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COVER PHOTO

by Paul Child

A day
 at Hampton Court,
 near London.

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- Harry Naltchayan, children wading in fountain on Union Station Plaza, the Washington Post, p. 30
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Nominations sent to the Senate

- BARTLETT, FREDERIC PEARSON to the *Malagasy Republic*
- BURROWS, CHARLES ROBERT to *Honduras*
- NEWBEGIN, ROBERT to *Haiti*
- RAVNDAL, CHRISTIAN M. to *Czechoslovakia*
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BIRTHS

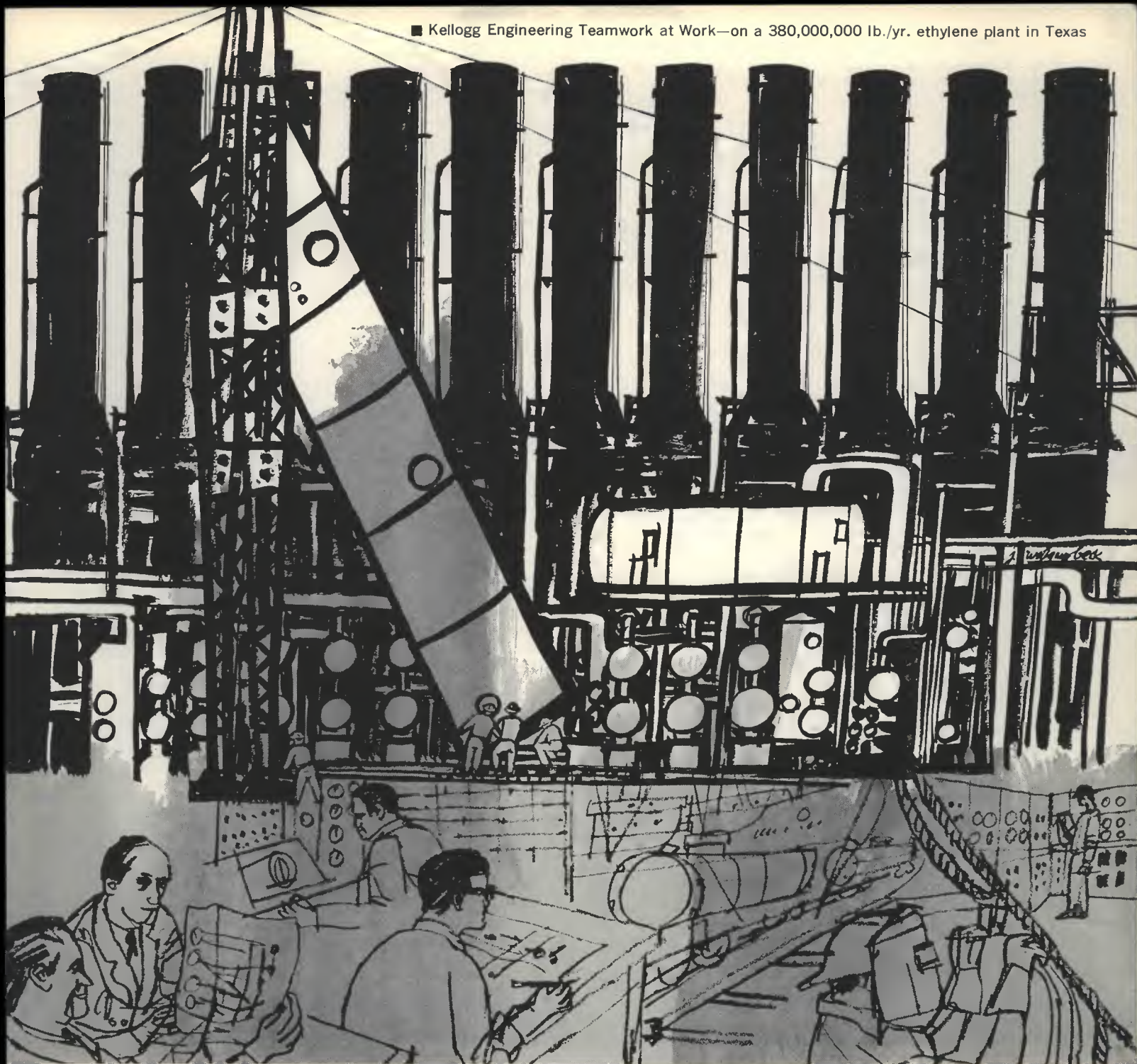
- CAHILL. A daughter, Sylvia Elena, born to Mr. and Mrs. Harry A. Cahill, July 3, in Oslo.
- GAMON. A son, David Charles, born to Mr. and Mrs. David L. Gamon, July 20, in Martinique.
- HOFFENBERG. A son, Edward Joel, born to Mr. and Mrs. Marvin J. Hoffenberg, June 11, in Monterrey, Mexico.
- KESSLER. A daughter, Laura Patricia, born to Mr. and Mrs. Earl A. Kessler, July 12, in Beirut.
- MCCARTHY. A son, Michael Allen, born to Mr. and Mrs. John R. McCarthy June 21, in Berlin.
- NELSON. A son, Andrew Cooke, born to Mr. and Mrs. Theodore C. Nelson, July 28, in Sarajevo, Yugoslavia.
- RAVEN. A son, Robert Courtney, born to Mr. and Mrs. Jacques R. Raven, July 5, in New Delhi. Mrs. Raven is the former FSO Eleanore McGroarty.
- WOLLE. A son, William Nicholas, born to Mr. and Mrs. William D. Wolle, June 17, in Dhahran, Saudi Arabia.

MARRIAGES

- FISCHER-KURZE. Ingrid S. Fischer, daughter of Mrs. Christof Fischer and the late Mr. Fischer of Selb, Bavaria, Germany, and FSO Kenneth A. Kurze, son of Mr. and Mrs. Adolf Kurze of Cranston, R. I., were married on March 26 in church ceremonies held in Providence, R. I. Mr. Kurze is currently assigned to the Post Management Section of the NEA Bureau.
- O'DONNELL-CHRISTENSEN. Virginia Ann O'Donnell, daughter of FSO and Mrs. Charles P. O'Donnell, and Robert Andrew Christensen were married on June 25 at Our Lady of Lourdes church in Bethesda, Maryland. The young couple are living in Cambridge, Mass., where Mr. Christensen is attending the Harvard Business School.
- STEELE-GEERKEN. Margaret Ann, daughter of Doctor and Mrs. Russell D. Steele, and John H. Geerken, son of FSO and Mrs. Forrest K. Geerken, were married on June 18, in Falls Church, Virginia.

DEATHS

- KARRICK. David B. Karrick, who was recently appointed Ambassador to Ecuador, died on August 6, at his home in Washington. Mr. Karrick, a lawyer and businessman, was for many years District Commissioner and was due to leave for Ecuador last month.
- PATTON. The Honorable Kenneth Stuart Patton died on July 26 at his home in Nokomis, Fla. Mr. Patton entered the Department of State in 1908 and served at many posts, including Marseille, Paris, Belgrade, Leipzig, Amsterdam, Singapore, Calcutta, and in 1944 was appointed Minister to New Zealand. He retired from the Service in 1945. Mr. Patton was a charter member of the American Foreign Service Association and served as its Vice President 1942-43.
- RIGNALL. Raymond H. Rignall, director of the Servicio Cooperativo Interamericano de Educacion, ICA, in Guatemala, died of a heart attack on August 1, at Guatemala City. Mr. Rignall, a native of New York state, joined ICA in 1951 and served at La Paz, Bolivia, from then until 1956, when he was assigned to Guatemala.



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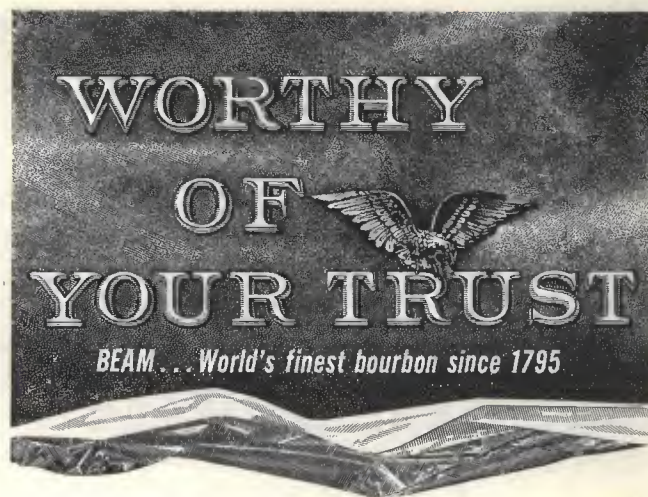
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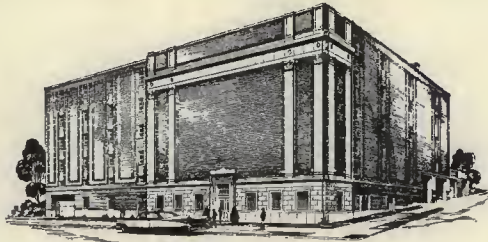


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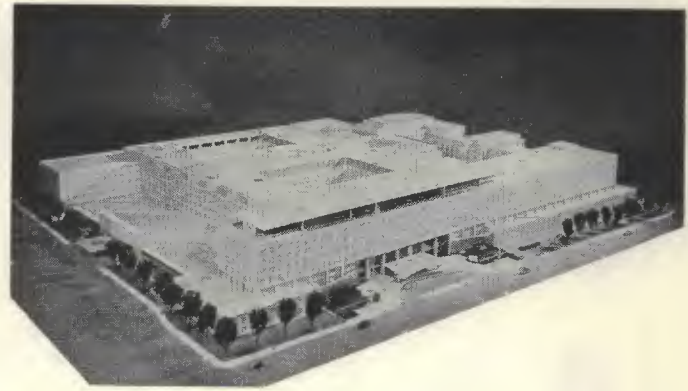
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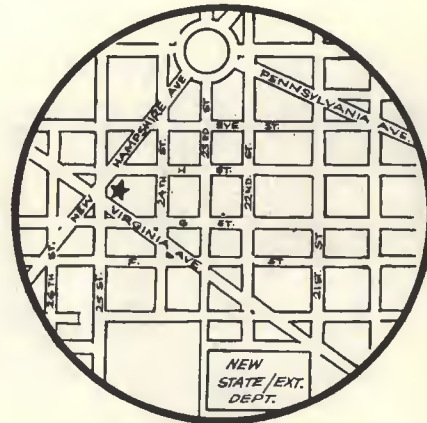
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SEPTEMBER, 1935

IN THE JOURNAL

by JAMES B. STEWART

China's "Distinctive Culture"

BEFORE venturing to discuss such a formidable subject as China's distinctive culture, permit me to set forth such qualifications as I have for attempting to do so. I was born in the provincial capital of Wuchang, which means "military splendor"—a walled city on the Yangtze River where the revolution which drove out the Manchu dynasty occurred when I was eight years old. I lived in China until I was sixteen, and have returned twice since then: for three years in Central China and for two years in the North.

To me, the most remarkable feature of China's culture is the written language. A typical Chinese character is made up of two parts: the radical, which often gives a clue to the meaning, and the phonetic, which frequently indicates the sound. I shall illustrate the use of some of the simplest radicals which give an idea of how the ancient Chinese regarded their surroundings. There seems to be no doubt that the language was originally entirely pictorial; while at present—and there has been little change since the time of Confucius twenty four hundred years ago—some of the characters are very complicated. Nevertheless, many basic ideas remain in almost their original pictorial form.

The most elementary idea is, of course, that of the human being (人); all that needs to be shown is the two legs which distinguish him from the animals. A man stretching out his arms is the character for large or great (大); a little more than great (大) is, logically enough, too much! When used as a side radical, man is written thus: (亻). When this radical is combined with the character for two (二) we have something that should appear when two or more men are to be considered—namely, humanity or benevolence (仁); a fundamental character containing within itself a world of philosophy. . .

In China, art has had, I believe, a lasting influence; today the people are aesthetic to a high degree, as may be seen from the loving way in which they run their fingers over a piece of jade or porcelain. Food, too, may be said to become a work of art, and Chinese feasts are a succession of exotic pleasures; bird's nest soup, shark's fins, eggs buried many years in lime until they reach just the right point—what an exquisite artistic satisfaction the Chinese obtain from such masterpieces! (From an address by Consul John S. Littell, Language Officer, Sept. 1935 JOURNAL.)

A Thumb Nail Sketch

It has been stated by one in a position to know that Foreign Service officers in China are continuously face to face with "emergency" conditions with an occasional interlude of "acute emergency." Some years back, officers could look forward to the approach of summer with almost a

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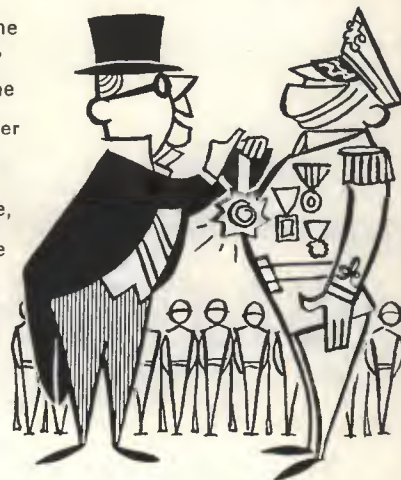
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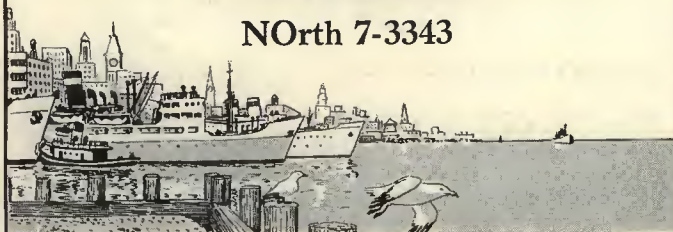


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surety that it would bring a fresh outbreak of internecine strife in some part of the country. Now "acute emergencies" are of more varied nature. Thus, in the short space of a few months, Consul General J. K. Caldwell arrived to take charge of the Tientsin office to find himself shortly confronted by a very serious situation which has claimed world attention, while Consul Samuel J. Fletcher took over the Canton Consulate General almost to the sound of airplane bombs being dropped on recalcitrant gunboats. Meanwhile Shanghai was in the midst of a threatening financial situation which was being closely watched and Hankow was following Generalissimo Chiang Kai-shek's drive against the communists, even as Vice Consul Drumright at Shanghai received orders from Washington to leave at once for the Kiangsi-Kwangtung border to assist in attempting the rescue of a Catholic missionary from the hands of the bandits. And so you have a thumb nail sketch of late spring "China Service," 1935 device.—August 1935 JOURNAL.

Briefs from the September 1935 Journal:

A recent issue of amendments to the Consular Regulations, which was sent out to the field in the usual way, bore a little green cover entitled "Pre-Natal Care." In spite of explanations that the cover was placed on the Regulations only as a protective binder, the incident caused some speculation. FA is known to cover a wide field but to our knowledge this subject has formerly been left to the Department of Labor.

Chief of Foreign Service Personnel Thomas M. Wilson has joined the ranks of the short-wave radio fans and, like all the rest of us, is sitting up to the wee sma' hours listening for distant stations.

