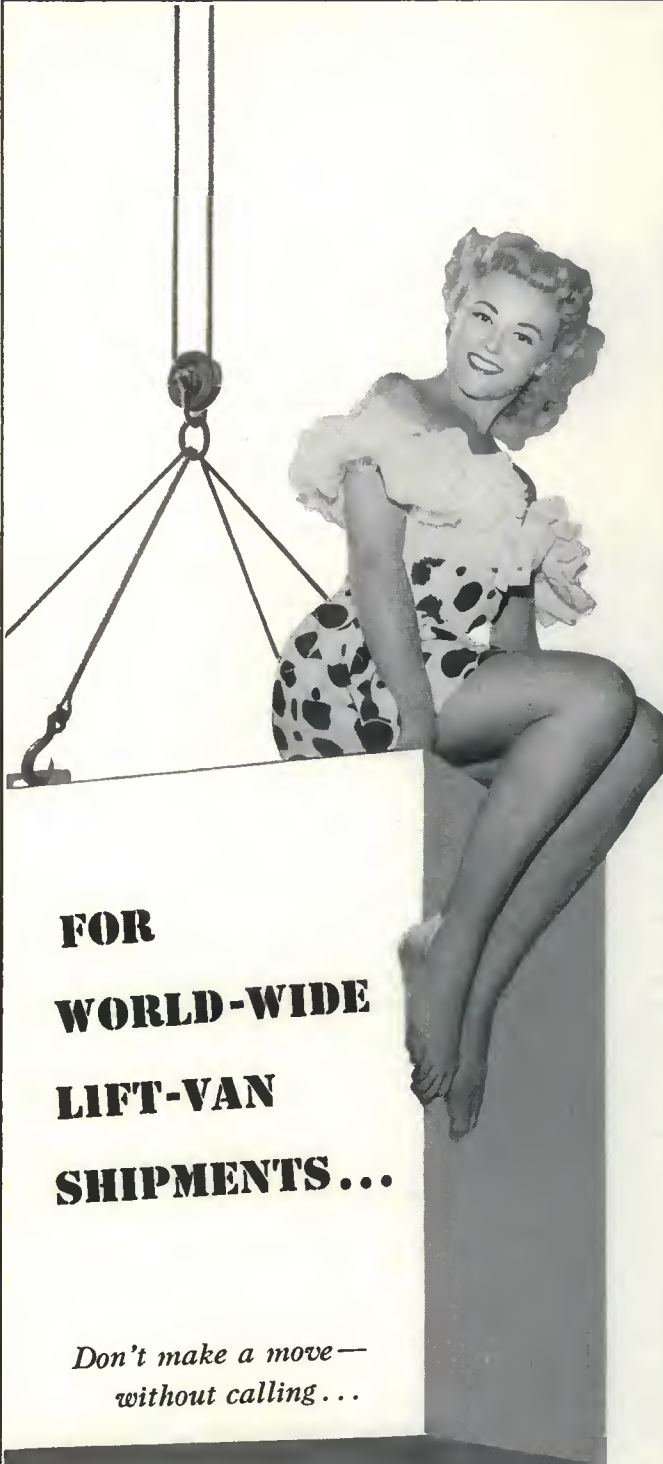
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Letter to the Editor

By SPENCER PAUL MILLER, JR.

I.

DUDLEY CHERL III entered the Assistant Secretary's private office as though surrounded by a fog of terror. His face was ashen under the sun-lamp burn, and the paper in his hand trembled visibly.

"My God, Mr. Secretary, it's incredible," he said.

Back came a crisp answer: "Come, come, man, control yourself. *What* is incredible? Tell me."

Of differing backgrounds and appearances, the two men actually were similar in character and temperament. There was a deep bond of friendship and mutual respect between them, and the Assistant Secretary was shocked by Cherl's present agitated condition.

