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SEPTEMBER 1968

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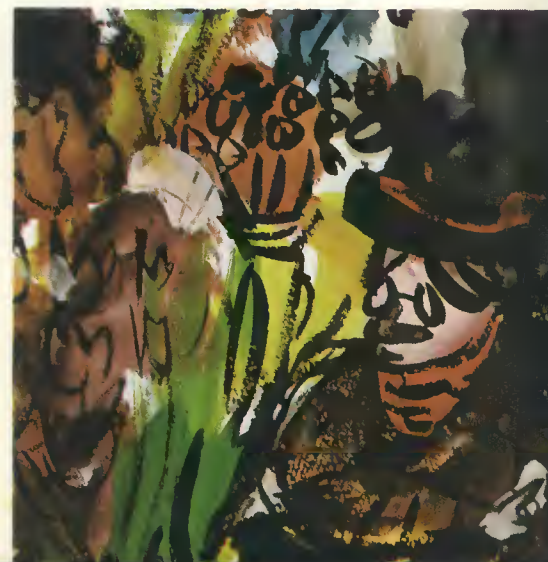
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CONTENTS: September 1968 Volume 45, No. 9

16 STAMP COLLECTING AND GRADE A BEEF
by Richard H. Ullman

20 TRAINING IN INTERNATIONAL AFFAIRS
by William C. Johnstone

22 TRAINING GOOD NEIGHBORS
by Bernard Raymond

24 A VIEW FROM OUTSIDE
by William R. Crawford

32 DEVELOPMENT DIPLOMACY
by G. Claude Villareal

34 FRANCIS T. WILLIAMSON—ENVOY EXTRAORDINARY
by John W. Tuthill

37 ANYA: A PERSON
by P.B.

39 STATISTICS AFTER SIX
by Martin Heflin

41 1968-69 AWARDS FOR STUDENT EXCELLENCE

42 AFSA RECIPIENTS OF 1968-69 SCHOLARSHIP AWARDS

OTHER FEATURES: Re: Diplomatic Fracas in Tangier, page 6; More-head Awards, by Joan Page, page 10.

Departments

2 WITH OUR CONTRIBUTORS

26 EDITORIALS: Return to Reality

Career Minister Promotions

A Step Forward

27 ASSOCIATION NEWS

31 SERVICE GLIMPSES

43 BOOKSHELF

48 TWENTY-FIVE YEARS AGO
by Henry B. Day

52 LETTERS TO THE EDITOR

Photographs and Illustrations

Stefan Lopatkiewicz, "The Blue Mosque," cover; Brady-Handy photograph, page 6; Elizabeth G. C. Menzies, photograph, page 18; Frank Siteman, photograph, page 32; S. I. Nadler, "Life and Love in the Foreign Service," scene from "Blood Money," 20th Century, page 54.

Ambassadorial Nominations

RAUL H. CASTRO, to *Bolivia*
HAROLD F. LINDER, to *Canada*
ROBERT M. SAYRE, to *Uruguay*
EDSON O. SESSIONS, to *Ecuador*

Marriages

IRMINGER-LEMLEY. Betty Lynn Irminger, daughter of FSO and Mrs. George R. Irminger, was married to Leslie Allen Lemley, on July 13, in Bethesda Presbyterian Church.

MARTIN-CAIRNS. Marguerite L. Martin, daughter of FSO and Mrs. Edwin W. Martin, was married to R. Christopher Cairns, on August 3, at Lampman Chapel, Union Theological Seminary, New York City. Officiating at the ceremony were the bride's grandfathers, Rev. Hugh W. Hubbard and Rev. Azel A. Martin, both retired missionaries. Mr. and Mrs. Martin are now in Hong Kong where Mr. Martin is Consul General.

PETERSON-TILDEN. Virginia Lane Peterson, youngest daughter of FSO-retired and Mrs. Avery F. Peterson, was married to Stephen Tilden, on June 29, in Grace Cathedral Chapel, San Francisco.

Births

BUTCHER. A daughter, Laura Holliday, born to FSO and Mrs. W. Scott Butcher, on July 1, in Bangkok. Mr. Butcher is assigned to Rangoon.

FINE. A daughter, Lesley Anne, born to FSR and Mrs. Sherwood M. Fine, on July 1, in Washington.

LEE. A daughter, Mary Amanda Kamoi, born to FSO and Mrs. Samuel S. H. Lee, on August 4, in Washington. Mrs. Lee is the former Marilyn Brenda Wolte.

SEYMOUR. A son, Peter DuBois, born to FSO and Mrs. Jack M. Seymour, Jr., on May 31, in Virginia.

Deaths

BALDWIN. LaVerne Baldwin, FSO-retired, died on July 13, in Salisbury, Conn. Mr. Baldwin entered the Foreign Service in 1926 and served at Ottawa, Santa Marta, Geneva, Managua, Madrid, Ankara, Istanbul, Bremen, Dusseldorf, Vancouver and Tokyo before his retirement. He is survived by his wife residing at Windy Hill, Taconic, Conn., a brother and a sister.

HUKILL. Helen Hukill, wife of FSO-retired George R. Hukill, died on July 7 in the Delaware Division, Wilmington. Mrs. Hukill is survived by her husband of 210 N. Cass St., Middletown, Delaware, a son, a daughter and three grandchildren.

MORRISSEY. Richard E. Morrissey, FSO-retired, died on June 29. He is survived by his son, Gerard Morrissey, 9105 Woodside Court, Lanham, N.Y.

SCHOENING. Everett W. Schoening, FSO-retired, died on July

27 in Columbia, Illinois. Mr. Schoening entered the Foreign Service in 1949 and served at Berchtesgaden, Frankfurt, Bonn, Windsor, Calgary and Kingston and as Consul at Munich before his retirement in 1964.

With Our Contributors

RICHARD H. ULLMAN, Associate Professor of Politics and International Affairs at Princeton University, is Acting Director of the Graduate Program of the Woodrow Wilson School of Public and International Affairs, about which he writes in this issue. He spent the academic year 1967-68 on leave in Washington, working for four months on the Staff of the National Security Council, and for nine more as Special Assistant to the Deputy Assistant Secretary of Defense for Policy Planning and Arms Control. He is the author of "Intervention and the War" and "Britain and the Russian Civil War," the first two of a projected three volumes on Anglo-Soviet relations. At Princeton he teaches courses on the making of foreign and defense policies.

DR. WILLIAM C. JOHNSTONE was Professor of Political Science and Dean of the School of Government at the George Washington University before becoming the first Director of USIS, in India in 1946. He served on the Special US Diplomatic Mission to Nepal, was Director of the Office of Education Exchange and Deputy Administrator for Field Programs, International Information Administration in the Department until 1953 when he became Professor of Asian Studies at SAIS, where he has been since that time. Dr. Johnstone describes the work of SAIS on page 20 of this issue.

BERNARD RAYMOND, consultant, The American Institute for Foreign Trade, authored "Training Good Neighbors," page 22. He has had long experience in the fields of both trade and education, as a corporation president and executive and as director and associate director of seminars on world affairs. Director, Eastern Field Service, American Foundation for Continuing Education and Director of The American Institute for Foreign Trade from 1962-65.

MARTIN G. HEFLIN, contributor of "Statistics After Six," came to the Foreign Service from the General Electric Company where he was employed as a promotion and publicity specialist and writer. Mr. Heflin, now with the office of the Commercial Counselor, Embassy, Tokyo, writes, "Here in Tokyo my wife Sydney helps to satisfy a crying community need for teachers. Her third grade class at St. Mary's International School for Boys comprises 37 children from 16 countries. Martin Hays, our guitar-thumping eight-year-old, Stephanie Anne, our eleven-year-old balletomane, and Tobias, our not-quite-housebroken dachshund pup, complete the fire-side scene. Weather permitting, we spend whatever free time comes our way on our 26-foot sloop moored on Sagami Bay."

WILLIAM R. CRAWFORD, JR., writes that his "View from Outside" came out of the year he has just spent on senior training as a Woodrow Wilson Fellow in Public and International Affairs at Princeton. He says, "The article is intended to reflect not my opinions but those of a representative group of faculty and students at Princeton regarding the Foreign Service, the State Department and aspects of foreign policy." Mr. Crawford is now posted as DCM to Nicosia.

Our cover artist, STEFAN LOPATKIEWICZ, is the son of FSO and Mrs. Teodor Lopatkiewicz. Stefan has just been awarded his third scholarship from the American Foreign Service Association and will be returning to the University of Virginia for his junior year this month. He was on the Dean's List last year, served as a staff writer for the CAVALIER DAILY and as an AFROTC cadet. Stefan is majoring in international relations and will study law.

JOHN W. TUTHILL, who authored "Francis T. Williamson—Extraordinary Envoy" for this issue, entered the Foreign Service at the age of 29. He states that his main distinction in the

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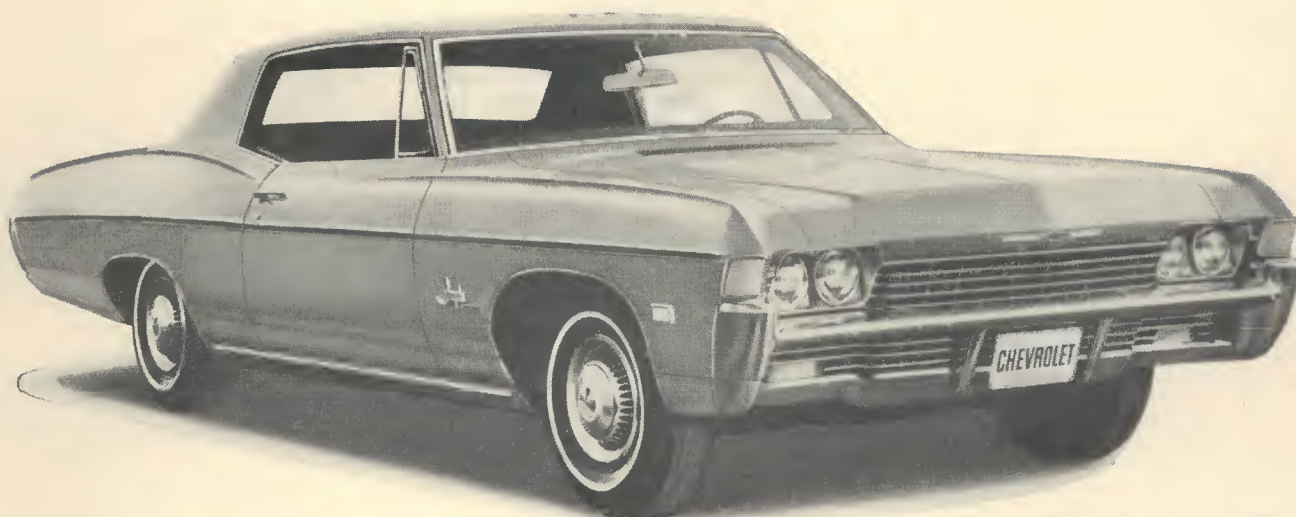
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The JOURNAL also welcomes letters to the editor. Pseudonyms may be used only if the original letter includes the writer's correct name. All letters are subject to condensation.

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Foreign Service is that he has never been exposed to any type of Foreign Service training or schooling with the exception of a three-week struggle with *la belle langue* at Nice before Congressman Rooney eliminated that sweet oasis of learning. His only training came from the likes of Francis Williamson and other friends.

Portrait of a Diplomat

IN these troubled times when the American Foreign Service wonders (as always) if it is what it ought to be and if its members are really as good as they're cracked up to be, we have received from an overseas correspondent an unretouched portrait of a Foreign Service officer written by his 7 year-old daughter in second grade. We are told that the portrait is a pretty accurate one, though the little girl did lop a decade off her father's age. Whether the picture presented is of the sort of man the nation needs, we shall leave it to our readers to judge:

My Father

My Father works at the American Embassee. He is in his 20ies. My Father is nice. He like us to clim mountains. He wants us to get fresh air too. he reads me fairytales every night. On Sudaday he likes to sleep. My Father said we might buy a Volkwagan station wagon. My Father went to Sisaly. he saw lots of junk there. he likes old Roman temples. In the car he doses not want us to blow bubbles. My Father plays tennis. My Father likes to talk. He likes to sleep on beaches. My Father likes to play golf. My Father has bin in a hellacopter. My Father does not want to go in cold, cold water. My Father wun a Dictionary in coledge.

The reader may perhaps wonder what sort of consort this splendid fellow has. Fortunately the little girl has done an essay on her mother, too, as follows:

My Mother

My mother makes dinner evry night. My mother is 24. She does not want us to fight. She has brown eyes and brown hair. My mother made a wax head. My mother is a good cook. She goes to the comasery. My mother gives us comics when we are sik. She sometimes lets me whash the dishes. My mother gives me gum.

These pictures are, of course, incomplete. The little girl has said nothing about her father's drafting ability, nothing about his contacts in the local political world, nothing about the mother as a diplomat's gracious lady (which, incidentally, she is, in addition to being a gum-provider). And yet, in a sphere outside the official, these two little essays strike us as rather good efficiency reports.



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Admiral Raphael Semmes

This affair and the questions raised in the last paragraph of Laureus Clark Seelye's letter are dealt with by the late Admiral Raphael Semmes of the late Confederate States Navy, captain of the Sumter, in his "Memoirs of Service Afloat," a history of the Sumter and the Alabama. Below is an excerpt from that book.

Admiral Semmes protested to the Government of Morocco and sought the intercession of the British and French all to no avail. His paymaster was treated as a prisoner of war and later paroled. The fate of the former Consul at Cadiz is not revealed.

KNOX LAMB

Failing with the British Government, as I had done with the merchants of Gibraltar, to obtain a supply of coal, I next dispatched my paymaster for Cadiz, with instructions to

Re: Diplomatic Fracas in Tangier—1862 Style

purchase in that port, and ship the article around to me. A Mr. Tunstall, who had been the United States Consul at Cadiz, before the war, was then in Gibraltar, and at his request, I sent him along with the paymaster. They embarked on board a small French steamer plying between some of the Mediterranean ports, and Cadiz. Tangier, a small Moorish town on the opposite side of the Strait of Gibraltar, lies in the route, and the steamer stopped there for a few hours to land and receive passengers, and to put off, and take on freight. Messrs. Myers and Tunstall, during this delay, went up into the town, to take a walk, and as they were returning, were set upon by a guard of Moorish soldiers, and made prisoners! Upon demanding an explanation, they were informed that they had been arrested upon a requisition of the United States Consul, resident in that town.

By special treaties between the Christian powers, and the Moorish and other non-Christian powers on the borders of the Mediterranean, it is provided that the consuls of the different Christian powers shall have jurisdiction, both civil and criminal, over their respective citizens. It was under such a treaty between the United States and Morocco, that the United States Consul had demanded the arrest of Messrs. Myers and Tunstall, as citizens of the United States, alleging that they had committed high crimes against the said States, on the high seas! The ignorant Moorish officials know nothing, and cared

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that has been
written about the
State Department
is peanuts."***

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nothing, about the laws of nations; nor did they puzzle their small brains with what was going on, on the American continent. All they knew was, that one "Christian dog" had demanded other "Christian dogs," as his prisoners, and troops were sent to the Consul, to enable him to make the arrest as a matter of course.

The Consul, hoping to recommend himself to the mad populace of the United States, who were just then denouncing the *Sumter* as a "pirate," and howling for the blood of all embarked on board of her,—with as little brains as their Moorish allies,—acted like the brute he was, took the prisoners to his consular residence, ironed them heavily, and kept them in close confinement! He guarded them as he would the apple of his eye, for had he not a prize which might make him Consul for life at Tangier? Alas for human hopes! I have since learned that he was kicked out of his place, to make room for another *Sans Culotte*, even more hungry, and more "truly loil" than himself.

Intelligence of the rich prizes which he had made, having been conveyed by the Consul, to the commanding United States naval officer, in the Bay of Algeiras, which bay had by this time become a regular naval station of the enemy, that officer, instead of releasing the prisoners at once, as he should have done, on every principle of honor, if not out of regard for the laws of nations, which he was bound to respect and obey, sent the sailing bark *Ino*, one of his armed vessels, to Tangier, which received the prisoners on board, and brought them over to Algeiras—the doughty Consul accompanying them.

There was great rejoicing on board the Yankee ships of war, in that Spanish port, when the Consul and his prisoners arrived. They had blockaded the *Sumter* in the Mississippi, they had blockaded her in Martinique, they had chased her

hither and thither; Wilkes, Porter, and Palmer, had all been in pursuit of her, but they had all been baffled. At last, the little Tangier Consul appears upon the scene, and waylaying, not the *Sumter*, but her paymaster, unarmed, and unsuspecting of Yankee fraud, and Yankee trickery, captures him in the streets of a Moorish town, and hurries him over to Algeiras, ironed like a felon, and delivers him to Captain Craven, of the United States Navy, who receives the prisoner, irons and all, and applauds the act!

In a day or two, after the Consul's trophies had been duly exhibited in the Bay of Algeiras; after the rejoicings were over, and lengthy dispatches had been written, announcing the capture to the Washington Government, the *Ino* sets sail for Cadiz, and there transfers her prisoners to a merchant-ship, called the *Harvest Home*, bound for the goodly port of Boston.

The prisoners were gentlemen,—one of them had been an officer of the Federal Navy, and the other a Consul,—but this did not deter the master of the Yankee merchant-ship from practising upon them the cruelty and malignity of a cowardly nature. His first act was to shave the heads of his prisoners, and his second, to put them in close confinement, still ironed though there was no possibility of their escape. The captain of the *Ino*, or of the *Harvest Home*, I am not sure which,—they may settle it between them,—robbed my paymaster of his watch, so as not to be behindhand with their countrymen on the land, who were just then beginning to practise the art of watch and spoon stealing, in which, under the lead of illustrious chiefs, they soon afterward became adepts. I blush, as an American, to be called upon to record such transactions. It were well for the American name, if they could be buried a thousand fathoms deep, and along with them the perpetrators. ■

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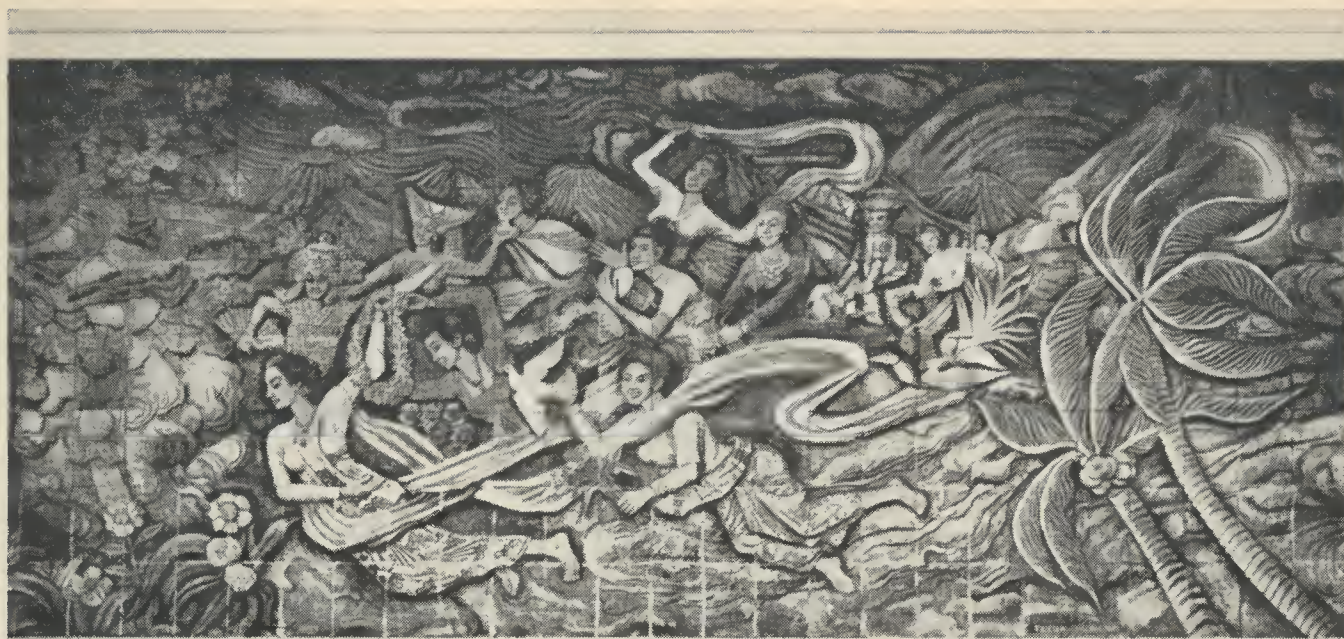
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THE Morehead Awards

JOAN PAGE

THE largest and most lucrative scholarship program for undergraduates in American colleges today is the work of a one-time United States Minister to Sweden.

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The founder of this educational bonanza, the late John Motley Morehead, headed our legation in Sweden from 1930 to 1933. The money for the Foundation, which is now valued at more than \$30 million, derived from Mr. Morehead's fortune built up over a long career as an executive of Union Carbide.

His motive was to attract to Chapel Hill the "cream of the crop" of the Nation's high school boys and thereby enhance the prestige of Mr. Morehead's beloved alma mater. John Motley Morehead was unabashedly elitist. He was convinced that "ten percent of the people do the thinking for the entire 100 percent." Yet the informal guidance he left for the distribution of his exceptional munificence deliberately plays down the element of scholarship.

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John Motley Morehead is shown with a group of Morehead Scholarship winners.

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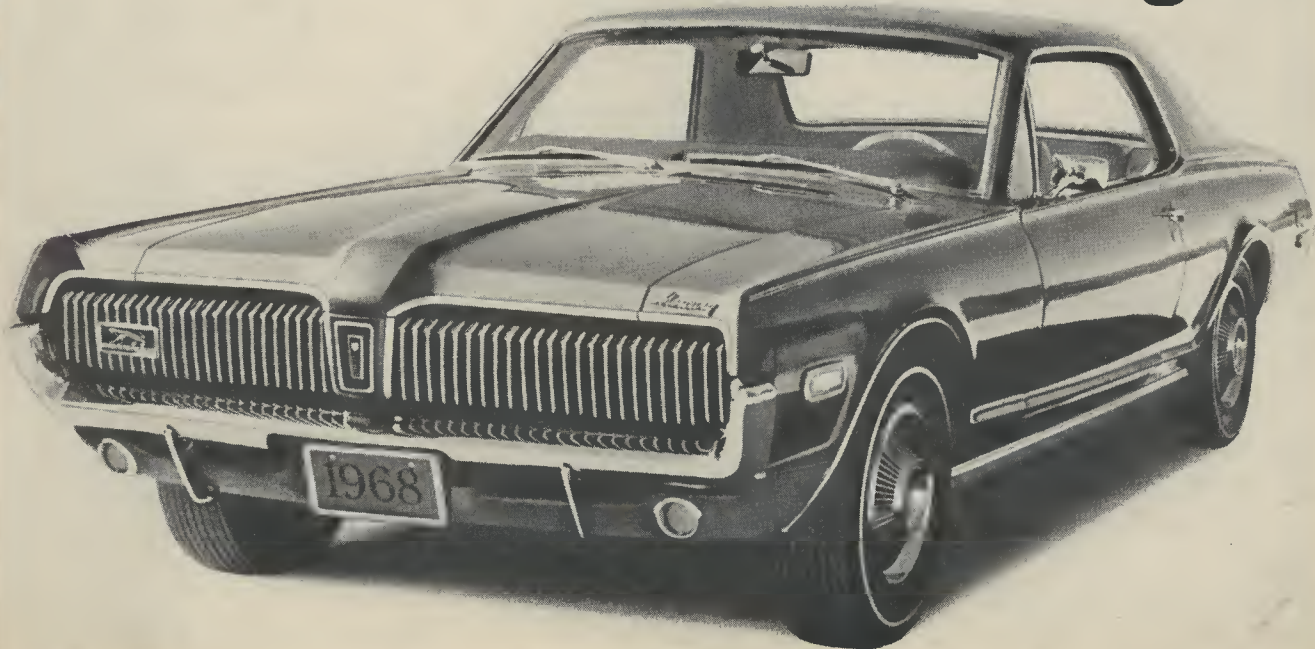
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INDEX TO ADVERTISERS—SEPTEMBER, 1968

American President Lines	5	Mutual of Omaha	53
Barrett, James W., & Co.	4	Nemet Auto International	4
Cover III and	56	National Distillers	7
Beam, James B., Distilling Co.	15	Park Central Hotel	49
J. F. Begg, Inc.	51	Phillips, Frank S., Inc.	14
Beverly Apartments, The	50	Radin, Rhea, Real Estate	49
Brand Export	46	Restaurant Directory	51
Calvert School, The	14	Reynolds, R. J., Tobacco Co.	
Columbia Plaza	50	Cover IV	
deSibour, J. Blaise, & Co.	12	Riggs National Bank	16
Electric Shaver Shops	51	Sanderson, T. C., of Virginia	48
First National City Bank of N.Y.	9	Schwarz, Francois, Inc.	55
Ford International	11	Security Storage Co.	8
General Business Services, Inc.	47	Service Investment	10
General Electronics	50	Smith's Transfer & Storage	14
General Motors Corp.	3	State Dept. Federal Credit Union	10
Haight & Co.	50	Stuart & Maury, Inc.	48
Hicks Realty Co.	12	Town & Country Properties	48
Houghton, A. C., & Sons	49	Union Trust Co.	6
Key, Francis Scott, Apt. Hotel	49	Western Pharmacy	48
Marine Military Academy	14	World Publishing Co.	6



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YELLOW

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Chrome, ochre, butter, mustard,

A marsh of marigolds, pancake flowers,

Powdering goldenrod: the yolks

Of marguerites.

