

# FOREIGN SERVICE JOURNAL

OCTOBER 1993

\$3.50

## *The School for Diplomats*

The Opening of the  
National Foreign Affairs  
Training Center



**AND: EUGENE SKOLNIKOFF ON DEMYSTIFYING SCIENCE & TECHNOLOGY  
HERMAN J. COHEN ON AFRICA**



“  
ekte  
silke  
pyjamas  
til herrer  
”

EVEN IF you can't say *“men's pure silk pajamas”*

in Norwegian, you can *still order some.*



INTRODUCING 'PERSONAL TOUCH ABROAD' FROM NORDSTROM—A NEW INTERNATIONAL SHOPPING SERVICE VIA MCI MAIL<sup>SM</sup> THAT PLACES ONE OF AMERICA'S PREMIER FASHION SPECIALTY STORES AT YOUR FINGERTIPS.

■ THROUGH YOUR E-MAIL SYSTEM, YOU CAN SHOP FOR YOUR ENTIRE FAMILY, ENJOYING THE OUTSTANDING FASHIONS, VALUES AND SERVICE THAT NORDSTROM IS KNOWN FOR IN AMERICA. IF YOU DON'T HAVE E-MAIL AVAILABLE TO YOU,

WE WILL BE HAPPY TO WORK WITH YOU BY PHONE OR MAIL. ALL ORDERS ARE SHIPPED VIA DIPLOMATIC POUCH FOR YOUR CONVENIENCE. WE ACCEPT

NORDSTROM, VISA, MASTERCARD AND AMERICAN EXPRESS CARDS. THERE IS NO MINIMUM ORDER AND YOUR SATISFACTION IS ASSURED. ■ TO JOIN OUR GROWING FAMILY OF PERSONAL TOUCH ABROAD CUSTOMERS, CALL OR WRITE TO US AT ONE OF THE NUMBERS LISTED BELOW. OUR PERSONAL TOUCH MANAGER WILL REGISTER YOU FOR THIS COMPLIMENTARY SERVICE, ASSESS YOUR NEEDS AND PREFERENCES, AND MAKE YOUR SHOPPING EXPERIENCE A PLEASANT ONE.



➔ NORDSTROM

Phone (206) 233-4383 Toll free 1-800-879-8847 in the U.S. and Canada Fax (206) 233-4529 E-mail address Nordstrom Abroad, MCI Mail I.D.: 6177526

Mailing address Nordstrom Personal Touch Abroad, 1904 Third Avenue, Seattle, WA 98101 U.S.A.



## Clements & Company was insuring automobiles overseas when this car was brand new!

**W**ith over 40 years of experience, Clements & Company is the insurance agency to rely on for your automobile insurance needs. We provide coverage for all three areas of automobile insurance: Automobile Physical Damage, Automobile Primary Liability and Automobile Excess Liability.

### **Automobile Physical Damage**

We developed the first "all-risk" physical damage auto policy, which provides uninterrupted, worldwide protection. The coverage includes comprehensive collision, marine transit, rental reimbursement and towing disablement. There is no other policy that provides such an array of coverages, all under one "package", for a very reasonable cost.

### **Automobile Primary Liability**

We represent local insurance companies worldwide. Our policies provide a much higher limit of coverage than previously available, as well as very competitive pricing. This policy includes insurance coverage for vehicles rented in the United States, therefore, eliminating the need to pay the \$10 to \$15 a day insurance fee.

### **Automobile Excess Liability**

This policy extends the inadequate limits of coverage found in many countries. It is an outstanding and competitively priced policy. This policy provides the same rental coverage included in our Automobile Primary Liability policy.

At last, a U.S. broker who provides all three areas of automobile insurance overseas.



CLEMENTS & COMPANY

**Specialists in Insurance for the Foreign Service at Home And Abroad**

1730 K Street, NW, Suite 701, Washington DC 20006 Phone (202) 872-0060 Fax (202) 466-9064 Telex 64514 Cable Clements/Washington

# PRESIDENT'S VIEWS

## Beyond Bosnia

Diplomats are critically dependent upon integrity for their individual and collective effectiveness. Foreign interlocutors must feel that U.S. diplomats represent principled policies and back them with personal conviction. Members of the Foreign Service must, at times, subordinate their personal views to the demands of policy, but, when the dissonance grows too great, they have a moral and professional obligation to protest, request reassignment, or even to resign.

Resignation, the option of last resort, has been chosen now by four foreign-affairs officers working on the Bosnia conflict who could not reconcile American vacillation with daily reports of massacres, rapes, mutilations, and other atrocities. All have gone on to uncertain futures; none regrets his decision.

The resignations are a conspicuous manifestation of the most acute disaffection in the Foreign Service since the Vietnam War. It is difficult to find even a single working-level FSO involved with the former Yugoslavia who agrees with current U.S. policy.

It must be said that the State Department and Secretary Christopher have accepted the protests with relative grace and have lent an ear to the expressions of discontent. The problem is not simply one of access; the administration just does not agree with these dissenting officers that the United States must intervene. The American public also seems quiescent.

AFSA's role is one of defending the professionalism and integrity of the Foreign Service, not second-guessing the administration on foreign policy. But Bosnia is not just any foreign-policy issue. Bosnia is the site of the systematic extermination of a people in one of those black holes into which ethnic and religious resentments have been drawn and cynically exploited. In this darkling political no-man's land, the clashing militias demonstrate that the Cold War's sanctioned authoritarianism has been supplanted in ex-Yugoslavia, and potentially throughout the non-democratic world, by a brutal state of nature.

Always mindful of Vietnam, and educated by a profusion of media, the American people have become far more sophisticated than they were 30 years ago about the dangers of intervention. The president and secretary may rightly judge that domestic support for intervention in the former Yugoslavia would collapse as soon as American blood was spilled there. Without the attenuated threat of the Cold War, they seem to believe that Bosnia engages too little the U.S. national interest to merit our blood and treasure.