Dudley Cherl III was a career diplomat who had entered the Service by the examination route after graduating in political science from one of the better state universities. He was a tough, competent professional who was well-liked and trusted by his associates; and his advancement in his chosen work had been at the normal slow march. Among his personal traits were a dislike for alcohol, a two-pack-a-day cigarette habit, a preference for plain talk, and a penchant for golf as a means of exercising. Two years previously, there had occurred an event that had changed Dudley's whole life and had caused him to rise meteorically in the Service. He had read a certain popular novel about American diplomacy in Southeast Asia, had realized that his entire approach to life was wrong, and had decided to model his public image and behavior on that of The Honorable Gilbert Black III, the fictional hero of the novel. He forced himself to take a clear, frosty Martini before dinner each night; he took to smoking long, thin cigars and now smoked cigarettes only when alone; he polished up his speech and started using such words as "diplomatist" instead of plain old "diplomat"; and he gave up golf for squash and tennis. More important, he cultivated an air of quiet superiority to elected officials of the United States,

FSO Spencer Paul Miller is an Asian specialist who is currently stationed at Medan, Indonesia. He says that this story is a by-product of the Northwest monsoon.

such as Senators, whom he sometimes met in the course of his duties. These efforts did not go unnoticed; and after a series of lightning transfers to successively better jobs, which almost ruined him financially, Dudley was appointed to be a Deputy Assistant Secretary. Privately he still liked and was impressed by the Senators he met; and, being inconspicuous about it, he still did a fine craftsmanlike job at whatever assignments came his way.

Pompey Lanier Leah III was a political appointee. He and his wife were the only two registered Republicans in their home state, which fact automatically gave them two seats on the National Committee; and Mrs. Leah had wanted Ol' Pomp to enter the Department. He brought to the job of Assistant Secretary all of the wisdom, tolerance, warmth and capacity for hard work that he had acquired in twenty years as a circuit judge; and it soon became clear that he was the equal of all the brilliant men of both parties who had held his job before him. With the help of a tape recorder he soon mastered and became fluent in that particular New England dialect that has replaced French as the language of diplomacy. Ol' Pomp had taken an instant liking to his deputy, which he evidenced by calling him "son."

Dudley managed to bring the knot in his stomach under control and started to speak. "I've never told you this, sir, but when I reported for duty here in Washington I was invited out to lunch by an old friend of mine, Mac Van Buren, who was chairman of the editorial board of the FOREIGN SERVICE JOURNAL. I thought he wanted to welcome me back to the Department; but we went to the men's bar of the Statler and before I knew it, I was chairman of the editorial board of the JOURNAL. The next day Mac left for a new assignment. The JOURNAL has taken up most of my spare time ever since. Well, Mac is full of tricks of that sort. I think you had better read this letter."

Ol' Pomp took the letter and put on his new glasses with the heavy black frames, wishing in passing that his wife would let him use his old pince-nez specs while in Washington, and began to read:

"At irregular intervals throughout history, men have had flashes of intuition and insight, or have set in motion trains of events, that have profoundly changed the lives of mankind. Generally these actions derive from the professions or personal circumstances of the individuals concerned, and usually the results are not anticipated by the person having the idea or taking the action. For example, Thomas Alva Edison, who was hard of hearing, started a series of developments in electronics that eventually led to the invention of the hearing aid. Or take the case of J. Pierpont Morgan, who suffered from the most prevalent problem in his peer group, namely an excess of money. Having put the resources of his financial house at the disposal of the Treasury during a period of crisis, almost twenty years later a grateful Government brought relief to members of Morgan's social class by installing the income tax. Sir, this sort of event is not mere accident. It is Fate, tempered by professional necessity.

"Basically, what is the problem that causes the most pain and suffering in the ranks of our profession? To my mind it is not the dead hand of tradition but rather the presence of live ex-chiefs of state. These men cause a severe strain to the social fabric of their countries for three reasons. They represent lost knowledge—generally, no sooner have they learned how to rule and what needs doing, than they are pushed out of office. They are forced to live in reduced circumstances both financially and in terms of their daily rations of glory and ego gratification, and thus they acquire

a load of resentment that may color their later political acts. Finally, the Devil makes work for idle hands, you know, and they continue to meddle in internal affairs.