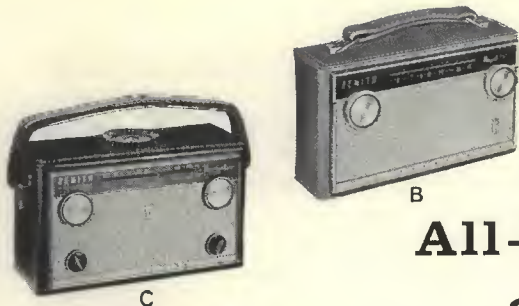
James C. Dunn, Chief of the Western European Division, entertained a number of newspaper correspondents at a supper at his home in Washington on July 29. Other guests included the following members of the Department: Stanley Hornbeck, Wallace Murray, Henry Grady, Edwin Wilson, Michael McDermott, John Farr Simmons, John Hickerson, Paul Culbertson, Hugh Cumming, Vinton Chapin.

Man Hunt: Late one evening when Old State was deserted, an anxious Assistant Secretary of State, "Mr. Carr of State," was looking in every "rest room" for his missing chauffeur. Your columnist joined in the hunt and at long last we found the elusive one stretched out and sleeping it off. So Mr. Carr, with his familiar brief case containing home work had to hail a taxi.

And More Recently

Cards! Cards! Cards! Those with a dog-eared corner, "p.p.c." cards, "p.r." cards, "p.f." and "p.c." cards. Clare Boothe Luce, former U. S. Ambassador to Italy, knows all about the time-consuming ordeal of "card dropping." So last year when appointed Ambassador to Brazil, she ordered several thousand cards and other stationery. Deciding not to accept the appointment, Mrs. Luce was left with the cards but she thoughtfully sent note paper, place cards and so on to her successor, Ambassador John M. Cabot.

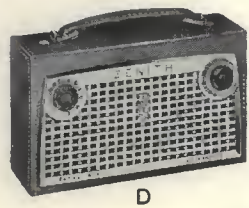
Where Are They Now? Former FSO James G. Byington is manager of the Travel Department of the International Banking Division of the National American Bank of New Orleans



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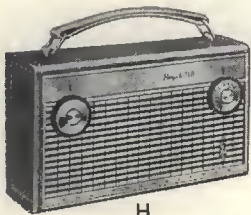
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- D** ROYAL 675 Rich, powerful tone; plays in autos, planes, trains.
- E** ROYAL 500-E World's finest performing all-transistor pocket radio!
- F** ROYAL 2000 New achievement! All-transistor FM-AM portable radio.
- G** ROYAL 100 The finest tone quality ever in a smaller pocket radio!
- H** ROYAL 710 Greater audio output than that of many larger portables.
- J** ROYAL 275 Works on economical penlite batteries—available anywhere.



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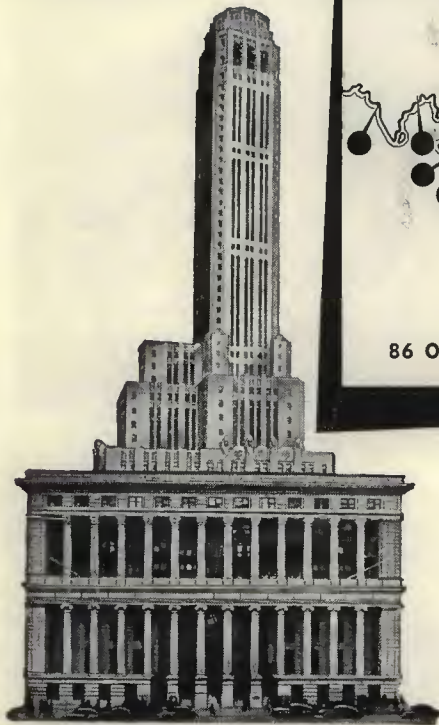
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 WATZLING, Yvonne
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 WOODSEND, Elizabeth A.
 WOODWARD, Carole
 YAKY, Avonne C.
 KRUEGER, Ruth

Heard on the Hill

Senator Wiley, (R. Wis.): I believe that a greater effort must be made to extend our ingenuity and creativity toward finding ways in which we, the people, universally dedicated to peace, can find common grounds of understanding with those under the domination of communism. . . .

Yesterday, THIS WEEK magazine published a thought-provoking interview by Jhan Robbins with Boris Pasternak, the late Russian poet, novelist, and Nobel Prize winner. In itself, the article is illuminating. . . . As published in THIS WEEK, the interview records that even under communism—designed to enslave body, mind and soul of man—the universal will for self-expression still strives to lift its voice. . . .

“IS RELIGION REALLY NECESSARY?”

“Yes. I think that man will always strive to find a meaningful form of worship. I was born a Jew. My family was interested in music and art and paid little attention to religious practice. Because I felt an urgent need to find a channel of communication to the Creator, I was converted to Russian Orthodox Christianity. But try as I might, I could not achieve a complete spiritual experience. Thus I am still a seeker. Some people tell me that religion won't make any progress until the world has solved its practical problems. But I believe we shall find it is the other way around.

“IS PATRIOTISM OUTDATED?”

“I say no. In this era most problems cry out for international solutions. Nevertheless, love of country is one of the highest and most stirring human emotions. I know that many Russians of my generation went into exile after the Revolution, some because they were hunted and others because they could not face the changes that were coming. To me, exile would be worse than death. Patriotism, of course, must not be blind. The mother corrects her child; the son sees the weaknesses of his father. But love does not turn aside from ugliness or error. . . .

“ARE MOST WORKERS TODAY MERE ROBOTS?”

“They need not be. The industrial revolution has made plenty for all a possibility in our time.

“I have never been a farmer and, except during World War I when I worked in a factory in the Urals, I have never been a laborer. Yet I know that agricultural products are the result of a partnership of man and nature, which is uncontrollable, unpredictable and often cruel. A man who fits nuts and bolts together on an assembly line is working in partnership with his fellow men. Surely this is not less noble or less satisfying. I believe passionately in the dignity of all necessary work. At the moment I am writing a play. It is the first I've attempted. I don't know whether I'll ever finish it. But I know that when I complete a line that sounds exactly right, I am better able to love those who love me and to understand those who don't.

“CAN A MAN CONTROL HIS FUTURE?”

“Yes. Despite the system he lives under, I believe that men everywhere have more power over the future than ever before. The important thing is that we must choose to exercise it. It is conventional to say that the future belongs to our unborn children but the fact is it belongs to us. What we do today determines how the world shall go. Tomorrow is made up of the sum total of today's experiences. No one knows what the formula is, nor how slight a change may reshape the pattern to our heart's desire. Far from feeling hopeless or helpless, we must seize every opportunity, however small, to help the world around us toward peace, productivity and brotherhood.”

From the CONGRESSIONAL RECORD, August 8, 1960, reprinted from THIS WEEK Magazine. ©United Newspapers Magazine Corporation.



“A Windmill”

by Antonie van Borssum

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"In what way might our Foreign Service be better prepared and recruited, especially in the light of the need for understanding by career officials of political-military-scientific factors?"

by **George F. Kennan**

I RESPOND to this question with some hesitation; for it is now some years since I left government, and I am not fully informed about present procedures.

I have had misgivings from the start about the soundness of certain features of the reform conducted some years ago in the recruitment and organization of the Foreign Service, and about our subsequent practices in this respect.

First of all, I have the impression that the Service is overstaffed and that we take in too many people.

Secondly, I think the Service should not include people who, while they may be technical experts in some specific field, lack the broader background of education and character necessary for foreign service work, generally.

Thirdly, I question the adequacy of an entrance examination which, as I understand it, includes no question of prose composition and thus fails to test adequately the candidate's ability to express himself clearly and effectively in his own language (which is also a test of his ability to think clearly).

Fourthly, I have the impression that we go too far in emphasis on broad geographic distribution. While I would like to see the Service as representative as possible of all geographic regions and professional sections of our society, I do not feel that the standards of admission, either educational or in point of character and personality, should be in any way sacrificed to the achievement of this goal. The concern of those who control admissions to the Foreign Service should be to see that we find the people best qualified for the performances of the functions of the Service; and this effort should not be impaired by making a fetish of geographic distribution. In particular, it should not

The above testimony is an excerpt from Mr. Kennan's testimony on May 26, before the Subcommittee on National Policy Machinery of the Senate Committee on Government Operations, who had invited a number of distinguished Americans to give their views on the effectiveness of governmental machinery.

be held against candidates that they have attended specific institutions or come from specific parts of the country. This last is a form of negative discrimination no less invidious than would be a discrimination on behalf of these people.

Fifthly, the system of security controls, as I recall it from my own most recent governmental experience, seems to me to have been poorly conceived, in some respects illogical, overly mechanical, humiliating, and in many instances discouraging to the individual officer. I am unwilling to believe that some better means could not be found to assure the loyalty and reliability of Foreign Service personnel: means which, without in any way weakening the national security, would inspire greater confidence in the people themselves, would involve greater recognition of demonstrated loyalty and devotion to the government's interests, and would place greater weight on the opinions of superior officers who have known a member of the Foreign Service in his daily work, and less on the opinions of security agents whose identity is often unknown to the subject himself and have no intimate acquaintance with either his personality or his substantive work.

I am frank to say that I cannot conceive of an effective Foreign Service otherwise than as a gentleman's service, not in the sense that it would be based on distinctions of birth or social status, but in the sense that extensive reliance would be placed at all times on the honor and the sense of obligation of the individual officer himself, and he would be treated with the confidence and tact and consideration customary in circles where high standards of honor and responsibility are assumed to prevail. You cannot treat people like crooks and expect them to react like enthusiastic, high-minded public servants.

I deplore in particular the compartmentalization which makes certain people responsible for the substantive aspects of a man's work, and others responsible for matters of his loyalty and reliability. I

believe that people can be usefully looked at only in their entirety, as whole personalities. I do not believe that the various aspects of character and personality can be separated when it comes to judging a man's usefulness to the government in any respect.

With particular relation to the range of knowledge of Foreign Service officers in political, military, and scientific fields, I consider that all Foreign Service officers ought to pursue, particularly in the first ten or

twenty years of their service, the effort to broaden their general educational background; that it should be the duty of the Department of State to encourage and help them in this respect; and that for this purpose there should be occasional periods of in-service educational training, along the lines of those now provided for a few officers by the National War College and other service academies, but embracing all officers and not just a highly selected minority.

Stop Feeling Sorry For Your Children

by Ann Miller Morin

IS A FOREIGN SERVICE career worth it? Does this thought cross your mind when your child says: "I'm different from American kids. I don't 'belong.' I don't know their games and they're not interested in the things I am. Besides, they're noisy and rude. And school's no fun—it's too easy."

If these complaints sound familiar, you will not be surprised to learn that they were the ones most frequently reported by Foreign Service children in a recent survey of attitudes toward school and friends. But you may be surprised to learn that they were also the ones most frequently reported by a group of American children who had never traveled outside the United States.

A four-page questionnaire, carefully constructed to bring out evidence of academic progress as well as social adjustment, was completed by ninety-five Foreign Service children, most of whom were living in the Washington area. For purposes of comparison, a shorter questionnaire covering related points was completed by 110 non-Foreign Service children attending four schools in the Maryland suburbs of Washington who come from similar socio-economic backgrounds. The age of the Foreign Service group ranged from eleven to twenty-one, while the local group ranged from ten to eighteen years.

The study was designed to explore the areas that disturb parents of Foreign Service children, and it was their ideas, gathered in more than a score of telephone interviews, that suggested the specific questions included in the questionnaires. By comparing the responses of Foreign Service children to those of American children who have never lived abroad it was possible to determine which problems relate specifically to life in the Foreign Service, and which are apparently common to most urban American children of this generation.

Ann Miller Morin, wife of FSO Laurent E. Morin, taught at Army schools in Paris and in Kobe, and has two children. The study mentioned above was written for her M.A. thesis and was entitled "The Academic Progress and Social Adjustment of Foreign Service Children." She received her M.A. degree from the University of Maryland in June, 1960.

On points where they could be compared, the responses of the two groups were very similar, and the actual differences were not sharp, indicating that the social and academic problems of both were much the same. In checking items that bothered them, the two groups differed on only two points: in addition to the difficulties mentioned above, the Foreign Service children complained of feeling lost in large American schools, while the non-Foreign Service children often reported that schoolwork was very difficult.

In another part of the questionnaire, both groups listed math as being the most difficult subject, sciences next, and composition third, with very few noting difficulties of U. S. history or spelling. Significantly, not only the order of difficulty, but the percentages of those finding difficulty with each subject were nearly identical for both groups. Hence, children in general, whether or not they had lived abroad, found math most difficult, followed by science and English composition.

HOWEVER, in addition to these universal problems, Foreign Service children have others that are unique to Foreign Service life. Although these children make friends very easily when overseas, they experience more difficulty than do local children in making friends in America when they return from abroad. According to the evidence, many find that it takes some time to feel at home in the United States. Overseas they face different problems: there they tend to find schoolwork difficult. Also, many have trouble with the local language while others are bothered because the local children dress differently and play games unfamiliar to them.

The results of the survey indicate that there are two separate tasks facing Foreign Service parents: one is to help their children overcome the difficulties all children face, regardless of where they live, and the other is to solve the unique problems that arise from spending formative years in many different lands. A significant point that has emerged from this study is that too often parents confuse the two and ascribe academic setbacks and social maladjustments entire-



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ly to the stresses of F. S. life, when the difficulty lies more properly within the range of the usual pitfalls of adolescence.

TO SOLVE THE problems that beset all children requires the same methods regardless of where the family is living. There are no short-cuts, no panaceas. Children have levels of development, with tasks appropriate to each that must be mastered before the child can progress to the next level. They should not be forced beyond their ability and maturity. Although a child may be bright, he should be treated as a child, not as an undersized adult, and not be pressured to measure up to unrealistic parental standards. Probably the most important thing any parents can do is to provide a good home, along with love, attention, and intelligent guidance based on a complete understanding of the child's needs.

Parental attitudes that wreak havoc on the development of children living in the United States will also raise hob with children being reared abroad. The pressures and constant criticisms that turn children learning to speak into chronic stammerers or that cause reading difficulties for beginning readers are neither induced nor obviated by a life of travel. Parents who do not understand the role they play in their child's development may blame a difficulty upon other factors which may be only incidental, and never realize that the root of the problem lies with themselves.

There are, however, problems that may be justly attributed solely to Foreign Service life. These should be regarded as secondary to the general problems experienced by all children, for they are superimposed on, not intrinsic to the basic fabric of the child's life. A secure child can adjust to almost any new situation, and indeed often benefit by it.

An examination of these unique problems suggests specific remedies. Inasmuch as children returning to the United States find making friends difficult and do not feel at home at once, parents would be well advised to encourage close ties with young friends in America while the family is abroad, and to provide access to books and magazines designed for American youth in order that their children may have a feeling of identity with peers in the United States. It is the parents' task to see that children are not allowed to become, as one youngster wrote, too "foreignified."

Since size of school seems to bother Foreign Service chil-

dren, it would be well to give consideration to this factor when choosing schools in the United States and abroad. Whenever possible, American schools should be the first choice overseas, particularly for those in the upper grades. This will make it easier for the child to integrate with the school community when he returns to America and will help minimize difficulties of transferring credits. Also, since the aim of education is to enable an individual to function effectively in a society, one who is destined to take part in American society should have as many opportunities as possible to learn of it first-hand.