Yet a nation, too, depends upon integrity, vision, and self-confidence as the currency of leadership. Without tumbling impulsively into war, the United States should equally avoid becoming, in George Shultz's phrase, the "Hamlet of nations." The problems in Bosnia are tragic and complex, and addressing them will take the collective efforts of our best minds. But U.S. policymakers are ducking their most basic responsibility: to frame the issue for the American people and provide leadership for the world in forging an effective response.

Needed is a new direction for American foreign policy, to replace the compass of containment by which we navigated for a half century. Without a new vision, case-by-case diplomacy bespeaks absence of purpose and courage—and portends loss of leadership, respect, and resources at home and abroad.

The four resignations should be seen not just as a self-sacrificing expression of indignation and frustration, but as the ultimate appeal for political and moral leadership at the highest level.

—Tex Harris



### AMERICAN FOREIGN SERVICE ASSOCIATION

#### Governing Board

*President:* V.A. CITEN HARRIS

*State Vice President:* TODD STEWART

*AID Vice President:* JOHN PATTERSON

*USIA Vice President:* RAZVIGOR BAZALA

*Retiree Vice President:* DONALD R. NORLAND

*Secretary:* CATHERINE BARRY

*Treasurer:* ANNE WOODS PATTERSON

*State Representatives:* CHRISTINE FULENA

DENNIS KUX

JOHN MARIZ

SUE SAARNIO

DAVID H. SHINN

*AID Representatives:* LEF ANN ROSS

JAMES R. WASHINGTON

*USIA Representative:* BRUCE WHARTON

*Retired Representatives:* KATHRYN CLARK-BOURNE

SAMUEL F. HART

M. BRUCE HIRSHORN

EDWARD L. PECK

#### Staff

*Executive Director:* SUSAN REARDON

*Business Department*

*Controller:* CATHY FREGELLETT

*Office Manager:* JUDY SHINN

*Executive Assistant:* MEIKE MEISSNER

*Accounting Assistant:* SHEREE E. BEANE

*Administrative Assistants:* DIANNA DUNBRACK

MICHAEL DAILEY

#### Legal Services

*Legal Counsel:* SHARON PAPP

*Staff Attorney:* COLLEEN FALLON

*Law Clerks:* EDWIN GANIA

MEGAN CHUNG

#### Member Services

*Director:* JAMES YORKE

*Representatives:* JULIE SMITHLINE

DEREK TERRIELL

JENNY NOYES

*Intern:* SABRINA PLATT

#### Membership

*Acting Director:* LORI DEC

*Director:* JANET HEDRICK

*Representative:* NORAJANE MCINTYRE

*Professional Issues:* RICHARD S. THOMPSON

*Retiree Liaison:* WARD THOMPSON

*Congressional Liaison:* RICK WEISS

#### Scholarship

*Coordinator and*

*Systems Administrator:* THERESA AURRICCHIO

#### Speakers Bureau and

*International Associates:* GIL KULICK

*Conferences:* JOHN J. HARTER

The American Foreign Service Association, founded in 1924, is the professional association of the Foreign Service and the official representative of all Foreign Service employees in the Department of State, and the United States Information Agency and the Agency for International Development under the terms of the Foreign Service Act of 1980. Active or Retired membership in AFSA is open to all current or retired employees of the U.S. foreign affairs agencies. Associate membership is open to persons having an interest in or close association with the Foreign Service. Annual dues. Active Members—\$85-188; Retired Members—\$45-62; Associate Members—\$50. All AFSA members are members of the Foreign Service Club. Please note: AFSA dues and Legislative Action Fund donations may be deductible as an ordinary and necessary business expense for federal income tax purposes. Scholarship and AFSA Fund donations are deductible as charitable contributions.

AMERICAN FOREIGN SERVICE ASSOCIATION, 2101 E Street, NW, Washington, D.C. 20037. Executive offices, membership, professional issues, scholarship programs, insurance programs, JOURNAL offices: (202) 338-4045. Governing Board, standing committees, general counsel, labor management relations, member services, grievances: (202) 647-8100. FAX: (202) 647-0265. USIA Member Services: (202) 401-6405. Foreign Service Club: (202) 338-5730.

# FOREIGN SERVICE JOURNAL

OCTOBER 1993

VOL. 70, NO.10

Editorial Board  
Chairman  
BRANDON GROVE

JANET BOGUE  
PHYLLIS DICHTER-FORBES  
JOE B. JOHNSON  
SUSAN KEOGH-FISHER  
DANIEL O. NEWBERRY  
DONALD R. NORLAND  
PHYLLIS OAKLEY  
ROBERT TOTH  
HANS N. TUCH

"The Independent Voice of the Foreign Service"

Editor  
ANNE STEVENSON-YANG  
Associate Editor  
NANCY A. JOHNSON  
Advertising Manager  
TINA M. DREYFUS  
Communications Assistant  
LIZ ALLAN  
Design  
MARKETING & MEDIA SOLUTIONS

FOREIGN SERVICE JOURNAL (ISSN 0015-7279), 2101 E Street, N.W., Washington, D.C. 20037-2990, is published monthly by the American Foreign Service Association, a private, non-profit organization. Material appearing herein represents the opinions of the writers and does not necessarily represent the views of AFSA or the JOURNAL. Writer queries are invited.

JOURNAL subscription: AFSA Members - \$9.50 included in annual dues; others - \$40. Overseas subscription (except Canada) - \$50 per year. Airmail not available.

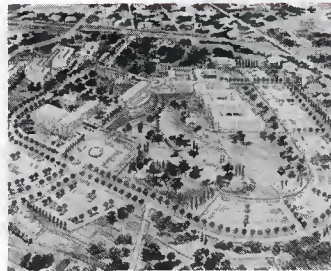
Second-class postage paid at Washington, D.C. and at additional mailing offices. Postmaster: Send address changes to FOREIGN SERVICE JOURNAL, 2101 E Street, N.W., Washington, D.C. 20037-2990.

