

# Foreign Service Journal



NOVEMBER 1961

50c

## Scholarships for 1962-1963

### For Foreign Service Youth

#### Announcement and Procedure:

THE AMERICAN Foreign Service Association is pleased to announce that the scholarship awards listed below will be available to children of Foreign Service personnel for the scholastic year 1962-63. Fifty-two scholarships were awarded by the Association's Education Committee for 1961-62, and additional scholarships were made available to individuals applying directly to specified institutions.

Now is the time to apply for scholarships for 1962-63. Application forms may be obtained by writing to the Committee on Education, American Foreign Service Association, 1742 G Street, N.W., Suite 301, Washington 6, D. C.

**Fully completed applications, including all supporting papers, must be submitted in duplicate and must be in the hands of the Committee on Education by April 1, 1962.** Because of the increasing number of applications, the Committee will be unable to consider applications received after this date.

Students now receiving AFSA scholarships are reminded that the awards are for one year only and that, if continued scholarship aid is desired, a new application including supporting documents must be submitted each year. Applicants are free to choose any school or college in the United States which they wish. However, the Committee assumes that the applicant has in fact applied to the institution indicated as his or her first choice. Scholarships cannot be given for institutions located in any country other than the United States. Applications are considered for all of the scholarships for which the applicant is eligible rather than for a particular scholarship.

Applicants may wish also to consider the possibility of applying for "Other Scholarships" listed below which are awarded not by the Committee but by specific institutions. These include the scholarships made available by The New York Times Foundation.

#### Scholarships:

**Oliver Bishop Harriman** Foreign Service Scholarship: approximately \$1,000. Established in 1927 by the late Mrs. Elizabeth T. Harriman in memory of her son and increased in 1959 by Mrs.

Lecomte du Noüy, sister of Oliver Bishop Harriman. This award will be granted to only one person for 1962-63.

Applications for the Harriman award are considered by an Advisory Committee composed of two officers of the Manufacturers Trust Company in New York City and two of the high ranking officials of the Department of State, who are or who have been Foreign Service officers.

The requirements for this scholarship are as follows:

(a) Recipients shall be children of persons who are or have been Foreign Service officers of the United States.

(b) Funds are available for study at an American university, college, seminary, conservatory, professional, scientific, or other school (does not include preparatory schools).

**AFSA Scholarships** (including the Bruce, John Foster Dulles, Howard Fyfe and Charles B. Hosmer Scholarships): an indeterminate number. (Twenty-four scholarships of \$500 each were awarded for 1961-62.) These awards are available to children of Active or Associate Members and of deceased former Active Members of the American Foreign Service Association for undergraduate study at a college or university within the United States.

**Foreign Service Journal** Scholarship: \$500. Established in 1936. Available to children of Active or Retired members of the Association and subscribers to the FOREIGN SERVICE JOURNAL. This award is for students entering preparatory schools in the United States, preference being given to those entering the final year in such schools.

**William Benton** Scholarship: \$1,000, divided between two applicants. Established in 1946 by the Honorable William Benton.

**George F. Kennan** Scholarship: \$500. Established in 1955 by the Honorable William Benton.

**Robert Woods Bliss** Scholarship: \$1,000, divided between two applicants. Established in 1952 by the Honorable Robert Woods Bliss.

The above scholarships have the same eligibility requirements. They are avail-

able to children of any officer or American employee of the Foreign Service of the Department of State in active service, and are for undergraduate or graduate study at a college or university in the United States.

**Gertrude Stewart** Memorial Scholarship: approximately \$1800-\$2000, to be divided among three or four applicants. Established in 1955 by Mr. Francis R. Stewart, retired Foreign Service officer, in memory of his wife.

**Wilbur J. Carr** Memorial Scholarship: \$1,000, divided between two applicants. Established in 1957 by Mrs. Wilbur J. Carr in memory of her husband.

All of the above scholarships have the same eligibility requirements. They are available to children of career Foreign Service officers, for study at a university, college, seminary, conservatory, professional, scientific, preparatory, or other school in the United States.

**Overseas Service** Scholarship: approximately \$1,000, divided between two applicants. Available to children of FSO's, FSR's, and FSS's.

**Merrill Trust** Scholarships: An indeterminate number of scholarships at \$500 each. Available to children of Foreign Service personnel for study at the secondary school, college or graduate school level. (Eight scholarships were awarded for 1961-62.)

#### Other Scholarships

**S. Pinkney Tuck** Scholarship: a scholarship of up to \$1,000 at Dartmouth College for sons of career FSO's. Established in 1948 by the Honorable S. Pinkney Tuck, a Dartmouth graduate, who served 35 years in the Foreign Service, retired as U. S. Ambassador to Egypt. For further information write to the Director of the Office of Financial Aid, Box 90, Hanover, New Hampshire.

**St. Andrew's School** Scholarship: St. Andrew's School, Middletown, Delaware, offers a scholarship annually to the qualified son of an FSO. Apply directly to the Headmaster.

**Middlesex School** Scholarship: Middlesex School, Concord, Massachusetts, offers a scholarship on a competitive basis for which the son of a F.S. family is eligible for entrance to grades

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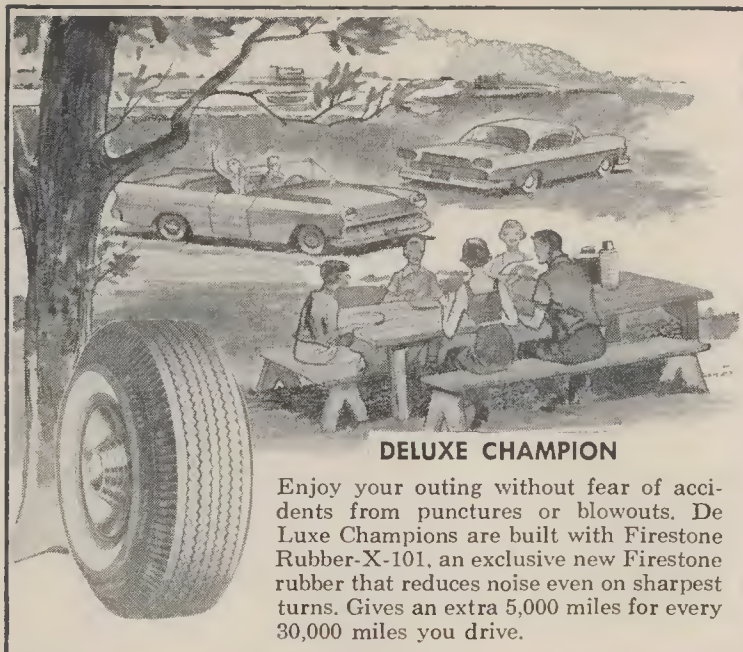
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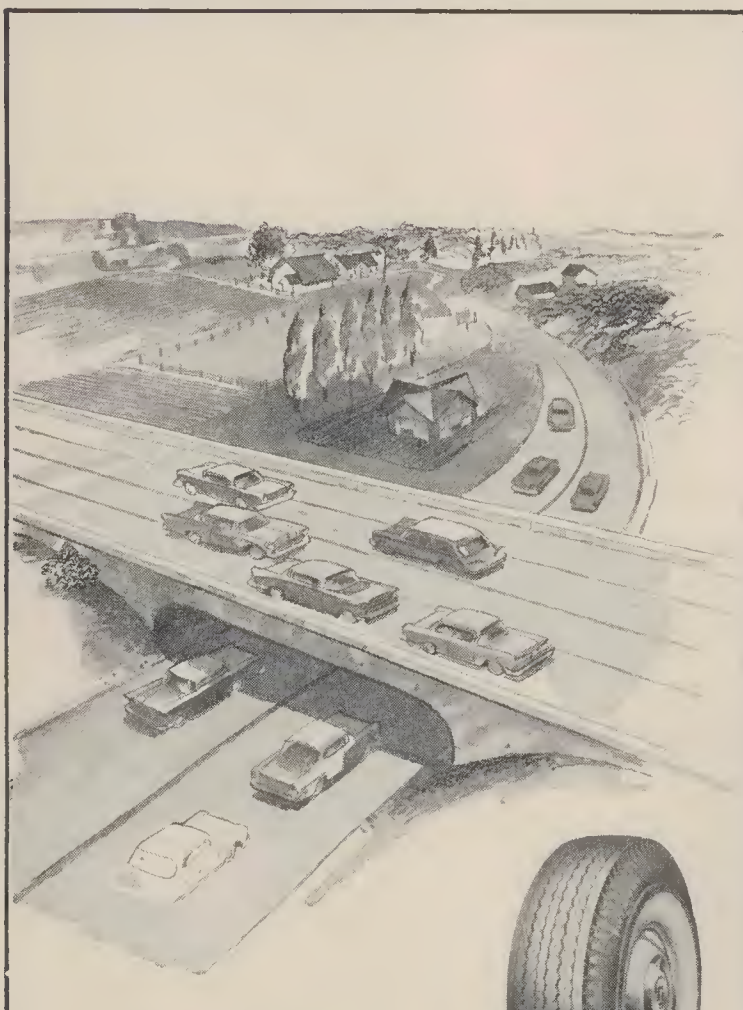
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The AMERICAN FOREIGN SERVICE ASSOCIATION is an unofficial and voluntary association of the members, active and retired, of the Foreign Service of the United States and the Department of State. The Association was formed in order to foster an *esprit de corps* among members of the Foreign Service and to establish a center around which might be grouped the united efforts of its members for the improvement of the Service.

Chiefs of Mission, FSO's, FSR's and FSS's are eligible for active membership. American employees of other Departments or Agencies such as USIA and AID, who hold career status and who are on foreign service, are eligible for associate membership. Annual dues for both categories are \$10.00 which includes a subscription to the JOURNAL. Those interested in membership should write to the General Manager, AFSA, Suite 301, 1742 "G" St., N.W., Washington 6, D. C.

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The Editorial Board of the Foreign Service Journal considers all articles submitted. If accepted, the author will be paid at time of publication. Photographs accompanying articles will, if accepted, be purchased at one dollar each. Negatives and color transparencies are not acceptable. Photos should be black and white glossies, measuring approximately 7 x 9 inches, and should be mailed between extra heavy cardboard. Photos are not returned, and the Journal is not responsible for items sent in.

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**COVER PHOTO**

*by Vincent van Gogh*

"Woman Digging Potatoes," part of the van Gogh Exhibition currently on tour in the United States, is now on display at the Baltimore Museum of Art.

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**AFSA**

AFSA's Electoral College met September 20, 1961, at 5 p.m. to elect a new President, Vice President, and Board of Directors for the American Foreign Service Association for 1961-1962.

The College had been voted for by written ballot of AFSA members and included: Foy D. Kohler, William L. Blue, U. Alexis Johnson, William O. Boswell, Carl W. Strom, Norris S. Haselton, Findley Burns, Jr., Tyler Thompson, John H. Stutesman, Jr., H. Freeman Matthews, Jr., Walter P. McConaughy, Howard R. Cottam, Arch K. Jean, Russell Fessenden, Martin J. Hillenbrand, Thomas H. Linthicum, Hugh G. Appling, and William C. Burdett.

Others who had been elected to the College but were unable to attend and therefore were replaced were: Charles E. Bohlen, Theodore C. Achilles, Gerald A. Drew, William J. Crockett, John M. Steeves, and Lincoln White.

Named by the Electoral College were: President: Charles E. Bohlen and Vice-President: Tyler Thompson; Members of the new Board of Directors are: Hugh G. Appling, William O. Boswell, Robert M. Brandin, Joan M. Clark, Martin F. Herz, Henry Allen Holmes, Thomas W. Mapp, H. Freeman Matthews, Jr., and Richard A. Poole.

**Scholarships** (from Cover II)

7 through 10. For further information write directly to the Director of Admissions.

**The New York Times Foundation** Scholarships: One four-year undergraduate scholarship each at Barnard, Columbia, and either Harvard or Radcliffe, for qualified children of career FSO's: up to \$2,000 annually and one round-trip each year to parents' post of assignment.

For further information apply directly to: Miss Helen McCann, Director of Admissions, Barnard College, Columbia University, New York 27, N. Y.; Mr. Henry S. Coleman, Director, Columbia College Admissions, 105 Low Library, Columbia University, New York 27, N. Y.; Admission and Scholarship Office, Harvard College, 17 University Hall, Cambridge 38, Massachusetts; Committee on Admissions, Radcliffe College, Cambridge 38, Massachusetts.

**Vassar College** Scholarship: A scholarship of up to \$1,500, given by an anonymous donor, to be awarded each year to the daughter of an American Foreign Service officer or if none such qualifies, the scholarship may be awarded to the daughter of a member of the United States military services, or of an employee of the Federal or a State Government. Applications for admission and scholarship for the year 1962-63 are due on January 1, 1962. Complete information may be obtained by writing the Director of Admission, Vassar College, Poughkeepsie, New York.

**Yale University** Scholarship: A scholarship of up to \$1,500, given by an anonymous donor, to be awarded each year to the son of an American Foreign Service officer or alternates as listed in the case of the Vassar College Scholarship. Complete information is obtainable from Director of Admissions, Freshman Scholarships, Yale University, New Haven, Connecticut.

**Amherst College** Scholarship: A scholarship of up to \$2,000 available to the son of a Foreign Service officer entering as a freshman in 1962 and renewable for each of the three upper-class years on maintenance of satisfactory record. For information write to Mr. Eugene S. Wilson, Dean of Admission, Amherst College, Amherst, Massachusetts. Deadline for receipt of admission application is March 1, 1962. Deadline for scholarship forms is February 1, 1962.



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## BIRTHS

- BARNSDALE.** A son, Andrew Charles, born to Mr. and Mrs. William J. Barnsdale, August 31, in Washington.
- CANSLER.** A son, Kenneth Norman, born to Mr. and Mrs. Norman L. Cansler, July 4, in Washington.
- NELSON.** A daughter, Carlton Elizabeth, born to Mr. and Mrs. James C. Nelson, May 24, in Wellington, New Zealand.
- VILLALOVOS.** A daughter, Michele Louise, born to Mr. and Mrs. Louis Villalovos, August 23, in Chula Vista, California.

## MARRIAGES

- BREEN-BRETON.** Elizabeth Anne Breen and FSO Joseph Raymond Breton were married on July 1, at St. Peter's Church in Boston. The young couple will make their home in Guadalupe, Mexico, where Mr. Breton is assigned.
- DEL MAR-BRADDOCK.** Mareen Duvall del Mar, daughter of Brigadier General and Mrs. Roland Haddaway del Mar, and John Lipscomb Braddock, son of the Honorable Daniel M. Braddock and Mrs. Braddock, were married on September 6, at Saint Margaret's Episcopal Church in Washington.
- SMITH-DONNELLY.** Penelope Earle Smith, daughter of Mrs. Eric Leslie Randle, and George James Donnelly, son of former U.S. Ambassador to Venezuela and Mrs. Walter J. Donnelly, were married on September 8, at Holy Trinity Church in Washington.

## DEATHS

- BROOKS.** Evelyn F. Brooks, FSO, died in Alexandria, Va., on September 27. Miss Brooks entered the Department in 1948, and joined the Foreign Service in 1955. She served at The Hague and Karachi.
- CHAMBERS.** Rita M. Chambers, FSS, died in Washington on September 19. Miss Chambers entered the Foreign Service in 1945, and served at Paris, Lisbon, Monrovia, and Istanbul.
- DOOHER.** Gerald F. P. Dooher, USIA, died on October 5, at Washington after a long illness. Mr. Dooher entered the Foreign Service in 1946 and served at Tehran and Tabriz. In 1950 he transferred to the Departmental service and in 1953 went with the Voice of America into USIA.
- GENTNER.** Mrs. Margaret Flynn Gentner, wife of FSR Leo F. Gentner, died on September 18, at Baltimore, Md.
- HEACOCK.** Roger L. Heacock, FSO, died suddenly from a stroke at the Bethesda Naval Hospital on September 21. Mr. Heacock entered the Foreign Service in 1938 and served at Toronto, Rio de Janeiro, Sao Paulo, Genoa, London, Antwerp, and Vienna. At the time of his death he was Consul at Ponta Delgada.
- LUNDGREN.** Maynard B. Lundgren, FSS-retired, died in Oslo, Norway, on August 26. Mr. Lundgren entered the Foreign Service in 1919, and served at Oslo, Peking, Vienna, and Stuttgart. At the time of his retirement in 1953 he was Consul at Liverpool.
- MONTESANO.** Nicholas A. Montesano, FSR, died on September 21, in New York. Mr. Montesano joined the Foreign Service in 1959 and served at Rome.
- QUICK.** James C. Quick, FSO, died after a long illness on September 20, in Washington. Mr. Quick entered the Foreign Service in 1941, and served at Asuncion, Prague, La Paz, Panama, and Ottawa. He was assigned to the Department at the time of his death.
- WELLES.** Sumner Welles, Under Secretary of State in the administration of President Franklin D. Roosevelt, died on September 24, at Bernardsville, N. J. Mr. Welles had entered the Department of State in 1914, upon his graduation from Harvard, and served in one important capacity after another until his retirement in 1943. (See also Letter columns.)





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Tack Plate  
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Tin Plate—Hot-Dipped and FERROSTAN \* (Electrolytic)  
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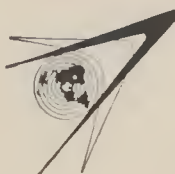
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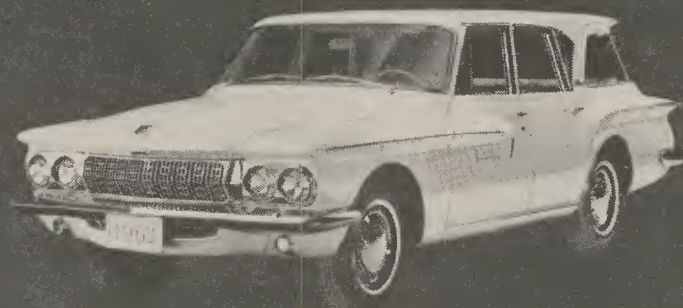
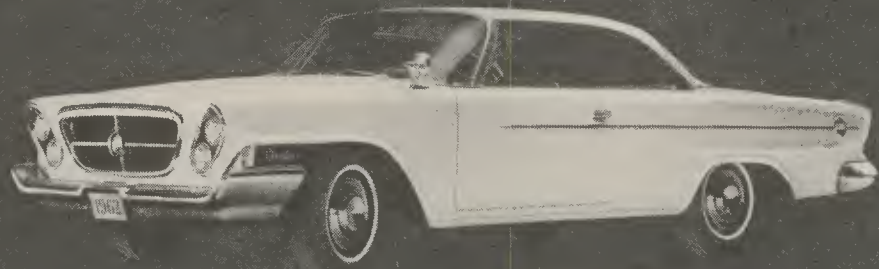
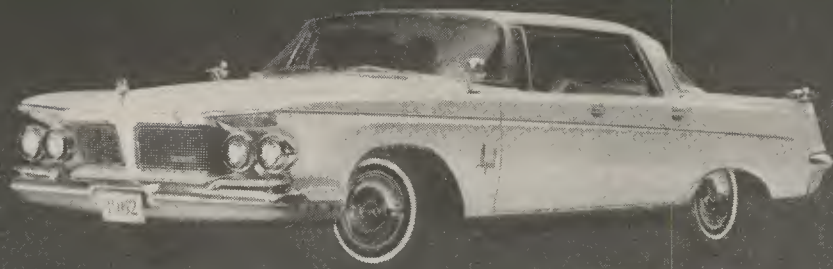
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## Designations and Appointments

Confirmed by the Senate on September 14, 1961

### DESIGNATIONS

#### To be a Consul General

CORRIGAN, Robert F.

#### FSR's to be Consuls

ALSPAUGH, Clarence H., Jr.	LOVE, Mortimer C.
BRADLEY, Phillips	MOWER, Jack H.
DENOIA, John	ROGERS, James G.
ERSTEIN, Richard	SHIMA, Terry T.
FOTOS, Evan	TREMBOUR, Fred W.
GEBUHR, Carl L.	TURNER, Neely G.
KENNEDY, Edwin P., Jr.	WHITEHURST, Charles S.
WILDER, Throop M., Jr.	

#### FSR's to be Vice Consuls

DAVIS, Stella E.	MCNERTNEY, Donald E.
DOYLE, David W.	MAGEE, Charles T.
ELLEBY, Douglas S.	MEADER, William G., Jr.
LILICO, Stuart P.	PROCHNIK, Martin
MCLEAN, Malcolm	SHIRLEY, John W.
	WATERS, Charles G.

#### FSR's to be Secretaries

AITKEN, Robert D.	HARRINGTON, William S.
BROWN, Robert L.	KLINE, Albert H., Jr.
GERHARD, George S.	LITTELL, Wallace W.
GMRKIN, Vasia C.	SQUIRES, Leslie A.
HALSEMA, James J.	VENUTE, Donald J.
HANDLEY, William J.	WHISTLER, Richard T.

#### FSS to be a Consul:

SOUTHWELL, Sam B.

### APPOINTMENTS

#### To FSO-3:

SCHMUKLER, Sidney

#### To FSO-4

BROWN, James H., Jr.	CARPENTER, David J.
	LYONS, Charles W.

#### To FSO-5

PERKEY, John B., Jr.	TEXIDO, Robert C.
----------------------	-------------------

#### To FSO-7

BLACKEN, John D.	PECERI, Michael B.
LAUTZ, Donald C.	REBUTH, Jeanette M.

#### To FSO-8

BALLARD, Jolanna D.	METZGER, William H.
BURNHAM, Richard Irving	MUNRO, Glenn A.
BOSWORTH, Stephen W.	OBER, Robert F., Jr.
CLEVELAND, Hobart Harrington	PETTUS, Charlton M.
DAVISON, John S.	PORTER, Ralph C., III
DIEFENBACH, Dale Alan	RODESCH, Jerrold C.
DION, Jerrold Mark	SELIC, Leon Morange
ENGEL, David A.	SHOEMAKER, Merle W.
EWING, Jonathan W.	SMITH, N. Shaw
FREEMAN, Anthony G.	STRAND, Robert R.
GOLINO, Frank Ralph	STUDDS, Gerry Eastman
GUTHRIE, Donald Keith	SUTHERLAND, Peter A.
HELMAN, Frank G.	THIEL, Elroy
HOFFMAN, Herbert A.	WARNOCK, John William, Jr.
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LEE, William L.	WILLIAMS, Thomas Edward
MACDOUGALL, John J.	WOODS, Hanna W. H.
MCCLELLAN, Robert S.	WOODS, Ronald E.

