Foreign Service Journal

November 1962 / Price 50¢

Gen. Forrest recalls how he "got thar fust with the most"

Explaining a campaign, Forrest coined this famous phrase in a reminiscent evening with Gen. Morgan and Basil Duke. Before parting, a toast with Old Crow would be in order. Duke esteemed this bourbon "the most famous in Kentucky" and Morgan called it "as good as ever went down your throat."

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FOREIGN SERVICE JOURNAL
PUBLISHED MONTHLY BY THE AMERICAN FOREIGN SERVICE ASSOCIATION

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 $15 for Foreign Service Officers in Class V and above as well as for Foreign Service Reserve and Staff Officers of corresponding grades. The dues for Officers in Class VI, VII and VIII and for Foreign Service Reserve Officers and Staff Officers of corresponding grades are $10 per annum. The rate for Associate members who are retired from active duty is also $10 per annum. A subscription to the Foreign Service JOURNAL is included for all members. Those interested in membership should write to the General Manager, AFSA, Suite 301, 1742 "G" St., N.W., Washington 6, D. C.

The Editorial Board of the Foreign Service Journal considers all articles submitted. If accepted, the author will be paid one cent a word 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 10 inches, and should be mailed between extra heavy cardboard. Photos are not returned, and the Journal is not responsible for the return of unsolicited material. Please include full name and address on all editorial material and a stamped, self-addressed envelope if return is desired.

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The *Foreign Service Journal* is the professional journal of the American Foreign Service and is published by the American Foreign Service Association, a nonprofit private organization. Material appearing herein represents the opinions of the writers and is not intended to indicate the official views of the Department of State or of the Foreign Service as a whole.

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by Paul Child

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Shown at the recent AFSA luncheon are (l. to r.) guest of honor and former president of the Association, Honorable Charles E. Bohlen; former Chairman of the Board of Directors, Hugh G. Appling; and the new President, Honorable Lucius D. Battle.

VITALS

Nominations and Appointments

W. Walton Butterworth *to Canada*
William C. Doherty *to Jamaica*
John M. Leddy *to the Organization for Economic Cooperation and Development*
Robert G. Miner *to Trinidad and Tobago*
James W. Riddleberger *to Austria*
Llewellyn Thompson *as Ambassador at Large*
John Tuthill *to the European Economic Community*
James Wine *to the Republic of the Ivory Coast*

BIRTHS

Dorough. A daughter, Elizabeth Pamela, born to Mr. and Mrs. Felix Dorough, on September 23, in El Paso, Texas.

Greene. A daughter, Margaret Eleanor, born to Mr. and Mrs. E. Thomas Greene, on September 4, in Washington, D. C.

Sherwood. A daughter, Nora, born to Mr. and Mrs. Harrison B. Sherwood, on August 31.

Warnock. A daughter, Delia Lynne, born to Mr. and Mrs. John William Warnock, Jr., on September 21, in Washington, D. C.

MARRIAGES

Dorr-Longazo. Anne Lomax Dorr, widow of the late Robert J. Dorr, and George Longazo were married on September 14, in Palo Alto, California.

Morel-Bushnell. Ann Carolyn Morel and FSO John Alden Bushnell were married on September 2, in Scotch Plains, N. Y. Mr. Bushnell leaves this month for assignment as economic officer at Bogotá.

Williams-Ryerson. FSO Suzanne Somes Williams and FSO William Ryerson were married on June 25, in Christ Episcopal Church, Georgetown, Washington, D. C.

DEATHS

Baxter. John Royle Baxter, FSO, and Mrs. Baxter died on September 5, in a plane crash in Nicaragua. Mr. Baxter entered the Foreign Service in 1955 and served in the Department, Frankfurt and Managua.

Calder. Francis Willard Calder, FSR, died on September 21, in Bethesda, Maryland. Mr. Calder entered the Foreign Service in 1918 and served at Archangel, Odessa, Constantinople, Southampton, London, Prague, Nassau, Windsor, and Niagara Falls. At the time of his death he was assigned to London as Second Secretary and Vice Consul.

Corcoran. William Warwick Corcoran, FSO-retired and famed World War II spy, died on September 9, in San Diego, California. Mr. Corcoran entered the Foreign Service in 1920 and served at Calcutta, Madras, Warsaw, Algiers, Gibraltar, Kingston, Vigo, and Göteborg. At the time of his retirement in 1947 he was Consul General at Göteborg. Mr. Corcoran was awarded the Medal of Freedom for his work in World War II.

Dale. Nelson Clark Dale, retired professor of geology and father of FSO William N. Dale, died on September 15, in Washington, D. C.

Everett. Curtis T. Everett, FSO-retired, died on August 20, in Bethesda, Maryland. Mr. Everett entered the Foreign Service in 1920 and served at Stuttgart, Bombay, Frankfurt, Geneva, Paris, Toronto, Basel and Dublin. He was Counselor of Legation at Dublin at the time of his retirement in 1950.

Goldsmith. Howard C. Goldsmith, FSO, died in Pesaro, Italy, by drowning, on September 18. Mr. Goldsmith was assigned to Frankfurt at the time of his death. His previous posts were Munich, Naples, Zagreb and Auckland. He entered the Foreign Service in 1946.

Scholarships for 1963-1964

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 1963-64. Except for the Oliver Bishop Harriman Award these scholarships have a value of $500 each. Fifty-seven scholarships were awarded by the Association's Education Committee for 1962-63.

Now is the time to apply for scholarships for 1963-64. 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, 1963. 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. Scholarship payments are made to the institution and not to the individual.

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 to which direct application should be made. 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 1963-64.

Applications for the Harriman award are considered by an Advisory Committee composed of two officers of the Manufacturers Hanover 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 John Foster Dulles, Howard Fyfe and Charles B. Hosmer Scholarships). The number of these scholarships awarded each year depends upon revenues and donations received. Last year 31 scholarships were awarded. These awards are available to children of 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. Established in 1936. Available to children of subscribers to the FOREIGN SERVICE JOURNAL who are members of the Association. This award is for students attending preparatory schools in the United States, preference being given to those entering the final year in such schools.

William Benton Scholarships: It is expected that six of these scholarships will be awarded. Established in 1946 by the Honorable William Benton.

Ellis O. Briggs Scholarship. Established in 1955 by the Honorable William Benton.

These scholarships are available 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.

Bruce Scholarships: It is expected that three of these scholarships will be awarded. These scholarships have the same eligibility requirements as the AFSA awards.

Gertrude Stewart Memorial Scholarships. It is expected that four of these scholarships will be awarded. Established in 1955 by Mr. Francis R. Stewart, retired Foreign Service officer, in memory of his wife.

Wilbur J. Carr Memorial Scholarship: Two of these scholarships will be awarded. 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.

Association of American Foreign Service Women Scholarships: An indeterminate number. (Six scholarships of $500 each were awarded for 1962-63). These scholarships are available to children of active, retired, and deceased FSO's and FSS's as well as those of active members of AAFSW and AFSA, and are for study at preparatory schools and colleges.

Merrill Trust Scholarships: An indeterminate number of scholarships. Available to children of Foreign Service personnel for study at the secondary school, college or graduate school level. (Eight scholarships were awarded for 1962-63.)

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

SCHOLARSHIPS

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 an F.S. family is eligible for entrance to grades 7 through 10. For further information write directly to the Director of Admissions.

St. Albans School will give priority to the son of an FSO in the award of a scholarship in memory of Phillip Funkhouser. For further information apply to St. Albans School, Washington, D. C.

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 1963-64 are due on January 1, 1963. Complete information may be obtained from 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 1963 and renewable for each of the three upperclass years on maintenance of satisfactory record. For information write to Dean of Admission, Amherst College, Amherst, Massachusetts. Deadline for receipt of admission application is March 1, 1963. Deadline for scholarship forms is February 1, 1963.

Carleton College: The Robert L. Ouverson Memorial Scholarship. $500. Available to a son or daughter of an FSO for the academic year 1963-64. Complete information regarding this scholarship is obtainable from the Director of Admissions, Carleton College, Northfield, Minnesota.

STATEMENT REQUIRED BY THE ACT OF AUGUST 24, 1912, AS AMENDED BY THE ACTS OF MARCH 3, 1933, JULY 2, 1946 AND JUNE 11, 1960 (74 STAT. 208) SHOWING THE OWNERSHIP, MANAGEMENT AND CIRCULATION OF FOREIGN SERVICE JOURNAL, PUBLISHED MONTHLY AT WASHINGTON, D. C. FOR OCTOBER 1962.

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.

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: JULIAN F. HARRINGTON, 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, Lucius D. Battle; Chairman, Board of Directors: Elbert G. Mathews.

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: 6,600.

JULIAN F. HARRINGTON
Business Manager.

Sworn to and subscribed before me this 5th Day of October, 1962.

MYRTA L. JOHNSON.
Notary Public, D. C.
(My commission expires 8/14/66)

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AFSA : News and Views

NOTICE—In order to cope with increasing demands and to meet the higher costs of operating the Association and producing the JOURNAL, the Board of Directors increased annual membership dues on October 1, 1962, from $10 to $13 for Foreign Service Officers in Class V and above as well as for Foreign Service Reserve and Staff Officers of corresponding grades. The rate for Associate members who have retired from active duty is $10 a year.

This increase, reluctantly made, is the first change in membership rates since 1952. It will enable the Association to institute needed adjustments and to perform more effectively for the benefit of its members. In addition, the increase will allow the JOURNAL to produce a better publication with greater appeal to its readers.

Electoral College

AFSA's ELECTORAL College met September 20, 1962, to elect a new President, Vice President, and Board of Directors for the American Foreign Service Association for 1962-63.

The College as selected by written ballot of AFSA members included: Charles E. Bohlen, Jacob D. Beam, Clare H. Timberlake, William J. Crockett, Galen L. Stone, Edwin M. Martin, Charles H. Mace, Lucius D. Battle, Philip H. Trezise, Sterling J. Cottrell, Henry H. Ford, Elbert G. Mathews, John I. Getz, Graham A. Martin, James R. Johnstone, John Ordway, James A. McDevitt, and Adrian T. Middleton.

Others who had been elected to the College but were unable to attend and therefore were replaced were Charles W. Yost and Taylor G. Belcher.

Named by the Electoral College were: President, Lucius D. Battle; Vice President, Graham A. Martin; members of the Board of Directors—Edwin M. Martin, Elbert G. Mathews, Taylor G. Belcher, Martin F. Herz, Jean M. Wilkowski, H. Freeman Matthews, Jr., Nicholas A. Veliotes, George B. Roberts, Jr., Thomas P. H. Dunlop, and William H. Metzger.

General Meeting

THE ANNUAL GENERAL meeting of the American Foreign Service Association was held at the Shoreham Hotel on Thursday, September 27. Over 300 members attended the luncheon, which was followed by a brief business meeting. The meeting closed with a farewell address by the outgoing president, Ambassador Charles E. Bohlen. Ambassador Bohlen stressed the great decision facing the Service in the Sixties—whether to amalgamate overseas personnel of all civilian branches of the Government into one service or to retain the Foreign Service as a professional corps, with entrance at the bottom. He called the attention of the present members of the Service to the fact that there are only 150 positions which can be regarded as being the top of the profession—104 missions and 40 or 50 positions in the Department. Few of the 3800 officers, many with high educational qualifications and great ability, will reach the very top. He also emphasized that the great role of members of the Foreign Service abroad is to deal with the governments to which they are accredited, that this is the central purpose of the Foreign Service. In conclusion, he assured the audience of his pride in being a part of the Service and said that no government has been kept better informed by the operations of its foreign service. He closed with best wishes for the incoming officers of the Association.

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New Journal Board Member

FREDERIC L. CHAPIN entered the Paris regional headquarters of ECA as an economic analyst after graduating from Harvard. He subsequently entered the Foreign Service and has served at Vienna, the Department and Managua. In early 1961, he opened the American Embassy at Fort Lamy, Republic of Chad. He has just returned to the Office of United Nations Political Adviser in the Department. Mr. Chapin wrote two articles on certain aspects of the promotion and personnel systems of the Foreign Service which appeared in the JOURNAL in 1956 and 1961. He advocates a more dynamic role for the JOURNAL as a defender of the interests of the average FSO, particularly pocketbook issues.

Frederic L. Chapin

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At the September 27 luncheon meeting of AFSA, the head table guests were, l. to r., Henry Allen Holmes, Honorable Julian F. Harrington, Miss Jean M. Wilkowski, Martin F. Herz, Robert C. Strong, Ambassador C. Burke Elbrick, Ambassador Charles E. Bohlen, Hugh G. Appling, Honorable Lucius D. Battle, Ambassador Joseph Palmer, II, Honorable Woodruff Wallner, Robert M. Brandin, Richard A. Poole, II. Freeman Matthews, Jr.

The Association Officers and Board, 1962-63

President

LUCIUS D. BATTLE, President. Mr. Battle, Georgia-born, received his BA and LLB from the University of Florida. He served in the U. S. Navy in the Pacific during World War II. Mr. Battle entered the Department of State

Lucius D. Battle

in 1946, serving in the Office of European Affairs as a country desk officer until 1949. In the years following he was Special Assistant to former Secretary of State Dean Acheson, Deputy Special Assistant for the Mutual Security Program, First Secretary and Chief of the Political Section, American Embassy, Copenhagen, and Deputy Executive Secretary of NATO on the staff of Lord Ismay. Mr. Battle resigned from the Service in 1956 to join Colonial Williamsburg and Williamsburg Restoration, Inc. as vice president and served there until February 1961. He then returned to the Department as Special Assistant to the Secretary of State and Executive Secretary of the Department of State.

Mr. Battle is married to the former Betty Davis. They have four children.

Vice President

GRAHAM A. MARTIN, Vice President. Mr. Martin was graduated from Wake Forest College and worked as a newspaper correspondent before enlisting under the Blue Eagle in 1933. He worked for several government agencies before serving as a colonel in the Army during World War II. He joined the Department of State in 1947 and was appointed administrative officer at Paris. He remained in Paris for seven years, rising to Counselor of Embassy. He spent two years as faculty adviser to the Air War College, later was assigned as Special Assistant to the Deputy Under Secretary of State for Economic Affairs and during 1959 and 1960 served as Special Assistant to the Under Secretary of State. He is now Deputy Assistant

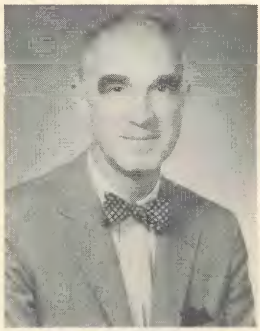
Graham A. Martin

Administrator of the Agency for International Development for the Latin American Region and the Alliance for Progress.

Board of Directors

Chairman

ELBERT GEORGE MATHEWS, Chairman of the Board and a former Secretary-Treasurer of AFSA. Mr. Mathews was born in New York on November 24, 1910, and received his AB at the University of California in 1930. He entered the Foreign Service in 1935 and served at Vancouver, Sydney, Brisbane, Adelaide, Managua, Kabul, Calcutta, Istanbul, Oslo and in the Department on various occasions. He also attended the Imperial Defence College in London, after which he served as Deputy Assistant Secretary of State for Policy Planning. He was appointed Ambassador to Liberia in 1959 and resigned to assume his present duties as Director of the Office of Eastern and Southern



Elbert G. Mathews

African Affairs. He was appointed Career Minister in February, 1961.

Vice Chairman

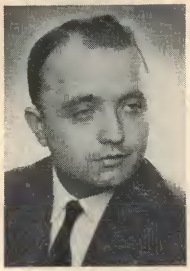
MARTIN F. HERZ, Vice Chairman, was re-elected to a third term on the Board of Directors. He is presently attending the Senior Seminar in Foreign Policy. Previous assignments have been in Vienna, Washington, Paris, Phnom Penh, Tokyo and, most recently, as Special Assistant for Planning in the Bu-

Martin F. Herz

reau of African Affairs. Mr. Herz is a former member of the Editorial Board and frequent contributor to the JOURNAL. His hobbies and sports are flying single-motor planes, skiing, chess, and the collection of old maps. His wife Elisabeth is a gynecologist and obstetrician.

New Members of the Board

Thomas P. H. Dunlop



THOMAS P. H. DUNLOP, an alumnus of the University of North Carolina, Yale, the Fulbright Program (Berlin 1956-57), and the United States Air Force, entered the Foreign Service in 1960. After a six-months tour as personnel placement officer in POD/EUR, he was assigned to the BNA team preparing to attend the GATT Conference in Geneva. When the second round of GATT negotiations was postponed, he was transferred to the Disarmament Administration, where he served as aide to Administrator John J. McCloy and later as staff assistant to the secretariat. A ten-month intensive course in Serbo-Croatian at FSI followed. While waiting for an assignment to Yugoslavia Mr. Dunlop is serving as staff assistant to the Deputy Assistant Secretary for Politico-Military Affairs.

Edwin M. Martin

EDWIN MCCAMMON MARTIN is Assistant Secretary of State for Inter-American Affairs. He received his BA in 1929 from Northwestern University, where he also did graduate study in political science. He entered Government service in 1935, as an economist, and joined the Department of State in 1945 as Chief of the Division of Japanese and Korean Economic Affairs. In 1947 he was appointed Acting Chief of the Division of Occupied Areas Economic Affairs. This was followed by assignments as Deputy Director of the Office of International Trade Policy, Director of the Office of European Regional Affairs and Special Assistant for Mutual Security Affairs to the Secretary of State.

Mr. Martin was, from 1953 to 1957, Deputy Chief of USRO and alternate United States member of the NATO Council. From Paris he went to London as Minister-Counselor for Economic Affairs.

He was appointed Assistant Secretary of State for Economic Affairs in August, 1960, and in March, 1962, was nominated as Assistant Secretary for Inter-American Affairs.

He is married to the former Margaret Milburn of Baltimore. They have a daughter, Mrs. Pedro A. Sanjuan, and a son, Edwin M., Jr.

William H. Metzger

WILLIAM H. METZGER, newly-elected member of the Board of Directors, was born and raised in Canton, Ohio, and received his BA degree from Western Reserve University in Cleveland in 1941, having majored in political science. He then spent four years at Columbia University in New York, where he received his LLB in 1960 and his MIA (Master of International Affairs) in 1961.

After completing twenty-odd years

(Continued on page 46)

Where Diplomats Dine

AVIGNONE FRERES, 1777 Columbia Road, N.W., CO 5-7273. Restaurant: Specializing in continental cuisine and foreign foods, offering the most varied assortment of imported wines and liquors. Catering department: For private homes, embassies, offices. Best in food with complete service.

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JOCKEY CLUB, Fairfax Hotel, 2100 Mass. Ave., N.W., CO 5-0222. The exciting Jockey Club Restaurant and Bar serves the finest French cuisine and the American bar features a wonderful five-ounce martini. Open every day from noon until 1 a.m. for lunch, cocktails, dinner and supper.

☆ ☆

L'ESPIONAGE, M Street at 29th, N.W., FE 3-1130. L'Espionage offers you excellent food and impeccable service in an atmosphere of subtle intrigue. The luxurious setting of L'Espionage is achieved by the beautifully designed interiors by Barbara Slater. Entertainment. Dinner, supper and theatre parties.

☆ ☆

NAPOLEON'S RESTAURANT FRANCAIS, 2649 Connecticut Ave., N.W., 5-8955, CO 5-5399. Across from the Sheraton Park and Shoreham Hotels. Five private dining rooms, specialties—coq au vin, frogs legs and onion soup. Dinner music nightly 8:30 to 12. Washington's first French restaurant.