Lemon lilies, when dust turns dusk in hot July,

A fence of tapers; sea-moon primroses;

All sorts are yellow—chicks and jackets,

Hammers and apricots.

Laburnum is a firework's fall,

Mimosa a soft south.

Come splashing on the canvas,

Come lights and darks, all shades of gold that glows,

Crocus in candle cup, banana tree;

Queens of the summer moor, broom, furze, and gorse,

Sulphur carnations, zanzibars of scent.

The all-too-sweet of honeysuckle,

The harsh chrysanthemum.

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Gold in the leaf says only a farewell.

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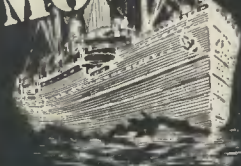
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SOME PROFESSIONAL EDUCATION FOR INTERNATIONAL AFFAIRS

RICHARD H. ULLMAN

*Acting Director, Graduate Program
Woodrow Wilson School*

WHY should an able college graduate aiming at a career in international affairs spend two additional years pursuing further education in a program like that offered by Princeton University's Woodrow Wilson School of Public and International Affairs or any of half a dozen other institutions with roughly comparable aims? Unquestionably, the graduates of these programs (which usually lead to some sort of masters degree) find it far more easy to gain a place in a Government agency or with an international organization than do candidates with no more than a baccalaureate degree. Yet to some extent—perhaps to a considerable extent—their success is due to what might be called the factor of prior selection: the mere fact that they have gained admission to a highly competitive graduate school predisposes selection boards in their favor. It stamps them, so to speak, as Grade-A Beef. Confronted with a large field of able candidates, those who make selections naturally find themselves seeking every means possible to simplify their task. And it is easier to ratify someone else's decision than to make one oneself. Clearly this is not the whole story. Institutions like the Woodrow Wilson School provide an invaluable service by themselves recruiting men and women, many from underprivileged circumstances, who otherwise would never have considered a career in public affairs. But the factor of prior selection is nevertheless an important one.

Aside, then, from selection, what do these graduate programs offer? Is there any process which takes place *within a university* which can meaningfully be described (as university catalogues often do) as "professional education" for a career in international affairs? Does the scholar have anything to say to the would-be practitioner which is relevant outside of its mere informational value? Information is obviously useful. But information can be imparted in many ways—some of them, such as briefings from experienced practitioners, undoubtedly more efficient than graduate study in a university. If the university only (or primarily) imparts information, it does not really

earn its keep, or its right to two years of a would-be practitioner's time, Grade-A Beef reasons aside. He would be better advised to go directly into his future career, if he can win a place in it, and acquire the necessary tools of his trade through in-service training, on-the-job apprenticeship, and evening reading. A decade later he might even find himself two years further up the bureaucratic ladder than his college classmate who chose to attend graduate school.

This is, in fact, a real dilemma. Universities today are holding companies for largely separate corporations of scholars organized under disciplinary labels. There has been a steady and continuous growth in the power of separate disciplines to organize and explain bodies of phenomena according to the modes of analysis appropriate to each discipline. This trend has accelerated over the last decade or so, and it has characterized every branch of scholarship. Especially has it been characteristic

of the social sciences, which are the disciplines of greatest concern to the would-be practitioner of international affairs. Yet while the interests of the social science disciplines and those of the future public servant to some degree overlap, to a great degree they diverge.

As academic social scientists have sought to move their disciplines in the direction of the natural sciences—towards overarching classificatory schemes and towards very general explanatory theories—their concerns have diverged from those of the policy maker. The social scientist is preoccupied with explaining why things are as they are. To do so he searches for uniformities and for general tendencies. The policy maker is also interested in knowing why things are usually the way they are, but frequently his principal interest is in knowing how to change them. In such cases knowledge of the typical is no guide for action. What the policy maker most needs, and what his graduate education should give him, is help in making *better* policy choices. Social change often involves *atypical* outcomes. The policy maker is usually constrained to making changes at the margins, which involves recognizing the limits of choice, establishing criteria for choosing within those limits, and selecting instrumental means for producing change. Particularly in these latter respects the social sciences, in their concern with the typical and the general, have thus far failed to give him important assistance. Moreover, within the social sciences themselves much creative energy is devoted to methodological questions—*how*, for example, to develop classificatory schemes or explanatory theories. To the extent that methodological controversies preoccupy the social scientist, and thereby reduce the amount of attention he can give to policy questions, his activities will strike the practitioner as arcane, and as irrelevant to his own concerns.

This divergence between the concerns of the academic discipline and those of the practitioner is perhaps greatest in the area of international political relationships. Theory-building in all of the social sciences is still primitive compared to any of the natural sciences, but theorists of in-

ternational politics have had less success than their colleagues who are concerned with domestic politics or, in particular, with economics, in developing theories which explain why things are as they are, or which offer predictions of future patterns. To the practitioner in international affairs who seeks help in making policy decisions the study of contemporary theoretical approaches to international politics has many of the attributes of collecting stamps: he may say to himself, "My, what an interesting theory," much as he would say "My, what a handsome stamp," but it is not much of an exaggeration to say that the former requires a taste for theory just as the latter requires a taste for stamps.

If the discipline of political science seems to offer the would-be practitioner this form of stamp collection, graduate schools of international affairs tend to offer him another: *facts*. "Regional" or "area" studies, diplomatic history, courses in the workings of international institutions—all abound in facts. Their study will prove more enjoyable to many than the more intellectually demanding study of theory. Their mastery will invariably imbue a student with the feeling of a job well done, like painting a house or climbing a mountain. But unless they are organized around *some* theoretical constructs they are likely to remain handsome stamps, interesting in themselves but of relatively little use to the would-be practitioner. Moreover, it is desirable that these theoretical constructs should be explicit, rather than implicit: the student (and his teacher) should be forced to articulate the premises behind the world view which attaches greater importance to one fact or set of facts than to another.

WHAT I have described here, of course, are our old friends, Scylla and Charybdis. That we can locate them on a chart does not, however, mean that we can plot a course between them. The vexing question of how one puts together a curriculum for future practitioners in international affairs is a constant preoccupation for those of us who teach in the graduate program of the Woodrow Wilson School. In general, when it has to choose, the School veers nearer the Scylla of theory than the Charybdis of fact. The connecting thread which runs through the entire curriculum—domestic and international—is a focus on methods of analysis, of evaluation, and of the development of decision rules for the solution of policy problems. Consequently there is a somewhat greater

emphasis on theory of all sorts, and especially on methods of comparison, than in roughly similar graduate programs in other universities.

This focus on comparison is reflected in the fact that the School offers no programs in regional or area studies. Instead there are seminars which compare political systems, social structures, patterns of economic development, manpower policies, styles of foreign policy making, urban development, variants of communist regime—to name only a few. Underlying this emphasis on comparison and the drawing of explanatory propositions is the premise that it is a better use of the School's resources, and a student's time, to equip him to ask the right sort of questions about any society than to steep him in the culture of one.

Alongside a concern for comparison and for theory is a much greater emphasis on economics, and on economic analysis, than is the case at most other similar graduate schools. Every student in the two year M.P.A. program is required either to demonstrate proficiency in economics upon entry, or else to spend a significant portion of his first year taking an intensive course which exposes him at some depth to rigorous economic analysis. He will also find that two of the four fields of concentration offered by the School, "economics and public policy" and "modernization and economic development," have economics as their core concern, and that the other two, "international relations" and "urban affairs and social policy," employ concepts from economics, such as those of cost-benefit analysis, more than from any other single discipline. This is a reflection of the central role of what are essentially economic models in the systematic analysis of problems of public policy, and a reflection, as well, of the relatively underdeveloped state of theorizing in other social science disciplines.

By contrast, however, for some years the School has offered no seminar of its own in theories of international relations. Students who have felt a need to add this particular line of stamps to their collection have been forced to find it among the graduate seminars offered by the University's Department of Politics. Those who have done so have come away impressed once again with the gulf between their own policy-oriented concerns and those of their peers pursuing Ph.D.'s in political science and a career of teaching and research. Yet many of their Woodrow Wilson School classmates,

also concentrating in international relations, who have confined themselves to the School's own seminars in subjects such as American foreign policy, the international legal order, the history of recent international affairs, the operations of international organizations, and the role of military power in international affairs (once again to name only a few), have felt acutely the lack of any over-arching theoretical framework with which to tie together these disparate bodies of factual information and subordinate generalizations. The School faculty members who teach international relations are now making a concerted effort to devise such a "framework" course which will have among its explicit purposes the bridging of the gap between the concerns of the academic political scientist and those of the practitioner in international affairs.

One of its aims will almost certainly be to make explicit the already-present implicit distinction between the study of international relations (i.e., the transactions and interactions of communities organized as nation-states) and the study of the ways in which individual nation-states formulate and conduct their foreign policies. The would-be practitioner in international affairs must be aware of these separate processes and of their relationship to each other—the ways in which his policy choices and the environment in which they are made will be affected by and at the same time affect the interactions of the international community as a whole. But he must also be aware of the functional similarity between the making of foreign policy (and the bureaucratic politics associated with it) and the making of any other sorts of policy within his domestic political community.

Indeed, another characteristic of the Woodrow Wilson School which distinguishes it from other postgraduate schools of international affairs is an emphasis, throughout its curriculum, on the *politics* of policy making—the processes whereby conflicting interests and preferences are resolved, whether within the legislative arena or within (and among) bureaucratic organizations. One way to sensitize a student to political processes is through gaming and role playing. Every degree candidate in the School is required to spend a considerable part of the first semester of his first year enrolled in a "policy conference" in which three different role-playing exercises are conducted, each one lasting roughly a month; there are occasional other, less lengthy, role playing

exercises during the rest of the academic year.

Although the politics of foreign-policy making are in large respects similar to those involved in the making of other sorts of public policy, we have learned that they are much more difficult to simulate than the political processes of domestic-policy making. Primarily, this difficulty arises from the very great problem of generating realistic informational inputs for "international" exercises. Because "real world" information concerning the international questions that would most excite a student is nearly always classified, and therefore unavailable, it must be artificially generated—a demanding, time-consuming task. In the autumn of 1968, for example, students will be asked to constitute themselves as the Presidium and as other politically important groups within the USSR in order to decide upon the coming year's Soviet defense budget (and to assess, so far as it is relevant, the dimensions of the "American threat"); in this exercise, virtually all informational inputs will be generated by the instructors. Other exercises, by contrast, will be concerned with urban problems of the New York Metropolitan region. In them, all information will be "real world," readily available on field trips from Princeton. They will be "domestic," but the insights they provide will be nearly equally relevant to would-be practitioners of international affairs.

IT is not simply "process" which tends to link domestic and international questions in the minds of

Woodrow Wilson School students, but "substance" as well. They perceive important functional similarities between urban-ghetto-black community problems in the United States and development problems abroad. And they see themselves pursuing professional careers which will involve them with both worlds. A graduate may spend two or three years working as special assistant to a big-city mayor, then go to India as a Ford Foundation representative, and come back to the United States to take a position with the Office of Economic Opportunity in Washington. Another may reverse the pattern, beginning with a development job abroad, returning for one at home, and then going abroad once again.

Common to both of these two hypothetical but in fact rather typical examples, it may be noted, is not only a tendency to view the domestic and the international sectors as continuous, rather than as separate, but also a very unhypothetical and quite widespread distaste for the unpromising nature of the usual sort of careers held out to them by the Foreign Service and by most of the other foreign affairs agencies of the Federal Government. The Foreign Service, which emphasizes entry at an early age and slow progress up a career ladder on which real responsibility and power may come, if at all, only after perhaps two decades in which up to half a man's assignments may not be ones he would himself have chosen, fills the bright, ambitious student with foreboding. He seeks not a "career" in the usual sense, but

rather a challenging initial job with good prospects of rapid advancement—and, for many, advancement should ideally be combined with mobility as well.

The other large foreign affairs agencies, AID and the CIA, appear no more promising. Recent Woodrow Wilson School graduates report that AID presented to them a facade every bit as monolithic as the Foreign Service, with an application and placement process that seemed even less willing to make use of their particular talents and interests. The CIA fails to attract School graduate students for different reasons. Its secrecy is too great a barrier. Although it can promise (and, in fact, deliver) to a junior officer some exceptionally interesting and challenging assignments, students are unwilling to accept such a fact on faith. Moreover, to them the Agency stands as a symbol of those aspects of America's international involvements which they regard as most misguided. No Woodrow Wilson School M.P.A. of recent years has taken a job at Langley.

These, of course, are the relatively large Federal international affairs agencies. Students still look upon the Bureau of the Budget, on its international or domestic side, as a place where a young man gets a lot of responsibility quickly and from which, after a few years, he may advantageously transfer to a line agency or to other quite different employment. The Office of the Secretary of Defense, particularly in Systems Analysis or International Security Affairs, offers an able young

North side and main entrance of the Woodrow Wilson School of Public and International Affairs, Princeton University. The building, dedicated in 1966, is by the noted architect, Minoru Yamasaki.



person work which is usually considerably more interesting, with much less bureaucratic oppressiveness, than he can find, by and large, in early Foreign Service posts. The international financial institutions—the IMF, the IBRD, and their offshoots—appear much the same, as do the private foundations with heavy involvements in developmental or educational work abroad. In all of these smaller organizations, governmental and non-governmental, there is considerable interest among Woodrow Wilson School graduate students.

Common to them all—and even more common to the domestic programs, Federal, state, and local, which suddenly, in the 1960s, became so attractive to young professionals—are opportunities affording significant early responsibility, a considerable feeling of “action,” and relatively high career risk. But career risk, as opposed to the security of an established hierarchical bureaucracy, is shrugged aside or perhaps even welcomed by such students. That they should ever want for opportunities, as their parents might have done, seems to them so improbable as to be unworthy of prudential action. The Woodrow Wilson School’s most serious competitors for able applicants are the Harvard and Yale Law Schools. Some, admitted by all three, deliberately turn their backs on a “safe” career by choosing Princeton. For them the Foreign Service is the public affairs equivalent of a large St. Louis law firm, but one with most of the same penalties and none of the financial rewards.

THE fault—one may presumptuously but at the same time confidently say—lies in Washington, not Princeton. There is little the Woodrow Wilson School can do, short of deliberately denying admission to its brightest and liveliest applicants, to ensure that a higher proportion of its M.P.A.’s seek initial employment within the foreign affairs establishment. Part of the problem, it is only fair to note, is congenital, and therefore not subject to remedy: the foreign affairs establishment is of necessity concentrated and hierarchical. Within it, by contrast with the domestic scene, are few, not many, centers of power. Yet one cannot help but feel that it can do much more than it now does to attract the most able and imaginative people interested in public affairs.

One aspect of the problem is merely cosmetic: the foreign affairs establishment should wear a prettier face. This does not mean briefings,

brochures, and film strips from Public Affairs, but a greater effort to convey a real sense of what it is actually like to work within an agency. For students concentrating in domestic affairs, the Woodrow Wilson School has worked out a carefully coordinated program of work-study, in which those who wish may work part-time during the academic year for a governmental agency in the New York or New Jersey metropolitan area, taking on problems which directly relate to graduate seminars at Princeton. In the international area, due partly to the distance from Washington, similar arrangements have thus far proved impossible.

Summer internships, however, provide much the same experience, provided that the agencies employing summer interns make a greater effort than they now do to make certain that interns are engaged in meaningful work and are not simply used—as many are—for little more than routine, essentially clerical work. This, of course, is no easy task. It takes time for an office staff (or for central administrators) to evaluate a work load and to decide if, and then how, they could keep a short-term outsider productively employed. It also takes money for salaries and overhead costs. In the grand scheme of things this is not much money, but an agency already hardpinched by Congressional committees which specialize in candle ends will not readily make sufficient money available.

The payoffs, however, are great. It is no accident that the three members of the 1967 M.P.A. class at the Woodrow Wilson School who chose to enter the Foreign Service (three out of a total of 40—and three more, incidentally, than in the previous year’s class) all served as summer interns within the Department of State during or after college and then served again as interns at American posts overseas during the summer between their two graduate years at Princeton. (The overseas internship plan, it should be noted, is the result of an arrangement originally negotiated between the Woodrow Wilson School and the Foreign Service, but implemented so that anyone who has previously served an internship in the Department is eligible for consideration.) All three, during both their Washington and their overseas internships, had remarkably interesting assignments; by contrast, some of their most talented fellow students were steered away from the Foreign Service as a result of previous dull internships in Washington.

Yet internships, of course, are only

a form of cosmetic: they may lead a man into a government agency, but they cannot induce him to stay. One of the three interns mentioned above was told by Foreign Service officers at his overseas summer post that he could not reasonably expect as interesting and challenging work as he was then doing (and doing capably, in place of an officer on leave) during the initial six to ten years of a normal Service career. Not in his first regular assignment as an officer he is learning that they were not exaggerating.

His salvation, and that of his fellow junior officers, might conceivably come if the current reduction in overseas manning due to balance-of-payments pressures were ruthlessly carried much further than it has yet gone, or under present plans, is likely to go. Few within the foreign affairs establishment have time on their hands. But many are wastefully employed at tasks which result primarily in the generation of unnecessary work for others, producing studies and reports which will never be read.

The foreign affairs establishment should reduce its numbers. It should also make simpler, and at the same time more widespread, the process of moving from one form of employment to another—including not only transfer from one international affairs agency to another, but also between international and domestic agencies (Federal and non-Federal)—and then, perhaps, return to the parent agency. An able young person aiming at a public affairs career should be able as a matter of course to look forward to one spent in a variety of contexts, governmental and non-governmental. And he should be rewarded, rather than penalized, for preferring unconventional routes of advancement to a steady climb up a single agency’s career ladder.

Suggestions of this sort are easy to make. Obviously they are far from easy to implement. Those in charge of any bureaucratic organization will find reasons—often good, sound reasons—for not taking steps that would complicate their own duties and perhaps also introduce elements of uncertainty and risk into the system they administer. But if the thinking of students at the Woodrow Wilson School—a graduate institution wholly devoted to professional training for the public service—is at all typical, and surely it is, the international affairs community will continue to receive less than its share of the most able and committed young people of this country. One wonders whether it can afford to do without them. ■

TRAINING

in International Affairs

WILLIAM C. JOHNSTONE

LIKE most agencies and institutions in Washington, the School of Advanced International Studies of the Johns Hopkins University is better known by its initials, SAIS. Founded in 1943 for the specific purpose of training young people for careers in international affairs, it became affiliated with the Johns Hopkins University in 1950 as the University's graduate school of international affairs. The location of SAIS in Washington, even though its parent institution is in Baltimore, has been an advantage to its students and a necessity for its faculty, all of whom are concerned with the unfolding day-to-day events of the world as seen from the nation's capital.

The founders of the School, led by Christian A. Herter and a small group of associates, anticipated a postwar need for specialists in international affairs with advanced training in international politics, law, diplomacy and area studies to enable them to cope with the new and complex postwar world. Although the program of the School has changed and expanded since 1943, certain basic objectives and standards have been adhered to consistently.

First, SAIS was designed to provide training for a small number of highly qualified college graduates who had undertaken work in history, diplomacy, international relations and international economics as undergraduates. Although the School's enrollment has increased appreciably since its founding, the size of each class has been intentionally limited to preserve the unusual student faculty ratio of four to one. From over 600 applicants the Admissions Committee aims for an entering class of 80 first-year graduate students. The continuing emphasis on quality has enabled the School to maintain a cosmopolitan student body representing over 90 colleges and universities around the country, as well as some 20 foreign countries.

A second basic objective was to provide a rigorous but flexible program for students interested in careers in international affairs. To this end, SAIS requires that each student undertake two years of fulltime course work to complete his M.A. degree. Since classes are mainly conducted as seminars, no M.A. thesis is required, but at the end of his two years' work each student must satisfactorily pass an oral examination before a three-member faculty board. The student may choose four fields for this examination, one of which must be international economics. For the other three he may select from American or European diplomacy; international law or international organization; international

politics or comparative government and politics; or a geographic area. Believing that a thorough command of a foreign language is a necessary tool for effective work in the international field, the School requires that each student pass a comprehensive oral and written examination in a foreign language as part of his degree requirement.

The choice of a geographic area for final examination represents a third basic objective of the School's program. It was early decided that the program should be interdisciplinary in character, cutting across the disciplines of economics, history and political science. But it was also decided that students should be able to apply their knowledge of these subjects to a specific geographic area in order to test theories and to understand the relevance of general subjects to the contemporary world. SAIS now offers specialized area courses in Africa, Asia, Europe, Latin America, the Middle East and the Soviet Union. To support this course work and to meet the language needs of the students, the School regularly offers courses in Arabic, French, German, Italian, Portuguese, Russian and Spanish and has arrangements with Washington institutions for students who wish to continue studies in other languages such as Chinese, Japanese, Indonesian, or Hindi-Urdu.

A fourth objective was to develop gradually a Ph.D. program in international affairs, and this has been achieved over the past seven years. Requirements for the doctorate include the passing of comprehensive examinations in five selected fields of international affairs, one of which may be a geographic area of concentration, plus presentation of a satisfactory doctoral dissertation which the candidate must defend orally before a faculty board. Some 20 students are presently in their third graduate year in this program, and an equal number are out of residence doing dissertation research.

These basic objectives of SAIS have been guidelines for the School's program which has naturally expanded over the years. One logical development of the School's objectives was the establishment in 1955 of a center for study and research abroad. The Bologna Center, in Bologna, Italy, is a branch of SAIS with its own faculty, curriculum and an American style of graduate education. The Center offers two graduate level programs: International Studies and American Studies. The latter is open primarily to Europeans, while the former is open also to the American students who comprise slightly more than one-third of the Center's enroll-

ment of 80 students. Most of the American students are enrolled for a degree at SAIS and have chosen Western Europe as their geographic area; they combine a year at the Center with a year in Washington for their M.A.

Another integral part of SAIS has been the Washington Center of Foreign Policy Research whose members engage in studies of the theory and practice of international relations, and conduct research on specific problems of American foreign policy. Most of its staff, as well as a number of visiting research associates, also teach seminars in the School. To further supplement its full-time faculty, SAIS also utilizes the services of part-time lecturers who are involved in the practice of foreign affairs in various government and international agencies.

Over the years many new courses have been added to the curriculum to take account of changing student interests and changing world conditions. These have included seminars in comparative politics, behavioral theories of international relations, military power in international politics, problems of political development, revolutions and internal war in underdeveloped countries, world agricultural development, and demography.

In order to introduce first-year students to the whole field of international affairs, the School instituted its only required course, "The United States in a Changing World Environment," which the students immediately dubbed the "Wide, Wide World" course. Using members of the faculty and outside lecturers, a variety of topics—including problems of cross-cultural communication, demography, the relation of science and technology to foreign policy—are presented to the whole first-year group, which then breaks up into small discussion seminars following the lecture. Last year this required course was reduced to one semester only, and for the second semester those students who wished organized their own seminars and chose their own discussion leaders, bringing in outside consultants on occasion. Topics chosen have included theories of modernization and development, formulation of foreign policy and theories of revolutions.

Apart from the requirement that all M.A. candidates must demonstrate a sound knowledge of international economics and a fluent command of a foreign language, each student is free to develop his own program in consultation with his faculty adviser. Thus a student can avoid duplicating undergraduate courses and can take a combination of courses over two years best suited to his particular interests and career goals.

A recent survey of the employment of SAIS's 1250 graduates showed 31 per cent in government service, with nearly half of these in the Foreign Service. Twenty-two per cent are employed in international business, 9 per cent are with research groups and international organizations, and approximately 16 per cent are involved in teaching or further graduate work. These percentages vary little from year to year, and are an accurate indication of the employment pattern of SAIS alumni.

With this brief background of the kind of training for international affairs offered by SAIS, some general observations may be in order. The writer has been on the SAIS faculty for fifteen years and for the past ten years has been chairman of the Admissions and Financial Aid Committee. Reviewing over 3,000 applications during this period has provided a broader look at the changing interests, backgrounds and career aims of students in international affairs than could be obtained by talking only with the smaller

number of students actually enrolled at the School in any one year.

First, in the 1950s there was a measurable disenchantment among graduate students about a Foreign Service career as a result of McCarthyism. This is well known and needs no elaboration. By 1960, however, a new generation of students knew little of the McCarthy period and the balance was redressed, with more looking towards careers with the Foreign Service, USIA, AID or other government agencies.