### PROMOTIONS

#### To FSO-7

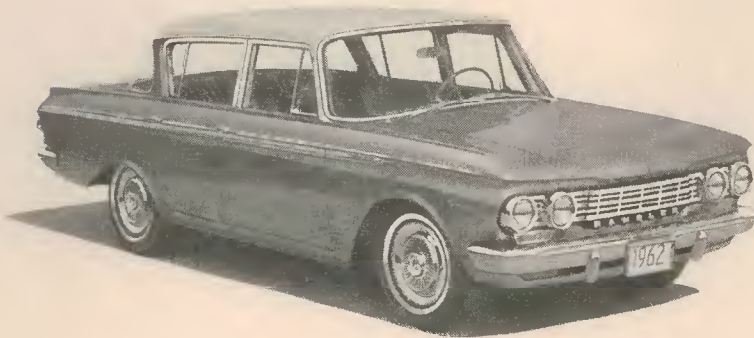
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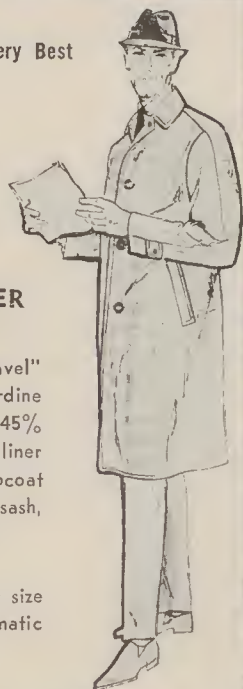
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**Promotions and Appointments**

**Ambassadorial Appointment**

CHARLES W. COLE to Chile

Confirmed by the Senate August 24, 1961

**DESIGNATIONS**

**To be Consuls General**

ALLEN, Arthur B.	JOVA, Joseph J.
DONELAN, Joseph F., Jr.	LANFORD, Homer W.
HILL, John Calvin, Jr.	SCHNEE, Alexander
	WOOD, John R.

**FSO to be Consul:** HELBLE, John J.

**FSR's to be Consuls**

BUELL, William C.	FLORES, Thomas J., Jr.
CHASE, Milton M.	LONG, Richard M.
ENGLE, Harold E.	VAN MARX, Paul E. A.
	WILSON, Earl J.

**FSR to be Consul and Secretary**

BONNER, Albert S., Jr.

**FSR's to be Vice Consuls**

CAREY, William D.	MULLIN, Lillian L. P.
EDMONDS, Peter B.	RAMSEY, Patrick H.
FAMBRINI, Robert L.	SMITH, James Frederick
GIBSON, Stephen R.	WELSH, James K., Jr.

**FSR to be a Vice Consul and a Secretary**

WINSKY, Stephen

**FSR's to be Secretaries**

ATKINS, Edwin F.	MARKHAM, John F.
BROE, William V.	RANDALL, Gary M.
CALDWELL, William B.	SHAREK, Carl R.
DAMON, G. Huntington	STAPLES, Eugene S.
KATROSH, Ralph J.	WEIDUL, Ernest G.

**FSS's to be Consuls**

CURTIS, John J.	DIELI, Samuel P.
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**To FSO-2**

DIXON, Roger C.	SHELTON, Turner B.
-----------------	--------------------

**To FSO-3:** KOEGEL, Lawrence

**To FSO-4:** SCANLON, Maurice J.

**To FSO-7:** HANLIN, Winona Eyre

**To FSO-8**

BLOCK, Kenneth E.	HAHN, Frederick A.
BOEKER, Paul H.	ILLING, Robert F.
BROWN, Kenneth L.	KNICKMEYER, Robert H.
CASSEN, Balfour B.	LAFE, C. William
CIIESEN, Joseph R.	LYNE, Stephen R.
COBBLEDICK, James R.	MELTON, Richard H.
DAVIS, Robert G.	MOORE, Bert C.
DE SANTILLANA, Gerald	MOSS, James H.
EDMINSTER, David K.	RUEHLE, Ernest C.
ELFERS, Frederick D.	SWIERS, Peter Bird
ESKIN, Otho Evans	SYLVESTER, Charles T.
EZELLE, Robert E.	WERB, Haven N.
FISCHER, David J.	WILSON, Richard L.
	ZIMMERMANN, Warren

**PROMOTIONS**

**To FSO-5:** CHESKY, Edward J.

**To FSO-7**

PLACKE, James A.	WILCIS, Herbert E., Jr.
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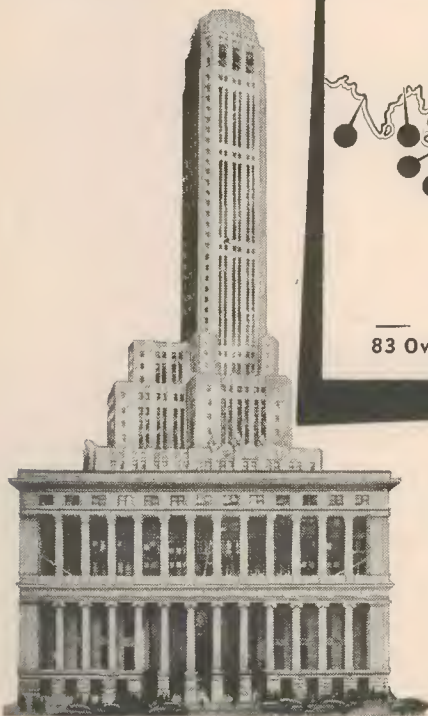
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November, 1936

by JAMES B. STEWART

**A School for Budding Ambassadors**

REMEMBER THE LITERARY DIGEST? Here are some excerpts from an article on the Foreign Service School: “Hard by the White House, on Washington’s broad Pennsylvania Avenue, the nation’s rarest and most exclusive academy reopened this week. The swinging back of the creaking Havana doors of the United States Foreign Service Officers’ Training School on the third floor of the State Department building signaled the end of three years of dust-collecting caused by economy in the Foreign Service.

“With a class of fourteen embryonic Ambassadors and Ministers, who came from the far corners of the globe for their three months’ study course, the school is the only institution of its kind. (France’s famed *Ecole Libre des Sciences Politiques* trains men for the whole government service; England and Germany usually pick their men from the universities, give them training within their foreign offices.) . . .

“The director of the school is Lowell C. Pinkerton. Its destinies are in the hands of a board of which Mr. Pinkerton is a member. . .

“The school, authorized by President Coolidge in June 1924, followed the reorganization and merger of the Diplomatic and Consular Services by the Rogers Act; it plays a salient part in providing the United States a foreign service the equal of any other.”

**“The Plumed Knight”**

E. Wilder Spalding reviewed the book, “James G. Blaine, A Political Idol of Other Days,” by David Saville Muzzey, in the JOURNAL:

It has been said of James G. Blaine that ‘No man in our annals has filled so large a space and left it so empty’ . . .

Muzzey very correctly points out that Blaine’s first claim to enduring fame rests upon his Latin American policy. ‘It was he who conceived the idea of transforming the unilateral Monroe Doctrine into a cooperative scheme of Pan-Americanism, which should substitute arbitration for constantly recurring warfare between the countries south of the Rio Grande and bind the nations of the Western Hemisphere in mutual advantageous ties of commercial and cultural intercourse . . .

Blaine was the prophet of other foreign policies that were to be more effectively carried out by later administrations. His insistence upon keeping Hawaii a part of ‘the American system,’ like his Samoan policy and his refusal to accept European control of an isthmian canal, served to emphasize the fact that even before McKinley and the Spanish-American War the United States had turned into the path that was to lead to empire and world power. (Blaine was Secretary of State twice: in 1881, and 1889-1892.)



Parsons-Boulton. At Toronto, James Graham Parsons, Jr., of the Embassy staff, Tokyo, wed Miss Peggy Boulton on Sep-



tember 25, 1936, whom he met while she was visiting her uncle and aunt, Sir Herbert Marler, Canadian Minister to Japan, and Lady Marler.

**Comment, 1961:** The former Miss Boulton, no longer an alien immigrant minor spouse, but an American citizen, has had twenty-five years experience in Foreign Service life. Mr. Parsons is American Ambassador in Stockholm. There are two daughters and each has a son. Margot (Mrs. Lawrence Pearson) was born in Havana in 1937 and Jane (Mrs. Jane Iverson Lyons) was born in Peking in 1939.



**Warner-Johnson.** The charms of Miss Rella Johnson, who has been visiting her brother, U. Alexis Johnson, language officer (Tokyo), proved too much for language officer Gerald Warner. The nuptials were solemnized at Karuizawa on August 30, 1936.—from A.G. at Tokyo.

**Comment, 1961:** A quarter of a century has slipped by since Rella and Jerry were married. Together they have seen service at ten posts, mainly in Asia, have brought up a son and three daughters under a variety of conditions abroad, and now have two grandsons. Jerry says that they are rich in family and in experience, and anticipate many additional years of useful service.



**Hughes-Cooper.** Secretary Morris N. Hughes married Miss Calista Cooper on October 3, 1936, at Humboldt, Nebraska. Miss Cooper is the sister of Vice Consul Charles A. Cooper at the Consulate General. It was while on a visit to her brother that Miss Cooper met Morry, and as far as eyes could see the ancient adage was belied, for the course of true love did indeed run smooth.—From A.G. at Tokyo. (Note: A.G. [Arthur Garrels] was C. G. at Tokyo).

**Comment, 1961:** Calista and Morry expected to be married in Tokyo but Foreign Personnel gave them the sad news that they were not returning there. Addis Ababa was their honeymoon present from the Department. Morry says that the altitude there plus some other factors almost forced Calista to run for Mamma. Now Morry is retired and they live in Humboldt. There are two married daughters, Mary and Judy and each has a baby. A son, Rusty, goes to school.

#### Fletcher Warren Honored

“Fletcher Warren, Secretary of Legation and Consul at Managua, was, on September 14, 1936, decorated by the President of Nicaragua with the Medal of Merit for his action in May, when he rescued non-combatants caught between the cross-fire of two opposing political parties.”—JOURNAL.

**Comment, 1961:** Fletch, who is about 6' 2" or 6' 3", recalls how, with the approval of the Minister, Boaz Long, he attached an American flag to a long pole which the charwoman used for cobwebs, eased himself out to the street, and headed in the direction of the firing. He asked for a cease fire in order to rescue some Americans and Britishers. It was granted and the two factions, for some reason or other, never got around to resuming firing.

Fletch received the decoration from General Somoza, acting for the President. The General, who had been educated in Philadelphia, used to meet Salvadorita, the girl he married, every day at the large bronze eagle in Wanamakers. He never forgot the slang, “ishkabibble,” “23, skidoo,” etc., or the popular songs like “Take Me out to



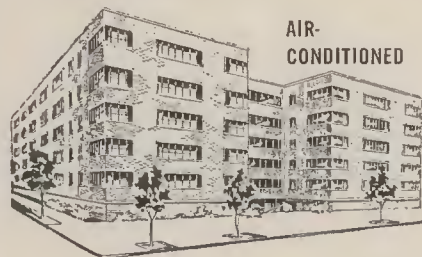
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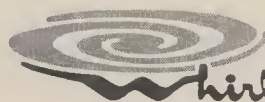
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## 25 Years Ago (Continued)

the Ball Game." or "Sweet Rosie O'Grady," that he had learned in Philly as a young man.

When the General pinned on the decoration he grinned and said: "Fletch, if you ever get hard up you can hock this for \$25. It's pure gold."

Harry Havens (and who does not know him?) was Assistant Chief of Foreign Administration for many years. Since retiring he has been busy for a number of years with the American Foreign Service Protective Association and has probably got to know more Foreign Service personnel than any one in State.

Our dear old friend recently toured the country from coast to coast by bus. When he stopped off for a night at the Denver Hilton he came out to see us. Harry had a good chuckle when he heard about Hilton buying the leaning tower of Pisa and calling it "The Tilton Hilton."

**The Six:** Of the six who studied Russian in Paris prior to recognition in 1933, three are still on active duty: Charles E. Bohlen, George F. Kennan and Edward Page, Jr. Eric Kuniholm retired in 1952 and until recently was a member of the American Committee for Liberation. Norris Chipman and William Gwynn are deceased.

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

Publisher: THE AMERICAN FOREIGN SERVICE ASSOCIATION, 1742 G St., N.W., Washington 6, D. C.

Editor, WOODRUFF WALLNER, Chairman, Journal Editorial Board, 1742 G St., N.W., Washington 6, D. C.

Managing editor, GWEN BARROWS, 1742 G St., N.W., Washington 6, D. C.

Business manager, DAVID MCK. KEY, 1742 G St., N.W., Washington 6, D. C.

2. The owner is: The American Foreign Service Association (a corporation not organized for profit and in which no capital stock is required or is to be issued), 1742 G St., N.W., Washington 6, D. C. President, Charles E. Bohlen; Chairman, Board of Directors: William O. Boswell.

3. The known bondholders, mortgagees, and other security holders owning or holding 1 percent or more of total amount of bonds, mortgages, or other securities are: None.

4. The average number of copies of each issue of this publication sold or distributed, through the mails or otherwise, to paid subscribers during the 12 months preceding the date shown above was: 6,200.

DAVID MCK. KEY  
Business Manager.

Sworn to and subscribed before me this 9th Day of October, 1961.

MYRTA L. JOHNSON,  
Notary Public, D. C.

(My commission expires 3/14/66)

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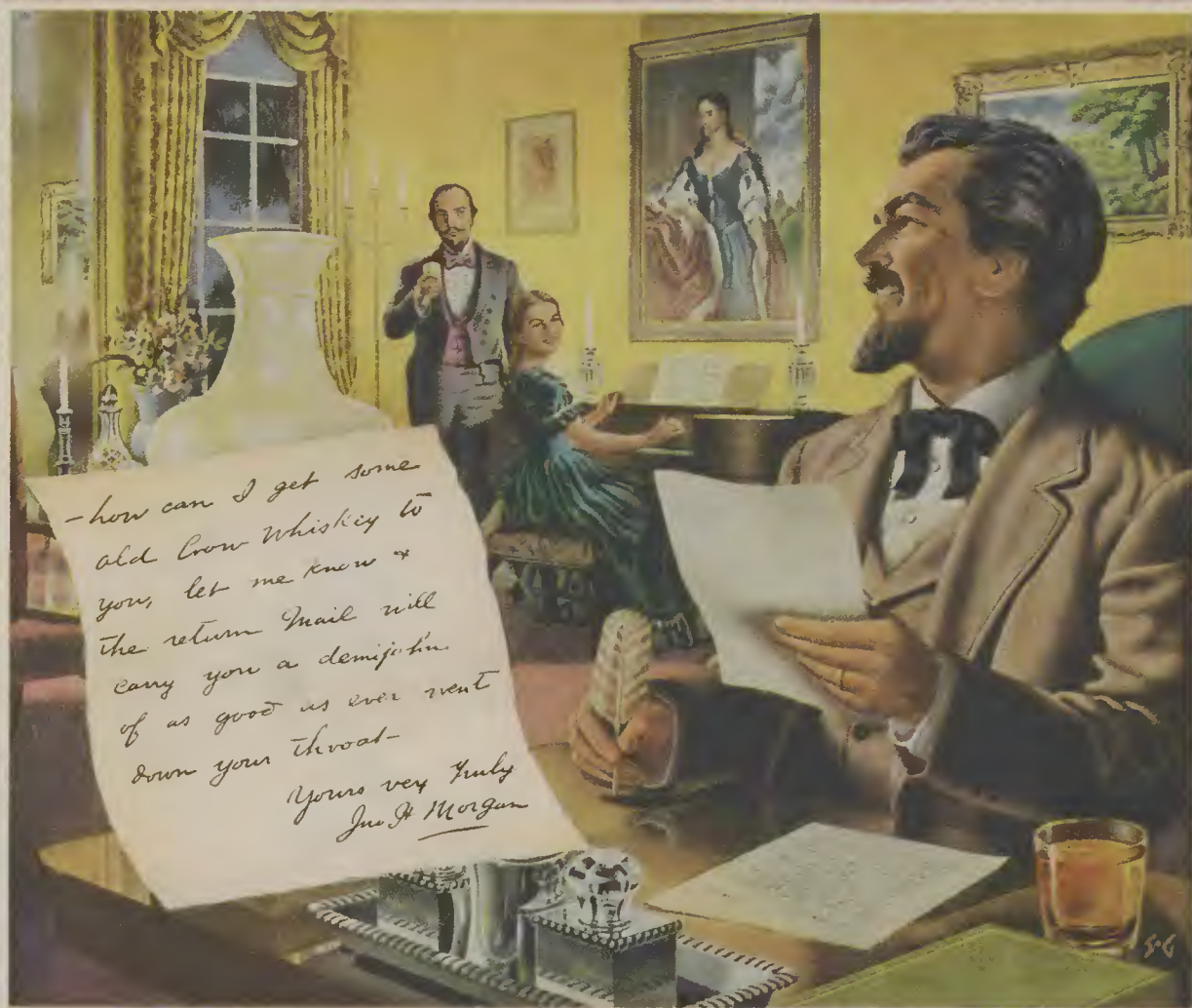
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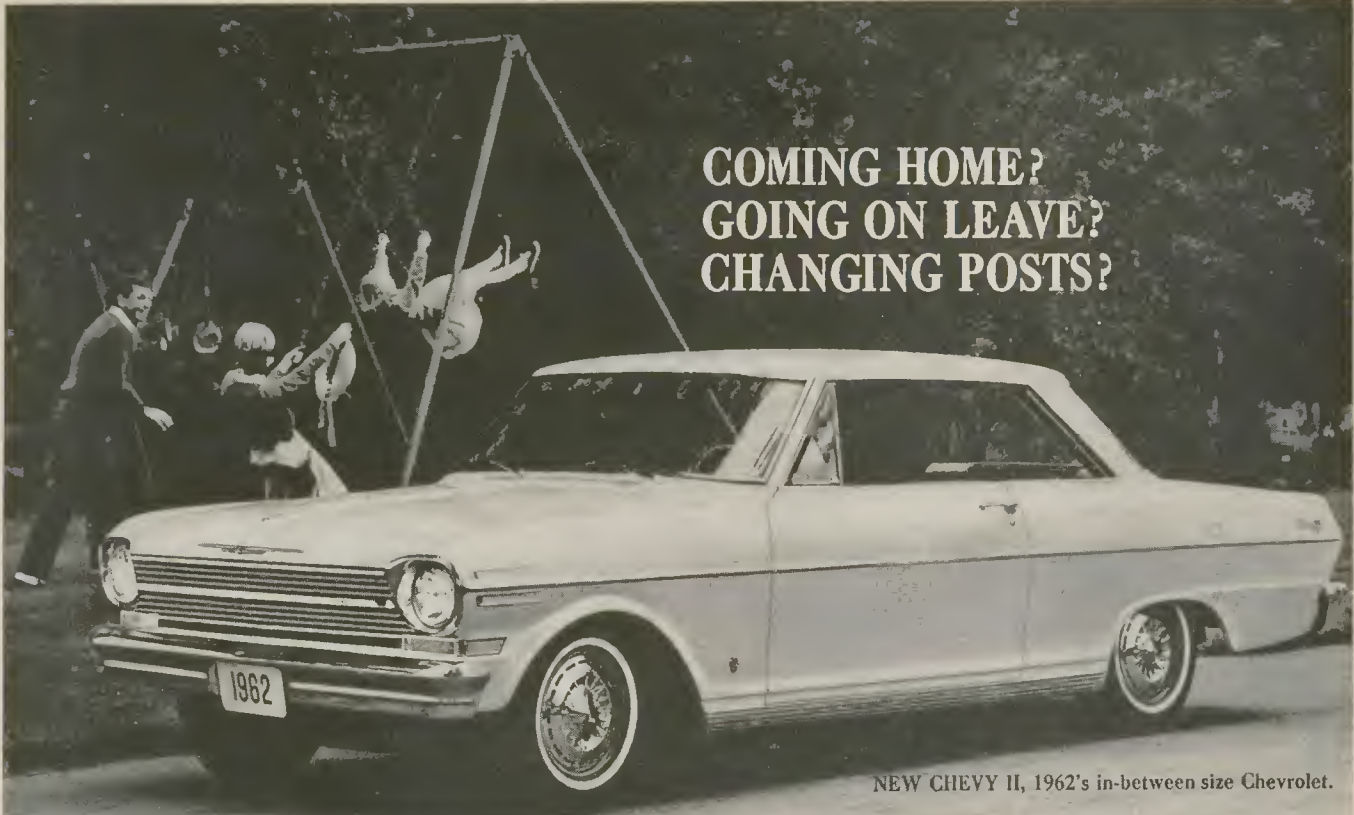
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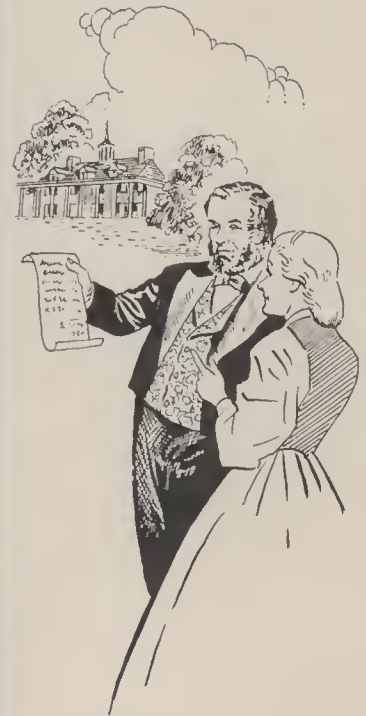
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# The FSO and High Policy

by ELBERT G. MATHEWS

THE SERVICE has been gratified to observe that the old cliché—of the Ivy League, striped-trousered FSO—is at long last losing currency. It would be pleasant to think that we shall henceforth be viewed objectively as we are. This apparently is not to be.

Another stereotype is spreading and seems likely to become well entrenched unless vigorously combatted. This new cliché, worse than the old, identifies the FSO as a cautious traditionalist with a bias toward timidity and conformity. Even so generally understanding and well informed an observer of the Service and its problems as Mrs. Zara S. Steiner has embraced this new stereotype. All the words descriptive of the FSO used in the second preceding sentence are taken—admittedly from different places and somewhat out of context—from Mrs. Steiner's "Present Problems of the Foreign Service."

How applicable, how justified are these epithets? Let us look first at "cautious traditionalist," which presumably means that FSO's cling to old policies and old procedures. Many undoubtedly do, this being a common human characteristic. At all times, however, a significant number of FSO's are urging changes—sometimes fundamental changes—in U.S. policy. For the most part, and as is proper, this current of dissent is unknown outside the Government. Occasionally, it breaks the surface. One recalls Messersmith's policy recommendations with respect to Nazi Germany in the 1930's, Henderson's insistence during World War II on the unchanging, inimical objectives of the Soviet Union, and Cabot's efforts in 1953 to inject new vigor into United States policy toward the other American Republics.