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OCCIDENTAL RESTAURANT, 1411 Pennsylvania Ave., N.W., DI 7-6467. Famous for superb international cuisine and incomparable service, The Occidental is world renowned. Dining place of Presidents since Lincoln's day. Open daily from 11:30 a.m. to 1 a.m. Rendezvous for after the show.

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25 years ago

November, 1937

by JAMES B. STEWART

Talleyrand—Then and Now

THE BOOK, "Talleyrand," by Comte de Saint-Aulaire, is reviewed in the JOURNAL by Cyril Wynne, Review Editor. Herewith, a few excerpts therefrom:

" 'For centuries to come,' Talleyrand confessed to his friend the Comtesse de Kielmansegge, 'I should like the discussion to go on and on as to what I have been, what I have thought, and what I intended.' . . . She had once described him as coming toward her with 'eyes shining forth from a head with reptilian jaw, and the smile of a hypnotist on his lips' and the confession impressed the Comtesse and she repeated it—as Talleyrand intended her to repeat it. The 'discussion' has been going on ever since. Certainly few statesmen-diplomats have been the subject of so many biographies and political and historical treatises . . .

"The biography is not only brilliant but it contains what so many biographies lack—the note of sincerity. The reader has the impression that the author is portraying not the legendary Talleyrand 'en robe de chambre' or the diplomat in official dress whom Lannes called a 'silk stocking filled with filth,' but Talleyrand as he really was . . .

"Although the book is filled with the famous sayings and witticisms of Talleyrand and although the Comte de Saint-Aulaire does not spare the man of whom it was said by an intimate contemporary that the two incentives of his existence were 'love of women and love of money' it is the constructive ability of Talleyrand the statesman that the author emphasizes."

Comment, 1962: Charles Maurice de Talleyrand-Périgord, Prince of Benevento. (1754-1838), had this recipe for coffee:

> Black as the devil,
> Hot as hell,
> Pure as an angel,
> Sweet as love.

Were the great statesman living today he would be famous, no doubt, as the bard of Madison Avenue.

In the news: George Kennan was transferred from Moscow to the Division of European Affairs. He became a member of the Editorial Board of the JOURNAL. Bob Woodward went from Bogotá to Rio and Eddie Trueblood from the Department to Santiago, Chile. Selden Chapin, Department, has the lead article in the JOURNAL titled: "The American Foreign Service: An Outline Appraisal Thirteen Years After the Rogers Act." Julius Holmes, who entered the Service in 1925, resigned effective October 1, 1939.

Comment, 1962: Mr. Holmes later reentered the Service and is now Ambassador to Iran.

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25 Years Ago

Assassination of Ted Marriner

J. Theodore Marriner, Consul General at Beirut, was assassinated by an Armenian madman on October 12, 1937, while getting out of his car at the Consulate General. The murderer had demanded a passport of the Consulate General which had been refused him.

The Washington STAR wrote: "It is paying the superlative tribute to 'Ted' Marriner to say that he was the very flower of the State Department career man. . . . Consul General Marriner's pitifully untimely end reminds us that these pitfalls are traditions of the Service . . . a worthy representative of his country had laid down his life gallantly in the uniform of America's army of peace."

Comment, 1962: Beirut was Ted's first consular post. Up to that time he had had only diplomatic assignments.

Consul Smith and the "Breeches Bible"

Walton Ferris, Consul at Sheffield, has a delightful story in the November JOURNAL, titled "Adventures of a Bibliomaniac in Steeltown."

"At first, life in Steeltown, England, was not a bed of roses for either Consul Smith or his wife but after awhile he mentioned with gratitude the pleasant part that the bookshops and their bargains played in his first rather difficult months in Steeltown.

"Find number one, which cost the large sum of ten shillings, was a complete 'Breeches Bible,' printed by Christopher Barker, Printer to the Queen's Most Excellent Majestie, in 1582. For the uninitiated in Biblical lore . . . it may be said that this Bible is so called because of the peculiar wording of Genesis 3:7. Adam and Eve, having eaten of the apple, became aware of their deplorably unclothed state; whereupon they did take '*figge leaues and make themselues breeches.*' "

Comments on the *Journal*

The editors of the JOURNAL sent out a questionnaire to ascertain what sort of magazine was wanted. Most of the replies advocated concentration on purely Service matters and that this be done without being "too heavy." Here are a few of the replies reported in the JOURNAL of October 1937:

"I think that the JOURNAL would be of more interest if an endeavor were made to project the Washington picture into the field—to let us know the Washington developments which are so obvious to you so near to them."

Comment, 1962: Today the "Washington Letter" does that very thing.

"I think the JOURNAL should be as intimate, humorous, personal and gossipy as it can possibly be made."

"My feeling is that the officers in the field do not want a travel or fiction magazine, rather a house organ with news of interest to the Service."

"I want to know what is going on in the Service—bright, interesting activities that make one proud, happy and contented."

Editor's Note: Considerable water has flowed under the bridge since 1939, but we are no less interested in having comments from our readers as to what they most want to find in the columns of the JOURNAL these days.

Executive Ability in the Foreign Service

by FRANK SNOWDEN HOPKINS

EVERYONE who has concerned himself over the years with the problems of improving the Department of State and Foreign Service has at one time or another tried to face up to one central problem—how to produce in the same individual officer the skills of the foreign affairs operator and policy-maker, and the skills of the effective executive directing the work of others.

This central problem is one to which many of us interested in personnel development have given a good deal of thought at various times. It was brought home to me again recently when I attempted to write an essay discussing the qualifications deemed most desirable in senior foreign affairs officers. My list ended, as all such lists inevitably do, with the final and essential qualification, executive ability.

Those to whom I showed my essay agreed readily enough on most other items. Everyone agreed that Foreign Service officers need to acquire command of foreign languages, cultural and psychological insights, knowledge of diplomatic and consular practice, and the other skills involved in becoming an effective field officer. Everyone agreed that officers also need a broad understanding of national and international forces at work in the modern world and a capacity to grasp exceedingly complicated situations in all their breadth and complexity.

There was general agreement also that officers, to be effective in policy matters, need a sense of history and a sensitivity to trends and to the processes of historical change, so that they can project their thinking into the future. And there was general agreement that the best officers must display creative imagination in dealing with foreign policy matters, and, by exercising their "instinct of combinations," must be able to produce ideas and come up with solutions to policy problems.

Finally, there was no argument over the need of Foreign Service officers for expertise in specific and concrete aspects of foreign affairs—expertise which may be based on academic studies, on concentrated or prolonged practical experience, or on a felicitous combination of the two.

But when one mentions the two-word phrase "executive ability," it seems to hit a sensitive nerve. Management experts around the Department complain that policy officials are far too often seriously deficient in executive skills and fail to give necessary leadership to their subordinates. Policy officers, harassed by the problems of day-to-day operation, are too deeply immersed in the substance of foreign affairs to be much interested in arguing the matter. They ask only that they not be bothered with administrative questions, or hampered at critical moments by not having the quality of assistance or service they feel they need, or harassed with the complexity of systems set up by professional administrators. Let the administrators, they say, take care of administration, and leave policy officers to concentrate on policy.

My impression is that there is not much meeting of minds on this issue—not much agreement on what is meant by executive ability, and not much understanding of the role of executive skills in the conduct of foreign affairs. I propose therefore to offer some thoughts on this subject, in the hope of providing some clarification. I shall concern myself first with the question, What is executive ability? Then with, How can it be acquired by Foreign Service officers? And finally, What is its role in the conduct of foreign affairs?

FIRST THEN, what is executive ability? Whole books have been written on this subject. But executive ability is nothing mysterious. It is not a gift from heaven, nor a skill which only the elect can acquire. One need not speak of it as the complacent comedian spoke of sex appeal—"Either you got it or you ain't. Sometimes I almost think it's a curse!"

And neither is it something which can be acquired only by attending the right school of public administration and memorizing the sacred Principles of Management. Basically, it seems to me—and I simplify quite deliberately—executive ability consists of figuring out what needs to be done, and then successfully directing others in the task of doing it.

But this definition, simple as it is, has a number of important implications. A good executive is on top of his job because to whatever extent is necessary he withdraws from the daily turmoil and devotes time to thinking and planning. He anticipates situations, prepares for them ahead of time, and has his decisions ready when the critical time comes. He can do this only if he organizes his subordinates into an effective group, delegates appropriate responsibilities to them, and gives them over-all guidance and supervision. If he tries to do too much personally—or is coerced into it by superiors who do not understand how an organization must

FRANK SNOWDEN HOPKINS, FSO-2, has been contributing articles to the JOURNAL since 1945. He is presently assigned as Consul General at Melbourne. He served on the JOURNAL Board from 1948 to 1951.

◀ **Rue des Canettes, Paris**
by Paul Child

operate—he very quickly becomes too much involved in operations which he should leave to others in order to keep himself free for executive decisions.

At this point I am reminded of a young management specialist we had in the Department some fifteen years ago. He was sent on a familiarization tour of Foreign Service posts, and returned quite despondent. Everywhere he went, he said, he found older FSO's working themselves to death while young officers sat around without enough to do.

"How are we going to get those old boys to learn to delegate their duties?" he demanded. After he had brooded over this for a few minutes, his face lit up, and he exclaimed, "I've got it! We'll circularize the field and ask every post to list their indispensable men. Then we'll retire all the indispensable men, and start over!"

Let us now return to our executive. In his thinking and planning functions, he may call upon his subordinates or his superiors or his staff advisers to what extent he finds helpful. The important point is that he alone is charged with making the decisions appropriate to his position. And he cannot be a good executive unless he arrives at decisions as early in the game as possible, and then initiates plans to make these decisions effective.

THE SECOND part of our definition is that the executive directs *others*. The secret of being a successful executive is to be able to work through others, and to obtain their full cooperation. And this is the hardest part to learn. For a great many professionally trained people, it is easier to do a job oneself, and far more satisfactory, than to delegate it to someone else. Hardly anyone who has developed the habit of working alone on problems is really satisfied with the way someone else does it. For many such people in our organization, the urge to rewrite the policy paper oneself, to intervene oneself in the negotiation, to inject one's own ideas into the problem, is all but impossible to control.

We need not argue, of course, that the executive must adopt a hands-off attitude on the work of a subordinate. The final responsibility is his, and he must be satisfied that the work done is responsive to the need which called it forth, and will accomplish the end in view. But if executives are truly to be executives, they must be willing to accept other people's ways of working, and to accept the work of subordinates when it comes reasonably close to measuring up.

Now we come to a very tricky and subtle aspect of the job of being an executive. We all know that some bosses are easy and pleasant and even inspiring to work for, while others are difficult and frustrating. In general the subordinate does his best work for the chief who has confidence in him, who encourages him, who discusses his tasks with him in a sympathetic and helpful manner, and who, while upholding high standards of performance, is content to provide general guidance rather than close and detailed supervision. But the same subordinate will fail to do his best for the chief who is never satisfied, who is indecisive and unsure of himself, who wants the job done differently each time, or who insists on injecting his own pet ideas and even his pet phraseology into every solution.

We all knew this when we were subordinates. But how many of us ask ourselves, now that we are executives, are we easy to work for and do we inspire good work, or do we discourage our subordinates, block their development, and choke off efficiency by making ourselves into bottlenecks?

To sum up, a good executive plans ahead and determines what is to be done, then works smoothly through others to accomplish it. The Foreign Service officer who will not learn to do these things cannot become an effective executive, and will become an increasing problem to others and to the entire organization as he rises in rank and authority.

We now move on to the second question, that of how to acquire executive ability in the Foreign Service.

It is much easier to acquire executive skills when one is young and still in the process of developing habits and attitudes. Yet a very large proportion of our younger FSO's get little or no chance to supervise others in their first ten years of service. It is possible to arrive at a fairly senior level of responsibility and never to have supervised anyone but a personal secretary.

In the field, the best chances an officer gets to supervise are in the consular and administrative fields. It is fashionable for young officers to try to avoid these types of work, and to seek positions in the political and economic sections of large posts. In the Department, most jobs for junior officers are quite subordinate in nature, and FSO's get few opportunities to exercise leadership and direct the work of others. The chances are better, however, in administrative units than elsewhere; and poorest of all in political and geographic offices.

Let us be realistic and admit quite candidly that the brighter officers will be most in demand for political and economic assignments, and that very likely they will be promoted in rank more rapidly than others. It will be precisely these officers, then, who will arrive at senior responsibilities with the least opportunity to acquire executive experience. How, then, can we instill into our rising middle-grade officers the executive skills which they will need later at senior positions, and which the welfare of the organization requires them to have?

THERE ARE some who believe that FSO's need to be exposed much more than at present to administrative management training of an academic or classroom nature. Certainly something can be achieved by assigning them to university courses in administration or by including more lectures and discussions on administration in the various courses given to junior and middle-grade officers at the Foreign Service Institute. At such sessions one can at least hope that some additional attention can be focused on leadership skills and some additional awareness will be instilled.

Personally, I am skeptical that much can be accomplished in this manner—and I speak as one who spent five years in the Institute hierarchy. I say this because it is so important that the executive learn how to *work through others*. This skill cannot be taught in the abstract; it must be learned in the concrete through actual experience. If the young FSO is never challenged by having to assert leadership over

others and to obtain their cooperation, it will do him relatively little good to have a notebook full of instructive principles that have been imparted to him in the classroom.

Those who give lectures on administration also, it seems to me, tend overmuch to dwell on specific managerial skills, such as budget-making, fiscal control, personnel management, space planning and other such things which in our organization are rarely handled by general executives, but remain the province of the specially equipped expert in administration.

Actually, the essential skills of the executive are both more general and more subtle than this. They include such things as winning the confidence of subordinates, establishing personal rapport, maintaining morale, encouraging and inspiring good work, welding disparate elements on one's staff into a harmonious team, giving instruction without arousing resentment, instilling a sense of common purpose and common policy, and creating the kind of atmosphere in which everyone can work most effectively. The executive can violate quite a few textbook rules and still be reasonably effective if he is *psychologically* skillful.

It is just this psychological aspect of the executive's job which I despair of being able to transmit in the abstract. These psychological skills can be really learned only through experience—and the earlier the better. Fifteen years ago we were fortunate to have in the Foreign Service a host of young officers fresh from the Armed Services who had commanded troops or crews during the war and had obtained insights into the psychological aspects of leadership. It is unlikely that we are getting the same kind of previous experience in our new officers today. It is not their fault, but there it is. Many youngsters come into the Service direct from universities without having supervised *anybody*—maybe not even small children!

A CERTAIN AMOUNT of learning can take place from emulation. If we were an organization of skillful executives, our younger officers could observe how their superiors handled their executive responsibilities, storing away this psychic knowledge and then eventually imitating their models. Unfortunately, many of our senior people are not good models, and the junior officer imitates at his peril. Often the best he can do is to vow that when he himself becomes an executive, he will not treat subordinates as his chief has treated him—not neglect them through absorption in his work, not discourage them with negative criticism, not confuse them by indecision or inadequate communication, not leave them guessing as to what is desired in the way of work results, and not frustrate them with sudden changes of plan or policy, which result in the scrapping of half-done tasks.

We should not be too hard on our senior officers. Many faults from which we suffer are not so much those of individual executives as of the organization itself, or of the mysterious forces at top levels of government which pass down pressures and confusion from on high. Yet we have to say that if the junior officer can learn only by emulation, his chances of becoming a good executive are a lot less bright than they should be. Indeed, he may be more likely to perpetuate the faults of our organization than to remedy them.

What, then, can we do? Obviously we must look for ways in which to provide our junior people with, using a military term, "command experience." If we can find ways to do this, we shall have a much better chance to reach them also with supplementary methods of instruction and guidance, which will then become more meaningful to them.

I see two possible ways of doing this—neither one, unfortunately, fully satisfactory. One of them is to introduce our most junior officers as early as possible to minor supervisory situations. Most of these are available only in consular or administrative types of work. Even if a junior officer supervises only a small unit or subsection of three or four persons, at least that is better than sitting in an office alone, or working with a single secretary, for he is beginning to work with a group situation requiring leadership and human relations skills.

MOST JUNIOR officers, as we all know, are itching to work on the substance of foreign affairs, for this is what the universities have whetted their appetites for in senior and graduate courses in world affairs. They feel let down when assigned to tasks variously described as "stamping visas" or "keeping the office air conditioners running." The jobs are far from being as routine in character as such pejorative phrases would indicate. And the fact that they are used suggests that we have not explained clearly enough that it is not so much consular or administrative routines that we are trying to transmit as it is leadership experience.

My other idea is this: The regular work of the Department and Foreign Service provides relatively few jobs in what we may call "program administration." That is, not until some day when the senior FSO suddenly finds himself confronted with very broad program responsibilities for which he has had all too little preparation. But we have two sister agencies, USIA and AID, whose duties are quite different in character. Somehow we must manage to work out more interchanges of personnel with these agencies.

USIA today seems to work on a smaller scale than it once did, at least in Germany in the days when I had 150 employees under me. And perhaps such executive jobs as exist are treasured by the Agency for the supervisory training they provide for its own career personnel. But if more junior and middle-grade employees could work for a while in the Information Service, I am sure they would gain enormously from the experience, and not only for the reasons pertinent to this discussion.

As for AID, I cannot speak from personal experience, but obviously it is a program administration type of organization with a complex job to do, and it is certainly rich in the type of experiences which develop personnel leadership and capacity to get things done. I would hope that PER could arrange to assign middle-grade officers to AID for experience, either unilaterally or through reciprocal exchanges. I would also hope that many FSO's would welcome the opportunity for this type of experience.

One other thought. We must deal more effectively with the problem of motivation in all attempts to provide supervisory experience. Our FSO's today are not usually looking

for supervisory positions. If they knew that learning to work through others was a vital part of their training and a prerequisite to future career advancement, their attitude might be quite different. It would also help enormously if promotions and assignments were geared more closely to the amount of supervisory experience obtained by the individual officer. As long as the system permits better rewards for those who avoid supervisory experience than for those who obtain it, we shall be running a career development system which works in reverse.

WE COME now to our third major question, which is how to apply executive skills to the conduct of our foreign relations. The foregoing paragraph will have provided, at least by implication, a good many answers on this point.

The most important point to be made under this heading is that there is no substitute for executive ability in the officer who occupies a senior position in the Department or in the field—that is, a position which by its nature and importance involves making important decisions, working through others, and giving direction to the bureau, office, division, post or section which he heads. And the higher the position and the more senior the officer, the more difference it makes whether he is discharging his executive functions properly.

The senior executive can look to his administrative staff for certain kinds of help. He can ask them to help him set up his organization, to work up his budgets, to outline personnel requirements, to recruit or requisition staff, to arrange for office space, and to provide administrative services generally—though the good executive will want to give personal attention to some aspects of these things in order to make sure that he will have the resources he needs in order to carry through his responsibilities. But whatever may be done administratively for the executive, he still has to provide leadership himself.

This leadership can be provided only if the executive is on top of his job—which means that he cannot become so entangled personally in some parts of it that he fails to provide over-all direction to the rest of it. If he is skillful in working through others, he can obtain that degree of detachment from day-to-day affairs which permits him to think and to plan and to lay down guide lines for others to follow.

No doubt this last statement will be hotly contested by executives who insist that the pressures on them are so intense that they cannot extricate themselves from day-to-day problems requiring personal attention, that there are just too many demands on them and too many people who insist that they can deal only with the top man. Nevertheless, Presidents and Prime Ministers somehow manage, and if other executives cannot do so, there must be something wrong somewhere.