"This problem could be solved by the establishment of a third chamber of the United Nations Organization, to be known as the College of Presidents. All living ex-chiefs of state would automatically become members of the College regardless of the circumstances of their leaving office. The definition of chief of state would be construed to include anyone who holds both *de facto* and *de jure* power simultaneously. I envision the members of the College living in a new city, a Levittown of presidential mansions with complete geriatric facilities, to be built in some area such as the Costa Brava, which would be selected by the General Assembly. Each member would have unlimited representational, residence and travel allowances, because there is a natural limitation imposed by age. Full former salaries would be continued, payable in hard currencies at the official exchange rates.

"There are of course more ex-chiefs than there are chiefs, and thus the College should have a considerable weight of accumulated experience to bring to bear on its assigned task, which would be to ponder the problems of the world and issue encyclicals. There is no doubt that in time the College would come up with something useful. Sessions should last for six months out of each year, after which an annual report would be published while the members are on leave.



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"The three big advantages of establishing such a college are as set forth above, namely (a) the continuation of useful working lives, (b) the provision of an incentive to leave office, or at least of an ameliorating factor, and (c) the removal of irritating elements from internal and world politics. But, sir, collateral advantages will unveil themselves in droves as time passes. I note here two that immediately come to mind. If a president feels that he is the captive of his military establishment, or that his political party may force a cut in his retirement pay through parliament unless he follows orders, he need not knuckle under so long as he retains the energy and resourcefulness necessary to escape over the border. Once outside, his future is assured. Secondly, there are nasty rumors abroad in the world to the effect that certain chiefs of state are building or have built substantial balances in foreign banks. With unlimited allowances after leaving office, the accumulation of money while in office is placed on a par with collecting stamps rather than being a practical necessity.

"Sir, the merits of this proposal for the establishment of a College of Presidents are so evident that I urge you to throw the weight of your JOURNAL, as the organ of fearless and enlightened diplomatic brotherhood, behind it."

Machiavelli Fish Van Buren, III

Ol' Pomp laid down the letter and slowly leaned back in his chair, one hand automatically checking for heart murmur and the other hand automatically reaching for a gallus-strap, the Assistant Secretary having forgotten momentarily that he no longer wore galluses. For a few seconds, his language reverted to its origins.

"Shet the do,' son," he said, "We got to talk."

II.

All of the Truehearts had an unerring instinct for finding jobs in those particular fields that have captured the imagination of the American public. After he left off being a buffalo hunter, the first Richard Armstrong Trueheart made a busy and profitable career of rescuing young girls from buzz-saws and railroad tracks after their fathers had gotten involved with unsavory mortgage-holders. The second Richard had worked successively as a barnstorming airplane pilot, a movie star, a writer of proletarian novels, and a uranium prospector. Richard Armstrong Trueheart III had gotten off to a fine start as a frenetic singer of houn' dog-type songs and now was working for an important Government agency that was so obscure and well-hidden that not even the President knew of its existence.

Richard was sitting in a workingmen's *stube* in a Central European city, a glass of grappovitz cupped between his two hands on the crude table. He had received detailed preparation for this assignment, down to the shoes made for him on Central European lasts by a genuine village cobbler. Richard looked around him and reflected bitterly on the disparity between his coarse-looking shoes and the well-made Bata shoes worn by everyone else in the room. "Well,

it is about time to move on," he muttered to himself. "I think I will become a Beatnick."

Richard noticed that a stocky individual had entered the pub. He was dressed almost identically to Richard, with an old brown fedora, greasy raincoat, and crude shoes. He stood out by contrast with the working-class customers in the bar, all of whom had on brightly-colored sweaters and ski pants. The most noticeable feature about the stranger was his eyes, which were steely gray, unblinking, and hooded like those of a hawk. The man came over and quickly slid onto the bench alongside Richard.

"I am Sergei Stalinescu Broz III, Commissar of Police. The numeral after my name indicates that I am the third man to hold my position since the People's Revolution. The other two disappeared in the direction of Moscow, in sealed railroad cars. I have received a most peculiar set of orders concerning you. You will outline to me a problem and a solution to that problem. I am to find a means of carrying out your wishes and then to carry them out. The matter is to be handled in such a way that neither your embassy nor any chief of state anywhere can ever know that something peculiar has happened."