With respect to procedures, most FSO's do tend to cling to the old. They accept the inevitability of the new techniques, and are indeed increasingly enthusiastic about some of them, but their experience has convinced them that what has come to be known as "quiet diplomacy" is in the long pull the most effective diplomacy.

The ascription of "timidity" to FSO's is an outgrowth of the McCarthy era, and the Service itself must accept some of the blame. In outraged reaction to the attacks on the Service at that time, many FSO's complained bitterly that honest and objective reporting would henceforth be impossible. These complaints were widely publicized, and the image of the oppressed and timorous FSO was launched.

Upon thinking back to those trying days, however, one is struck by the recollection that when FSO's bemoaned the

Ambassador Mathews was a member of the Policy Planning Staff from 1955 to 1959, serving as Deputy Assistant Secretary during the last two years of his tour with S/P. He is currently on detail to the UN.

risks of honest reporting, it was in the sense that these risks were going to inhibit the Service in general. It was rare indeed for an FSO to say that he himself was going to be inhibited. In point of fact, of course, the Service continued to report honestly and objectively. Unpalatable facts and heretical views continued to flow into the Department from the field, as they do today.

What of "conformity?" It is true that most FSO's have the stigmata of the profession, just as do most doctors, lawyers and academicians. Having conceded that much, any FSO with even a few year's service must be nonplussed at the notion that his colleagues are placid and passive conformists. The fact is, of course, that only non-conformists stay in the Service. It is still a deviation from the accepted norms of behavior for any American deliberately to choose a career which will keep him outside the United States for half or more of his adult life. Once in the Service, this initial bias toward non-conformity is strengthened by the varied experiences of life abroad. FSO's are, in consequence, as diverse a group of individualists in thought and action as one could hope to find.

To summarize, the Foreign Service is recruited from the human race and has its share of human failings. As most men are normally "cautious traditionalists," so are the majority of FSO's—but there is always a dissenting minority. "Timidity," another fairly common human trait, undoubtedly exists among FSO's but it is not a term that springs readily to mind in assessing one's colleagues. The nature of the Service makes "conformity" a singularly inappropriate epithet to apply to FSO's. The new stereotype is inapplicable and unjustified.

The Service might shrug off this new cliché, bad though it is, but for the fact that it leads to sweeping generalizations about the capability and qualifications of FSO's as participants in policy formulation that must be challenged. Thus, Mrs. Steiner writes, "the Foreign Service has not developed the kind of men who produce a Marshall Plan, a Point Four Program or even a student exchange program." No proof is offered for this remarkable statement, but then if FSO's are by definition cautious traditionalists with a bias toward timidity and conformity, none is needed.

Mrs. Steiner also writes, "The Foreign Service has only a few men who can assist the Secretary of State in developing and revising the broad strategy of our foreign policy." With reservations as to the numerical value of the word "few," one can accept this as a statement of fact while rejecting its implication that the Service is at a disadvantage as compared with "outside" groups. It should be obvious

that among all Americans, those who can effectively "assist the Secretary of State in developing and revising the broad strategy of our foreign policy" number in the low hundreds. By the same token, those FSO's who can play this role are a small minority of the Service as a whole. The making of high policy is an art to which many would like to be called but for which few are qualified to be chosen.

The Service provides the best available training and testing ground for the qualified few. Every FSO is constantly and intimately exposed to the consequences of policy—not only United States policy but the policies of the countries with which he deals. The perceptive, imaginative and objective FSO acquires over the years a unique understanding of the wide range of factors, alternatives and contingencies that must be weighed in reaching policy decisions. He learns by bitter experience that no policy is perfect and that the relative success or failure of a policy can be determined by what appear to be trifles. He discovers that a policy rationale persuasive in Washington sometimes arouses amazement or amusement abroad. He becomes acutely aware of the critical importance of timing in launching a policy. In short, the FSO who enters the Service with the requisite basic qualifications of intellect, stability and character has an unparalleled opportunity to develop into an accomplished practitioner of the art of policy making.

Why, then, do so few FSO's "assist the Secretary of State in developing and revising the broad strategy of our foreign policy," and when they do, why do they seem usually to have so little impact on policy? To answer these questions requires plain speaking.

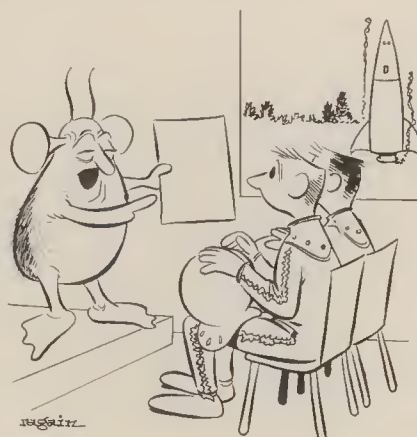
A key fact is that the career concept on which the Service rests is not wholeheartedly accepted as part of the American way of life. In the domestic political context, most American politicians are inclined to agree with Khrushchev that there are no neutral men. All FSO's who were there in 1933 and

1953 will recall the intense suspicion with which the incoming Administration regarded the Service. In 1961, happily, the attitude is not so much suspicion as reserve. Whether suspicious or reserved, new Administrations do not automatically reach for the FOREIGN SERVICE LIST when they begin to fill Washington policy positions in the field of foreign affairs.

The normal course is for the new Administration to fill most of these positions from outside the Service. As the Administration grows older, these early appointees tend to return to private life. Quite often, they are replaced by FSO's. This pattern has important consequences. The non-Service appointee comes into office while the Administration is young and zestful, uncommitted to old and receptive to new ideas. The FSO takes over as the Administration is aging and licking its wounds, deeply committed to existing policies and reluctant to embark on fresh ventures. He comes to bat with two strikes against him.

Moreover, the FSO, whether he assumes office early or late in the Administration, is apt to be less dramatic than his non-Service counterpart. This is in part because the FSO is doing what comes naturally and in part because, as noted earlier, he inclines toward "quiet diplomacy." Perhaps of more importance, the career officer is, or should be, Service-centered and is consequently much less concerned with the general public reaction to his role than the non-Service appointee necessarily must be. For these reasons, the general public and even sophisticates in foreign affairs do not find the style of the FSO exciting.

The FSO, of course, does not try to be exciting. He does try to serve the national interest to the best of his ability. If his contribution at the level of policy making falls short of expectations, the fault does not lie in the Service. It lies in the failure to use to the full the talent and capability which the Service offers.



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# The Art of Being No. 2

by C. NORTHCOTE PARKINSON

THERE WAS A time when "president" and "vice president" were terms in restricted use, as, in the U.S. Constitution, they still are. But vice presidents have been tending to multiply, the larger universities having up to about six apiece and the larger corporations fifteen or more. So our terms of status are apt to prove misleading. Behind their imprecisions there loom, however, the hard facts of life. In nearly every big organization there is a No. 1. There is also, and almost as inevitably, a No. 2.

They might be, respectively, the president and the executive vice president, or they might be called something else; but there they are and have always been, and there presumably they will always be. In most primitive societies the family group is headed by the father or grandfather, "the old man" (as a ship's master is still called), to whom his eldest son stands as No. 2, deputy, and presumed successor. The office of No. 2, or eldest (or, alternatively, ablest) son, has thus a respectable antiquity. But does every organization have an acknowledged No. 2? No, there is a significant exception. In a political despotism or dictatorship there is no real deputy and no named successor. For the whole strength of the regime rests on the assumption that the current ruler is impossible to replace. After all, an effective deputy makes the ruler less indispensable. A known successor makes him less secure.

It is part of the technique, therefore, of dictatorship to leave the second throne unfilled. Instead of a No. 2 there are several people in competition, the position of each weakened by the jealousy of the rest. Nor is dictatorship unknown in business. There have been corporations ruled in much the same way and usually with the same result: namely, that the organization lasts no longer than the man. The normal preference of mankind is for institutions of greater stability—i.e., for types of government that can survive a single bullet, for industrial empires that can survive a single heart attack. So that industrial dictatorships are more the exception than the rule.

Another exception to the normal is to be found where the No. 2 is really the No. 1. The whisper goes round that Mr. Lurking is the man to see if you want results—not Mr. Roger de Coverley, president though he may be. This

Dr. Parkinson is an old British civil-service hand and an indefatigable writer of history (e.g., "British Intervention in Malaya," Vol. 1). He is also the author of two books that have provided some insights into the oddities of economic man. "Parkinson's Law" (bureaus multiply themselves) and "The Law and the Profits" (expenditures rise to meet income). In this article Dr. Parkinson moves up to management for a closer look. He explains the techniques of staying next to the top, and—for those executives who are interested—some of the ways of taking the next step.

sort of situation is not uncommon. There are men like Mr. Lurking who hunger for power but not for office, and they sometimes contrive to join forces with someone like Coverley, who longs for office but not for power. But this situation lacks stability, because Coverley may suddenly decide to assert his authority, or Mrs. Lurking may demand overt recognition of her husband's power. The pyramid stands better with its apex at the top.

Taking, then, the normal and preferable situation where No. 1 is actually as well as theoretically in charge, we must now consider the position of No. 2. Our temptation at the outset is to conclude that all No. 2's are alike. It is so easy to picture the ideal No. 2—old Dick, so *reliable*, so quietly efficient, always there when wanted, so tactfully absent when not required, so kind to the office staff and such a delightful uncle to No. 1's children. But such incidental functions as these must not be allowed to cloud our vision. No. 2's are not all the same. Some are self-effacing and obscure, others are mysterious and secretive. There is the No. 2 who is genial but evasive, and the opposite type who is negative and dumb. Some are effusively cooperative, others are obstructive and surly when outflanked by an appeal to higher authority. No. 2's might seem, in fact, to offer an infinite variety in temperament and outlook.

They fall, however, into two basic categories: those (A) who are content to be No. 2 and those (B) who want to become No. 1. It might not be easy to draw a firm line between the one category and the other—for some individuals are to be found in a state of transition—but the categories exist and the majority of No. 2's can be placed in one or the other.

## *The voice of the chief*

The inevitable and eternal No. 2 (A)'s, who lack, and perhaps have always lacked, any higher ambition, are easily distinguishable. They reveal a slight wandering of interest, a preoccupation with things not strictly within the organization. They talk of school boards, local politics, country clubs, and the chamber of commerce. They are as active as ever, mind you—never more so—and never (well, hardly ever) late at the office. But they have passed the age of ambition and have begun to take a pride, rather, in the progress of their children; in their son's success at college or their married daughter's first-born. There is a settled, comfortable look about the predestined No. 2. It may be years, however, after his hopes have faded before he admits, even to himself, that he likes being No. 2 and that he will never now be anything else. What is obvious to others may not be obvious to him.

Come now to Category B, the probably larger group of No. 2's, whose ambition is to be No. 1. These No. 2's can be subdivided into three groups, (I), (II), and (III). Those in Group I were appointed to their job after No. 1 got his. Chosen by No. 1 himself from among the departmental heads, this type of deputy seems relatively young and optimistic, never (he says) having expected such promotion and never having held such high office before. "Gee!" he will exclaim, "but it's great to work under a guy like Alan Topleigh! I learn something new every day. He's a swell guy—and does he know his stuff! I guess I know when I'm lucky."

In Group II of Category B are the No. 2's who had this job *before* No. 1 assumed his present post. Each was the choice of No. 1's predecessor. Mark Waydown is one example of a No. 2 (B II). He is the very best type of executive, efficient, cooperative, and popular. No one has ever questioned his loyalty to No. 1, even though some believe him to be the abler man of the two. If the corporation output can be said to depend upon any one individual, Mark would be that man, or so most people think. He is more than valuable, he is *essential*.

In the same category and group as Mark Waydown but of a somewhat different stripe is Carveth Carping, unquestionably one of the ablest executives in the Bellectronics business. Of Carping's ability there can be no doubt at all. He would have been president if Victor I. Peake had not happened to be available. Eight years older than Victor, Carveth has never been more than civil to him. He overflows with unspoken criticism. Asked about the company's policy, he outlines the current plan for development, shrugs his shoulders, and adds, after a slight pause, "Whether this scheme is the best we can do . . . well, time will show. Some of us have sometimes—oh, well, it doesn't matter now. You know Peake, of course? A great guy, yes sir! I don't know how he does it—I really don't!" He is often heard to say, "I don't know how he does it," and there is just enough ambiguity about this to create despondency. "If we didn't trust the chief as we do, we might *almost* think he had misjudged the market trend," Carveth says. "But I guess he must know what he's doing. He has a sort of intuition, and that's more valuable, I dare say, than mere experience. We shall see . . ." Carveth is a master of pregnant silence, and his raised eyebrows convey more distrust than words could express. From all Carveth omits to say it is obvious that Peake's failure is complete.

Last of all, there is Group III of No. 2 (B)'s: former No. 1's, brought into the organization as the result of a merger. There is Brent Boughtover, for example, who became No. 2 of the Giantsquid Corp. when his own company (Frankleigh, Tottering & Co.) was absorbed in 1960. Relations between President Silas Summit of Giantsquid and Brent are too polite to be convincing. "Let's ask Brent's opinion before we go any further," says Silas. "Oh, no, Silas," says Brent. "Your judgment is best—I would rather be guided by you." "Thank you, Brent, but you have more experience in this particular field." "I wouldn't say that,

Silas—I guess you know more than any of us." "You are too modest, Brent, etc., etc." So the discussion goes on, Silas devoutly wishing that Brent were not there, and Brent wishing as fervently that he were somewhere else. The No. 1 reduced in rank presents a frequent problem in the world of business and one to which there is usually only one solution: Brent's retirement or transfer.

#### *The flu and Wittering tests*

If you have been passed over for the No. 1 job and find yourself a frustrated No. 2 you should candidly examine what distinguishes a natural No. 1 from a natural No. 2. There are two questions to ask yourself.

Question one: When you have a cold or high temperature, on what day of the week does it begin? Think back carefully. Maybe you will answer, "Well, it might begin any day, I guess. Can't say I've really noticed." If that is your answer, No. 2 is your right level. For the predestined No. 1 will answer without hesitation: "All my ailments begin on Friday afternoon and I always recover by Monday morning." The point is that a No. 2 destined to be No. 1 must never go sick, or not at least until years after his promotion. Everyone else can have influenza if they like and everyone can have it during the same week, as they often do, but that makes it all the more vital that you should be there. And there, at your desk, you will be found, let the epidemic be what it may. But can the onset of an illness be thus controlled by the patient? It certainly can. You make no deliberate effort but in the natural boss (if you are one) the ailment is subconsciously held in check. There is some internal mechanism that keeps the germs on the leash from Monday through Friday. "You can't be ill now," it whispers, "there's the staff meeting this afternoon." "There's the lunch for Senator Dimwit," it hisses; "you can't begin sneezing yet." This built-in mechanism works perfectly until Friday midday. Although no longer in top form, you deal with all the urgent business and begin signing the outgoing mail at about three-thirty. It is then that your secretary observes for the first time that you are not looking well. As she comments on this, in a tone of motherly solicitude, you sneeze. "Oh, dear, Mr. Toplevel, I do believe you have a touch of flu." You realize that she is (as always) right, and the internal mechanism suddenly lets go, muttering, "It's O.K. now. Give it the works! You can be as sick as you like—until Sunday midnight." Away you stagger, hardly able to stand upright. By Saturday night you are on the point of death. On Sunday morning you are recovering. During the afternoon you are convalescent. And by Monday morning you are back at your desk and perfectly well. The existence or absence of this internal mechanism is a simple question of fact. If you don't have it, you are not of the stuff of which No. 1's are made. You have it? Yes? Then go on to the next question.

Question two: Are you prepared to fire Joe Wittering? You know him, of course. Every organization has or has had a Joe Wittering. He is quite honest and very generally liked and is one of the most well-meaning fellows alive. He humbles round harmlessly with unanswered letters in

his pocket, breakfast smears on his tie, cigarette ash on his trousers, and a vacant smile on his face. Joe is known to everybody as a kindly old muddler with a popular wife and five children at school. There might be a case for retaining Joe, but we'll suppose that there isn't. . . . As No. 1, it is your job and no one else's to send for Joe and say: "You are not good enough for this company and I am abolishing your post as from October first. You have until then to find yourself another job. Short of perjury, I shall do what I can for you. . ." You are ready to do that? But this is not the whole of the test. For, having looked Joe Wittering in the eyes and said, "You're fired," you have to go home and sleep soundly, not having given the matter another thought. To be a good No. 2 (which you are) you need knowledge, skill, ability, and tact. All these you need as No. 1 but with something else, that surgical touch which distinguishes the man at the top.

*Ways to get rid of No. 1*

We shall suppose now that you have given the right answer to both of these vital questions. All your ailments happen between Friday afternoon and Monday morning. And you are prepared to fire Joe Wittering. Despite all your experience and ability and with the two additional qualities that mark you out for leadership, you have nevertheless been turned down. With a barely credible want of common sense, the board of directors has appointed a younger man as chief, leaving you as No. 2. Human failings being what they are, this sad fate could befall anyone; and now, after years of successful work, it has happened to you. The new No. 1 has arrived and you have bid him welcome on behalf of the staff. You have added your own warm congratulations, noting inwardly that his hair is thinning and that his suit is badly tailored. The ceremonies are over and now the question is—what are you to do next?

Until very recently there would have been no answer to this question. The only hope for No. 2, we should have had to admit, lies in the possibility of No. 1's having a long and serious illness, which would leave No. 2 well established by the time that No. 1 actually resigns or dies. And this sort of illness is, in fact, extremely unlikely. In the words of the proverb, a watched pot never boils. Since it is no good waiting for No. 1 to fall sick, the better policy is to maneuver him out of the way. As it happens, there is a method for doing this.

This involves the application of management science. If you, as No. 2, are unfamiliar with management science, your first move should be to hire a Ph.D. Suppose that the one chosen is Dr. U. C. L. Angeles, whose wife, Ann, is herself a specialist in behavior. You persuade No. 1 to allow the head office to be made the subject of a technical investigation. The whole program will be at the expense (you will explain) of the Fogwell Institute, which has provided three research assistants. And now the staff meeting is to receive the first interim report.

*Malcolm:* Item 3. Report from Dr. Angeles, copies of which have been circulated. Any comments?

*Macbeth:* I suggest, sir, that we invite Dr. Angeles to explain his project. Here he is . . .

*Malcolm:* Very well, No. 2. Dr. Angeles, the floor is yours.

*Angeles:* My object, Mr. President—and gentlemen—is to present our interim report in the simplest form. The facts already revealed call for immediate action. To wait for the final report would be to let the situation deteriorate. Briefly, then, I have made a preliminary study of this organization, using Batworthy's nonlinear extension of the optimal range.

*Macbeth:* With internal validity checks, I hope?

*Angeles:* Certainly. You will find a note on diagnostic procedures at Appendix K. Applying a strategy of random variables, and using the Stochastic Model; applying, moreover, our experience of operations research and decision theory, we could not escape the meaningful conclusion which we have tabulated on pages 34 to 37.

*Malcolm:* Very interesting, but I really don't see—

*Macbeth:* Forgive my interrupting, sir, but I think I can explain the passage which you find obscure. I was puzzled myself and asked Dr. Angeles why he rejected the simpler strategy of Filkenstein's Theorem. But he soon convinced me that quadratic programming would not, in this case, have been helpful. I think you will find the report in other respects both lucid and cogent.

Pause now and reflect, for the staff meeting has reached what is known in the bullfighting arena as the Moment of Truth. For No. 1 it is a question of now or never. To regain control of the situation he must at this point drop his copy of the interim report into the wastepaper basket and address Dr. Angeles in some such words as these:

"All this sounds to me like gobbledegook. I haven't the least idea what you are talking about and have no reason to think that it matters. If you have any constructive comments to make on our organization, make them in plain language, stating what you think should be done. But don't talk to me as you might to a digital computer. I don't like it, don't grasp it, and won't have it."

By this brusque reaction, which will reduce Dr. Angeles to twittering ineptitude, No. 1 can defeat the whole plot. In a moment all the vice presidents will be admitting in chorus that the interim report is so much meaningless drivel. The founder of the company, old Tom Tuffenuff, would have done exactly that. But today's executives are seldom men of his caliber. It takes some courage to profess a scornful ignorance among a whole group of executives, each professing to follow the whole argument. In nine cases out of ten, No. 1 will fail the test. He will nod his head in feigned comprehension. And once the moment has passed, he will never regain control of the meeting, which will continue on these lines:

*Malcolm:* Thank you, Mac. The report might have been worded more clearly, but I think we all understand the Doctor's point. (*He looks round.*)

*All (quickly):* Yes, yes. Perfectly clear.

*Macbeth*: Well, I seem to be the dumb bunny here, but I'm still puzzled by the last half of page 41. Why should dynamic programming involve the theory of games?

*Angeles*: I'm glad you asked that. My symbol manipulation language is not as coherent as it should be. The page summarizes my heuristic line-balancing procedure which leads to the non-basic optimum solution on the next page.

*Macbeth*: But that solution is inconsistent, surely, with the combinational analysis and topology on page 17—look, you say here that

$$II = I - \frac{(p + h^2)}{\sqrt{mn}}$$

What about the calculus of probabilities?

*Angeles*: It doesn't apply to a multiperson interaction. It would have applied, I freely admit, had I been using a different methodology. But the conclusions would have been much the same.

*Macbeth*: Oh, I'm not questioning that. The Zoning Constraint would not have been affected.

*Angeles*: Exactly! It is a question of cybernetics and a use of a minimax principle. We are basically in agreement, I think.

*Macbeth*: That is so. But your exhaustive algorithms leave me with a regret function which defies analysis.

*Macbeth*: Well, sir. We have, as I see it, to apply this report to the Activation of Motives in our organization. I suggest, however, that we defer action until Part II of the final report is before us, which will be in about three weeks' time. The matter can wait until then, I guess, but not much longer—isn't that right?

*Angeles*: We need a firm decision before the end of the month.

*Macbeth*: Right. And we shall need to discuss Part II at some length before we outline our program.

*Macbeth*: Well, we need to know what we are doing.

*Malcolm (crushed)*: I suppose so.—

*Macbeth*: And I feel we should thank Dr. Angeles for all his help.

*All*: Yes, ycs. Very valuable indeed.

*Angeles*: I could never have produced this interim report without the help of the three research assistants provided for me by the Fogwell Institute. Miss Weard and her two sisters have done a fine job. Might I convey to them the president's thanks?