No one would wish to argue against the view that in the last analysis we depend in the conduct of foreign affairs on the knowledge, the judgment, the creative imagination, the analytical intelligence and the expertise of individual officers, who must carry the problems of the modern world in their minds, envision the processes of historical change, devise far-sighted and effective solutions to foreign policy problems, and then apply diplomatic skill to carrying these out effectively.

What must be said, nevertheless, is that all these abilities can be fully effective only in an atmosphere of good organization, good administration, and good leadership. Only when we organize, administer and lead effectively can our senior officers fully utilize the huge reservoir of talents in our organization, and apply these to getting the foreign policy job done. All this means that the higher an officer rises in the organization, the more important it is that he develop executive skills and apply them to his responsibilities.

THERE MAY be cynics who comment that in a place like Washington, no one can ever really get on top of his job. One can only reply that visions of utopia must exist for mankind to have goals to work toward. Cynicism is the counsel of despair, for there are certain problems that must be solved if we are to survive as a free people. This essay is written in the conviction that executive ability in the administration of American foreign affairs is one of the indispensable needs of our time, and that its development in the Department of State and Foreign Service is a central problem that must be solved.

IN HIS RELATIONSHIP with his superiors he (the man of character) is generally at a disadvantage. He is too sure of himself, too conscious of his strength to let his conduct be influenced by a mere wish to please. The fact that he finds his powers of decision within himself, and not imposed upon him by an order, often disinclines him to adopt an attitude of passive obedience. All he asks is that he shall be given a task to do, and then be left alone to do it. He wants to be the captain of his own ship, and this many senior officers find intolerable since, temperamentally incapable of taking a wide view, they concentrate on details and draw their mental sustenance from formalities. And so it comes about that the authorities dread any officer who has the gift of making decisions and cares nothing for routine and soothing words. "Arrogant and undisciplined" is what the mediocrities say of him, treating the thoroughbred with a tender mouth as they would a donkey who refuses to move, not realizing that asperity is, more often than not, the reverse side of a strong character, that you can only lean on something that offers resistance, and that resolute and inconvenient men are to be preferred to easy-going natures without initiative.—*Charles de Gaulle, "The Edge of the Sword," Criterion Books, N. Y., 1960.*

Are We Getting Our Share of the Best?

by R. Smith Simpson

The process of finding and selecting officers adequately equipped for our diplomatic service is a singularly exacting one keyed to highly selective criteria. It has been developed by trial and error over a number of years, subjected to numerous reappraisals, exposed to various essays of experimentation. One would be justified in expecting it would bring into the Foreign Service a flow of superbly qualified young men and women, the pick of their generation—young men and women fully aware of the importance of the calling to which they aspired and at least moderately well prepared for its opportunities and obligations of representing the United States abroad.

A year of service as a Deputy Examiner engaged in interviewing candidates and a round of colleges as a part of the Department's recruiting effort have persuaded me that accomplishment falls grievously short of the ideal. Of those candidates I examined a few were good, a rare one was outstanding, but the great majority were wholly unprepared for diplomatic work, and did not even have the slightest glimmer of what it was. Somehow they had acquired a feeling they might like the Foreign Service, or at any rate it would do no harm to give the examinations a whirl to see "what gives." They had no conception whatever that this is an exacting calling, involving not only considerable hazard and adventure but also a profound cultural awareness, knowledge of history and political science, some familiarity with the behavioral sciences and at least an elementary grounding in international law, international organization and diplomacy—in other words considerable intellectual preparation, if they are adequately to represent their country abroad.

My initial surprise was to find among the candidates an abysmal ignorance of so elementary a subject as the geography of the United States. Few could even place accurately the principal rivers: one with so descriptive a name as the Ohio was not infrequently identified as being "somewhere west of the Mississippi." Few could name the principal seaports, and, of course, any requirement demanding such detailed familiarity with this country as identifying the states comprising the "wheat belt" or the "corn belt" was completely beyond the average candidate's depth.

As to elementary economics and social data, most could only guess at the population, labor force and gross national product of their country. Many did not know what constituted "gross national product." They had no clear idea as to the principal products of their country, nor as to its exports and imports. They could name a few of each, but had no notion of their relative importance and had given no thought to the role of imports in the American economy.

As with elementary geographic and economic aspects of the United States, so with historical, sociological and cultural. Americans abroad are asked a great many questions about their country. How did the United States acquire the Panama Canal? What is its status now? Who started our war with Spain (or Mexico) and what came out of it? When did our labor movement start and where does it stand now? How does a Jimmy Hoffa get control of a powerful union? What were some of the reform movements in American history? What became of them?

A good half of our candidates could answer such questions with only the thinnest recital of facts; many could not discuss them at all. Some could not recall ever having heard of the Populist movement; few knew its connection with Woodrow Wilson's "New Freedom." Asked if he knew anything about the Progressive movement, one candidate replied, "Oh, yes, that was LaFollette's movement." To the question, "Where did LaFollette come from?" he could only reply vaguely, "Somewhere out West."

I would say that the proportion of candidates who could handle current events questions reasonably well was about six out of ten. Perhaps three or four could give fairly adequate definitions of the Truman Doctrine or the Eisenhower Doctrine, even state the composition and responsibilities of SEATO and CENTO. Most of them had never heard of ANZUS.

If we explored American foreign policy we encountered baffling deficiencies. Most of them knew the origin of the Monroe Doctrine and its general content, but beyond that their knowledge rapidly petered out. The tests the Doctrine has undergone, the various interpretations placed on it, its abuses were beyond them. Naturally, we rarely ventured to ask for a discussion of whether it is still in existence; although this is a question many of them will encounter and all of them should be expected to handle with some degree of information and intelligence.

The American abroad is asked about American culture as often as about our history, our politics and our policies. An Indian dinner guest may inquire: "America is very materialistic, I understand. Is that so? What has it contributed

R. Smith Simpson—Prior to his voluntary retirement in May, Mr. Simpson had served as an FSO on four continents, and in consular as well as diplomatic posts.

to cultural and spiritual progress?" No more than one candidate in twenty could provide a thoughtful, well-informed response to such a question. Even sadder to relate, they were equally blank on purely factual questions. Could the candidate give his Indian guest the name of five or six American painters and tell something of their work? The names of five composers? Of two or three philosophers? Of a few poets, novelists or essayists other than the contemporaries with whom the Indian was probably familiar?

The answers were halting and feeble. Many could not name a single painter, a single composer, a single philosopher, other than contemporary. Even in the literary field knowledge was surprisingly limited. Thought-provoking questions, requiring a certain amount of relating and synthesizing—"What has been Chicago's contribution to American literature?" for example—left them gaping and stumbling. We put simpler factual questions: What was the New England school of literature in the nineteenth century? We found college graduates native to New England itself who could not answer.

Most candidates showed some slight familiarity with twentieth century writers. Asked to name some poets, they almost invariably led off with Robert Frost. Among novelists, they could produce the names of Hemingway and Faulkner, perhaps others. (One mentioned Tennessee Williams.) But under questioning this familiarity proved to be shallow; it did not survive much discussion.

Questions of a sociological nature asked us abroad and on which we should be able to throw intelligent light found candidates pitifully uninformed. Such questions concern the basis and nature of our society. They are problems people confront abroad. They raise doubts of our fitness for leadership. What are the causes of our sizable problem of juvenile delinquency? What are the causes of our high divorce rate? Why do we permit trashy pulp magazines to exist, to be exported? Why Hollywood? To what extent are our basic civil rights effective? Rare indeed was the candidate who could cope with such questions.

As to diplomacy itself, few of the candidates had any idea what it was. Nine out of ten had not even given any thought to it, it never having occurred to them to so much as look the word up in a dictionary, much less go to a library and read something about it, if only a biography or two. This was baffling indeed. I had expected to find far greater interest in a profession which candidates were considering as a career. I had expected, even, preparation, but as to this I found our universities deficient. One has to search far and wide for a course in diplomacy, particularly one in which its methods and techniques are discussed. Our universities appear to be hypnotized by the machinery and formulation of foreign policy: consideration of its execution is well-nigh non-existent.

Indeed, one conclusion that emerges from such an experience as this is that American education is letting us down. An educational system that turns out graduates lacking the simplest geographical and sociological knowledge about their country is not an adequate educational system. Universities that graduate men and women with only a smattering of knowledge of their nation's history, its governmental structure and political system, and its cultural evolution as well as of the international political system, do not merit the name of universities.

Unless the quality of our education is even more appalling than I think it is, a second conclusion must be that the State Department and the Foreign Service are no longer getting their share of the cream of college graduates.

One reason for this is that the Foreign Service is no longer the principal avenue for dedication to constructive work abroad. The spirit of service now has a score of outlets to two or three existing thirty years ago. Philanthropic and charitable organizations with overseas programs have multiplied, and broadened their activities. Three thousand American companies now operate outside the United States and offer all kinds of opportunities, including negotiation of agreements with foreign governments and the development of exchange, training and technical assistance programs, in a private diplomacy very similar in content to public.

The competition of the professions is more formidable than ever. Teaching now offers many opportunities for travel and cross-cultural adventure through scholarships and fellowships, exchange programs, foundation grants, positions in overseas branches. Law schools send moot court teams to colleges to demonstrate the practice of law and attract promising undergraduates. The physical sciences have taken on new glamour; there is a widespread feeling that our country's destiny lies in the hands of the scientists. Space technology has the adventuresome appeal that diplomacy had thirty years ago and the financial rewards are much greater.

The competition is not only from this extensive area of private and semi-public enterprise, but from other components of the Federal establishment. There are few departments and agencies not engaged in foreign affairs in some manner. They also have taken to offering summer employment as a means of stimulating interest. The military services offer many opportunities which parallel the Foreign Service, with fringe benefits our Service does not provide.

Impairing the competitive position of the Foreign Service is also the fact that in recent years it has become somewhat less of a foreign service than formerly. We can no longer offer the virtual certainty that a recruit will spend extended periods of his life abroad, with the diversity of life, work, travel and adventure that this means. Since Wristonization, officers must expect to spend sizable periods of their careers right here at home.

The barrage of criticism directed at the Department and the Service has discouraged some applicants. I had candidate after candidate attest to this and query me about the criticism. It seems quite evident that we must be prepared to discuss criticism frankly, conceding deficiencies and mistakes where they exist, pointing convincingly to our achievements, although these may be quiet and unobtrusive, presenting clearly the difficulties and problems confronting the practice of diplomacy in this age.

For this complex of reasons, we are not now achieving the high level of quality the times require and which was envisioned by the various committees which, in the last fifteen years, have examined the Foreign Service and made recommendations for its improvement. "Foreign policy,"

said the Wriston Committee, "will be dynamic or inert, steadfast or aimless, in proportion to the character and unity of those who serve it."* Formal unity we have achieved, but character we have neglected.

In addition, since World War II, we have achieved the establishment of a broader base for recruitment. Our candidates now come from all parts of the country, all income levels, all social environments, all occupational backgrounds, all types of schools and almost every racial and national origin. But the Department has not correspondingly extended its effort at *quality* recruitment. It has followed the letter of the recommendation that the nation's diplomatic service be more representative without recognizing the ancillary necessity of refining its competitive appeal to achieve a reservoir of suitable quality. It has not offered to college students or faculties a clear enough image of the Service and the kind of people it seeks. It has not set forth either the educational preparation needed nor, clearly and precisely enough, the personal qualifications, aptitudes and skills. It has engaged in a dragnet, come-one-come-all operation. If quality is to be combined with representativeness in our reservoir of talent, a greater effort—qualitative, in particular—is required.

To get across to our colleges, and even to our secondary schools, and the general public, a clearer image of our diplomatic service and the kind of people who can qualify is, I suggest, a fundamental responsibility of the department of foreign affairs in a democracy and it is going to take some doing. It requires, first, a clearer and deeper analysis of diplomacy. The content and techniques of our work rather than its situs abroad must now be emphasized. What is required is (1) a clearer concept among ourselves of what diplomacy is today—which is to say, the different types of diplomacy which the current environment exacts; (2) a clearer analysis of the competitive factors we are up against, including the interests of young people and why they have these interests, in order that our presentation may be sharply pitched to these interests; and (3) a more discriminating selection of the Foreign Service officers assigned to present the Service and its requirements to our educational system and the public, and the assignment of such officers for long enough periods to provide continuity of contact, experience and effort.

We must be quite clear and very determined about this. We can no longer afford the luxury of letting the Department and the Service be represented by officers who are not sufficiently seasoned and intellectually responsive to their audiences. Let me give an example or two of what I mean. Some high school teachers who had attended one of the Department's seminars complained to me afterward that the Department's presentation was incomplete and evasive. I pointed out that naturally there were matters that could not be placed on the top of a seminar table for public discussion. That was not the kind of thing the teachers had in mind, however. They were referring instead to such instances as the reply of a senior Foreign Service officer who, when asked what kind of informational program the United States had in the area under discussion, told the questioner he would have to get his answer from USIA. No one in the seminar felt that this was satisfactory or reassuring as to the Department's familiarity with, much less coordination of, our total diplomacy.

Another example is directly related to our recruiting effort. Representatives of the Department and of another Federal agency visited a certain Eastern college for recruiting purposes. The other agency sent its deputy director; the Department's representative was a junior Foreign Service officer. Among the dozen or so students who showed up at the Department's meeting were the sons of a Foreign Service colleague. They described the Department's spokesman as timid, evasive and inadequately informed on the current crises facing the United States. By contrast, the agency representative impressed the students as mature, frank, responsive and well-informed. No more than two or three students showed any further interest in the Foreign Service, but a dozen or so filled out applications to the other agency.

I would warn against any superficial or merely bureaucratic effort to improve our communication with the educational establishment and the general public. This is not something that can be handed out to officers as a kind of recruitment patter. It is not a matter of visiting more campuses or staying longer. What is needed is a clearer conceptualization of diplomacy in the twentieth century and this can come only from the minds of the officers themselves. We must take a more analytical—let us say a more scientific—interest in the over-all nature of our policy-making and diplomatic functions, and the way in which these fit into the work of other departments, other agencies, private firms, universities. We must be willing to examine our work critically, pinpointing its deficiencies as well as its excellences, its failures as well its achievements, and ask ourselves why these deficiencies and failures occur. We must familiarize ourselves with the growing literature on foreign policy and operations and the wide range of sociological factors involved.

The Department on its side must be prepared to take steps to stimulate and make possible such an intellectual effort. This means, for one thing, that the Department and the Service must be staffed generously enough to provide time for intellectual, as contrasted with routine, day-to-day effort. Officers so hard pressed by daily demands that they can scarcely keep up with a good daily newspaper will not be able to measure up to what is required.

If this effort can be made, one consequence will be to bring us into closer relationships with our colleges and universities. The thinking of the faculties of our higher institutions of learning can help us in our search for clarification; we in turn have something to offer them. From this exchange will come a clearer understanding, on the campus and among ourselves, of the kind of work in which we are engaged and the kind of people we are seeking.

As the Wriston Committee said: "No segment of the Foreign Service machinery stands in more pressing need of modernization than its recruitment of junior officers." But no tinkering and tampering will produce this modernization. It must take place in the minds of men.

*Toward a Stronger Foreign Service. *Report of the Secretary of State's Public Committee on Personnel, June 1954. Department of State Publication 5458. U. S. Government Printing Office.*

Grape Harvest, Costa Brava *by Lynn Millar*

EDITORIAL

Equity for the Longer-Retired

RETIRED FSO Richard P. Butrick in his letter published in the September JOURNAL ably and graphically underlines the disadvantageous situation of those who retired from the Foreign Service years ago without the benefits provided by more recent legislation. The advantages of the large number of our colleagues who retired this year are indeed substantial in comparison.

The JOURNAL has consistently supported in the past and continues to support a program of relief of a liberal and permanent nature which will ameliorate the financial situation of those retired officers and their widows who are faced with the growing problem of living on a small, fixed income under inflationary conditions. While some measures of relief have been taken, the progress thus far has been disappointing.

The matter has long been under intensive consideration and study by the Department and by Diplomatic and Consular Officers Retired (DACOR). The JOURNAL is gratified to note that Congress has seized the initiative; Senator Sparkman on February 20, 1961 introduced two bills, S. 1010 and S. 1011, which would bring the benefits of some 600 retirees (or their widows) in line with those accorded their colleagues by legislation enacted in 1958 and 1960. Revisions of these bills have been suggested and hearings have recently been held. With the adjournment of Congress it is expected that the bills will be reintroduced in the next session. Briefly, S. 1010 would enable FSO's who retired prior to October 16, 1960 to elect, whether they did or did not do so at time of retirement, to provide survivor annuities for their widows at the much lower cost (25 percent, to cite an example) which Congress authorized for the Civil Service in 1948 and for the Foreign Service in 1960. It would also grant an annuity of $2400 to a small group of widows not covered by the provisions of P.L. 86-612 (July 12, 1960).

While S. 1010 seeks to correct the more glaring disparities with respect to widows' annuities, it is the intent of S. 1011 to improve the situation of officers who retired prior to February 1, 1958 and whose annuities are considerably below those possible for officers who have retired since then. As presently proposed it would increase annuities by 30 percent if such officers retired before November 13, 1946, by 20 percent if retirement took place between that date and October 28, 1956, and by 10 percent if retirement became effective between the latter date and February 1, 1958. It has been estimated, for example, that the maximum annuity possible for a Class 4 officer with 35 years of service in the first group was $5,660, for the second group $6,531, and for the third, $8,440. For such an officer retiring after February 1, 1958 the comparable figure is $9,241.

In letters to Senator Sparkman and to Senator Fulbright, Chairman of the Committee on Foreign Relations, the Foreign Service Association in May 1961 expressed its accord with the objectives of the bills as introduced in granting justifiable benefits to an ever-decreasing group of retirees and their widows. Without having examined the revised bills in detail, the JOURNAL expresses its concurrence in the objectives of the proposed legislation.

Objections have been raised to some aspects of legislation on these matters, which if pursued would seem to render its passage difficult. The desirability of maintaining general uniformity through the legislative process between the Foreign Service and the Civil Service and other retirement systems is recognized. There is, however, much validity to the arguments of those who would accord special consideration and treatment to retired employees of the Foreign Service because of the unique circumstances under which they served, quite distinct from those of members of the Civil Service, who are generally employed within the confines of the United States. Agreement on this concept would do much to smooth the way for passage of satisfactory legislation. Mr. Butrick's interesting suggestion that terms of retirement annuities should be subject to "renegotiation" runs counter to the view that officers who now find themselves in an adverse situation did have in fact a choice of employment and accepted appointment under a given set of circumstances constituting in effect a contract which should be considered binding. That Congress recognizes the principle that terms of employment are subject to adjustment is made evident, however, in the several laws over the course of years providing increases, although relatively small, in annuity payments.

IT IS recognized that retirement on a reduced income necessarily brings about a change in living conditions which officers must be prepared to accept. Nevertheless, it is clear that financial hardships are being experienced by retired officers (or their widows) of long, loyal and dedicated years of service, and that in simple justice these should be ameliorated. The achievement of a position of equity as conditions change is a matter of concern as well to active officers—those considering retirement as well as the younger men to whom retirement will come. There appears to be substantial agreement on the desirability of automatic increases in annuities to reflect any future rise in cost of living; not in conflict are measures to compensate in some degree for the past increase in living costs, estimated at 113 percent since 1940. The Department has demonstrated its desire to be as cooperative as possible and the positive and unremitting efforts of all those involved in this problem will be required if prompt and effective remedial action is to be obtained.