These suggestions do not mean that children should be isolated overseas in an effort to keep them American. The advantages of knowing other cultures and languages are too well known to warrant repetition here, except to stress that the tremendous benefits that accrue from life in foreign countries should never be overlooked. It was the opinion of the majority of the ninety-five children surveyed that these benefits outweigh the disadvantages. Foreign Service parents will be encouraged to learn also that these youngsters, selected without bias, revealed themselves to be sensitive, intelligent, and enthusiastic. Not only were they, almost without exception, in the grades where they belonged according to age, but they received above average grades in more subjects than did the local children. Their handwriting, spelling and power of expression showed good grounding in these fundamentals, and their seriousness of purpose and broad outlook on life reflect great credit on their upbringing. Most encouraging of all, the vast majority said they love Foreign Service life and wish careers that involve traveling.

This study is far from definitive, and others, carefully controlled, need to be made before these conclusions can be accepted without question. However, although certain specific findings need corroboration, the implications are clear: all children have certain problems; Foreign Service children have in addition certain other problems. Identification of these two types is the first step toward finding solutions. Stop feeling sorry for your children—recognize the unique opportunity that is theirs, and help them develop their potentialities so that they can take advantage of the unparalleled educational opportunities inherent in Foreign Service life.

Friendship of Neighbors

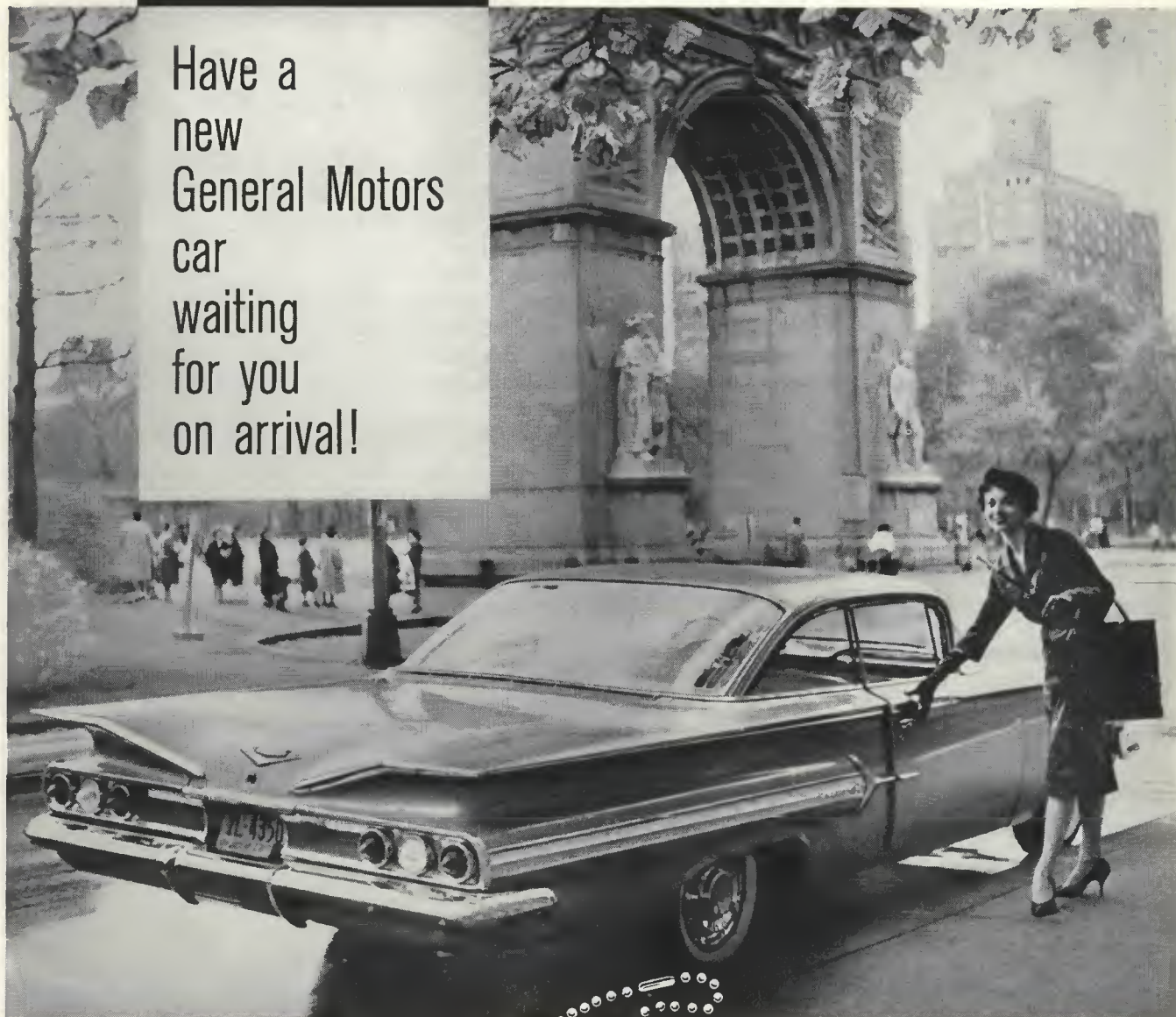
♦ ♦ ♦ **T**HE FRIENDSHIP of our neighbors can be had when they feel that there is equality between them and us. But what can produce this sense of equality? We cannot soon be equally rich, or equally strong, or equally influential in the world. The sense of equality which can breed friendship will come when we dispel the notion that our neighbors are under-developed and struggling, while we are developed and are a virtually perfected model of a free society.

"If this country becomes again the scene of a movement to improve and reform and develop itself, we shall again win friends abroad and influence them."

—Walter Lippmann in the NEW YORK HERALD TRIBUNE

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EDITORIAL PAGE

More Pro and Con on Morgenstern

DR. MORGENSTERN'S "Brass Hats and Striped Pants," published in the July JOURNAL, has stirred some eloquent Service pens to action—as we had hoped it would. Two reactions from Service pundits are printed elsewhere in this issue. Both emphasize a basic point on which we can all agree and on which we have previously commented: that the Department's operational and planning functions are not as susceptible as are the military's to wargaming and the theory of games of strategy.

But, having said this, where are we? Have we fully answered those of our critics who believe the military is being more adequately prepared for new horizons than the Foreign Service?

The Morgensterns would respond: "Certainly not. You should get off the dime and devote more manpower, brainpower and resources to developing your own body of theory, within which you can proceed more clearly toward positive goals with fewer probabilities of error. This is what the military does in developing military strategy. But what are the statesmen and their diplomatic advisors doing to develop and test a Grand Strategy which is more than ever needed today?"

Before we brush off this response, we had best consult the implications to the Service of the foreign policy planks of the platforms recently adopted by the two major political parties. Both make it clear that the new Administration will expect the diplomatic arm of national strategy to develop and implement fresh and positive initiatives to the twin challenges of the Communist and underdeveloped worlds. Both make it clear that our performance in the 1950's will not be adequate in the 60's. And both clearly suggest that the more positive approaches called for will require a closer synthesis of the political and military components of national or grand strategy.

Therefore, let us not too readily dismiss the Morgenstern thesis that we should contribute more significantly to the development of a grand strategy appropriate to the times. At least not before we examine three apposite self-critical questions:

1. Who has greater responsibility than the Service to contribute to the development of a practical plan of how underdeveloped nations can modernize under democratic norms—thus denying a principal Communist strategic drive? We are much closer to the problem than the academicians; funds, technology and manpower are at our disposal; we intellectually appreciate the relationship of the problem to the East-West struggle; and we have unique opportunities for studying, even of influencing, the developmental process the world over.

2. The statesman and the diplomat have classically been the architects of grand strategy, of which military strategy is one component. Such architects, if they design an enduring structure, must direct military defense planning and the formulation of military doctrine; they must understand military techniques and their relationship to rational war aims. If the Service is to participate significantly in this classic role, who has a greater continuing responsibility for contributing to the development of an operational theory of deterrence?

In the nuclear age, deterrence fails if it is used militarily. Our military have developed a theory and doctrine for the military use of deterrent power under various contingencies. But how many in the Service understand this doctrine or are concerned with developing a parallel theory for the political use of the deterrent? There is a vast difference between successfully executing a military mission with nuclear weapons and the skillful non-use of our spectrum of military capabilities to constrain and influence enemy behavior. "Gunboat diplomacy" is a thing of the past, but is the Service making the contribution it should to the development of a substitute (which, incidentally, doesn't necessarily have to include any military component)?

3. What are the Department and the Service contributing of significance to "research and development" in other fields of importance such as arms control, outer space, the implications of expanding populations, and sub-nuclear applications of military force?

If the answers to these questions suggest what we think they should, another question immediately comes to mind: What constructive steps can be taken to improve the situation?

The academic world can be helpful but certainly it is no solution to create a State Department RAND Corporation or to spray the academic landscape with research contracts. In fact, we have our own Intelligence and Research area which boasts a staff of more than 700. That's a lot of people. Are we sure that we are getting full value from their research activities?

Can we not anticipate constructive results if the Secretary's proposal for a more intimate State-Defense relationship (by exchanging officers in responsible positions) develops in the spirit in which it was conceived?

Might the Policy Planning Staff be more productive in this field if it were enlarged and at least partially converted into a strictly Ivory Tower operation?

Although Dr. Morgenstern provides a tempting target for pot-shots, we hope that his views may also stimulate further constructive thinking along the lines suggested by both our sets of questions.

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145 Ave. de Belgique
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Box 183
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Marystowe, Lifton
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128 So. Aberdeen St.
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119 East 29th St.
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Armour, Hon. Norman
825 Fifth Ave.
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Armstrong, George A.
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Aspelin, K. Gunnar
Gjorwellsgattan, 17
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Tupelo, Miss.

Dawson, Owen L.
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- Shepard, Septimus**
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Webb, Miss Jessie L.
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Webster, Donald E.
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Welch, Aubrey Lee, Jr.
50 King St., Apt. 2A
Greenwich Village
New York 14, N. Y.

Wells, Miss Gladys
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Maudlyn Lane
Steynin, Sussex, England

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Wheeler, Leslie A.
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White, Hon. Francis
Kernewood House
4603 Kerneway
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Willson, Gilbert R.
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Wren, Fred M.
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Wright, William P.
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 cool jazz, kuehler Jazz
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Illustrations by Edward L. Fischer

Foreign History Primers—A Psychoanalytic Tool

By JAMES MACGREGOR BYRNE

A PROBLEM WHICH faces every Foreign Service Officer on arriving at a new post is that of how best to acquire a working knowledge of the history of the country to which he has been accredited and a "feel" for the principal aspirations and prejudices of its people.

Usually one begins by reading a current and reasonably accurate book by an American or British newspaper reporter providing a readable outline of the country's principal political problems together with a description of the leading political personalities.

This is not a bad way to begin. The viewpoint and language are familiar; the material often light and amusing. A book such as this frequently devotes a chapter or two to summarizing the country's history and customs and contains a useful bibliography. If one is on a special mission and is to remain in the country only a few weeks, this may suffice.

If, however, one expects to remain in the country a year or more, it is likely that one will want to penetrate a little more deeply. Learned friends will recommend more scholarly treatises either in English or in the local language. Depending upon the country's cultural and political state of development there may or may not be an embarrassment of riches. In any case the average overworked Foreign

FSO James M. Byrne is currently on detail to the FSI. He has served in Argentina, Switzerland, Ethiopia and Tunisia, and until recently was Ass't Chief, Aviation Division.

Service officer will have difficulty in finding the time to pursue these studies to the extent he might like.

There is, however, one source which it seems to me is almost invariably overlooked although it offers peculiar advantages for the person seeking to gain a rapid insight into a nation's political soul.

I am referring to elementary textbooks used in the nation's public schools. In a sense, a primer in history and perhaps geography is capable of providing more practical information to a new officer at a post than any other existing document of comparable length. This should not, of course, be surprising. Such a textbook was intended by its authors to furnish information on only the most colorful incidents of the country's history and folklore and to present it in a simple and vivid form so that children will be able to grasp and retain it. Such textbooks are usually copiously illustrated.

Simplicity, vividness and orthodoxy are undoubtedly the characteristics which lead to the book's being selected by the nation's educational authorities as a basic text for the nation's youngest school children. These are precisely the characteristics which will best serve the needs of the newly arrived Foreign Service officer. He is probably not yet overly adept at the language of the country and the simplicity and brevity of a primary school textbook would seem to be made

as much to order for him as for an eight or ten year old child.

A primer is unlikely to be over one hundred pages in length. This necessitates a selectivity which in itself is both interesting and revealing. Often a symbolic significance can be seen in what has been chosen for inclusion. Every nation has certain homely fables and sayings which over generations have been repeated perhaps only to children but which frequently are among the most powerful stereotypes in a people's thinking. The most popular of these are often liberally sprinkled throughout the typical history primer and play an important part in converting such a text book into a smooth distillate of the national ego.

Burns, the poet, expressed the fervent wish "O wad some power the giftie gie us to see oursel's as others see us." Byrne, the undersigned, considers it almost equally interesting to be able to see others as they see themselves. A nation's official textbook in history invariably presents an image of the fatherland which reflects the ideal orthodoxy of the collective psyche. National aspirations and prejudices stand revealed so as to give one sometimes a key to understanding a point of view which might otherwise be quite incomprehensible.

Sometimes, too, foreign textbooks help us to see ourselves as others see us. Take for example the following passage from a textbook which was in use in all primary and secondary schools of a certain Latin American country from 1888 to 1940 inclusive:

"EL YANKEE—Of Anglo-Saxon race, the Yankee (pronounced 'yanqui') or American as he calls himself is tall and in general overbearing in manner. He makes it felt in his manners that, as Carnegie used to say 'the American is superior to all men because he is made up of the best of all nations.' This vain concept, engraved at the base of the character of the United States citizen gives him that drive, that daring activity, that appetite for action which is seen in everything he does and which is the outstanding feature of his character.

"Initiative, developed by specialized education, is the *distinctive* feature of this temperament. The American has set a goal towards which his will is powerfully directed: this goal is wealth. The American is continuously in search of the opportunity to launch himself into business and make a fortune. . . . The youth have no other ambition, says J. Fraser, than 'to open for

themselves a way in life, apply themselves to the job, and become rich through their own efforts.'

"This activity, this thirst for riches is aided by a practical intelligence, developed by an ad hoc education. Primary and secondary education or training is characterized in the United States according to G. Blondel by methods which are above all practical and which tend to turn boys into men in the economic sense but not in the humanitarian sense as in European countries.

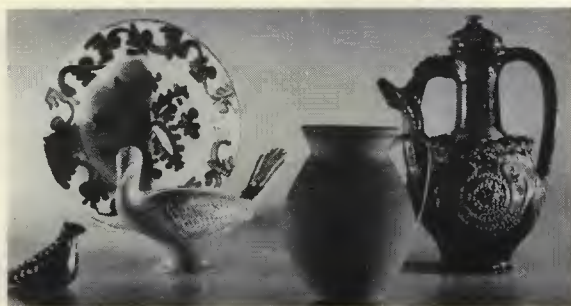
"Consequently, artistic and literary studies are left entirely to women, these being considered useless for men.

"To sum up, the American character is typified by intense action, atrophied sensibilities, practical intelligence, all directed by an exalted drive towards a single objective: wealth."