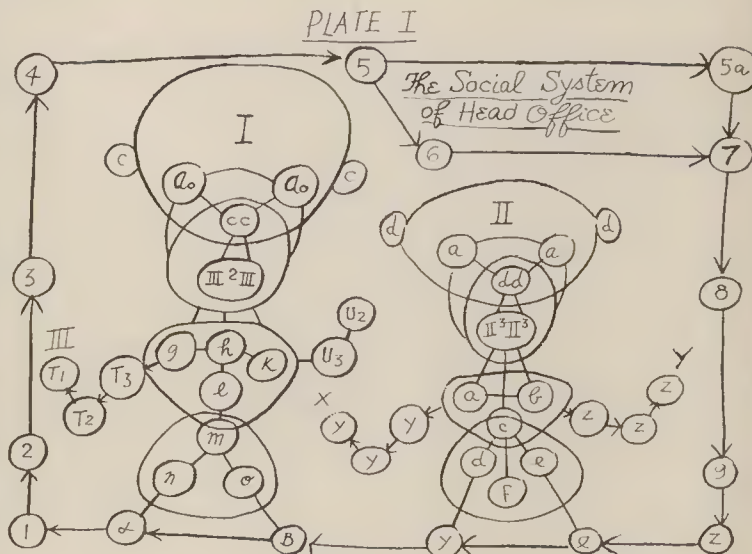
*Malcolm*: I suppose so.

*Angeles*: They will greatly appreciate it.

*Malcolm*: And now, Dr. Angeles, you will be wanting to get back to your investigations. Thank you, Doctor.—Now, Item 4. The estimate for repairing the powerhouse roof. Mr. Macduff?

No. 1 will bluster over Item 4 but he has nevertheless lost

ground. By next week he will have to face another discussion with Dr. Angeles and still without the least idea of what is to be discussed. Then will come the final report. In this Dr. Angeles will include his masterpiece, the model to illustrate the Head Office Social System. As this represents the last deadly stroke, it is worth reproducing in full. Here it is:



At the sight of this diagram. No. 1 will utter a hollow groan. "Oh, no!" he will whisper "not that!" But that is nevertheless what he has to face. All he can do is to retire to bed, leaving No. 2 to carry out the planned reorganization. Whenever No. 1 shows signs of recovery, a mere flourish of the diagram, a mere distant echo of Dr. Angeles' voice, will be enough to bring on a relapse. The time for No. 1's retirement is near and there can be no doubt as to who his successor must be.

Do you hesitate to use this method of removing No. 1? Do you recoil from treating any man with such calculated cruelty? If so, the feeling does you credit. You have a loftier moral code and higher ethical principles than many a minister of religion. You have all the selfless motivation which may fit you for the second post in any organization; and there, as No. 2, you are likely to remain. For the No. 1's of this world are ultimately ruthless. They will use any method to gain their end, and if management science looks usefully lethal, that is the weapon they will use. Shrink from this nebulous dagger and you will soon be thinking (and quite rightly, from your point of view) that to be No. 1 is hardly worth the pain and effort. One day, by your fireside, with pipe lit and coffee at your elbow, you will say to your wife, "Ambition is all very well—but I have come to like being No. 2. Do you know, I sometimes begin to suspect that I shall never be anything else?" And your wife, to whom the same suspicion has been a certainty for the last six years, will calmly and smilingly agree.

# EDITORIAL PAGE

## Modern Diplomacy

THE LOSS of Dag Hammarskjöld and the consequent crisis in the United Nations should not obscure the lesson of his career for those who remain to practice his profession. For in the last analysis his greatest contributions stemmed from a rare mastery of all three elements of modern diplomacy: personal, parliamentary and executive. He was able to accomplish as much as he did because he understood the role and the relationship of each. He used each at the right time and the right place.

The mission on which Mr. Hammarskjöld died is a striking example of the complementary nature of the three major elements of diplomacy in the mid-twentieth century. Authority for the United Nations operation in the Congo was the outcome of parliamentary diplomacy; to carry it out required the highest degree of executive skill; and to support it required the most professional use of personal diplomacy at many times and many places—by the Secretary-General and by many others.

Few individuals may ever combine all these talents in one person. Few may be called upon to use them in combination. But the touchstone of successful modern diplomacy lies in the blending and balancing of personal, parliamentary, and executive diplomacy. For the professional diplomat, this is the lesson of the unique career of the late Dag Hammarskjöld.

## Success on Capitol Hill

THE CONGRESS and the Administrators of the Service have earned our congratulations for the constructive amendments to the Foreign Service Act which were passed in the 1961 session.

The broadened authority for language and orientation training for family members recognizes what has always been a fact: that our families do an important job for our country and should be trained to do it better.

Of special significance are the new provisions for travel, for rest and recuperation, from hardship posts and for

medical purposes at posts where adequate facilities do not exist. These improvements should literally give a new lease on life for hundreds of Foreign Service officers, employees and families and should therefore improve the effectiveness of United States representation in many areas of the world.

The new amendments also give the Executive greater flexibility in setting tour-of-duty policy. This flexibility will benefit the nation in areas where longer tours of duty can be established. It will benefit Foreign Service personnel in hardship areas where shorter tours can be the rule. It should make personnel administration easier.

This is indeed a running start. We hope the pace continues.

## Strictly No Fooling

WE HOPE THOSE of our readers posted abroad with boys and girls eyeing prep school or college have taken to heart the injunctions of the American Foreign Service Association's Educational Adviser in his thoughtful and incisive "Adapt or Perish" in the June issue of this magazine.

It may not be news to many that it is harder to get into the college of one's choice than it was when "we did it," but it may well require a jolt to the imagination of parents in Tokyo, São Paulo, Abidjan or Zagreb that their twelve-year olds (especially the boys) are on the brink of as tight a competition for prep-school entry as they themselves experienced in college admissions fifteen or twenty years ago.

As Mr. Slade points out, distance and an "odd" or "foreign" background can be a real handicap to a candidate in the rush and turmoil of the secondary schools' admissions procedure, despite the real interest in Foreign Service applicants which many schools evince and their sense of justice in not favoring the boy or girl on the spot.

Our advice, then, is to start early, take advantage of home leave to visit schools, and make it as easy as possible for the overburdened admissions people to evaluate in their own terms the scholastic record of Foreign Service applicants.

# WASHINGTON LETTER

by Gwen BARROWS



Tutankhamun Treasures  
Currently at the National Gallery

"WHAT'S BEEN the atmosphere round the shop the past few weeks?", we asked E. B. (Exhausted Bureaucrat) when he stopped in to see us one golden day last month.

"The usual *panem et circenses*," he drawled.

"Fashion shows in the Auditorium, fashionable literary evenings, and fire alarm drills. And at the same time, the hard core of work to get done to feed the insatiable maw of this government by conference.

"Biggest relief, of course, was that with Congress dispersed to the country there was no longer a need to

spend so much time testifying on the Hill. At the same time, effects of the legislation of the recent session began to be felt. These included cuts around the Department as well as the up-building of AID which made for an unsettling atmosphere."

## Books

He'd been down that day to pick up some books at the second-hand sale, sponsored by the AAFSW, in New State's North Court, just off the cafeteria.

"It was amazing to see the number of books people were buying," he reported. "Stacked right up their arms. It may be true that people on the average buy only two new hard-cover books a year but there again that's the mythical average American. And I've never met one. Certainly not in the Foreign Service."

His point was well taken and we couldn't resist quoting part of Elbert Mathews' piece which was on our desk at that moment. It's true that people get deceived by the outward appearance of conformity on the part of the FSO and forget that his whole training and overseas experience encourage a ruggedly individual viewpoint.

"By the way, they were buying records, too, at the book sale put on by the Association of American Foreign Service Women. Total sales of books and records for the day staggered even those who had had the task of receiving and working over the almost a million books, which were sold at the usual second-hand prices." His wife told him as a result of the sale five additional scholarships could be offered Foreign Service youngsters this next fall.

## "Assignment: Washington"

"Speaking about the activities of AAFSW," he went on, "have you seen the little booklet they have put out. 'Assignment: Washington?'" At \$1.00 a copy it should be this year's best seller on the household shelf of the Foreign Service family.

"It pulls together all kinds of essential information on housing, shopping, discounts, educational facilities,

etc.—all of which take a considerable time to discover when one first arrives back from Quoquolonga.

"Should have a supply on hand at each post," he said. "Pass them out with travel orders and assignments to Washington, for reading en route home since that's the last moment of leisure most wives have for a bit."

Since he'd brought up the subject of books I asked him if he realized AFSA had received over one hundred requests for the new history of the Foreign Service. "Yes, it's a good solid reference book—not night-table reading but a book that most officers will want to have, and it's good to have it available at special discount through AFSA."

## Foreign Affairs List

"By the way," we interrupted, "you saw the reading list of foreign affairs books we published last month. Do you think most people read it, or put it to any use?"

"Well," he started off in good presidential style, "my wife always tears it out of the magazine and keeps it for me. Generally she orders books for our friends for Christmas from it."

"And do you have your reading list lined up for the next few months?"

"Certainly do," E. B. replied. "I've put aside for the next six months:

- We the People, by Forrest McDonald.  
(A study of the Constitution)
- American Rights: The Constitution in Action, by Walter Gellhorn
- Inside Europe Today, by John Gunther
- Japan Subdued, by Herbert Feis
- The City in History, by Lewis Mumford
- People! Challenge to Survival, by William Vogt (on the population explosion)

"But I have a list of older books I plan to get at during the next few months, too. You'd like to hear them? Well,

- Joseph Conrad's *Chance*
- H. G. Wells' *TonoBungay*
- Arnold Bennett's *Lord Raingo*
- The Education of Henry Adams
- Poems of Emily Dickinson"

We said we'd check with him early in the spring to see how his reading program had progressed.



"I agree with Lederer. We must meet the Soviet challenge."



"Oh yes," he said, almost as a postscript, "from the standpoint of anthropology, there's one little gem. Everyone who's thinking about foreign aid or problems of living overseas should read it: 'The Silent Language' by Edward Hall. Ties in beautifully with the rumor I've heard that AID would like to hire anthropologists for each foreign post.

"Sometime the anthropologists should do an article on Georgetown. No need to go to a foreign country to observe strange and interesting social customs and attitudes. For instance, let me show you an ad I've been carrying around recently. Must have been written by someone who had come direct from one of those quick-shot cocktail parties:

GEORGETOWN. Exclusive, \$79,000. A kingdom for two with a view of sky, river, clouds and budding Earth; of stars, sun, moon and their creation. Of man made marvels, city lights and monuments of myriad dreams and spacious living joy.

I'm going to have to stop 'round to see those people sometime. Some foggy, murky evening, after a hard day at the office, preferably, with my car full of kids."

#### **Poli Sci at 6:30 a.m.**

E. B. doesn't say much about his youngsters usually. But he went on to tell me that day about the effect of a new TV course on his oldest boy, Selton. "Has his alarm set now for 6:15 a.m. on Mondays, Wednesdays and Fridays. Dr. Peter Odegard, University of California at Berkeley, goes on the air at 6:30 and has youngsters and grown-ups listening in to the hard-hitting, information-packed program he's giving. Very stimulating program.

"George Washington University sponsors it, and offers it for credit with paperback textbooks costing only \$7.50. More than one hundred universities and schools are airing it at their own time and place. Not surprising—Odegard spends more than twenty hours of preparation on each lecture."

Another TV educational entrant this fall in Washington is Channel 26. E. B. said he was being hounded at home until he gets the old TV set adjusted so it can receive the new station. It may cost \$35, but the programs are outstanding, really worth it, his family has insisted.

"Speaking of educational TV," he went on. "I sat in on Mrs. Roosevelt's 'Prospects for Peace' when they were taping it recently on the Eighth Floor, one Saturday afternoon. Couldn't help contrasting the bright chandeliers, the golden rug and chairs with the heavy-going program.

"After a preliminary introduction by the Secretary and Mrs. Roosevelt the panel began to kick the nuclear football around. Dr. Paul Tillich, Max Freedman of the *GUARDIAN*, Manchester, Scottie Reston and Henry Kissinger were talking in dispassionate terms about whether and when, and under what circumstances, the U.S. should initiate or respond to acts and threats threatened and overt. It had my blood running cold—the calm way the end of civilization was being discussed. Was glad to get out of the show and on the broad sunny 'C' Street. Walked downtown just to get the taste out of my mouth, and took in Paddy Chadayevsky's 'Tenth Man.'"

#### **National Observer**

"Hope your house doesn't look like ours on a Sunday, with the *TIMES* and the *POST* and *STAR* in various stages of disorder. Even so I'm glad

to hear a new Sunday paper is going to be published by the *WALL STREET JOURNAL* people. Could stand a national with crisp, concise, well-written coverage of everything from international news to sports and music. Like the *LONDON OBSERVER* and the *SUNDAY TIMES*.

#### **Live Art**

"Don't know whether you happened to see it," he continued, "but we had a Chinese painter in town early in October. Painting in the classical method and giving daily demonstrations, while children crowded round him, putting their hands almost on his, while he rapidly stroked in with a facile brush almost-moving bamboo shoots and green-yellow birds, and then added in highlights of color for emphasis. Not a stroke too much, not one off balance.

"Exquisite work. One picture I watched took only sixteen minutes. It was on rice paper and I'd like to own it. Lui-Sang Wong of Hong Kong is under thirty years of age and has been giving exhibits of his work and demonstrations in several American cities. But there were some other good art shows 'round town, too."

But at that point, we had to run so promised to talk with E. B. later.

#### **"LIFE AND LOVE IN THE FOREIGN SERVICE"**

by ROBERT W. RINDEN



"I know PER worked this out ever so carefully—but will I be able to use my Spanish in Ottawa?"

# Reform of the Foreign Service

by RICHARD LAW\*

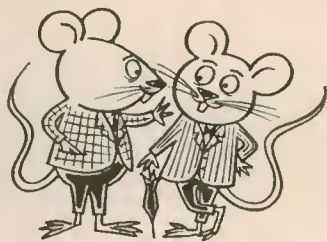
I BELIEVE there is a great deal of muddled thinking about the Foreign Service and the part which it plays in our affairs—muddled thinking of a kind which is exemplified by a story that had certain currency during the early days of the war. It is said that two young [military] officers were travelling in a train, and were beguiling the tedium of the journey with a discussion on the higher strategy of the war. One maintained that the war would be won by air power. The other maintained as stoutly that it was going to be just like the last war, with vast land forces immobilized in trench warfare. Thus the discussions went on, and, as the train was drawing into the terminus and the passengers were getting their luggage out of the racks, a distinguished-looking gentleman, neatly clad in black coat and striped trousers, who had been sitting in the corner, turned to the two young officers and said to them that he had been much interested in their discussion, adding: "I hope you realize that if it had not been for us, you would not have had your silly old war at all. I come from the Foreign Office."

That is not a true story. On the other hand, a number of people believe it to be true—at any rate in the sense that a parable is true. A great many people believe that the Foreign Office is responsible for the formulation of foreign policy and is, in large degree, the final arbiter of peace or war. That is not the case. It may be said that our foreign policy between the two wars was mistaken. Speaking from this vantage point of time, I would say myself that it was tragically mistaken, and I think probably all honorable members of this House would agree with me, though the basis of their agreement might be different from mine. But the responsibility for that foreign policy was not the responsibility of the Foreign Service. It was the responsibility of the Cabinet, of the Government, of this House of Commons and of the people of this country. It is easy enough to find scapegoats, but one has to remember that the scapegoat itself is an innocent creature which symbolizes and represents the guilt of other people. The Foreign Service has been held up as the scapegoat for the disasters that have fallen upon us, but, as I have said, the Foreign Service is not responsible for policy. Policy is the responsibility of the Cabinet, and the Cabinet is responsible to this House, and what is more, the Cabinet is responsive to this House, and when we think of the things that happened between the two wars, it would be well for us in this House to remember that.

If the formulation of policy is not the function of the Foreign Service, what then is its function? I would say that eighty percent of the work of the Foreign Service, both here in London at the Foreign Office and in missions abroad, is taken up with the settlement of quite unimportant arguments and disputes between His Majesty's Government and foreign governments, between British interests and the interests of other countries—disputes of the kind for which in ordinary life we employ on either side solicitors, in order to clear up any matters in dispute without any necessity of litigation. Eighty percent of the work of the Foreign Service is that rather humdrum, dreary, routine, but highly important work.

So far as foreign policy itself is concerned, the Foreign Service has a double function. In the first place, it is the duty of the Foreign Service to advise His Majesty's Government and to give the Cabinet a background of information about foreign countries. In the second place, it is the function of the Foreign Service to represent His Majesty's Government and this country in foreign countries, to try to put across the policy, whatever it may be, upon which the Cabinet is determined in those countries, to try to promote British interests of which international peace and international understanding are the most important, and to do that within the limits set out, not by Foreign Office officials, but by the Cabinet. I say within those limits advisedly, because, obviously, if it is the policy of the Cabinet to appease a foreign country, nothing that the Foreign Service official can do can alter that policy, and, equally, if it is the policy of His Majesty's Government to be firm, there is nothing that the Foreign Office official can do to placate. The function of the Foreign Service, therefore, is in the main interpretative rather than positive. The Foreign Service man is not a principal; he is only the agency of His Majesty's Government. I do not think it is possible to overemphasize that point, for it is a point of which the House is aware, but of which the public is not fully aware.

IF THAT is the position, if the Foreign Service is not responsible for the formulation of foreign policy, one might ask: "Why all this fuss and bother; why bother to reform the Foreign Service at all?" I will try to give some of the reasons of my right honorable friend [Anthony Eden, then Foreign Minister]. My right honorable friend is not proposing Foreign Service reform because in his view the Foreign Service is inefficient. In the view of my right honorable friend, in my view, and, I think, in the view of everybody who has seriously considered the problem, the Foreign Service has been and is extremely efficient. The reason is simply that time marches on, that conditions change, that even the best machine has to be brought up to date and remodelled from time to time. The Foreign Service is a very good example of that. From the day in 1782 when the Foreign Office first began, when the Secretary of State for the Southern Department and the Secretary of State for the Northern Department were abolished and their places taken by the Secretary of State for Foreign Affairs, there has been a considerable series of reforms, the last of which was made at the time of the last war. If there has been a necessity in the past to reform the Foreign Service, in the sense of bringing it up-to-date, there is more necessity today, because in the lifetime of the youngest member of this Parliament world conditions generally have completely changed, and in particular the conditions with which the Foreign Office is called upon to deal. It is said that the human body renews itself in every tissue every seven years. Something like that has happened in the last generation to the whole structure of human society. It is vital that every one of our services, and especially the Foreign Service, should be remodelled to take account of those new conditions.



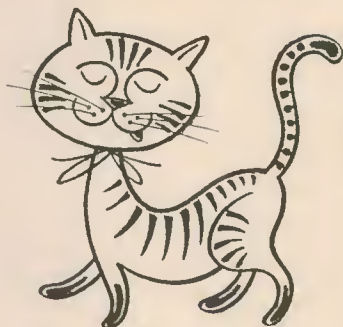
I say, Old Boy, did you hear about Marvin?  
No, what's he done now?  
His furniture is missing  
And he don't know how.



He's screaming like a tiger,



He's as depressed as a toad.  
A loss like that is a pretty heavy load.



Don't under-estimate Marvin,  
Mrs. Marvin said,  
A cable to Security has put  
him way ahead.



He listened to experience  
and covered all our things,  
With Security's Marine Insurance  
which has even covered kings.



We won't have to use our savings,  
Or borrow from our friends.

We're fully covered  
By insurance—  
From **Security**  
THE END

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Call or write SECURITY  
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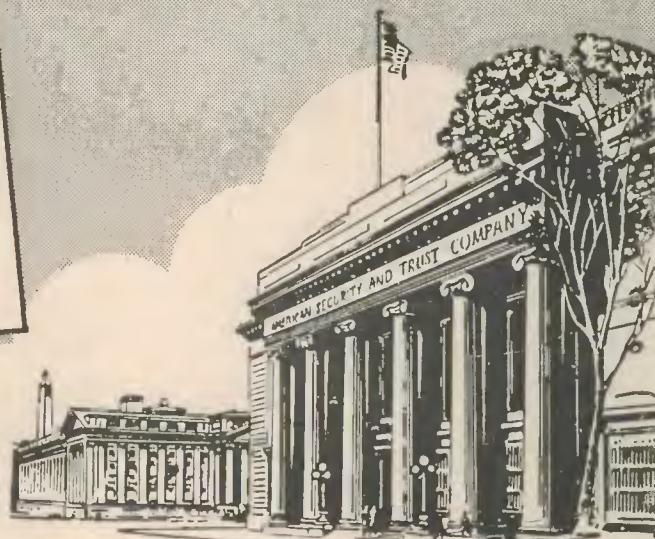
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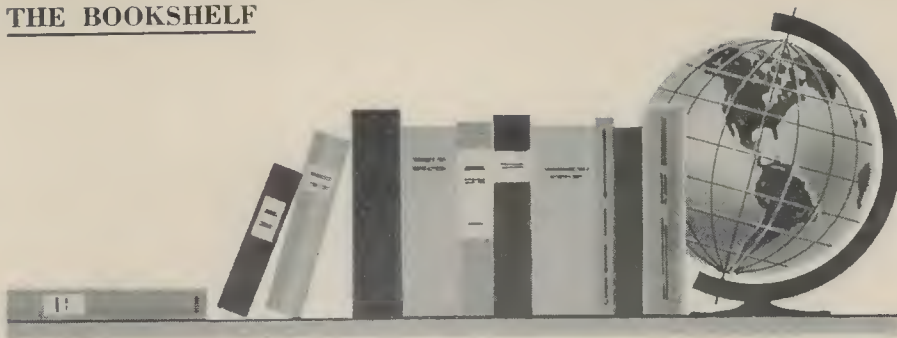


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“The Spanish Civil War”

HUGH THOMAS has written probably the most complete and balanced one-volume history of the “war of the Spanish obsession” that is yet available. He drew upon a tremendous bibliography of memoirs and special pleadings about the war, toured the battlefields, and talked with many of the participants. His is essentially a political and diplomatic history, covering the entire life span of the Second Republic. The treatment of the military campaigns is less adequate, for lack of enough good source material, and there is very little about the effects of the war on the multitudes of Spain, perhaps for the same reason.

A first in history, not long out of Cambridge and a tour in the Foreign Office, the author is understandably preoccupied with the British personalities in the international brigades, and the book is larded with their experiences and their poetry. Mr. Thomas is painstaking in his detail about the brigades as well as in his endeavor to measure the extent of foreign contributions and interventions on both sides. He demonstrated that foreign participation was eagerly sought by both sides, but that all the interveners were careful that the war in Spain should not lead to general war in Europe through some process of escalation.