WASHINGTON LETTER

THE TEMPORARY occupant of this space knows, from long familiarity with English novels, that the function of a locum tenens is to keep the patient alive during the absence of the regular practitioner, not to introduce any radical change in therapy. He will limit himself, therefore, to placebos, poultices and soothing potions; the medication may not be invigorating but at least there will be no editorial thalidomide.

OCTOBER in Washington is a tranquil month. The crabgrass has withered, scattering progeny; the hopeless battle will be renewed another year but for the moment there is truce. It is not too early to begin thinking about snow-tires and antifreeze but comfortably too early to do anything about them. Congress has gone home to await the verdict of the voters; Departmental officers high in the hierarchy are once more free to apply themselves to their inbaskets, without fear of interruption by a peremptory summons to the Hill. Whether it was a good Congress or a bad Congress or a middling Congress is being debated with the fervor characteristic of election years. The Government worker, at home and abroad, can thank it for some betterment in his condition. The promotion panels have assembled; the air over Foggy Bottom—and no doubt in Bangui and Chittagong—tingles with Great Expectations, and perhaps an occasional chill of foreboding.

Culture, relegated during the hot months to the Watergate and the Carter Barron Amphitheater, has moved indoors again. Washingtonians, long inured to the sneers of New York critics on timorous safaris into our cultural desert, can console themselves at having had the first look at the hilariously impudent British revue "Beyond the Fringe," now delighting Manhattan, and the second look—after Boston—at the sumptuous, tuneful, but sluggish Irving Berlin musical, "Mr. President." Gilbert and Sullivan returned to the National after a lapse of years, in the authentic D'Oyly Cartesian canon, though aficionados mourned the absence of the incomparable Martyn Green. (The years between such visits are not barren, however; the great tradition is well maintained by Washington's own excellent Lyric Theater.)

The Washington Opera opened its most ambitious season yet with "Cosi Fan Tutte." The National Symphony's first soloist in an impressive array was Ashkenazy—vanguard of a Russian invasion that in the succeeding weeks was to bring Oistrakh and the Leningrad Philharmonic into the citadel of the Daughters of the American Revolution, while the Bolshoi Ballet, at Loew's Capitol, infiltrated the precincts of the National Press Club. It was an invasion that occasioned no alerts or alarums; we have our own cultural commandos deep within the land mass of the Soviet Union.

The official U.S.-U.S.S.R. Cultural Exchange Program brought to the Arts Club what the press described as the first all-Russian "salon photography" exhibit to appear in America. The Soviet Embassy's representative at the opening expressed the hope that pictures of "Soviet men engaged in peaceful creative labor" would help Americans to understand Russians better.

The Juilliard Quartet has taken over from the Budapest the role of quartet-in-residence at the Library of Congress—one more evidence of the accent on youth in the Washington of the Sixties. The Juilliarders have traveled far and wide in recent years, often playing under the auspices of our Embassies. The Philadelphia Orchestra, which in past years has been content with a niche in the schedule of our own National Symphony, will have a series of its own this year, also at Constitution Hall.

No, Washington isn't really a cultural desert. But Capital music-lovers watched wistfully as television recorded the gala house-warming at Philharmonic Hall, first unit of New York's grandiose Lincoln Center. Our own National Cultural Center is still no more than a collective gleam in the eyes of the architects, and an echoingly empty treasury. The vision has been scaled down considerably, from an estimated cost of $75 million to a modest $30 million. But $30 million is still a lot of money.

Meanwhile one theater after another is disappearing. The prospective conversion of the Capitol into office space will leave Washington with no stage large enough for the Bolshoi, or for any other ballet troupe. There is still some hope, though, that the Belasco will be reprieved and restored to its original function. In a city of torrential change, an edifice no older than many a still sprightly retired FSO has become a popular symbol of the historic monuments menaced by Progress.

Incidentally, our overseas readers won't recognize Old State—excuse me, I mean the Executive Offices—when they come home. It's been shampooed.

ONE THING Washington has got: monuments. And there are more to come. The shape and proportions of the Franklin D. Roosevelt memorial are still being debated, only a little less hotly than what to do about Cuba. One thing appears certain: it won't be the original prize-winning design. That, you may remember, provided for a clump of concrete slabs of assorted sizes, inscribed with the late President's historic utterances. There were some who liked it, but the wits went to work on it, and once it had been characterized as "instant Stonehenge" its fate was sealed. There have been, of course, the usual suggestions that Roosevelt himself might have preferred a living memorial—something that would do people good

instead of merely providing a target for tourist cameras. That obviously isn't what we are going to get; we like our monuments to be visible, tangible, and capturable in Kodachrome.

Secretary Udall has suggested that Washington may, just possibly, have too many statues. But who has the audacity to suggest which ones shall be ground up into mortar—as so much Greek sculpture was being pulverized before Lord Elgin intervened—or banished to the remoter suburbs? Any nomination would be certain to provoke an anguished "No, never!" Meanwhile the monotony of the morning and evening bus ride can be relieved by trying to identify some of the less-known figures—an exercise in history that might be good preparation for the Foreign Service examinations as described in this issue by R. Smith Simpson. Who, for example, was John Witherspoon, stately sentinel at the intersection of 18th and Connecticut?

A RETURNING vacationist reports that he has found out where the West begins. (The phrase may remind some old-timers of a once-popular song, but that was a sentimental rather than a scientific exploration.) Our informant has not yet determined the exact line of demarcation; further research will be required for that. He thinks it will roughly follow the Missouri River. Anyway, the West is where people ask, when you identify yourself as coming from Washington, "Oh, how is your World's Fair doing?"

After that has happened a few times you are careful to specify "Washington, D. C.," and bear down on the "D.C." The experience is chastening, but no doubt wholesome. It is useful to be reminded occasionally that not everybody, even in our own country, recognizes Washington as the hub of the universe.

Reflecting further on his discovery—and to traverse the majestic distances of America, even at jet velocity, conduces to reflection—the vacationist began speculating on the relativity of geographical terminology. East is East and West is West, Kipling proclaimed authoritatively. But are they? A great deal depends on where you're standing.

An Oregonian remarks that he has a sister back East; it turns out that she lives in Omaha. A Brooklyn firm decides to expand by establishing a western outlet—in Buffalo. The Australian Ambassador reminded the National Press Club a few months ago that what we call the Far East is to his countrymen the Near North.

Perhaps that's where the trouble really begins—when compass points acquire the definite article. And when geographical designations take on political and ideological connotations the trouble deepens. On the map, north is up and south is down, and that's that. But *the* North and *the* South acquired in our country identities so distinct and so antagonistic that they fought a savage war, whose embers still smoulder.

The great struggle of our century is popularly described as one between the East and the West—East meaning "them" and West meaning "us." Yet a rollcall of our far-flung allies reminds us that our "West" includes Australia, New Zealand, Thailand, Pakistan, the Philippines, Japan and others. And the "East"—if Messrs. Khrushchev and Mao accept the term—claims as its latest recruit the people's republic of Cuba, which is slightly east of Miami, to be sure, but a long way west of NATO's headquarters in Paris.

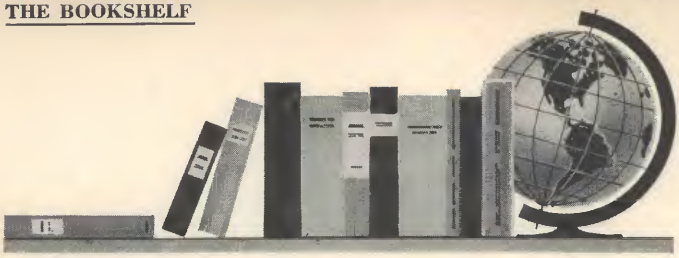
IT LOOKED simple enough to Kipling, planting himself proudly at the intersection of Whitehall and Downing Street and surveying a world in which all roads and lines of force appeared to lead to London. But Mulvaney, Ortheris and Learoyd have long since laid down the white man's burden. Maybe it's time for a critical look at the geography of Kipling's era, which partitioned the globe and affixed labels to it on the basis of what Europeans saw when they looked out from their compact little continent, smugly assuming it was and would remain the center of things.

"The East" and "the West" are subjective and parochial terms. The condescension in them can hardly escape the notice of our trans-Pacific allies. Worse, they implicitly relegate to the wrong camp a great many millions of people we want as friends, or anyway provide unconscious confirmation of their suspicion that we still consider them lesser breeds without the law.

—T. O.

"LIFE AND LOVE IN FOREIGN SERVICE" *by* ROBERT W. RINDEN

"I don't give a d–n if you did go to Radcliffe. Stay out of arguments with the Ambassador's wife."



I believe that man will not merely endure; he will prevail. He is immortal, not because he alone among creatures has an inexhaustible voice, but because he has a soul, a spirit capable of compassion and sacrifice and endurance.

—William Faulkner

Stalin Revisited

THIS NEW BOOK by Milovan Djilas, the heretical Communist and former Vice-President of Yugoslavia, is based largely on the records of his personal encounters with the Soviet dictator during sensitive missions to Moscow. These encounters continued from Djilas' first meeting with Stalin in 1944 until early in 1948, the year of the sensational split between Moscow and Belgrade. For specialists in Soviet and Eastern European affairs there is really nothing new in Djilas' disclosures. However, for those seeking an insight into Soviet policy towards its satellites and its erstwhile allies of World War II, this is a revealing and readable source-book.

Djilas regards Stalin "as a dark, cunning and cruel individual," probably the most brutal despot in history, and he wonders how such a man could have given leadership for over thirty years to one of the greatest and most powerful nations of modern times. He insists that until Khrushchev and other anti-Stalin critics provide a plausible answer to this question, they are in large part continuing Stalin's work. Djilas takes the same view as the Italian Communist leader, Palmiro Togliatti, in arguing that it is not enough simply to eliminate Stalinism. The system which produced Stalinism, he maintains, must be examined carefully and, if necessary, modified in order to prevent its reappearance. He allocates Stalin to a place alongside Lenin in the history of communism. It was Stalin, he says, who built socialism and who laid the foundations of the Soviet empire. Stalin still lives in the social and spiritual structure of Soviet society, he concludes, adding that "those who wish to live and survive in a world different than the one Stalin created, which in essence and in full force still exists, must fight."

Much of the book's fascination lies in the vignettes of Stalin: Stalin consuming enormous quantities of food and drink; Stalin telling Tito that revolution is no longer imperative and that socialism is possible even under the British monarchy; Stalin describing Churchill as his "real enemy"; Stalin describing how the Soviets stole Allied dispatches and "they steal ours." One of these little vignettes—Stalin speaking about Albania—may provide a good deal of the reason for Djilas' reincarceration. While it is common knowledge that in 1946 Stalin suggested to the Yugoslavs that they should "swallow" Albania, the details of Stalin's statements on Albania to the Yugoslav delegation in February 1948 were not widely known. Because of certain delicate aspects of its relations with Alhania, Yugoslavia apparently did not relish having these details disclosed, particularly in view of its relations with the U.S.S.R. and Albania's role in the Sino-Soviet dispute.

—R. C. MUDD

CONVERSATIONS WITH STALIN, by Milovan Djilas. Harcourt, Brace, and World, $3.95.

Outer Space, Ho!

WHEN THE GLAMOUR wears off and Management has taken a sober look at the State Department's responsibilities for outer space, it is quite possible that it will recommend the establishment of a Bureau of Outer Space. In the meantime the present activities in outer space are adding a new dimension to the problems of all the earthhound bureaus. In any event it would appear logical for all Foreign Service officers to inform themselves about the dimensions of these new problems.

The three books listed below provide a broad and thought-provoking introduction to the increasing impact of outer space problems on our foreign policy.

The most comprehensive treatment of the whole subject is contained in the report of the proceedings of the Twentieth American Assembly, Columbia University, held a year ago. There are useful short summaries of the technical prospects in space, the possibility for peaceful uses and the impact of space exploration and these uses on the American economy. The book then deals with the aspects of outer space of more immediate concern to diplomats. The task of the Government in the exploration and exploitation of outer space is defined by T. Keith Glennan, the first Administrator of the National Aeronautics and Space Administration. The possibilities of international cooperation in space science are set forth in detail by a competent scientist, Hugh Odishaw. Of more immediate interest to us is the comprehensive discussion of the problems of arms and arms control in outer space by Donald G. Brennan, and the lucid discussion of the prospects for law and order by the editor of the volume, Lincoln P. Bloomfield. The question of shaping a public policy for the space age is very competently handled by Dr. James R. Killian, Jr. He sums up the importance, urgency, and inevitability in the advancement of space technology as follows:

"The compelling urge of man to explore and discover, the thrust of curiosity that leads man to try to go where no one has gone before."

"We wish to be sure that space is not used to endanger our security."

"Space technology affords new opportunities for scientific observation and experiment which add to our knowledge and understanding of the

earth, the solar system and the universe."

Space exploration is not a science in itself but comprehends many sciences. In their book on "Modern Space Science" Trinklein and Huffer provide a most useful text and exercise book on the scientific disciplines required to understand space exploration. These are broken down into the composition of the universe, the physical laws of space, the geography of space, and the problems of man in space.

The most provocative, and in some ways the least relevant, of these three books is Peter Ritner's "The Society of Space." By looking at the challenges of space exploration and projecting in a rather fanciful manner some of the fantastic future possibilities, Ritner promotes and develops the thesis that the challenge of space exploration may provide the impetus for a revival of idealism on earth, just as the Crusades of the Middle Ages and other idealistic challenges to man's spirit lifted him out of the frozen ruts of prejudice on this earth. Thus, for example, Ritner seems to believe that we will not be able to solve the question of race relations on our planet until we have been cured of our earth-born prejudices by the challenge of survival through the exploration of space.

—Edwin M. J. Kretzman

OUTER SPACE—PROSPECTS FOR MAN AND SOCIETY, edited by Lincoln P. Bloomfield. Prentice-Hall, $3.95.

MODERN SPACE SCIENCE, by Frederick Trinklein and Charles M. Huffer. Holt, Rinehart and Winston, Inc., $6.75.

THE SOCIETY OF SPACE, by Peter Ritner. Macmillan, $3.75.

The Nature of Communism

Following his "Conscience of the Revolution," Robert Daniels has given us another scholarly work which will no doubt occupy a prominent place in American studies on Communism. Mr. Daniels looks at his subject in totality, i.e., on a global basis, and develops unusually good perspective by skillful use of comparative and historical material. Probably the greatest value of the book lies in its contribution to our understanding of the social and psychological motivations of those who profess what the author terms "the Communist faith."

—James A. Ramsey

THE NATURE OF COMMUNISM, by Robert V. Daniels. Random House, $6.00.

Madam Minds the Flies

This is one of the most delightful books of Foreign Service experiences to appear in many years. I highly recommend it as an example not only of good writing, full of humor and drama, but also as an example of how to get the best from a Foreign Service career. Mrs. Wiley is a remarkable example of how completely a foreign-born wife can adopt and serve the United States.

She is endowed with the ability to draw and sculpt, and with a European's facility for languages. She used both to satisfy her interest in getting to know at first hand the minds and hearts of people of all classes and conditions, whether behind the Iron Curtain, among the Guajira Indians of Colombia or the Ghashghais tribesmen in Iran. The Wileys' rule, always to travel into every corner of each new country of assignment as soon as possible, is another reason for their success.

The book is full of amusing incidents: shampooing and perfuming six live sheep for the ambassador's party; what happened when the Chief of Staff took a bear cub in his arms; and "But, madam, why do you mind the flies? They eat so little!" There are countless others.

One gets a favorable impression of John Wiley—of his imagination and resourcefulness in times of crisis. The story of the "famous American spy," Major Roger Throckmorton Lincoln, should be useful in the current cold war crisis. The book reflects a full and happy Foreign Service life.

—Richard F. Boyce

AROUND THE GLOBE IN 20 YEARS, by Irena Wiley. David McKay, $4.95.

The President's First Year

In contrast to books dealing with contributions to human advancement over the last thousand years is Helen Fuller's more modest review of President Kennedy's first year in office, which she calls "Year of Trial." One approaches this kind of book with considerable skepticism. It deals with the past and yet that past is not sufficiently distant to be seen clearly, in perspective. It deals with politics, yet with something less than non-partisan objectivity. If it has insights, it also has the heat of emotional involvement. What are its merits, and are these sufficient to recommend the book to a group as hard pressed for time to read as Journal subscribers?

Helen Fuller demonstrates that those merits can be considerable—merits of inside knowledge, merits of perceptivity—if the author is an experienced and acute reporter. This is what Miss Fuller is. For twenty years she has been acquiring that status in Washington and in her backward look at President Kennedy's first year she achieves a high quality of contemporary political writing. She has produced, in effect, a creditable continuation of Theodore White's "The Making of the President."

Among the enlightening contributions of the book is its account of how Lyndon B. Johnson came to be offered the Vice-Presidential nomination, his campaign contributions and his activities once elected. As an Alabaman, Miss Fuller obviously knows a good deal of Southern as well as national politics. Less enlightening is her treatment of the State Department and the Foreign Service. Indeed, the Foreign Service and its contribution to the travel-diplomacy and other forms of diplomacy of the Administration is not mentioned at all. The reorganization of the Department last November is touched upon, but without great perception. Secretary Rusk is far less carefully and thoroughly presented than in Theodore White's portrait in Life last July. In the field of foreign affairs generally, Miss Fuller's review shows that the Administration, after initial errors, got to the point of being able to adequately staff out a crisis like that of Berlin but still did not know how to effectively utilize, stimulate and improve the Department and the Foreign Service for the crucial, day-to-day policy and diplomatic business. It seems quite clear that Miss Fuller, and—if she correctly represents it on this point—the Administration as well, regard the Department of State and the Foreign Service as one of those riddles wrapped in a mystery inside an enigma. This may not be wholly the fault of the Department and the Service. But few of us would hold ourselves wholly blameless in this respect and books like Miss Fuller's, by drawing attention to the gulf between the Department and the Service on the one hand and the Presidency and the Service on the other, show how important it is that we reduce our riddle.

—R. Smith Simpson

YEAR OF TRIAL: KENNEDY'S CRUCIAL DECISIONS, by Helen Fuller. Harcourt, Brace & World, $5.75.

Power vs. Order

DR. STOESSINGER has brought scholarship, literary talent, and originality to bear on his interdisciplinary study of this generation's world power struggle. For inspiration at the start of each chapter, he ranges from Camus to Plato. He quotes profusely from Morgenthau, Kissinger and many other contemporaries. This book deserves careful reading and will be more enjoyable than most.

Dr. Stoessinger employs two key concepts. First, he discusses world politics in terms of the ever-present tension between the struggle for power and the struggle for order among nations. Second, and included within the above broad and general conceptual framework, he introduces a specific substantive theme: the linkage between the East-West struggle and the struggle between nationalism and colonialism.

Then he adds an important new dimension to international relations: the frequent and highly significant differences between the way nations perceive one another and the way they really are. It is these gaps between image and reality, says Stoessinger, that exacerbate the international struggle for power and slow down the international struggle for order. He seems more adept at clinical analysis of the problems and their protagonists than at recommending solutions. "The unending quest for meaningful choices in a tragic world is the most difficult task which confronts the modern statesman-diplomat . . ."

His study of the United Nations is interesting, concluding with a favorable verdict. "In the final analysis, the most striking characteristics of the U.N. have been its elasticity and adaptability. . . . What has not killed the U.N. has made it stronger."