"That is correct," said Richard softly, casually screening his face so that his lips could not be read. "This is what we want you to do . . ."

III.

Machiavelli Fish Van Buren III was taking his habitual afternoon stroll through a public park which was so famous that waltzes had been written about it during the last century, a park where artists had painted for countless thousands of man-hours. The soft Fall breeze caused him to take off his sport jacket and swing it over his shoulder. God, it's beautiful, he thought, it will always be beautiful, even if they *never* pull the weeds.

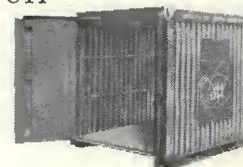
He waved affably as he passed a mustachio'd park policeman, who smiled benignly at him. A sense of well-being filled his mind. He thought to himself, these Iron Curtain types aren't so bad, you know. The tricky part is in getting to know them. I think I know them pretty well after almost two years here. A flicker of movement behind some bushes at his left briefly caught his attention, but he now came to a grassy meadow where usually there were tow-headed children playing. He wondered where they were: today they were not there. In fact, there was nothing there except—no, it was some quirk of the sunlight. A tiger. Well, it *was* a tiger, looking innocently like an outsized toy. It must have escaped from the park zoo, and some guards would be along in a moment to catch it. Mac suddenly realized that the nearest trees were a good hundred meters off. A tiger! He began to veer toward the trees, walking faster with each step. There was plenty of time; he was almost there.

As he went from the glare of the sunshine into the shade, he was reassured to see a line of park policemen, now for the first time in his experience carrying weapons—rifles with fixed bayonets. They were looking beyond him at the tiger, and there was a stocky little man in civilian clothes with them, who probably was the zoo keeper. So, every-

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thing was under control after all. He stepped toward the line of men and said cheerily, in the dialect of the capitol, "Well, boys, great excitement today!"

He noticed that the rifles now pointed at his chest, and then his numbed brain was aware of nothing but a pair of unblinking, steely gray eyes and the little man's voice, which echoed and re-echoed:

"Turn around and go forward to the tiger, Mr. Van Buren."

IV.

Igor Spiegelei III, clandestine agent for an allegedly neutralist government, sat in his truck which was parked in front of a ranch-style house on the outskirts of Bethesda, tuning his parabolic microphone in the darkness. The Roman numeral after his name was a code group which indicated his name, address, and relative position in the *aparatus* with which he was working. The truck was subtly disguised to resemble a telephone truck, an idea Igor had taken from a television show titled "I Was A Red Agent for the F.B.I. Copyright MCMLI." Seeing Igor in his truck, no one really believed that he was a telephone linesman. For one thing, he just did not have that clean-cut, dedicated-to-serving-the-public look. For another, he usually wore gray flannel suits bought from a giant mail-order house and cut to a pattern known as "American Diplomat." Besides, everyone knows that nowadays only G-men drive telephone trucks. Whenever a passer-by saw Igor in his truck, he naturally assumed that Igor was a Special Agent of the F.B.I. The passer-by's chest would swell with pride and he would continue to walk along the street, extra-casually and with eyes averted, softly whistling "The Stars and Stripes Forever" to himself, feeling safe and confident. The truck also worked wonders with traffic cops.

Igor focused his parabolic microphone on what he guessed to be a bedroom window. His expert ear quickly screened and identified certain background noises, verifying his guess: an alarm clock being wound, a dental appliance being dropped into a glass of water, and an electric blanket being turned on. Here it comes, he thought. Tonight we will find out what was behind the "accident."

"But to get back to the subject of this TOP SECRET project of yours, honey," a sweet, slightly cracked feminine voice was drawn into the field of the electronic device. "Why did Mac Van Buren have to be liquidated? He was *such* a nice man."

A deeper, tired voice came through: "That's about the attitude I might have expected from you, Matilda. I still remember that disgusting exhibition after the Fourth of July reception in Reykjavik."