Microfilm copies: University Microfilm Library Services, Ann Arbor, Michigan 48106 (October 1967 to present). Indexed by Public Affairs Information Service (PAIS). Advertising inquiries invited. The appearance of advertisements herein does not imply the endorsement of the services or goods offered. FAX: 202/338-6820 or 202/338-8244 • TELEPHONE: 202/338-4045 or 338-4054.

© American Foreign Service Association 1993  
Printed in the U.S.A.

Send address changes for the *Foreign Service Journal* to AFSA, 2101 E Street NW, Washington, DC 20037-2990

**The Cover:**  
Illustration by Dan Sherbo



An Architect's Vision ..... 37



Thailand Reflections ..... 40

## FEATURES

**Speaking Out: Warring Cultures at State** ..... 17  
BY HUME HORAN

**Africa's Promise** ..... 21  
BY HERMAN J. COHEN

## FOCUS: NEW CAMPUS, NEW TRAINING

**Wanderings of the Foreign Service Institute** ..... 26  
A Photo Essay

**Demystifying Science and Technology** ..... 31  
BY EUGENE SKOLNIKOFF

**More Than a Move** ..... 34  
An Interview with the current and former directors of FSI

**An Architect's Vision** ..... 37  
A Talk with Alan Greenberger

**East Is East** ..... 40  
Reflections of a Peace Corps Volunteer in Thailand  
BY CRAIG STEVAUX

**Books** ..... 44  
Razvigor Bazala on Bosnia, 1913; John D. Stempel on Kennan; Daniel O. Newberry on the Turks of Asia; Kenneth J. Dillon on East Germany

**Postcard from Abroad** ..... 60  
BY ANGUS MACLEAN THUERMER

## DEPARTMENTS

**President's Views** ..... 2  
**Letters** ..... 9  
**Clippings and Comment** ..... 10  
**AFSA News** ..... Pull-out section

**Advertising Sections**  
**Classifieds** ..... Pull-out section  
**Ad Index** ..... 59

# For Those Of You In Washington Who Want Shorter Terms...

*Fully Furnished Apartments*  
*1 Bedroom or Large*  
*Executive Suites*  
*Starting from \$1050*

Available for 30 days or  
more/Pro-rates available

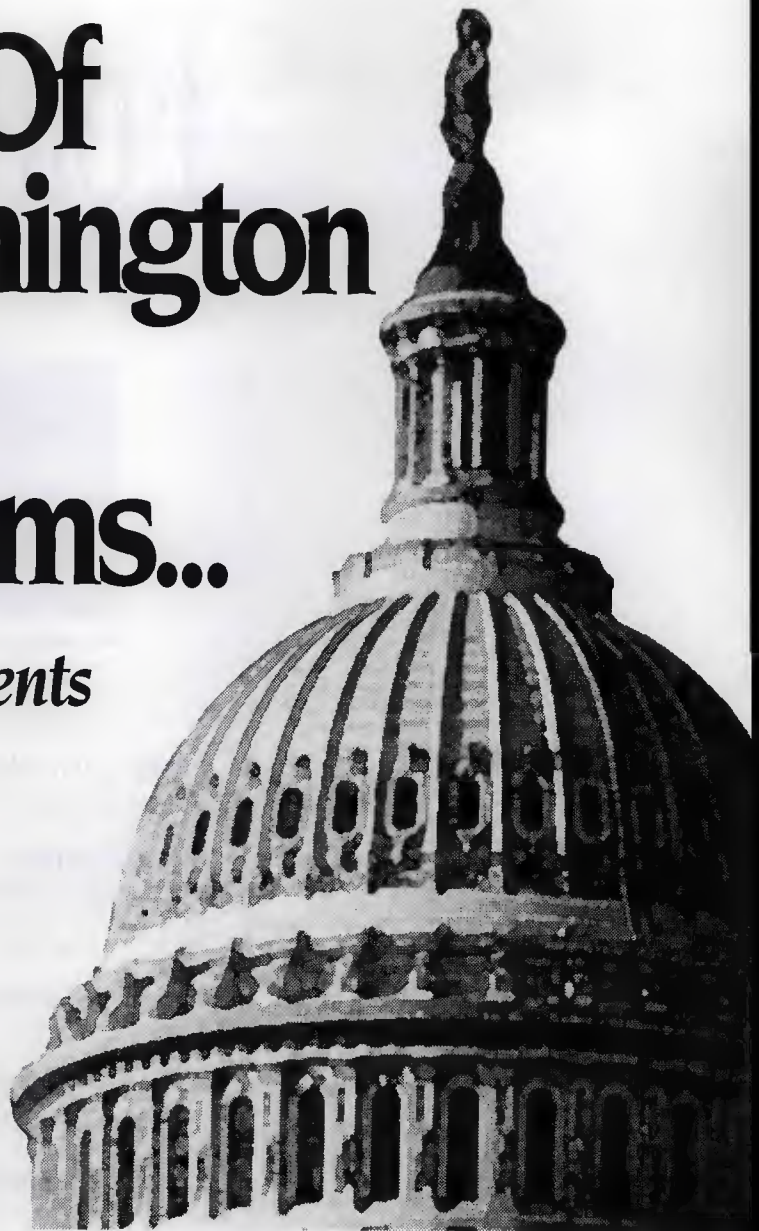
- Security  
Underground Parking
- Roof Top Pool
- 25" Color T.V.
- Fitness Room
- Aerobics Classes
- Daily Newspaper Delivery
- 2 Telephones and  
Answering Machine
- Welcome Gifts



## The Barton House

2525 N. 10th Street  
North Arlington, VA

**(703) 525-2600**



FIND A WORLD YOU THOUGHT WAS LOST.