Second, compared to the early 1950s, a steadily growing number of students who now apply for graduate work in international affairs have had experience abroad. Fifteen years ago, only about a third or less of SAIS applicants had been overseas, even for a summer. Today, more than two-thirds of our applicants have had overseas experience of one kind or another. The large majority of these students have been actively engaged in a wide variety of specific programs such as Operations Cross-Roads Africa, the Peace Corps, the International Voluntary Services, military service, English-language teaching or research under a Fulbright grant.

The influence of this overseas experience on the attitudes and future plans of more and more young Americans needs to be appreciated. Many, of course, choose careers at home, but those whose appetite for further study of international affairs has been whetted by their overseas experience approach their studies with a pragmatism and a certain amount of healthy skepticism. Many are practical idealists. They are less content with theories than were their predecessors and many tend to be impatient with course requirements that demand the hard thought necessary to analysis of international problems. Yet they are not afraid of long hours and hard work if the subject matter of courses is challenging.

Third, and perhaps the most important observation that can be made, concerns the attitudes of the current upset and uncertain generation of students. Although all SAIS applicants are committed to a life in the international field, over the past three years a growing number of them have expressed uncertainty about the precise career in international affairs they wish to pursue. They usually list Foreign Service, international business or teaching as possible choices; they want to keep their options open. An increasing number want to go on for a Ph.D. even when their first choice is government service, since they realize that this gives them the option of teaching should they not find satisfaction in a government or business career. Many express the hope that they can combine experience in foreign service overseas with a teaching career; this attitude often reflects the fact that they have studied under professors who have served in various capacities overseas during the past fifteen years.

For a great many, there is a reluctance to make the Foreign Service a life-time career. These students are activists with specific goals; they want to be directly involved in significant activities and to see the results of what they do. They are unwilling to become cogs in a bureaucratic machine, which tends to be their image of a government agency. Although students no longer regard Foreign Service officers as "striped pants diplomats" leading lives of intrigue at receptions and cocktail parties, many students interviewed do have an image of the Foreign Service in which the young officer is relegated to a long period of dull work stamping visas or "doing uninteresting commercial reporting" before

(Continued on page 51)

TRAINING "GOOD NEIGHBORS"

BERNARD RAYMOND

THE American Institute for Foreign Trade is different! Situated in the desert country of Arizona near Phoenix, it is an institute committed and dedicated to what may seem a very limited objective. The late Lieutenant General Barton Kyle Yount, wartime Chief of the United States Army Air Force Training Command, cherished dreams of two new educational institutes for our country: one, an Air Force Academy, the other, a school which would prepare the right kind of Americans to represent our country's public and private interests abroad. He did not live to see the reality of our remarkable Air Force Academy but he did have the satisfaction of founding this school in 1946, being its first President, and seeing the first graduates take their places overseas.

General Yount felt that a college on the graduate level which had the specific aims which he enunciated at the time of the founding and which are still the objectives of the college, would do much to change the picture of the American overseas, as it appeared at that time.

The aims of the Institute as they were set down then were:

To prepare students to engage usefully and productively in international commerce.

To provide a source of trained and dedicated personnel for government and service organizations operating internationally.

To foster international understanding by developing constructive, sympathetic and mutually satisfactory business and cultural relations among the peoples of the world.

With this motivation behind it, The American Institute for Foreign Trade obviously has a far greater commitment to training for activities in the international scene than most colleges and universities. As a center with the avowed objective of preparing for service abroad through the study of the customs and problems of the various areas of the world, the use and understanding of foreign languages, and training in the fundamentals of International Commerce,



Aerial View

it goes far beyond what is usually available in an interdisciplinary curriculum in most educational institutions.

The structuring of the curriculum is not the result of a theoretical set of conditions and problems to be resolved, but derives primarily from the judgments and recommendations of outstanding executives of American organizations having substantial interests overseas. When the Institute was originally founded over 20 years ago, the first step that was taken in formulating the curriculum was to seek the advice and counsel of men intimately aware of the problems faced abroad by American organizations, business and industrial, social, and government.

Much valued advice was received from the United States Office of Education, from many others in the field of education, from other government agencies, and from some 30 leading corporations and financial houses who freely discussed their world-wide personnel problems and the kinds of educational background training considered most desirable. The constant emphasis is toward preparation for becoming part of the life of nations overseas to which they may be assigned.

The curriculum which has evolved as a result of these objectives is divided into three sections, and has since undergone no vital structural change: on the basis of a previous college degree, Institute students receive intensive training in the practical techniques of international commerce, in the active speaking command of at least one major foreign language, and a knowledge of select-

ed world areas and their peoples.

The founders' advisors corroborated their belief that the strongest kind of international understanding comes about when goods and services are actively exchanged and the peoples of different countries meet on the common ground of amicable business and personal relations. Under these conditions, every person whose work brings him into contact with foreign people carries important responsibilities which reflect on his own nation and its position in the world.

It seemed to the founders, therefore, that men and women planning to enter world trade or the foreign service must have a specialized education, and that a school devoted exclusively to providing such backgrounds would be making a significant contribution to world stability.

Over the years, students have enrolled for graduate work at The American Institute for Foreign Trade from every state and 47 foreign countries. They have enrolled from 874 colleges and universities in the United States, and from 189 colleges and universities abroad. Of special interest is the fact that 175 graduates as of now are actually in Government service.

On July 1, 1963, The American Institute for Foreign Trade affiliated with the American Management Association. The AMA has more than 42,000 members representing practically every large and medium-sized business concern in the country. This was a step which has had the greatest significance for The American Institute for Foreign Trade and was a positive recognition by the AMA of the value and importance of specialized training in the field of world business. The direct contact with leaders of American life with an interest in the work being done on the Thunderbird Campus has led to even greater interest in the graduates of AIFT and is resulting in more concerns providing posts for alumni, as well as sending members of their staffs to the Institute for training.

The faculty of the Institute is rather unusual. Language instruction except for fundamentals of grammar

is given entirely by nationals of the language under study. Conversation classes are limited to eight students and the very latest aural-oral methods of teaching foreign languages are employed. The faculty of the International Commerce Division consists of men who not only have had academic training, but unusual and long-time experience overseas as managing executives for large American concerns and organizations. The Area Studies are conducted entirely by men who have either earned their doctorates or are presently candidates, and have all lived many years in the areas involved and know the cultures of the countries concerned.

While at the Institute all students have an opportunity to hear a wide range of speakers, including many honorary lecturers, among whom are: Former Ambassadors Lewis Douglas, Robert C. Hill, and Clare Boothe Luce; The Honorable Dr. Tran Van Chuong, former Ambassador to the United States from South Vietnam; His Excellency Robert R. Alemann, Former Ambassador of the Argentine Republic, and The Honorable Barry Goldwater, former United States Senator, and a host of others who have made their mark in the international field.

In addition to its regular courses, the Institute has a special program created for executives assigned abroad who cannot be separated from their responsibilities for long periods. An intensive orientation program, drastically curtailed in time, is required for them. To meet this need, the Institute in 1951 inaugurated the Key Man Courses, which by April 1, 1968 had been given to 86 separate groups, with over 350 men and 175 wives participating in this training. As in the regular course, the wives of the men enrolled may—and it is recommended—enroll with their husbands. The value of training the wives in language and area studies cannot be stressed too emphatically. The maximum number of trainees permitted to enroll in one course is eight.

During six weeks of concentrated study at the Institute, a sound and broad base is created for a facility in the language to be used immediately upon their arrival overseas. Along with the language proficiency, an understanding and knowledge is imparted of the life and business of the people with whom they will be working abroad. Comments received from men and women who have completed the course continue to demonstrate to their companies and to the Institute the enduring value of this intensive training.

The performance of the Institute's graduates has justified the vision of the founders and the efforts of the faculty and staff across two decades of progress. The number of those successfully living and working overseas at any one time approaches 2000 in 92 countries and territories. They are to be found in all lines of American international endeavor, and at all levels, from trainees to the heads of foreign subsidiaries. At least an equal number are undergoing their employers' final domestic training before first foreign assignment. Many of the rest are discharging responsibilities in the domestic and supporting phases of international commerce.

The wording of the President's "E" Award, which was granted to AIFT in 1965, perhaps best expresses the position that the Institute holds in the field of special preparation for foreign service. The Citation reads:

"The American Institute for Foreign Trade has taken a significant lead in preparing graduate students for careers in international business. The Institute's unique curriculum is constantly expanded and updated to meet political and commercial developments here and abroad: Its Key Man courses, designed for management executives, provide a broad, realistic foundation for future decisions in international commerce. The faculty cooperates with organizations interested in international trade and participates in public and semi-public meetings concerned with world commerce. The accomplishments of the American Institute for Foreign Trade toward providing America's world business with selected, well motivated, and properly trained personnel reflect credit on the faculty and curriculum planning, and constitute substantial contributions to the nation's ability to compete successfully in international trade."

The President of the Institute, Arthur L. Peterson, has said: "Perhaps the greatest single influence that the Institute has had on Americans going abroad from AIFT is the fact that they are sympathetic in outlook toward the country to which they are being assigned; that they understand that the nationals of these countries are their hosts and are to be respected; that they make no attempt to force their views or make invidious comparisons with their methods of handling situations with those of the nation to which they have been as-

signed, and above all, they realize that while the United States is strong and powerful, it is not our objective to impress our methods and ideals upon their countries but rather, in every way, to cooperate and assist." This, then, is the ideal held before the graduates and it is the hope of the Institute that our representatives abroad will make for a finer image of the American abroad and that we may be considered everywhere as a "good neighbor." ■



Placement Interview



Outdoor Conversation Class



Language Laboratory

A VIEW FROM OUTSIDE

WILLIAM R. CRAWFORD, JR.

FUNDAMENTAL changes have taken place in the attitudes of American intellectuals toward the Foreign Service, the Department of State, and United States' foreign policies. At least so it seems if one compares the principal trends of thought on American campuses ten years or so ago with those of the present.

If we in the Department of State who make foreign affairs our lifework ignore those changed attitudes—which does not mean that we must in all instances accept their validity or despair of moderating them—we risk becoming (even more) the odd-men-out in the policy formulation process.

The following observations of attitude changes come from a year spent on the "outside" as a Fellow in Public and International Affairs at Princeton University's Woodrow Wilson School. It is not asserted that these attitudes are shared by every professor and every student; nor are they particular to any individual. Rather, they represent a synthesis distilled from a year's course work, reading and conversations with a wide range of teachers and students.

Attitudes toward the Foreign Service

Sadly, one of the most striking impressions of a year "outside" is that few of the very best undergraduate and graduate students specializing in international, political or economic affairs are currently attracted by a career in the Foreign Service.

Why?

Rightly or wrongly, the belief has grown that the Foreign Service is conservative in its career advancement policies, that it offers scope for real play of imaginative thought and for significant influence only at upper middle and senior levels, that is to say, only after a waiting or training (drudge) period of at least ten years in most cases. Exceptions can be cited and statistics advanced to show that this is not or need not be the case for exceptional officers. Nevertheless, this is the story usually heard by college seniors and graduate students, most persuasively from their often disgruntled peers who joined the Foreign Service a year or two before. The "best" of those tentatively interested in the Foreign Service will acknowledge that a young officer may with luck occasionally find himself in a job as fascinating and responsible as any to be had in any walk of life. But to the young man or woman about to make his or her fateful career decision, the chances of such a happy outcome just do not appear good enough when compared to other opportunities in the overseas field which seem to offer immediate prospect of influencing some significant executive and decision-making process. Here it should be stressed that what is sought is the opportunity to *influence* those in authority, not titled executive positions *per se*. It is understood that almost any career requires some waiting period in this latter respect. The comparisons made, to provide some factual examples drawn from jobs offered this year's graduates of the Woodrow Wilson School's two-year Master's degree program, are with such organizations as the Ford Foundation, IBRD, EEC, UN, private development research concerns, banks, and even other US Government

agencies. Frequently, these are the kind of specific choices put before the student after he has taken and passed the Foreign Service examinations.

The cold-eyed pragmatic comparison which the member of the much sought-after "best" group makes is that in the Foreign Service he could not expect a position of influence comparable to that which he can have with these organizations immediately upon graduation until reaching roughly the FSO-4 level. Today's "best" is not about to wait and sees little reason for doing so when so many other opportunities are presented.

Salary is another factor. Regardless of what calculations we may offer favorably comparing Foreign Service entering salaries with average beginning pay in competitive careers, the "best" determines, again in the pragmatic way characteristic of his generation, that he can better what the Foreign Service offers by about \$2,000 in almost any of the other opportunities mentioned since, regardless of averages, these other organizations seem flexible enough to pay the premium sometimes necessary to attract the outstanding graduate.*

Career advancement policies and salary aside, there are other, vaguer "disincentives" to choosing a Foreign Service career in the minds of students and their teachers. There is the lack of sympathy for certain particular ingredients of current foreign policy. But there is also the belief that success in other careers in the international field does not exclude and may actually be the quickest route to later entry into high level foreign affairs positions with the government. Finally, it is widely thought that to get ahead in the Foreign Service one must be a conformist, and conformism is not a characteristic of the elite of today's student generation.

These attitudes toward a Foreign Service career among students and faculty must not be exaggerated. Side by side with them there also exists a sympathy for the Foreign Service as the generally right-minded if somewhat stuffy and slow-on-its-feet underdog among US Government groups active in foreign affairs. It is recognized that—supposedly despite the "system"—many individual FSOs have managed to remain intelligent, imaginative, liberal and non-conformist. As the level of applications to take the Foreign Service examinations shows, the career still has broad appeal—even in many cases to the very "best," but too often not quite enough to have him persevere in this interest in the face of competing and apparently more challenging job offers.

The foregoing attitudes were prevalent even before present budget cuts forced a virtual cessation of new recruitment into the Foreign Service. The effect of the Department's recent letters to most of this year's prospective entrants telling them that despite having passed all exams they could not realistically expect to be commissioned before expiration of their 18-month eligibility period has been disastrous.

Attitudes toward the Department of State

Understandably, there is some confusion and overlap in academic attitudes toward the Foreign Service, *per se*, and the over-all Department of State. Yet views of the latter are sufficiently different and specific as to deserve separate consideration.

*Departing from the statement at the outset that remedies would not be proposed to the attitudinal problems discussed here, it would appear that to include the FSO-6 category with FSO-7 and 8 as classes into which direct entry could be made at the discretion of the Board of Examiners, in cases of truly outstanding ability or relevant prior experience, would go far toward eliminating both the early influence and salary problems, thus helping substantially to make the Foreign Service competitive with other careers in international work.

In brief, the key words indicating attitudes encountered about the Department of State are: top-heavy, tired and tame. Unfortunately this opinion is strengthened in some cases by returning summer interns or faculty members who may have served as consultants. It seems generally to be felt that in the State Department, the "bright young men" with whom academia likes to identify will usually find themselves operating under an inordinately heavy bureaucratic crust that either stifles or greatly delays the rapid transmission of fresh ideas to higher councils of government. In the academic "outside," this is blamed in part on the observed phenomenon of someone's having to create jobs to accommodate senior Foreign Service officers for whom overseas jobs are not available.

The State Department's reputation for tameness seems to come from the prevalent belief that while it may from time to time produce good ideas despite its top-heaviness, it is hesitant to put these forward vigorously, and is not ruthless enough in the arenas of bureaucratic competition with other agencies to have its views prevail.

Attitudes toward Foreign Policy

This is the largest and most controversial category of representative academic attitudes to be considered here. It would be the grossest oversimplification to pretend that unanimity exists in attitudes about foreign policy. There are almost as many views of it as there are teachers of or authors about foreign policy problems. But certain common themes are observable and come into focus, particularly when compared to the approaches common in academic circles 10 or 20 years ago.

It is not original to this article to state that the largest single change in thinking about foreign policy is evident in the fact that the liberal of the decade following the war regarded it as a duty to preach internationalism—the responsible involvement of the United States with a wide variety of problems outside our borders—lest, in repeating the patterns of the post-World War I era, we bring on new havoc by withdrawal and abnegation of our necessary world role.

In the late 1960s, the pendulum has swung. The prevalent current of thinking in today's American universities decries what is sometimes seen as America's "imperialist" propensity to intervene world-wide. Those who share this attitude call for priority for internal concerns: the race problem, poverty, the cities. For most, of course, Vietnam ranks as the most unfortunate example of the deplored "interventionist" tendency.

These two currents—opposition to "interventionism" and overriding concern for domestic problems—are in turn often joined in the somewhat implausible proposition that a retreat from excessive involvement around the world (principally an early withdrawal from Vietnam) would immediately free billions of dollars which could then be promptly applied to areas of domestic need.

Occasionally, the individual holding this kind of view is led by linking an international problem to his domestic preoccupation over civil rights or some other issue to a position inconsistent with his condemnation of "interventionism": advocacy of more not less intervention in areas where his moral sensitivities are particularly touched. Cases in point are South Africa, Rhodesia, Latin American countries with autocratic regimes (where it is believed that the United States should "use its influence" in some imprecisely defined way to foster progressive change), or Israel (where it is often argued that more should be done to identify the United States and Israel and compel the Arab states toward recognition).

A further ingredient of these critical attitudes toward the foreign policies of the last decade is that these perpetuate cold war reflexes when these have been outmoded by the Soviet-US *détente*. The *détente* is generally and euphorically regarded as being not only under way but practically complete, with most key differences thought to have been resolved either tacitly or

directly, leaving the now mature and largely respectable Russians every bit as interested in stability and peaceful coexistence as we (in the opinion of some, more so). From this it is adduced that we need not be so concerned about competition in the Third World; if the Soviets are willing to shoulder part of the burden, so much the better. In many cases it will be their money not ours which is wasted.

This kind of attitude leads, in turn, to a denigration of US foreign economic assistance programs at least insofar as these are carried out on traditional post-World War II lines. The belief is strong that bilateral assistance should be largely a thing of the past and that to the extent that we do help others our assistance should be furnished through regional and international mechanisms. In fact, there is also some opposition to the idea of a large foreign assistance program regardless of the channel used. The validity of the point that the rich are getting richer and the poor poorer is usually accepted, but this is countered by the arguments that if only the underdeveloped nations would have more discipline they would not need our help as much, that because of our earlier massive help to them other wealthy states owe it to us to take over far more of the burden, and that in any case we are stopped by balance of payments considerations from contemplating anything save a decreasing level of assistance. (Economists, of course, do not accept this last attitude uncritically, being aware of the positive effect of many of our assistance programs on the US balance of trade and payments.)

Naturally, the member of the university community who shares wholly or in part in these prevalent attitudes has his theories as to who is responsible for the mistakes he finds in our foreign policies. And the culprits, the present administration and inadequate State Department aside, are generally held to be principally the Defense Department, CIA, and other intelligence groups. These groups, it is argued, have used the inordinately strong voice derived from their favored budgetary positions to introduce rigidities in United States approaches to other countries, espousing intervention on grounds of military security, or support of status quo political situations out of a failure to understand the supposedly diminished threat of any large or lasting extensions of Communist influence.

DOES this hopefully representative sampling of university attitudes toward the Foreign Service, State Department and particularly United States foreign policies mean that the country is once again turning to isolationism? There is certainly a strong flavor of it in the kinds of thinking about international affairs which prevail these days in the universities. And if we grant the universities an opinion-molding role in our national life, such thinking could interact with latent isolationist streaks in the general American public in such a way as dangerously to limit the government's freedom of action in the international arena.

Yet, a return to some 1930 variety of isolationism is almost certainly not what today's university teacher or student would say he wants, however much his attitudes on some specifics might seem to point that way. He has not ceased to be an internationalist, but he thinks that in the aggregate, American policies, power and ego have gotten out of hand. He seeks a distinctly more limited United States role in world affairs, with an avoidance of new commitments, curtailment of old engagements, fewer pacts, less bilateral aid, a more relaxed view of radical or revolutionary change inside other countries, less willingness to consider military intervention as an instrument of national policy in Afro-Asian conflicts, less suspicion of Russian motives, a greater willingness to seek cooperation with the Soviets in a tacit world-wide power management (balance of power) capacity. ■

Return To Reality

ONCE upon a time there was a group of foreign affairs administrators. They felt themselves under pressure to cut budget levels. They decided to save money by virtually eliminating first-class air travel for Foreign Service officers.

Administrators don't travel much themselves.

Once upon a time there were heads of agencies and departments. Their administrator came up with some great money-saving ideas on air travel at the expense of the physical well-being of foreign affairs officers and their families. The heads of agencies and departments applauded these ideas.

The heads of agencies and departments always travel first class.

THE time has come for the administration of the foreign affairs agencies to face the fact that the current Joint Travel Regulations governing air travel are adversely affecting work performance, are a physical hardship on officers and families and are an affront to minimum decent travel conditions.

No one objects to riding in space closely approximating that occupied by John Glenn in his Mercury capsule (but without the same service!) for three to four hours as long as the trip ends at that time. Too often, however, foreign service travelers spend up to nine or ten hours non-stop in tourist accommodations (it is possible to fly 13 hours non-stop between New York and Buenos Aires) and of course, 24 hours of travel with refueling stops every three or four hours are quite common.

At the end of these trips, passengers are expected to disembark in a new time zone, in a new climate, eat strange food and perform at their usual level. They rarely do. Perspective, attitude and judgment are adversely affected as are family attitudes toward the foreign service, children's health and wives' stamina.

The complacent assertion by the administrative authorities that the regulations permit a "24-hour rest stop" is a cruel hoax. In the first place, it is no rest to hie oneself from today's international airports into town and back in the space of 24 hours, let alone orchestrate a family's movements in and out of town. In the second place, the per diem rates do not support this "rest." The officer is out-of-pocket and the loss is compounded if a family is involved.

We urge a priority joint State/USIA/AID study of this situation. At a minimum, we believe that officers and their families traveling more than 12 hours by air *portal-to-portal* (not airport to airport) should be given first-class air accommodations. It is especially ironic that this is not the case at present since Foreign Service officers are now permitted to travel first class by sea—an expense to the government in many cases higher than comparable first-class air travel. ■

A Step Forward

AT long last, USIA has legislation which provides for the establishment of a career corps of information officers. We think we speak for the entire foreign affairs community in applauding this long overdue move. Congratulations are particularly extended to those members of the Senate and the House, especially Senator Pell and Representative Hays, who carefully studied the proposed legislation and despite the crush of events in a busy election year, nevertheless took the time and effort to push through a useful, well-considered bill which will be of key benefit to one of the major foreign affairs agencies. We also warmly praise USIA Director Leonard Marks, Assistant Director for Personnel Lionel Mosley and General Counsel Richard Schmidt, all of whom worked tirelessly for passage in the Congress of S.633. And we salute Deputy Under Secretary for Administration Idar Rimestad, for his valuable service in articulating the Department's support for this legislation.

By the time this editorial appears, the President will have almost certainly signed the Act into law. Our only current regret is that similar opportunities are not immediately in the offing for our colleagues in AID. But S.633, which was energetically supported by AFSA, is a step forward, not just for USIA but also for the concept of a unified foreign service. ■

Career Minister Promotions

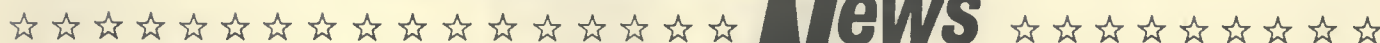
WE are pleased to note that at long last promotions to the rank of Career Minister have again been sent to the Senate for confirmation. The Foreign Service Act of 1946 established the class of Career Minister. The House Report accompanying the legislation stated that the class was proposed because "a person who has served as Chief of Mission, or in a position of comparable importance is, by reason of such service, generally entitled to special recognition."

For a time, promotion to the rank of Career Minister was virtually automatic for FSO-1s who served as Chiefs of Mission. In recent years, however, the Department has attempted to use promotion to the rank of Career Minister not as a reward for past performance but as recognition of promise of future, extraordinarily skillful and dedicated performance. Precepts to recent selection boards have stressed these criteria and have outlined in detail the unusual qualifications for outstanding service required of Career Ministers.

We are doubly pleased to note that all of the officers on the Career Minister promotion list have set high standards which serve as examples for the foreign service as a whole. Their experience, including in some cases unusual expertise in economic work, and multilateral diplomacy, reflect the broadened role of the foreign service in recent years. We congratulate them and also the Selection Board, Career Minister Review Board, Board of the Foreign Service, the Secretary and the President who chose them for this promotion. We are delighted at the rapid Senate confirmation. ■

Association News

September, 1968



Republican Platform Committee

John Reinhardt, AFSA Vice President, represented the Association in testimony before the Republican Platform Committee in Miami Beach on July 29.

He noted that, "no apparent attention is being given to some of the difficult but important problems of organization and personnel—solutions to which we believe will have an important positive impact upon the success of the next Administration's policies," adding that the Association believes, "that the professionals in foreign affairs may know better than anyone else what requires improvement."

The Association urged that the Platform Committee include the following language in the platform:

"In the face of the increasingly competitive demands upon our resources, it is imperative that the nation insure that the portion of its public revenues devoted to foreign affairs is effectively programed and soundly managed.

"The Secretary of State has been delegated great authority to 'coordinate and direct' the activities of the many agencies now involved in foreign affairs. To make this authority effective, however, will require significant changes in the organization of the Department of State and the Foreign Service of the United States.