"Oh, for Pete's sake, Dud, turn the record over. That happened in 1938."

"Anyway, you should know what he was like. Always too flippant. They could never even get him to wear sincere-type suits, not even by hinting at selection-out—he said that only Mafia members dressed like gentlemen these days. That was typical of his attitude—just plain disrespectful. He had a lot of foreign friends in high places, though.

"How he ever conceived this College of Presidents idea, is a mystery. It may have been a flash of genius, as he claimed. But to publish the idea in the JOURNAL would have

by Spencer Paul Miller, Jr.

upset five years of careful, low-level negotiations. A joint American-Soviet resolution calling for the establishment of a College of Presidents was presented in the General Assembly just before the close of business today. Debate on the resolution starts tomorrow. Everything is laid on. The mission from Outer Kurdistan will stage-manage the resolution through the Assembly, and a few carefully-selected countries from both sides of the Curtain will either abstain or vote no, for the sake of appearances. Within a week the resolution will have been passed and will have been approved by every Foreign Office in the world. Ratification will be almost automatic—not much money is involved, and the advantages will be apparent immediately to newspaper editors and junior-grade politicians everywhere. By next summer the College of Presidents will be in existence and functioning!

“But absolute security is essential, of course. If any chief of state of any country comes to realize, before the College is convened, that its true purpose is not to honor them or to get the last drop of wisdom from them—that the objective really is to remove them from active politics once they leave office—then the whole deal is off. These presidents are like club members, you know. They are always flying around visiting one another. A recent intelligence appraisal says that they will stick together in a pinch. Could we let one man stand in the way? Secretary Leah and I thought out a solution to the problem in terms of what The Honorable Gilbert Black III would have done if he were real and not fictional, and the answer was clear. Mac Van Buren had to go.”

Nodding his head in the darkness, a knowing smile on his face, Igor Spiegelei III turned off his parabolic microphone and headed his truck toward the luxurious hotel in Georgetown which his organization used as a mail drop. At first driving fast, he gradually slowed down and then suddenly turned left in the direction of Green Belt, where his own ranch-type house was located. “No, I will not report it,” he said to himself. “The Leader must not yet know.”

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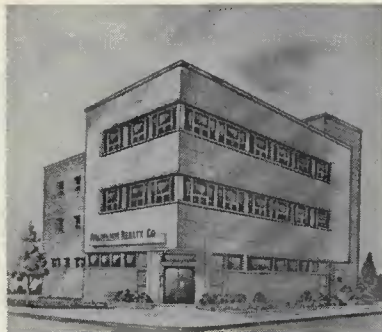
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Rowena F. Ward, Mgr.—Gladys L. Warner, Asst. Mgr.

"For a Better Foreign Service"

BACK A FEW years ago an American ambassador to one of our jolly allies gave the annual party required of him by protocol. It was a hang-up affair—as it had to be.

Now, a little later came the bill. It equalled the ambassador's whole salary paid him by the United States government for that year!

Fortunately, our ambassador was a rich-millionaire-type, and he could pay out. Indeed, he got the job because he was well padded around the pocketbook. Moreover, it's not beyond the realm of reality that he had made a generous contribution to his favorite political party.

Of course, the incident is not without ample precedent. For some reason we short-changed our embassies in the amount of entertaining—a diplomatic necessity—they can do on the public cuff. Thus it is difficult to assign a typical career man to a post of highest influence and expect him to save anything for his old age.

The subject has concerned Congress, especially the Senate, from time to time. Before we go into that, let us knock down a few illusions about the Foreign Service.

Men who represent the United States abroad are "officers" in every sense of the military word. They bear a heavy responsibility, and must be equipped and trained for it. There are today 3,427 such Foreign Service officers in the government's employ.

A recent study of the corps destroys the notion that the Service is manned by cookie-pushers with clipped accents and closets of striped pants. Among the 3,427, every state, Puerto Rico and the Canal Zone are represented. Only about one-fifth of them went to college in the Ivy League. Together they hold degrees from 417 colleges across the land.

To be born with a silver spoon in the mouth is not routine, either.