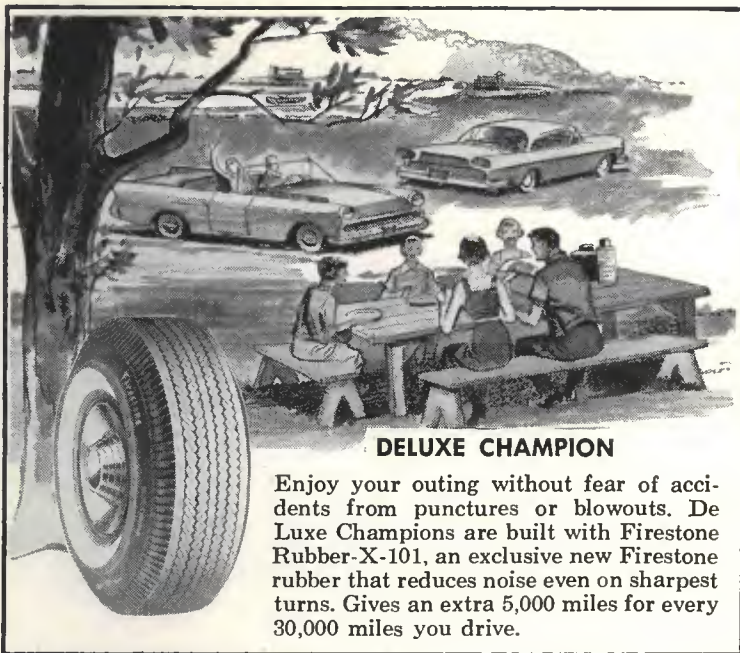
At the outbreak of World War II this book had been in use throughout that country for over fifty years and virtually every educated native-born man and woman living there had been brought up on it. Undoubtedly the remarks quoted helped to form a powerful and persistent stereotype image of the American male in the popular mind of that country. It can be very helpful in one's work to know about this. It can account for a great deal that might otherwise seem mysterious. Only by reading standard textbooks is one likely to discover the existence of such powerful but almost subliminal influences on a people's outlook.

What started out as a brief letter to the JOURNAL for the modest purpose of providing my colleagues with a useful tip has turned into a windy and pompous essay. I might add further to its pontifical thunder by solemnly appending a formal proposal for an official project to have a selection of history primers collected from a dozen or so countries for the use of officers headed for the field. In due course if these are found to be of sufficient interest, it might prove wise to have some of them translated. An essential feature of this particular project is to confine the selection to the most elementary textbooks. High school or college textbooks would not be capable of serving the purposes here in mind.

In closing it should be mentioned that one of the most surprising and valuable by-products of this return to the kindergarten is that judging from personal experience it enables one to obtain an immediate reputation among one's colleagues and local acquaintances for the most astonishing erudition.

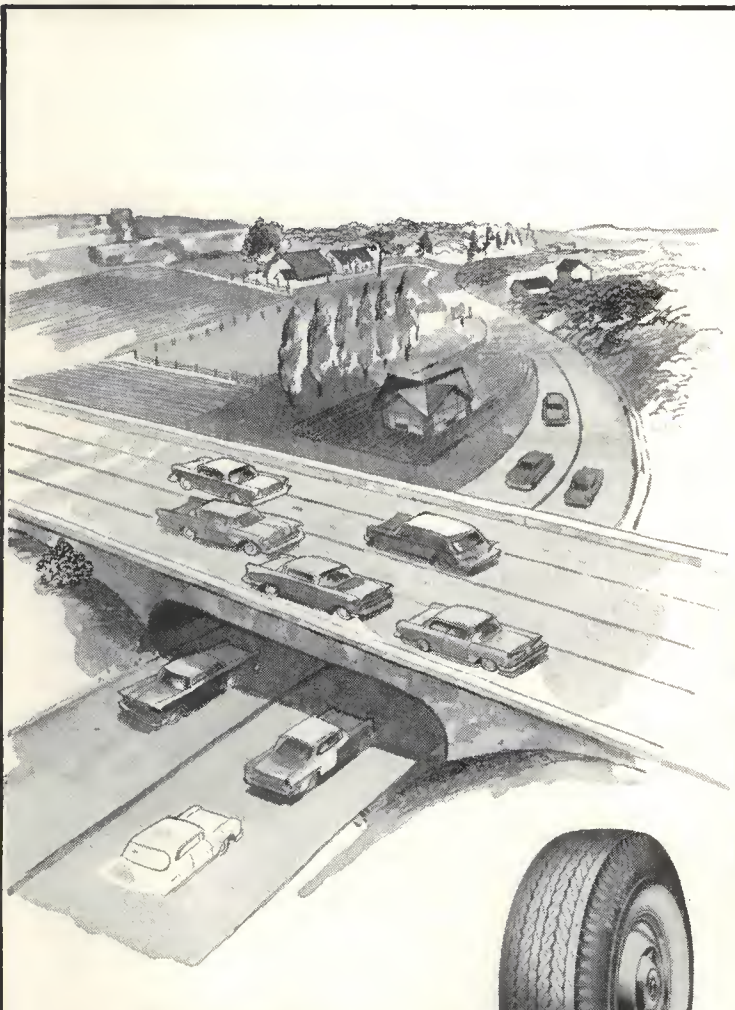


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WASHINGTON LETTER

by Gwen BARROWS



Photo by Albert N. Abajian

Up at the Hill

The newly painted Capitol dome was often alight late during the past month as Congress worked overtime, pushed and pulled simultaneously by having three of the Conventions' elected candidates in Congress. As we go to press there seems to be every likelihood that S-2633, perhaps in an abridged version, will be passed during this short session. Last fall the JOURNAL commented on the content and importance of this bill, and will do so again next month, on the Editorial Page.

Dog Days

There was a time when summer's "golden languors" could be almost enjoyed. But that was before air-conditioning. Whereas office staffs used to be dismissed when the temperature went over 100° (or was it 96°?) now offices are cool oases to go to. Moreover, as the temperature has gone down, work loads have gone up, and in good Parkinsonian fashion more papers and memoranda, more despatches and letters, more phone calls and conferences have begotten more of the same, all spiraling upward like a tornado's cone.

As to further incidental intelligences from New State and NS/E, of special interest to our far-away readers:

▲ Work has progressed so steadily that it is now expected that NS/E will be completed and most of the personnel will have moved in by next month.

▲ The new availability of personnel has not, as might have been expected, resulted in more corridor conferencing.

▲ Shirt-sleeve diplomacy is practiced only behind closed office doors.

▲ The colored cards denoting different eating times, distributed some months ago to personnel permitted in the Executive Dining Room, specifying 35-minute eating intervals, seem to have kept the dining room from getting overcrowded.

▲ Personnel working like moles in rooms having only artificial light have almost ceased to mention the difficulties.

▲ When one of the movers defaulted a few weeks ago

Department personnel used their own brawn and did the operation in considerably less time (and with no time and one-half for overtime).

▲ A fashion show was run off in the central court with mannequins stalking while people chatted—just as is done by UNESCO's beautiful Japanese pool, in Paris. There will be shrubs in the central court yard next year but drainage difficulties precluded any planting this year.

▲ Glittering gold are the flagpoles at the Diplomatic Entrance of NS/E. So high is their reach we couldn't be sure whether an eagle topped them or not.

Notices

Among the notices of urgency circulated recently round NS/E were these:

SUBJECT: Clocks NS/E

Clocks in the new section of the building are automatically corrected each hour. In this corrective process a ten second buzz will be heard twice during the hour and a click at the end of the hour. Please do not report these noises because they are normal to the clock operation. Only those clocks not keeping proper time should be reported. Such requests should be directed to the GSA Building Manager's office, extension 3166.

SUBJECT: Soap Dispensers

The Building Superintendent has advised that he is experiencing considerable difficulty in maintaining the soap dispensers in the new extension in proper working condition.

It appears that employees are removing the bowls from the bottom of the dispensers in order to obtain more soap, thereby snapping the stem from the plunger.

All employees are requested to refrain from dismantling the dispensers and to report any malfunctioning to DBM, extension 4184.

This last one had us worried. And we were not the only worried ones. It caused considerable high-level correspondence on the subject of "Malfunctions in NS/E" which we



On Dog Days: Children wading in the fountain on Union Station Plaza

wish we had room to publish in our columns. But lest it appear to our distant readers that juvenile delinquency is on the increase in NS/E, as elsewhere in this town of crime, the missing washers have now been installed, and dismantling of the dispensers has ceased.

FSO's-Retired

For years we've been trying to discover some statistics as to what FSO's do when they retire but the information just hasn't been available. Now DACOR has reported on the findings of recent questionnaires sent its retired members. The answers, while not conclusive because of the small percentage polled, do at least indicate some trends.

DACOR's Placement Committee reported that FSO's-Retired had stated they were interested in employment:

1. As representatives of foreign business in the United States or in American businesses in foreign countries, as well as representing American companies in Washington.
2. In the general field of education including lecturing, teaching and educational administrative activities.
3. With international organizations.
4. As economic consultants or in research activities.
5. In transportation and travel.
6. In government service.
7. Doing translating and interpreting.
8. In banking and investment.
9. In foreign trade.
10. In publishing and journalism.
11. In public relations.
12. In administrative and clerical work.

That today's changing life-span means not a cessation but a modification of labors is being made increasingly evident. We counted over twenty-five FSO's-Retired who were using their business address in the lists published in this issue. DACOR's former executive director says he is telling students that the retirement years should be planned for consciously from the outset as one plans for a career. If an FSO were interested in getting into the academic world, for instance, after retirement, he would take the necessary education courses while posted in Washington during his Service years.

FSO's-8

Last month we mentioned that the FSO-8 written examination will be held again this December. Since then we learned the measure of the competition that currently enters into the selection for what George Kennan refers to elsewhere in this issue as the "gentleman's service." Of the 10,000 who originally signed up for the examination last fall only a little over 200 will be taken into the Service this year. Three who took the oral examinations late this spring have reported their impressions of the examination on page 42.

New Satellites

A small card addressed to our Vital Statistics Dept. recently announced a new

satellite in the family orbit: "First stage fuel: Milk. Can be seen with naked eye. Expected to rocket to fame."

Which reminded us that the population explosion Walter Lippmann warned about in our pages two or three years ago must in fact be typical today of the Foreign Service, as well as the rest of the USA. When we checked the records we discovered that this did indeed seem to be true. Unfortunately, the records don't go back as far as we would like to have them. We'll have to have our "Twenty-Five Years Ago" Denver columnist, James B. Stewart, go into it more thoroughly. But they do show that there has been an increase of one child per FSO family during the past decade. Foreign Service Reserve officers had an even larger increase, and Foreign Service Staff personnel had fewer children (One wonders if this will be blamed on wristonization).

Cookie-Push

Already George B. Roberts' game has attracted a great deal of attention. It was commented on at length on a nationwide radio hook-up and the Washington STAR sent a photographer around to the JOURNAL's offices and caught the Board playing Cookie-Push. One of the Board said he had had a strenuous week-end at the beach where nine children all under twelve years of age wanted him to explain the game so they could advance, however jerkily, from FSO-8 to FSO-CA.

George Roberts, Third Secretary at Bangkok, who invented the game, sent it into us with a letter saying it might amuse readers of the magazine. It had been inspired, he wrote, by the dice and board games his six-year-old son finds so fascinating on the back of cereal boxes.

We've heard of its being mounted on cardboard and played 'round town, even and including at the Pentagon, and below on this page, we are printing the picture of the Board members present when the photographer from the STAR called: (left to right, H. Freeman Matthews, Jr., Graham Martin, Henry C. Ramsey, Vice Chairman, James K. Penfield, Chairman, and James F. O'Connor, Jr.





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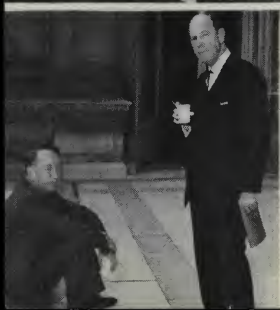
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CORRIDOR CONFERENCES

At the Paris meeting of European Chiefs of Mission



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1. Minister Walworth Barbour from London chatting with Counselor Theodore C. Achilles and Director of Intelligence Hugh S. Cumming, Jr. 2. Assistant Secretary Foy D. Kohler and host Ambassador Amory Houghton are joined at head table by Ambassador Llewellyn E. Thompson. 3. Ambassador Val Peterson from Copenhagen, Ambassador John D. Lodge from Madrid and Ambassador Richard B. Wigglesworth from Ottawa. 4. Between formal sessions, Ambassador Scott McLeod and Second Secretary John L. Hagan from Dublin and Ambassador Tyler Thompson and Ambassador Ellis O. Briggs from Athens. 5. Harold C. Vedeler, Director of the Office of Eastern European Affairs with Garrett C. Ackerson, Jr., c.d.'a. from Budapest. 6. Ambassador Karl Rankin from Belgrade, Henry S. Villard (recently appointed Ambassador to Mali) and Ambassador Walton W. Butterworth, U.S. Representative to the European Communities, Brussels. 7. Leon L. Cowles from Ankara, W. Tapley Bennett Jr. from Vienna and Marselis C. Parsons, Jr. from Copenhagen. 8. Ambassador James D. Zellerbach from Rome in conversation with Deputy Under Secretary Loy W. Henderson and Ambassador John H. Whitney from London. 9. Ambassadors Llewellyn E. Thompson from Moscow and Walter C. Dowling from Bonn.

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"The Overseas Americans"

By RICHARD F. BOYCE

AS MENTIONED on the jacket, this book concerns American Government workers, businessmen and missionaries; why they go abroad; how they work and how they spend their leisure; and how they and their wives adjust to alien surroundings. Over half the book is devoted to a technical discussion of whom to pick for overseas work and how to educate them.

Overseas Americans are finally being recognized at home as of importance to our national welfare. This has long been recognized abroad, and is the result of many years of economic and political changes on a global scale. It represents a long background of effort on the part of several previous generations of American officials, businessmen and missionaries working with far less support than is available to them now.

Our armed forces are the most numerous of overseas Americans. As long as they are there, they are a constant reminder to the local nationals of their own inability to protect themselves. The good or bad conduct of the G.I. affects the standing of other overseas Americans. It is remarkable that they have done so little to rouse active hostility, and it is a great credit to them. They have introduced many American customs, benefited (even supported) the local economies, made friends, and married local nationals, while their presence has prevented foreign aggression. Half of our civilian Government overseas Americans are employed by the armed forces and are, therefore, presumably temporary residents. The other half are in continuous and close contact with many foreign government ministries—health, education, agriculture, communications, mining, finance, civil aviation, and so forth.

With many countries in the past, trade followed the flag of empire. With Americans, our trade has to stand on its feet without territorial conquest. The same factors—quality, usefulness, price, availability—sell our goods as in the days of the clipper ships. Now we have more things to sell. Our foreign markets have become decisive on our national economy. Our overseas businessmen must increase our trade (both ways) every year or we shall lose our place in world affairs.

A million and a half Americans, including our armed forces and their

THE OVERSEAS AMERICANS, by Harlan Cleveland, Gerard J. Mangone, and John Clark Adams. McGraw-Hill, New York. 316 pp. \$5.95.

dependents, live overseas—less than 1 per cent of our population. Compare this figure with 1,784,000 foreign-born in New York City alone in 1950; and 10,161,000 in our whole country. Even adding the 4,500,000 American tourists who restlessly move about the world, the balance of foreigners is not in our favor.

The figures demonstrate that numbers alone do not determine everything. The important difference between Americans overseas and foreigners in the United States is that foreigners come here to melt into our environment as rapidly as possible while Americans go overseas, as the book says, to "militarize, proselitize, reorganize and criticize"—in short, to change the foreign environment to resemble our own. This illustrates why overseas Americans are conspicuous in their foreign surroundings and how important it is for them to be not only capable in their work but adaptable and understanding in their contacts with local nationals.

All groups of Americans overseas are in the line of battle for survival. Their selection and training are of the utmost importance to the nation's success. They are helpless, however, unless supported by an informed public at home which is just as dedicated to a great national purpose as are the overseas Americans.