The Spanish civil war paralleled more far-reaching events in central Europe during the late thirties, and after Munich it was inevitable that the final result would come swiftly, as the flow of German arms increased and the Soviets decided upon withdrawal. Mr. Thomas describes the last desperate endeavors by the Republican leadership to seek a compromise peace, in the mistaken belief that the gulf between the two sides could be bridged. The picture that emerges from this remarkable account is the strength of the Nationalist leader in relation to his foreign advisers and the weakness of the Republican leadership in relation to theirs. The impression is also left that the war began with little modern armament in the country, and that the ultimate military decision inevitably resulted from the superior weaponry provided to the winning side.

An intensive study of the role of the Comintern in the internal politics of the Republic through the first year of the war is also currently available in Burnett Bolloten’s “The Grand Camouflage” (Praeger). Mr. Bolloten was a newspaper correspondent during the war, when he collected much of the material used in piecing together his story.

—E. J. BEIGEL

*THE SPANISH CIVIL WAR*, by Hugh Thomas. Harper & Brothers. Bibliography, index, photographs, maps, \$8.50.

“The Making of the President”

HISTORIANS, political scientists, statisticians all will have ample opportunity and ample cause to analyze the presidential election of 1960. All things being equal, there is usually little in the way of consensus when it comes to understanding the recent past. The closeness of last November’s election makes it a particularly unlikely choice for unanimous scholarly interpretation for some time to come. Until then, I would doubt that any book will be written to match the excellence of Theodore H. White’s “The Making of the President—1960.”

Mr. White concerns himself with studying the seven men who sought to be the thirty-fifth president of the United States. He records their stories from the fall of 1959 until election day—the primaries, the conventions, the campaign, November 8 itself. But his account is more than a chronicle of events. It is as engrossing as a novel, although the events recounted are recent and the plot is known. Perhaps most outstanding is Mr. White’s analysis of the motives and the operating style of the presidential aspirants.

For those of us who were home for the election, this book endows it with greater illumination and perhaps even greater force than was possible at the time. For those abroad, the book can give an exciting and penetrating acquaintance with “how the Americans chose their president in 1960.”

—HARRY G. BARNES, JR.

*THE MAKING OF THE PRESIDENT—1960* by Theodore H. White. Atheneum Publishers, New York. \$7.50.

An Asian View of Red China

“RED CHINA: AN ASIAN VIEW” is the product of a relatively lengthy visit to Communist China during the winter of 1958-59 by Sripati Chandra-Sekhar, an internationally recognized demographer and one of India’s best known social scientists. Although not an expert on China, the author took with him on his visit an objective and perceptive mind that enabled him to avoid many of the propaganda pitfalls which trapped other visitors to China during the “great leap forward” period of euphoria. Particularly interesting and timely are his comments on the basic problem confronting Communist China, the conflict of population growth and capital accumulation.

The last three chapters of this brief book comprise an essay on the impact of Communist China on India that evolves naturally from Dr. Chandra-Sekhar’s observations on the nature of Chinese Communist society. This essay summarizes the dilemma of neutralism: “Sometimes literal neutrality appears to be a denial of principles,” Dr. Chandra-Sekhar states, “even the very principles India stands for.”

—R. H. DONALD

*“RED CHINA: AN ASIAN VIEW,”* by Sripati Chandra-Sekhar. Praeger, New York. \$4.00.

## "To a Silent Valley"

THE FRENCH defeat at Dien Bien Phu seems a long way back, but that is only because of the rapid acceleration of the break-up of the Twentieth Century about our ears. Ancient history as it may be (six years later!), not to understand the Indochina War is to be illiterate about our times. No one can read Howard Simpson's pyrotechnic little novel and miss the main point of the Western failure in Asia.

It is fortunate that a publisher hog-tied Simpson and forced him to disgorge this book. I recall no one in those last few weeks around Hanoi closer to the mortal smell of things than this natural-born reporter whose Horse Guards mustache bristled from har to hivouac. He has caught and pinned on a card the French officers with their ailing livers, the Senegalese, the Foreign Legion, the camp followers, the Reds. It requires a strong stomach to read Simpson, as it does to listen to him in whatever USIS office he may now be holding forth, but then publishers have been strengthening us for some time now. It would be difficult to evoke the jungle war or even the French fighting man in the language of the ladies' magazines.

The novel embraces the posting and the destruction of a French strong-point within the Viet Minh lines. This action



is a microcosm of world conflict. The author assumes the reader is intelligent enough to grasp that fact by himself. The book, therefore, will not become a best seller.

The deep and dangerous innocence of some of our own people in Asia is laid

bare in one passage which is more devastating (and, of course, far more accurate) than the *schmaltz* of "The Ugly American."

—SAXTON BRADFORD

TO A SILENT VALLEY, by Howard R. Simpson. Knopf. \$2.95.

### Frankfurter Reminisces

THESE INTERVIEWS with Justice Frankfurter on his life before being appointed to the Supreme Court in 1939, are superb. He reminisces in such a lucid and engaging fashion that one wants simultaneously to finish the book in a single sitting, browse through it slowly, and reread it more than once. The Justice's comment on a completely impromptu address of Harold Laski's perfectly describes his own capacity for verbal expression: "he was loaded. He had lived with this subject for several months or years, . . . but with that kind of quick mobilization of your knowledge and the capacity to put it out with such architectural completeness and finished beauty of speech was a feat of the highest order."

The substance of the book alone commends it. Frankfurter's work with Henry Stimson, his presence at the 1919 Peace Conference, his involvement with the Sacco-Venzetti trial and his relations with Justice Holmes and President Roosevelt all shed light on a

period of inherent fascination and contemporary relevance in American history. His account of Ambassador Henry Morgenthau's almost self-appointed and abortive mission in 1917 to persuade Turkey to detach itself from the coalition with Germany and Austria is a wry and vivid vignette of how not to conduct diplomacy and a demonstration of the grace and humor of a perceptive and highly educated man who was given the job of chaperoning an incredibly naïve political appointee.

This is a book which should be read only by those who find irresistible the combination of its clear and ungarnished prose, its sharp revelations of history and its insights into one of America's most distinguished citizens. Conceivably this should include most FSO's.

—BARBARA B. BROWN

FELIX FRANKFURTER REMINISCES, *An Intimate Portrait as Recorded in Talks with Dr. Harlan B. Phillips.* Reynal and Company. New York. \$5.00.

### Hoover and Germany

"HERBERT HOOVER and Germany" is a straightforward account of the former President's relations with Germany over a half century, starting with his translation of a sixteenth century German's treatise on mineralogy and ending with the grateful tribute paid him by the German Federal Republic in 1954. Writing with affection, Louis Lochner, AP Berlin correspondent from 1924 to 1942, describes in detail Hoover's humanitarian accomplishments during and after the two World Wars, his attempts to ward off catastrophe during the thirties with the Moratorium and Standstill Debt Agreements, and his efforts, as a Quaker, to keep America out of a war with a government which, as a democrat, he believed would disappear of itself. The book does not pretend to be a profound analysis of either Hoover or Germany, but it does provide an interesting historical review of the period covered.

—ALICE CLEMENT

HERBERT HOOVER AND GERMANY, by Louis P. Lochner. Macmillan. \$5.00.

# MONGKUT, the King of Siam

By  
ABBOT LOW MOFFAT

*Former Chief, Division of Southeast Asian Affairs, U.S. Department of State*

FEW of those familiar, through fiction, screen, or stage, with the capricious despot first introduced to the western world by the court governess, Anna Leonowens, are aware that in that entertaining caricature they have missed acquaintance with a far more engaging figure, a man of endearing foibles but deep wisdom.

This account is not a conventional biography of King Mongkut nor a history of his reign. The factual outline is there, but only as a framework against which the king's many-faceted character is revealed through his own writings. Here are humor and tragedy, vignettes of court and family life, and the Siamese view of foreign problems, as seen in the royal decrees, and correspondence both official and intimate.

A book to captivate the general reader, *Mongkut, the King of Siam* is a superb portrait of a remarkable man. 271 pages, frontis., illus., \$3.75



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## THE BOOKSHELF

### "A History of the Cold War"

THIS book will be greeted by all those who have wondered, as this reviewer has, why there exists as yet no single book to which one can resort for an answer to the simple but all-important question: "How did it happen, just exactly how did it happen that relations between the Communist world and the Western democracies deteriorated so soon and so swiftly after the war?" We all have some answers, we all know the basic reasons, but how many of us remember the actual chain of events which resulted in the situation to which Walter Lippmann gave that descriptive name, the Cold War?

All the significant evidence is long since available, and there is, in fact, a plethora of books that treat of Yalta and Potsdam and Poland and any number of specific aspects of the Cold War, not to speak of the personal histories and biographies and tomes of documents of state that have appeared. But who has made the effort so far to set down a simple but objective chronology of events, presented in an easily understandable form, yet not sparing those elements that detract from the neat pattern, revealing the tragedy as well as the villainy, the failures of understanding and communication as well as the fundamental clash of interests and ideologies?

Until a better book comes along, John Lukacs' "History" will have to fill this niche. It is an important work because it fills an important need, but it is neither complete on the earliest phase of the Cold War nor wholly satisfying in its treatment of the latter phases. Yet it affords that review of basic elements that refreshes one's memory and deepens one's understanding. This is so even though there is plenty of room for disagreement with some of the author's ideas.

Lukacs considers, for instance, that "until October 31 (1956) Moscow was willing to give in to the Hungarian revolution if . . . the new Hungary would not entirely break away from the Russian to the Western sphere in Europe." On the other hand, two pages later he gives as reasons for the Russian decision to crush the revolution: First, the growing conviction that the West would not intervene, and second, the fact that "Washington, responding to Moscow, was not willing to propose a corresponding revision of her Western European military and alliance system." One wonders especially if the second point is plausible.

If Hungary could not have been saved in 1956, the reader is made to wonder more seriously whether it might not have been saved by the Churchill-Stalin agreement of 1944 on "spheres of influence" which placed Hungary and Yugoslavia in a 50-50 category. Stalin honored the agreement with regard to Greece, as Churchill himself has testified. As for Yugoslavia, we know from Tito's later revelations that the trouble he made at Trieste in 1945 was not Stalin's doing; and Lukacs recalls that as late as 1947 elections in Hungary still were free enough to give the Communists no more than 22 percent of the vote.

When a more systematic, analytical chronology is written, more of the fateful mosaic pieces of the story that are strewn throughout this book may fall into place. The occupation arrangements made by the European Advisory Commission should be juxtaposed, for instance, with the arrangements in 1945 about the occupation of Japan, and the arrangements attending the capitulation of Italy in 1943 could be compared with the arrangements attending the capitulation and subsequent administration of Rumania and Bulgaria. The present book is not so written as to permit such comparisons, but it offers much of the vital information. By showing their historic roots, it contributes to a better understanding of some of our present dilemmas.

—MARTIN F. HERZ

*A HISTORY OF THE COLD WAR*, by John Lukacs. Doubleday & Co., \$3.95.

*A jeremiad against slovenly habits of  
writing and speaking, with examples  
from some of our best people.*

## God Save The Queen's English

by TED OLSON

FOR A GOOD MANY years now I have been disturbed by what seems to me a progressive deterioration in the standard of written and spoken English used by supposedly literate persons—journalists, writers, teachers, scholars, and, alas, even diplomats, bureaucrats and diplocrats (my own portmanteau coinage for Wristonees).

I have met others who shared my concern. Senior officers complained of the appalling amount of tutorial labor required to bring draft despatches up to a minimum standard of coherence and concision. Members of recruiting panels told of promising FSO candidates who scored brilliantly on true-false and multiple-choice questions but were incapable of writing a lucid paragraph. I myself have had a young officer, admirably qualified in every other respect, come to me to beg help in mastering the rudiments of composition which high school and college had failed to teach him.

And I have served my time at a Departmental desk and wrestled, as hopelessly as Laocoön, with sentences like, "The facilitation of direct contact between corresponding groups is a prerequisite to productive working relationships."

Honest. I didn't make it up. This is just one exhibit from the collection I have been assembling over the years. As the folders fattened, I began to discern patterns. Certain errors recurred with increasing frequency, until it was clear that they were no longer recognized as errors. Indeed, the wrong usage appeared, by some linguistic Gresham's law, to be gradually replacing the correct one.

I have culled a few items, illustrative of several categories of error or abuse.

**The unitary multiple.** Grammarians still maintain, I believe, that subject and predicate should agree in number. But look what is happening:

"In my opinion, his actions, his statements, his record disqualifies him from leading the United States and the free nations in the fight against Communism at home and abroad."—Richard Nixon, in his campaign address in New York, October 13, 1952, (quoted by Earl Mazo in "Richard Nixon: a Political and Personal Portrait").

"Too often our uncertainty and quibbling has left the impression that the U.S. is looking for reasons not to reach an agreement."—Adlai Stevenson, addressing the Conference on World Tensions at the University of Chicago May 12, 1960.

"I am deeply convinced that the South's trial and travail is measured to her destiny, to the demands of a leadership that God expects of her."—Governor Frank G. Clement of

Tennessee, addressing the Southern Governors Conference, September 10, 1956.

It is obvious where the trouble lies. The writer or speaker is massing nouns for cumulative effect, without examining too carefully their exact meaning or their inter-relationship. So he piles up two, three or four words, perhaps out of the same paragraph in Roget, and hopes that at least one shot in the salvo will hit the target. This practice is particularly characteristic of political oratory.

**The look-alikes and sound-alikes.** The grammarian's word is catachresis—the substitution of one word for another with which the inattentive eye or ear confuses it.

Principal for principle, and vice versa. "The principle objective of Democratic foreign policy . . ."—A United Press dispatch in the New York TIMES, August 18, 1956. "Both accept the principal set out in Article 76 of the United Nations Charter."—A State Department document.

Flout for flout, and vice versa: "The peoples of the world do indeed demand a cessation of tests but it is the Soviet Union which is flaunting their will and dashing their hopes for a test ban."—Charles Stelle, United States delegate to the Geneva conference on nuclear testing, September 4, 1961.

For the *reductio ad absurdum* I turn to the New York HERALD TRIBUNE's incomparable Art Buchwald: "We don't have to flout our wealth in public. If we do, the tax collector will flout us, and it will be a flouting shame for everybody."

There are a number of other common substitutions: I shall list only precipitous for precipitate, wreck for wreak, mitigate for militate (against).

**Whom is right?** My folder bulges with examples. I shall include only two, to illustrate how deeply the rot has penetrated the most respectable edifices.

"Or was he trying to embroil the British in a clash with Tito, whom he knew had grown opposed to having them land in Yugoslavia?"—Herbert Feis, in "Churchill—Roosevelt—Stalin," Princeton University Press.

"Seventy-eight per cent would not break off a friendship with a friend whom they suddenly found out had been a Communist ten years ago but whom they were sure isn't a Communist today."—Elmo Roper in the SATURDAY REVIEW, October 1, 1955.

**Like I told you.** This clearly is a lost cause. Like has established itself as a conjunction, and there appears to be nothing we can do about it. It will always grate on my elderly ears, but it does not blur or distort the meaning and hence is not quite as objectionable as, for instance, the uni-

Ted Olson waged a losing battle for the cause of good English as college teacher, reporter and editor before entering the Foreign Service. He is now retired.

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## THE QUEEN'S ENGLISH

tary multiple. The insurrection of a few years ago which forced the manufacturers of Winston cigarettes (or their advertising agency) to confess error publicly will probably not be repeated. Having dropped a mocking curtsy to the pedants, Reynolds resumed proclaiming that "Winstons taste good like a cigarette should." obviously confident that business would not suffer seriously even if all the people who cared about grammar should switch to Kents.

The bright young men of Madison Avenue are among the worst enemies of the queen's English, exactly because they are so bright and simultaneously so cynical. One may assume that they have gone to school. When they write that one filter "works good and draws easy," and that another "travels the smoke," what is one to conclude? That schools no longer teach the difference between adjectives and adverbs, and between transitive and intransitive verbs? Quite possibly; there is evidence to support that gloomy deduction. I suspect, though, that the real explanation is something else. Copy writers probably know quite well what is right and wrong. They use bad grammar deliberately, in the belief that potential customers would resent correct diction as condescending—or perhaps wouldn't know what it meant. I can't decide which depresses me most: the moral astigmatism of the bright young men, or the possibility that their appraisal of American taste may be correct.

The sub-language of Madison Avenue has the virtue at least of being colorful; now and then it is creative. The sub-language of the college campus—the gibberish of the learned—is neither. I am not referring to the occasionally unavoidable opacity of the subject matter of articles in scholarly journals, but to the unnecessary awkwardness and obscurity of the presentation. I can understand that special disciplines may require special jargons. I have no objection when the physicist, reconnoitering uncharted frontiers and manipulating concepts for which no words exist, devises a new language to report his discoveries. But I do object, bitterly, when the sociologist appropriates familiar words and employs them with insolent disregard for their accepted meanings, even their grammar. I don't know what he is talking about when he "structures" his "universe." But I do know what structure and universe properly mean. I may have occasion some day to use the words myself, and as someone with a very tiny property interest in the great storehouse of the English language, I cannot let this petty pilferage go unchallenged.

The expansion of governmental services has brought to the payrolls a great many recruits from university campuses. The increment in brain power is surely to be welcomed. But I have already encountered, with shudders, the first progeny of the marriage of federalese and social-scientese, a union as logical, inevitable and frightening as that of the Jukes and the Kallikaks.

I SUSPECT that some of my readers—if I still have any—are muttering "pedantry." Perhaps with some warrant. I try to keep reminding myself that language is constantly evolving. One generation's barbarism is accepted coinage to the next. The most casual acquaintance with etymology reveals that the same word has meant different things at different times.

My quarrel is not with this natural process—although



by Ted Olson

I would be inclined to go somewhat further than Bergen Evans and others of the permissive school in trying to guide that evolution. (After all, we guide the evolution of domestic animals through selective breeding. Are words less important?) My quarrel is with slovenliness, with the general slackening, loosening, blurring, dulling. Never before have words gushed from the presses, the mimeographs and the microphones in such abundance, and never before has there been so little concern for their exact significance. The language that in the hands of a craftsman is perhaps the most perfect instrument the human mind has yet devised is in danger of losing its cut and bite.

To be distressed and alarmed by that is surely not mere pedantry.

Words *are* important. Sometimes they are tremendously important. In 1940 the words of Winston Churchill were Britain's only real bastion against Hitler's conquering armies.

**B**UT WORDS are important also in a humbler utilitarian sense. Everyone knows the delay and exasperation that imprecise phrasing in a cable or despatch can cause. I recall an occasion during my service with the Office of War Information when a misunderstanding that had grown increasingly acrimonious during weeks of transatlantic cable exchanges was resolved in five minutes of conversation. Neither of us—and I confess with shame that I was one of the parties to the misunderstanding—had been saying precisely what he thought he was saying.

What is wrong? Where are we to place the blame?

Clearly the schools must bear a large share. The indictment has been drawn so often that it is unnecessary to elaborate. It is not altogether their fault. Understaffing and overcrowding have forced them into the makeshifts of mass production—including the substitution of the multiple-choice, true-false examination for the old-fashioned kind that tested the student's ability to think something out and write it down intelligibly.

The practice of dictation also breeds slovenly language. Speech is inevitably looser and more prolix than writing; its phraseology is more likely to be hand-me-downs from shopworn stock. The stenographer sits with pencil poised. There is no time to weigh and reject words until the exact one slips into its predestined place, no time to test and re-adjust the balance of a sentence. Easy writing, we are told, makes damned hard reading. We have made writing easier and easier, with the typewriter and the dictaphone. And the result is dismal.

We have institutionalized it, enlisting ghostly professionals to save our harassed statesmen the necessity of determining exactly what they mean and how they can say it most persuasively. But one wonders whether the state papers of our time will convey to historians the craggy integrity that we sense in the words the founding fathers set down laboriously, with hands more accustomed to the saber or the surveyor's transit than to the quill, inking out a word or passage to substitute the considered second thought that has become part of our national heritage.

We would not want to go back to the quill pen—though it is beguiling to imagine how suddenly the proliferation of paper would cease if quills replaced electric typewriters, how delightfully empty in-baskets would become, how many

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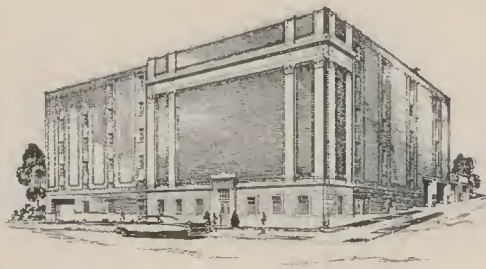
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## THE QUEEN'S ENGLISH

ten-page despatches and forty-page position papers would remain unwritten, and nobody, probably, the worse for it.

We cannot send our junior and mid-career FSO's back to school, and would not wish to do so. They would only learn there—I quote no less authority than the National Council of Teachers of English—that there is really no right or wrong in speech or writing, and that it is a mistake to suppose that “the language of one level is necessarily better or worse than that of another.”

We cannot, I am afraid, ask the Foreign Service Institute to offer junior-high-school courses in language and composition. And, unfortunately, Ambassadors are usually too busy to give young officers the painstaking drill in drafting that some of the old-timers administered to juniors—who, affronted at the time, perhaps, have been grateful ever since.

There doesn't, indeed, seem very much that we can do. I am thankful that I had the foresight to label this article a jeremiad. Jeremiah's message, if I remember my Bible, was simply “Repent! Amend your ways.” He did not offer a do-it-yourself prescription: ten easy ways to reform. But he did mention some of the unpleasant consequences of failure to reform.

I have no delusion that what I have written is likely to make anybody amend his ways. But I am concerned about the consequences of the present drift. Deplorable in itself, it seems to me only one manifestation of a general erosion of discipline—an all too common willingness to settle for something short of excellence.

Our complacency has been severely jolted by Soviet successes in ballistics and astronavigation, and an agonizing reappraisal of our educational system is in progress. Let us hope it does not stop with the physical sciences and technology. Precision of expression—which reflects precision of thinking and is impossible without it—may be just as important as precision in machine tooling and electronic calculations.

## A Journalist Speaks

AS A JOURNALIST taking a first look from the inside, I am impressed with the high level of intelligence, knowledge, and general competence in the upper reaches of the State Department—and indeed in the middle and many of the lower reaches. I had known some of these men previously, from slightly to moderately well. In more than twenty-eight years of “covering” Washington I had seen the State Department grow in quality as well as in size. I had seen brilliant young Foreign Service Officers, such as Chip Bohlen and Alexis Johnson, develop into seasoned professional diplomats, second to none in the world. In journalistic surveys abroad during the postwar years, I had noticed and written of the progressive improvement of our representation in many areas of the world. I knew also many of the so-called “fresh faces”—the Presidential appointees and others in the Department. Actually, most of them are “retreads”—men with extensive prior experience in the world affairs. Indeed, I wrote last spring, before I had the remotest thought of going into the State Department myself, that there had been assembled there and in related agencies concerned with international affairs, including the Treasury, the most impres-

sive array of brains and experience within my years of observation as a Washington correspondent.