The writer is acutely aware of the problems facing the United States, lamenting that our dilemmas are sometimes so insoluble that the U.S. is "bound to lose either way." He recognizes that statesmen are virtually trapped by the unpredictability of the morality resulting from any given course of action. "The most moral intentions may lead to highly immoral consequences, whereas, on other occasions and in different circumstances the reverse may be true."

—R. R. RUBOTTOM, JR.

THE MIGHT OF NATIONS, by John G. Stoessinger. Random House, $8.95.

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The UN: An Appraisal

THE HONORABLE ERNEST A. GROSS has written a lucid, succinct and forceful analysis of the United Nations. It is the first book in a new series by the Council of Foreign Relations on important issues of United States foreign policy. Ambassador Gross writes from a first-hand knowledge of the United Nations: as our former representative to the organization, as former Legal Adviser and Assistant Secretary in the State Department, and as a practicing international lawyer who has maintained an active interest in and close association with the United Nations since its establishment.

While admitting that the United Nations provides only a rudimentary system of collective security, Ambassador Gross asserts that its survival is essential to the avoidance of world chaos. He evaluates the organization's record in maintaining peace and in building the foundations for a just world order, and emphasizes the need to develop further its processes and structure so that Charter objectives can be achieved. The main weaknesses of the United Nations stem from the failure of members to curb narrow self-interest and to seek a greater cohesion and sense of international community. The United States has a special responsibility to take a lead in the UN's development.

Neither world government advocates nor extreme conservatives will derive much comfort from this reasonable and realistic study. All persons who seek an informed understanding of the United Nations should read Ambassador Gross's book, and it should be prescribed reading for all Foreign Service personnel concerned with multilateral diplomacy.

—BARBARA B. BURN

THE UNITED NATIONS: Structure for Peace, by Ernest A. Gross. Published for the Council on Foreign Relations by Harper's, $2.95.

Luthuli's Story

THIS AUTOBIOGRAPHY by Chief Luthuli, South African winner of the Nobel Peace Prize and leader of the banned African National Congress, expresses well his great humanity and Christianity.

The reviewer has chatted with him at dinner among stimulating companions, and has observed his dignity and good humor in several difficult situations—such as the treason trial and the grilling by attorneys defending the Afrikaners who attacked him in Pretoria. Reading this book is like again hearing him soliloquizing on homely events of his life as herdboy, teacher, and elected chief, and on controversial national issues involving him as leader of the African National Congress since 1952 and as the main symbol today of multiracialism in South Africa.

American readers will be interested in the many American influences on his life and thought. His family has lived for generations on a mission reservation founded by an American Congregational missionary; he studied and for many years taught at Adams College, an American foundation in Natal, South Africa; and one memorable experience he describes at length was his lecture tour of the United States in 1948.

Most of the book was dictated before Sharpeville, but two chapters deal with events since the 1960 state of emergency. Chief Luthuli despairs of a nonviolent solution to the South African racial situation, but argues that pressure from abroad could shorten "the day of bloodsbed and bondage."

—WALDEMAR B. CAMPBELL

LET MY PEOPLE GO, by Albert Luthuli. McGraw-Hill, $5.50.

Rescue in Iran

by EDWARD M. DODD

Introduction

IT ALL HAPPENED in the northwest corner of Iran, in the province of Azerbaijan, whose capital is at Tabriz. The region is bounded on the north by the Russian Caucasus and the mountainous and primitive Turko-Iranian border is on the west. The sparsely distributed inhabitants then were largely mountain Assyrians and Kurds. The larger part of the Assyrian nation lived in and around the city of Urmia (now called Razaiyeh), near the Turkish border. Urmia Lake, one of the largest salt water lakes in the world, lies between Urmia and Tabriz. Russia and Turkey were at the time at war with each other, and, since the Iranian government was weak and ineffective, it was not surprising that they struck at each other across this convenient "side corridor."

Understandably, the religious and racial cleavages of the region largely determined what transpired. As Moslems, the Iranians and the Kurds sided in that war with their co-religionists, the Turks. The Assyrians, for the most part, belonged to the old Christian Nestorian church or to other Christian bodies and sided with Czarist Russia and the other Allies. Thousands of the mountain Assyrians, fearing the Turks and the Kurds, fled to the then relatively peaceful Urmia Plain in Iran, becoming destitute refugees. American relief alone saved their lives.

It was in the capacity of a relief worker in the town of Dilman, near Urmia, that I, an American doctor, was involved in the following episode.

Rescue Trip

THE American Relief Committee for Iran customarily met in the American Consulate in Tabriz. Mr. Gordon Paddock, our Consul, was its chairman. And it was here that we were meeting on a momentous summer day in 1919, when a messenger was announced.

A travel-worn man was ushered in. He announced that he came with a message for Mr. Paddock from the Hakim Sahib, Dr. Packard, in Urmia. We had been hearing disquieting rumors about Urmia and the Packards, and were

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DR. EDWARD M. DODD writes: "My childhood was in Turkey, in Kaiseri, where my father was a medical missionary, in the far away days of Sultan Abdul Hamid—Abdul the Damned. When we went on furlough to America, our nearest railroad was at Ankara, which was six days wagon journey from Kaiseri. The stops at night were in the little mud-walled villages, one-room hovels—not even a primitive inn. The thrilling train trip from Ankara took two days on the German-built railroad (Berlin to Bagdad). And we stopped for the night in a German "hotel" in Eski Shehir. They didn't like to run by night. And, of course, Istanbul was fairyland to us kids. I still think it is one of the most beautiful cities of the world."

keyed up for this message. It had been carried in the layers of the sole of the messenger's sandal.

It was a feat to smuggle any message at all, much less get the messenger out of the city and all the way around the southern end of Lake Urmia to Tabriz. It was also a feat for Dr. Packard to have been able to remember enough of the consular code to frame this message.

Mr. Paddock and Mr. Muller decoded the message. The slowly unfolding phrases told a story of bad blood, massacre, escape, and continued danger. Two hundred people had been butchered in our compound. The Packard family and some six hundred Assyrians, who had survived the onslaught, were under precarious protection in the yards of the Governor of Urmia. With uneasy Persians inside the city and the Kurds on the warpath outside, the whole situation was a dangerous gamble.

Mr. Paddock quietly told us that he was going to try to get to Urmia and rescue the Packards and others. His plan was to motor to Urmia, making friends with the Kurds on the way, and compel the Persian governor to let the people leave the city. We were to arrange to bring them across the lake to Tabriz by boat. It was a bold idea. The attitude of the Kurds toward us only the year before had been rabidly hostile, and the unfriendly attitude of the Persian mob in Urmia was well known. The governor and his advisers were another problem, as were the roads and meeting the boat at the right time on the Urmia side. The party was to go in two Ford cars and consisted of six men; a trusted Persian official, to act as intermediary and interpreter; one of our associates, Mr. Muller, to drive one of the cars; a British Tommy, who happened to be in Tabriz for our relief work transportation, to drive the other car; the Consul; his servant; and myself. I was included because I knew Simko, the Kurdish chief with whom we had to deal on the way, and because a doctor might be necessary.

We started the next day. Our road lay around the north of Lake Urmia and through the region of Salmas, in which Dilman is located. The region was then in the hands of Simko, who had ousted the Persian government, was levying on the villages, and generally enjoying life. The chiefs allied under him had their headquarters just outside Urmia, where they were conducting a leisurely siege.

Up to a certain point north of the lake the Persians held control. Then came a stretch of no man's land, where the Kurds came and went at times, but which was generally deserted. We left the last Persian town and, with Old Glory bravely rippling at the masthead over the consular car, struck out across the uncertain territory.

That night, we stopped at a deserted village. The place had been raided by the Kurds and cleaned out. All that inhabited the tumbling houses were three or four forlorn men and boys and some stray cats.

Bright and early the next day—which was to be the crucial one for our enterprise—we chugged out of the desolate village, leaving the people and the cats with memories of their first square meal in weeks. We were to fall in with the Kurds that forenoon—the same tribe which had raided us in Urmia the year before and shot an American citizen—and it was a question of no little interest as to how they would receive us. Before long we saw five horsemen riding abreast coming toward us. We stopped the cars and got out to wait. The Consul and Sardar-Fateh, the Persian gentleman, stood nonchalantly smoking cigarettes, though no one felt very nonchalant at the moment. The five Kurdish riders came up,

dismounted, and walked over to us to shake hands with every sign of friendliness. The Sardar explained our errand and said he expected that they and their chief would help the American Consul and the *Hakim Sahib*. They salaamed and said they were our servants (or words to that effect). The spokesman, however, felt he first must make sure by calling in his superior, who was in a village, a mile or so off to our right against the slope of a line of hills. He immediately sent off a rider. We watched him gallop into the village and turned away to wait. Suddenly, the Sardar gave a low exclamation and nodded toward the village. A swarm of horsemen sallied forth and came across the rolling ground, dipping into gullies and rising to view again. About a hundred feet from us, they stopped and drew up abreast facing us. We had a short talk with the chief and found him friendly, which we rightly took to be direct reflections of the attitude of Simko. He gave us a guard of four horsemen and wished us Godspeed.

Mr. Muller and I were in the Ford van behind the Consul's touring car. The four horsemen trotted and galloped alongside as we accommodated our speed to them. Suddenly, without cause apparent to us, the car ahead speeded up, and the Kurds set their horses at a dead run. We speeded up, too. Fortunately, the road there was good, and we covered considerable ground before the touring car slowed up and we had a chance to find out what had happened: We had been under fire from some renegade Persians in a village off the road to the left. This little episode was repeated in passing another village, but finally we entered territory that was completely Kurdish-controlled.

Rescue Route

by Edward M. Dodd

Dilman looked very familiar to me, as the old walls came to view on level Salmas plain. We drove in the so-called Tabriz gate and turned down the narrow, bumpy, cobbled street through the bazaar. Dilman had been roughly handled since I had been there last. The half-ruined houses and disconsolate groups of Persians, living as they were under the troublesome shadow of the Kurdish domination, were a great contrast to the busy, prosperous town I had known. We drove to the house of the Persian governor who was in nominal control of the city. He said Simko was in a neighboring town and that we could easily arrange a meeting, which we did.

The town which Simko was using as his headquarters was the very one where, a year and a half before, he had murdered the Syrian patriarch, Mar Shimon. This had been a particularly nasty piece of work, as he had invited Mar Shimon to his house and entertained him as a guest.

Now, however, he was in mourning for his own brother. A couple of weeks before, someone, supposedly influential Persians, had sent him a bomb disguised as some sort of a gift; and the thing had gone off in his room, nearly killing him. His brother was killed and others injured. Not only was he thus in mourning, but he had a score to settle; his action against Urmia was part of this.

When we first saw him, he looked like anything but his vivacious, buoyant self. He met us at the door—sad-faced, subdued, and undemonstrative. It was evident that he was in mourning, but the lack of cordiality in his greeting to Mr. Paddock gave me a momentary chill. The Sardar and I translated for Mr. Paddock into Turkish, but Simko did most of the talking. What he was after was justice for the murder of his brother, or, rather, revenge. He wanted to get hold of the men who had perpetrated the bomb outrage or be assured that they were punished. He was an unoffending subject of the Shah, he said; and the Persians had done him dirt. Would not the great American Consul see to it that he had satisfaction? Then he made a plea for his people, a plea which, despite the villainy and mixed motives behind it, yet had a genuine note. It was an appeal to the three great allied nations—England, France and America—to help the Kurds with food and schools and hospitals and other civilizing agencies.

The interview came to an end without our apparently having got very definite cooperation from him in our progress toward Urmia. Since he controlled everything between us and the city, this was essential. He was loud in his praise of Dr. Packard, but preferred to hark back to the murder of his brother. I think he was feeling his way with an eye to trading good offices. He grew more cordial as we talked and was apparently pleased to see me again, so that, though we did not accomplish anything definite, we went away feeling that we were on good terms and that there was hope.

This was the first of several interviews. Time was precious, but Mr. Paddock played his game as well as Simko played his. The rest of us got bored, sitting around hour after hour, hearing Simko pour out the same line of complaint and appeal. But Mr. Paddock just lit another cigarette and stayed on. Simko was a tireless talker, and the Sardar and

I had to spell each other translating.

This sort of palaver went on most of the week, and then, when Simko thought he had the Consul's sympathy sufficiently enlisted, he promised us help and escort right up to Urmia city, plus any further cooperation we might need for getting the people from the city to the lake. There was just one hitch. From the Salmas plain to the Urmia plain there was only one carriage road. This leads over a steep pass in the hills which run down to the lake at this point. There was a horseback road, which the Kurds had been using, but which even a Ford could not be asked to take. The pass, unfortunately, was held by a Persian bandit who was on the outs with Simko. The Kurds did not need this road, and had not bothered to attack him. For us, however, Simko said he would send a hundred horsemen and clear the road. He detailed another chief, a good friend of ours, Amar Khan, for the job of ousting this fellow, Kazim by name. Amar Khan went ahead, and we came on with an escort later.

The only mishap we had before reaching the pass was to blow out a rear tube; and, as we had no more spares left, we stuffed the shoe with grass gathered up in the fields and went bravely on, wondering how long it would do. The climb up the pass was hard, but the Model T was equal to it.

As we came down the long, winding slope on the Urmia side, there was no one to be seen, nothing to be heard. We came nearer the village, and still no signs of whether we were approaching friend or foe. Then, abruptly from the dip at the side of the road, came Amar Khan and some twenty others at a gallop.

"Turn right around and go up the hill," he cried, "there is fighting in the village this moment."

We were almost in the village, but we stopped in a hurry and turned around. Amar Khan was a finer-looking man than Simko—tall, striking-looking, commanding in bearing. He certainly looked the part of the fighting chief as he came up on his splendid black horse and, with a sweep of his hand and a few words, swung the whole cavalcade about face. He rode with his rifle across his knees all the time (though most of his men hung theirs as we got out of the immediate danger zone) and kept his eye constantly on the alert. He led us around and down into the dry bed of a mountain torrent to circumvent the village where the unaccommodating Kazim was still holding on.

As we went down among some vineyard walls and the dark of the evening deepened, Mr. Muller and I could not help wondering whether, after all, it might not be a trick and ambush for us, but we believed in Amar Khan. He brought us safely around, and we finished the day's journey by brilliant moonlight. When we came to the village where we were to put up, they brought in one of his wounded men for me to treat. His hand was pretty well shot to pieces; and I could not do any more than remove some bone fragments, clean it up a little, and dress it. The next day, the Kurds flushed out the bandit Kazim.

We reached the outskirts of Urmia without any more excitement. The Kurdish chiefs came out from their siege headquarters to meet us and escort the Consul. Headquarters was nothing more than a room in a mud house in a deserted and half-demolished village. The same story everywhere through this section. Ruin and desolation on every hand.

The hardest trick to turn still lay ahead of us: the entrance into the city. I had cold feet as we talked over the chances of getting shot on sight at the gate. But Mr. Paddock had his nerve with him and never once hesitated. The Sardar offered to go in first. Being a well-known Persian, he would not be attacked unless by some of his special enemies. Ferguson, the British Tommy, who also had his nerve with him, drove him in alone while we waited out in the village with the Kurds. Before long they came back smiling and relieved. The ice had been broken. They had been in and out without being mobbed, and the governor was arranging for the Consul to be safely brought in. Mr. Paddock then went in. Mr. Muller and I had to stay back with our car, which was temporarily crippled; and we spent the night among the Kurds. We slept out beside the car to protect it from pilfering friends. Ferguson came back for us the next day; and we went in, too. It was a rather creepy sensation to leave the open country and enter a big city gate and proceed along the narrow, winding streets and to think of what had taken place and might take place again.

But it was all worth it just to find the Packard family well and safe and to see the joy of the refugee people. They looked upon the Consul as a deliverer from heaven. They had been through such horrors and had so nearly given up hope that the arrival of tangible help from Tabriz seemed too good to be true. However, the hardest part of the job was still ahead, the safe exit of the six hundred people. The Persian mob regarded the refugees as hostages against the Kurds.

It was here that Mr. Paddock showed his grit. His private servant was a loyal old fellow who served the expedition well. While we were staying at the governor's palace and Mr. Paddock was laboring with the fat old figurehead Sultan, this Persian servant would circulate unnoticed in the crowds at the gubernatorial gate. The gossip he brought back was anything but cheerful. All the talk seemed to be one way—that the people and the rest of us stood a good chance of getting chopped up between the governor's yard and the city gate. It became a question as to which risk was greater: leaving the people to possible starvation or to massacre where they were or taking a chance on a break for liberty. Once outside the walls, they would be safe in the hands of the Kurds. Mr. Paddock and Dr. Packard had the courage for the radical and decisive step and went right ahead. The governor, who was very loath to let the people go and loath to afford armed protection through the streets, was finally cajoled to falling into line.

During the forenoon of the day set for the people to go out, and the day on which the steamer and barge were to come across for us, Ferguson and I were sent out to the nearest Kurdish outpost to arrange for having the people met on the road as they came out of the city and to be protected as far as the lake. We found the Kurds ensconced at an old mill, about a half-mile from the city wall, where they commanded a good view. While we awaited an answer from headquarters, one of them began amusing himself trying to pick off stray Persians who had ventured outside the walls to pick up sticks for fuel. He took a few pot shots, and then

I persuaded him to stop. That morning, this same outpost had caught a Persian, and, after cutting off his ears, sent him to the governor with an insolent message.

While we sat there one of them, hospitably wishing to entertain and divert me, remarked on the incident casually, and then started looking around in the grass for the ears to show me. They had been mislaid, however, and he disappointedly admitted that he could not find them; and I did not urge him to hunt any more.

The actual exodus of the people is a sight I will never forget. Anxious as they were to get away, they were terrified at the thought of facing the crowds in the streets—the same people who had killed their friends and families before their eyes three weeks before. We had almost to drive them out of the yard; and this was hard, too, for none knew the risks better than we did. The governor had all the armed forces drawn up along the streets, and it was well he did. The streets were jammed with crowds gathered to see the refugees leave. In the square in front of the governor's house, the trees, walls, roofs, doorways, windows, and every conceivable vantage point were thick with Persians.

The poor refugees filed out in the face of this mob—women and children huddled together, carrying a quilt and a little bread or a jug of water, and hardly daring to look up. Mr. Muller drove the car ahead of them; and I did not envy him his job. The Sardar, armed to the teeth, rode with him, and I do not know how many armed escorts swarmed onto the running board and back of the van. I did not know a Ford could get away with so much. It bristled rifles as Mr. Muller drove slowly on. The die was cast. The people flocked along behind between the files of constabulary and soldiers. Last of all came the Consul's car with Mrs. Packard and the children. Dr. Packard and I were to stay behind overnight with some sick and wounded, for whom there was not enough transportation. He leaned into the tonneau and kissed the little boys good-by as the car started off. None of us knew what the day would bring.

Fortunately, everything went off smoothly. The mob psychology was in our favor. The people safely left the city and made the twelve-mile march to the lake. A lake steamer had been brought down to meet us, and conveyed us all back to Tabriz.

Postscript

THERE followed an era of hope and good feeling. Woodrow Wilson was looked to almost like a second Messiah. We Americans had the refreshing experience, after the battering and blackness of the war years in Urmia, of being in high favor.

During this time, we had a famine season when we instituted relief work for the Persians of the city of Tabriz, chiefly under Mr. Jessup's direction. We were glad to demonstrate the impartiality of the American Near East Relief.

Norman Armour writes, "Dr. Dodd is far too modest in his references to his own role. I have heard from others how courageously and effectively he worked as a medical missionary during those difficult years and the 'Rescue Trip' was only one of several difficult missions he carried through successfully."