As the authors point out, it is not just what our overseas Americans do which affects our foreign relations. A single Act of Congress raising a tariff or a quota against one import or another can sour overnight our foreign relations with the country involved regardless of how capable and likeable our Government employees, businessmen and missionaries may be. An ill-timed speech in Congress can do the same.

There are now more American missionaries than ever overseas—29,000. Their evangelism is steadily being strengthened with social service in the form of schools and hospitals. Their effort thus takes on more the color of technical assistance with religion almost a secondary activity. The current rise of militant nationalism is, of course, having an adverse effect on American missionary work. One wonders how American mission activity will develop during the next fifty years.

"The Overseas Americans" is an excellent book for homeside Americans to read to understand how the other one per cent lives.

"The Armada"

By ALBERT B. FRANKLIN

♦♦♦ ONE OF THE best books of history that has appeared of recent years, and of particular interest to the diplomat because it is a study of decision-making, and of force meeting force on various levels, and because its larger subject is a world tragically divided into two irreconcilable camps:

"By its very nature," Mattingly says, "the war between Spain and England was likely to be indecisive, and, men being what they are, even its object lesson proved to be in vain. Most of Europe had to fight another war, thirty years long, before deciding that crusades were a poor way of settling differences of opinion, and that two or more systems of ideas could live side by side without mortal danger to either."

THE ARMADA, by Garrett Mattingly. Houghton Mifflin; Boston. 443 pp. + XVIII pp. \$6.00.

"The Middle East"

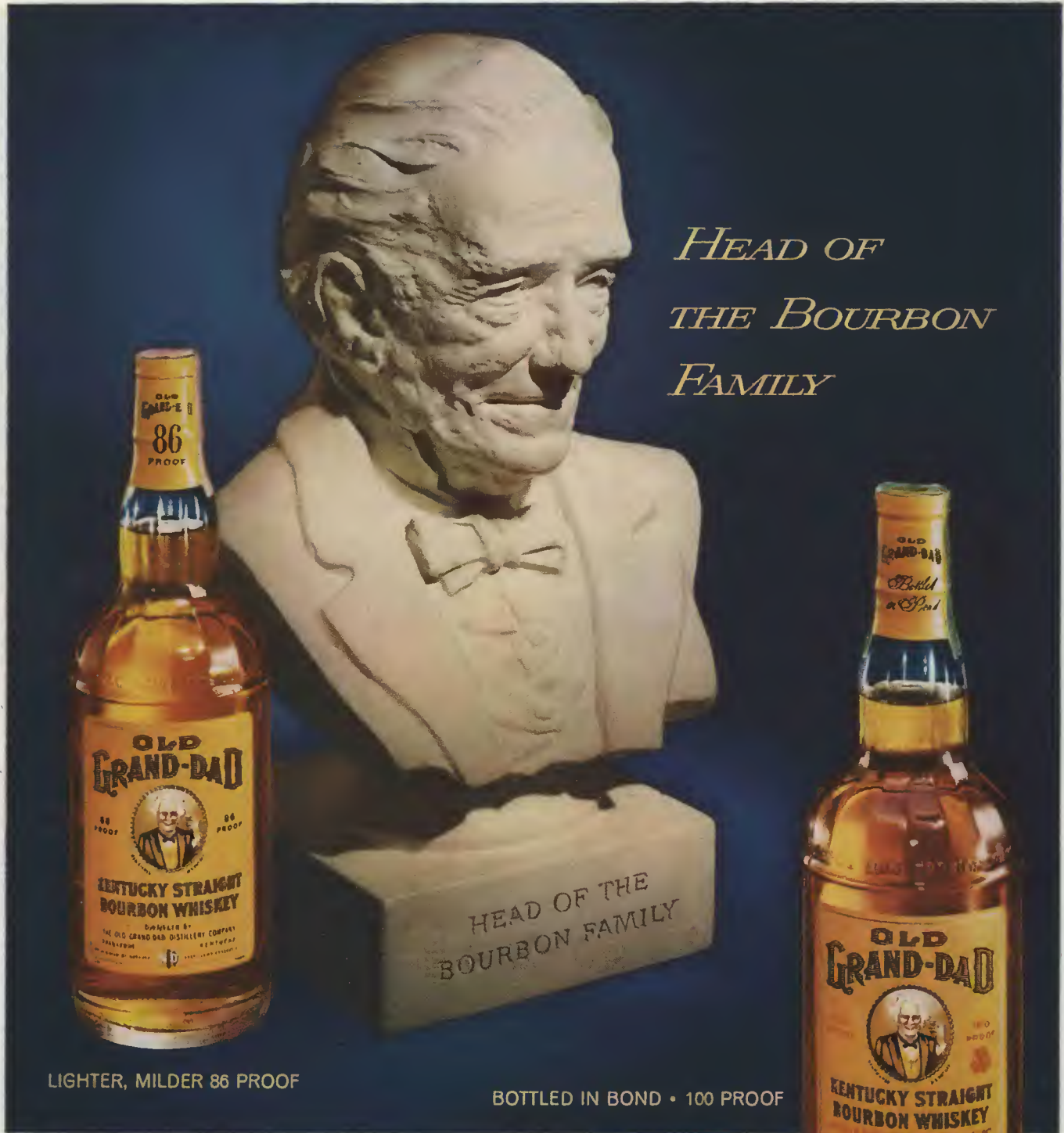
By HENRY C. RAMSEY

VARIOUS reviewers of this massive book have characterized it as the best and most thorough history of the Middle East now extant. There is no reason to quarrel with this judgment. Professor Fisher (Ohio State University) develops his subject from pre-Christian times through the landing of American troops in Lebanon in 1958 with admirable balance between the broad brush and the significant detail. The book is well organized, lucidly written, copiously annotated with maps and genealogical tables, and beautifully printed. Designed for the college student or general reader, it nevertheless deserves, and will no doubt earn, a high place as a standard reference work.

THE MIDDLE EAST: A History, by Sydney Nettleton Fisher. Knopf, New York, 650 pp. \$8.95.



"Fisherman's House" by Janes Bernik



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Service Glimpses

1. Wellington. Ambassador Francis H. Russell (right) and Prime Minister the Right Honorable Walter Nash before the new 50-star flag at a reception given by the Ambassador to celebrate the 4th of July. Because of its geographic location, the Embassy at Wellington was probably the first mission to fly the new flag.

2. Calcutta. Ambassador Ellsworth Bunker laid the cornerstone for a Government-owned apartment building being constructed in Calcutta. Here, the Ambassador with Contractor Sardar Mohan Singh at the reception celebrating the event.

3. Tananarive. Upon the occasion of the Malagasy Republic's accession to independence, J. Roland Jacobs takes a salute from a company of the Malagasy Army in front of the Ministry of Foreign Affairs after presenting credentials as Chargé d'Affaires a.i. to Louis Rakotomalala, Minister of Foreign Affairs of the Malagasy Republic.

4. London. On her recent European trip, the 1960 American Maid of Cotton, Miss Sandra Lee Jennings, visited the London Embassy and was photographed with former Journal Board Chairman W. T. M. Beale (left), Minister Counselor for Economic Affairs, and Minister Walworth Barbour (right).

5. Tehran. FSO and Mrs. Thomas J. Scotese with friends following their wedding in the Greek Orthodox Church on June 11. Mr. Scotese is on detail as Consul at Isfahan. (l. to r.) Mrs. Lydia Mulligan, Mr. and Mrs. Scotese, Col. Gratian M. Yatsevitch, Mrs. Elvira Foster, Consul Edward H. Thomas, Mrs. Leila Thomas and Mr. Ernest O. Foster.

6. Accra. The first group of American evacuees to leave Leopoldville were taken directly from the airport to the Ambassador's residence where they were entertained by Ambassador Wilson C. Flake (standing left) and Mrs. Flake (standing third from left).

7. Tangier. Participants in the Chiefs of Mission and Principal Officers Conference in Tangier (l. to r.): Ambassador John H. Morrow, Conakry; Ambassador James S. Moose, Khartoum; Ambassador Wilson C. Flake, Accra; Ambassador Elbert G. Mathews, Monrovia; Hugh S. Cumming, Director, Bureau of Intelligence and Research; Raymond A. Hare, Deputy Under Secretary for Political Affairs; Joseph C. Satterthwaite, Assistant Secretary for African Affairs; Ambassador Charles W. Yost, Rabat; Ambassador J. Wesley Jones, Tripoli; Ambassador Walter N. Walmsley, Tunis; Ambassador Leland Barrows, Yaoundé.





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Oil and State in the Middle East, by George Lenczowski,
Cornell University Press, 360 pp. \$6.75

Reviewed by STEPHEN J. CAMPBELL

IN THIS VOLUME, George Lenczowski continues his valuable inquiry into various aspects of the Middle East problem which he began with "Russia and the West in Iran" and "The Middle East in World Affairs."

Professor Lenczowski has set himself the task of describing and analysing the relationship between private, Western oil companies and sovereign states in the Middle East, and the problems which this foreign development and exploitation of Arab and Persian oil have inevitably created in the midst of the profound, rapid and sometimes violent changes which are taking place in this part of the world.

Briefly the book consists of

"a historical introduction, followed by an account of the role that oil is playing in the economies of European and Middle Eastern countries . . . (an) analysis of the oil industry's relations with three elements: the host governments, the public in the host countries, and the employees . . . (and) a case study which, it is hoped, will demonstrate the multifaceted character of the state-company relationship and the close interrelation of politics, mass psychology, and economics as factors affecting the position of the oil companies in the Middle East."

The result is a thorough, orderly and sober look at some aspects of the oil problem of the Middle East which are not widely known or seemingly well understood.

Professor Lenczowski ventures a few cautious conclusions. He suggests, for instance, that the companies would do well to "dissociate themselves as much as possible from the official policies of their home governments," and that they "should do their utmost to avoid political identification with any government actually in power in the host countries." He also urges a "more progressive attitude on the part of the host governments toward labor questions," and declares "there is no reason why their (the companies') own and the government's views (re labor) should not be harmonized . . ." He believes the companies should approach such matters as the financial conditions and the term of concession agreements with "flexibility" in order to keep in "tune with the march of the times." On the other hand, he cautions the host countries against the temptations of trying to solve their economic problems by nationalizing the foreign-owned enterprises, or currying popular favor by making such enterprises the target of political hostility.

To the detached reader with neither emotional nor financial involvement in Middle East oil, these conclusions might seem reasonable enough. But to the conservative oil-business man, on one hand, and the aroused Arab politician, on the other, they are rather more controversial; indeed, they are among the issues around which the whole oil controversy will revolve over the next few years.

DEFINITIONS

"One skilled in international diplomacy," is called a "diplomat" in Washington, a "diplomatist" in London.

Submitted by James B. Stewart



A group of *unsui* working in the courtyard of the monastery.

Pilgrimage to Eiheiiji

by ERICA BECKH RUBENSTEIN

EIHEIJI is one of the two headquarters of the Sôtô sect of Zen Buddhism. Zen is the most austere and strictly disciplined of all Buddhist sects in Japan, the most demanding of intellectual as well as spiritual dedication. In many ways it is uniquely Japanese in character.

Eiheiiji was founded in the Thirteenth Century by the famous priest Dôgenzenji and the present monastery is four hundred years old. It is situated high on top of a hill, surrounded by typical Japanese rural landscape. We approached it in late evening, driving through the undulating, terraced rice paddies of brown mud and bright green rice shoots. Enriching the pattern were vast rectangular fields of vibrant yellow blossoms, from which a cooking oil is derived.

At the imposing entrance gate of the monastery hung a strip of wood painted with our name in Japanese characters. This sign of honor was to characterize our stay at Eiheiiji, for American visitors are rare here and in addition the arrangements for our visit had been made by the Fulbright Commission in Tokyo. The *unsui* or young student priests, clothed in thin black cotton robes, were shaven of head and walked barefoot upon the black polished wood floors, even though snow lay outside upon the mountain

Erica and Lewis Rubenstein made the pilgrimage described here while in Japan as Fulbright Fellows last year. The paintings are by Lewis Rubenstein, professor of art at Vassar.

slopes and it was sharply cold. One of these boys was assigned to care for us.

Eiheiiji, built upon the hillside, consists of a rising series of architectural levels, each with a rectangular garden or courtyard in the center and surrounded on all four sides by buildings and connecting roofed stairways. Our guide led us swiftly up and up seemingly endless stairways, around and around through long corridors, until we were short of breath and our legs weary. As we passed we glimpsed vast halls and quiet rooms through open partitions. We saw no one except occasionally another *unsui*. Everything was still and nobody spoke. At last our guide stopped, slid open a door and ushered us into an enormous room, high-ceilinged, tatami-floored and decorated upon the white walls with masterly ink paintings. These with the utmost economy of means depicted the grace and strength of a bamboo grove. Without a word the youth knelt, bowed his head to the ground and took his departure. Only one glowing *hibachi* combatted the penetrating cold of this silent room and our thoughts turned to the *ofuro*. As if summoned by our unspoken desire, the boy soon returned with the quilted *kimonas* and led us to the bath. It proved to be large and very hot, probably the one physically comforting aspect of life here. (There are tales of Zen priests who in mid-winter sat outdoors in freezing weather until ice formed around their necks.)

Soon our supper was carried in on the square lacquer trays. We picked up our chop sticks and found that the paper wrapper was inscribed with an admonition that one should eat merely to sustain life and not for pleasure. We reached for the round black lacquer soup bowl and raised the lid, grateful to see hot steam arising. Just as we were about to drink, our partition door slid noiselessly open and a high priest or abbot entered. Magnificent in red and gold brocaded robe, a purple silk scarf over his shoulders, the picturesque high peaked black hat upon his head and a sort of fan-like baton in his hands, he greeted us graciously and then seated himself crosslegged upon the tatami floor. Remaining motionless except for an occasional wave of his fan, he reminded us of one of those incisive portraits found in ancient painting or sculpture.

Through our interpreter our host extended us a courteous welcome. Now began an hour-long discussion in a serious and often perplexing philosophical vein, initiated by our host with a provocative question and stimulated by his paradoxical answers. The discussion began well because my husband, with the artist's intuition, answered easily a question concerning the nature of the paintings upon the walls. Obviously well satisfied with this reply, the abbot plied us with many questions and gradually we in turn thrust others at him. The talk became a sort of intellectual duel of ideas. After a while our host considerably insisted that we eat our repast, which proved meagre and largely unpleasing to our taste. However, by this time extreme hunger fortified courtesy and we consumed everything. Abruptly the priest concluded our discussion, wished us a good repose and informed us that the service would begin at four a.m. the next morning.

Priest kneeling before altar
with an offering of fruit.



Night Services

It was nearer three-thirty and still totally dark when we heard bare feet passing rapidly in the corridor outside our room. Then began the loud staccato beat of wooden clackers struck together somewhat like castanets, but with a much flatter, more wooden sound. Suddenly from the various courtyards came the deep voices of the enormous bronze gongs. There must have been four or five of them altogether, each with a different tone but the same compelling rhythm, which reverberated throughout the whole establishment. When we pulled out from our *futons*, it was bitterly cold. Respect necessitated that we leave our coats behind when we slipped out into the icy, drafty corridor and went in search of the service.

We caught up with some other pilgrims, of whose presence here we had previously been unaware, and they led us into a vast, handsomely proportioned hall with tatami floor, huge black beams stretching overhead and otherwise austere-bare. Here was assembled about a hundred pilgrims, both men and women (women have only recently been permitted to make this pilgrimage), all kneeling on the floor with heads bowed. With our teeth chattering, we joined them.