"These will include the establishment of a position, perhaps to be called the Permanent Under Secretary, which will combine the functions of planning, resource allocation and evaluation. We recall that a recommendation to this effect was contained in the Herter Committee report some six years ago, but never put into effect. If the Secretary's leadership role is to be effective, if the often anarchic operations of independent and semi-independent agencies are to be subordinated to the national interest, they must be directed in the national interest.

"In addition, we must return to the concept expressed in the Foreign Service Act of 1946 that the nation speak with but one voice abroad through a single Foreign Service of the United States, safe-

guarded from abuse by a reconstituted Board of the Foreign Service representing the interests of all the agencies in foreign affairs.

"The personnel of the Foreign Service of the United States must be responsive to the technical requirements of specialized agencies, able to observe and report broad political trends faithfully, represent American interests vigorously and provide strong leadership to the American presence abroad. The people in foreign affairs must be imaginative in the use of new ideas and new techniques. They must be supported, in turn, with the most modern of the country's technology."

What emerged in the platform as published on August 5 was the following felicitous language: "In the development and execution of the nation's foreign policy our career Foreign Service officers play a critical role. We strongly support the Foreign Service and will strengthen it by improving its efficiency and administration and providing adequate allowances for its personnel."

New Legislation

On August 1, the House of Representatives passed the Senate Bill-633 establishing a career service for officers of the United States Information Agency, a move which was strongly supported by the AFSA Board of Directors. The Board wrote recently to every member of the House urging support for the Senate Bill which subsequently passed.

Enter the FSIO Corps

Aside from an amendment adopted by the House and subsequently accepted by the Senate, what S. 633 does is to apply virtually intact the provisions of the Foreign Service Act of 1946 (as amended) to USIA. "Foreign Service Information Officers" are appointed by the President with the advice and consent of the Senate and are subject to selection out, mandatory time in class, the Foreign Service examination and retirement processes, etc. The bill also provides for the rank of Career Minister for Information, but USIA will have no Career Ambassadors.

According to the House Committee report, USIA has a total of 942 career-type officers: 802 Career Reserve Officers and 140 junior Foreign Service Officers.

A special committee, to be chaired by Hewson Ryan, Deputy Director for Policy and Research, will convene promptly to discuss means by which USIA personnel will be identified for conversion to FSIO status and to deal with other matters raised by passage of the new legislation. Other members of the committee are Ambassador George V. Allen, FSI Director; former Ambassador Foy Kohler; John Reinhardt, McKinney Russell, Joann Lewisohn and Charles Courtney, all of USIA.

Veterans' Preference

For the first time, the principle of veterans' preference is embodied in legislation which will affect presidential appointees. The pertinent provision (Section 14) reads that, "The fact that the applicant is a veteran . . . shall be taken into consideration as an affirmative factor in the selection of applicants for initial appointment" as FSOs and FSIOs. The cautious wording is well warranted. The Board continues to oppose the operation of any automatic preference in the case of presidential appointees and believes that this principle should certainly be pushed no further. In fact, more than 50 percent of all FSOs and FSIOs are veterans.

The House Amendment

One important feature of the final bill was a House-created amendment related to the status of Foreign Service Reserve Officers. On June 26, during these hearings, the thrust of the amendment received the support of USIA Director Marks and Deputy Under Secretary of State Rimstad.

It is this amendment, and its still unclear ramifications, that caused the Board to express concern in a letter sent on July 18 to Mr. Rimstad and USIA Assistant Director Moseley. (An information copy was provided AID Director Toner).

In the letter, the Board endorsed the amendment in principle but called for careful study of its application. While it expressed enthusiasm about the increased latitude that foreign

affairs agencies will have in meeting the special needs of the service, it urged that this increased latitude not lead to abuses of the system and indiscriminate entries into the foreign service.

What the Amendment appears to do is to bring into law—and apply to both USIA and State—the essence of the earlier Hays Bill.

Under the amendment, at some time between the third and fifth year of an FSR's appointment, the decision must be taken to convert him—without apparent further examination to a:

- Foreign Service Officer
- Foreign Service Information Officer
- Foreign Service Reserve Officer with unlimited tenure
- Foreign Service Staff Officer

The only alternative to conversion is to terminate the FSR's appointment.

The Board cordially supports much of what the amendment can accomplish. The "permanent" Foreign Service Reserve Officer will be taken out of his present limbo. The awkward status of career Foreign Service physicians can be relieved. The reservist who is brought aboard to use his specialist skills for a limited duration—in the true intent of the '46 Act—can also be accommodated.

Board's Concern

What continues to concern the Board is the abuse *possible* through the injudicious implementation of (1) the conversion of FSRs to FSOs and FSIOs and (2) the establishment of an unlimited FSR category. This possibility led the Board through a searching debate on the wisdom of supporting S. 633, *as amended*. But since it was highly improbable that USIA would have obtained necessary Congressional support *without* the amendment, the Board decided on the course described earlier in this article.

Positive Possibilities

Furthermore, if these amendments are administered sagaciously, a rationalization of the personnel policies and practices of State and USIA may be finally achievable. (We were happy to note, in this connection, that in his reply to the Board's letter, Assistant Director Moseley wrote the amendment required careful study before it is implemented and that USIA "obviously would not plan to abuse the latitude it permits and will use the opportunities it offers to accomplish further improvement in our personnel program.")

The mechanism appears to be now in hand to phase out the cumbersome dual personnel system—Foreign Service and General Schedule—in use in

the Department and USIA for officer-level positions in Washington. Permanent but domestic-only officials could become FSRs of unlimited tenure. They would enjoy the advantages of the Foreign Service Retirement and Disability System. At the same time, unlimited FSRs would also be subject to the selection out and maximum time in class provisions of the '46 Act. This is clearly a salutary development in what should be a continuing effort to upgrade all personnel in the foreign affairs agencies.

New on Board of Directors



John A. McKesson, FSO-1, has chaired the AFSA Personnel Liaison Committee for the past nine months.

Born in New York City in 1922, Mr. McKesson received his A.B. and M.A. from Columbia University and served in the US Navy from 1942 to 1946. After working briefly for the Goodyear Tire and Rubber Export Company in Akron, Ohio, he joined the Foreign Service in 1947. His posts have included Reykjavik, Berlin, Bonn, Saigon, Paris and Dakar. He has had assignments in the political, economic, administrative, consular, aid and program direction fields and is currently serving as Country Director for Central Africa and Madagascar.

Mr. McKesson is married to the former Erna Jensson and they have one son.

SENIOR OFFICER AWARD

Mrs. Christian A. Herter has offered to fund an annual award of \$1,000 to an outstanding senior officer in the name of her distinguished husband, the late Secretary of State. This award will be given on the basis of much the same criteria as presently established for other Association merit awards given this year. The terms of reference and names of the judges will be announced in an early issue of the FOREIGN SERVICE JOURNAL.

Association Receives Grant

The Association was notified on July 29 of a \$35,000 grant to fund the action program described in the July issue and being organized by Charles Bray. The donor, not a member of the foreign service family, wishes to remain anonymous.

The grant will be used to cover salaries and expenses associated with the action program. Major items in the latter category will include publication in book form of the career principles report, now being drafted in final form, and the cost of underwriting Foreign Service Day in November.

AFSA Scholarships For Next Year

Fully completed applications must be received by the Committee before February 15, 1969. Write now for application forms to the Committee on Education, American Foreign Service Association, 2101 E Street, N.W., Washington, D.C. 20037.

Scholarships are awarded for one year only. A new application, with supporting documents, must be submitted each year.

Requirements for each scholarship reflect the wishes of the donor. A student is considered for all scholarships for which he is eligible.

A more detailed announcement of scholarships sponsored by the American Foreign Service Association for the academic year 1969-70 will be carried in the Foreign Service Journal in October.

Scholarships granted this year under the sponsorship of the Association are:

- American Foreign Service Association Scholarships
- William Otto Anderson Memorial Scholarship
- Association of American Foreign Service Women Scholarships
- William Benton Scholarships
- Bruce Scholarships
- Wilbur J. Carr Memorial Scholarships
- Selden Chapin Scholarship
- John Foster Dulles Scholarship
- Arthur Brewster Emmons Memorial Scholarship
- Howard Fyfe Memorial Scholarship
- Oliver Bishop Harriman Foreign Service Scholarship
- Charles B. Hosmer Memorial Scholarship
- Charles E. Merrill Trust Scholarships
- New York Times Foundation Foreign Service Scholarships
- Overseas Service Scholarship
- Paris Scholarship Fund

Maurice L. Stafford Memorial Scholarship

Gertrude Stewart Memorial Scholarships

John Campbell White Scholarship Funds for scholarships were donated by American women overseas through:

American Consulate General Ladies' Club, Frankfurt am Main
American Consulate Women's Group, Munich

American Embassy Wives' Club of Mexico City

American Women's Club of Berlin
"John F. Kennedy Memorial Scholarship."

Foreign Service Wives of Iran

The Vietnam Memorial Scholarship was established this year to honor civilians who have lost their lives in Vietnam.

Scholarships have been given in memory of the following who have died since June of 1967:

Cornelia B. Bassel
William A. Bell, Sr.
Margaret F. Berger
George H. Butler
Douglas W. Coster
George H. De Mange
Stephen P. Dorsey
Julius C. Holmes
Henry A. Hoyt
Abe Kramer
Charles K. Moffly
John Farr Simmons

Donations to the AFSA Scholarship Fund have also been received in memory of LaVerne Baldwin, Mrs. Morris Draper, Sr., Benjamin H. Jackson, Jr., William J. Monticone, William Phillips, and Mrs. Clifford C. Taylor.

The first Foreign Service Scholarship was given by Mrs. Elizabeth Harriman in 1926 in memory of her son, Oliver Bishop Harriman. A few years later the Association and the FOREIGN SERVICE JOURNAL established two scholarships in the amount of \$150 each, which was often divided between two students. By 1947 nine scholarships were awarded.

The Board of Directors of the American Foreign Service Association deeply appreciates the support of our members and friends through whose interest and generosity it has been possible to distribute approximately \$53,000 in the academic year 1968-69 to 88 children of Foreign Service personnel.

JOURNAL's New Chairman



Malcolm McLean, new chairman of the JOURNAL's editorial board, has served with USIA for the past thirteen years. Now Special Assistant to USIA's Deputy Director, Mr. McLean has been Branch Public Affairs Officer in Pusan, Korea, Information Officer with the Consulate General in Sao Paulo, Brazil, and Cultural Affairs Officer and Public Affairs Officer in Santo Domingo. His other service includes ten months on loan to the Department where he worked in the Junior Officer Division, and a year (1966-1967) at the National War College. He has been in his present position since August 1, 1967.

Mr. McLean, 41, was married to the former Wendy Heaton of Toronto, Canada, in Pusan. The couple are now parents of three sons, Ian, 11, Hugh, 9 and Christopher 7.

Senator Dominick Proposes Foreign Service Corps

Senator Peter H. Dominick (R.-Colo.) proposed on June 26 an amendment to the Higher Education Act of 1965 creating a Foreign Service Corps. Although the amendment was later dropped from the measure, it may be raised again in the next session of Congress.

Senator Dominick's amendment proposes that members of the Corps, selected by nomination and subsequent competitive examination, would receive stipends while completing prescribed undergraduate programs in foreign affairs at private or state universities. On graduation they would join one of the several foreign affairs agencies for at least a determined minimum period.

Provision was also made for graduate and in-service training.

The Corps would be supervised by a high-level board of trustees, including the Secretary of State, which would direct the activities of the Foreign Service Institute as well.

Senator Dominick noted that over 75,000 civilians are employed abroad by the government but felt that their training was inadequate.

Acting AFSA Board Chairman Theodore L. Eliot, Jr., in a letter to Sen. Dominick dated June 30, thanked him for sending copies of the bill to AFSA officers. He said the proposal, although not approved by the Senate, was "of great interest" to the AFSA, whose officers would welcome an opportunity to consult with the Senator concerning it.

At the June 27 Association luncheon, J. Paul Austin, President of the Coca Cola Company and Vice Chairman of the National Alliance of Businessmen, was the honor guest and speaker. Mr. Austin, left, is shown with AFSA's Second Vice President John E. Reinhardt, Ambassador-at-Large George W. McGhee and Theodore L. Eliot, Jr., vice chairman of AFSA's Board.



The Welfare Committee and Its Work

Being a pretty healthy bunch, foreign service people don't spend much time anticipating the consequences of being medically evacuated to Washington. The unfortunate person who *does* find himself in this situation, though, will discover the existence of an efficient group of volunteers who act as liaison between him and "the office."

A foreign service employee, hospitalized in Washington, develops some very basic concerns: Is my job still there or am I going to be transferred? And if so, where to? How long will "they" wait for me before "they" start looking for a replacement? How long do the doctors *really* think I'll be hospitalized?

And there are other worrisome problems: Where's my mail? Couldn't I be moved to a hospital closer to my relatives? Is the treatment I'm getting here the treatment I should be getting?

The volunteer group who finds the answers to these questions is the Welfare Committee of AFSA, made up of 12 men and women assigned to various domestic offices of State, AID and USIA. John W. McDonald, Jr., the committee chairman, has

Community Action Committee

AFSA's Community Action Committee is preparing a series of seminars for all Foreign Service personnel in the Washington urban area. We anticipate that the first meeting of the 1968-69 season will be held in September in the Department of State. Each session will be devoted to a special theme, such as prospects for the educational system, employment opportunities, housing, and the goals of organizations active in social and economic improvement.

The aim of the series is to give Foreign Service personnel a more direct and complete understanding of the social movements going on in the metropolitan area where they live while on duty in the United States. The programs will include lectures by knowledgeable citizens in the Washington area, films, and panel presentations.

In addition, Chairman Joseph N. Greene, Jr. has announced that the Community Action Committee will again offer an opportunity to Foreign Service personnel to volunteer their talents and spare time to a variety of programs devoted to the city's social and economic problems. Further details will be announced shortly.

found it helpful to have representatives from each of State's regional bureaus on the committee, since they probably already know the personnel officer or desk officer most knowledgeable of the employee's case.

The logistics of evacuating State, AID, USIS and Peace Corps personnel from overseas to Bethesda Naval Hospital (or in some cases, the Public Health Hospital in Baltimore) is the responsibility of the Department of State Medical Branch; and the names of the new patients are provided to the Committee by that Branch. The number of patients in the Washington area at one time runs between 12 to 15, and one of the volunteers visits each patient weekly. A record is kept on each patient and the volunteer notes on it what requests the patient has, what requests were fulfilled, and what requests are pending, thus enabling the volunteer the following

week to continue working in the patient's behalf. The volunteer taps all possible sources to round up official and personal mail for each patient, and delivers it along with current issues of the NEWSLETTER, FOREIGN SERVICE JOURNAL, USIA WORLD and AID FRONT LINES. The volunteer stays to chat a while, and if the patient seems particularly "down," the volunteer passes this information along either to the Medical Branch or to the appropriate desk officer so that they can lend a hand.

It's nice to know that someone *will* care—if it ever happens to you.

(Members of the AFSA Welfare Committee are: George Moore, NEA; Charles Taquey, Commerce; John Washburn, IO; Henry Pitts, E; Barbara Sweeney, FSI; Susan Egnor, IO; Helen Gray, retired; Joseph Silberstein, ARA; and Virginia McGonigal, USIA.)

Named to JOURNAL Editorship

Shirley Newhall, the new Editor of the FOREIGN SERVICE JOURNAL, has been associated with the JOURNAL since November, 1961.

A native of Londonderry, Vermont, Shirley first saw Washington at an impressionable age as a Vermont State spelling champion. After finishing school in Rutland, she worked for a short time in Vermont where her first job was with the only Democratic newspaper in the state. In 1942 Shirley decided to go where the action was and returned to Washington. At Dumbarton Oaks amongst the topiary, tennis courts and pre-Colombian relics, she found her husband, Robert, who worked as did she for the Office of Scientific Research and Development.

She joined the staff of the ARMY TIMES in 1945 and remained with this organization for ten years when she became assistant editor of U. S. LADY, a magazine devoted to the distaff side of the armed services. She also worked briefly with the National Education Association producing newsletters in the field of safety.

Besides her husband, who is now the Chief of a section in the Library of Congress, their household consists of their only child, Jeff, who, after he finishes GWU this summer, will attend the Hartford Seminary Foundation in Connecticut. A perennial Labrador (the current one is named Rosie) and two cats complete the household at Sherrier Place off MacArthur Boulevard.

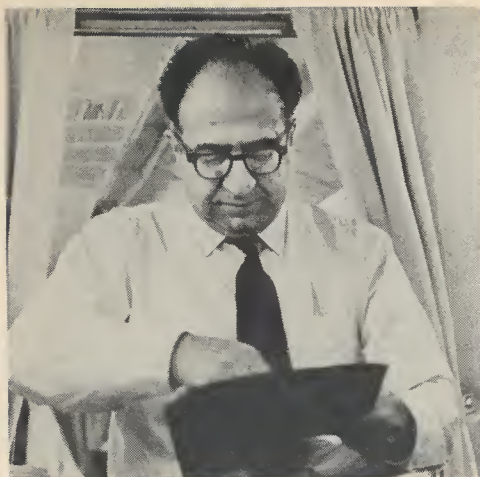
Shirley's main hobby is reading and her preferences are extremely varied. When pinned down as to favorite authors, however, she professes to Norman Mailer and John Updike. She also enjoys relaxing on her Vermont farm where she gives vent to her other hobbies of gardening and cooking.

She also greatly enjoys the theatre, particularly musical comedies and when in need of exercise, she plays ping pong and bowls. She is a member of the American Newspaper Women's Club and of Mensa.

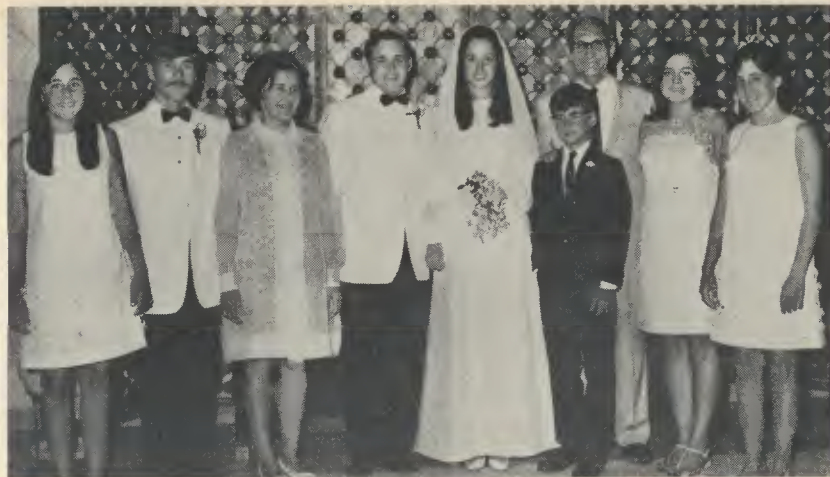
While Shirley has enjoyed and profited from her association with other publications, she finds her association with the JOURNAL, and thus, with the Department of State, to be the most stimulating and interesting.

AFSA congratulates Shirley Newhall on her promotion to Editor and looks forward to a long, pleasant and beneficial association.





En Route to Paris. AFSA President Philip Habib aboard the US Delegation plane en route to Paris for the Vietnam talks.



Beirut. At the wedding of Christina Ann Lovett to Dwight Alexander Porter, eldest son of Ambassador and Mrs. Dwight J. Porter, members of the wedding party are, left to right, Barbara Porter, James G. Porter, Mrs. Porter, the bridegroom and bride, Richie Porter, Ambassador Porter, Ellen Porter and Joan Porter.

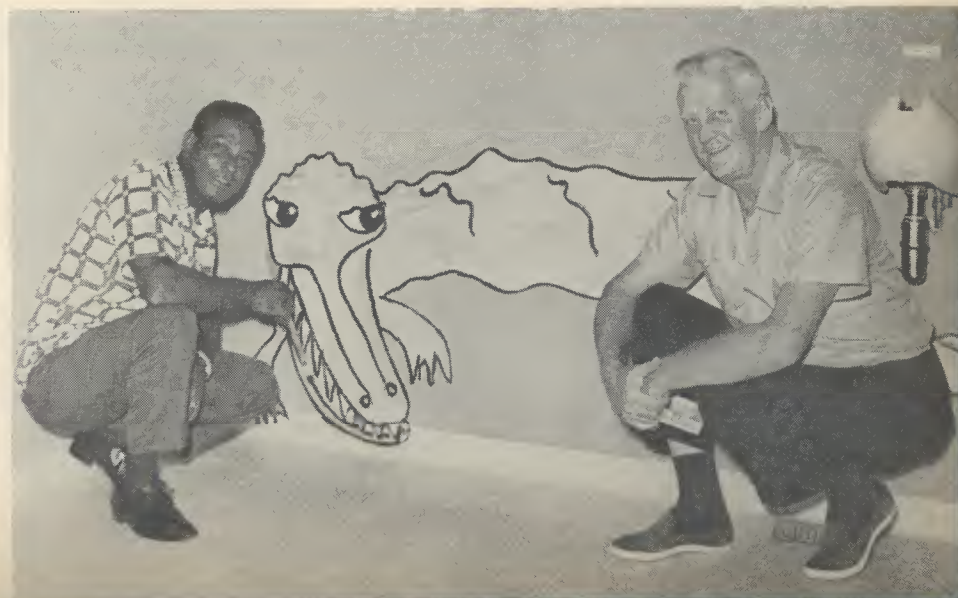
Service Glimpses

Ban Hia. Ambassador Leonard Unger chats with a Blue Meo woman as he visits a hill tribe refugee camp in the North of Thailand. The Meo village chief interprets. The Ambassador earlier presented medical relief supplies to the community on behalf of the USAF.



Lagos. The WACASC (West African Consolidated Administrative Services Center) Soccer team inaugurated its season in the Ikeja Industrial Estate Sport Association League. Robert E. Waska, Acting Director, WACASC, joins the team for the inaugural photograph.

Kuala Lumpur. Murals of sprightly animals now adorn two large rooms of the Outpatient Clinic of the new Radiotherapy and Nuclear Medicine Ward at the General Hospital here. The murals were painted by Earl J. Wilson, USIS PAO, assisted by US Ambassador and Mrs. James D. Bell, Mrs. Wilson, Dr. S. K. Dharmalingam and Mrs. Dharmalingam. Ambassador Bell and Dr. Dharmalingam are shown in front of a finished mural.



DEVELOPMENT DIPLOMACY:

The Academic Approach

G. CLAUDE VILLARREAL

WE are accustomed by now to paying lip service to the problems of the "emerging" countries, the "modernization" process, and the many other shibboleths used to describe the underdeveloped nations of the world.

Much has also been said and written about changes in the diplomatic method, the "new diplomacy," brought about by the challenges posed by international communism, instant communication and instant obliteration, rapid transportation, and, again, the oft-mentioned "revolution of rising expectations."

In keeping up with the times, the United States has, with a mixture of success, built up its foreign affairs agencies and

increased their personnel, created new agencies to deal with new problems, and adapted its techniques to the realities of the mid-Twentieth Century.

What of the future? Are we looking beyond the Cold War and shifting alliances to a constant that promises to be with us for the foreseeable future if not, indeed, forever: the poverty and backwardness of two-thirds of the world's population? Are we equipping ourselves with that vital human element capable of coping with the myriad problems arising from the processes of economic development and political modernization?

An affirmative answer is now issuing from the academic field, a logical starting point, I think, in the form of a new, interdisciplinary approach addressed to individuals who will participate in international development activities. In September, 1967, the Fletcher School of Law and Diplomacy, the nation's oldest graduate-level school devoted exclusively to foreign affairs studies, began a two-year program of teaching, research and internship training for the professional education of "development diplomats."

Dean Edmund A. Gullion, Ambassador and Career Minister Retired, believes that the modernization and development process is "the crucial problem of foreign relations, governmental and private, for decades to come" and that "international security is peculiarly dependent on the growth and stability of the less-developed areas of the world, which have been the arena of so many major threats to peace since the end of World War II." Dean Gullion notes that the

Interdisciplinary seminars for the Fletcher School's future "development diplomats" will bring students together with experts in economics, politics, international security affairs, communications, and other fields. Here, Don D. Humphrey, William L. Clayton Professor of International Economic Affairs, discusses international payments problems with the senior seminar. (On the right in the second photograph, back to camera, is Marshall D. Shulman, Professor of International Politics, chairman of this year's seminar.)



provision of development assistance, as distinguished from earlier forms of aid, is a new instrument in the conduct of international relations and one which involves "an intimate concern with the problems of modernization" in the developing countries. This concern should include the effects of communication, the interaction of one nation on another, of government to people, and of people on people, he says. "The problems which beset the relations between the more highly developed and the developing countries," Dean Gullion says, "warrant continuing and long-term research and career preparation."

The new "Development Diplomacy" curriculum, supported by a \$500,000 Ford Foundation grant, will enable Fletcher, which is administered by Tufts University in cooperation with Harvard, to expand and coordinate its studies of relations with new and developing countries initiated in its William L. Clayton Center for International Economic Relations. The new approach will integrate more closely research and instruction in the several relevant domains of economics, political science, history, and international law.