Service Glimpses

1. Lashkar Gah. Ambassador and Mrs. John M. Steeves talk to a pupil at a newly opened grammar school in southern Afghanistan.

2. Ouagadougou. FSO Brandon Grove, Deputy Under Secretary William Orrick, Jr., Mrs. Estes and Ambassador Thomas S. Estes are photographed at breakfast during Mr. Orrick's visit to Upper Volta this summer.

3. Chiengmai. FSO J. Marsh Thomson, acting principal officer, presents a certificate of completion of FSI's correspondence course to FSL Banchop Bansiddhi at the Consulate. Standing, from left to right, are Mrs. Bansiddhi, Bernard R. Long, administrative assistant, Mr. Bansiddhi and Mr. Thomson, Chapman Stockford, BPAO, USIS, Mrs. Metta Temboonkiat, USIS secretary. Kneeling are Wimon Sidhipraneet, chief USIS assistant, and Sribudt Reungwongse, FSL at the Consulate.

4. Luang Prabang. Ambassador Leonard Unger and DCM Philip H. Chadbourn, Jr. are shown at the reception given by Lao Acting Foreign Minister Khamsouk Keola in the Royal Palace, after Ambassador Unger had presented his credentials to the King of Laos.

5. La Paz. Ambassador Ben S. Stephansky is awarded honorary membership in the long distance truck drivers union, the National Federation of Choferes, of Bolivia. At the same ceremony, Ambassador Stephansky was presented a bow and arrows used for hunting in the jungles of the Beni. The trophy shown in the photo is a circulating sports trophy named "The Ben S. Stephansky Trophy."

6. Helsinki. Ambassador Bernard Gufler greets Mrs. Orville L. Freeman on her arrival at Helsinki airport to participate in the 17th annual "America Days" of the Finnish-American Society. The American diplomatic community in Helsinki attended the event, held in Oulu, only 105 miles from the Arctic Circle.

7. Dakar. Ambassador Philip M. Kaiser, left, points to the shipment of American rice received in Senegal last spring. On his right are members of the Ministry of Foreign Affairs. To the right of the shipment are Cheikh Fall, Director of Commerce, Medioune Fall, Director (OCA), Robert Black, AID Director, and the Captain of the S.S. *Seafair*. The proceeds from the sale of the rice in rice-short Senegal were used to help finance various projects such as the leper colony and schools.

8. Masili. On the set of "To Be a Man," FSO John Francis McJennett, Jr. talks to Rita Moreno and Van Heflin. The movie, filmed in the Philippines, about guerrillas in World War II, also features James MacArthur.

9. Madrid. Ambassador Adlai Stevenson, accompanied by Ambassador Robert F. Woodward, enters USIS theater in American Embassy to meet American and local employees. Ambassador Stevenson, on vacation in Europe, was the guest of Ambassador Woodward.

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of his student career, Mr. Metzger entered the Foreign Service on July 12, 1961. He is currently serving his first assignment as a Junior Officer in the Office of Caribbean and Mexican Affairs in ARA, where he has assisted various officers in charge of several countries in the area, including Cuba, Haiti, the Dominican Republic, Jamaica, and Trinidad. He lives in Arlington with his wife, Barbara Gay, and he spends whatever leisure time a junior officer has available on numismatics, hiking, and exploring the many delights in the Washington area.

George B. Roberts, Jr.

GEORGE ROBERTS was born in Philadelphia, went to Yale, and spent three and a half years in the Navy before joining the Foreign Service in 1957. His first fifteen months in the Service were spent at FSI, where he received Thai Language Training before his assignment to Bangkok. Twenty months in Vientiane then followed, and now he is back in the Department in POD/FE.

The Roberts family has two children, boys, 6 and 8, with another on the way, gender as yet undetermined. His main hobbies now are unpacking household effects, building a recreation room in his cellar, and mowing lawns.

Nicholas A. Veliotes

MR. VELIOTES was born in Berkeley, California, on October 28, 1928. From 1946 to 1948 he was in the Army, spending most of his time in Germany. From 1948 to April, 1955, he attended the University of California at Berkeley, where he received his BA and MA degrees. From 1953 to 1955 he was a Teaching Assistant in International Relations at the University.

He entered the Foreign Service in April 1955 and served in Naples and Rome from 1955 to 1960. In 1960, he was assigned to the Executive Secretariat of the Department for two years. Since May of 1962, he has been serving as Special Assistant to the Assistant Secretary for Educational and Cultural Affairs.

Mr. Veliotes is married to the former Patricia Nolan. They have two children.

ADDRESS CHANGES FOR RETIRED FSO'S

The following additions and corrections bring the list printed in the September JOURNAL *up to date.*

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Riverside, Ont., Canada

Dix, Jefferson, Jr.
7412 Dickenson St.
Springfield, Va.

Dunn, Hon. James C.
Palazzo Caetani
32, via Delle Botteghe Oscure
Rome, Italy

Engert, Hon. Cornelius Van H.
The Wyoming
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Washington 9, D.C.

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Attorney at Law
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Chicago 3, Ill.

Gerrity, Charles M.
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Grady, James F.
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Newton 58, Mass.

Groth, Edward M.
c/o Visitors Mail
American Consulate General
Capetown, S. Africa

Hale, Robert F.
Chamber of Commerce
499 W. Broadway
San Diego, Calif.

Hargrove, John E.
1814 Bellewood Rd.
Jackson 6, Miss.

Hill, Heyward G.
Hotel Hermitage
Monte Carlo

Himmel, Lyle C.
4898 Londonderry Dr.
Larkfield Estates
Santa Rosa, Calif.

Hodge, Charles L.
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Washington 7, D.C.

Hoffmann, Erich W. A.
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New York 19, N.Y.

Huston, Cloyce K.
147 Station Rd.
Great Neck, L.I., N.Y.

Kuniholm, Bertel E.
c/o U. S. Consular Agency
Senador Castillo Olivares, 7
Las Palmas de Gran Canaria, Spain

Lamb, Knox
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Denver 19, Colo.

Macgowan, Basil F.
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Barcelona 6, Spain

Maddox, Dr. William P.
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Strafford
Wayne, Pa.

McDaniel, Bruce L.
1521 Elizabeth Blvd.
Ft. Worth, Texas

Olive, William M.
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Delray Beach, Fla.

Parrott, Roswell M.
47 Bolling Rd.
Alexandria, Va.

Pasquini, Miss Josephine
563 Wyandot St.
Laurium, Mich.

Peake, J. H. Cameron
4543 Klingle St., N.W. } Home
Washington 16, D.C. }
Islands Investment Corp.
1714 Conn. Avenue, N.W. } Business
Washington 9, D.C. }

Perkins, Samuel E., IV
964 East Shore Dr.
Culver, Ind.

Plakias, John N.
Apt. 16D, 975 Park Ave.
New York 28, N.Y.

Rankin, Hon. Karl L.
South Bridgton, Me. } July-Oct.
c/o American Embassy }
Athens, Greece } Nov.-June

Reams, Hon. R. Borden
2600 Outlook Dr.
Reno, Nevada

Rousseau, James T.
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Falls Church, Va.

Service, John S.
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Berkeley 7, Calif.

Sheehy, Miss Helen E.
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Phoenix 14, Ariz.

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Steere, Loyd V.
c/o American Embassy
Vienna, Austria

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Teller, Hugh H.
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44 Alden Lane
Eatontown, N.J.

Yenchius, Miss Mildred
925-25th St., N.W.
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Annual Report of AFSA

by HUGH G. APPLING

IT IS MY PRIVILEGE as Chairman of the Board of Directors of the American Foreign Service Association to report on the activities of the Association during the past twelve months. Before so doing, however, I first wish to pay well deserved 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 the untiring efforts they selflessly gave during the past year and to express appreciation for their achievements. In addition, I wish to extend to our General Manager, Ambassador Julian F. Harrington, to Mrs. Barbara Chalmers, our Executive Secretary, to Miss Gwen Barrows, the Managing Editor of the JOURNAL, and to the other staff members, our sincere thanks for their helpfulness and painstaking work.

Record Year

The past year was a record period for the Association. New highwater marks in all of our activities were established. These include increased membership and with it a larger circulation of the JOURNAL, a ten percent increase in number of scholarships awarded, receipt of substantial new contributions to the scholarship fund and a new record in attendance at Association luncheons. Similar increases took place in our educational counseling activities as well as in the volume of personal purchases processed by the Association. These gratifying accomplishments will be mentioned in more detail later in this report.

Early in this new administration and with the increasing complexity of the conduct of foreign affairs, the Board of Directors felt especially strongly its responsibility to keep in close touch with administrative problems. They met with the Herter Committee and several times with principal officers of the Department. The tone of these discussions was always cordial and constructive and we believe they were mutually advantageous.

Finances

A full report on the Association's finances is contained in the report of the Secretary-Treasurer but I wish to point out here that rising costs of operating and our heightened activity brought about an excess of expenditures over revenues of $3,420. This deficit, however, could have been offset by the dividends and interest received from investments in our General Fund amounting to $3,669 if this latter sum had not been applied to scholarships in accordance with past practice. Our net worth increased during the year by $61,000, and our total assets from $198,730 to $279,260. Despite these favorable factors, our balance sheet makes little or no provision for unforeseeable contingencies such as unexpected increases in expenditures or decreases in revenue. The need for greater flexibility in order to cope adequately with our expanding activities in addition to rising costs necessitated a decision by the Board of Directors to increase membership dues from the present figure of $10 to $13 a year for Foreign Service Officers in Class V and above, as well as for Foreign Service Reserve and Staff Officers in corresponding grades. The rate for members who have retired from active duty henceforth will be $10 a year. These increases, reluctantly made, become effective October 1, 1962 and constitute the first change in membership rate since 1952. It will enable the Association to institute needed adjustments and to function more effectively for the benefit of its members.

Membership and Officers

Our total membership is 5,492 which compares with 5,220 a year ago and 5,094 two years ago—a healthy increase. Last year, as in the past, we had to drop at the close of the fiscal year between 200 and 300 members for nonpayment of dues. A certain percentage of our members join only for one year in order to take advantage of our Personal Purchases activities. However, the steady if gradual growth in membership is a source of satisfaction. The advantages of joining the Association have been described to each new class of Foreign Service Officers at the Institute. The response from these groups has been gratifying. Throughout the year the Directors searched for means of making the Association more helpful to its members and sought their suggestions.

A number of changes took place during the past year on the Board of Directors. Upon the departure of Mr. William O. Boswell, for whose strong leadership the Directors are especially grateful, and my election to succeed him as Chairman, Mr. Martin F. Herz was elected as Vice Chairman. Mr. H. Freeman Matthews, Jr. replaced Miss Joan M. Clark as Secretary-Treasurer and Miss Jean M. Wilkowski became Assistant Secretary-Treasurer. Mr. William H. Metzger replaced Mr. Thomas W. Mapp. Mr. Taylor G. Belcher and Mr. Robert C. Strong were appointed to fill two vacancies. In addition, upon the resignation of Ambassador David McK. Key, Ambassador Julian F. Harrington was appointed to succeed him as General Manager.

Scholarship Program

In 1962 the Committee recommended to the Board that scholarships be awarded to 57 children of Foreign Service personnel out of 157 who applied for scholarsbip assistance. Both figures represent new highs—in 1961 there were 52 awards out of 130 applicants, and in 1960 the figures were 38 out of 113.

Non-association scholarships available to Foreign Service children continue to increase in number. In addition to the three New York Times Foundation scholarships at Columbia, Barnard and Harvard or Radcliffe, a new scholarship of $1500 at Yale for the son of an FSO was created this year by an anonymous donor. The $1000 scholarship established last year at Vassar has been raised to $1500. Amherst, Middlesex, St. Albans and St. Andrew's each provide that one of their scholarships is to be assigned to a Foreign Service child if a qualified applicant comes forward. Furthermore, several schools have informed us that they are interested in assisting Foreign Service children and, although setting up no formal scholarship, will give sympathetic consideration to applicants from the Service.

A number of large donations for scholarships was received during the past year. Ambassador David K. E. Bruce and Mrs. Bruce made two substantial contributions of shares which, added to earlier contributions, will provide funds enabling the Association to award at least three scholarships annually. Former Assistant Secretary William Benton, who has heen a consistent contributor to the Scholarship Fund, again demonstrated his lively interest in our fund-raising activities. He offered to donate $5000 if four other people would make matching contributions. In a separate challenge Secretary Benton offered to donate another $5,000 if the Association could raise a similar amount of money over and above its normal fund-raising activities. Both of the generous Benton challenges were met and jointly resulted in the addition of more than $47,000 to our endowed scholarship resources. In addition, our sister organization, the Association of American Foreign Service Women, through two fund-raising activities, made two substantial contributions to the Scholarship Fund during the past year. The Association is most grateful for all these generous contributions.

Mr. Nicholas G. Thacher was succeeded by Mr. William C. Harrop as Chairman of the Committee on Education, Mr. John F. Root left the Committee for assignment abroad, and Mr. Robert L. Brown for assignment to senior training. These three officers were replaced by Messrs. Douglas W. Coster, Earl D. Sohm and Christopher Van Hollen. The Committee was saddened to learn of the death in August of Mr. Arthur B. Emmons, III. Mrs. Emmons is a member of the Committee.

Educational Consulting Service

The Association's Educational Consulting Service continues to serve more Officers and their families each year. Its growth in the four years the Service has been offered is reflected in the following figures:

	6-1-58 to 5-31-59	6-1-59 to 5-31-60	6-1-60 to 5-31-61	6-1-61 to 5-31-62
Families Served	71	123	155	211
(Face to face)	(60)	(87)	(108)	(132)
(By correspondence or telephone solely)	(11)	(36)	(47)	(79)
New this year	71	No record	121	153
Consulted Previously	—	No record	34	58

Comments on the timeliness and value of this Service, originally conceived and organized by Richard Fyfe Boyce, FSO-Retired, come to the Association's office with frequency and enthusiasm.

International Affairs Center

Legislation has been introduced in the Senate to establish an

International Affairs Center in Washington. Such a Center would have wide membership but would provide facilities for the Association like those we have so long sought in a Foreign Service Club. Private sponsors have given support to the creation of such a Center.

Throughout the year the Association has worked with these sponsors and with Department officials concerned with the legislation. A prospectus was developed which describes in detail the plans for the Center, noting its broad educational, cultural, and social purposes.

Progress has been slow. However, the establishment of an International Affairs Center has seemed to the Board an admirable idea in itself and the most promising approach to meeting Association needs. The Association will continue to join with others interested in creating such a Center, helping where possible to bring together interested groups, and give its support to their joint efforts.

Disability Insurance

A new disability insurance plan offered by Mutual of Omaha was sponsored last year by the Association. More than 550 applications have been received to date by the underwriters who are gratified with the response and interest shown by members of the Association.

Committee on Welfare

The Welfare Committee continued to have as its main activity that of visiting the Bethesda Naval Hospital to visit hospitalized Foreign Service, USIA and AID personnel. These visits are not only morale boosters but they also afford an opportunity for the visiting members of the Committee to take care of personal requests. A weekly report is sent to the Association of American Foreign Service Women giving the names of Service persons hospitalized in the U. S. Public Health Service Hospital and the Veterans Administration Hospital in Baltimore. Mr. Arthur P. Biggs assumed chairmanship of the Committee upon the departure of Mr. Robert N. Allen, the former Chairman, for an overseas assignment.

Committee on Legal Affairs

The newly formed Committee on Legal Affairs held its first meeting in June under the chairmanship of Mr. Frank G. Siscoe. It gave consideration to the possibility of developing a series of articles on legal matters of special interest to members of the Association which could be published in the JOURNAL. Later, in response to a request from the Board of Directors, the Committee drafted changes deemed necessary in the By-Laws of the Association, approval of which will be sought at the forthcoming annual business meeting. The work of the Committee is still in the formative stage but its usefulness will become increasingly more apparent as time goes on.

Personal Purchases Committee

Personal purchasing activities increased again last year. The Association processed 187 orders for American automobiles as compared with 131 in the preceding twelve-month period. The book service was also active with orders filled having an invoiced value of $8,747 as against $7,605 in the preceding year. The Personal Purchases Committee under the chairmanship of Mr. Michael H. Newlin undertook to study ways in which all such services could be broadened and improved. This study is continuing.

Committee on Entertainment

Mr. Murray E. Jackson assumed the chairmanship of the Committee on Entertainment upon the departure of Mr. Arthur C. Plambeck for an overseas assignment. The President of the

United States attended the last Association luncheon of the year and gave an off-the-record talk. This was the first occasion on which any President had attended an Association luncheon. The attendance at this luncheon—956—established a new record. Speakers at other luncheons were the Honorable Roger W. Jones, then Deputy Under Secretary of State, Dr. Jerome B. Wiesner, the President's Special Assistant for Science and Technology, Ambassador Adlai E. Stevenson, Permanent Representative to the United Nations, Mr. David M. Brinkley, correspondent of the National Broadcasting Company, the Honorable Edward R. Murrow, Director of the United States Information Agency, and the Honorable Robert Sargent Shriver, Director of the Peace Corps.

Committee on Retired Foreign Service

The Committee on Retired Foreign Service Personnel discussed the provisions of two pending bills—S-1010 and S-1011, in their amended form—and noted with satisfaction that hearings on them were to be scheduled. The Committee recommended that assistance should be given to retired officers by the Department's out-placement office and close association with DACOR was maintained throughout the year. The Honorable Robert Newbegin, a retired Ambassador and Career Minister, was appointed Chairman of this Committee, replacing the Honorable Carl W. Strom upon his retirement from the Foreign Service.

The JOURNAL

Fiscal '62 was a very busy and swiftly moving year for the Foreign Service JOURNAL. New ideas, new features, new people all gave new zest to the columns of the magazine.

Both on the Editorial Board and on the JOURNAL staff there were numerous changes. While Chairman Woodruff Wallner, Vice Chairman Henry Ramsey, Herman Pollack and John Y. Millar remained constant, others after significant contribution to the Board were posted to the field. Serving on the Board during the course of the year were: Theodore L. Eliot, Jr., William J. Handley, Warren W. Wiggins, Jack R. Perry, Heyward Isham, John H. Holdridge, Alfred V. Boerner, James R. Fowler, Gordon Ewing, Samuel B. Thomsen, James A. Ramsey and Arthur Woodruff.

Replacements on the JOURNAL's staff included: Shirley Newhall, Assistant Editor, who replaced Jane Fishburne at mid-year, Robert Aleshire, part-time editorial worker, and Edith Belcher, Circulation Manager. Only Managing Editor Gwen Barrows remained constant.

Among the most important new features was what is hoped will be a substantive new series, "Is the Service Ready for the Sixties?". Much appreciated by many Foreign Service wives was the appearance of the new AAFSW column. Our "Twenty-five Years Ago" columnist Jim Stewart started a new column on strictly up-to-date material, "Service Items."

Art work from new contributors in the Service was published in the JOURNAL and the proportion of art and editorial work by members of USIA, AID, State and the Foreign Service continued to be very high.

JOURNAL articles were again regularly and widely reprinted—both serious and light material. Widespread reprinting and commentary, for instance, resulted from our publication (a JOURNAL Exclusive) of President Kennedy's speech at AFSA's huge luncheon meeting in May. The reprints were carried in part and full coverage by TV, the wire services, radio and press, including many editorial comments and articles.