A priest in rich ceremonial robe, seated cross-legged upon a dais at one end of the hall, began to speak in a low, rather monotonous voice. After about a half hour, he rose and we all followed him downstairs, through corridors, out into courtyards. Several times we had to wait outdoors, standing huddled against the walls as windbreaks to protect us against the biting wind. Some of the pilgrims crouched down on the ground for greater protection. Then we were admitted into a large and magnificent temple, where a number of priests in colorful and sumptuous apparel conducted a more complex ritual. Readings from the *Sutra* were punctuated by the vibrating tones of a great gong or the powerful rhythm of a huge drum pounded by an attendant priest.

For almost two hours we were led from temple to temple, from service to service. Each time the shrine was more elaborate and gorgeous, the service more impressive, and thus we approached the climax of our pilgrimage. Suddenly we were led into a vast columned hall. Here stood over a hundred priests, motionless in an attitude of prayer, row upon row of human columns. As they chanted the sound beat hypnotically upon our ears. We were guided rapidly through these profoundly impressive ranks and as we filed out the rhythmic chanting with its strange, haunting atonalities followed us.

At last we reached the end of our pilgrimage in the greatest temple of all. Here was the most imposing great bronze Buddha, the enormous sculptured candelabra with the myriad lights, the many-colored and tassled silken banners hanging from the great beams, the overpowering odor of incense. Many high priests officiated, accompanied by the chorus of kneeling younger priests. By the altar stood our host of the night before. After the holy writings, laid upon a black velvet pillow, had been carried out, the priests formed a procession and circled around before the altar, their leader slowly waving a white horse's mane attached to a baton. Then they filed out, and crossing the courtyard, disappeared into the building opposite.

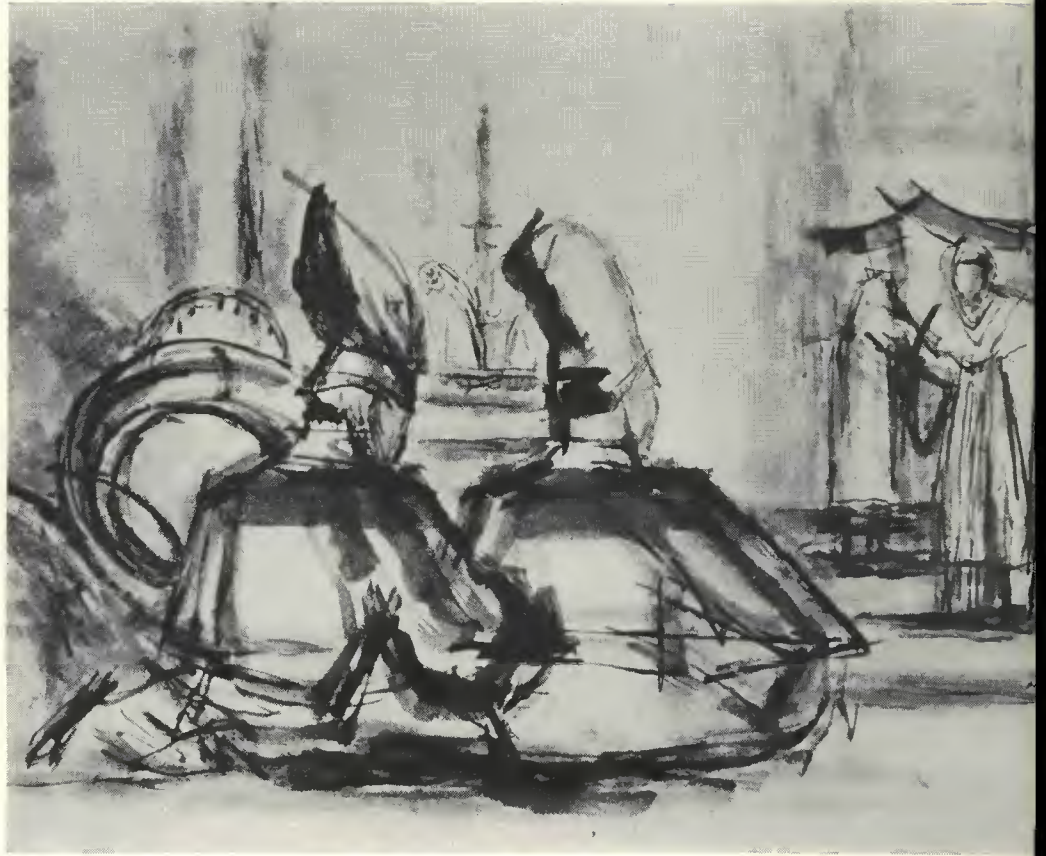
The Monastery by Day

Frozen and stiff but profoundly moved by this impressive and noble service, with its highly dramatic progression, we moved out into the courtyard, where now the weak morning sun was beginning to shine. In the buildings the harmony of light brown-grey beautifully grained natural wood and the pure white paper of the latticed sliding partitions was very effective in its utmost economy of means. There was a rock and sand garden in the center of the courtyard, just rocks arranged upon the sand, which had been raked into smoothly ridged patterns, the texture of which was occasionally enlivened by scattered pebbles. In contrast to this austerity, the exquisite cherry blossoms hung like delicate snowflakes against the pale blue sky. The other pilgrims, now conversing softly together, dispersed to their rooms. We returned to our silent, refrigerated chamber to find a glowing *hibachi* providing a square foot of warmth, in which crouched our interpreter, who had just emerged from his *futon*.

Breakfast was a repetition of supper with a different priest as our host and philosophical mentor. It must be admitted that we were not quite so quick in debate that morning, due to fatigue and the extreme cold. But it was again a rare and memorable experience.

That morning I remained alone at Eiheiiji after the other pilgrims had departed. I spent a day of restorative tranquillity in the peaceful monastery, where I observed the orderly routines of the day and the many tasks performed by the always silent young men. Bound to celibacy, this establishment houses no women to do the household work. The *unsui* spend three, five or seven years of service here, devoted to training, meditation and guidance. Their previous education ranges from high school to college graduation but there is no discrimination on this account. All are on the same footing, beginning, as it were, naked.

For working the *unsui* laid aside their long black robes and appeared in more practical baggy black bloomers, bound below the knee by wide black tape wound around the lower leg. Their shaven heads were covered with blue and white scarves tied pirate fashion—delightfully jaunty in effect. First the innumerable breakfast trays were collected and carried to the enormous kitchen where everything was washed and bowls, dishes and trays were piled up symmetrically and exactly in prescribed order. Then *futons* and quilts were hung over balustrades to air and after this were folded up and stored away. Gardens were tended, leaves were raked, supplies were carried into the kitchen, temples were ordered. Torn white paper partitions were painstakingly mended or replaced. Some of the *unsui* bound to their



Priests officiating at the temple service.

backs wooden frames resembling sleds and went out into the woods to collect fire wood. Others donned great round straw hats, took wooden bowls and staffs and went out to the nearby village to accomplish a token or symbolic begging mission. Then there were the long hours of study and meditation in the large study halls, the *unsui* kneeling motionless under the watchful eye of a priest-teacher who held a punitive staff in hand.

After a token lunch I found a path leading up the mountain side behind the highest temple. I climbed up through weathered gnarled cedar trees and presently found myself amidst ancient patined gravestones, presumably of former priests who now rested here in eternal peace. Looking back I had a panorama of all Eiheiiji below me, orderly and symmetrical in design, the step-like sequence of the square courtyards and encircling buildings, the double-curved tiled roofs intersecting each other, the tiny pool and arched bridge next to the great entrance portal, the occasional ethereal accent of the cherry trees. Order, design, discipline, all combined to create an indelible image of strength.

When I departed from Eiheiiji through the dark, hooded entrance with its ponderous wooden doors, metal-studded, a lively group of the young *unsui* were playing a frenetic game of baseball between the huge trunks of the cedar trees flanking the approach to the monastery. For the first time I heard their voices, loud and gay, and this happy human sound was, paradoxically, my last memory of the silent Eiheiiji.

Today's Oral Examinations

What is the major international problem facing Indonesia today?

Compare the Spanish Civil War to the United States Civil War.

List six non-fiction books which would describe American culture to an English-speaking Colombian.

Should we initiate trade with Red China?

Trace the tariff question through its stages in American history.

Identify the following men: Juscelino Kubitschek, the Paramount Ruler of Malaya, Alfred Marshall.

What are the most densely populated states in the United States?

by Godfrey Harris, Donald Petterson, William Rutledge

MORE than a thousand Foreign Service officer candidates are being asked similar questions by oral panels this year. An excellent complement to the comprehensive written examination — and by far the most difficult hurdle today in qualifying for the Foreign Service—the oral examination goes much further than the written in taxing the resourcefulness of the individual. Without doubt, the oral's awesome reputation is fully matched by the examination experience, and a measure of its difficulty can be borne out by statistical evidence. During the five year period from 1952 to 1956, of the 18,929 persons who competed in the written examination only 2,116, eleven percent, were successful. Of these, less than fifty percent qualified in the oral.

For the prospective examinee, preparation strategy is of prime concern as the oral approaches. What should be studied? What subjects are already sufficiently known? What questions might the panel ask? As the problems mount, defense mechanisms multiply. Rampant speculation convinces the candidate that the panel could ask anything—from who holds the world record in the javelin to a discussion of Sino-Afghan relations. This line of reasoning might lead candidates to imagine their fate will be determined by the mood of the examiners, the quality of preceding interviews, or even the weather.

Since these thoughts are unproductive and less than comforting, the candidate begins what appears to be an arduous task of adequate preparation. However, *Career Opportunities in the Foreign Service*, the pamphlet which is sent to each applicant, provides a guide to the nature of the oral.

... the purpose of the oral examination is to measure the candidate's personality ... the breadth and depth of his interests ... his ability to express and defend his views ... [with special attention given to] American culture, American history, and geography.

Godfrey Harris will soon be joining Donald Petterson in the Foreign Service while William Rutledge continues his schooling.

Armed with this information books can be reviewed, articles read, lecture notes studied, and atlases consulted. Friends and relatives are utilized as interrogators; responses to their questions are weighed for erudition, for accuracy, and for their possible effect on the panel. Candidates from the same locale may work together, trading facts, figures, and hunches. Over coffee, during lunch, and late at night, the questions are fired back and forth: "What is Australia's longest river? Who were the Mugwumps? What is the history of U. S. recognition policy?"

Is this somewhat *ad hoc*, feverish preparation of any value? In some ways, yes. The review of broad subject areas such as U. S. history, geography, and economics may stimulate powers of recall and encourage a feeling of self-confidence. Then too, there are likely to be a few instances in which correct answers to specific questions will be known only because of the recently acquired information. However, the total value of the pre-examination effort is perhaps not too significant. The outcome of the oral will, in all probability, be determined by the cumulative result of education, experience, and interests pursued over the years.

The success or failure of the examinee in an oral examination can depend upon the atmosphere set by the panel. If an examining board fails to put the candidate at ease, it can so influence his performance as to jeopardize his chances of success. Happily, the atmosphere established by the Foreign Service examining panels can be characterized as polite and cordial. Opening questions by the three-member board allow the candidate an opportunity to offer confident answers. Discussed are such topics as his personal background, marital status, reasons for seeking a career in the Foreign Service, educational accomplishments, travel abroad, and recreational activities. With the first minutes spent in the realm of the well-known, the candidate gains the composure he needs to face the difficult and probing questions that are to come. (Illustrative of the fact that candidates may be nervous is the experience of one of us who, claiming

calmness, marched out of his house with the manufacturer's tags still dangling from his new suit.)

Examples of questions forming the latter portion of the examination appear in the heading of this article. Others differ primarily in approach. A hypothetical situation may be posed: "You are a Third Secretary in our Embassy in Delhi. One day a Russian Third Secretary mentions that his two teen-age daughters, both of whom studied English while in London, want to learn the American idiom. What do you do?" Another question might be framed in the following terms. "You are a guide for some foreigners visiting the United States for the first time. One of the travelers mentions to you that while America is rich in material goods, she is poor in culture. How do you counter this allegation?" Another: "You have been asked to give a speech to the local government officials of Kuala Lumpur about the American way of life. Outline the main points of your talk."

Some questions serve a dual purpose: "In light of the population explosion, what dangers do you see to the continued existence of the white race?" From this type of question the examiners may elicit not only pertinent factual information, but also the presence or absence of racial prejudice on the part of the examinee. Value judgments are called for when discussing and defending views: "What do you think of *The Ugly American*? What attitude should the United States maintain toward Latin American dictators?" Questions requiring factual knowledge are diverse and numerous: "What was the Gross National Product of the U. S. last year? Name the leading corn-producing states. What is the size of the labor force? What are the major hydroelectric complexes in the U. S.? Name the capital cities of five nations of the Middle East. Who are the heads of state of the Latin American countries? What countries export large quantities of bauxite to the U. S.?"

At the end of the ordeal, the candidate is given an opportunity to offer anything the board may have overlooked or to ask questions of the panel. A moment later he is excused while the board deliberates and scores his performance. After several agonizing minutes for the candidate, the results are announced and the examination process is brought to a close.

In comparing notes with other candidates and among ourselves, we were struck by the consistency with which the several panels had operated. The orals we experienced include one given in Los Angeles in 1958, and three administered this year—one in Washington, D. C. and two in Los Angeles. Our appraisal of the degree of difficulty of the tests, the balance between factual and analytical questions, and the skill exhibited by the examiners revealed this high measure of consistency. A criticism of the oral which we believe might be valid is that particular areas of factual information appeared in the questioning on more than one occasion. Even though only a few hundred people take the oral in a given year, one hears that certain questions are repeatedly posed. For instance, we knew that in the past the examiners had asked about U. S. agricultural statistics. Questions of this nature did appear. While it is true that the ability to adduce correct answers in a particular category will probably have no important effect on the outcome

of the examination, awareness of this practice could lead the candidate to concentrate an undue portion of his preparation time memorizing factual data at the cost of neglecting other important subjects.

One other technique employed by the examining panels should be mentioned. The flow of numerous and diverse questions exploits the candidate's particular area of experience and education. Probing by the panel beyond the superficial level tests the true measure of a candidate's knowledge of a specific topic. Moreover, he is not provided reassurance that he has been accurate or correct in his reply. This, coupled with sometimes abrupt shifts of topics, requires him to be flexible and alert.

Our over-all impression was one of admiration for the oral panels we faced. They were scrupulously fair and forthright in their comments and appraisal. We could sense no biased attitudes. Their consistency as to the intensity of the examinations was admirable in light of the diversity of questions asked. Allowing a candidate as much time as needed to answer a question demonstrated the patience and interest of the panels.

In summary, the oral examination today is an exacting experience and is the ground upon which the success or failure of aspirants is decided. While we cannot validly compare the present examining process with those of the past, we feel that from our experiences and from those of others, the oral examination is a rigorous test of the candidate's knowledge, poise, and adaptability.

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Together Again

By FRED W. SHIPMAN

THE DEPARTMENT of State Library, established in 1789, has been the concern of many distinguished Americans through its long years of service. In his diary of August 11, 1820, the Secretary of State, John Quincy Adams, wrote: "I charged the youngest clerk in the Department, Thruston (Thomas L. Thruston), with the custody of the library, and directed him to let no book go out without a minute of it being made, and notice given to the person taking it that he must be responsible for its return." In 1820 the Department occupied eleven rooms, two of which were assigned to the Library. Later history records how the collection grew. In 1861, Frederick W. Seward, describing the State Department quarters, said: "It had but thirty or forty rooms, not large, though well arranged for their purpose; and these, during the preceding half century, had been found ample for the needs of this branch of the Government; though its accumulation of books and archives was now beginning to cramp the space of some of the clerks. . ."