The director of the new program is Dr. Robert L. West, an economist with extensive professional and academic experience in developing countries. "In calling this new program 'Development Diplomacy,'" Professor West says, "we acknowledge a debt to the former head of the World Bank, Eugene R. Black. In his Clayton lectures at Fletcher, Mr. Black stressed that development diplomacy is directed to the proposition that 'the underdeveloped societies of the world can take science and technology into their lives without denying the values of freedom and tolerance.'"

Fletcher's new program, Professor West says, will be oriented to "dominant new facts of contemporary international relations," including:

- The emergence of new nations and the widespread demand for modernization.

- The slow pace of economic growth, the drain on national resources resulting from economic instability, rising rates of population growth, and the inadequacy of food supplies in less-developed areas.

- The pervasive role of governments in the developmental process.

- The role of international assistance and private initiative in stimulating economic growth.

- The increasing need for technicians and administrators in developing countries.

- The complex politics of change in modernizing countries and the rapidly-changing legal dimensions of national modernization and international development.

- The role of new technology and communications in transforming the development process.

The School's new approach is based on the further realization that, to an increasing degree, the attention of the world's great powers is turning to the emerging areas. The change reflects the great increase in the number of newly-independent nations and their effects on bilateral diplomacy, multinational organizations, and international trade and finance.

Fletcher's curriculum will afford students the opportunity to emphasize one of several aspects of study. While Professor West expects that the Development Diplomacy program will have "a significant economics content," he sees the School's product as being "not specialists, *per se*, but people who have acquired a unique insight into the interlocking effects of the various instruments of modern foreign policy." The director says the development diplomat should be a person who can better report and analyze events and create sound policies by calling forth his background in the various courses emphasized at the School.

The new curriculum does not represent a conversion of the Fletcher School into a training base for development diplomats alone. The School will continue its broad educational

programs in the major fields of international law and organization, diplomacy (including its new public affairs courses given by the Edward R. Murrow Center of Public Diplomacy), international politics, and international economic relations.

Nor is the new curriculum designed solely for preparing students for careers in the United States Government service. Since its founding in 1933, Fletcher graduates have gone on into private enterprise, international organizations, the service of other governments, and academic pursuits. A significant part of the student body consists of midcareer officers of State, AID, USIA, and the military services, as well as foreign students. "The same 'mix' of students and their selection of careers will probably continue," Professor West says, with an expected increase in civilian midcareer officers from the American foreign affairs agencies.

The Ford Foundation grant will permit an initial group of twelve American and six foreign students to pursue a two-year course in preparation for careers in nation-building. Some of these students are expected to be midcareer trainees from governments and businesses.

In addition to study at Fletcher, the Development Diplomacy students' program includes a five-month internship assignment in developing countries—with United States agencies and agencies of host governments, in international organizations, or with business concerns.

The grant also provides for the establishment of additional professorships and research fellowships in the fields of economic development, international law and organization, and political modernization.

A major goal of the research program is to generate new teaching materials in the international development field for use at the Fletcher School and elsewhere. The primary emphasis will be on research to clarify problems of foreign assistance utilization and its relation to economic growth, the processes of political modernization, and the evolution of legal institutions associated with economic development.

The Development Diplomacy program projects a network of collaboration in research and mutual reinforcement of training programs with several of the major developmental research and education centers in Africa, Latin America, and Asia. In this connection, the Fletcher School is now helping to develop a system of coordination of research programs between fourteen African institutions. It also administers the Latin American Teaching Fellows Program, a two-way exchange of educators between United States and Latin American universities.

Classroom work for students concentrating in Development Diplomacy is crowned by an "interdivisional seminar" for second-year students which provides an opportunity for integrated treatment of the politics and economics of development. The "senior seminar" is conducted by Fletcher's own faculty and by visiting specialists. Besides providing the locus for the presentation of papers related to the student's preparation of his Masters thesis, the seminar employs the "war college" technique familiar to Foreign Service officers in game strategy and solution of foreign relations "problems."

Beyond the one-year Master of Arts and the two-year Master of Arts in Law and Diplomacy degrees, Fletcher offers a Ph.D. for students going deeper into an academic specialization.

While the Development Diplomacy curriculum is not expected to become "the tail that wags the dog" at Fletcher, Dean Gullion believes that the School's new emphasis on international development will "rub off" on the majority of its students: "We can expect that Fletcher graduates, be they Americans or foreign nationals inclined toward governmental, academic or business careers, will, more than ever, be prepared to cope with today's and tomorrow's international development problems." ■



FRANCIS T. WILLIAMSON—

Envoy *Extraordinary*

JOHN W. TUTHILL



IN 1955, when Clare Boothe Luce was American Ambassador in Rome, a Department of State Protocol Officer received a telephone call. "My name is Francis T. Williamson. I have just received my first assignment abroad—to Rome—and I have a question." "Yes, Mr. Williamson, what is your question?" "When I dance with the Ambassador," asked Williamson, "who leads?"

The extraordinary man who put this question was my colleague during the two post-war decades when a greater variety of foreign policy problems and heavy responsibilities fell upon the United States than at any time in our history. We were inadequately prepared for these new burdens. But we were not lacking in certain virtues which allowed us to adapt to our new role in world affairs in a way that has surely been more right than wrong. Among these virtues, however, an ability to laugh at ourselves was not prominent.

Several years ago the British diplomat-historian Harold Nicolson said that the American government and people had not yet developed a sense of humor about their world-wide responsibilities. The British had become accustomed to criticism, even ridicule, after a long history of world-wide activities; Americans, while accepting their responsibilities effectively and conscientiously, had not had sufficient time and experience philosophically to judge criticism of their actions. I remember at the time being irritated by Nicolson's comment. Gradually it dawned upon me that my reaction was proving his point.

Francis Williamson had just that sense of appreciation of the ridiculous which separates those mature members of society from its anxious and unsure members. He epitomized the truth that "a sense of humor and a sense of history are secretly one."

Diplomats everywhere, and Americans are no exception, tend to take themselves too seriously. Theirs is an occupational disease, easily contracted and rarely cured. The magnitude, importance, and intractability of post-war issues have immeasurably increased the vulnerability of the United States Foreign Service to infection. Many of us have detected the illness. Williamson did more. He actually made the Foreign Service and State Department officers with whom he worked less pompous than they had been before—no mean accomplishment in a country that produced Mark Twain and Will Rogers.

An American civil servant of exceptional merit, he was rarely in the public eye, and his ebullience sometimes overshadows the importance of his contribution to American post-war foreign policy. While witticisms and pranks enlivened the lives of his friends the world over, the weight of his work as a diplomat is often concealed in the intangible

synthesis of many men's labor that is government. Yet his irrepressible humor was a valuable catalyst in achieving that synthesis necessary for the successful conduct of diplomacy.

Authentic Williamson were not, of course, confined only to working hours as this exchange of letters with the Grolier Society testifies. Grolier led off.

THE GROLIER SOCIETY INC.
Two West Forty-Fifth Street
New York 36, N.W.

August 1, 1952

OFFICE OF THE VICE PRESIDENT
Mrs. F. T. Williamson 636123
3477 S. Wakefield St.
Arlington 6, Va.

Dear Mrs. Williamson:

Will you help me win an argument I'm having with our Credit Manager?

He says you have not paid \$3.91 for the 1952 Book of Knowledge ANNUAL sent you last March, and he wants to place your account with THE CREDITORS SERVICE for collection.

I disagree with him because I am convinced you have in reply overlooked his bills or have a good reason for ignoring them. I have prevailed upon him to delay sending your account to THE CREDITORS SERVICE until August 15th.

The Credit Manager wins—if I do not hear from you. I win—if your payment or reason for disregarding our bills reaches me before August 15th.

The enclosed envelope, marked for my personal attention, can put you and me on the winning side.

Let's show the Credit Manager he's wrong, Mrs. Williamson.

Very sincerely yours,
/s/ Elsworth S. Howell
Vice President

RSR:D

P.S. If you have sent us payment in the past two weeks, please accept my thanks and ignore this letter.

To which, Williamson, easily infected with the Grolier spirit, replied:

3477 South Wakefield St.
Arlington 6, Virginia
August 11, 1952

Mr. Elsworth S. Howell, Vice President
The Grolier Society, Inc.
Two West Forty-fifth Street
New York 36, N.Y.

Dear Mr. Howell:

The deep faith which you expressed in my honesty in your letter of August 1 has paid off. You were right, Mr. Howell: the Credit Manager was wrong. I hope you will show him my check for \$3.91 for the 1952 Book of Knowledge Annual.

I am sorry to make this a photo-finish and to have delayed to the last minute the sending of this check. I know how nervous you must have been as the hours crept by and the August 15 deadline drew nearer and nearer. I can just see that smug expression on the face of the Credit Manager. I wish I could see him wilt when you show him my check for \$3.91. I hope he crawls out of your office. How much did you win?

You seem to be a practical business man and I would like to propose a deal, strictly between ourselves. My

daughter, Ruth, for whom I bought the Book of Knowledge, has a special talent for weaving pot holders. She does them beautifully. Smart child that she is, sells them for 10 cents each. I am mailing you two of them under separate cover. DON'T let her down, Mr. Howell. Send the child 20 cents to reward her for her diligent work—do not permit her to doubt your honesty.

The deal I propose is simple. I do not want the Book of Knowledge Annual any more than you want the pot holders. I now have two Annuals, Volumes 1951 and 1952, and you have two pot holders. We are even. Let's stop sending each other our merchandise. Frankly, the pot holders are not good for picking up anything that is hot. I cannot say the same thing about the Annual volumes since no one in our house has touched them.

You can also help me to continue to be a stern, old-fashioned father. I do not want Ruth to grow up to be up-to-date in 1953 or any other year. I want her to remember with nostalgia the age of flickering television. The best way for us both to solve our difficulties is for you to cooperate and not send me the 1953 Annual. You will then have my own firm assurance of cooperation: I will send you no more pot holders.

I am sure that we can trust each other.

Very sincerely yours,
F. T. Williamson, 636123

In 1952, Williamson became eligible for assignment overseas when he changed his status from that of a Civil Service to that of a Foreign Service officer. At that time I was serving in London and I was anxious to send him an appropriate gift. I hit upon that typically 19th Century English product, an egg decapitator—an object that looks like a pair of scissors with round blades and small teeth pointed inwards. It was used—a century ago—for cutting off the top of a boiled egg in order to facilitate eating it English style. I sent one, saying that all diplomats considered this an essential piece of equipment. I did not explain its purpose or use.

After several weeks delay, Francis replied, "I was a little puzzled by your gift honoring my entry into the Foreign Service. I sent the thing over to our Research Division for analysis and evaluation. After a long delay—which may be explained by the fact that these boys have never served abroad—they have now informed me that the thing is used to eat boiled eggs. There is only one thing lacking, and I am sure that you will be glad to help me. Eggs are now 94 cents a dozen in Washington, and I have been unable to use the thing. I would appreciate it very much if you would send me an egg so that I may be able to practice. I prefer the type served at Grosvenor House which are gathered fresh every morning in Hyde Park."

Williamson served with the OSS during the war and joined the State Department in 1945. For almost 20 years our foreign policy profited from his efforts on many of the critical problems where United States and Soviet post-war objectives collided in Central Europe. In Washington, Rome, Vienna, Bonn and Berlin, he applied his skill to the issues which confronted the United States and its Western European allies from Germany in the North, through Czechoslovakia and Austria, to Italy in the South.

In 1955, after 8 years and 260 meetings of the US-UK, French and Russian Deputies for the Austrian Treaty plus 85 quadripartite meetings of the special negotiators plus about a dozen meetings of Ministers, agreement was reached on the Austrian Treaty ending the Soviet occupation of Eastern Austria.

It is not possible to credit any one man or nation with the ultimate success of this complicated venture but no man was more responsible than Williamson himself. The groundwork for this unique success of Western diplomacy lay in the

patient, detailed preparations that began immediately after the end of hostilities. Few people believed that the Soviet Union could be induced to withdraw from Austria and to lose the extraordinarily valuable strategic advantages in Central Europe which it derived from that occupation. Williamson was not sure it was possible either, but he was convinced that we had to be ready to exploit any indication of Soviet willingness to move. Thanks largely to him, the United States was thoroughly prepared when the unexpected happened and the opportunity was fully and successfully exploited in the tedious negotiations with the Russians that followed.

In February, 1949, the Soviet delegate Kiselev became ill. Having in mind the dreary background of many disagreed papers, Williamson prepared and circulated a prayer for Kiselev's recovery together with what he considered might well be the national reactions to such a paper. His "document" read as follows:

C.F.M./D/L/49/A/217
17th February, 1949

COUNCIL OF FOREIGN MINISTERS
(DEPUTIES FOR AUSTRIA)
PRAYER FOR KISELEV'S RECOVERY

The 117th meeting of the Deputies opened today with a prayer for the speedy recovery of M. Kiselev offered by the Chairman, Mr. Marjoribanks. The following text of the prayer was circulated by the Secretary-General:

(Almighty)¹ (God)² in whose (infinite)³ wisdom has visited illness on Thy (good)⁴ and (humble)⁵ (servant)⁶ (Kiselev)⁷ we (pray)⁸ that (Thou)⁹ shall see fit to bring him (speedy)¹⁰ (recovery)¹¹ so that the Treaty may be (speedily)¹² (concluded)¹³. (The Secretary-General was directed to transmit a copy of this prayer to the Yugoslav representative.)¹⁴

Francis Williamson was one of those men who came of age during the depths of the depression. A highly sensitive man, he was deeply moved by the human suffering of that period. He had an acute social consciousness, but unlike some of his contemporaries, he knew that while the Communists talked of social and economic ills, they advocated a system which would mean the loss of freedom whether or not the ills were alleviated. From the depression until his death he was a stubborn believer in the need for social and economic reform, a fighter for social justice and an uncompromising foe of extremism of both the left and the right.

Williamson's political thinking was faithful to these beliefs. During the turbulent post-war period in Europe he favored the development of democratic parties over a wide political spectrum. That meant support for the "non-Communist left"

in the late 1940s when our foreign policy was first recognizing that most of the European Socialist and Labor parties should not be confused with the Communists. He never presumed to tell Europeans where they could find a political balance, but he was receptive to the early signs in Italy when an "opening to the left" was perhaps the only hope for long-term survival of the Italian democracy. In the mid-1950s that was a heretical position in the United States Government. Williamson stuck to his unpopular convictions for several hard and costly years before his views gradually gained wider acceptance.

This courageous judgment was remembered in 1963 when Washington realized that it needed to strengthen our Embassy in Rome by someone well disposed toward, and well known to, the left-of-center forces that were approaching power in Italy. A White House-State Department decision suddenly ended Williamson's assignment in Germany to make him Deputy to United States Ambassador Reinhardt and United States Minister to Italy. In his private correspondence he used to like to add "Southern Baptist" after the title "Minister."

There are a few—but not many—who can claim, as Williamson's friends will claim for him, to have been right about Hitler's march into the Rhineland, Soviet post-war objectives, the need to establish a broad political base in post-war Europe, the necessity of persevering on the Austrian Treaty and remaining cool and firm on Berlin. But among that select few who can claim such wise policy insights, there are even fewer who seasoned that wisdom with Williamson's kind humanity and humor.

He typified the acceptance of the "grandeur and servitude of responsibility." He knew that he would make mistakes and he knew that the United States would make mistakes. He was as ready to laugh at himself as at others, to soften the regret of frustration, or disappointment, or failure. But above all, he wanted mistakes to be recognized, acknowledged and remedied. It was to that unrewarding task that he so often lent his mischievous humor to the discomfiture of many, but to the benefit of us all. It is not only the Foreign Service, but Americans in all walks of life, who must try, and quickly, to acquire some of his outlook.

The nuclear age has given us, as a nation, little time to learn and little margin for error. We can escape neither burden nor responsibility. We must learn to act with all the wisdom and courage entrusted to mere mortals. Wisdom includes an ability to recognize humbug, pomposity and illusions of infallibility. Courage is needed to discard them. Both require a large dose of humor and that exquisite sense of our own absurdity that Francis Williamson so much enjoyed. In the difficult times that inevitably lie ahead for the United States, I hope that we can carry some of Williamson along with us. It will help. ■

1. The Soviet Government opposed the use of this word as it reflects on Stalin's temporal authority. The US and UK support the inclusion of this word. The French Delegation is willing to accept any word which will reconcile the differences between the Anglo-Saxon and Russian languages.

2. US, UK, French proposal, opposed by the Soviet Delegation as an open attack against the Soviet Union and an indication of the imperialist aims of the Western states.

3. US, UK proposal, opposed by the Soviet Delegation on grounds that in Russian logic a god who does not exist cannot have infinite wisdom. The French Delegation reserved its position until it had an opportunity to consult the Institute of Cartesian Physics in Paris.

4. UK, French, Soviet proposal, opposed by US Delegation, who held that Kiselev is no good.

5. US, UK, French proposal, opposed by Soviet Delegation, who maintain that concept of humble is contrary to Stalin's well-known doctrine of the equality of man.

6. The inclusion of this word is opposed by the Soviet Delegation since Stalin has said, "In Russia there are no servants, only slaves."

7. Agreed, subject to discussion by drafting committee on spelling of Kiselev.

8. Soviet Delegation prefers "demands."

9. UK proposal. US Delegation believes that if prayer is translated into German familiar use of "Du" will alienate Austrian Catholic population and undermine Western political prestige.

10. Opposed by US Delegation.

11. The French Delegation reserves its position pending further instructions from its government.

12. UK proposal, opposed by French, Soviet and US Delegation. Mr. Marjoribanks wishes recorded in the Record of Decisions the following statement of British policy: "If the Treaty is to be concluded it must be finished before the next Bank Holiday."

13. All four Delegations reserved their position pending consultation with their respective governments.

14. The US Delegation opposes the inclusion of this sentence on the grounds that the Yugoslav representative had not asked for a copy of the prayer. The US Deputy will reconsider his position if the Deputies agree to transmit a copy to the Austrian Government as well.



anya, a PERSON

P.B.

NOT very long ago—it was February in the last Khrushchev year, and the Russian winter was stale and the snow getting crusty and dirty—I traveled out of Moscow on the train that goes to Prague. The train leaves from the Kiev Station in Moscow, and my taxi got me there so early that morning that I decided to put my bags in the sleeping-car compartment and go buy some sandwich materials at the food store I'd noticed across the street. The train had a *vagon-restoran*, but I knew enough about Russian queues to want some food on hand when the trip began.

The store was actually a row of stalls along the sidewalk where attendants served customers through win-

dows, slowly, so it was some minutes before I finished buying a nice fresh loaf of almost-white bread, 200 grams of butter, and some cheese and fatty ham. No need to buy drink, since every Soviet sleeping-car has a coal-fired samovar at the end of the corridor and the porter serves tea to all occupants. When I came back to my big maroon car, thinking I had certainly done right to choose a leisurely train trip instead of a ride in a questionably maintained Aeroflot jet, I found four middle-aged women and a little girl in and around my compartment, engaged in the process of saying goodbye to one another. There was a good deal of weeping, as there always is. Russians always seem to say good-

bye on the basis that they'll never meet again. I couldn't tell who in this group was staying and who was going, but I rather hoped that I'd have one woman to talk to and not two chatting to each other. At this point I realized that the women looked a little dark and un-Russian; their clothing was Soviet, all right, but I decided they must be Jewish. The plump little girl, though, who seemed about the age of my own four-year-old, was blonde and to my perhaps undiscerning eye looked as Russian as any other child of that country.

The loudspeaker announced it was time for visitors to get off, and three of the women did, drying their tears and leaving in my compartment the child and the gaunt woman of about fifty who must have been her grandmother or aunt. Then the train moved smoothly out of the high 1914 trainshed into a gray day. I had been in Moscow a long time, and I was glad to be leaving the place. I remembered the first time I had gone there, in beautiful May. I had been swept up then by Russian spring and enchanted by the strangeness and what seemed a kind of old-fashioned vitality; but this winter I had dragged myself through dirty snow by dingy new buildings, past queues in front of bread stores and attacks on Chinese schismatics, with a feeling of great disgust and great longing to see again the real Europe to westward.

The grandmother soon assumed a reclining position on the lower berth across from mine—it was a four-berth compartment but the top berths were unoccupied—and the little girl, whose name was Anna, Anya, Anochka, started roaming a little up and down the corridor. The sleeping-car porter, who in the next twenty-four hours proved himself an unusually pleasant man for the job, took our tickets and soon brought tea. It was about one p.m. by then and for a minute I wondered if it wasn't time for the grandmother to fix some lunch for Anya. I could see she had two coarse loaves and other supplies next to her in a string bag. But then I reminded myself that people in Moscow, if left to their own devices, didn't usually eat lunch until three or so; this was a hard lesson my stomach had learned sitting until two o'clock in Moscow conferences wondering if somewhere along the way everyone but me had grabbed a bite to eat.

Anyway, Anya seemed happy enough with her tea alone as it cooled, and I sat across from the two of them holding, but distracted from, Eliot's "On Poetry and Poets," which I had drowsed over in bed the two

previous evenings and now, too, found hard to settle down to.

My Russian is fluent if not quite perfect, and by way of starting a conversation I asked the grandmother if the two of them were going through to Prague. She answered me shortly, No, but then decided this was too curt and allowed they were going as far as Lvov. I said I was American; were she and her granddaughter perhaps Ukrainian? Again came a short No, and again after a pause she added something in a low-pitched asthmatic voice: We are Jews. But after a few more words the conversation stopped. Eventually I took off my shoes and lay down and slept for over an hour while the grandmother thought about fixing lunch for herself and Anya.

I might have slept longer, but around four o'clock three railroad workers in their dark blue uniforms and high boots came into the car noisily. I heard one of them tell our porter they were getting off in a few minutes at Bryansk and would be happy to accept his hospitality until then. Two of them apparently sat down in the porter's compartment to talk, and the third stationed himself in the corridor by our compartment: a very short man in big boots, in his late thirties but at first glance older-looking, with light blue eyes and a kind of pleasant, almost Irish face. Soon Anya came back from visiting a new friend down the corridor, and the railroad man began to talk to her. At first she acted shy, but in Russia adults are good at talking to children and children are taught to accept any adult as Uncle or Aunt. This one turned out to be Uncle Mikhail. He asked her if she went to school; Anya said she was four years old, and next year she would go to kindergarten. Last year she had been sick. She had a cat named Valya, and a big brother who read stories to her, sometimes.

Uncle Mikhail gave Anya a piece of candy, which she ate after showing the prize to her *Baba*. And on and on we rolled through woods and snowy bleak fields dim in a light fog. By the time we reached Bryansk the child and the man were fast friends. When he got off the train with his two comrades Anya dashed into our compartment to see him through the window; but he walked away down the platform and crossed the tracks to the station without ever looking back.

By this time I had some further conversation with the grandmother. She had lived until the war in Byelorussia, but had been evacuated to Kazakhstan after the Nazi invasion. After 1945 she and her now deceased husband had moved to Lvov; why

they had, I didn't quite understand, since although she had had relatives there the Germans had butchered them. Perhaps there was some bit of property.

She had a very raspy voice, and explained that it was not the result of asthma, as I had thought, but of *zob*—a goiter. She complained that it was so stuffy it was hard to breathe, and I opened the window a little and she lay back in a cotton dress in the cold draft saying that was much better. I looked at her and thought that her somewhat aquiline face might have been very pretty at twenty. Now, though, she was a tragic aging woman of that same Mediterranean race one sees in Rome or New York or Tel Aviv—and really, she had woe after woe to tell me. Life was grim. The harvest last year had been disastrous and Lvov had no meat or milk; could I imagine such a thing twenty years after the war? The synagogue had been closed a year ago; they said the Jews were running a black market there and so they locked it up. Life was better in other countries, she could assure me; sometimes people had relatives come visit from Romania, or even Israel; things were better there. She would like to show me the tiny place that she had to share with Anya and Anya's parents and brother—Anya was her daughter's child.

All through this, Anya would run in and out of our compartment, happy as a lark or pouting prettily when her *Baba* tried to restrain her a little. Finally, when Anya came trotting in once to report that Aunt Bella (this was apparently the young woman in a dressing-gown two doors down from us) had given her—Look, *Baba*!—this candy, the grandmother said "*An-ochka, kakaya ty persona!*" which means not exactly "What a person you are" but rather "What a personage!" Certainly it was true. Anya was a real character—and a sweet child. She even warmed up to me, and I told her I had a daughter four years old, too, which resulted in a reply from her I couldn't understand. Anya's nose was dirty from pushing it against windows, so I pulled out one of those little American tinfoil packages with a scented paper washcloth in it and I showed her how to wipe her face with it. She and the grandmother both marveled over this invention, and the latter grew almost tearful when she said they had nothing like it in this country. Typical behavior for Soviet citizens, I thought. They are apt to tell you proudly that the Soviet Union has a duplicate of any Western product you show them—a Ford or a

Polaroid camera or a portable TV set—but at the same time they will fawn over some little foreign thing in an embarrassing backwoods way. I told myself I owed eternal thanks I was not born Soviet; but certainly, I thought, the grandmother must find joy in having this happy child, this chattering Anya. The train went endlessly on at fifty miles an hour into the Ukrainian night, without a glimmer of light in any town along that route. Would Anya grow up to think her world was bad? At least, if God was not wholly absent from our scene, she might grow up, and not be stuffed into a gas oven.