State Department records show that some Foreign Service officers once worked as cowhands, seamen, waiters, typists and even day laborers. New officers are constantly recruited through programs meant to appeal to bright young Americans regardless of economic status or family background.

Against this kind of setting Congress has made some effort to improve the lot and the quality of our representatives abroad.

Senators Joseph S. Clark (D., Pa.) and Hugh Scott (R., Pa.) point out that twice the Senate has been balked by the House in an effort to provide better allowances for embassies and consulates.

At the first session of the 86th Congress the Senate adopted the Foreign Service Act Amendments of 1959, which called for more language training and for "functional and geographic area specialization" of officers. It's the practice to switch men from post to post until, as the Senate Foreign Relations Committee contended, the officer becomes a "jack of all trades and master of none."

These points are raised simply to emphasize the role of a vital but too often ignored government function and to suggest means of improving it. Key and critical ambassadorships should not be on the auction block even though they are often filled by capable men. Nor should we send men abroad who can't parley the native tongue.

House action on the Senate amendments might well improve both situations.—From the Miami, HERALD, Florida.

"Broadly Representative"

A SURVEY reveals that the 3,427 officers in the Foreign Service are more broadly representative of the United States than is generally believed. It shows:

- That each of the fifty states, Puerto Rico and the Canal Zone have native sons in the group;
- That the officers hold degrees from 417 colleges across the Nation, and that only 649 received their bachelor degrees from so-called "Ivy League" institutions, and,
- That the bulk of F.S. officers don't come from wealthy families. State's records show that some of them formerly worked as lumber-jacks, cowhands, seamen, cashiers, salesmen, laborers, waiters, typists and deck-hands.

In recent years, State has gone out of its way to encourage bright young people from all over the Nation to apply for F.S. jobs. The number of centers at which written exams are given has been increased from 16 to 65, and oral tests are given in 23 cities.

State's broadened program is paying off. Over 10,000 applied for this year's F.S. officer test, or 3,000 more than applied for a previous exam.

But to drum up the record number, State sent its FS and departmental officers to speak to 15,000 graduate and undergraduate students at 251 colleges earlier this year. In addition, literature on the test was sent to 500 other institutions. The recruiters report that the average student today has a keen interest in foreign affairs which hasn't always been true in the past.

(From "Federal Diary," by Jerry Klutz, reprinted from the WASHINGTON POST.)

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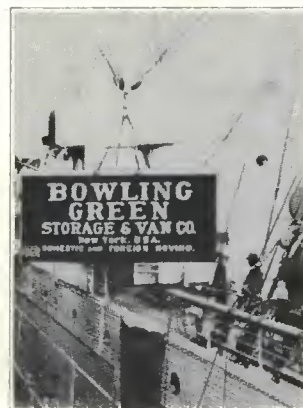
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Letters to the Editor

Pseudonyms may be used only if the original letter includes the writer's correct name. Anonymous letters are neither published nor read. All letters are subject to condensation. The opinions of the writers are not intended to indicate the official views of the Department of State, nor of the Foreign Service as a whole.

"Parking in State"

THE editorial in the March issue "Parking in State" (no one considered Parkinsonian Parking?) deserves a factual response in addition to the opinions and views it should inspire.

The editors will be happy to know that their hope that the matter is under study is well justified, the study having been begun in 1956, concurrent with the building plans.

Perhaps the editors overlooked Section 274 of the Department's Manual of Regulations and Procedures. Rank is not the criterion for parking privileges; it is one of four criteria which include physical disabilities, abnormal travel times to the Department, and car pool activity.

There are now some 900 permits issued for a total population of almost 6,000. The norm in Washington, by the way, is about one permit for ten people. There are approximately 1,500 people at and above GS-13. A distribution on rank alone would cease around the GS-14/15 level and one could well ask about the functions of those at far lower grades on whom we all depend to keep the wheels moving.

It will be helpful if the JOURNAL publishes any views it may receive on the subject.

THOMAS S. ESTES
Deputy Assistant Secretary
for Operations

We are pleased that our views inspired such prompt and authoritative comment. Our columns remain open to others.—Ed.