It is doubtful that even those among us who have the best memories can recall a time when the entire Library was contained in an area constructed for that purpose. For the past thirty-five years the growing collection has periodically spread out to new territory only to be moved away again by bureaucratic maneuvering for space.

In July 1948 the Library was integrated with a Reference Service activity in the recently established "Intelligence Area." One-third of the Library's collection of over 500,000 books was already housed in the former War Department's Library quarters on the fifth floor of "Old State," and the other two-thirds were moved to the street floor of the Old Post Office Building, at 12th and Pennsylvania Avenue, N.W. Reference works numbering 10,000 volumes and some 200,000 classified documents were moved to the second floor of an apartment building at 401 - 23rd Street, N.W., familiarly known as SA-1, and unbound issues of over 6,000 foreign and domestic periodicals were relegated to three basement rooms there.

As the Department's activities became more and more dispersed throughout some twenty-four locations in Washington the Library was unable to serve its users promptly. Special collections were established in several bureaus, and this became a major device for providing the Department with its library needs.

Fred W. Shipman, librarian and archivist, was appointed Librarian of the Department of State in February 1954.

The Reference Service of the "R" area (i.e. the Research area) had prepared a catalog of the security classified collection of copies of despatches, intelligence reports of the Department and other agencies. This catalog was also security classified, and rules regarding access to classified material were applicable. The catalog of the Library was interfiled with the classified catalog and, thus, restrictions imposed by security regulations applied to the normally unclassified catalog also. The loss of easy and ready access to the Library's catalog, plus the dispersal of the collection, were, to the former users of the Library, tantamount to closing its doors.

Many Departmental officers became dissatisfied with the new and unhappy situation. There was a sincere concern over their loss of easy access to this great Library, so essential to their work, and for the fate of the collection.

In the September 1952 issue of the *FOREIGN SERVICE JOURNAL*, an editorial, "Where is Our Library?", recommended that the Library be moved to a central point in the Department, and ended with this plea: "Let's collect together our scattered library and move it into New State." In high dudgeon over the inadequacies of New State, an editorial in the April 1955 issue of the *JOURNAL* concluded as follows: "This brings us, naturally, to the old question, *Where is the State Department Library?*—while various persons have reported fleeting glimpses of what they thought to be the library at various points around town, the fact remains that after a lapse of six months, during which the question has caused the gravest concern, it remains unanswered. To the Editorial Board of the *JOURNAL* it is a very bitter thing that the mural can still be found, but not the library."

No serious answer was supplied the *JOURNAL* until an article appeared in its issue of May 1956 entitled "The Library of the Department of State" by Arthur B. Berthold, the Assistant Librarian. He explained where the Library was and that plans for a new building would include adequate library quarters.

More was being done to bring the Library closer to the whole Department than this article conveyed. The extensive file of duplicate despatches and other raw data that came to the Library as a result of its integration with the Reference Service of the Research area was discarded and the activity discontinued. The classified catalog of intelligence documents which had been interfiled with the unclassified was separated and all classified material handled separately.

This opened the Library's main catalog collection and reading room freely to all users, since security clearances were no longer required to consult other than classified material.

The major reference tool of a library is its catalog. It is the indispensable key to the collection, serves as a guide to the collection and indicates the location of any item. The Library's catalog is now divided into three parts: a dictionary catalog arranged by author, title and subject; a geographic catalog arranged alphabetically by geographical location, and a special catalog for classified material under a coded arrangement. Without a good catalog it is impossible to exploit fully the rich resources of a library such as that of the Department of State. For this reason, emphasis was placed on the standard of professional excellence maintained in the old Library, in the detail and contents of the cards, and the general organization of the catalog itself.

Emphasis has been placed on the quality and thoroughness of service given in response to requests. The arbitrary limit that had been set on the time allowed to perform a service was abolished. The only objective now is to complete all services with despatch to the best of the staff's ability. The Library's work production rate maintains a favorable high average compared with that of similar Government organizations.

Considerable study was given to the recommendation of the JOURNAL mentioned above that the Library be moved into New State. During the winter of 1954-55 plans were made to move the book collection and a reading room to the first floor of that building. These plans had the highest approval in the Department and the matter was considered settled until it became apparent that the Department lacked the funds required to make the move. This, coupled with the fact that authorization to erect a new building was expected soon, put an end to attempts to effect a temporary solution of the library problem.

II

The decision not to move the Library was highly disillusioning. However, the disappointment was tempered by an instruction to plan for a complete library to be constructed in the new building.

The Library, it was decided, should plan to carry out its mission as the *only* library of the Department, and all Department library services should be centralized within it. Thus it was determined that the new quarters should be in an area central to the functional activities of the entire Department. It was further decided to make the Library large enough so that, with the exception of two collections, it would not be necessary to provide separate library installations for any area of the Department. This, of course, will not preclude the retention by certain areas of highly specialized office reference collections which can be accommodated in one or two bookcases. Special collections formerly maintained by the Library were closed out. Arrangements have been made for the ICA library to be integrated with the central State Department library, which has administered it for the past seven years.

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LIBRARY

Two other areas require special mention. The Library has for the past thirty-four years provided the Legal Adviser's Office with a Legal Reference Collection and reading room as a part of the main library; the collection of some 20,000 volumes and reading room facilities are now maintained on the sixth floor of the new building adjoining the Office of the Legal Adviser; however, the greater part of the legal publications are retained in the central stacks of the Library and are used by practically all elements of the Department. The growth of the Foreign Service Institute with attendant demands for space have made it impossible to move FSI into the new building. Its library, presently located in Arlington Towers, is a part of the main library.

The present collection consists of approximately one half million bound volumes, 200,000 unbound periodicals, 6,000 microfilm rolls of newspapers, and 150,000 intelligence research documents. The estimated value is several million dollars. About one half of the collection consists of material from 120 different countries, of which a considerable part is unique and not available in any other library in the United States. Contrary to the fears of some, the Library has preserved its worthwhile accumulation covering the period of our entire history as a nation. Both the Department and the Library will ever be grateful to the Foreign Service, which for a century and a half has selected and sent to it the finest work in fields of its interests appearing in foreign lands.

Almost daily requests are received for long forgotten titles which belie the wisdom of a rule of thumb in determining what is obsolete. For example, during the summer of 1956, the Suez crisis tested the resources of the Library and of the staff. No crisis in national or international affairs in recent years had as strong an impact on the Library as the complications that developed around the Suez Canal and Egypt's nationalization of the Company. Following this action, there began to be felt almost at once, and from every part of the Department, the many actions and reactions which required some assistance from the Library. Immediate demands were made for publications, research data, citations, documents, treaties, etc. It became mandatory to assist immediately 19 separate elements within the Department, including the Bureau of Intelligence and Research, the Legal Adviser's Office, the Office of the Secretary, the Executive Secretariat, the Geographic Bureaus, the Bureau of Economic Affairs and the Bureau of Public Affairs, not to mention frequent assistance to other federal agencies and institutions engaged in research on foreign affairs.

The range of time was from Vasco de Gama and the 15th century to the text of the 1774 treaty between Russia and Turkey, "signed in the tent of the Commander in Chief, the Field Marshall Counte de Roumanzov, near the village of Kutschouc Kaynargde on the right bank of the Danube." Requested documents ranged from the Constantinople Convention of 1888 to the 1954 agreement between the United Kingdom and Egypt. In addition, it was necessary to provide voluminous material on other waterways—the Dardanelles, Rhine, Danube, Kiel Canal, Panama Canal, Niger, Congo, Amazon and the Turkish Straits—as well as plans for inter-oceanic canals once projected for in Colombia,

Costa Rica, Great Britain, New Granada, Nicaragua and Panama, to name a few. To satisfy these requests the library staff was required to pore over and select pertinent treaties, conventions, government documents, official gazettes, periodicals, books, treaties, command papers, newspapers, law journals, codes, League of Nations documents, sessional papers, intelligence reports, parliamentary debates, intelligence briefs, broadcasts, press translations, speeches, etc.

Perhaps this single incident will serve to illustrate, in part, the richness of the Library's collection and the importance in the conduct of foreign relations of having available what is wanted when it is needed. This, the Library has always tried to do, and the same policy must be maintained if the Library is to continue to play its role properly.

Obviously, planning a permanent library installation as part of a large building is quite different from planning a library edifice. Because it is a central service, it was necessary to choose a location as near the functional center of the building as practicable.

Space allocation in the new building is based on a vertical plan as opposed to a horizontal plan in order to avoid having offices spread over great distances on one floor. Decision was made to allot a block of space of approximately 120' x 125' on the 2nd, 3rd and 4th floors on the inside corridor of the C street side of the new building east of the main entrance.

A library requires specially designed facilities of which the core is the book stack. It was demonstrated that by using a stack well the height of three main floors it would be possible to gain one third more floor space since a stack tier is less than 8 feet high while the standard height of a ceiling three floors high in the new building is thirty-three feet. Thus there is a book stack four tiers high. This practical decision has great portent for the future, for it provides a functionally efficient arrangement and a reasonable assurance that the Library is finally to have a permanent home.

The entrance to the Reading Room of the Library is on the third floor of the C street corridor, east of the main entrance to the new building. The physical facilities are spacious, with a main Reading Room 112 feet long and 50 feet wide, accommodating sixty readers. Two small adjoining rooms insure privacy for microfilm readers, and those using dictaphone machines. Access to the stacks will be by permit only. Along the inner wall of each stack level are six study cubicles. Staff attendants will be at hand to explain the catalog system and to give directional assistance.

Directly above the main Reading Room there is a large area with reading facilities for the use of authorized personnel wishing to consult classified material under security provisions. The largest part of this floor is the Periodical Area, in which current issues of some 6000 titles are to be filed. Other facilities here will include a room for the storage of reference maps, and a newspaper file room where it is planned to preserve a hard copy of a limited number of foreign and domestic papers, plus microfilms of other papers of continuing interest to the Department.

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The Library serves the Foreign Service Posts through procurement of domestic publications, supplying bibliographic and reference information as well as advising on the organization of post reference libraries and commercial reading rooms. It publishes a *Weekly Accessions List* and a monthly bibliography entitled "International Politics," which lists articles of interest appearing in current issues of leading foreign periodicals. It also contributes regularly to the *Monthly Index of Russian Accessions List* and the *East European Accessions Index* issued by the Library of Congress. Its entries in the Union Catalog and the Union List of Serials, which record important accessions in over two-hundred of the leading libraries in the United States, range among the first twenty in point of numbers.

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Probing the Emotions of

F. S. Recruits

by RICHARD G. CUSHING

AN EXPERIENCED newspaperman we will call John Z. had a yen for working abroad—ever since he had a taste of foreign living with the Army after World War II. His wife Helen went along with the idea, but reluctantly because she was a hometown girl with no interest in uprooting herself or her family. John Z. in due time was hired by the U. S. Information Agency and trained for foreign service in Washington, D. C. at considerable expense.

Four months after the Z's arrived in a Southwest Asia capital Helen went to pieces. The cause was understandable to a psychiatrist. Helen had a morbid fear of germs. Flies in the marketplace, littered streets, and questionable drinking water struck terror in her heart from the very first day, and she grew progressively more fearful that her children would become gravely ill. They never did, but Helen became so incapacitated by her fears that her doctor recommended her return to the United States.

So John Z., never able to give his full and enthusiastic attention, was forced to pack up the family and come home. Back in familiar surroundings, Helen picked up the threads and was herself again. But John felt he had failed, and that his employment record had been marred.

Tom D. was an expert news writer and announcer for a radio network. He had been in the same job for 15 years and his daily activity had become second nature to him. He became bored with his job and felt he wanted a change. He never had been abroad. He decided to apply his talents overseas with the government's information program, and was hired because of his fluency in French. Tom underwent training, and then was sent to a small Near East country with his wife and child.

On his new job Tom found many things different than at home. He had to adapt himself to new situations, deal with people with different cultural backgrounds. He also found that instead of working by himself, he was part of a team effort requiring the give and take of opinions and decisions made at different levels of authority.

In such a situation Tom was unsure of himself from the start and became less self-confident as time went on. His wife enjoyed life abroad, but Tom smoked and drank to excess, became quarrelsome, depressed and withdrawn. He became less and less useful to the information program, and resented the necessity of constant contact with the local population.

Luckily, before Tom's illness became more severe, he was withdrawn on the advice of the Ambassador and returned home, five months after his arrival in the country.

Joan T., a secretary, had few dates at home and considered herself a social failure. She hoped that in an overseas en-

Mr. Cushing, a USIA career reserve officer, served in Chile, Cuba, Washington (as Director of Public Information), and now is in Mexico as Deputy Public Affairs Officer. Before joining USIA in 1949 he served 15 years with the Associated Press as editor and foreign correspondent.

vironment she would find a glamorous social life, and perhaps a husband. When neither materialized in a matter of months in Latin America with the government, Joan became depressed and alcoholic. She had to be brought home.

Martin C., a junior employee, married with no children, went to a Far East post. There he became so fascinated with oriental customs he "went native" to the extent that he lost his perspective. To his wife's dismay, he dressed in oriental robes, learned to play exotic stringed instruments, ate with his fingers. While the Information Agency encourages the appreciation of other cultures, it has a job to do overseas in projecting the American image and every employee counts. Martin became so identified with local customs he lost interest in the main job and had to be recalled after seven months.

What did it cost to send Martin C. out there and back? At Martin's junior level (Foreign Service Staff Officer of Class 10) the Government paid \$115 to bring him to Washington for screening after an initial interview, another \$115 for another trip when he was hired, \$25 baggage allowance for that travel, \$370 for a recent security investigation, \$50 for medical (physical) examinations, \$252 per diem expenses while in Washington for recruiting and preliminary briefing, \$1,000 salary during 10 weeks of training, and \$3,200 for the transportation to the post, including baggage and effects. The return trip cost another \$3,200.

Thus it cost the Government \$8,327—not counting the expenses of staff time in processing the new recruit. And for a senior officer this expense would be considerably higher.

THESE samples, which more or less parallel actual cases, caused the Information Agency last year to scrutinize closely its recruitment program in an effort to ensure that its foreign service people—both husbands and wives—are equipped emotionally and mentally as well as professionally for work abroad and to avoid the hiring of the unstable and maladjusted who may slip through less probing examinations.

The Agency felt that since a considerable investment goes into the hiring, training, and transportation of its employees, every effort should be made to find the kind of people who are adaptable to the relative hardship conditions encountered overseas, even in so-called plush posts.

These hardship conditions include oppressive climates, amoebic dysentery, exposure to heart-wrenching poverty, hostile populations, seven-day weeks, endless obligatory social functions, the language barrier, housing problems, isolation and the day-to-day problems of adjusting to a strange land in which Americans become part of a social and sometimes religious minority group.

A program of psychiatric and psychological testing of candidates and their spouses began in January, 1959. While it still is in the experimental stage, already the weeding-out process for emotionally unsuited candidates has proved so economically sound, and so useful in averting personal tragedy, that other government agencies are viewing the initial results with interest.