## EXPLORER.

People were sure they would never feel that rare sense of satisfaction again.

Then, they saw that adventure *and* comfort, ruggedness *and* roominess could still be found. They traded in their old ideas—from trucks to cramped utility vehicles to costly sedans—for the versatility and sophistication of Explorer.

Today, this is the most sought-after vehicle in its class. Now, finding that still special world is easier than you imagined.

But Explorer is just one of the vehicles available to you at

special courtesy prices from Ford. Through the Diplomatic Sales Program, you can purchase a new Ford, Mercury or Lincoln at a substantial discount—providing you hold one of the official positions recognized by Ford Motor Company.

To take advantage of this special consideration on your purchase of an eligible Ford Motor Company product, just follow these simple instructions:

- Complete the information requested on the **registration form** below.
- Mail or fax the completed registration form along with a copy of your **Diplomatic**

**Passport** or a letter from your employer (on your employer's letterhead) including your **employee identification number**.

Upon validating your registration, a Diplomatic Sales Program Kit will be sent to you—entitling you to special low prices on Ford Explorer, Mercury Villager, Lincoln Town Car, Ford Taurus and a host of other Ford Motor Company vehicles.

Wherever you are in the world, Ford Motor Company is dedicated to satisfying your needs.



Please send me a Diplomatic Sales Program Kit. I am enclosing a copy of my Diplomatic Passport and/or a letter from my employer which includes my employee identification number.

You must check off one of the following:

- U.S. Delivery and Registration     U.S. Port Delivery for Overseas Shipment

Mail this registration form and accompanying support documents to:

Ford Diplomatic Sales Program Headquarters  
P.O. Box 1109  
Bloomfield Hills, MI 48303-1109  
or, fax the information to us at (313) 350-1154

NAME \_\_\_\_\_

ADDRESS \_\_\_\_\_

CITY \_\_\_\_\_ STATE \_\_\_\_\_

COUNTRY \_\_\_\_\_ ZIP \_\_\_\_\_

PHONE NUMBER (    ) \_\_\_\_\_

FAX/TELEX NUMBER (    ) \_\_\_\_\_

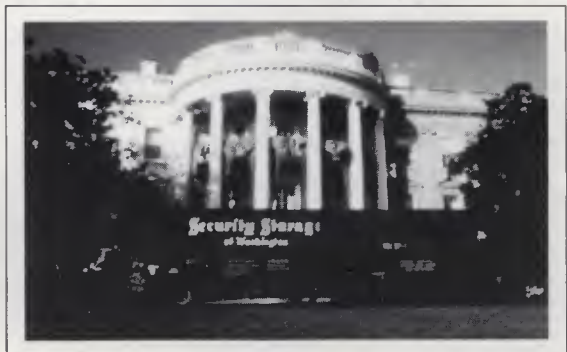
# In 100 years, we've protected a lot of FSO valuables.



**Since 1890, our famous firsts include insurance for goods shipped abroad,**



**and temperature-controlled storage for valuables left at home.**



**Today, we're the world's most experienced moving & storage company.**



outside the U.S.

Security's Government Service Policy insures furnishings and personal effects at special low rates, while in-transit or at your residence anywhere

Security's temperature-controlled storage protects rugs, furs and clothing left in Washington—at government expense.

For insurance or storage, call Corliss Battle or Steve Everett.

When you're posted abroad, you can protect your valuables with a century of Security.

Since 1890  
**Security**  
MOVING & STORAGE

*Our 2nd Century of Quality Service.*

**1701 Florida Avenue, N.W., Washington, D.C. 20009 (202) 234-5600**

# Welcome to Falcons Landing.



If you are a retired foreign service officer--or if you are the spouse or surviving spouse of one--quality retirement doesn't have to be a foreign concept, because Falcons Landing is open to you.

#### DESIGNED WITH YOU IN MIND.

Scheduled to open in late 1995, Falcons Landing will feature the largest residences of any retirement community on the East Coast, with 319 apartments, duplexes and single family homes to choose from. Located in the beautiful Cascades just 20 minutes northwest of Washington, D.C., Falcons Landing is being developed on 33 acres.

#### SECURITY FOR A LIFETIME.

Sponsored by Air Force Retired Officers Community (AFROC), a non-profit organization, Falcons Landing will offer greatly discounted health care, 24-hour security, fine dining and many other services and amenities.

#### A SITE WORTH SEEING.

Our on-site Information Center is open, so come see the quality and elegance we have planned for you. Call (800) 952-3762 or (703) 450-1947 today. Or simply send in the coupon. But don't wait to reserve your residence. Special discounts are in effect right now, and you'll want the best selection possible.

Being developed by Haskell Community Developers for AFROC.



Information Center

## Your First Choice in Retirement Living.



I'm interested in Falcons Landing.  
Please send me more information.

Name / Retired Military Rank / Branch (if applicable)

Address

City

State

Zip

Telephone

Age

**FALCONS LANDING**  
20401 Falcons Landing Circle, Sterling, VA 20165  
Telephone (703)450-1947, (800)952-3762



HOTEL SUITES  
420 NORTH VAN DORN STREET  
ALEXANDRIA, VIRGINIA 22304  
(703) 370-1000  
(800) 368-3339  
(703) 751-1467 FAX

## RENT OUR SUITES AND GET FREE

- Alamo Rental Car (UM, collision damage waiver and extra driver privileges)
- Happy Hour (finger foods and movies)
- Expanded Continental Breakfast
- USA Today Newspaper
- Fully Equipped Kitchens
- Exercise Room/Pool

*All of the above for less than the GSA lodging per diem daily allowance for WDC!*



Whether visiting the State Department or the new National Foreign Affairs Training Center (NFATC), the Towers is convenient!