The JOURNAL Editorial Board would like at this time to express its appreciation of the writers who have made interesting

and alive the columns of the magazine during the past year. It hopes, as always, that the JOURNAL can be made increasingly controversial, fresh and stimulating. In this latter respect our readers can help greatly by bombarding us with frequent and short Letters to the Editor.

Returns from advertising during the past year were disappointing. Thanks to the higher rates which were put into effect the dollar return remained approximately the same as in the preceding year, but the volume of advertising declined.

Committee on Finance

In the light of our increasing assets and as an added protection to our members, the Committee on Finance considered that it would be prudent, and so recommended to the Board of Directors, to seek experienced investment advice to counsel the Association on investment matters. The Board of Directors concurred and the services of Loomis, Sayles & Company were engaged. The Committee also reviewed the Association's financial position from time to time during the year.

The foregoing review covers the principal activities of the Association during 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, 1962 and who will take over on October first. At the same time I wish to express my personal appreciation for the support received from my colleagues on the Board and members of the Association during my term of office as Chairman.

AFSA By-Law Amendments

At the request of the Board of Directors, the Committee on Legal Affairs reviewed Article VIII, Section 3, and Article X, Section 2, of the By-Laws of the American Foreign Service Association, in order to make changes deemed advisable.

The following amendments were submitted for approval at the general meeting:

ARTICLE VIII, Section 3, "Membership," read:

"Persons eligible for Associate Membership are:

"Personnel of the Department of State and officers and employees of the Department of State who bold 'dual service' positions or positions of responsibility comparable thereto."

The amended paragraph reads:

"Officers and employees of the Department of State who hold officer level positions."

ARTICLE X, Section 2, "Meetings of the Association," provided:

"A quorum at a business meeting shall consist of at least twenty percent of those Active Members of the Association on duty in the Department of State, or residing in the metropolitan area of Washington, D. C. A majority vote is required for the transaction of business except, in the case of alterations or amendments of the Certificate of Incorporation or of the By-Laws, where Article XI, Paragraph 1, applies."

The amended section reads:

"A majority vote of Active Members present at the general business meeting is required for the transaction of business except, in the case of alterations or amendments of the Certificate of Incorporation or of the By-Laws, where Article XI, Paragraph 1, applies."

Report of the Secretary-Treasurer

MEMBERSHIP INCREASED again during the past year to a total of 5,492 as of September 1, 1962, compared with 5,220 on September 5, 1961. The following tabulation shows

the membership by categories:

Category	September 1, 1962	September 5, 1961
ACTIVE	3,676	3,598
ASSOCIATE	1,798	1,602
Total Paying Membership	5,474	5,200
HONORARY MEMBERS AND OFFICERS	18	20
	5,492	5,220

There was thus a net increase of 274 dues-paying members.

Associate membership now includes 981 members from AID, USIA, Agriculture, Defense and other agencies of the Government.

On July 1, 1962, 146 Associate Members and 112 Active Members were suspended from membership. This move resulted from a resolution approved by the General Meeting of June 26, 1952, and reaffirmed by several succeeding Boards, providing for the suspension of members who are in arrears for one year in payment of dues at the beginning of any fiscal year.

A total of $28,500 derived from income from investments, contributions from members and some notable donations from outside the Service was expended to provide scholarships for 57 young men and women as compared with 52 last year. Further stabilization and, indeed, expansion of the scholarship program were provided during the course of FY 1962 by the investment of approximately $65,000 in the Scholarship Fund. Investments in this fund are now over $123,000 as compared with $57,000 on June 30, 1961. Total investments in our General and JOURNAL Fund, and Scholarship Fund approximate $201,000.

While operating expenditures exceeded receipts in the General and JOURNAL Funds by $3,420.46, this deficit was more than offset by the interest and dividends earned by our securities investments in these Funds. In accordance with past practice, these earnings were turned over to the Scholarship Fund for scholarship purposes. On the other hand, the over-all net worth of the Association (General, JOURNAL and Scholarship accounts combined) showed an increase of more than $60,000. during the year, rising from $140,899 on June 30, 1961, to $201,202 on June 30, 1962.

The attached report from the Association Auditor, Jester & Reed, C.P.A.'s, covering the 1961-62 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.

H. FREEMAN MATTHEWS, JR.
Secretary-Treasurer

EXHIBIT A

AFSA BALANCE SHEET — JUNE 30, 1962

ASSETS

	General Fund and Journal	Scholarship Fund	Combined
Cash on hand and in bank checking accounts	$ 10,143.96		$ 10,143.96
Cash in savings institutions	1,995.03	$ 48,021.07	50,014.10
Accounts receivable	42.19	269.48	311.67
Due from General Fund and Journal		11,024.92	11,024.92
Due from Members of Book Club	1,112.25		1,112.25
Investments:			
U.S. Government securities		23,287.50	23,287.50
Corporate stocks and bonds	75,948.04	98,772.37	174,720.41
State Department Federal Credit Union	2,000.00	1,061.27	3,061.27
Deposits with Brokerage House	166.78	12.16	178.94
Inventory—books	732.37		732.37
Furniture and Fixtures $ 9,956.66			
Less: Accumulated depreciation (5,886.07)	4,070.59		4,070.59
Prepaid investment counseling service	247.61		247.61
Prepaid maintenance—office equipment	41.65		41.65
Deferred bond interest		271.86	271.86
Deposit: Government Printing Office	40.98		40.98
TOTAL ASSETS	$ 96,539.45	$182,720.63	$279,260.08

by Hugh G. Appling

LIABILITIES AND NET WORTH

Accounts payable	$ 595.42		$ 595.42
Withholding taxes payable	1,048.20		1,048.20
Deferred income:			
Dues—active	1,114.98		1,114.98
Dues—associate	716.99		716.99
Journal subscriptions	999.53		999.53
Due to Scholarship Fund	11,024.92		11,024.92
Investment reserve		$ 2,134.58	2,134.58
Scholarship contributions and earnings appropriated to subsequent periods		59,523.51	59,523.51
Total liabilities	$ 15,500.04	$ 61,658.09	$ 77,158.13
Net worth—Exhibit B	81,039.41	121,062.54	202,101.95
TOTAL LIABILITIES AND NET WORTH	$ 96,539.45	$182,720.63	$279,260.80

EXHIBIT B

STATEMENT OF REVENUES AND EXPENSES
FOR THE FISCAL YEAR ENDED JUNE 30, 1962

	General Fund	Journal Fund	Scholashirp Fund	Combined
Revenues:				
Dues and subscriptions	$32,900.09	$21,971.14		$ 54,871.23
Advertising		55,157.67		55,157.67
Extra copy sales		158.77		158.77
Contributions and earnings received in prior periods, allocated to current year, $31,602.15 *Less:* 5,552.15 carried over to subsequent period or reserved for investment			$26,050.00	26,050.00
Miscellaneous income	.25	5.00		5.25
Educational counseling service income $769.20 *Less:* Educational counseling service expense 747.83	21.37			21.37
Total revenues	$32,921.71	$77,292.58	$26,050.00	$136,264.29
Expenses:				
Salaries	$22,900.42	$32,176.33		$ 55,076.75
Taxes	672.18	1,056.74		1,728.92
Printing		33,261.34		33,261.34
Engraving		2,794.31		2,794.31
Articles, photos, illustrations		2,809.55		2,809.55
Rent	3,153.50	3,153.50		6,307.00
Depreciation on furniture and fixtures	815.32	271.78		1,087.10
Stationery and supplies	855.18	508.00		1,363.18
Telephone	633.14	531.39		1,164.53
Accounting fees	535.56	535.56		1,071.12
Postage	948.16	1,659.71		2,607.87
Scholarships			$26,050.00	26,050.00
Promotion	57.73	81.62		139.35
Memorials	184.82			184.82
Entertainment	551.09			551.09
Personal Purchases service Committee and editorial expense	99.72			99.72
	431.65	620.05		1,051.70
Miscellaneous	967.42	536.46		1,503.88
Investment counseling fees	252.39			252.39
History of the Foreign Service of the U.S.	580.13			580.13
Loss on sale of securities			1,134.90	1,134.90
TOTAL EXPENSES	$33,638.41	$79,996.34	$ 27,184.90	$140,819.65
Excess of revenues or (expenses)	$ (716.70)	$(2,703.76)		
		(716.70)		
		$(3,420.46	$ (1,134.90)	$ (4,555.36)
Net worth, June 30, 1961		84,459.87	56,439.38	140,899.25
Investment reserve returned			65,758.06	65,758.06
Net worth, June 30, 1962		$81,039.41	$121,062.54	$202,101.95

EXHIBIT C

INVESTMENTS — JUNE 30, 1962

	Number of Shares, units *or* Face amount	Cost	Market Quotations June 30, 1962
General and Journal Fund:			
Common stocks:			
American Electric Power Company	102	$ 4,060.13	$ 5,724.75
C.I.T. Financial Corporation	200	4,788.75	7,062.50
Central Illinois Public Services	300	3,586.90	5,850.00
General Electric	100	6,442.43	5,975.00
General Motors	100	3,545.06	4,818.75
Middle South Utilities	300	5,668.24	8,475.00
Minnesota Ontario Paper	125	3,816.43	2,085.94
Rochester Gas and Electric	216	3,612.03	5,319.00
American Security & Trust Co.-American Security Corp.	99	5,400.00	7,920.00
		$40,919.97	$47,853.44

Corporate bonds:			
International Bank for Reconstruction and Development 4½% debentures, due December 1, 1973	$ 5,000	$ 5,000.00	$ 5,075.00
General Motors Acceptance Corporation 4% debentures, due January 1, 1979	5,000	4,925.00	4,693.75
Georgia Power Company 4⅛% first mortgage, due March 1, 1988	6,000	6,056.82	5,580.00
Northern Natural Gas 4⅝% debentures, due November 1, 1978	9,000	9,028.80	9,090.00
Standard Oil-Indiana 4½% debentures, due October 1, 1983	5,000	4,950.00	5,081.25
United Gas Corporation 4¼% first mortgage and collateral due March 1, 1978	5,000	5,067.45	4,975.00
		$35,028.07	$34,495.00
State Department Federal Credit Union:			
Balance in deposit account		$ 2,000.00	$ 2,000.00
Deposits with Brokerage House:			
Alex Brown & Sons		166.78	166.78
		$ 2,166.78	$ 2,166.78
TOTAL GENERAL FUND AND JOURNAL INVESTMENTS		$78,114.82	$84,515.22
Scholarship Fund:			
U. S. Government bonds 4¾% Treasury Notes, due May 15, 1964	$ 3,000	$ 3,000.00	$ 3,075.00
U. S. Government bond 4% Treasury Notes, due August 15, 1966	$10,000	10,143.75	10,125.00
U. S. Government bond 4% Treasury Bond, due October 1, 1969	$10,000	10,143.75	10,056.25
		$23,287.50	$23,256.25
Allied Chemical	100	$ 4,378.19	$ 3,868.75
American Can Co.	100	4,491.25	4,256.25
Cincinnati Milling Machine	100	4,843.00	3,175.00
Continental Oil of Deleware	100	5,319.28	4,787.50
Detroit Edison	150	6,756.13	7,490.63
Eastman Kodak Co.	48	5,201.88	4,302.00
Minnesota Ontario Paper	160	5,304.27	2,670.00
J. C. Penney	100	4,805.31	4,150.00
Rochester Gas & Electric	216	4,378.80	5,319.00
Standard Oil of New Jersey	120	6,094.99	5,985.00
		$51,573.10	$46,004.13
Corporate bonds:			
Boeing Airplane Co. 4½% Convertible subordinated debenture, due July 1, 1980	$ 5,000	$ 5,662.50	$ 5,212.50
Continental Banking Co. 4¾% Convertible subordinated debenture, due November 15, 1983	10,000	10,412.50	9,800.00
General Motors Acceptance Corporation 4% debentures, due March 1, 1979	5,000	4,925.00	4,693.75
Georgia Power Company 4⅛% first mortgage, due March 1, 1988	6,000	6,056.82	5,580.00
Great Northern Railway 4½% due July 1, 1976	10,000	10,075.00	10,000.00
Southwestern Public Service 4½% first mortgage, due February 1, 1991	5,000	5,000.00	4,900.00
United Gas Corporation 4¼% first mortgage and collateral, due March 1, 1978	5,000	5,067.45	4,975.00
		$47,199.27	$45,161.25
State Department Federal Credit Union:			
Balance in deposit account		$ 1,061.27	$ 1,061.27
Deposits with Brokerage House:			
Alex Brown & Sons		12.16	12.16
		$ 1,073.43	$ 1,073.43
TOTAL SCHOLARSHIP FUND INVESTMENTS		$123,133.30	$115,495.06

EXHIBIT

ANALYSIS OF SCHOLARSHIP RESERVE BALANCES—BY YEARS

	1961/62	1962/63	1963/64	Benton Scholarship	Bruce Scholarship	Totals
Balances, July 1, 1961	$26,352.15	$ 2,544.00				$28,896.15
Contributions 1961/62						
Members		3,710.81	72.00			3,782.81
Other	5,250.00	13,954.48	13,800.00	$42,087.75	$28,169.56	103,261.79
Dividends:						
General		1,968.84				1,968.84
Scholarship		1,744.06				1,744.06
Interest:						
General		1,700.05				1,700.05
Scholarship		2,489.47				2,489.47
Totals	$31,602.15	$28,111.71	$13,872.00	$42,087.75	$28,169.56	$143,843.17
Scholarship Awards	(26,050.00)					(26,050.00)
Fund raising expense				(377.77)		(333.77)
Reserved for investment	(68.25)	(1,108.04)		(28,590.04)	(28,169.56)	(57,935.89)
Transfer	(5,483.90)	5,483.90				
Balances, June 30, 1962	-0-	$32,487.57	$13,872.00	$13,163.94	-0-	$59,523.51

Military Schools as Instruments of Societal Change

by CLARE H. TIMBERLAKE

SINCE WORLD WAR I, the rapid increase in technology and the resulting compression of time and distance have progressively intensified the demands on professional armies to expand the range and character of the tools available to them and to devise the techniques necessary for their effective employment. In this technological, and primarily tactical, field alone, the requirement for military education is enormous; the need to understand new instruments, their use and their deployment has generated whole families of specialized training schools and has even produced a new service professional, the missileman.

While it has always been necessary to teach skills of a strictly military nature to recruits, these were relatively few and relatively simple until the turn of this century and could be handled without much formalized methodology. A good drill sergeant, trained veterans and practice were the touchstones of training. Today, however, primary reliance on the older system of on-the-job training is no longer feasible; that system cannot produce enough quantitatively or qualitatively within the modern compressed time framework. Since war is now waged on wheels, wings and even with wingless and unmanned space vehicles, education can likewise no longer be pedestrian.

The need for technological training is not, however, the only reason for the proliferation of military schools. Indeed it is not so much the use of developing technology which poses the difficult problem for the professional officer. It is, rather, the control of the new forces available to him which puts the greatest demands on him. Harold Lasswell sums up the central skill of all military competence as "the management of violence." Since the quantum of available violence is rapidly approaching the absolute—when total destruction of life on this planet is possible—the critical decisions in the military field now become more sophisticated.

If we can assume that we now have, or shortly will have, the power to destroy society everywhere on the face of the globe, it becomes of fundamental importance to society to create and refine controls over the employment of such engines of destruction which will preserve society from annihilation. The first law of nature is survival.

It is apparent that war is no longer, if it ever was, merely an extension of foreign policy—as Clausewitz defined it in 1833. Military capability has now become absolute, taking it out of its former category of a relatively limited force which could affect, but never finally destroy, the enemy state as a whole, and putting it into the realm of unlimited force, which could destroy the state. War itself, however, has not been eliminated and it can be assumed that war, and the threat of war, will continue to be employed as instruments of policy, for coercion and defense, in the foreseeable future.

The immediate agency which has physical possession of the weapons of war and which is charged with their use is the military. If the modern military establishment were completely unfettered in the employment of the force at its disposal, society would be defenseless against the most powerful group of people it has so far spawned. This is not, fortunately, the case. In one way or another, the state has retained the ultimate control over the use of military force, although the quality, extent and the dependability of control vary from nation to nation.

IN THE United States, our prevalent liberal social ideology has been in equilibrium with, and compatible with, the military ethic. The ideology is generally antimilitary and the military are generally satisfied with the status and rewards of professionalism. American politicians do not seriously seek to make the armed forces subservient to a man, or a party, and the military officer does not seek political power during his professional career. While the equilibrium of civilian-military relations is dynamic, and the relative influence of the military has waxed and waned in the course of American history, the relationship has maintained a healthy balance.

Not only has the military grown in proportion to the increase in the size and the extent of the threat posed against the United States, but it has also broadened the scope and the impact of its own organization on American society as a whole. In terms of money, it absorbs more than one-half of the national budget. En masse, it contains approximately 3,500,000 professional military personnel and civilians within its organizational structure. Economically, it is a

CLARE H. TIMBERLAKE, an FSO-CM with eighteen posts over thirty-two years, was Ambassador to the Congo. A graduate of the NWC, State Department Adviser at Maxwell last year, he is presently assigned in the Office of the Under Secretary for Political Affairs.

major consumer of products and services. Military potential has become a vital and indispensable element in the formulation and execution of foreign policy.

Although society may be presumed to have created the professional military service, its present size and the general distribution of its elements make it also apparent that the military establishment affects the society in which it finds itself. At least one insight into the kind and the quality of the influence which the military establishment may bring to bear upon society may be found in its educational establishment. In general, American military schools may be classified in two groups according to the objectives sought: Training Schools and Professional Education.

TRAINING SCHOOLS, of which there are hundreds operated by the several services, are concerned with imparting skills. These range over the whole field of technology, some essentially military, such as the assembly of a machine gun and fighter aircraft tactics, and some of general non-military character such as carpentry and correspondence which are, nevertheless, necessary in the military establishment. In these schools the objective is to teach the maximum number of persons the variety of skills needed by the military in the shortest possible time.

Such training schools are aimed, for the most part, at the enlisted man rather than the professional officer. They, accordingly, assume that the trainees have relatively little formal education and a limited cultural background.

In 1961 the Army had some 57,000 officers and 91,000 enlisted men enrolled in training courses. The Air Force, in 1961, lists over 400 training courses for officers and men.

While officers in the armed forces attend many of the training schools, the professional education offered in the several service school systems and in the joint service schools such as the National War College, the Industrial College of the Armed Forces and the Armed Forces Staff College is limited to officers. All of the services view the educational process as continuous, the end-product of the highest-ranked schools being officers at the grade of Colonel who are among those most likely to be selected for high command or general staff assignments. The service War Colleges and the joint colleges stress the art and science of warfare, recognizing the close interrelationship of science, economics, social science, politics, international relations and diplomacy in the conduct of modern war. The fundamentals of power are studied as well as the fundamentals of war and great attention is paid to interservice relationships looking toward their harmonization.

In increasing degree, starting from the lowest ranking professional schools, the systems also emphasize the importance of other social and political instruments in the conduct of modern war and in the preservation of peace. At the same time, an effort is made to preserve organizational loyalty-service spirit. While it is recognized that a conflict of values is very frequently created within individual officers, an effort is made to help the officer establish a healthy equilibrium within himself by sublimating traditional strict and narrow service loyalty to the larger plural effort needed in the service of the country. This becomes not only easier to accomplish with the older, more mature, more educated and more experienced officer, but it is made more attractive to him since he knows that he is already in a select group eligible for high command and that to qualify for such assignments he must acquire such knowledge and develop such attitudes and will have to use them if he is so selected. The motivation is therefore established.