Altogether more than 300 candidates for USIA's foreign service—including 102 wives—were interviewed by psychiatrists and psychologists during the first year, and 14 were



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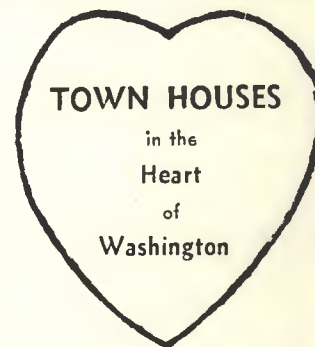
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PROBING THE EMOTIONS

rejected solely because they did not measure up emotionally. One other was rejected because of his wife's emotional difficulties. Perhaps significantly, a few candidates withdrew their applications when they learned that psychological and psychiatric examinations were part of the USIA recruiting procedure.

The psychiatric and psychological examinations take two hours each. They cost USIA \$50 for each person examined plus \$10 for a report. This is \$110 for an individual, or \$220 for a husband and wife.

This compares with \$370 for a security investigation, for example, \$1,000 to \$2,000 in salary while in training and perhaps \$3,000 for the staff work involved in recruiting and training; all this before the government incurs transportation expenses for the family.

Striking a conservative average of \$10,000 per employee with family, with 15 to 20 failing to make the grade overseas each year because of purely emotional reasons, the estimated financial loss to the government could be reckoned roughly at \$150,000 to \$200,000 annually, or several times the cost of the psychiatric and psychological examinations for all new candidates for overseas assignment.

USIA requires that every person entering the foreign service be available for duty anywhere in the world. Because of this the psychiatrists judge each candidate on his ability to adapt to the most strenuous conditions.

The emotional shock some Americans encounter when thrown into a far different environment overseas "can be extremely costly for the Government," says Chairman Roger W. Jones of the U. S. Civil Service Commission. He observed that psychological breakdowns reflect on the United States as a whole.

On his return from a recent inspection tour of Federal installations in the Pacific and Far East, Chairman Jones said he found "far too many cases in which people are sent to overseas posts who have not been scrutinized satisfactorily from the point of view of their capacity to take a whole lot of things they are not used to." He mentioned such hardships as bad water, language difficulties, inadequate schooling for children, and transportation problems.

THE USIA testing program was developed under the direction of a consultant staff of four Washington psychiatrists, Drs. Robert T. Morse, Zigmond M. Lebensohn, Robert B. Neu and George W. Roark, with the full cooperation of USIA's personnel division. The program was developed from information obtained from other agencies and non-governmental organizations which have participated in somewhat similar efforts, and Drs. Morse and Lebensohn toured the Near East and the Far East last summer to observe firsthand the living and working conditions typical of those areas which produced the highest emotional failure.

Altogether some 300 psychiatrists and 300 psychologists in all parts of the United States are under agreement with USIA to undertake examinations. The recommendation made by one of these staff psychologists goes to the USIA Director of Personnel, who also has security and other considerations to weigh. The psychiatric report does not become a part of a personnel or health file and only the consultant

psychiatrist and the Director of Personnel have access to it.

George V. Allen, USIA Director, is confident that the new program will continue to more than pay for itself in savings to the Government in training and transportation, and in the reduction of personal tragedy, by eliminating at the outset men and women considered by experts to be emotional risks overseas or those who may be under undue pressure if their spouses fail to adapt properly.

At the same time Director Allen feels the recruiting program should be "tolerant of diversity" in order to avoid stereotype normals, since USIA needs exceptional people of broad and varied talents to project America abroad most effectively.

USIA's program of psychological and psychiatric evaluation is new to Government, although there have been similar endeavors less searching. Abbott Washburn, Deputy USIA Director, cautions that since the program still is in its infancy it may be several years before the effectiveness can be fully validated statistically.

ANXIETIES of foreign service people stem from a variety of factors. One of the most common is the fear of mothers that their children are dangerously exposed to disease in some parts of the world. Often adequate medical facilities are unavailable. Other pressures include the need to adapt to entirely different patterns of cultural and social behavior. Some officers or wives adapt better to a small post, with a friendly little American community, than to a big post in which the newcomer may encounter what he considers indifference in a large American community.

Americans abroad sometimes tend to remain aloof from the local communities, others go to the other extreme and "go native." The *right* attitude, says Dr. Lebensohn, "is to be interested in the people of the country but to remember that you are an American and be proud of it."

What specific traits do the psychiatrists and psychologists look for in examining candidates for the foreign service? Any trait which might interfere with his effectiveness in a new and different situation.

No candidate is eliminated solely because of a simple neurotic aberration because some types of neurotics, far

from proving a risk, may turn into highly adaptable and brilliant employees. But the psychiatrists know through training and experience that symptoms or character traits are most likely to become aggravated by the pressures of foreign service life and cause a man or woman to become a psychiatric casualty.

"We reject only the clear-cut cases," explains Dr. Morse. "We are trying to avoid filtering out the highly imaginative person. We don't want to create a low-level, stereotyped officer abroad, but we don't want to send someone overseas who is going to crack up in a couple of months."

The specialists watch for pre-psychotic traits. They are able to identify with considerable accuracy the sexual deviates, the problem drinkers, the political zealots who might become identified with nationalistic causes, those with hopelessly deteriorating marital problems, and the intemperate fanatics, as compared to those with good motivation and honest dedication.

The USIA experiment, a relatively new departure in the hiring of foreign service personnel, may lead to psychiatric and psychological testing in depth by all Government agencies as well as by the hundreds of American business firms doing business abroad. The cost of skilled professional testing has proved relatively insignificant when matched against the tremendous expense of sending a family abroad and back home again, and—more to the point—the avoidance of personal tragedy, resulting emotional crackup, and broken families.



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Letters to the Editor

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Individuality

CHEERS for Mr. Frank S. Hopkins' article on "Individuality in the Foreign Service." A veritable Voice in the Wilderness! Of course this problem is new to the Service only because of its growth since the last war. Bureaucracies have existed for years, but the Service was never large enough to feel the evils of this form of over-organization. Books have been written on the pathology of Bureaucracy, the sociologists seem increasingly aware of the Organization, and even Madison Avenue extols the "Man Who Thinks for Himself." I hope you can convince PER.

Karachi

AN EX-INDIVIDUAL

Tripe and Efficiency

IN THE JULY JOURNAL Mr. Wren refers to the tripe in "25 Years Ago" for April. Tripe, as Mr. Wren must know, is the most easily digested part of the "Moo." Easily digested, that is, if not "deep fried into crispness" as Mr. Wren suggests. Of course Shakespeare knew better than that! In "Taming of the Shrew," he asks: "How say you to a fat tripe finely broil'd?"

But in some countries south of the border tripe is neither fried nor broil'd. Rather, it is stewed, a cream sauce added, and served on toast. Furthermore, so soothing, so *delicioso* is tripe "à la mode de Guadalajara" that there are knowing ones who crave it "the morning after the night before."

Having been reared in Philadelphia, and brought up on tripe and scrapple, it was only natural that many years later I should sponsor a tripe club. We organized it at a Christmas Day dinner party at a coffee *finca* in the hills above Managua. There were about twenty-four at table and during the course of the dinner some one mentioned tripe. Might have been me. Well anyway, the tripe devotees stood up back of our host and the others behind our hostess.

At the time, the members of my staff in Managua were Bill Cochran, Ed Lawson, Bert Mathews, Terry Sanders, Doug Jenkins and Jay Gilchrist. Some were at the dinner and stood up manfully for tripe and with no thought of efficiency reports which were about due. They are, of course, still loyal members of the Tripe Club and, scattered though they be, hold fast to the club's motto: "To eat is human; to digest, divine."

Denver

JAMES B. STEWART

"Brass Hats and Striped Pants"

I HAVE ALWAYS been envious of physicists and engineers. Shielded by technical terminology and armed with mathematical missiles, they are practically impervious to criticism from the general public. Only colleagues dare question their expert conclusions.

How different is our situation. Everyone is an expert on international affairs.

We should, therefore, express our appreciation to Dr. Morgenstern for indicating a method (in "Brass Hats and Striped Pants," July JOURNAL) by which we can become unassailable experts in the field of foreign affairs. Under this method we would first surround ourselves with technical terms—preferably words of Greek origin; they are hard to pronounce and have an esoteric and learned air about them. Next, we would always refer to one another as specialists or technicians, e.g. immigrant visa technician, labor specialist, general services expert. Finally, we would develop mathematical formulae composed of such factors as the square of the GNP, divided by the number of card-holding Communists, and multiplied by the amount of local brew sold in the past thirty days, etc., etc. to fit every contingency. Riots in Japan, the future of the Congo, how to deal with a new government in Turkey, all would be expressed in complex equations. Now should a taxicab driver assail our Cuban policy we need only produce the proper mathematical formula. Let him try and dispute that.

But, alas, while a helpful tool, this method won't solve all our problems. One can predict with mathematical accuracy the precise point at which a steel rod will crack under pressure. Can you do the same with a Prime Minister's nerve? Probably not. But, that indefinable "feel" for a human situation, nurtured by a broad liberal arts background and coupled with solid common sense, might provide the answer.

MAYNARD W. GLITMAN

Nassau

American Vice Consul

IN A LAUDABLE attempt to analyze the reasons why the United States has not been able to create the kind of post-war world we would all like to live in, Dr. Oskar Morgenstern ("Brass Hats and Striped Pants," FSJ, July 1960), has fallen into two common errors. He appears to believe that international

political relations are subject to the same kind of "war gaming" as military problems and he claims that Foreign Service officers are inadequately trained to cope with a world situation in which modern science and weapons play a large role.

Dr. Morgenstern is far from the first and almost certainly not the last to cast a critical eye over the present world scene and the United States part in it and reach the conclusion that there must be a villain responsible. What could be simpler than to deduce that because the free world is in difficulties, the United States is the leader of the free world, and in the United States the military is subordinate to the civilian, ergo the State Department and the Foreign Service are to blame for the situation in which the free world finds itself?

Dr. Morgenstern, it seems, is troubled because the State Department and its officers have not attempted to reduce international relations to an exact science. In fact, he indicts political science itself for failing to utilize the techniques which the military have developed for application to the strategy and tactics of modern weapons systems. Here indeed is a basic misconception which Dr. Morgenstern shares with many others.

Political science is admittedly not a science in the sense that engineering, astronomy, geography and physics are sciences. If we assume a spectrum of human endeavor with the pure sciences at the left end and the arts and literature at the right end, the military sciences fall near the other sciences but political science must be placed toward the right. Why? Because the military sciences involve those aspects of existence which can to a large extent be reduced to predictable laws and axioms whereas political science is concerned with that infinitely variable and unpredictable phenomenon called human nature.

Dr. Morgenstern complains that "There exist no diplomatic academies, no summer study groups are organized, no scientific advisory boards are created and constantly consulted . . ." He is apparently unaware of the vast amount of research in the social sciences conducted by universities and scientific groups and organizations which is made available to the State Department and

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Letters to the Editor

widely read by its officers. He is apparently unaware of the fact that most Foreign Service officers have studied the social sciences as undergraduates and many as graduates. He is apparently unaware that there is an unceasing exchange of views in both formal and informal forums between leaders in the field of social sciences and officers of the State Department.

It would be fatuous to maintain that there is no room for improvement in the training of Foreign Service officers, but it is a fact that a Foreign Service officer is as specially trained for the requirements of his job as is a military officer. It is a different kind of training for a different kind of job but it is no less effective. Some ten percent of the Foreign Service officer corps has attended the top military colleges in the United States, including the National War College where they have had a thorough indoctrination in the elements of modern warfare and weapons systems. A large proportion of Foreign Service officers have been and are taking a great variety of courses at the Foreign Service Institute and at a variety of American universities. The intelligence community's large output of material on scientific and military subjects is available to and is avidly read by a large number of Foreign Service officers.

One is reluctantly forced to the conclusion that Dr. Morgenstern along with many other people mistakenly assumes that international political relations can be "war gamed" like problems in military strategy. Would that it were so. Unfortunately relations between nations do not lend themselves to the neat solutions which can be obtained from the manipulation of finite quantities and predictable elements.

Once we have grasped this fact, we can proceed to apply the lessons of history, a knowledge of the backgrounds and attitudes of peoples and their leaders and our own goals and interests to the problems with which we are confronted. But there are no short cuts and as our world shrinks, the rate at which people of all nations collide, politically, economically, and socially rises geometrically. To a certain extent we can extrapolate from historical precedent to cope with the unforeseen and unforeseeable situations with which we are faced daily. For the rest it is a matter of employing the most steady, intelligent, educated and

dedicated people we can find for the Foreign Service. Even then we would do well to remember that the United States is not omnipotent and that as only one of more than eighty nations in the world and one with a traditional respect for the rights of others, we would and should shrink from the role of telling the rest of the world what it may and may not do.

Indeed, we have taken an entirely different road and while we are admittedly faced with extremely complex and difficult problems, our record has not been one to be ashamed of. In the light of all this, it appears less important at the present moment to produce a new statement of national purpose on the scale of the Declaration of Independence, the Bill of Rights and the Gettysburg Address than to continue to apply the principles of those documents to the problems of our relations with the rest of the world.

Luxembourg RICHARD FRIEDMAN

"Ditching Can Be Fun"

ONLY ONE suggestion to R. W. Rinden's "Ditching Can Be Fun," August JOURNAL—after spending money for a pen that wrote under water, I'd be darned if I'd shed it at the very moment it might be useful.

Washington A. S.

Washington Décor

SINCE READING the letter by L.F. in the June issue, I have been roaming our rooms trying to decide what novelties he would have me discard before a Washington tour of duty. But first, I went to Webster's to confirm terms, and he defines a novelty as an innovation. Now surely our correspondent cannot object to a few hundred innovations distributed throughout greater Washington!

However, on with my clean sweep. Shall I begin with a sassy pink ceramic rooster given me by an Ambassador's wife in Portugal? No, he has travelled too many years and nautical miles wrapped in pillows, to be so coldly discarded. A pair of brass candlesticks ferretted from a dark corner in Tangier, marked "Made in England"? Then there is a Peruvian leather top table with the marks of many gay evenings. And a Paraguayan wrought-iron candelabra that has ruined the plaster walls of several houses. And a pair of midwife chairs from Guatemala.

Obviously none of these things will

blend with a modern décor. But who is to say that Washington standards demand a modern décor? Please, let me keep my conglomeration of traditional, early American, late Hong Kong, with a few more McCormack, Excelsior, Beau Rivage souvenirs thrown in. Thereby hang too many tales to warm our memories in the "cherished" sunset years.

Panamá MARY LOUISE SHILLOCK

"Broadly Representative"

AS A FOOTNOTE to the articles in the April issue of the JOURNAL pp. 52 and 53 which referred to the representative character of the Foreign Service as revealed in a recent survey, it may be of interest to note that the Virgin Islands of the United States are also represented. Their "native son" is Terence A. Todman, FSO-5, presently assigned to the FSI Arabic Language and Area Field School at the American Embassy, Beirut.

This is a good opportunity to pass along my view that the JOURNAL and the Association are improving significantly every year—and particularly so recently. Keep up the good work.

Beirut JAMES A. MAY

"Sidewalking" and Sewers

SOME MONTHS ago you ran an amusing article on "Sidewalking." With all due respect to Copenhagen and the Danes, I wonder if they wouldn't have to change their style somewhat in the city of my last assignment, Fort de France, Martinique, where open storm sewers separate sidewalks from streets, as shown in the accompanying snapshot. Since sidewalks are usually too narrow for two persons to pass, I found myself often vaulting across cement ditches to permit a lady laden with bundles, or leading a child, to have the right of way. I am proud to say that in twenty-eight months I fell into a Martinique sewer only once.

Melbourne FRANK S. HOPKINS



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