In February few things look very gay. I went into the dining car, found a seat empty, and spent two hours over borsch and bread and vodka with a fine young Russian engineer who wouldn't tell me what sort of engineering he worked at. When I went back into my compartment at nine o'clock Anya and the grandmother were both asleep and I retired too.

I saw them for only an hour the next morning, Anya and her grandmother, and then a little after eight we reached Lvov and they got off. But I have not forgotten, and will not, that bright, chubby little child talking to Uncle Mikhail and the foreigner about her cat and brother and parents and toys. Nor will I forget Anya running to point out "a lovely woods, *Baba*" to her bitter grandmother; and Anya sleeping in great peace in a corner of the berth with her arm around a toy bear, while our train passed through the sad country of Russia.

Not too long after one leaves Lvov the train encounters hills and woods and soon goes up into the Carpathians, through a landscape which is not unlike that of New England and made me homesick for Vermont. About noon we crossed the summit and descended west down a narrow valley where the steep beech-covered hills left only room enough for a brook and our single track. I watched the hills shift, and nibbled at bread and cheese, and tackled Eliot again, telling myself that this was a landscape where what Eliot had to say was more applicable than in *taiga*. And suddenly the word "persona" leaped at my eye—it was Ezra Pound, said Eliot, who used "persona" to indicate the historical characters through whom he spoke; and the term was just. And suddenly I saw that wonderful persona Anya, not the last of the Just but one of thousands blooming out of all the dead past, and I crossed the border looking at the Soviet machine-gunner and even smiling to myself. ■

Statistics After Six

BY MARTIN G. HEFLIN

It is a well-known fact that he who quotes statistics (even if wrong) puts his opponent on the defensive. The Embassy has printed commercially, as a mnemonic device, a wallet calendar-sized summary (double-fold) of statistical data. Copies are being distributed to Embassy officers, inserted in the standard CODEL-VIP briefing kits, and sent to selected end-users in Washington. Copies will also be available for visiting businessmen and furnished or sold to the American Chamber of Commerce. The data will be revised and reprinted regularly.

*. . . excerpt from Amembassy NAPAJ, internal memorandum**

The properly appointed US Embassy officer in Napaj sallies forth these days and nights with a wallet-sized breviary of vital statistics, culled from countless volumes, which should carry him smoothly over the ruts and potholes of factual vacuity ever present along the treacherous cocktail circuit. Armed with this tiny font of facts even the most wary staffer no longer need feel pangs of inadequacy when the situation calls for a command of unquestionable figures; he is prepared to meet any adversary with one eye while the other scans the small pages whose cryptic symbols and abbreviations provide him the raw facts he needs to maintain an upper hand.

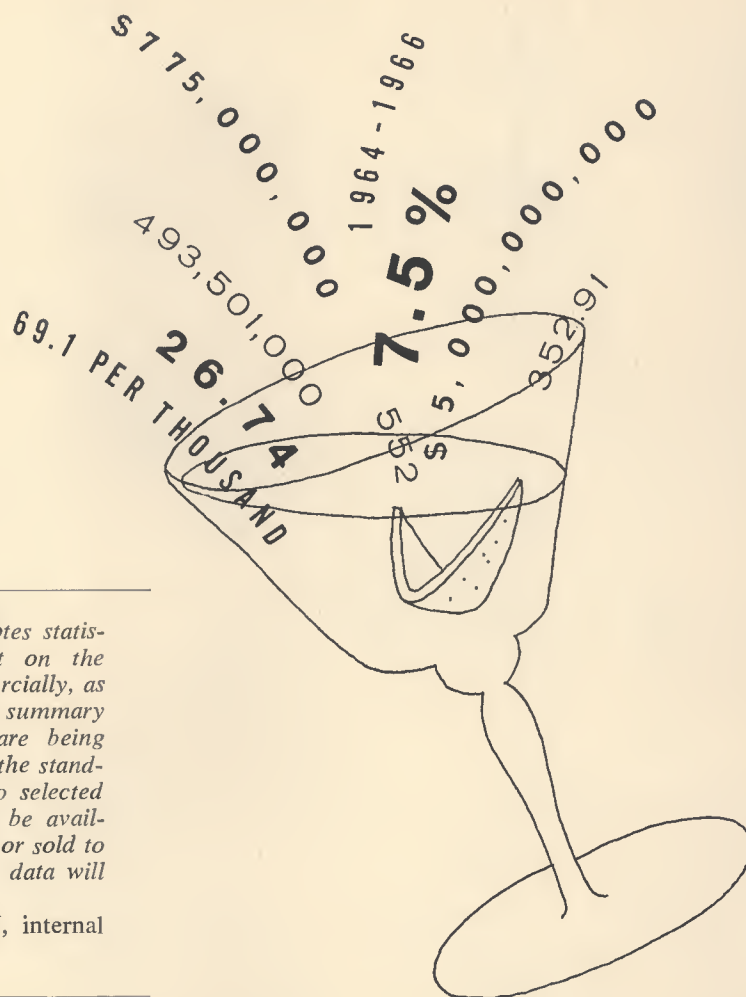
When issuance of this new mnemonic device was announced by the Embassy, Second Secretary Nat Pickins would have joyfully embraced the Muses' mother himself. Being an "Economic Specialist," Pickins knew exactly where to locate Sierras of statistics in the books, but somehow he just couldn't retain them in his head and recite them on demand. It was said, indeed, that much of Pickins' reticence, his most obvious and well-known trait, was due to his inability to remember and therefore to discuss outside the office those very figures and symbols that occupied so much of his time within the office.

While the Embassy's new ingenious mnemonic device at first seemed to solve Pickins' memory problem, after further

consideration he discovered a fatal flaw in it: how could he use it in the course of a conversation without others knowing? Pickins knew that if his friends caught him referring to his fact sheet they most certainly would tell him about it! Oh, he could try to keep it a secret: he could carry one folder in his vest pocket, another in his pants pocket, perhaps a third behind the handkerchief in his breast pocket, and somehow sneak a peek at one of them occasionally. But this would be hazardous, and after all, he told himself, his purpose was to impress others with his versatile command of statistics. Therefore, for the data to be really useful, he would have to be able to refer to them constantly, to be able to read them undetected. But if he were observed reading them. . .

After giving the problem more thought than he had given his contributions to the Embassy WEEKA in two years at the post, he finally spotted a solution.

Pickins took the Embassy's five-faced statistical foldout to one of those artists who specialize in microscopic engraving, and within two weeks all of the facts and figures were neatly engraved on the face of the oxblood stone in the middle of his college class ring. From a local optometrist Pickins bought a single contact lens for his left eye, which was designed to function as a telescope, and with which he could readily and unobtrusively read the engraving on the stone. Pickins was aware that the contact lens reduced his left pupil to the size of a pinhead when viewed by others, but he discounted this slight defect in his system. For Pickins had been in the diplomatic business for quite a while, and he had observed that as a rule



*The memorandum, like the story and the people who appear therein, is fictitious. But, then, who knows when . . .

cocktail party compeers are more interested in the people and conversation around them than they are in those before them, and that therefore he had little to fear from being looked directly in the eye.

Invested with his ring and lens, Pickins was confident he could keep his balance in the lists of diplomatic receptions. Unlike most non-specialists, Pickins really could comment intelligently on the graven economic argot, on those arcane expressions like "Pri.Dur.Equip.," or "New Exp. Surp.," or "Def. Exp. Admin. Budg."

So it was that last week Pickins was invited to a reception at the residence of an official in the Napaj Foreign Office, an economist like himself, who was serving a frustrating tour in a political job in the North American Bureau, Mr. Tokeizan Takazuki. Pickins saw in the invitation an opportunity to test his ring and lens.

Pickins arrived at Tokeizan's ample Western-style home promptly at 6:00 p.m., the appointed hour. After exchanging the routine pleasantries with Tokeizan, Pickins prepared to open the conversation on his own chosen terms by throwing a quick glance at his ring for some useful statistics. Pickins decided to comment on his host's quarters, very commodious; he allowed that Tokeizan was very fortunate to have such a splendid home considering that Napaj ranked only 30th in the world in comparative room occupancy in CY 1963. Though Tokeizan's only reply to this was a slight wince, Pickins interpreted the silence and gesture as approbation. Feeling self-satisfied with his first effort, his eye returned quickly to the ring for more ammunition. Then, with a confident chuckle, he quipped that the average 1.2 Napajese who occupied each available room should have no complaints if they had Tokeizan's parlors. Now Tokeizan's mildly vexed smile became agitated, the mouth visibly twitched at the corners. Tokeizan began to giggle nervously, and he hadn't stopped before he and Pickins were joined by the resident Trade Commissioner of another large Asian country, A. Woolsey Lamb. Woolsey Lamb was a blustery, red-faced type whose very long residence in Napaj had permitted him to indulge his insatiable appetite for various exotic oriental provender and the unique local beverage *ekas*, a potent wine distilled from fermented cucumbers. Woolsey Lamb's most curious attribute was his avocational passion, the Napaj Kikabu theater. Taking only the faintest passing notice of Pickins, he immediately engaged Tokeizan in a discussion of Kikabu. Knowing nothing about Kikabu, Pickins felt his customary timidity returning.

Now Pickins knew he had to make a contribution to the discussion quickly or suffer exclusion altogether. His left eye scanned the ring for some new numbers, which he proceeded to link with his own limited, vague knowledge of the Kikabu theater. At the first pause in the conversation, Pickins jumped in; he allowed that Kikabu would probably become very popular in the United States soon, because US imports of Napajese clothing showed a 7.5 percent increase in calendar year 1966. If Americans were ready to adopt Napajese clothing, he chortled, surely they would also adopt Napajese theater.

Pickins was quite insensible to the fact that his listeners responded to his remarks with only silence and expressions of bewilderment; in his own eyes he had successfully regained the advantage. Indeed, after focusing his left eye on the ring for a moment, he was confident he could turn the conversation to a new direction. Pickins now addressed Woolsey Lamb; trade and investment, he told Lamb, were the cornerstones of the excellent relations presently existing between the

United States and Lamb's homeland. To reinforce this statement, he informed his interlocutors that US imports from that country amounted to \$775 million in Fiscal Year 1966, and that US direct investments there had reached \$5 billion.

Woolsey Lamb, who had remained silent since the discussion turned from the Kikabu theater, was far from awed by Pickins' facts and figures; without mincing words he told Pickins that his statistics were inaccurate. So here it was, then: for the first time in his career, Pickins had become involved in a dispute over quantitative questions. But he wasn't cowed; he had cited the right numbers and he knew it!

The new Pickins radiated confidence. Before replying to Woolsey Lamb, he permitted himself the faintest trace of a sardonic smile. He then assured his listeners that the figures he had quoted were accurate and irrefutable. Before he could elaborate, however, Tokeizan stopped him by tugging his sleeve. In a soft voice, almost a whisper, Tokeizan apologetically sided with Woolsey Lamb. He told Pickins his statistics were wrong.

Tokeizan's unexpected commitment to the opposition left Pickins visibly shaken. As doubt once again welled up within him, he muttered a "Well . . ." and an "Uh," took a nervous sip from his half-full glass, excused himself abruptly, and hastened to the bathroom. Secure behind the locked door, Pickins nervously fumbled for his wallet, which contained the Embassy's mnemonic device. With unsteady fingers he pulled the crisp wallet-size folder from among some crumpled local currency. Fixing his left eye on the ring and his right one on the card, he began to compare the two sets of figures. Then he gasped sharply and immediately thereafter emitted a high, pained whine. Pickins saw that all of the figures on his ring were backwards! The old culture-bound Napajese engraver had read them from left to right, in the Western manner, and inexplicably transcribed them from right to left. All of the figures on the ring were wrong, wrong, wrong.

Defeated and humiliated, it was only with the greatest effort that Pickins was able to unlock the bathroom door and emerge to face his tormentors. He found Tokeizan and Woolsey Lamb near the buffet where he had left them; they were again discussing the Kikabu theater, but stopped as he approached them. After awkwardly acknowledging his statistical errors, Pickins asked Woolsey Lamb how he knew the data were wrong. Woolsey Lamb explained that his Embassy had acquired wallet-size statistical summaries from the American Embassy, and that very afternoon he had checked the figures against sources. He added that several other Embassies were using the devices, and recommended the little memory aids to Pickins. Pickins shuddered; and Tokeizan—did he use the mnemonic device, too? Pickins asked: Tokeizan acknowledged that the Napajese Foreign Office had acquired copies of the American creation, but he admitted to a memory too weak to contain so many facts. Pointing to a large hanging scroll near the fireplace, Tokeizan explained that the intricate calligraphy appearing on it contained all of the statistics in Napajese. Since his guests were almost always foreigners, he said that he could use the data facily and with no danger of being found out.

So everyone is using the data somehow, mused Pickins, and he gloomily contemplated future cocktail parties where masses of statistics would be needed by everyone as basic and essential social accouterments. Pickins mumbled a faint thanks and farewell to his host, nodded to Woolsey Lamb and left the room. While he waited in the foyer for his coat, Pickins tapped out a nervous staccato beat on the banister with his bright gold class ring. ■

1968-69 AWARDS FOR STUDENT EXCELLENCE

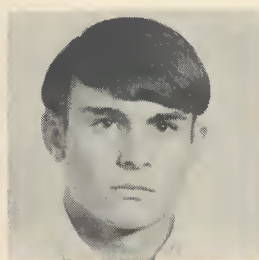
The photographs below are of the students who received Awards for Student Excellence.

This award was established to provide special recognition to the most outstanding scholarship applicants each year. Students are judged on scholastic achievement, leadership qualities, character, motivation, and potential.

AFSA recipients of scholarship awards for 1968-69 are listed alphabetically on the following page.



LESLIE BASKIN
(Myron A. Baskin)
College of William and Mary



PHILIP J. BECCHETTI
(Fred Becchetti)
Grinnell College



JAMES SHILTS
BOSTER
(Davis Eugene Boster)



PATRICIA S. BOWE
(Martin S. Bowe, Jr.)
Wellesley College



HAL DUNCAN CASH
(Frank E. Cash, Jr.)
Bryn Mawr College



NELSON CLARK
DALE
(William Norris Dale)



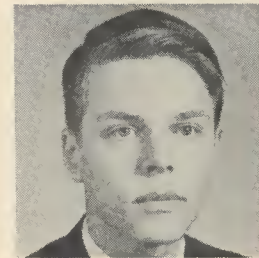
WINIFRED RUTH
HADSEL
(Fred Latimer Hadsel)
Smith College



DEBORAH JACOBS
(George R. Jacobs)
Oberlin College



RICHARD R. KEY
(Richard M. Key)
Yale University



MARK LUPPI
(Hobart W. Luppi)
Brown University



PAMELA A. MAYALL
(Kenneth Loomis Mayall)
University of Oregon



DEBORAH M. ODELL
(Harry I. Odell)
Smith College



KIRBY ROBINSON
(Donald H. Robinson)
Smith College



ANDREW L. ROMAN
(Paul Roman)
New College



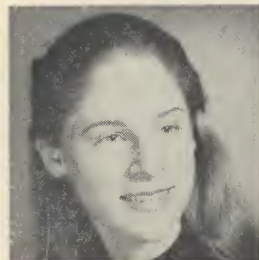
JOHN ALDEN ROOT
(William A. Root)
Oberlin College



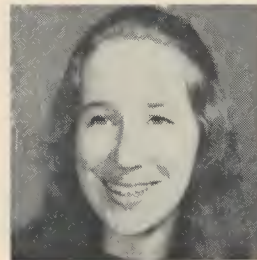
JAMES B. STEDMAN
(William P. Stedman, Jr.)
Middlebury College



MARK A. TURNER
(Philip A. Turner)
Massachusetts Institute
of Technology



GRETCHEN WOLFF
(Hugh W. Wolff)
Bryn Mawr College



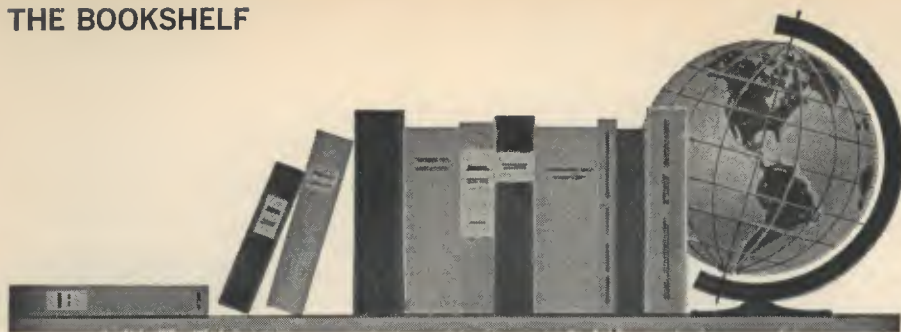
MARTHA WOLFF
(Hugh W. Wolff)
Radcliffe College



JOHN YOST
(Robert Lloyd Yost)
Wesleyan University

AFSA RECIPIENTS OF 1968-69 SCHOLARSHIP AWARDS

- DINSMORE J. ALTER
(David E. Alter, Jr.)
Haverford College—Merrill
- DAVID F. ARMSTRONG
(the late Frederic S. Armstrong)
University of Pennsylvania
New York Times
- CHERILYN E. BARRETT
(Raymond J. Barrett)
State University College at
New Paltz—Carr
- GRAINGER R. BARRETT
(Raymond J. Barrett)
University of North Carolina
Carr
- PHILLIP J. BECCHETTI
(Fred Becchetti)
Grinnell College—AAFSW
- JOHN LEROY BECK
(Frank V. Beck)
Stanford University—AFSA
- WM. WALTER BENNETT, JR.
(William W. Bennett, Sr.)
Harvard University—AAFSW
- ANNE E. BERLIN
(Calvin C. Berlin)
Indiana University—Benton
- THOMAS E. BOOTH
(Ernst Wendell Booth)
Georgetown University
Bruce
- JAMES C. BURGESS
(Robert K. Burgess)—AFSA
- WALLACE F. CALDWELL
(Robert W. Caldwell)
Cornell University
Howard Fyfe
- ALAN F. CARIDDI
(Charles A. Cariddi)
Georgetown University
Harriman
- C. HARLEY CHAPPELL
(the late Joseph J. Chappell)
Arkansas College—AAFSW
- ALBERT G. CIAFFONE
(Albert J. Ciaffone)
Virginia Polytechnic Institute
Kramer
- MARGARET E. COBB
(Carroll E. Cobb)
Oberlin College—Stewart
- SUSAN E. DUKE
(Donald W. Duke)
Sam Houston State College
AFSA
- PAMELA J. EILERS
(Xavier W. Eilers)
University of Maryland
Merrill
- JUNE E. ERNST
(Philip Ernst)
Colorado College—AAFSW
- PHYLLIS G. ERNST
(Philip Ernst)
Colorado College—Anderson
- WAYNE A. FISHER
(Glen H. Fisher)
Oberlin College—Stafford
- CATHERINE R. FORMAN
(Douglas N. Forman, Jr.)
Oberlin College—Coster
- BARBARA V. FOSSUM
(Charles Peter Fossum)
Northwestern University
Bruce
- CARLA L. FRENCH
(Graham K. French)
Dickinson College—AFSA
- LESLIE A. FRENCH
(Graham K. French)
Northern Arizona University
AFSA
- ROBERT T. FRIES, JR.
(Robert T. Fries)
Stanford University
De Mange
- JUDITH E. FRITZ
(Carl R. Fritz)
Boston University—Frankfurt
- ROY W. FROEMMING
(Gale Arthur Froemming)
University of Wisconsin at
Milwaukee—AAFSW
- ELIZABETH A. GARRISON
(Mark J. Garrison)
Western State College of
Colorado—Stewart
- LINDA C. GIBBONS
(Robert J. Gibbons)
California State College at
Los Angeles—AAFSW
- GREGORY R. GILCHRIST
(Wayne R. Gilchrist)
Virginia Polytechnic Institute
Stewart
- EARL J. GRAVES
(John E. Graves)
Bruce
- NORMAN L. HALL
(Robert M. Hall)
University of Montana
Merrill
- SYLVIA J. HALL
(Robert M. Hall)
Bates College—Merrill
- EUGENE C. HARTER III
(Eugene C. Harter)
University of Virginia
AAFSW
- PATRICK G. HATCHER
(Pierce E. Hatcher)
North Carolina State University—Bell
- PETER N. HOFMANN
(John R. Hofmann)
Trinity University—Hoyt
- EDWARD W. HOLMES
(Edward Warren Holmes)
Rutgers University—Butler
- JUDITH HORNER
(the late Dwight B. Horner)
Ottawa University—AAFSW
- JUDITH A. JACYNO
(Joseph R. Jacyno)
Jackson College—AAFSW
- DANIEL KARP
(Samuel Karp)
Duke University—Benton
- RICHARD R. KEY
(Richard M. Key)
Yale University—Berlin/
John F. Kennedy
- JULIA F. KIMM
(the late Neal Edwin Kimm)
Marymount College
AAFSW
- JOAN M. LAWRENCE
(Malcolm Lawrence)
University of Maryland
Dorsey
- STEFAN M. LOPATKIEWICZ
(Teodor J. Lopatkiewicz)
University of Virginia
Paris
- MARK LUPPI
(Hobart W. Luppi)
Brown University—Benton
- PATRICIA LYNN
MALCHOW
(Alfred J. Malchow)
Virginia Polytechnic Institute
Emmons
- KEVIN L. MANNIX
(John Warren Mannix)
University of Virginia
AAFSW
- PAMELA A. MAYALL
(Kenneth Loomis Mayall)
University of Oregon—AFSA
- STUART O. R. MAYS
(James O. Mays)
Amherst College—Paris
- BARBARA L. MCKINNON
(the late Robert Allen
McKinnon)
Pratt Institute—Berger
- ANNE LOUISE MOLINEAUX
(Cyril L. Molineaux)
Catholic University—AFSA
- HARRY J. MULLIN III
(the late Harry Joseph
Mullin, II)
Colgate University—AAFSW
- PETER N. MUNSING
(Stefan P. Munsing)
University of Michigan
Munich
- JEAN R. NOLAND
(John E. Noland)
St. Andrews Presbyterian
College—Vietnam
- JOHN A. NYREN
(Albert V. Nyren)
Carleton College—Benton
"Foy D. Kohler"
- DEBORAH M. ODELL
(Harry I. Odell)
Smith College—Stewart
- WAYNE M. ONDIK
(John Ondiak)
Tulane University—Merrill
- KRISTIN M. OTWELL
(Harold M. Otwell)
Mills College—Iran/AAFSW
- JAMES A. PARKER, JR.
(James Arthur Parker)
Stanford University—Moffly
- JOHN C. PATTERSON
(John Patterson)
Harvard University—White
- JOSEPH O. PATTERSON II
(John Patterson)
Harvard University—Holmes
- SARAH E. PEASLEE
(Alexander L. Peaslee)
University of Chicago
Overseas
- ANTHONY P. PRINCE
(Edward P. Prince)
Lake Forest College—Chapin
- LAWRENCE M. RICH
(Stanley Rich)
Columbia College (NYCity)
AAFSW
- KIRBY ROBINSON
(Donald H. Robinson)
Smith College—AAFSW
- JOSE A. RODRIGUEZ, JR.
(Jose A. Rodriguez)
University of Florida—Paris
- ANDREW L. ROMAN
(Paul Roman)
New College
New York Times
- RICHARD L. ROTUNDO
(Vincent Rotundo)
Purdue University—Paris
- DIANE E. RUYLE
(Benjamin J. Ruyle)
University of Washington
Mexico
- MARK C. SCHMADER
(Gordon F. Schmader)
University of Maryland
AAFSW
- REBECCA A. SCHROEDER
(Frank M. Schroeder)
Allegheny College—AAFSW
- ROBERT R. SHIELDS
(Robert L. Shields)
University of Texas
Merrill
- PAMELA J. H. SLUTZ
(Robert F. Slutz)
Hollins College—Dulles
- CHRISTOPHER A. SMITH
(Lawrence W. Smith)
University of California,
Santa Barbara—AFSA
- THOMAS A. SMITH
(Myron G. Smith)
Virginia Polytechnic
Institute—AAFSW
- JAMES B. STEDMAN
(William Perry Stedman, Jr.)
Middlebury College—Stewart
- CAROL J. STOUT
(John Robert Stout)
University of Iowa—AAFSW
- HARRY C. STRUNZ
(George H. Strunz)
George Washington University—AAFSW
- MARGARET M. TSUKAHIRA
(Toshio G. Tsukahira)
Barnard College—AAFSW
- JUDITH E. TURNER
(Philip A. Turner)
Guilford College—AFSA
- MARK A. TURNER
(Philip A. Turner)
Massachusetts Institute of
Technology—Bruce
- CAROL ULINSKI
(John A. Ulinski)
Wells College—Merrill
- VIRGINIA E. VETTEL
(Thelma E. Vettel)
Massachusetts Institute of
Technology—Hosmer
- KATHERINE C. WATSON
(Albert S. Watson)
Radcliffe College—Simmons
- JOAN WIENER
(Ernest G. Wiener)
Antioch College—AFSA
- MARY J. WITTSTOCK
(Thomas M. Wittstock)
Emory University—AFSA
- ANNIK M. M. WOLFE
(Mack C. Wolfe)
Brigham Young University
Bassel
- PIERRE P. WOLFE
(Mack C. Wolfe)
Brigham Young University
Benton



Call to Arms for Europe

ONE is tempted to title this review "the colonists' revenge." Those looking ahead to our bicentennial in 1976, reflecting on the changes in less than ten generations, will find in "The American Challenge" a measure of the reversal of roles: the colonies, now grown to 50, dominate the old countries; their traders and bankers are "invading" Europe, "taking over" the economy of the continent, building mercantile fiefdoms that generate capital for still more takeovers. The people groan under this bondage, and one fine night we may see patriots, disguised as Bolsheviks, boarding ships and dumping crates of IBM computers into the harbor of Le Havre.