After watching them at close range for three months, I find no reason to amend that conclusion. On the contrary, I have learned that many of the officials and officers I had not known before have the same order of superior talent as those I had in mind when I wrote in the spring. Among them I emphatically include my colleagues, most of them unknown to the public, in that inner recess, or think-eell, the Policy Planning Council. I consider it a high privilege to be associated with them. They have given me three of the most stimulating months of my life . . .

For three months now, I have been in the State Department. I regret to say that its backlog of problems doesn't seem to be appreciably smaller now than it was in mid-June. I have discovered that it takes a little longer to solve problems on the inside than on the outside. That isn't due in any large measure to red tape or other traditional bureaucratic obstacles. Certainly it is not due to lack of effort or to short hours of work. Nor is it due to lack of brain power. I have never seen any group of men work harder, faster, or longer hours than do the top thirty or forty people in the State Department and many on their staffs. Few of them work less than six days a week and some of them usually work seven. Last Sunday was the first day off since May for the Secretary of State and it was not altogether a day of rest, as he had to deal with some important dispatches, and read some of the official papers he took home with him.—ERNEST K. LINDLEY, *Special Assistant to the Secretary of State, and member of the Policy Planning Council, before the American Bar Association, Washington, D.C.*

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# WATER

by S. I. NADLER

ONE WAY or another, water is always pretty much in the news, and I am not referring solely to the watering-down of certain accounts. There was that bit, recently, about the complaints of a certain country regarding a former truce commission. Seems that some members would bathe only in soda water, claiming the local variety was full of parasites.

Disputes about water are not new. When not drinking water, people have always been bathing in it, sailing boats on it, or fighting about it. In Genesis 26:20, for example, you may read: "But there also the herdsmen of Gerba strove against the herdsmen of Isaac, saying: it is our water. Wherefore he called the name of the well, on occasion of that which had happened, Calumny." Various internationally recognized ground rules came into effect early in the game, and many remain valid and unchanged to this day. Take the question of who owns which ground under the water. If a state or nation happens to be bounded by a river, the law has been and is that its territory extends to the center of that river. This is also true for privately-owned riverside property.

If erosion on one side and accretion on the other causes lateral movement of the water channel, the property lines still follow the center of the river. Water, as may be seen, was taken seriously long before bourbon drinkers began looking for a readily available, cheap mixer.

Agreement does not always exist. They have not quite decided whether the sea becomes international three, six, or twelve miles from a nation's coastline. Also, I am told, at the annual Cannes International Film Festival, before photographing the starlet of the season, arguments invariably erupt over whether her accidental loss of a strategic wisp of cloth covering should occur upon entering or upon emerging from the blue Mediterranean.

Moving and storing fresh water, as well as getting rid of used water, occupied the ancients just as much as it bothers today's city planners and agricultural experts. The ancients, of course, did not have to include a Geiger Counter among their equipment; in those days, there were so few Geigers, they were not worth counting. More than fifty centuries

*Continued on page 46*



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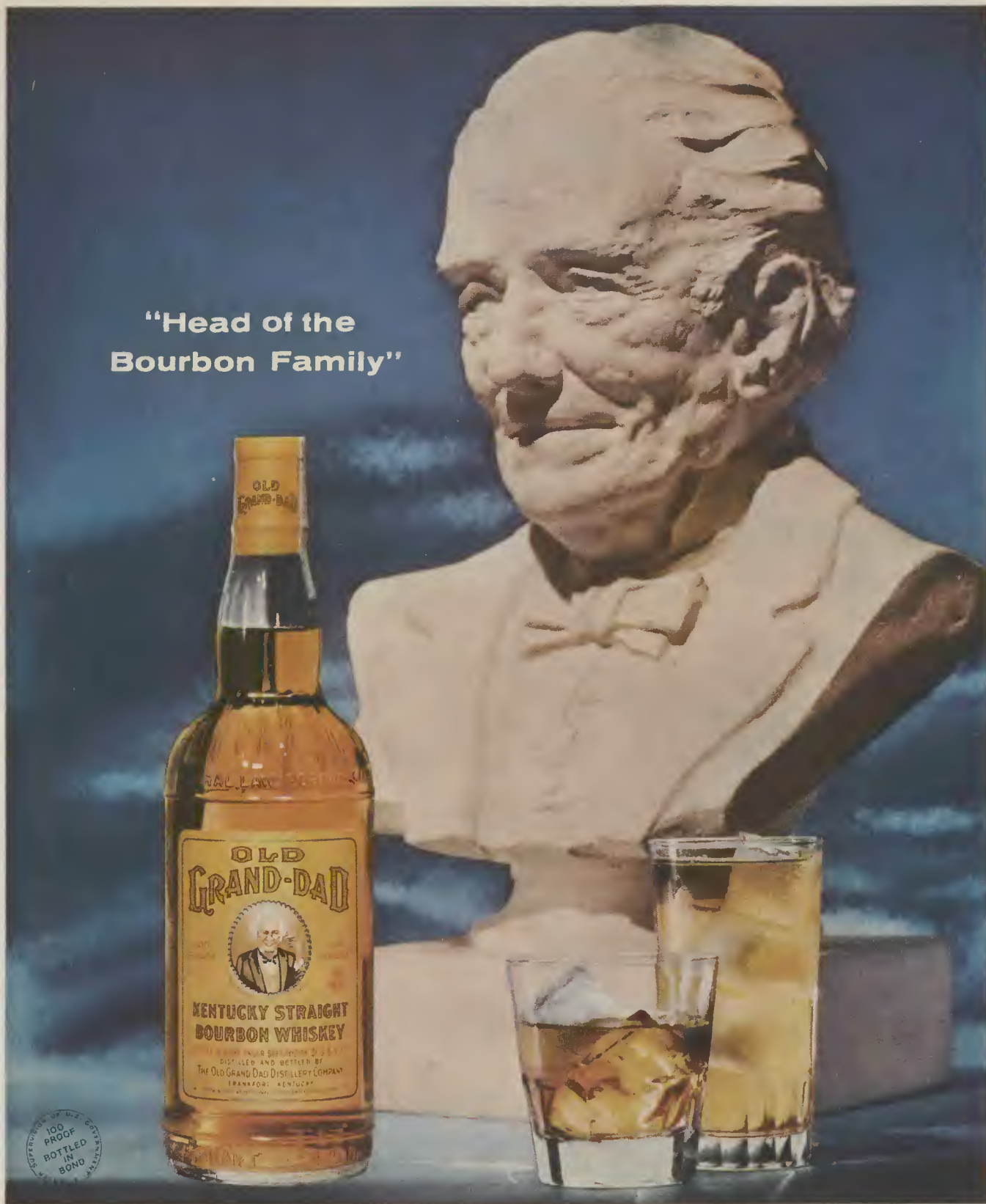
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# Service Glimpses

1. **Buenos Aires.** Ambassador Roy R. Rubottom, Jr. joins well-known singer Betty Allen in singing the "Star Spangled Banner" at the Embassy's Fourth of July festivities. Miss Allen, a guest at the party, was touring the country, and scored a success at the country's top theaters.



1.

2. **Athens.** During her visit to Greece last summer, America's First Lady, Mrs. John F. Kennedy, visited the Embassy and is shown here with W. Tapley Bennett, Jr., Chargé d'Affaires, and Princess Radziwill, Mrs. Kennedy's sister.

3. **Stockholm.** Ambassador and Mrs. J. Graham Parsons are shown with Helen Hayes after she completed a tour of Sweden with the American Repertory Theater Company. At right is Mrs. Benson E. L. Timmons, wife of the Deputy Chief of Mission.

4. **Tehran.** Ambassador Julius C. Holmes (l.) congratulates Kazem M. Guilanpour (r.), an employee of USIS Iran, after having conferred on him the USIA Superior Service Award. Looking on is Herbert F. Linneman, Counselor of Embassy for Public Affairs. The award recognizes Mr. Guilanpour's service in leading a team of mountaineers to the top of a snow-covered mountain in southern Iran to recover the bodies of two Americans killed in the crash of a U.S. military aircraft.



2.

5. **Stuttgart.** Ambassador Walter C. Dowling (second from left) joins (l. to r.) Professor Theodor Heuss, Ministerpraesident Kurt-Georg Kiesinger, Oberhuergermeister Dr. Arnulf Klett, Amerika Haus Director Dr. George P. Clark, and Consul General Paul B. Taylor in ceremonies opening the new Amerika Haus, which features an 18,000 volume library.

6. **Tananarive, Madagascar.** During recent ceremonies officially opening the USIS Cultural Center in Tananarive, American Ambassador Frederic P. Bartlett (l.) discusses the Center's facilities with Malagasy Minister of Education Laurent Botokeky. Standing next to the Ambassador is J. Roland Jacobs, Counselor of Embassy, and at right is Arthur L. Funk, Public Affairs Officer.

7. **Savannah, Ga.** Mr. and Mrs. John I. Fishburne, Jr., sample the wedding cake at the reception following their recent wedding. Mrs. Fishburne, the former Jean Crawford, is the daughter of Dr. and Mrs. W. Barron Crawford of Savannah and Mr. Fishburne is the son of FSO and Mrs. John I. Fishburne.



3.

8. **Madras.** Consul General and Mrs. Thomas Simons (fifth and sixth from left, front row) were honored at a surprise party commemorating their Silver Wedding Anniversary by the staff members of the Madras Consulate General and USIS, given at the home of FSO Albert Moscotti. Front row (l. to r.) Adaline Snellman TCM, Mrs. Pagin, Mr. Renzo Pagin PAO, Mrs. Cleveland, Mr. and Mrs. Simons, Margaret Guise, Mr. and Mrs. Karppi, Martha Burns, Cecilia Johnson, Marcia Grahame and Sergeant Knight. The host, FSO Albert Moscotti, is standing behind Mrs. Simons.



4.



5.



6.



7.



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**WATER** (from page 42)

ago, the Mohan-Jo-Daro civilization of the Indus Valley in India enjoyed the benefits of a well-designed water supply and drainage system. Egypt has the world's oldest known dam. Built five thousand years ago to store drinking and irrigation water, it is a rockfill structure, 335 feet long, with a crest 40 feet above the riverbed.

To get down to cases, the average person's greatest concern about water revolves around the drinking of it. The average person has to take in about five and one-half pints (or three *fifths*, if you can visualize it better that way) of water per day, if he is moderately active and lives in a temperate zone. If he lives in the tropics, whether he is moderately active or not, he must take in more. About two pints are ingested with a normal, mixed diet or created by the body in the oxidization of food. The other three pints or so must be consumed as fluids. Fortunately, nature does not trust you to figure it all out: if you are not getting enough, you become thirsty.

It did not take our forebears long, historically speaking, to discover the connection between polluted drinking water and the act of waking up sick—or not waking up, at all, on account of being dead. The Chinese have been boiling water before drinking it since before our western civilization was born. If you want some water in China for something like washing your feet, you ask for *shui* (third tone), which means *water*. If you want some to drink, you ask for *lung k'ai shui*, which literally means *cold boiled water*. Hippocrates recognized the dangers to health of polluted drinking water and recommended to his Greek compatriots that they boil or filter it.

Numerous methods of purifying water have been developed through the ages, and many of them are still in use. The Egyptians used to put alum in tubs of water. It was around 1892 that Dr. Robert Koch showed the way to treatment of water for removal of parthogenic organisms which were prevalent in many sources after pollution. He traced a cholera epidemic in Hamburg, Germany, to the city's unfiltered water supply. Koch observed that Altona, on the opposite bank of the Elbe, which used the same water—but filtered it, first—had no cholera. The British, not surprisingly, I suppose, had laws about this sort of thing even before Koch's private-eye job on the pollution-cholera hook-up. The British did not, of course, declare cholera illegal, although some thought may well have been given to the idea. Since 1885, however, London had been required by Parliamentary statute to put its water through slow sand filters. Kosh proved the efficacy of this procedure.

Slow-type filters were introduced into the United States around 1870. The first important rapid sand filtration plant in the U.S. was built in 1902 at Little Falls, New Jersey, and is still used by the Passaic Valley Water Commission. Liquid chlorine was developed for disinfection of water supplies in 1912, and subsequent development of modern equipment for its automatic application has made it standard procedure. Other methods of purifying water include sedimentation, coagulation, aeration, filtration, and distillation. The French apparently decided long ago that it was not worth the bother and began drinking wine.

Although water covers seventy percent of the earth's surface, many places, including cities right on the sea, experience water shortages and must resort to rationing.



Ask anybody who has lived in Rio de Janeiro or Hong Kong. In Argentina's southern Patagonia, oil gushers are being brought in at a pleasing rate. Anybody who dug a well, missed oil, and hit water, however, could probably become a millionaire. In this connection, and also as regards irrigation of land not far from a coast, the ocean has always been a Class A Frustration. (See Coleridge's "The Ancient Mariner," with special reference to the passage about "Water, water everywhere," etc.) An efficient, cheap *desalinization* process could do a million times more for each person in the world than *de-Stalinization* did for Khrushchev. Desalinizing enough sea water to irrigate an acre of land cost five dollars a few years ago. Now, it is down to one dollar. This is still too much, but we are getting there.

This stuff under discussion—water—is odorless and tasteless when pure. In small amounts, it is also colorless; in larger amounts, bluish. When cooled to freezing (32°F or 0°C), it turns into that wonderful substance known as ice. Ice plays a big role in modern diplomacy. An insufficient supply of ice can cause an important reception to end in failure. Diplomats, themselves, have been known to be put on ice in Area X until what happened while they were in Area Y has been forgotten. Ice is remarkable for still another reason. All other liquids contract on freezing, but water expands. If it did not, rivers and lakes would freeze from the bottom upwards, spelling the end of mankind and, before that, the end of ice-skating. When water is heated to 212°F (100°C), it vaporizes into steam. Practical application of this phenomenon led to the invention of the steam engine, which revolutionized transportation in the 19th century. It further made possible the steam roller, which revolutionized political conventions. When water is neither heated nor cooled, but just sits quietly, it slowly evaporates, like money.

The *calorie* is a heat unit related to water. One calorie is the amount of heat required to raise the temperature of one gram of water by one degree Centigrade. At 100°C, changing water to steam demands 540 calories. To melt one gram of ice, however, requires only 80 calories. I have no proof but I think this is something like what seems to happen with personal weight. One extra calorie seems to add ten pounds to your weight, and then you have to cut your intake back by 1,000 calories a day for five years to drop the ten pounds.

Good for a lot of things, water is, when pure, a lousy conductor of electricity. Do not, however, try to fix an electrical outlet while standing in the bathtub. Water reacts with some metals to form bases and with some oxides to form acids. It reacts with Saturdays and Sundays to form disappointing weekends. Rain water, since we have come round to that, is nearly pure, except in cities. In cities it picks up gases on the way down and becomes impure. Water, it should be noted in all fairness, is not the only thing that becomes impure when it is on the way down in a big city.

*Suggestions for further study:* (1) *Why* does still water run deep? (2) What can be done about leaky taps in the middle of the night? (3) Why is a *watershed* so called? (4) Women's tears as the outstanding example of water power. (5) Do-it-yourself rainmaking for fun and profit. (6) Origin of the expression "not by a dam site." (7) Camels.

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## On Forester e la Lingua Pusè Bèla

by MALCOLM FORSYTH

AMONG THE REASONS for looking forward to our visit with my wife's family in Italy was the fact that it would be our first time together in a country whose language both of us spoke. We had met and married at Geneva and then were transferred to Madrid. In the meantime we had had a two-and-a-half-month leave in the United States, but since Francesca was still in the rougher stages of learning English I had been the only native speaker on that occasion. I longed for Italy, where the bugbear language problem might vanish. But there was still a foreseeable, and possibly formidable, difficulty even there.

"Official" Italian is in effect a lingua franca used for communication between people of different tongues. It has been derived from the literary form of the Renaissance Florentine or Tuscan dialect by means of an historical process that began in the thirteenth century with Dante. The spoken language of everyday Italian life is dialect, and there are as many of them as there are towns of more than two hundred inhabitants. Although their common denominator is a foundation in Latin, they are not necessarily any closer to Italian than Italian is to Spanish or French. Each dialect is a full-blooded Romance language composed of late Latin and whatever chance influences history has thrown its way, such as Byzantine Greek in the south and around Venice and Barbarian German in northern Italy. A person from Mantua can understand, though with some difficulty, the dialect of Verona or even of Milan; but a Milanese trying to converse with his compatriot from Reggio Calabria, in the extreme south of Italy, would get nowhere unless both spoke Italian as well.

Our destination was Campitello, an agricultural township of some four thousand inhabitants halfway between Milan and Venice and nine miles west of Mantua. Its dialect is a slight variant of Mantovano, a branch of the Lombard group. There, I imagined, dialect would reign supreme and I might find myself again a linguistic stranger. To help matters, Francesca told me there were people there who spoke and understood only dialect. But when we arrived and the house had filled with relatives and friends everyone spoke to me in Italian and understood me when I talked back, the only exception being Aunt Gentila, who understands Italian but speaks only dialect. Francesca had been away almost five years, and the conversation quickly channelled itself into dialect while I leaned back, plentifully provided with *lambrusco*, the hefty local wine, and listened.

I wanted to learn as much as I could, but I knew our allotted forty days of leave would not give me time to do much more than acquaint myself with its general characteristics. As I listened I could catch many words that were close to Italian, but I was not getting much out of them. "Tomorrow" in Italian is *domani* and in dialect *adman*, an easy transition. But what was I going to do with *A vaghi adman*, which I learned meant "I'm going tomorrow," the equivalent of Italian's *Vado domani*?

With the arrival a few days later of Francesca's brother Bruno my horizons widened. He had spent some time at Geneva while we were there and knew my interest in dialect.

He skillfully monitored conversations, letting dialect roll while he saw I was understanding enough to follow the general idea, and turning it to Italian when he knew I was getting nothing. Under his tutelage and with dialect constantly surrounding me my ear gradually adjusted its tuning. The process was something like linguistic osmosis. I could rarely explain how I understood a particular word or expression; it was just that it *sounded* like what it meant. The sound and the simple variants of words I knew in Italian were slowly having their effect.

After I had gained a little confidence I asked Bruno to give me a few informal lessons. He readily agreed, but told me it was a large order. It was. The only general observation I had been able to make on first hearing was that dialect seemed a sort of drastically compressed and truncated Italian. Final vowels are usually dropped, there are no double consonants (which must be pronounced in Italian), and an extended Italian phrase such as *a me mi piace* comes out *am piás*.

Our sessions did give me a short vocabulary I would not have been able to acquire by ear. The handy phrases "there is" and "there are," respectively *c'è* and *ci sono* in Italian, come out *gh'è* and *i ghe*, using "to have" as in French instead of "to be." The singular subject pronouns in dialect oddly enough are variants of the Italian object pronouns, and in the plural compound forms analogous to our Southern "we all" and "you all" replace the simple Italian *noi* and *voi*. (As an example of the variations within a dialect, at Mantua, only nine miles away, two pronouns are different, and gross deviations occur as close as Gazzuolo, barely a mile away but significantly on the opposite bank of the river.)

One of the most obvious differences between Mantovano and Italian is the sound of it. To a *forester*, a stranger, it sounds like Italian spoken by a Frenchman pronouncing it according to the rules of his own language. In dialect "excuse me" is *al m'as scusa*, and the *u* is exactly the *u* of *je m'excuse* and not at all the *oo* sound of the orthodox Italian *mi scusi*. The Gallic influence also shows in the numerals. *Un* is pronounced as the French *une*, *du* as *deux*, and *noj* and *des* come out *neuf* and *dix*.

Before our first session Bruno had scoured the house in vain for a book of dialect poetry he had had once to help me with the spelling, a major difficulty. Since dialects are essentially spoken languages they lack the common agreement on orthography that the official language enjoys, and there are several current systems for writing Mantovano. So when the end of Bruno's vacation left me without a private tutor I decided to try to find some written dialect in the bookstores of Mantua. Luck was with me. My first try was the Libreria d'Arte, whose owner, Gaetano Zacchia, is a student, writer, editor, and *appassionato* of dialect. I found him correcting the proofs of a new edition of dialect poetry which he was transcribing into a more exact spelling system. He gave me another collection of poetry to begin with and offered to help me in my studies. When I went back for a talk, after having deciphered most of it with Francesca's help, he gave me a long interview dedicated mostly to historical development, producing dictionaries and anthologies of various eras as illustrations.

The chief figures of dialect literature, I learned from him, were Teofilo Folingo, who under his pen name Merlin Cocai, first introduced Mantovano into his Latin poetry in the



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sixteenth century; and Francesco Arrivabene, whose dictionary of dialect published in 1882 is still the authority on spelling. Time was short and I was set on studious application, so not wanting to annoy Signor Zaccchia I checked them out of the Mantua public library. Cocai's work takes up two volumes of closely printed Latin and I had to give it up. Arrivabene, on the other hand, truly arrived well.

I wished I had begun with it instead of having to end with it. So far I had encountered several basic differences between dialect and the official language—the Gallic vowels, the compression, the pronouns, the lack of double consonants, the spelling confusion—and all of these he treated in detail, adding magisterial comments on proper usage. But as I read, trying to hear the examples in my mind's ear, I realized that all these differences, even the vowel sounds and the sometimes radical consonant changes, still left the sound roughly Italian. The heart of the matter was the vocabulary—the dialect verb “to have,” for example, seems to have nothing to do with its Italian equivalent. And the time had grown too short to allow me to acquire much more than the rudiments I had already picked up.

When I closed the book my formal instruction in dialect ended. To learn a language requires as much unlearning as learning, and dialect, like the Italian I had already learned, has had a development of its own which, for a *forester*, would require just as much study. As a Romance language, it is technically hybrid Latin, but a different Latin from the highly polished and rigid classical Latin. This had always been restricted to the minority who spoke and wrote it and who declined, fell, and eventually disappeared at the end of the Late Empire. During the transition from Rome to Europe the population was left to speak its own vernacular, and the population became even more mixed with the further arrival of barbarians. To begin with there had been the indigenous peoples before the establishment of the Roman hegemony—Mantua was founded by Etruscans and named after the god Mantus—and at various times during its history northern Italy has been exposed to the influences of Gauls, Ostrogoths, Germans, Frenchmen, Spaniards, and Austrians. The basic vulgate absorbed new tongues and accepted new influences, adapting what it found useful but maintaining its Latinity. The modern Italian vocabulary is full of common words that, while deriving from good Latin ones, do not come from the classical Latin for the same things. It also has a large number that come either from pure barbarian roots or from such corrupted late Latin forms as to be almost barbarian.