The training programs have returned to civilian life a continuing stream of enlisted men and officers with skills which they did not have before and which are useful to society. In an age of accelerating technological change, this source of skilled manpower is an important factor in maintaining the pace of advance. The skills may also be said to possess a degree of uniformity among different individuals in view of the high degree of standardization achieved by the services in teaching them.

There seem to be no comprehensive studies made of the actual employment in civilian life of skills learned in the military training schools. It may, however, be inferred that attained skills will be employed, if possible, since higher skills command higher wages, an important goal in contemporary American society. In fact, one of the leading inducements employed in recruitment is "learn a trade," the clear implication being that it can be turned to profit later in civilian life.

The professional officer, trained in the military establishment, also returns eventually to civilian life. Here again statistics are lacking, but personal knowledge gives plenty of evidence that officers with developed competence in engineering, electronics, management and other fields find ready employment in industry and in the universities and technical schools.

AT THE higher command levels an even broader growth and synthesis of skills is found in the professional officer. So we have found retired general officers as President of the United States, Secretary of State, Director of CIA, Ambassadors in several countries and presidents of colleges such as Columbia and William and Mary. It is undeniable that such individuals have exercised a high degree of influence on American society since they hold, or have held, key positions in policy formulation and in the molding of public opinion.

The foregoing observations have to do with individuals and their influence upon society. There is, however, a more apparent and more measurable impact made by military groups upon American society. There are some 738 army, air force, navy and marine bases, including NASA and AEC establishments but not counting National Guard and ROTC units, scattered widely over the United States. Some are very large communities embracing tens of thousands of military personnel. These men have, today, a mobility that was practically unknown prior to World War I, when the enlisted men and the officers, few in number, led an almost monastic existence in camps and bases with minimum contacts in the surrounding communities. Today, soldiers, airmen and sailors are everywhere, very much more a part of civilian society, and less of an isolated enclave within the body politic.

One further example of societal change which has been encouraged by the military establishment, under political policy directives, is the acceptance of Negroes and some other ethnic minority groups into the ranks and the professional officer corps on the basis of practical equality. While this may have had relatively less impact on officers and enlisted men coming from parts of the country where race relations are relatively small in importance and in social significance, the effect upon officers and men from the old South has been very great. The quality and the continuity of such professional relationship have induced at least a temporary revision of deeply held sets of values regarding members of such racial groups and some of them will be retained in later civilian life. Two exterior stimuli of major importance, however, modify the creation and the permanence of such changed values. The acceptance of members of such racial groups is not voluntary but by command, and military authority contains sufficient sanctions to enforce compliance with, if not individual acceptance of, the policy. Upon return to civilian life, the pressures of those societies which do not accept such values will again be brought to bear on the individual to abandon non-conformist views and attitudes and to readapt to his former society. The endurance, therefore, of these new or changed values will vary with the individual and with the kind of civilian society to which he goes after completing his military service. Whether tolerance is retained or apparently relinquished in external attitudes, it is probable that intolerance, having been challenged in the individual's experience and instruction, will remain at least a questionable value. Even though the immediate effect may be slight, the cumulative effect of even small quantitative changes in attitude by individuals adds up to impressive proportions when millions of servicemen are involved.

WHAT HAS been discussed regarding intra-national civil-military relations applies generally to relations with civilian groups in other nations where the exigencies of war, cold war and international cooperation have placed our service personnel and are likely to keep them for some years to come. There are, however, other problems to face in such inter-cultural relations. Whether our troops have entered as conquerors or as allies,* they have been enjoined by their commanders to present the best possible American face to the people of the country. This means that fairness, honesty, decency and the other values which American society holds as basic, shall be displayed. This may be said to be the communicative, or objective attitude.

On the other hand, much more effort was put into the training of officers and men in the ethics, mores and customs of the host countries during and after World War II than at any previous time in our history. This effort was not humanitarian but was designed to reduce, in so far as possible, the alienation of foreign people unconsciously, ignorantly or thoughtlessly by actions or words which violated foreign norms, values or customs when such violations did not serve any national purpose. Knowledge of such values and customs would, it was correctly assumed, act as a brake on the homegrown habits of a majority of servicemen, and the natural friendliness of the American would play a complementary role in lessening tensions and establishing an harmonious relationship between people of sometimes widely different cultures and standards of living.

As an example of the importance which the services attach to this type of training, service attachés picked for Embassies are required to undergo from six months to a year's special instruction in the language, ethics, religion, geography, history, politics and economy of their future countries of assignment before setting forth for their new posts. It is now accepted as a truism that an effective job cannot be done abroad without a broad understanding of the people and the culture and that the foundation, at least, must be laid before arrival at the post. While this requirement has not been so rigidly applied to members of MAAG teams and other similar military groups serving overseas, it is nevertheless being expanded as rapidly as possible and the military schools are contributing to the process by equipping their graduates with generalized knowledge in the field of comparative cultures.

THERE HAVE been few civilizations in history which accorded military men high social status. Hindu, Buddhist, Confucian, Christian and Jew have assigned them relatively low stations, although their indispensability for defense and their utility in conquest have been recognized. War, historically, took a long time to evolve from hand-to-hand fighting with clubs, knives and spears to longer range conflict when gunpowder equalized men physically. It took a long time to become a complex, highly articulated science as we know it today. As an art, warfare today, compared with two centuries ago, bears somewhat the same relationship as a modern chemical plant does to a grass hut in the architectural sense. Whether we assign greater weight to the social, political and economic drives of society, or to needs generated in the military establishment itself, it is manifest that in the modern, and not so modern, world the military establishment has evolved into something it has never been before. It has grown into society and is growing with society. It has become a citizens army; we can scarcely find a Praetorian Guard anywhere; the mercenary is practically extinct. It has been humanized and it has acquired a sense of its own social significance. Increasingly, it is looked upon by society as indispensable for internal improvement and national progress; it is no longer simply a sword and a shield. In this process and in the result we can see today, the military schools have played an important role. A soldier's training still is directed toward winning a war, but the modern soldier, more than perhaps any other member of society, knows what total war means, and his weight is thrown solidly into the effort to find solutions to international problems short of war. This is no negation and no denigration of his profession. It is his coming of modern social age in a society which has shaped him and which he himself has had a large share in molding.

*History has shown us how quickly allies can become enemies, and enemies allies.

Letters to the Editor

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To Meet the Challenge of the Sixties

THE FSO normally has but three types of occasions when he has the time to think about the broader issues of international affairs, life, or his career: when he is fortunate enough to be assigned to an in-service training course, when he is sick, or when he is on home leave. Having been on home leave for the past two months, I have distilled some thoughts about the Foreign Service which I should like to set down here.

The Foreign Service is entering a period of a new, or newly sharpened, challenge to it. This is a period when the emphasis will be less on observation, detached reporting, and the formalities of representation and more particularly, but not exclusively, in the under-developed countries—on involvement in operations in diverse, complex, specialized fields, including aid, information and the military. This involvement will take place at all levels of the Foreign Service to an increasing degree, but will be greatest and broadest at the highest levels. The Ambassador in the field and the Assistant Secretary and higher officers in Washington, from the nature of their responsibilities, must now understand and concern themselves with *all* that goes on in our foreign relations, so much of which is now operational. This means more than policy guidance from afar; it means also intimate and active participation.

Cook preparing rijstaffel, Medan, North Sumatra.

Donald R. Tremblay

Is the Foreign Service as now constituted capable of meeting this challenge effectively? This question has been asked in low key persistently since World War II; it is now being asked more sharply. The answers in the past bave led to two basic modifications of the Foreign Service and to frequent recourse to talent from the outside to meet specialized needs or to fill top positions. What the answer for tbe future will be will depend in considerable part on how well the Foreign Service as it is now reacts to the challenge. My own view is that some, though not by any means all, of the answers of the past have been wrong; that the Foreign Service as it is now constituted can meet the new challenge effectively, and in fact in a more efficient manner than if there were further basic changes or wholesale recourse to talent from the outside; but that for it to do so the four basic principles stated below need to be followed:

1. *Selection of beginning officers on the basis of excellence of general intellectual and personal qualifications, not on the basis of one of the many types of specialized knowledge needed in the work of the Service.*

My belief is that the officer selected primarily on the basis of intellectual and personal excellence is quickly trainable in any of the specialized fields needed in the Service. At the same time, he offers the Service greater versatility and greater potential for growth into what Ambassador Peurifoy was wont to call the broad-gauge man and what Rostow refers to, in "The United States in the World Arena," as the man who can cross intellectual disciplines and unify knowledge. This is the type of man who offers the greatest potential for creativity in the Service, and, as Rostow points out, for appropriate and imaginative innovation when new challenges unknown at the time of his selection arise.

2. *Having selected this type of man at the beginning, give him the opportunity to do the job.*

Forcing him to spend undue amounts of time on purely routine jobs will either stultify him or drive him from the Service. Thus, an error of Wristonization, which was so sound in its integration of the foreign and the home service, was over-integration of staff positions in tbe mistaken belief that there was a serious morale problem in the staff corps. The error, which now seems on its way to at least a partial remedy, led to reduced efficiency and to more serious, though different types of, morale problems: those of the specialist in routine, non-substantive matters who could not compete well with other FSO's and, on the other hand, tbose of the broad-gauged FSO assigned to frustratingly routine non-substantive tasks.

Keeping him from interesting jobs in his first years of Service by over-classification of positions or on the basis of the mistaken assumption that certain types of specialized jobs (financial reporting and analysis, for instance) can only, or best, be done by trained specialists brought in from the outside will have the same results. Given the opportunity and training, he will do these jobs as well or better than the specialist brought in from the outside, his morale will be maintained, he will be better prepared in the early and middle stages of his career for his broad-gauge responsibilities of the future, and the Service will benefit correspondingly. The generalist-specialist debate has been greatly overdone. First-rate minds, which is what we should be seeking in the first instance, can come into the Service with little or no specialized training, learn while in the Service to do the required specialized tasks, perform those tasks very well along the course of a normal career, and at the peak of the career carry out effectively the broad responsibilities which now fall to the Service's top men. This should be the normal progression. Of course if the first-rate mind is also endowed with a usable specialization upon entrance into the Service, so much the better. The point is simply that the first objective should be the mind, not the specialization.

3. *Having adopted these principles of selection and assignment, provide for generous amounts of in-service training.*

No matter how selected, the FSO needs periodic training assignments to get him away from the details of his job to reflect on its broader- and longer-

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Letters to the Editor

term implications and to keep current with developments in the academic world which apply to his career. He has all too little time for this otherwise. Under the above principles, he will also need in-service training for specialized tasks. In-service training should be looked upon as capital investment. Skimp and productivity will be low; be generous with well-conceived training (investment) and productivity will be high. Fortunately, the trend of the present is to increasing attention to in-service training.

4. *Finally, give the Department and the Foreign Service the physical tools for its work.*

The total budget of the Department of State is so small as to be relatively insignificant in the overall fiscal picture of the United States, while the scale of the responsibilities of the Department cannot be over-emphasized. Yet the Department's budget is annually squeezed to the point that such simple necessities as adequate office space, typewriters which type, sufficient secretarial help, calculating machines for economic sections of Embassies, and adequate distribution facilities for significant messages, to say nothing of the more modern administrative conveniences, become luxuries. A great service will be done to the efficiency of the conduct of our foreign affairs when a bold Under Secretary for Administration goes to Congress with a presentation that convinces it that the spending of a bit more money on this sort of support can reap rewards far exceeding its cost.

SAMUEL D. EATON

Bogotá

Iran Emergency Fund

INDESCRIBABLE HORROR, resulting from an earthquake, struck Iran September 1, leaving death, destruction and despair in its wake. Reports from Tehran indicate the death toll at present is at least 10,000 dead, another 10,000 seriously injured, and more than 25,000 left homeless. The disaster area covers an area roughly equal to the size of Massachusetts, or 8,000 square miles.

In the district of Zahra, alone, ninety-five percent of the buildings of its twenty-five villages were destroyed. Forty percent of its 25,000 inhabitants were killed or injured. . . .

I cabled His Majesty, the Shah, and Prime Minister Alam the condolences of Near East Foundation and its 15,000 American contributors and placed at their disposal our small technical staff, who will assist in the reconstruction of the villages and the reestablishment of village life. Near East Foundation, a non-profit, non-sectarian, philanthropic agency, has been working in Iran for seventeen years in the fields of agricultural improvement, home welfare, village sanitation, teacher-training and community development.

The Foundation is initiating a nationwide appeal for cash gifts to be known as the Iran Emergency Fund. Contributions made to the Foundation for this purpose are tax-deductible.

No gift is too large or too small. Make out your check or money order to Near East Foundation, 54 East 64th Street, New York 21, N. Y.

LYLE J. HAYDEN
Executive Director

New York City

Tait Fund

MAY I REQUEST that a notice of the establishment of a fund for the ten children of the late Thomas E. Tait be inserted in the FOREIGN SERVICE JOURNAL. Mr. Tait died of a heart attack on July 26, 1962.

> An Education Fund for Kathleen M., Thomas E., Jr., Christopher W., Geoffrey M., Bryan Fr., Christina M., Jonathan C., William C., Tyrone G., and Isabel R. Tait has been established in memory of their father, the late Thomas E. Tait, former Administrative Officer at Munich, who died at Munich, West Germany on July 26, 1962.
>
> Friends who wish to contribute to the Fund may send their contributions to 'Tait Educational Fund' in care of Ralph C. Rehberg, Room 1055 N.S., Department of State, Washington 25, D. C.

Your assistance is respectfully requested.

RALPH C. REHBERG

Washington

"The FSO-8 and the 1960's"

CONCERNING Walter Keville's letter in the June issue, I suggest he tell those serious young students about the wind of change that is slashing red tape and battling bureaucracy in the Foreign Service. Almost every NEWSLETTER carries articles about the long-overdue death of reports which nobody ever reads in the Department, about the transfer of responsibility from Washington to the field, about the reclassification of management positions to recognize their scope. He might also want to pass around some copies of Assistant Secretary Crockett's letter to administrative supervisors calling on administrative supervisors to give a new look to their operations and urging them to remember that "regulations are printed on paper, they are not chiseled in stone." The FAM is no longer a safe haven.

We're moving.

HARRIS H. BALL

Rome

A Toast to the Bohlens

WITH THE appointment of Ambassador Charles E. Bohlen to Paris, the AFSA loses its President, and the AAFSW loses its President, Mrs. Bohlen, elected in May as Vice President, but succeeding in July to the Presidency when Mrs. Olcott Deming was forced to resign because of her husband's reassignment. Mrs. Bohlen served as Vice President during the preceding year as well.

The many duties and responsibilities that go with being head of such volunteer, service-devoted organizations are seldom realized. The generous gift of time, imagination and leadership which both Bohlens brought to their organizations has meant much to those who have worked with them. If, as we are so often told, the volunteers who labor devotedly in untold organizations around the country, working in the public good, are the backbone of American strength, then the kind of dedication, devotion, and humor that the Bohlens have brought to their volunteer service in the two organizations is part of the backbone of Foreign Service strength. To both of them should go warm tributes from each of us who has benefited and learned through their contribution.

MRS. GEORGE A. MORGAN

Washington

Letters to the Editor

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Preparation for Dealing with Problems of Transitional Societies

EVERYONE connected with the field of foreign afairs, especially the staffs of the foreign affairs agencies, must applaud the efforts by our government to emphasize our preparedness to deal with many of the problems of transitional societies. Recent articles in the JOURNAL by Mr. Rostow, Mr. Ramsey and Under Secretary Johnson have been valuable additions to the literature in this field.

I would like to pose some questions related to these problems, consideration of which would seem to be of some importance. Perhaps these questions are being considered, hut I have seen no hint of it in any of the materials published by those most intimately concerned with this area in the government.

Firstly, what is the philosopby of history underlying our consideration of the process of social development? To what extent do we believe that a country's development results primarily from its own history—its social forces, its economic situation, its geographic and climatic factors among others? To what extent is the development dependent on the interaction of these factors with the outside world? And how much can one nation influence the process of history in another without lengthy military occupation or other control measures?

Casals' Cello
Elliott Erwitt, Magnum Photos, Inc.

One possible answer to this question is that our efforts to influence the pace and direction of social and economic change, though worthwhile and important, will never be more than marginal in importance compared to the influence of indigenous factors. If this is so, doesn't it mean that although we must continue to do the best job we can, we must be prepared to live with the future without frustration and without constantly castigating ourselves for not having accomplished the impossible?

Do we not need considerably more humility in setting about this task than we have sometimes shown in facing other foreign policy problems? How much do we really know about social and cultural ecology and thc process of societal growth and change? How much, in fact, do we know ahout the process of development in our own country? Not enough to prevent 40,000 deaths and a million injuries annually as a cost of the development of an automotive society; nor enough to successfully deal with juvenile delinquency, alcoholism and narcotics addiction—all problems rather directly related to the growth of an industrial society, at least our industrial society. Should we not admit that birth or development is a bloody business and so is the process of social change? And that while we certainly should do everytbing we can to assist in the process of development, we will be asking for disappointment if we think the process can be painless or orderly regardless of how wise and valiant our efforts?

Turning to another facet, are we questioning often enough the relevance to transitional societies of the institutional forms and philosophical ideas which have proved so valuable to us? How many times in recent years have our foreign policy goals or objectives proved to be more or less irrelevant to the situation as it unfolded? In order to make our actions effective, do we not have to learn to have more understanding of the processes of history and more accuracy in foretelling the likely course of events? Don't we, don't all Americans, have to learn to set goals and objectives not because they are attractive in our eyes but because they are most applicable to the situation they are meant to deal with and, therefore, most likely to be successful?

The list of questions could continue endlessly. In a very real sense, we are involved in the riskiest of businesses—predicting the course of history. But unless we abdicate our role in trying to shape the future, we have no alternative to facing this risk. The last question I would raise here is whether we are preparing our personnel (both foreign service and domestic, of all the agencies involved) so that the risk is minimized? Are we doing all we can and should to prepare our personnel to think through and deal with the overwhelming complexities of the problems they have to face in such fields as anthropology, economics, sociology, history and psychology, not to mention such fields as agriculture, water conservation, indnstrial development and finance. The training job involved is surely beyond any yet contemplated. let alone undertaken, by the United States Government. And yet in the excellence of this training, and in the wisdom of the officers to whom it is given, undoubtedly lies an important key to our success in this endeavor.

If these questions are an accurate indicator of the difficulties facing the United States in its attempts to be a sort of midwife to the process of social change, the chances of success are unsure, regardless of how necessary it is that we make the effort. It is to be hoped that these problems are often and openly discussed so that they are clearly understood not only throughout the American Government but by the American people. Otherwise, the inevitable disappointments and failures may touch off devastating and disastrous reactions.

SANFORD S. MARLOWE
Director, Office of Private Cooperation
USIA

Washington

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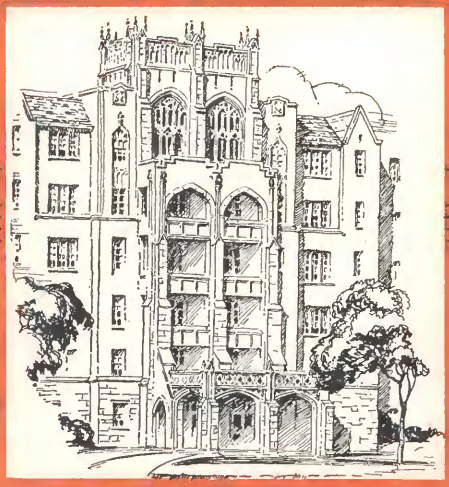

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