"Professional"

THE JOURNAL continues to print an encouraging amount of material that one expects to find in a professional publication. There are three examples in the March issue.

Mr. Penfield's article "Is the Foreign Service a Profession?" deals with a problem of fundamental importance. Jim Stewart, in his column "25 Years Ago," quotes a letter written to him by Mrs. Elma Lourvik regarding her recent visit to Hungary. It is an unusually thought-provoking and well-written letter. The section "TV and 'Secret'

Negotiations," included in the Washington Letter, is of professional interest to Foreign Service personnel.

Items such as these in JOURNAL fare contain nourishment. They are a welcome change during these times of lollipops, tranquilizers and sleeping tablets.

GEORGE H. BUTLER
Career Minister, retired

Washington

"David in the Wilderness"



by Norma Morgan

WHILE not with the same concentration as LIFE magazine, the JOURNAL kindly attends to the less numerous illiterates among its subscribers by extensive use of graphic material. A disservice to the hieroglyphic literati was committed, however, in your November edition which reproduced Norma Morgan's print, "David in the Wilderness." In the JOURNAL it appears as a horizontal work, yet the artist, and the National Gallery which showed it, hang it vertically.

DAN ALEXANDER

Santiago, Chile

Books for Embassy Libraries

LIKE most people in the Foreign Service, I have usually acquired quite a lot of books about the country in which I have served. I have decided to leave such books as I have that the family doesn't want—and I doubt if they want any—to be distributed when I die as follows: all books pertaining to France to the Wallace Library at the Embassy. If there are among my books on France any which duplicate those already in the Wallace Library, they can be turned over to the American Library in Paris. My books on Chile and Latin America I shall leave to found a library in the Embassy at Santiago. The same for Egypt, etc., and other posts where I have served. Most Embassy libraries, I have found, are pretty sparse and some Embassies have no library at all. I think this would be a good way to build them up.

L. B.

Paris

Reading and Riding

THE JOURNAL is creating a problem for those of us who ride the busses in order to get some reading done.

I got so immersed in the November issue I missed my bus stop and when I did get off I walked in the wrong direction.

If the delightful quality of the JOURNAL does not decline, those of us who ride busses in order to get some reading done are going to have to join car pools where some knowledgeable soul can nudge us at the right time and start us off in the right direction.

R. T.

Washington

"New Home—175 Years Ago"

I READ with interest the splendid article "The Department's New Home—175 Years Ago" by Richard S. Patterson and must congratulate him on it. The photograph published with it was loaned courtesy of the Sons of the Revolution in the State of New York, Headquarters, Fraunces Tavern, New York City. I think you would like to know.

GILBERT ROGERS BYRNE
President, Sons of the Revolution
in the State of New York

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Photo by Paul Child



Letters to the Editor

Pseudonyms may be used only if the original letter includes the writer's correct name. Anonymous letters are neither published nor read. All letters are subject to condensation. The opinions of the writers are not intended to indicate the official views of the Department of State, nor of the Foreign Service as a whole.

Scholarships

A SUBSTANTIAL amount (\$18,000 last year) of the annual expenditures of the American Foreign Service Association is used to provide scholarships for the sons and daughters of members.

I would like to suggest that, in the future, half of these scholarships to American colleges and universities be reserved for qualified sons and daughters (or brothers and sisters) of deserving, career Foreign Service Local employees.

Certainly, any American employee who has served in the field is aware of the astonishingly few rewards that come to the faithful, hard-working Local employee. By providing the means by which his gifted son, daughter, younger brother or sister would study at an American university we could express our gratitude for his service to ourselves and to the United States.

WILLIAM B. HARBIN, FSO
Lyon

To Sit—or How to Sit?