Well, not quite. But such thoughts do occur as one reads this arresting book—fascinating, plausibly documented, both pertinent and impertinent, written in a brisk narrative style.

There is something for everyone here—errors included. Servan-Schreiber, the youthful and dashing publisher of the news weekly *PARIS L'EXPRESS* who almost certainly has politics in his future, has written a tract for our times. But there is nothing one-sided about it. He summons up, like a djinn from a bottle, a fearsome ogre of American technological and managerial invincibility, subjugating France and all of Europe. But then in a milli-second the ogre is benign and the author cries, to his compatriots, see how magnificent and inevitable it is—go and do likewise!

While sounding the tocsin, the author gives rein to his exasperation with the "hopelessly ossified European societies" still lingering in the 19th century, and chides them for denouncing American investment for stimulating the financial market, creating higher wages, and driving down prices: "... we must admit once and for all that American investment brings important, even irreplaceable, benefits."

The dilemma of Europe, he says, is this: if American investment continues to enter freely, the gap will widen and Europe will sink to the role of satellite; but if the investment is

blocked, "we would only condemn ourselves to underdevelopment . . . What threatens to crush us today is not a torrent of riches, but a more intelligent use of skills."

The challenge, he writes, "is not basically industrial or financial. It is, above all, a challenge to our intellectual creativity and our ability to turn ideas into practice . . . In 1980 the United States will have entered another world, and if we fail to catch up, the Americans will have a monopoly on know-how, science, and power."

This kind of chilling language startled, fascinated, and angered many a Frenchman when the book was published last October (*Le Défi Américain*), and they have bought a record 600,000 copies (oddly enough the excellent English translation lagged nine months behind the original).

In the climactic section of the book, "Counterattack," Europe is pictured with its "back to the wall," and a number of stratagems are set forth, basically involving the uniting of Europe, both economically and politically.

The author's final chapter, "Investment in Man," examines the human equation in industrial societies, and a moving tribute is paid to America, where "beyond any single explanation . . . the secret lies in the confidence of the society in its citizens."

And here is the upbeat of his last line: "This is not a history book, but . . . a call to action."

On balance the book is anything but "anti-American"; however, in making his main points Servan-Schreiber spells out and restates the worst fears of many Europeans about US domination; and we, who desire to heal the rift in (especially) French-American relations, may find this sets up additional hurdles to clear. It is a serious matter to encourage any sense of divisiveness or polarization between the two shores of the Atlantic.

Still, the vigor of this presentation, its themes of tension and conflict, make it a better narrative and a better study of the subject. It is, after all, not a work of profound scholarship nor an authoritative statement of policy, but

a rousing good "pamphlet." One of its central conclusions is that Europe must "build giant industrial units capable of carrying out a global economic strategy." If this is intended to have overtones of a fortress Europe, events seem to outdate it; the biggest US (and European) "techno-structures" are bending their brains to cross national and international boundaries, and their managers are increasingly multinational in origin and outlook.

Maybe this book will help Europe to catch up, and help us all to work together better. That would be a pretty fair epitaph.

—LEWIS C. MATTISON

THE AMERICAN CHALLENGE, by J.-J. Servan-Schreiber. Translated by Ronald Steel. Foreword by Arthur Schlesinger, Jr. Atheneum, \$6.95.

"The Secret Army"

THE first lecture I received gratis on the genius of Mao Tse Tung's Revolutionary Warfare tactics came from the lips of an engaging but tense French Army captain who ran the Army's Press Center in Saigon in 1952. This Captain became a Major and then a Colonel and finished his military career in Algeria as one of "the Colonels" who formed the leadership of *l'Organisation de l'Armée Secrète*, otherwise known as the OAS, dedicated to keeping Algeria French and overthrowing the government of General de Gaulle.

His name was Roger Gardes. He is only one actor in Geoffrey Bocca's "The Secret Army" but, in a way, he symbolizes the tragedy of the period when dedicated, sincere men threw away their careers, honor, and scruples to join with killers, criminals and opportunists in a desperate effort to preserve what they thought was essential to the life and future of their country.

In telling the grim story of the French Army revolt in April of 1961 and the subsequent birth of the OAS, Bocca concentrates on the characters of the men involved and shows how the successes or failures of the OAS were closely tied to the varied backgrounds of its leaders. General Salan, "The Mandarin"; Roger Degueudre, the ex-Legionnaire who led the OAS Commandos Delta; Jean-Jacques Susini, the thin intellectual who ordered many killings but never dirtied his own hands, are all described along with others, as individuals and not just symbols of a movement.

The author also examines the characters and reactions of the officers fighting the OAS; Colonel Debrosse of the Gardes Mobiles whose personal

vendetta with the OAS began as he looked down at the bodies of his men killed during the "Affair of the Barri-cades" and General Katz whose pa-tience and sure methods broke the back of the OAS in Oran.

This is a fascinating book for it opens the dossiers of a confusing peri-od of recent history. It also provides an interesting insight into the reaction of professional military men who felt the blood of their comrades was shed uselessly in a contradictory political situation and it shows how difficult it was for them to act effectively as rebels once their decision had been taken.

—HOWARD R. SIMPSON

THE SECRET ARMY, by Geoffrey Bocca. Prentice Hall, \$6.95.

Archeology: An Era of Booty

THIS is an entertaining and instruc-tive survey of Egyptian archeology from the time of the ancient Egyp-tians themselves down to the great Mariette, founder of the Egyptian Museum. The discovery referred to in the title is in fact Europe's re-discovery of Egypt's ancient monu-ments which began in the 17th cen-tury.

The cast of characters is fascina-ting, from Ramses' son Khaemwase, the first archeologist, up through He-rodotus, Hadrian, various medieval travelers, and a host of latter-day consuls, archeologists and grave-robbers who specialized in looting Egyptian antiquities for European (and American) museums. Foremost among the freebooters was the Italian strongman Belzoni, whose name, in foot-high letters, still greets you on entering the tomb chamber of the second pyramid at Giza. Contem-porary with him were the British consul Henry Salt and his French col-league Drovetti, whose fierce competi-tion for archeological treasures makes the civilized behavior of their suc-cessors look pretty dull.

Well-illustrated and good reading.

—R. B. PARKER

THE DISCOVERY OF EGYPT, by Leslie Greener. Viking Press, \$6.95.

Probing the Puzzle of Vietnam

DOUGLAS PIKE's prestigious study of the Viet Cong—the organiza-tion and techniques of the National Liberation Front of South Vietnam—is now available in paperback edition. The superlative praise that this defini-tive work received from all quarters at the time of its original publication in 1966 need not be recounted here, nor can it be surpassed. The product of six years in Vietnam as a USIA Foreign Service officer and of a year's

study at M.I.T. Center for Interna-tional Studies, his book is a compre-hensive, perceptive analysis of the Na-tional Liberation Front—of non-Communist South Vietnamese society—that enables the concerned reader to understand the strange, formidable enemy and the bizarre war in which we encounter him.

In the scholarly world, in the na-tion's graduate schools, Dr. Pike's au-thoritative work has measurably raised the not-very-high estimation of intellectual achievement in the For- eign Service, an opinion that deters many well-qualified university gradu-ates from seeking to enter the Foreign Service. It may be hoped that another of the beneficent, unintended conse-quences of this book might be an inspiration to his colleagues in the Foreign Service complex to "go and do likewise." Following in his foot-steps (a very hard thing to do) would do a lot more to enhance the image of the Foreign Service in significant areas than some of the public-relations gim-micks that have been tried in recent years.

Dr. Broekmeijer, also a major gen-eral in the Netherlands Air Force and a former Assistant Chief of Staff of NATO, feels that too many ungifted amateurs have been painting the Viet-nam picture and too many shallow, biased laymen have been telling the Vietnam story, and the result thereof is confusion and misunderstanding. He seeks—on the basis of wide experi-ence in Southeast Asia, recent exten-sive travel in Vietnam and his objec-tive viewpoint as a Netherlander—to give insight into the historical back-ground of the conflict in Vietnam and to survey the military, economic, and social situation there. He accomplishes his purpose in a paperback of just over 100 pages, the conciseness and readability of which should appeal to the busy reader wishing a *tour d'hor-izon*.

A notable feature of this book is its author's approval of US Vietnam poli-cy and his optimism regarding socio-economic and military developments in Vietnam. He views the Vietnamese war as world-wide in its implications, believes that it involves the issue of acquiescence in Communist world domination or fighting for freedom and against aggression, and warns that: "History teaches us that doing things by halves invites more chaos and inevitably results in major disas-ters."

—ROBERT W. RINDEN

VIET CONG, by Douglas Pike. The M.I.T. Press, \$3.45.

SOUTH VIETNAM: VICTIM OF MISUNDER-STANDING, by M. W. J. M. Broekmeijer. Uitgeverij H. Nelissen (Bilthoven), \$3.95.

Of Spies and Such

THERE exists a curiously ambiva-lent attitude toward intelligence activities. Spy stories and films enjoy great favor—which does not seem to rub off on, say, the CIA. Everybody knows that Nathan Hale was a hero. But how often do you hear him re-ferred to as a spy?

Two recent books on the general subject are surprisingly complemen-tary in certain respects: "The Espion-age Establishment," by David Wise and Thomas B. Ross (who made known their lack of appreciation of the CIA in their previous "The Invis-ible Government") and "The Real CIA," by Lyman Kirkpatrick, who, as Executive Director, had been number three man (at least) in that agency until his retirement after service that began in the old OSS days.

There is basically nothing new or—except for technological refinements—especially different about espionage and intelligence activities. Nearly ev-erybody who writes a book on the subject points out that the Bible makes various references to it. As did former Director of Central Intelli-gence Allen Dulles (in "The Craft of Intelligence"), Wise and Ross, in "The Espionage Establishment," note that the Lord ordered Moses to send men "to spy out the land of Canaan." Dulles does this on page 10 of his book; Wise and Ross do it on page 288 of their book. There is probably some significance in this, but we hesi-tate to speculate.

Some 2,400 years ago, in "The Art of War," Sun Tzu (the courtesy name given to Sun Wu), devoted an entire chapter to "the use of intelligence." He said, in part:

"Raising a host of a hundred thou-sand men and marching them great distances entails heavy loss on the people and a drain on the resources of the State. The daily expenditure will amount to a thousand ounces of silver. There will be commotion at home and abroad, and men will drop down exhausted on the high-ways. . . . Hostile armies may face each other for years, striving for the victory which is decided in a single day. This being so, to remain in ignorance of the enemy's condi-tion simply because one begrudges the outlay of a hundred ounces of silver in honors and emolument, is the height of inhumanity. . . . Fore-knowledge cannot be elicited from spirits; it cannot be obtained induc-tively from experience, nor by any deductive calculation. Knowledge of the enemy's disposition can be ob-tained only from other men. Hence, the use of spies. . ."

Some centuries later, Maurice de Saxe—upon whom Louis XV conferred the title of Marshal-General of the King's Camps and Armies—expressed similar sentiments in his posthumously published (in 1756 at The Hague) book, *Les Reveries ou Mémoires sur l'Art de la Guerre*:

"You cannot give too much attention to spies and guides. They are as useful as the eyes in your head and . . . are quite as indispensable. You cannot spend too much money in order to obtain good ones."

Things being what they are in this not the best of all possible worlds, governments cannot ignore the need for intelligence activities. The first obligation of a government toward the people governed is to assure their survival. In the Preamble to our own Constitution "insure domestic tranquility" and "provide for the common defense" come before "promote the general welfare."

Those who seem to be upset by espionage and related activities and critical of the vehicles necessary to accomplishment of same are probably actually upset by the necessity for such activities and vehicles. Wise and Ross admit that "the fact of spying in today's world [cannot] be evaded" and that "under the circumstances, the United States needs its intelligence machinery." But, they insist, "it can stop treating it as something sacrosanct and apart from the normal constitutional processes of congressional and executive control."

Kirkpatrick says that controls exist and describes them. He observes: "That such an organization is essential to our survival seems apparent as long as there are politicians dedicated to the destruction of our way of life, closed societies that cannot stand exposure to outside scrutiny, and an arms race developing mass-destruction weapons in secrecy . . ." At the same time, he agrees, "Conviction that the CIA is a necessity to national survival is not in itself sufficient. There must also be assurance that the Agency is under proper control and operating competently."

The titles of the two books are a little misleading, each actually delivering more than implied "The Real CIA" is also the story, to his retirement from that agency, of Lyman Kirkpatrick. And "The Espionage Establishment" covers with varying degrees of accuracy and detail, the intelligence apparatuses of Soviet Russia, Great Britain, and Communist China, as well as the United States. While there is not much in the book which will be unfamiliar to any career foreign affairs officer, the lay reader will think otherwise. Some of the case

histories in Wise's and Ross' chapter on "The 'Illegals'" are re-told entertainingly.

—S. I. NADLER

THE REAL CIA, by Lyman B. Kirkpatrick, Jr. Macmillan, \$6.95.

THE ESPIONAGE ESTABLISHMENT, by David Wise and Thomas B. Ross. Random House, \$5.95.

Martin Bormann—Where Are You?

NOW, James McGovern reveals what really happened to Martin Bormann. That is what the jacket says. Actually, James McGovern, like earlier writers, only reveals what *may* have happened to Bormann. At any rate, even if he has brought us no closer to the truth, McGovern has written an interesting account of Bormann's life. I am afraid that many of us continue to read accounts of the Nazi leaders with the same kind of morbid curiosity that we read accounts of the lives of more mundane murderers in the daily papers. We are fascinated with trying to unravel the warped route that their minds take to their ultimate fatal destiny.

One interesting aspect of Bormann's life, covered very well by McGovern, is the delusion that led him to expand his personal power right up to the end, as if his ilk would, in any event, have had power to exert following the 1945 Götterdämmerung.

—ALBERT W. STOFFEL

MARTIN BORMANN by James McGovern. Morrow, \$5.95.

Portrayed Without Warts

BORN in Los Angeles on March 19, 1891, Earl Warren was educated in the California public school system and at the University of California at Berkeley (B.L., 1912 and J.D., 1914). His first public position was as a clerk for a California legislative committee in 1919. From this point, his legal and public career advanced rapidly. He served successively as deputy city attorney for Oakland (1919-20), deputy district attorney (1920-25) and as the crimebusting district attorney (1925-39) of Alameda County. As attorney general of California (1939-43), three-time governor of that state (1943-53), and unsuccessful Republican vice-presidential candidate (1948), Warren was already a national figure when Dwight D. Eisenhower appointed him to the Supreme Court in 1953. As the fourteenth chief justice of the United States, Warren is perhaps best known for his historic 1954 opinion declaring racial segregation in the public schools unconstitutional. It was this decision that marked the birth of

the controversial "Warren Court" and the beginning of the equally controversial "Warren Revolution."

In this popular, as opposed to scholarly, account of "the life and times of Earl Warren," John D. Weaver has painted a somewhat over-sympathetic and generally one-sided portrait of the Chief Justice. Weaver is a talented writer, when he chooses to write. Although the historian and the biographer should follow the dictum of "letting the evidence speak for itself," Weaver has gone overboard in this respect—so much so that the volume is little more than a compendium of quotations. The author makes little attempt to interpret or synthesize the raw material at his disposal and, as a result, adds little to our knowledge and understanding of Warren, the Court, or the era.

—ROBERT RALPH DAVIS, JR.

WARREN: THE MAN, THE COURT, THE ERA, by John D. Weaver. Little, Brown and Company, \$7.95.

How Ho Projects

ANYONE presently engaged in writing a serious biography of Ho Chi Minh will be happy to discover that the latest book of LE MONDE correspondent Jean Lacouture still leaves the field wide open. Lacouture describes himself as having been "spellbound" by Ho at their first encounter, and one gains the impression that the spell has not yet been broken.

The first six chapters (108 pages) which describe Ho's life from his birth (1890) to his assumption of power in North Vietnam (1945) are based mostly on propaganda tracts published in Hanoi (which are duly acknowledged in footnotes). Given the scarcity of material on this period in Ho's life, the use of Communist sources is unavoidable; however, it was not necessary to exclude some of the good non-Communist sources or to use the Hanoi material as uncritically as has Lacouture.

The next five chapters are by far the best and are the only ones which will be of much use to anyone seeking to fathom this remarkable, if mysterious, Vietnamese. These chapters (103 pages) are principally devoted to French experiences in dealing with Ho and his Viet-Minh. Here the author is able to draw on his own personal observations or on those of such fellow countrymen as Paul Mus, Jean Sainteny and others. Ho's maneuvers in the face of (Nationalist) Chinese and French power are well described, and these chapters contain a number of vignettes which help explain how Ho has managed to project the



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Where in the World? F.S.-Retired Addresses

THE list of retired Foreign Service personnel together with their addresses which in recent years has accompanied the September JOURNAL will be prepared again this year, but will be distributed to JOURNAL readers only upon request. The list will be ready for mailing in late September and will be furnished without charge to those who ask for it, as long as the supply lasts.

Yes, I would like to receive the list of retired F.S. personnel

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benign, avuncular image by which he is so well known.

The following chapter on Ho the Communist is interesting and will lend small comfort to those who look upon him as a potential "Tito."

The last three chapters are the weakest. The one on Hanoi's relations with Peking and Moscow seems to rely quite heavily on P. J. Honey's writings including his highly speculative theories on factional alignments in the Party Politburo. The penultimate chapter seeks to show a certain affinity for the United States.

The last chapter is a general blast at US-Vietnam policy with special emphasis on how it thwarted various attempts to bring about negotiations. In this chapter Lacouture comes out fairly openly for the Communist side in this conflict. In the process he employs such gems of Cartesian logic as: "Their [infiltrators] strength must have been about sixty thousand men by the end of 1967—the main effect of American bombing raids having been to promote this high level of infiltration within the space of three years."

At this point it seems almost irrelevant to point out that here and there Lacouture's scholarship leaves something to be desired. For example, Ho's first minister of defense was not anti-Communist leader Vu Hong Khanh, but "neutralist" Phan Anh (who is still in the Hanoi Government). In referring to Politburo member Nguyen Chi Thanh no mention was made of his key role in the South (until his death in July 1967). Most incredible is how anyone who claims to be a specialist on Vietnam can, at this late date, state: "One could speculate endlessly about the degree of genuine independence that the N.L.F. enjoys in relation to the Hanoi government."

The most serious criticism that can be made of this book, however, is the disingenuous way in which Lacouture generally sweeps under the carpet or glosses over the ruthless oppressiveness of Ho Chi Minh's regime. One of the main exceptions being the brutal land reform during which, according to the author, Ho somehow seems to have relinquished power and responsibility. Instead, for example, of saying Ho had Trotskyite and Hoa Hao leaders in the South executed, he said that Ho "dealt sternly" with these parties. In another place instead of reporting that Huynh Phu So the founder of the Hoa Hao sect was assassinated by the Communists, Lacouture says merely that he "disappeared."

It is a pity, indeed, that Lacouture

had to be so partisan. There is, at this time, a crying need for more public knowledge of the Communist leadership in Vietnam, and the time was ripe for a reasonably reliable book on Ho Chi Minh. Unfortunately we will have to continue waiting.

—WILLIAM L. STEARMAN

HO CHI MINH, A POLITICAL BIOGRAPHY,
by Jean Lacouture. Random House,
\$5.95.

Canada in 30,000 Words

THIS is an ideal introduction to the study of Canadian history (a subject that should interest all Foreign Service officers, to say nothing of other Americans). In 178 pages and 30,000 words we get the full scope of Canadian history beginning with the Norsemen (the author makes allowance for possible precursors of the Vikings) down to Expo '67. The book is written in a cool, balanced spirit; the author has no axes to grind. One of the most attractive features of the work is the 181 illustrations, expertly selected. These run from old maps and prints up to yesterday's photographs. There is a bibliography and index.

—HUBERT CHARLISS

A CONCISE HISTORY OF CANADA, by Gerald S. Graham. Viking Press, \$7.50.

Alan Paton and The Liberal Party

ALAN PATON, South Africa's finest and best known writer, has devoted a large part of his time since 1956 to the political side of his life as either chairman or president of the small South African Liberal Party. During these years most of the writing of this courageous and humane man has been devoted to promoting the cause of his interracial party in a country whose government and laws are violently opposed to interracialism. "The Long View" is, as he states in the Foreword, a study of his public life. It is also a history of the Liberal Party.

This book was edited in the United States by Edward Callan, who spent some 21 years in South Africa and became a citizen of that country. He is presently Professor of English at Western Michigan University. The first two introductory chapters, and the historical and explanatory notes heading the succeeding chapters and essays are written by him and display a thorough knowledge of the recent political history of South Africa.

"The Long View" consists primarily of political comment written by Alan

Paton in *CONTACT*, the official organ of the Liberal Party, between February 1958 and October 1966. There are also a number of his speeches and articles on the subjects into which the editor has divided the book.

The Liberal Party, which was organized in 1953, never had more than a few thousand members, about half of them non-white, and disbanded on May 6 of this year. Among its objectives were the abolition of the color bar, political and economic equality for all races, and "one man, one vote." It is now quite clear that these objectives are shared by but a very small minority of the white people of South Africa. Even the members of the Progressive Party, though opposed to apartheid, advocate a franchise limited to citizens, white and non-white alike, who can meet certain educational and other qualifications.

Notwithstanding the small size of the Liberal Party, the South African Government went to great lengths by means of bannings, the detention of many of its leaders for 90-day periods, and other drastic measures, to destroy it. Yet ironically enough the Government in the end succeeded in this only as the result of a law aimed at the Progressive Party making it unlawful in the future for political parties to be racially integrated. The Liberal Party refused to continue on this basis.

The Foreword of "The Long View" is perhaps the most significant part of the book. In it Alan Paton remarks that it now seems to him that the period of instability in Black Africa, following the ending of colonialism, will be longer and more unstable than he had thought. As a consequence, white South Africa may now be given a longer period than he had anticipated to abate the hostility of the outside world. Also of special interest is the Epilogue entitled, "Dr. Hendrik Verwoerd—A Liberal Assessment," written after the late Prime Minister's assassination, which displays a generous and understanding attitude toward his longtime political enemy.

A fitting conclusion to this review may be found in the Foreword where, in referring to his political beliefs as revealed in the essays in this book, he says, "This is what I was and did and thought, this is why I lived or tried to live. . . . I must add, however, that many of these pieces are much braver or stronger than their writer."

J. C. SATTERTHWAITE

THE LONG VIEW by Alan Paton, edited by Edward Callan. Praeger, \$6.95.

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25 YEARS AGO

SEPTEMBER 1943

IN THE JOURNAL

by HENRY B. DAY

Orebaugh Underground

This seems a good time to recall events described in "Overtime in Heaven" by Higgins and Lisagor. When the Italians entered Monaco in November 1942 they took into detention retired FSO Lester Maynard and active FSO Walter Orebaugh, Consul in Nice and Monaco. Lester Maynard had been serving as representative of the American Red Cross. Miss Anne Charrier and Miss Amy Houlden, clerks at the Consulate, were also detained. After being kept for a time in Cribbio in central Italy, they were transferred to the Hotel Brufoni in Perugia. Orebaugh's appeals through the Swiss for transfer to Rome were ignored. In September 1943 after the armistice in Italy, German forces, taking control north of Rome, advanced on Perugia and things in that neighborhood became more and more confused. Miss Charrier and Miss Houlden found refuge with two Italian ladies after getting caught in a crossfire of gunshots while out walking. They sent word to Orebaugh and he joined them. The house became their hide-out and the Italian ladies their protectors for the next four months while the streets swarmed with Nazis. It was from there that Orebaugh set out with false identity papers to join a band of guerrillas making raids on Nazi supply lines.