Mantovano is only a small pocket in the vast area occupied by the Romance languages, and I had been almost completely unaware of it even though I had been so close to it. I will never be able to speak more than a few phrases, but those will please me, barbarous as they will seem to native speakers. They are prone to belittle their “country speech,” but that is only their politeness to a *forester*. Alfredo Berni, one of their poets, expresses the general affection for it when he calls it *la lingua pusè bèla*—the most beautiful language.

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# Annual Report of AFSA

by WILLIAM L. BLUE

**I**N THE ABSENCE of the President and Vice President of our Association, it is my privilege to present to you a brief summary of the activities of the Association during the past year, but first I should like to pay tribute to the Officers of our organization, the members of the Board of Directors, the Chairmen of our Standing Committees, as well as the members of these Committees, for all the time and effort which they have so selflessly given to the Association and to express to them our thanks and appreciation for all that they have accomplished. Likewise, I should like to extend to our General Manager, Ambassador David Key, Mrs. Barbara Chalmers, our Executive Secretary, Miss Gwen Barrows, Managing Editor of the JOURNAL, and the other staff members our sincere thanks for their loyal and efficient work.

## *Finances and Membership*

A full report on the Association's finances is set forth in the report of the Secretary-Treasurer which has been circulated to you, for which reason I will not go into any detail in this report. However, I think I should point out that although expenses exceeded revenues by \$2,798.00 during the fiscal year ended June 30, 1961, mainly because of increased operating costs and a decline in income received from JOURNAL advertising, our net worth during the year increased by more than \$15,000, from \$125,471, on June 30, 1960, to \$140,899, on June 30, 1961, and during the same period our total assets increased from \$169,089, to \$198,730.

Thus, on the whole, our finances are in a satisfactory state and, looking ahead, it is anticipated that the additional revenue resulting from a 25 percent increase in advertising rates, which became effective July 1, 1961, will avoid any recurrence of this year's small deficit. The latter could, of course, have been avoided had we used a portion of

the dividends and interest received from investments in our General fund for this purpose, but in accordance with long-standing practice it was decided that all income from this source, which amounted to \$3,695.00, should be applied to scholarships.

Our total present membership is 5,220 which compares with 5,094 a year ago and 5,046 two years ago. Each year for the past several years we have had to drop, at the close of the fiscal year, between 300 and 400 members for non-payment of dues. This means that in order to achieve an increase in our membership we must first make up this deficit. Viewed in this light, our increase of 126 members is reasonably satisfactory but the fact remains that a certain number of our members are "one timers" who joined merely to obtain the services of the Personal Purchases Committee and that others, fortunately a minority, for reasons best known to themselves apparently are not prepared to give the Association the continuous support which is so essential if it is successfully to carry out its fundamental purpose of promoting the integrity and growth of a career Foreign Service.

## *Scholarship Program*

Under the effective chairmanship of Mr. LaRue R. Lutkins, the hard-working members of the Committee on Education awarded some fifty-two scholarships this year as against thirty-eight last year and thirty-six two years ago. This constitutes a record and is very gratifying especially as the number of applicants for scholarship assistance likewise underwent a substantial increase, being 130 this year compared with 113 a year ago.

Three additional Foreign Service children were awarded scholarships by the New York Times Foundation for their freshman years at Harvard, Columbia and Barnard, and two non-

Association scholarships were established, one at Middlesex School and one at Vassar, rendered possible by the generosity of an anonymous donor.

Also gratifying was the receipt during the past year of a number of large gifts for scholarship purposes: Ambassador David K. E. Bruce and Mrs. Bruce made a donation large enough to finance an annual scholarship of \$500, and a grant of \$20,000, was received from the Charles E. Merrill Trust to be used over a period of several years for scholarships for Foreign Service children. In addition, three scholarships were provided by the Association of American Foreign Service Women and two scholarships were given by Mr. and Mrs. James E. Hollingsworth. As a result of a number of further contributions received during the year, the John Foster Dulles Scholarship Fund was increased to a total of \$10,545.

## *Educational Consulting Service*

In recognition of the valuable assistance rendered over the years by Mr. Richard Fyfe Boyce and a group of retired and active FSO's who, in 1950, organized the Educational Consulting Service, which however was deactivated in May of this year, it was decided that our Educational Counseling Service should be renamed the "Educational Consulting Service." This service has recently been further expanded because of the ever-increasing use of it by our membership. As those of you who have used it are aware, Mr. Clarke Slade, our experienced Educational Consultant, is available for professional consultation pertaining to the education of children. There is no charge for his services unless extensive periods of consultation are involved in which case a fee of \$6.50 per hour is charged. During the past year, 155 Foreign Service families availed themselves of this service.



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### Committee on Foreign Service Club

The past year has witnessed considerable progress toward the goal of an "International Affairs Center" (I.A.C.), for which our thanks are due to Leo Goodman, Chairman of the Committee on Foreign Service Club, until he became ill, to Acting Chairman Armin H. Meyer and the members of his Committee, as well as to Ambassador Myron Cowen, whose enthusiasm and devotion to this cause have been invaluable as have been the efforts of Ambassador Robert Murphy, who is heading a distinguished national committee backing this project. Specifically, progress has been made on the following fronts:

a) **Draft Bill:** A bill has been drafted and introduced which, if enacted by the Congress, would authorize the General Services Administration to acquire land and if necessary construct a building to be made available, at a nominal rental, to a non-profit corporation known as the "Association for the International Affairs Center." Senator Humphrey introduced this bill, S2581, on September 20, 1961.

b) **I.A.C. Articles of Incorporation:** Suitable articles of incorporation have been drawn up for the non-profit corporation which will operate the I.A.C. It is anticipated that the Association for the I.A.C. will be directed by a Board of Governors appointed by the Secretary of State so as to represent the various categories of I.A.C. members.

c) **Locale and Facilities:** The General Services Administration has on an informal basis located a plot near the Department eminently suitable as a site for the Center. The G.S.A. is also seeking to translate into structural terms a list of facilities which it has been determined might appropriately be included in the Center.

d) **Department Support:** While preferring not to initiate or sponsor action in the Congress, the Department of State has made known its full support for the center.

### Income Protection Insurance

Recently, your Board of Directors approved a program of Income Protection Insurance underwritten by Mutual of Omaha which is available to all of our members under age seventy who are actively employed. This plan, which offers two choices, provides monthly cash benefits up to \$400.00 to policyholders who are unable to work because of sickness or injury and continues to pay long after the benefits of ordinary group insurance plans have been exhausted. Such protection, available at low cost, will be of real benefit to many of our members, especially in case of a prolonged illness or accident when stoppage of salary occurs but living costs continue.

### Committee on Welfare

Under the chairmanship of Robert N. Allen, members of the Committee on Welfare made regular weekly visits to Foreign Service, USIA and ICA patients at the Bethesda Naval Hospital. These visits serve to boost the morale of the patients and also offer an opportunity for visiting members of the Committee to take care of personal requests. Similar visits to personnel hospitalized at the U.S. Public Health Service Hospital at Baltimore are made twice a month, once by a member of the U.S. Dispatch Agency and once by members of the Association of American Foreign Service Women.

### Committee on Entertainment

During the past year, the Committee on Entertainment, under the chairmanship of David H. McCabe and subsequently of Arthur C. Plambeck, arranged a number of successful monthly luncheons at the Shoreham Hotel. Attendance ranged from 140 to as many as 567, which is a record. The average was 286, which represents an increase of 43 percent over last year's average. Among our distinguished guest speakers were: The Honorable Dean Rusk, Secretary of State; former Secretaries

of State Dean Acheson and Christian A. Herter; the Under-Secretary of State, the Honorable Chester A. Bowles; the Honorable George F. Kennan, Ambassador to Yugoslavia and Dr. Arthur M. Schlesinger, Jr., Special Assistant to the President. In addition, the Committee on Entertainment organized a smoker for some 88 new FSO's held at DACOR House on February 27, and through the sale of tickets to a National Symphony Orchestra concert on March 28 realized \$194.96 which was contributed to our Scholarship fund.

#### **The Journal**

Report by the Chairman of the Editorial Board on Fiscal '61, FOREIGN SERVICE JOURNAL:

The FOREIGN SERVICE JOURNAL had another successful year. Mr. James K. Penfield was succeeded in May by Mr. Woodruff Wallner as Chairman of the Editorial Board. Under their leadership and with the help of the working members of the Board assisted by the Managing Editor and her able staff, the magazine continued its aim to stimulate, to inform, to amuse and to instruct.

The JOURNAL continued to print material of a provocative nature, and the Letters to the Editor column flourished. A concentrated effort has been made to improve the editorial pages and the Bookshelf.

The JOURNAL gained many new readers and was widely reprinted at home and abroad. Features and articles which had circulated in the hundreds of thousands, through reprinting in the press and mention on the radio, included "Diplomacy as a Profession" by Ambassador Kennan, "Cookie Push" by George Roberts, Jr., and S. I. Nadler's "Modest Proposal Concerning Embassy Buildings."

The JOURNAL now has a circulation of 6,500. I regret to report that the JOURNAL operated at a slight loss, but there is reason to expect that this will be corrected by prudent management and increased advertising anticipated during the next year as a result of increased rates effective July 1, 1961. Fiscal year 1961-62 should see a profit which can be accomplished while the quality of the magazine continues to improve.

I regret to report that Mrs. Winifred B. Turner, the JOURNAL's circulation manager, who has so faithfully and efficiently served our Association for the past twelve years, is resigning next month.

#### **Committee on Retired Foreign Service Personnel**

Following last year's major legislative effort, the Committee was less active in this field during 1960-61. However, on the recommendation of the Association's Committee on Retired Foreign Service Personnel, the Association during the past year sent letters to key Senators and Representatives endorsing three legislative proposals—Senate Bills 1010 and 1067, designed to extend the benefits accorded to previously retired personnel or their widows, and Senate Bill 1011, designed to extend automatically the benefits of past and future pay raises to previously retired personnel. Senate Bill 1067, I am glad to report, has passed the Senate.

#### **Personal Purchases Committee**

Under the chairmanship of Mr. Philip Axelrod, the Committee on Personal Purchases was active throughout the year. Among its numerous activities there may be cited an increase to 131 in the number of automobiles purchased through the Association as well as a large increase in the number of books ordered through our AFSA Book Club, the total value of which aggregated \$7,605. In this connection, I want particularly to mention the special arrangements made by the AFSA Book Club with the Government Printing Office whereunder a 25 percent discount from the regular price of \$3.50 is currently obtainable on the recently published "The Foreign Service of The United States, Origins, Development, and Functions," written by our fellow members William Barnes and John Heath

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Morgan. There was a noticeable increase also in orders placed by our membership for electrical appliances, furniture, provisions, luggage, clothing, etc., for export. I should like to remind our new members that the Personal Purchases Committee makes available at our missions abroad as well as at the Association's headquarters a large selection of catalogs and price lists covering the foregoing and many other items of interest.

The foregoing, I believe, covers the main activities of the past year. The outgoing Officers and Directors all join me in extending their best wishes to the incoming group who were elected by the Electoral College on September 20, 1961, and who will be taking over on October 2nd. At the same time I should like to express my personal appreciation for the support received from my colleagues on the board and from the membership during my term of office as Chairman. Thank you.

### Report of the Secretary-Treasurer

MEMBERSHIP increased again during the past year to a total of 5,220 as of September 5, 1961, compared to 5,094 on September 8, 1960. The following tabulation shows the membership by categories:

Category	September 5 1961	September 8 1960
Active	3,598	3,588
Associate	1,602	1,494
(Paying Membership)	5,200	5,082
Honorary members and officers	20	12
	5,220	5,094

Note the net increase of 118 dues-paying members.

Associate membership now includes 910 members from ICA, USIA, Agriculture, Defense and other agencies of the Government.

On July 1, 1961, 122 Associate Members and 200 Active Members were suspended from membership. This move results from a resolution approved by the General Meeting of June 26, 1952, and reaffirmed by several succeeding Boards, providing for suspension of members who are in arrears for one year in payment of dues at the beginning of any fiscal year.

A total of \$26,000 derived from income investments, contributions from members and some notable donations from outside the Service was expended to provide scholarships for 52 young men and women as compared with 38 last year. Eligible applicants for these scholarships are the children of Foreign Service personnel of ICA, USIA and the Department who are active or associate members of the Association. Further stabilization and, indeed, expansion of the scholarship program was provided during the course of FY 1961 by the investment of approximately \$16,000 in the Scholarship Fund. Total investments in this fund are now over \$57,000 as compared to \$38,000 on June 30, 1960. Investments in our General and JOURNAL Fund total approximately \$94,966.

The FOREIGN SERVICE JOURNAL showed a slight deficit and the General operations showed a slight profit during the past year. The net deficit of these combined accounts amounted to \$2,798 which was occasioned by increased JOURNAL costs and a decline in advertising income. On the other hand, the overall net worth of the Association (JOURNAL, General and Scholarship accounts combined) showed an increase of more than \$15,000 during the year, rising from \$125,471 on June 30, 1960 to \$140,899 on June 30, 1961. It is gratifying to report that during the same period our assets increased from \$169,089 to \$198,780.

The attached report from the Association Auditor, Mr. James G. Jester, C.P.A., covering the 1960-61 fiscal year, provides additional detailed information concerning the assets and liabilities, the revenues and expenses under the several accounts, and the investments of the Association.

JOAN M. CLARK  
Secretary-Treasurer



EXHIBIT A

AFSA BALANCE SHEET — JUNE 30, 1961  
ASSETS

	General Fund and Journal	Scholarship Fund	Combined
Cash on hand and in bank checking accounts	\$ 15,861		\$ 15,861
Cash in savings institutions	1,937	\$31,605	33,542
Accounts receivable	152	526	678
Due from General Fund and Journal		5,878	5,878
Due from Members of Book Club	954		954
Investments:			
U. S. Government securities		3,000	3,000
Corporate stocks and bonds	75,948	53,301	129,249
State Department Federal Credit Union	2,000	944	2,944
Deposits with Brokerage House	215	73	288
Inventory—books	1,312		1,312
Furniture and fixtures	\$9,717.41		
Less: Accumulated depreciation	4,798.97		
Prepaid maintenance—office equipment	70		70
Deferred bond interest		36	36
<b>TOTAL ASSETS</b>	<b>\$103,367</b>	<b>\$95,363</b>	<b>\$198,730</b>

LIABILITIES AND NET WORTH

	\$	\$	\$
Accounts payable	\$ 608	\$ 72	\$ 680
Withholding taxes payable	1,022		1,022
Deferred income:			
Dues—active	4,856		4,856
Dues—associate	2,223		2,223
Journal subscriptions	4,099		4,099
Deposits from Members of Book Club	221		221
Due to Scholarship Fund	5,878		5,878
Investment reserve		9,957	9,957
Scholarship contributions and earnings appropriated to subsequent periods		28,895	28,895
Total liabilities	\$ 18,907	\$38,924	\$ 57,831
Net worth, Exhibit B	84,460	56,439	140,899
<b>TOTAL LIABILITIES AND NET WORTH</b>	<b>\$103,367</b>	<b>\$95,363</b>	<b>\$198,730</b>

STATEMENT OF REVENUES AND EXPENSES FOR THE FISCAL YEAR ENDED JUNE 30, 1961

EXHIBIT B

	General Fund	Journal Fund	Scholarship Fund	Combined
<b>Revenues:</b>				
Dues and subscriptions	\$31,035	\$21,075		\$ 52,110
Advertising		50,869		50,869
Extra copy sales		103		103
Contributions and earnings received in prior periods, allocated to current year \$26,152.39 less 6,453.39 carried over to subsequent period			\$19,699	19,699
Gain on sale of securities	1,015		1,058	2,073
Miscellaneous income		101		101
<b>Total revenues</b>	<b>\$32,050</b>	<b>\$72,148</b>	<b>\$20,757</b>	<b>\$124,955</b>
<b>Expenses:</b>				
Salaries	\$18,453	\$30,400		\$ 48,853
Taxes	490	790		1,280
Printing		31,562		31,562
Engraving		2,139		2,139
Articles, photos, illustrations		2,353		2,353
Rent	3,153	3,154		6,307
Depreciation on furniture and fixtures	947	316		1,263
Stationery and supplies	864	627		1,491
Telephone	604	523		1,127
Accounting fees	545	545		1,090
Postage	983	1,593		2,576
Scholarships			\$19,699	19,699
Promotion	30	285		315
Memorials	269			269
Entertainment	1,007			1,007
Personal Purchases service	176			176
Educational Consultant Services	3,138			3,138
Miscellaneous	1,069	981		2,050
<b>Total expenses</b>	<b>\$31,728</b>	<b>\$75,268</b>	<b>\$19,699</b>	<b>\$126,695</b>
	\$ 322	\$(3,120)		322
Excess of revenues or (expenses)		\$(2,798)	\$ 1,058	\$ (1,740)
Net worth, June 30, 1960		87,258	38,213	125,471
Investment Reserve returned			17,168	17,168
<b>Net worth, June 30, 1961</b>		<b>\$84,460</b>	<b>\$56,439</b>	<b>\$140,899</b>

INVESTMENTS — JUNE 30, 1961

EXHIBIT C

General and Journal Fund:	Number of Shares, units or Face amount	Cost	Market Quotations June 30, 1961
<b>Common stocks:</b>			
American Electric Power Company	102	\$ 4,060	\$ 6,872
C. I. T. Financial Corporation	100	4,789	7,625
Central Illinois Public Services	100	3,587	6,900
General Electric	100	6,443	6,344
General Motors	100	3,545	4,419
Middle South Utilities	300	5,668	10,650
Minnesota-Ontario Paper	125	3,816	3,953
Rochester Gas and Electric	106	3,612	5,042
American Security & Trust Co.			
American Security Corp.	90	5,400	7,110
		\$40,920	\$58,915

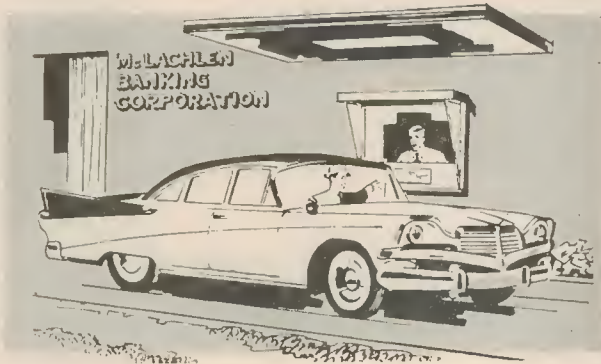
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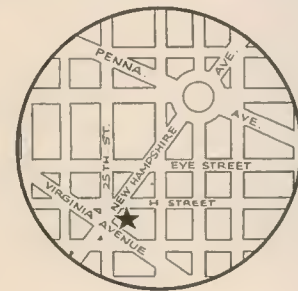
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Number of Shares,  
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Face amount      Cost      Market  
Quotations  
June 30,  
1961

	Number of Shares, units or Face amount	Cost	Market Quotations June 30, 1961
<b>Corporate bonds:</b>			
International Bank for Reconstruction and Development 4½% debentures, due December 1, 1978	5,000	\$ 5,000	\$ 5,015
General Motors Acceptance Corporation 4% debentures, due March 1, 1979	5,000	4,925	4,613
Georgia Power Company 4¼% first mortgage, due March 1, 1988	6,000	6,057	5,520
Northern Natural Gas 4¾% debentures, due November 1, 1978	9,000	9,029	8,944
Standard Oil-Indiana 4½% debentures, due October 1, 1983	5,000	4,950	4,956
United Gas Corporation 4¼% first mortgage and collateral due March 1, 1978	5,000	5,067	4,788
		<u>\$35,028</u>	<u>\$33,836</u>
<b>State Department Federal Credit Union:</b>			
Balance in deposit account		\$ 2,000	\$ 2,000
Deposits with Brokerage House: Alex Brown & Sons		215	215
		<u>\$ 2,215</u>	<u>\$ 2,215</u>
<b>TOTAL GENERAL FUND AND JOURNAL INVESTMENTS</b>			
		<u>\$78,163</u>	<u>\$94,966</u>
<b>Scholarship Fund:</b>			
<b>U. S. Government bonds 4¾%</b>			
Treasury Notes due May 15, 1964	3,000	\$ 3,000	\$ 3,094
Detroit Edison	150	\$ 6,756	\$ 8,813
Minnesota Ontario Paper	160	5,304	5,060
Real Estate Investment Trust	500	9,718	10,063
Rochester Gas & Electric	106	4,379	5,042
Standard Oil of New Jersey	120	6,095	5,288
		<u>\$32,252</u>	<u>\$34,266</u>
<b>Corporate bonds:</b>			
General Motors Acceptance Corporation 4% debentures, due March 1, 1979	5,000	\$ 4,925	\$ 4,613
Georgia Power Company 4¼% first mortgage, due March 1, 1988	6,000	6,057	5,520
Southwestern Public Service 4½% first mortgage, due February 1, 1991	5,000	5,000	4,800
United Gas Corporation 4¼% first mortgage and collateral due March 1, 1978	5,000	5,067	4,788
		<u>\$21,049</u>	<u>\$19,721</u>
<b>State Department Federal Credit Union:</b>			
Balance in deposit account		\$ 944	\$ 944
Deposits with Brokerage House: Alex Brown & Sons		73	73
		<u>\$ 1,017</u>	<u>\$ 1,017</u>
<b>TOTAL SCHOLARSHIP FUND INVESTMENTS</b>			
		<u>\$57,318</u>	<u>\$58,098</u>

**EXHIBIT D**

**ANALYSIS OF SCHOLARSHIP RESERVE BALANCES—BY YEARS**

	1960/61	1961/62	1962/63	Dulles Scholar- ship	Totals
Balances, July 1, 1960	\$24,377	\$ 2,324		\$ 7,105	\$34,106
<b>Contributions 1960/61:</b>					
Members		3,972	\$1,014		5,016
Other	1,775	23,788	1,500	2,906	29,969
<b>Dividends:</b>					
General		2,090			2,090
Scholarship		1,108			1,108
<b>Interest:</b>					
General		1,605			1,605
Scholarship		1,591		294	1,825
Totals	\$26,152	\$36,178	\$2,544	\$10,545	\$15,719
Reserved for Investment		(16,580)		(10,515)	(27,125)
Scholarship Awards	(19,699)				(19,699)
Transfer	( 6,453)	6,453			-0-
Balances, June 30, 1961	-0-	\$26,351	\$2,544	-0-	\$28,895



"Feel free to cheat."