# LETTERS

## Not Salespeople

In "The Hype Behind Trade Promotion," (August *Journal*) Edward Vazquez made several excellent suggestions, but missed a scoop on what the new administration plans for the department.

On July 26, at a meeting of the American Business Council in Singapore, Under Secretary for Economic and Agricultural Affairs Joan Spero announced the impending appointment of a coordinator for business affairs—Ambassador Paul Cleveland.

The department certainly does not want and, to my knowledge, has no plans to "turn Foreign Service officers into salespeople for American products." However, the promotion and protection of American trade has properly been a function of the department's diplomatic and consular activity since the earliest days of the republic. It simply needs to be upgraded. Leaving Ross Perot's alleged proposals aside, I am not sure what Vazquez is driving at.

What seems to be emerging is a multifaceted, stepped-up effort to:

- fulfill the secretary's promise to be the "desk officer for America;"
- offer the American business community better access to the department's and Foreign Service's unique capabilities for reporting, analysis, advocacy, and negotiation;
- ensure that all appropriate officers to do so are responsive to the needs of business;
- make the commercial function respectable through continuing improvement of recruitment, promotion incentives, inspection, budgeting, and training at all levels, including excursion/exchange tours with FCS;
- ensure that U.S. commercial concerns are included in all appropriate foreign-policy deliberations;
- deepen the partnership with FCS and other trade-promotion agencies;
- collaborate more closely with state and local governments;

- find new ways to collaborate with financial institutions and the regional development banks;
- help posts in the 100 countries abroad where FCS does not exist to step up their commercial efforts.

State, Commerce, our overseas lending institutions, and the many other U.S. agencies involved in increasing our exports each have important roles to play. The trick is to coordinate them all to improve both service to U.S. business and efficiency. Commerce Secretary Ron Brown is currently leading just such an effort in the Trade Promotion Cooperation Committee.

No one has been advocating that the department should neglect its other priorities or its central role in foreign-policy making. To the contrary, what this administration is doing is what we have always done: changing with the times—in this case to put our foreign commercial interests and policies closer to the center of our considerations.

*George Griffin*  
Washington, D.C.

## Sacrificial lambs

In "Speaking Out" on the personal hardships and career setback he suffered as a scapegoat for a Cuba policy he actively opposed (August *Journal* 1993), Myles Frechette has rendered an invaluable service to every member of the Foreign Service. Far too many of Frechette's colleagues have found themselves in similar circumstances, where "the truth fell on deaf ears," and ranking officers with Tom Enders' principles—and guts—are rare.

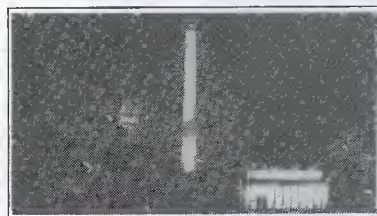
Frechette's suggestions of actions scapegoats should take in such situations are useful; but the limitations on what one, acting basically alone, can do are overwhelming. As the new AFSA board sets the agenda for the years ahead, full use of AFSA's resources, including the *Journal*, to support such sacrificial lambs should rank high.

*Dwight R. Ambach*  
Susan, Virginia



**St. James**

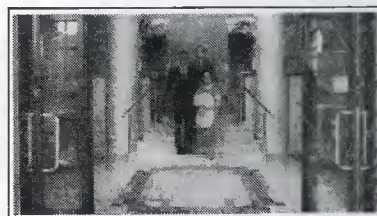
*A Luxury All Suite Property*



*Ideal Location*

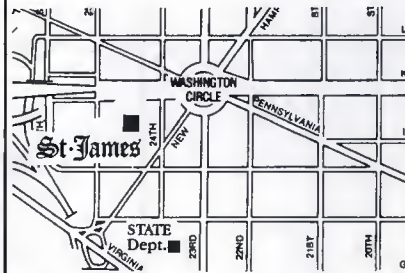


*Impeccable Service*



*Spacious Suites*

Enjoy spacious one bedroom suites featuring fully furnished living and dining room, and walk in closets. Kitchen facilities complete with china and flatware for four. Complimentary continental breakfast seven days a week. 24 hour fitness center. Outdoor pool and sun deck. On property coin operated laundry facilities. Secured underground parking. Complimentary Washington Post and Shoe Shine. Flexible leasing terms. Government Per Diem available.



**For Reservations please call**  
**(800) 852-8512**  
**(202) 457-0500**



clippings  
and  
comment

## Politics, careers, and principles

The bloody conflict in the former Yugoslavia has engendered the most vigorous and public protest in the Foreign Service since the Vietnam War. On August 23, Stephen W. Walker, the State Department desk officer for Croatia, became the third State Department official in a month and the fourth in a year to resign over U.S. policy in the Bosnian conflict. "The unique opportunity to serve in the Balkan Conflict Group has...increased my strong conviction that our policies are misguided, vacillating, and dangerous," Walker wrote in his letter of resignation to Secretary Christopher. "Our actions (or perhaps, more appropriately, inaction) have undermined and threatened not only the fate of the Balkans and the hundreds of thousands of victims there, but also vital U.S. national interests.

"A dangerous precedent is being set. Genocide is taking place again in Europe, yet we, the European Community, and the rest of the international community stand by and watch."

Walker's resignation followed the departures of Jon Western, an analyst in the Bureau of Intelligence and Research, on August 6 and Bosnia desk officer Marshall Freeman Harris a week earlier. George

Kenney, then deputy chief of Yugoslav affairs, resigned in August 1992.

Daniel Williams, writing in *The Washington Post* on August 24, quotes Jon Western: "It's a very tragic commentary that, at the end of the 20th century, we are not able to respond to genocide."