Exchange of Persons

Early on September 2, 1943, the *M. V. Gripsholm* sailed from its anchorage in New York harbor. For 13 months she had been at an Export Line pier in Jersey City or sitting in the harbor. She left with 1,350 Japanese civilians who were to be exchanged for about 1,500 civilian citizens of the Americas, all but about 250 of whom were citizens of the United States. The port finally agreed upon for the exchange was Mormugao in Goa, Portuguese India. The representatives of the Department of State on the *Gripsholm* were William R. Langdon and Donald W. Smith. Austin R. Preston, American Consul General in Lourenço Marques, was transferred temporarily to Mormugao to prepare and help administer the exchange, presumably because of his experience with the exchange effected the year before in Lourenço Marques. Ray L. Thurston, Vice Consul at Bombay, was detailed to help him. Howard Donovan, Consul General at Bombay, made the preliminary arrangements for the exchange. The Japanese vessel *Teia Maru* was to bring to Mormugao from the Orient the Americans being repatriated. The *Gripsholm* carried a quantity of relief supplies and medicine for American prisoners of war and civilians still interned. These included medicine and personal packages and mail. The *Gripsholm* stopped on the outward voyage at Rio de Janeiro and Montevideo for 73 more Japanese civilians and at Port Elizabeth for fuel and water.

The State Department continued working on the release of the group of Americans originally interned by the Vichy French regime and later removed by the Germans from Lourdes to Baden Baden. Meanwhile the former French Ambassador and French official personnel detained at the Hershey Hotel, Hershey, Pennsylvania, were transferred to Three Hills at Warm Springs, Virginia. Some Frenchmen who had offered their services were released.

At Chungking

When George Atcheson, Chargé at Chungking, learned that the fuel quota for the Embassy's fleet of automobiles was used

up he hired a pony cart, a "jiggle wagon," to carry statesmen from the ferry five miles uphill to the Embassy. The fleet comprised a Mercury with a bashed-in door and broken springs and a Ford with broken springs and a sick motor that required a \$17,000 (Chinese dollars) repair job.

AFSPA Model

Laughlin Currie, Administrative Assistant to the President, announced a program of life insurance for field representatives of the federal government, other than State Department people, to be administered by the War Agencies Employees Protective Association and underwritten by the Equitable Life Assurance Society. The program was modeled after the plan of the American Foreign Service Protective Association underwritten by Equitable.

As Victory Came Closer

In a letter to a Tulsa newspaper, an enterprising citizen invited Hitler, Tojo, and all the people of the world to hold a peace conference on his 20 acres of land.

After the landings in Sicily it was disclosed that radio news commentator John Durfee was an invention of the overseas division of the Office of War Information Broadcasting Division.

John M. Begg, Acting Chief of the Division of Cultural Relations, suggested in a letter to Donald Voorhees, conductor, some music that could appropriately be played on the day of Allied Victory in special programs. It could include German music, to wit, Beethoven's Fifth and the choral finale of his Ninth.

Second Careers

The Honorable Howard P. Jones became Chancellor of the East-West Center in Honolulu in 1965 after serving as Ambassador to Indonesia for seven years. He plans to retire from this post this summer and accept a research fellowship at Stanford University's Hoover Institution of War, Revolution and Peace. It is understood that his plans include writing a book on Indonesia.

Dr. Nils William Olsson entered the Foreign Service in 1950 and served in Reykjavik, Stockholm and Oslo as a specialist in public affairs work and later, in Oslo, as Counselor for Political Affairs. After leaving the State Department in 1967 he became Director of the American Swedish Institute in Minneapolis. Last May he received an honorary doctor of philosophy degree from the University of Uppsala in Sweden.



A daughter, Carmen, was born to Mr. and Mrs. Byron E. Blankinship on September 20, 1943, in San Diego. Byron was then serving as Vice Consul in Tijuana after getting a law degree at Columbia and entering the Foreign Service. Carmen was with her family during assignments in Madrid, Tegucigalpa, the Air War College at Montgomery, Alabama, Washington, Naha, (where her father was Political Adviser), and Amsterdam (where he was Consul General). In 1962 she graduated from the International High School at the Hague. Then she was in the first class to enter the newly established American College in Paris in the fall of 1962. In June 1964 she completed the course and transferred to the University of Maryland. She graduated there, after majoring in history, in January 1967. She then went to work as a librarian in the Washington, D.C., Public Library. After six months she joined the new Headstart Teaching program at Cardozo High School in Washington. Besides her full-time teaching job she is completing requirements for an M.A. in education at Howard University. At the end of June, the month these notes are being written, she is to be married to Fred Green of Detroit. He has recently completed service in Vietnam as a Navy Lieutenant. They expect to make their home in Washington. Mr. and Mrs. Blankinship expect to return from Copenhagen for the wedding. Byron has been serving as Counselor of Embassy in Copenhagen.

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COOK'S TOUR

By HELEN KINDLER BEHHRENS

THE INSPECTORS are Coming! The Inspectors are Coming! Not a movie title this, but capable of creating the same sort of fear in most of our hearts as the seagoing Russians created among the courageous New Englanders of film fame. As inspectors usually come in pairs of trios, and often two agencies' worth at a time, we tend to think that they are trying to outnumber us. What a relief, therefore, was the visit of Doug Manship to Algiers' USIS contingent!

At the personal request of Director Leonard Marks, Mr. Manship was inspecting overseas posts in his role of radio and television expert. (He is president of an impressive chain of stations in Louisiana.) His quiet southern charm and friendly interest made short work of any anticipatory nervousness we had felt.

The closest thing to controversy reached during Mr. Manship's visit was a dinner discussion on a mutual love—Chinese cooking. Our guest offered to prove his contention that "The Thousand Recipe Chinese Cookbook" by Gloria Bley Miller was an absolute must in any cook's kitchen, and did prove it by sending me a copy of the book with thanks for our hospitality.

He was absolutely right about the necessity of this book—and I must confess that I prided myself on knowing something about Chinese cooking before I became addicted to Mrs. Miller. From the thousand recipes, here is one which won the night with a group of diplomatic friends, and which I urge you to try when you want "something different." A bit of preparation ahead of time is necessary, but the dish itself is put together in a matter of minutes. With permission of Mrs. Miller and Atheneum, and special thanks to Mr. Manship, my favorite Inspector, here is the recipe for:

PAN-FRIED BACON-WRAPPED BUTTERFLY SHRIMP

- 1 lb. large shrimp, shelled, deveined, and split almost through as for butterfly, keeping tail segment intact
- 4 bacon strips, cut in ½" squares
- 1 large onion, sliced thinly
- 1 garlic clove, crushed with ½ teaspoon salt
- 1 beaten egg (use 2 if small)
- 4 tablespoons flour; beat with egg until thick, not runny
- ¼ cup catsup

mixed with

- ½ cup water
- 2 tablespoons Worcestershire Sauce
- 2 teaspoons sugar and a dash of pepper.
- Blend 2 teaspoons cornstarch with 2 tablespoons water.
- 4 tablespoons oil

Dip bacon squares in egg-flour batter; place on the flattened (butterflied surface) of each shrimp. Heat 3 tablespoons of oil, and add the shrimp, bacon-side down; pan-fry two minutes over medium heat, cover and cook another ½ minute; turn shrimp over and fry 2 minutes more. Remove and drain.

Add sliced onions to the oil and fry, stirring, until soft; drain. Arrange on a serving dish, top with the shrimp, and keep warm.

Add remaining tablespoon of oil, heat, add the salt and garlic; stir quickly, then add the catsup-Worcestershire mixture. Bring to a boil, stirring. Then add the cornstarch mixture (giving it a quick stir first to make sure it is still well mixed), and stir over low heat until sauce thickens. Pour over the shrimp and serve at once.

there is any possibility that he can participate significantly in the making of foreign policy. Such a stereotype cannot be expected to appeal to a student who has devoted two years of graduate study to international affairs and who feels the need for active and meaningful involvement in rapidly changing world events.

It must be said that, with few exceptions, those graduates known to the writer who have chosen a Foreign Service career have found it less dull than they had supposed, and full of personal satisfactions. But if the career Foreign Service is to attract the best talent from this present generation of students, ways must be found to overcome the old stereotypes of the Foreign Service that still seem prevalent.

It is easy to reach this conclusion, but much harder to do anything about it. The obstacles to recruitment of talented young people into the Foreign Service are many and are too well known to readers of this JOURNAL to need elaboration here. Two points, however, can be made for whatever they are worth.

First, the writer would assert that both academic institutions engaged in foreign affairs training and government agencies seeking to recruit good talent for overseas jobs have not fully appreciated what has been happening in this country over the past ten years. Undergraduate programs have not been adjusted to meet the needs of a growing influx of higher quality and better educated high school graduates. Many graduate schools are still clinging to requirements for advanced degrees adopted 20 years ago. Relatively little has been done by graduate schools to provide better preparation for students who want a career in

government service overseas, mainly, the writer suspects, because the Foreign Service, the State Department and other agencies are not sure what kind of training is most desirable.

One can say, however, that in the social sciences as a whole, and specifically in international affairs, more and more students go on for advanced degrees; the Foreign Service will have to take account of this trend towards specialization of it is to attract the best talent.

Second, it is impossible at this date to estimate the effects of student unrest, the Vietnam war, civil rights disturbances and the like on the attitudes of students towards government service in general and a Foreign Service career in particular. Opposition to current US foreign policy in the Vietnam war has undoubtedly discouraged many able young people interested in international affairs from choosing a Foreign Service career. Whether this is a passing phase or something more permanent cannot be predicted, and there is probably nothing specific that the Foreign Service or the State Department or any government agency can do about it. And it must be said that there are undoubtedly many, many able young people who are not in the ranks of the protesters who seriously and objectively consider a Foreign Service career, motivated both by a sense of idealism and a feeling of dedication to service. The challenge to the Foreign Service of the United States is to attract these high-quality young people, recognizing that their intellectual abilities and wider knowledge of world affairs make them unwilling to accept old generalities or worn-out clichés. To meet this challenge surely requires better career management programs which will hold able young people and provide more opportunity for them to use their talents directly and effectively. ■

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LETTERS to the EDITOR

In Memoriam—Julius Cecil Holmes

TO be a friend of Julius Holmes was a real privilege. For those fortunate enough to know him well, it brought the opportunity of association with a thorough gentleman. He stood for integrity, honesty, and decency. While holding strong views of his own, he respected the opinions of others. His blue eyes could flash cold fire at times when he was being deliberately "ornery," but usually they held a merry twinkle and his stock of jokes and anecdotes was never allowed to run low. His warmth, good humor, *joie de vivre*, charm, and strikingly distinguished appearance, attracted and held a host of friends, American and foreign.

To serve with Julius Holmes was also a privilege—for a professional officer a prized opportunity to perfect his knowledge of the art of diplomacy under the guidance of a great Foreign Service officer. A number of the Ambassador's former "boys" learned well, and he was proud of the fact that they became Chiefs of Mission in their own right. In pointing Julius Holmes out to those who did not know him, one said with pride: "That is my Ambassador." He gave real meaning to the title, and as Ambassador he was respected and admired.

Julius Holmes was a true professional, a diplomat of the old school with all the attendant qualities valued by those of us for whom this term means something special and admirable . . . honed by years of professional experience, steeped in diplomatic history and wisdom, skillful in foreign languages, possessed of dignity, good breeding, and grace, adept in human relationships and forthright but adroit in the pursuit of his country's interests. He shared Ambassador Bohlen's publicly stated view that the primary function of an Ambassador, and the main reason for which he is sent abroad, is to advance his country's interests by establishing an influential relationship with the government of the receiving state. Julius Holmes' distinguished career attested to his marked success in this. He served his country well.

For all his polish and sophistication, Ambassador Holmes never forgot that

he was an American from Kansas. He and his gracious, gentle wife, also Kansas-bred, represented the best elements of the American nation. To Mrs. Holmes and to Elsie, Allen, and Dick in their sudden bereavement goes the deepest sympathy of all their friends.

STUART W. ROCKWELL
Washington

A Helpful List

I have just come across the attached list of publications on the subject of buying a house while starting my two-year detail over here from State. Remembering an earlier article in the JOURNAL on the same subject a year or more ago, I thought you might be interested in giving prospective balpees and other returning FS staff a chance to bone up on housebuying in America by printing the list in your publication this summer or fall.

JOHN K. JESSUP JR.
Model Cities Program
Dept. of HUD
Washington

BEASLEY, M. ROBERT.

Fell's guide to buying, building and financing your home. 1963. \$3.95, Fell.

DENTON, JOHN H.

Buying or selling your home. 1961. \$3.95. Barrows.

MARSHALL, ROBERT.

Before you buy a house. 1964. \$3.50. pap. \$1.95. Hammond.

MURRAY, ROBERT W.

How to buy the right house at the right price. Rev. 1967. pap. \$.95. Collier Books.

ROBERTS, REX.

Your engineered house. 1964. \$7.50. (Evans) Lippincott.

SCHWARTZ, ROBERT AND HUBBARD I. COBB.

The complete homeowner. 1965. \$5.95. Macmillan.

SMITH AND MICHALSKI.

Homebuyers guide. 1960. pap. \$3.00. Landau.

VETERANS ADMINISTRATION.

Pointers for the veteran homeowner. A guide for veterans whose home mortgage is guaranteed or insured under the GI Bill. (VA Pamphlet 26-5 Rev. Jan. 1968) Free.

VETERANS ADMINISTRATION.

To the home-buying veteran. A guide for veterans planning to buy or build homes with a GI loan. (VA) Pamphlet 26-6 Rev. Aug. 1967) Free.

WATKINS, ARTHUR M.

Building or buying the high-quality house at lowest cost. 1962. \$4.95

(Dolphin) pap. \$.95. Doubleday.

WATKINS, ARTHUR M.

How to avoid the ten biggest home-buying traps. 1966. \$4.95 (Dolphin) pap. \$.95. Doubleday.

YARMON, BETTY.

Getting the most for your money when you buy a home. 1966 pap. \$.75. Association Press.

Praise Indeed

WIN BROWN's article on "The Art of Negotiation" is by far the outstanding article I have read in the JOURNAL over the last 37 years.

Having gestated an article on the same subject for a number of years but never getting around to writing it, my belief in the value of procrastination is confirmed. Win's article is far better than I could ever write.

His article is chock full of succulent and nutritious meat for everyone from Vice Consul to veteran Ambassador. I would underline, in addition to his point about firmness with respect to basic objectives and patience, those about getting inside the other fellow's mind and helping him sell the result at home.

I would add only something told me by a veteran negotiator when I was very junior: "To outsmart an opponent is fatal." and my own maxim: "The essence of negotiation is finding mutuality of interest."

THEODORE C. ACHILLES
Washington

La Balpa and The "Exercise"

I WAS interested in and enlightened by the thoughtful article Anton Dornstaett, Ph.D., published in the May 1968 issue of the JOURNAL which dealt with the origins and use of the word "Balpa." I am astonished, however, at Professor Dornstaett's failure to unearth records of the widespread use of this word in Italy.

La Balpa (the personal disaster) has long been known throughout this country, and if it did not originate here it certainly has been used more widely and with greater imagination than anywhere else.

Although the verb "balpare" is in wide use, meanings vary in intensity according to the region. Thus in Venice it is translated as "to annoy," "to taunt" or, at worst, "to push in" whereas in Sicily it almost invariably means "to maim" or "to kill". (Certain menacing finger signs are used in conjunction with the word in Sicily, but we needn't go into that here.) The most widely accepted meaning, however, is "to cause a personal disaster" generally with reference to finances or

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career (or both). The verb appears in the first conjugation, and the present tense is thus conjugated:

<i>Io balpo</i>	<i>noi balpiamo</i>
<i>tu balpi</i>	<i>voi balpate</i>
<i>lei balpa</i>	<i>loro balpano</i>

We find such common phrases as "Chi balpiamo dopo?" (Who shall we balpa next?) or "Mio Dio! Sono stato balpa-to!" (My God! I've been balpaed!). The victims (i balpati) may also be heard to say such things as "Mi sembra che tutti i balpati siano italiani" (It seems to me all those being balpaed are Italian). So much for current usage.

The word is seldom used in the future tense except in a threatening manner. For example, at a busy Roman intersection two motorists may be heard shouting such threats as "Se non ti levi di mezzo, ti balpero!" (If you don't move out of my way, I'll really balpa you). In addition, the reflexive form appears from time to time in phrases such as "Mi sono balpato," that is "I've goofed" or, in the case of Naples or Genoa, similar but more pungent meanings. The form "ultrabalparsi" (to balpa oneself to the ultimate degree) has been found to be a handy euphemism for suicide, which is not officially recognized in Italy.

One of the interesting aspects of the word in Italy is its wide use with prefixes. A student of language would have to spend many years in the field (or participate in a Balpa "Exercise" and I have) to understand the fine distinction between a super-balpa (the Italian tax system) and a mega-balpa (the Sicilian earthquakes). It is fervently hoped that the recent Balpa "Exercise" performed at the American Embassy in Rome will not result in a disaster of *that* magnitude. Rather it is believed the outcome will fall somewhere between a midi-balpa and a maxi-balpa, possibly a midi-maxi but let us hope no worse than a maxi-midi. As Italy is an Intensive Review country we could not expect to get away with a mini-balpa, but it is interesting to note that one unit in the Embassy is held in such high esteem that it did not sustain even a *micro-balpa*.

Finally a word about the ri-balpa (or the lightning strikes twice form). This phenomenon was rather widely noted during the recent "Exercise." It occurs when an employee whose position is balpaed has the agility and luck to get himself transferred to another position which is being vacated at the same post. When the second position is balpaed in a continuation of the

"Exercise" the employee has been ri-balpaed. There is nothing personal in this, of course, but it tends to give the *balpato* an understandable feeling of harassment. A more unfortunate form of the ri-balpa occurred in one of the consulates in Italy. An officer's position was abolished and he prepared himself for Washington assignment. Before he had left, however, he was ri-balpaed from the *same* position. While this may appear to be the callous act of a *balpioso* (one who kicks a man when he is down), I must emphasize that it was merely the unfortunate result of an already balpaed staff in Rome working under pressure. This man is now Special Assistant to the Chief of the Offset Division in the Department's Bureau of Balpa Affairs. He is a fine officer and I am sure there are no hard feelings.

JAMES W. KELLY

Rome

Hope for Language Training

WE can only join Bradford Bishop (Letters to the Editor, July) in deploring the necessity for cutbacks in overseas language training as a result of BALPA directives.

To keep the record straight, however, the Department's plan calls only for selected cutbacks in the program, and not its elimination. Specifically, the intensive Portuguese program will be shifted from Rio to Washington and sharp cuts will reluctantly be made in Western Europe, though we expect to be able to take care of hard-core training needs there. At other posts worldwide, post language training is expected to show only a moderate decrease in proportion to staff reduction.

HOWARD E. SOLLENBERGER

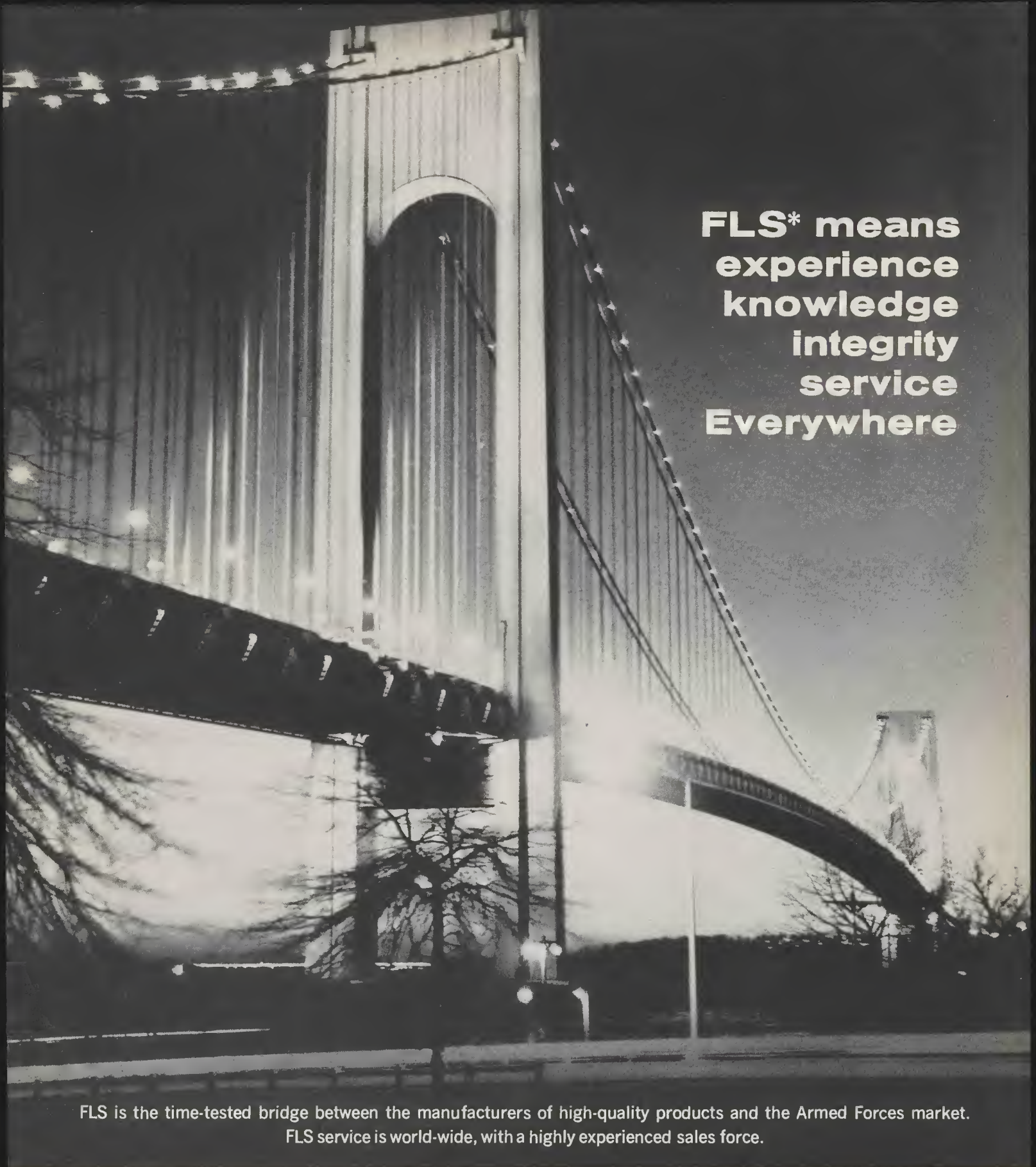
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Life and Love in the Foreign Service

S. I. Nadler



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Do's, Don'ts, and Lots of Compliments

Sample Air France tips and comments to potential French tourists in its "New World 1968":

- "Don't hesitate to ask directions from anyone in the US—the American is always happy to oblige and is very clear in his explanations. . . ."

- "Don't take too much baggage. You can easily buy anything you need in an American store when you get there."

- "Nothing can give you a better idea of American opulence than a big US department store. You absolutely must see one to believe it, even if you don't need anything definite. There are very good buys to be made in them. . . . If the salesgirl asks 'May I help you,' and you reply, 'No, just looking,' she will answer something like 'You're welcome.'"

- "Attention: often in summertime it is very cool in the air-conditioned hotels, houses and other buildings in the US and in wintertime they are heated much warmer than in Europe."

- "They are very much on time in the US. If you have an appointment or a dinner engagement, be on time or have a very good explanation when you get there."

- "Indispensable to the American way of life, the telephone service is practical, quick and not very expensive. There are public telephones everywhere."

- "With their marvelous sense of organization and comfort, the Americans have equipped their country for very easy traveling about. . . . Nowhere in the world are there so many good roads and so many cars. . . ." But "maximum speed laws are rigorously enforced. . . . Buses are big, quiet, air-conditioned, comfortable, with adjustable seats, frequent, powerful, inexpensive. . . . Trains are luxuriously organized. . . . Regular-scheduled airlines serve 950 American cities."

- "The US is particularly well equipped with hotels and motels, the latter often in a pretty, natural setting."

- "American food is pure, abundant, and of excellent quality. Restaurants serve at all hours, which is very practical for tourists. . . . A touching custom: Even before you have placed your order, you will be served a glass of water. This is a practice dating from the time of the pioneers, when nothing gave greater pleasure to the tired horseman than some fresh water to quench his thirst"

- "The Americans are very hospitable . . . their attitude is naturally friendly. . . . They quickly enter into conversation with you. . . . Encourage this familiarity. . . . But remember that American usages are rather fixed and that American women expect plenty of courtesies. Also that American children are kings and relations with their parents much more free than in Europe."

Post Report

John Kennedy said Washington is a town of Southern efficiency and Northern charm. In spirit it is much like Rome, haven for politicians, lobbyists and Southern peasants. As in Rome, the involuted drama required to arrange repair of a washing machine or purchase of an electric light bulb reduces to tears case-hardened consumers from other cities. Its climate in the summer has the heat of the Roman sirocco with the addition of 77 per cent humidity. Its winters, Rome-like, are mild and dreary. But its springs are Italianate—sensuous and lovely.

And like Rome, the city's origins endure.

—"The Five Different Washingtons," by Ben Bagdikian from *WASHINGTON: A Reader*, edited by Bill Adler (Meredith Press, \$5.95.)

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