# Letters to the Editor

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

## Another View of the FSO Promotion System

IN A RECENT ISSUE of the JOURNAL Fred Chapin made a critical analysis of the FSO promotion system from the standpoint of the numbers of promotions, especially to the senior grades, which he believed did not conform to the needs of the Service and which threatened to clog the channels of advancement for deserving younger officers for years to come.

My observations during nearly three years in the Personnel Operations Division led me to the regrettable conclusion that the promotion system is one of the weakest links in the Foreign Service personnel program, but my criticisms are directed against "who" gets promoted and "how," rather than "how many."

Anyone who has had the opportunity to work with a large number of performance files has noted that very few employees, perhaps less than five percent, emerge clearly from the record as "outstanding." A much smaller number can be clearly seen to be marginal or substandard. Too often, therefore, the members of the Selection Boards must fall back on such factors as age and length of time in class to distinguish among the employees under review. Efforts to improve efficiency reports and make them more useful will never be completely successful, but such efforts must be made nevertheless. Revisions of the report form are not enough. Supervisors must be made more conscious of this important aspect of their responsibilities. Efficiency reports and inspectors' reports on supervisory personnel must give great weight to this element of their performance. Perhaps the Performance Evaluation Branch should prepare a sort of "end-user" report on each supervisory employee for inclusion in his file.

It has been considered necessary that Selection Boards reflect in their composition the principal sources of manpower: the examination process, Wristonization, Manpower Act, etc., and also the several geographic regions and various functional fields. This approach is manifested each year in a mad scramble for, as an example, an examination entry 0-2 with consular experience, an 0-3 Wristonee with economic experience, or a Manpower 0-2 with service in the Far East. It is hoped that soon more stress can be

placed on the ability of candidates for service on the Boards rather than on this arithmetic nonsense.

The Boards are furnished with a long statement of Precepts, which vary little from year to year, to guide their deliberations. This document is largely meaningless and most resembles a political campaign platform. It contains something for everyone and is designed to offend no one. Rather than face the important issues, it says merely that specialists must not be penalized, training should be given equal weight with duty assignments, age and time-in-class should receive due consideration, etc. The 1960 Boards reportedly decided that no one should achieve Class One under 45 years of age or Class Two under 40 years of age; the officers promoted to 0-2 averaged six years in Class Three, and those promoted to 0-3 averaged four years in Class Four. Is the judgment of the Boards sound in these findings? With no guidance to the Boards on such matters, the practice varies widely from year to year with resultant instability in the promotion system. These and other problems should be better defined and some courageous decisions reached.

The Commerce and Labor Departments have representatives on the Boards, who act as special pleaders for people of interest to them. Labor has been particularly successful in getting its friends promoted. The Labor observers on the Boards do not hesitate to seek the private and specific advice of knowledgeable people in that Department about cases which come up for discussion. I see no reason why PER knowledge and judgment should not also be made available to the Boards. At the present time, consultation by the Boards with PER officers is so hedged about with "safeguards" as to be almost useless.

Two specific cases may suffice to illustrate typical problem areas. The file of a certain 0-3 revealed that he was a weak supervisor but a competent economic officer, particularly in a specialized phase. It also showed that he was in the top step of his grade, had been at the equivalent level for some seven years, and was above the average age for his class. Although POD was aware that the principal officer at this man's first post had a low opinion of his

suitability for the Service, the Board did not note that the file contained no efficiency report for the terminal period of his short initial assignment. The file also did not show that the principal officer of the man's second post had written to the Department requesting that he be removed because he could not fulfill the supervisory responsibilities of his position. The Board recommended his promotion to 0-2. The recommendation was accepted and the officer was promoted. Under present policies and practices, such information in possession of PER is not available to the Boards nor is it used to offset promotion recommendations.

The second case is that of an 0-2 whose file indicated considerable competence in a specialized function which includes positions as high as the 0-2 level. In this instance the file also showed that the officer had been less successful in a single assignment to a related, broader function. It also showed clearly that he had been distinctly unsuccessful in his only previous assignment to a supervisory position. It showed that the organization to which he was presently assigned had been so pleased with his performance in his speciality that it had recently reassigned him to a supervisory position. However, POD knew that he was again a failure in this capacity and that the organization was seeking his transfer. As in the case above, this man had been seven or eight years in grade and was above the average age for his class. He, too, was promoted. This case involves not only the principle of non-utilization of PER knowledge but also the question of promotion of specialists. I do not believe specialists should be promoted above the level of the highest positions in their function when the record shows clearly that they are less capable in broader fields and, particularly, when it shows they cannot successfully fill supervisory positions. The Congressional injunction against preventing specialists from reaching Class One does not mean that such persons, or anyone else for that matter, must be promoted in spite of their record.

The recommendations of the Selection Boards are reviewed by at least five increasingly responsible officers and by the Board of the Foreign Service

# Penultima Thule—Land of the BMEWS

(1)



Today the Billion-dollar Ballistic Missile Early Warning System spreads a vast radar curtain 3,000 miles out and over the top of the earth into the Eurasian stratosphere. An ultra-high-speed system of detection and communication, it can spot and plot hostile missiles within seconds should these ever be launched toward the Free World from beyond the polar regions. Two-thirds of BMEWS—at Thule, Greenland and Clear, Alaska—already functions. Site 3 at Fylingdales Moor, England will be operational by 1963.

BMEWS, a great tribute to man's perseverance, is an example of extraordinary civilian-military and international teamwork in peacetime. Designed and installed by civilians, BMEWS is supplied and operated by the military. Denmark provided the Thule site, communications reach back across Canada to NORAD (joint U.S.-Canadian defense force) at Colorado Springs, and the British are completing the radar fence at Fylingdales, Yorks.

Modern science has conquered the Arctic, but living and working in BMEWS-land is still a bleak, dangerous existence. Eventually BMEWS will become obsolete. If history does not overtake technology first the final role of the giant, huge radars may be to stand as a memorial to man's determination to live in Penultima Thule—and elsewhere on earth.

*Don R. Torrey*

(2)



(3)

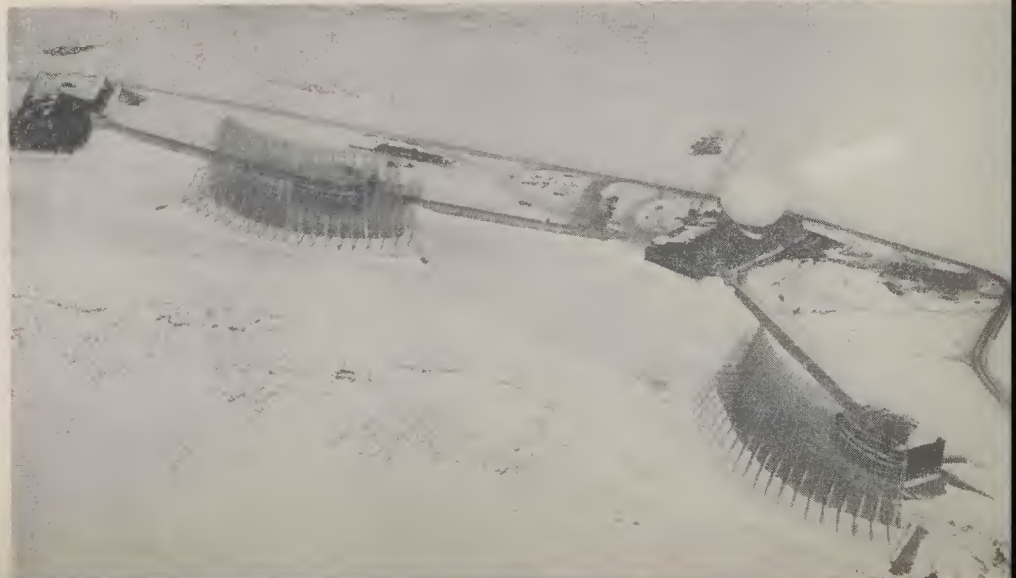


(1) BMEWS construction site at Fylingdales Moor, Yorkshire, England. Arrows point to rotating radar tracking emplacements. (2) U.S. Navy ships supplying BMEWS Thule during ice-free summer. (3) Prototype of 175-ton BMEWS rotating tracking radar at Thule and Fylingdales Moor. (4) The author in front of detection radar grid at BMEWS Thule. (5) Air view of BMEWS Thule showing tracking radar (arrow) flanked by two of four huge detection radars.

(4)



(5)



# Letters to the Editor

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## PROMOTIONS (Con't.)

before final approval. Like everyone else, these men (I am sure) doubt the validity of some of the recommendations. Their independent judgment is applied in reviewing the selection-out recommendations, but for some unknown reason the promotion recommendations, except for certain security cases, are regarded as sacrosanct. Just because the Selection Boards work in practically monastic seclusion does not mean that their recommendations enjoy divine guidance. Each successive reviewing officer should mark the recommendations he doubts. Since derogatory information not in the files is most often known to POD, that Division has a heavy obligation in this respect. One individual should certainly not wield the power to remove people from the promotion list without explanation, but enough officers are involved here to inhibit abuse. Perhaps a committee composed of the Chief of POD, the Deputy Director of PER and the Deputy Assistant Secretary for Personnel could jointly consider all the cases which are questioned by any one of the three of them, a majority vote being decisive. Alternatively, the doubtful cases identified all along the line could be specially reviewed by the BFS, but I am inclined to favor the former proposal.

The selection-out of officers over Class Eight who are not promoted after ten years in grade contributes to a number of "bad" promotions, such as the two I described. Seeing an officer who is doing a reasonably satisfactory job but who is nearing ten years in grade, the Selection Boards will seldom pass over him and thus leave him to be selected out. In this way, promotions are too often given as a reward for faithful service, rather than as an indication that the officer is ready for more responsible assignments. The present system of selection-out, which treats all classes equally (except for probationers), is a product of a bygone day. The Wriston Program and the increasing complexity of the conduct of foreign relations have basically altered the nature of the FSO Corps, and this change has not been reflected in the selection-out system. It used to be reasonably true that every FSO was a potential chief of mission, and it made sense to apply selection-out uniformly all along the rank ladder. And the new Service needs and contains a large proportion of specialists of many kinds

who are not equipped or motivated to compete on an equal basis for the top program direction positions.

It has been truly said that the Foreign Service and the Department of State are an organization composed largely of colonels and generals. A look at the rank structure will illustrate the point. Class Two is larger than Classes Six, Seven or Eight! Class One is only one-third smaller than Class Eight. The big classes, which correspond with the bulk of FSO positions, are Classes Two through Five. The bottom three grades may properly be regarded as preparatory steps for career responsibilities. The needs in certain specialities are concentrated at the middle levels (Classes Four and Five), while other fields include a considerable number, or even consist largely, of higher ranking positions (Classes Two and Three). At the present time, apples compete with cherries, and the one promoted may be surprised to find he is expected to pass for a grapefruit. You cannot expect an officer to develop a real technical speciality if it means he will be in danger of selection-out after 10 years in the top grade of that function. Neither should he be promoted to a higher level, where he can no longer be assigned in his speciality, unless there is reason to believe he will perform his new duties effectively.

Therefore, I believe that selection-out should be applied more rigorously at the lower levels but limited to poor performance at the middle and upper grades. Perhaps only 75% of all FSO's-8 should be promoted to FSO-7. (I would promote them automatically after three years probationary service.) In Classes Six and Seven the bottom three percent of each class might be selected-out each year, plus those who had remained in grade five or six years without promotion. With this kind of weeding-out at the lower levels, there should be little dead wood left. However, it would probably be feasible to select-out the bottom one percent of Classes One through Five each year, but there should be no time limit for service in these classes.

Promotions should not be granted merely for faithful service, or because an officer has been too long in grade, or because he is well above average age, or in order to save him from selection-out. Promotion should be granted for one reason only: because the record

clearly establishes a presumption that the officer is ready to fill a position at the higher level. This means that the Boards would have to give increasing attention at each higher level to the question of whether placement opportunities would exist if the officer were promoted. All too often, an officer who is difficult enough to place suitably at his present level is turned into an impossible placement problem through the promotion process.

Washington

JACK A. SULSER

## Ensigns at the Jack Staff

I AM NOT in the habit of challenging the FOREIGN SERVICE JOURNAL and much less the Smithsonian Institution but I cannot let pass unnoticed the artist's title "Sketch of a Large American Ship," by Sadahide Countei, in the September JOURNAL. The ship illustrated in this fine sketch is, of course, none other than the *Great Eastern*.

The *Great Iron Ship* had been sailing to New York in 1863 while the Battle of Gettysburg was being fought and she made one more round trip that year from Liverpool to New York. For a number of reasons, including poor management, the lone monster was never a commercial success and she caused financial ruin to several of her owners and stockholders. It was in 1864 that Cyrus Field made the arrangements with the owners for the use of the ship to lay the ocean telegraph cable which was to be the eventual triumph of the *Great Eastern*.

The fourth funnel was removed late in 1864 to make room for one of the three enormous tanks for the coils of cable so this sketch must have been made by the Japanese artist just before her conversion from luxury passenger liner to cable ship. What might appear to be the American flag at the jack staff (at the bow) and might have confused the artist, would not in any case indicate the nationality of the vessel, as the national (British) ensign would be flown at the stern or at the gaff of the aftermost mast, not visible in the sketch. Another country's national ensign displayed in the fore part of the ship could have been flown either as a courtesy to the country in whose waters she was at the time or as an indication of the country to which she was preparing to sail.

WARREN H. MCKENNEY  
First Secretary of Embassy

Caracas

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## Letters to the Editor

### Sumner Welles

IT is often observed on the death of a prominent man that his passing marks the end of an era. Sumner Welles, however, had so completely retired from public life that years before his death his era had already ended, except for the continuing development of the policies which he had created and fostered during a long and distinguished career.

The diplomatic activity of Sumner Welles goes back to the period of the First World War. As a very young diplomat, specializing in our relations with Latin America, he was active in the closing phases of "Dollar Diplomacy." He was in effect the High Commissioner for a quasi-occupied state, the Dominican Republic. His mature reflections on that episode and his excellent history of Santo Domingo are set out in his classic work "Naboth's Vineyard."

Against this background, Welles' achievement in launching the Good Neighbor Policy is all the more impressive. Sumner Welles will go down in history as one of the principal architects of the Good Neighborhood, whose grand designer was his chief and lifelong friend, Franklin D. Roosevelt.

Welles was a diplomat's diplomat. Many of the older generation in the Foreign Service will still recall that deep voice with its careful modulations; the distant courtesy with which he spoke; and the sometimes chill, but penetrating glance with which he examined not only the documents of his

profession but the diplomats who drafted the documents.

Let us join with other members of the Foreign Service in honoring the memory of Sumner Welles.

ROBERT McCLINTOCK

Washington

### "Tours at Hardship Posts"

AS A TEMPORARILY incapacitated veteran of a hardship post, I feel impelled to comment briefly on the statement by Mr. Haviland quoted in your October editorial, "Tours at Hardship Posts."

He says that "it is almost impossible for a person to master his job within a period of two years." I suggest that if such people exist they should not be in the Foreign Service in the first place. It should not take a qualified officer two years, or one year or even two months to be effective at a new post. Obviously a man's performance improves as he becomes familiar with a new country, but this does not mean that his first year involves more learning than performing.

Mr. Haviland's assumption that this same "person" wastes his second year "getting ready to go to his next post" is equally false. Such people don't belong in the Foreign Service. If they exist—which I doubt—they wouldn't have much future.

Two years is plenty in most hardship posts. After two years, I believe a man's efficiency is impaired not only by the discomfort and frustrations of daily living but by the inevitable physical debilitation resulting from an unhealthy climate. This may not apply to everyone, and perhaps an optional two-year extension would be a solution for those willing to stay. But let's keep it optional.

WILLIAM ATTWOOD  
Ambassador

Bethesda Naval Hospital

### Amherst Scholarship

I HAVE JUST finished reading Mr. Clarke Slade's article, "Adapt or Perish," in the June issue of the FOREIGN SERVICE JOURNAL. I was most impressed with the problem of Service children's education, and we should like to see if we can do something about it here at Amherst.

Of the 270 matriculants in our freshman class, about one-third are receiving scholarships, with the amount based

on financial need. Admission to Amherst is highly selective, but I am sure that there are a number of Foreign Service sons who would do well here and whom we should like to have.

We should like to earmark at least one of our scholarships for the Class of 1966, which will enter in the fall of 1962, for the son of a Foreign Service family who has high potential academic ability and character and who has clear financial need.

JOHN C. ESTY, JR.

Associate Dean, Amherst College  
Amherst, Mass.

### Sabbaticals for FSO's?

I WAS STRUCK by the following from George Kennan's speech to AFSA on March 30: "In interpreting his fellow countrymen to others, lie [an FSO] will not be able to avoid interpreting them to some extent to themselves."

This thought leads to another. How many of our colleagues either retain their representative character or their knowledge of America after twenty or thirty years in the Foreign Service?

For those of us who need closer acquaintance with America, a sabbatical—a period from six months up to a year of getting to know America—would be highly desirable. This could mean a leisurely tour of the country or it could mean lecturing or perhaps settling down for the whole period in some medium-sized community, preferably not the place where one normally takes home leave. Whether touring or lecturing or settling down, it would be an analytical period of digging into motivations and psychology, the result of which should increase knowledge of America and Americans and be of value to the FSO in the subsequent assignments he will be given abroad.

What kind of FSO would it benefit the Department most to have take this sabbatical? Probably those who have spent the longest years abroad. How would this sabbatical be financed? Admittedly, the State Department would have a hard time getting funds for this purpose but it might be prepared to grant appropriate leaves of absence. As for provision of the actual funds, the Rockefeller Fund at present finances a certain number of grants for individual study, and hopefully it or another foundation might include the sabbatical among its list of public service projects.

ERIC KOCHER

Amman, Jordan



Uxmal, Yucatan, Mexico Robert E. Macaulay

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## Letters to the Editor

### Fund for Education of Dale Fisher's Children

WITH GREAT SORROW I bring to the attention of my colleagues the death of Dale Fisher on September 5, which occurred in an airplane crash in a remote spot thirty miles east of Addis Ababa.

Dale had served in the Embassy for the past two years as First Secretary in charge of economic affairs. It was in connection with his work that he took the ill-fated flight.

Dale was an outstanding officer and one of the most dedicated in the Service. In every capacity he did a magnificent job, and he and his wife made a remarkably effective team.

This tragic and abrupt end to a brilliant career has left Mrs. Fisher with the major problem of educating their three exceptionally promising children: Sally, aged sixteen, Guy, twelve, and David, seven. Mrs. Fisher returned with them to Washington.

Several of Dale's friends in the Embassy have proposed, and I have heartily agreed, informally to set up a fund to contribute toward the education of the children. Dale gave so much of

himself to the service of his country that we feel it only fitting, as a tribute to his life and as a humble recognition of his sacrifice, that we help give his children a start. I think Dale would be happy that our appreciation took this form.

We are, therefore, establishing a fund in the Embassy, to be administered by the Budget and Fiscal officer. I hope that Foreign Service colleagues who were associated with Dale will wish to assist in this effort. I have written to many of his friends direct. The publication of this letter by the JOURNAL should reach those whom I may have over-looked.

Checks may be made payable to me, and I shall in turn deposit them to the fund. Perhaps Dale's friends might wish to make a contribution now and others in successive years. While the sums received will be turned over to Mrs. Fisher, only the names of the contributors will be given her.

ARTHUR L. RICHARDS  
Ambassador

Addis Ababa

### "Daring and Dissent"

I WAS INTERESTED in the comments of J.B. (in the August issue) about the editorial "Daring and Dissent." The editorial said some much-needed things about the protection of officers in the policy-making process whose views may, with the wisdom of hindsight, turn out to have been wrong—or may just be unpopular. J.B.'s point was that reporting officers in the field face similar hazards when they wish to report things that may be unpopular with their superiors.

The point is well taken, but the hazards are not, perhaps, as great as they may seem. Actually, the Foreign Service Regulations provide for the resolution of disagreements in political reporting. Paragraph 262.1 (Vol.4) says: "As a general principle, reports should reflect the approval of the principal officer and conflicts should be resolved on the spot. However, the principal officer is responsible for the submission of significant reports from subordinates to the Department even when he does not agree with the views expressed."

It is true, of course, that this regu-

lation is not always strictly observed. This is perhaps due to the fact that it is not as widely known as it should be. But not every dissent is really "significant"—or responsible. There is a kind of wrong-headedness or peevish negativism which a principal officer may quite rightly discourage. But if a difference of opinion is really important, the regulations indicate that an officer can insist that his views be submitted to the Department.

The situation is nevertheless likely to be awkward. It will be a lot less awkward if the reporter with unpopular opinions will just set them down as the enclosure to a simple transmittal despatch which makes clear that these are only his own opinions. Chances are that the principal officer will be much less reluctant to transmit "dangerous thoughts" in this manner than he would be to sign—and thereby make his own—the controversial views of a subordinate. The procedure for which J.B. calls is thus already available—if we will only use it.

MARTIN F. HERZ

Washington

### "The Ambassador as Administrator"

I WAS PLEASED, indeed, to read David Anderson's article on "The Ambassador as Administrator" in the September issue of the FOREIGN SERVICE JOURNAL.

In the past few months the emphasis has in fact been on the executive leadership responsibilities of the Ambassador. This role of the Chief of Mission has been given prominence in news reports and in various departmental media.

But I should like to point out for the readers of the JOURNAL that an Ambassador has at least three major responsibilities, all of which are important; and none of which is particularly new: (1) as the President's personal representative to a host government he continues to undertake essential representational and negotiating activities; (2) as the representative of the Secretary of State he deals with all aspects of U.S. Foreign Policy and particularly with activities and operations of the Embassy and related elements for which the Secretary has direct responsibility; (3) as the head of the United States diplomatic mission, and as directed by the President he oversees and coordinates the entire gamut of United States activities and ensures that individually and as a whole the various elements effectively support the objectives of United States foreign policy.

Thus we see the expansion of the responsibilities of the Ambassador from the traditional representational function to those of a super executive in charge of large scale operating programs. In its recent efforts to emphasize the executive functions of the Ambassador, the Department in no way has minimized the basic and traditional responsibilities of diplomacy. This new emphasis only serves to make the Ambassador an even busier man.

WILLIAM J. CROCKETT  
Assistant Secretary of State

Washington

### First to Visit Svalbard

IN CONNECTION with Fisher Howe's very interesting article, "Black Coal in a White Land," may I suggest that the first American diplomat to visit Svalbard was Rohert Longyear, son of John Longyear. Mr. Longyear is now living in Geneva, Switzerland.

MAURICE P. DUNLAP

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