Williams continues: "The dissidents also believe that acceptance of the alteration of Bosnia's borders by force puts the underpinnings of global peace at risk. If Bosnia cannot be salvaged, they have asked, how can the West respond effectively to potentially explosive ethnic-border conflicts in the former Soviet Union and elsewhere?"

On the day he resigned, Harris appeared with Kenney on *Nightline* to discuss his reasons for leaving the Foreign Service. "I hope that by resigning publicly I can at least prod this administration into action... I hope President Clinton... will take stronger action in Bosnia," he said.

Kenney, on the same program, said he was certain his resignation mattered. "It changed the character of the public debate... It shows that, within the professional foreign-policy establishment, there is very significant dissent with the administration's policy. There is a gap between what the political people think for political

reasons and what the professionals think in terms of American foreign-policy interests, and I think our resignations have generated a great deal of thought about what's going on."

When asked whether many in the State department felt that the administration's Bosnia policy was a failure, Harris demurred, saying, "I don't want to characterize my colleagues' feelings on this issue. I know that the depth of feelings is very strong. I know that when 12 of us dissented [in a letter to Christopher] in April, we felt this all very deeply. . . . There are hundreds of people in the State Department who feel very strongly that we ought to be doing more . . . But one thing we do have in the service is this built-in pressure valve of rotating assignments, and some of my colleagues have been very keen to move on to a different field of work, if not to leave the service."

Both men admitted they gave up careers in which they were moving forward and now face a great deal of uncertainty. Kenney is now an unpaid consultant at the Carnegie Endowment for International Peace and makes a living through speaking and writing. Harris is working for Representative Frank McCloskey. ✂

## World's favorite American

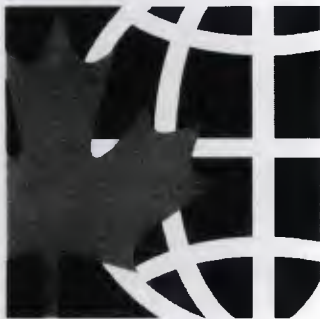
Broadcaster Willis Conover, dubbed "the world's favorite American" by *Readers Digest*, was honored on August 4 at a special Voice of America reception. *The Washington Post* reports that his "Music USA" program has been broadcast around the world for 38 years. ✂



## Canada catches up

This issue of the *Journal* examines the changes taking place in our training programs, now established

### CANADIAN FOREIGN SERVICE INSTITUTE



### INSTITUT CANADIEN DU SERVICE EXTÉRIEUR

for almost 50 years. The current issue of *bout de papier*, Canada's magazine of diplomacy, discusses the first year of operation for the Canadian Foreign Service Institute, a major new initiative for Canada's Department of External Affairs and International Trade. R.H. Graham Mitchell, the new dean, remembers

when new Foreign Service officers in Canada were "routinely assigned to the code room to cipher and decipher telegrams. This activity was expected to give them an overall view of the work done by the then-Department of External Affairs."

In its first year, the institute has created a career program for entry-level officers and an administrative and technical staff program. They plan to develop mid-career and senior-level programs. Career programs are delivered in a bilingual format. Mitchell explains the entry-level program as "a seven-week program... that covers general skill and knowledge areas. This is then followed by six to eleven weeks of specialized programs... This formal training will be complemented with two on-the-job training assignments, each of four months' duration, and will finish with a cross-Canada tour." ✂

## Who's who?

Everyone has heard of Al Gore and Hillary Clinton, and they receive a more than 50 percent approval rating, but, according to a USA Today/CNN Gallup Poll whose results were published in *USA Today* (July 27), 19 percent of Americans have never heard of Warren Christopher, and he has only a 39 percent approval rating among those who have. Christopher does better than Les Aspin, however, who has only a 36 percent approval rating and is a nonentity to 21 percent of Americans. ✂



# 50 years ago

## A grueling job

From the Foreign Service Journal of October 1943

Every branch of the armed forces is wide open to the toll of warfare, to the forfeiture of men difficult to replace. We are not so accustomed, however, to think of the ravages inflicted on members of the non-combatant services by the stress and strain of the national emergency.

In a very real sense the Foreign Service officer is a soldier on active duty today. While he may not be exposed to the physical perils of a bombardier or the crew of a tank, he runs the risks—greatly multiplied in wartime—of a job that is grueling in the extreme. Resistance is lowered through overwork, one's general condition may be gravely impaired by long hours and fatigue... Even in peacetime, the ordinary hazards at many posts are serious enough—under the terms

of all-out war they may be fatal.

Devotion to duty, however, is as common to the desk officer, whether in Washington or in the field, as it is to the front-line warrior. The temporary casualties of sickness and exhaustion are testimony to the enormous burden today—and they are bound to increase as the war is prolonged. There is no question of quitting under fire, any more than the members of a task force would take time out to rest...

It is up to those who carry on to take the best possible care of themselves as circumstances allow, for, while in theory they, too, may be "exchangeable" in the defense of the nation, their experience and background—not to speak of their personalities—are simply irreplaceable. ✂

## Down but not out

Foreign aid, a mainstay of U.S. diplomacy, probably faces more significant cuts in the coming months. John Goshko in *The Washington Post* (August 14) says that "AID officials have started to differentiate between those countries where, as one official put it 'we get the biggest bang for the buck, and those that aren't able to absorb aid effectively but where we have programs for essentially po-

litical reasons."

Goshko points out that only Israel and Egypt will not be targeted for cuts. "Even some of the world's poorest countries are slated to get fewer dollars from the United States. Much of the aid spent in Africa this year... has served simply as a symbolic token of U.S. interest. U.S. officials are wondering whether there is any point in trying to maintain an aid program that covers the entire continent. ►

## clippings and comment

### foreign aid continued

Nor are many countries that long benefited from U.S. aid, largely because they were considered strategically important, going to be exempt from stringent cuts."