THE CURRICULUM vitae on Foreign Service officers which appears in the Department's "Biographic Register" contains, alas, no vital statistics on their physiques. Therefore, the Consulate is unable to ascertain with any degree of precision how many FSO's are over six feet. It presumes, however, that the proverbial image of the Consul as a fat man under 5'8" tall has been eclipsed by the post war injection of new blood, i.e., men of stature if not of substance. Accordingly, the Consulate—all of whose four officers are handsomely over 6'2" tall (6'4½"; 6'4"; 6'3½", 6'2½")—was distressed upon the receipt of its new sedan (a 1959 Plymouth) to find that neither in the front seat nor in the back can a 6'3" footer sit with aplomb. No less an authority than Webster defines "aplomb" as "literally, perpendicularity." Consulate officers here are acquiring a perpetual, automotive-inspired slouch.

Hat-wearing, while carbound, went out for the six-footers with the 1950 models, but at least self-important Principal Officers abroad could heretofore retain perpendicular, albeit headdress-

less, composure while returning the salutes of diplomat-conscious policemen. Now, alas, the elongated PO must contort and return the greetings in the oblique.

Since Kuwait Consulate's incipient roof-to-seat disease may spread through the Service to the detriment of its stature, prompt and efficient remedial action is required. Inasmuch as FSO six-footers are here to stay (or so it appears), they, like the workers of the world, humbly request their automotive uprights.

TALCOTT W. SEELYE
Kuwait

Mrs. Mealy's Correspondence

I WISH to draw your attention to the case of FSO Malcolm Mealy. Mr. Mealy, a conscientious officer of many years' service in the Department, upon reading the brochure, "Your Job in the Department of State and Foreign Service," has been thrown into a highly nervous condition.

On page 57, under the heading, "Correspondence," he made the discovery that American Foreign Service employees shall not correspond with anyone other than the proper officials of the U.S. regarding active political issues in the United States.

I do not wish to convey the impression that the problem is really one which concerns Mr. Mealy alone. He is a professional and has learned even in conversation with foreigners or compatriots, when political subjects are brought up, to launch immediately into anecdotes. And he certainly would never write a letter dealing with any substantive matter. In fact, to be quite safe, he has stopped writing letters. But, his wife once belonged to The League of Women Voters and she still hears from friends in the States who insist on her opinion on the local congressman.

What is Mrs. Mealy going to do? Is it necessary for her to stop all correspondence? Mr. Mealy would appreciate comments from other officers who have successfully handled this difficult situation.

ELEANORE R. LEE
Brussels

"Talking Spanish"

Leafing through back issues of the local Singapore papers recently I came across an item in the "Singapore Free Press," May 11, 1898, which I thought might be of interest to your readers:

"Consul-General Wildman has also been in the East many years, having been Consul in Singapore from the beginning of the present decade. It is amusing (and, we trust, harmless) to recall a little incident of his career there which might have led to war with Spain. Mr. Rounseville Wildman is well known in the literary world, and once wrote a very picturesque account of some great Malay function in Johore. He mentioned incidentally that one consular dignitary lost a collar-stud down the back of his neck, and began "talking Spanish," which is an American phrase meaning merely forcible language, without reference to nationality. However, the Spanish Consul did not know this, and took it as an insult! It took two meetings of the whole Consular body to satisfy him that the phrase had no national significance whatever."

Mr. Wildman was American Consul General in Hongkong at the time of the Spanish American War, and was active in the preparations for Admiral Dewey's Battle in Manila Bay and its aftermath.

(Mrs.) RHODA E. A. HACKLER
Singapore

"More Interesting"

I would like to take this occasion to extend my congratulations and appreciation for the work which you are doing in making the JOURNAL a more interesting and informative periodical.

HOWARD J. HILTON, JR.
Bonn

From an Artist's Sketch-book

by Howard R. Simpson



Sergeant of the Foreign Legion



... Just off the Cannabière



Springtime in Marseille

PORT OF MARSEILLE, 1960

... THIS spring one cannot be unconscious of the presence of the Army. Sketched above ... a sergeant of the Foreign Legion, with Fort Saint-Nicolas showing in the background. . . Flower stalls off the Cannabière again brilliant with bright blooms from Provence. . . At the Vieux Port seagoing and landlubbing sailors linger over an apéritif . . . and fish-wives spill their rough and colorful language on friend and customer alike while hawking fresh eels and squid which must be sold before nightfall.

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