The proposed cuts have not gone down well with the countries that must absorb them. U.S. officials say that many foreign diplomats are trying to present their cases to friendly members of Congress. And there has been no shortage of foreign-aid advocates arguing that the cuts are shortsighted and mistaken.

According to Goshko's report, administration officials think the arguments are not strong enough to overcome the feelings in Congress that foreign aid is

an expensive boondoggle. Officials are saying that the United States should identify and consolidate aid efforts in countries where it has the best chance of achieving identifiable results.

An August 8 article by Doug J. Swanson in *The Dallas Morning News* criticized USAID as having a "long history of waste."

The article cites many USAID successes, including helping eliminate smallpox, relieve famines, and slow the spread of AIDS in Latin America. But the article continues, "The combination of obscure projects and government millions attracts special interests. Some in Congress have used agency grants to reward their friends. The State Department has em-

ployed overseas assistance as an instrument of foreign policy and agency money as a way to ease its ambassadors' welcomes. Washington lobbyists have made good livings soliciting grants for clients... Nevertheless, foreign aid remains one of the government's most unpopular programs." ✂

### Woodruff slaying

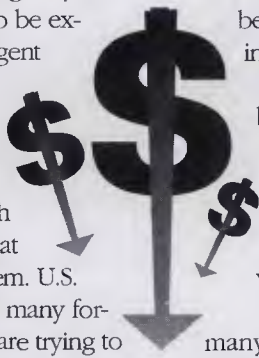
Press reports to date have reached the unsatisfying conclusion that the fatal shooting of Fred Woodruff, 45, who has been unofficially identified as a CIA officer on temporary assignment in the former Soviet republic of Georgia, was a haphazard criminal act.

Woodruff was hit in the forehead by a bullet while he was riding in a car with Georgian leader Eduard A.

Shevardnadze's security chief, Eldar Gogoladze, and two unidentified women just north of Tblisi.

In an article that appeared in the *Los Angeles Times* on August 10, Carey Goldberg writes: "The Georgian prosecutor's office, which said it had launched a major investigation, appeared to be ruling out the possibility of anti-American terrorism, saying the shooting appeared to be 'purely criminal.'"

On August 18, newspapers reported that Georgian authorities claimed to have arrested Woodruff's killer. *The New York Times* quoted Georgian First Deputy Interior Minister Mikhail Osadze as saying on Georgian radio: "The murder was not intentional, although the court will have the last word. This was a



# American Supply

The best just got better.

Consumables shipments • Mail orders • Commissaries • Rec Associations

Complete suppliers to the Foreign Service

- ✓ Groceries
- ✓ Health & Beauty aids
- ✓ Household items
- ✓ Pet food & supplies
- ✓ Office supplies
- ✓ Video movies
- ✓ Special orders

- Buy single-pick or by the case
- Shipments by mail, air, or sea
- Personal checks, Mastercard, Visa accepted
- Credit terms available for commissaries
- No hassles, hidden charges, or restocking fees
- Enjoy our world-famous customer service
- FREE fax-to-mail service for our customers



### Order with confidence

- 100% satisfaction guaranteed.
- FREE replacement of products stolen or damaged in the mail.
- American Supply is dedicated to the Foreign Service.

Write for free catalogs:  
American Supply International, Inc.  
P.O. Box 1207  
Bryans Road, MD 20616  
Phone: (301) 283-0151  
FAX: (301) 375-8006

chance killing. No one knew whom they were shooting at, how they were shooting." The suspect was not identified. ✂

## Long memories

Two senators have not forgotten last year's flap over two ambassadorial nominees accused of improperly aiding the election effort of President Violetta Chamorro, whose government succeeded the Sandinista regime, in Nicaragua. According to Thomas Lippman (*The Washington Post*, August 10) Senators Jesse Helms (R-NC) and Christopher Dodd (D-CT) were furious over State Department Inspector General Sherman Funk's inquiry into the affair, which exonerated Central America hands Joseph Sullivan and

Michael Kozak. Dodd and Helms regarded Funk's report as a whitewash. But Lippman says, "They may have found a way to call Funk to account. They tacked an amendment onto the department's 1994-95 funding bill that would limit the State Department inspector general to a six-year term—ending December 31, 1993."

Senator John Glenn (D-OH), a long-time supporter of independent inspectors gen-

eral, said he will try to have the amendment deleted in the Senate. The House version of the bill contains no such limiting provision. ✂

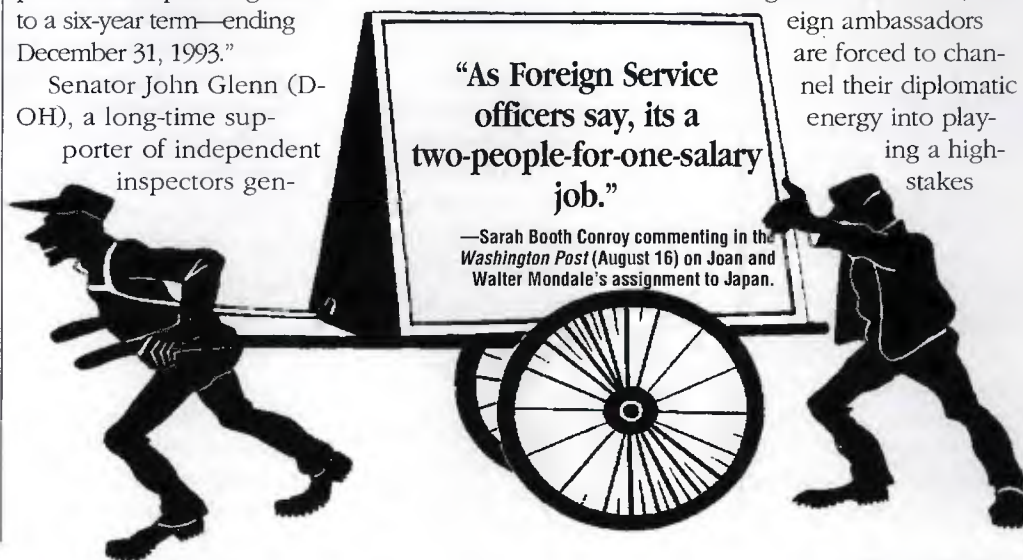
## Location, location,

More than a dozen newly recognized indepen-

dent nations continue to jockey for prime real estate on the same stretch of Massachusetts Avenue, writes James Workman in the August 6 issue of *The Washington Business Journal*.

But sites are getting scarcer and more expensive and local restrictions on zoning are tighter. "As a result, foreign ambassadors

are forced to channel their diplomatic energy into playing a high-stakes



FOR INFORMATION CALL 703-516-4320  
or FAX 703-516-4369

## Affordable Luxury

If you are relocating, a business traveler or need temporary housing, we offer the comforts of home.

- Located minutes from Pentagon, Washington, DC and National Airport.
- Luxurious one and two bedroom apartments completely furnished and accessorized with fully equipped gourmet kitchens and washers and dryers.
- Weekly maid service, free cable TV.
- Within walking distance of department stores, specialty shops and restaurants.
- Adjacent to bike/jogging trail.
- Controlled access entry throughout building.
- Complete Nautilus fitness center, lighted tennis court, and a spacious outdoor swimming pool.
- 4 blocks from Ballston Metro, courtesy Shuttle provided.
- Free underground parking.
- Cats welcome.

# THE CHASE

AT

# BALLSTON

*The Service You Deserve*

4650 N. Washington Boulevard, Arlington, Virginia 22201

## clippings and comment

games of musical embassy," writes Workman.

Part of the problem, according to State Department officials, is that many of the new diplomats are not used to dealing with individual rights—or a free-market system they can't afford. At home, people had to make way for government.

"Many of them can't understand why they can't just jump in on Mass Ave., kick other people out, and it's all over," Workman quoted an official at the Office of Foreign Missions as saying.

Workman quotes Albanian Ambassador Roland Bimo as saying there is a shift in the role of an embassy. "It used to be for propaganda, for show, but now we're strictly doing business." Ambassadors believe the sooner they get a

free-standing embassy, the sooner they can negotiate trade pacts to stabilize and develop their countries. ☞

### \$1 million visas

Visas for millionaire investors are going begging, says Michael Arnold in *The Washington Post* (July 26). Arnold says that Congress expected a stampede when it set aside 10,000 visas annually for foreigners willing to invest \$1 million in businesses here. Instead the INS has received just 753 applications since the investor-visa program began nearly two years ago, and only 311 have been approved.

The article reports that among the program's glitches are the price of admission, a two-year period

of conditional residency, and the requirement that the investment create 10 full-time jobs.

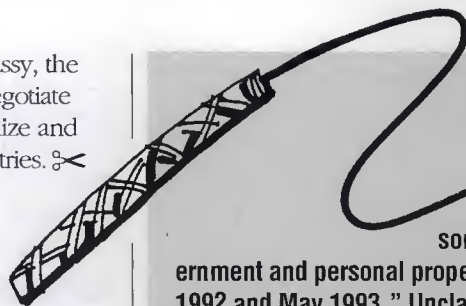
Judging from the tepid response, Congress may have overestimated the attraction of America, says

### Lost: One bullwhip

A Department Notice (July 29) lists some of the "245 items of gov-

ernment and personal property stolen between August 1992 and May 1993." Unclaimed items include radios, a walkman, camera equipment, an answering machine, a VCR, and compact discs. Other personal items seem uniquely suited to the State Department environment—suit coats, ties, a lint brush, a manicure kit, hand-exercise grips, and of course, business-card cases and attaché cases. Office equipment is also represented: clocks, binoculars (useful only with a window office), a flashlight, a stopwatch, and a telephone. Finally, we hope the misplaced bullwhip is not indicative of a management style. ☞

Arnold. Nearly 7,000 investors have gone to Canada, where they can become permanent residents for just a \$250,000 investment. Few seem to be willing to pay a premium to come to the United States. ☞



## Where in the world will your paycheck be on payday?

Managing your family's finances, at home or while living abroad, depends on getting your paycheck into the right accounts quickly and efficiently. Arrange to have your entire paycheck, or a portion, deposited to your State Department Federal Credit Union checking account or other account automatically. Either way, you'll have the security of knowing your paycheck is deposited to your account the morning of payday—every payday—like clockwork. Sign up for direct deposit by visiting your payroll office today.

Contact us for your free "Overseas Service Guide" or "Member Service Guide" today. If you're calling from overseas, please let our staff know and you'll receive priority service. If you're an embassy or consulate employee, cable the credit union or see your SDFCU liaison.

Our financial services will make a world of difference to you and your family.

**S** State Department  
Federal Credit Union  
*A tradition of service for over 55 years.*

1630 King Street  
Alexandria, VA 22314  
703-706-5000 800-296-8882  
703-684-1613 (fax)



# PRIORITY ASSIST THE WAY CAR BUYING SHOULD BE.



## AN EXCEPTIONAL CAR PURCHASE PROGRAM FOR DIPLOMATS.

Through the Priority Assist Car Buying Program, it's simple to purchase a new car before you head Stateside, at a guaranteed low price. We handle all the details for you—from car selection and financing, to registration and final delivery. There are no hassles, and your new car will be ready and waiting when you arrive.

### GUARANTEED LOW PRICES.

All of our low prices are based on "Factory Invoice Prices" in U.S. dollars—and we'll guarantee you *the lowest price* on most American-built cars. All applicable rebates are included *and* the price

quoted is what you'll pay. These low prices are usually available only while you're overseas, so contact us now for more details.

### ONE CALL DOES IT ALL.

For complete details, call or fax a Priority Assist Personal Advisor at the numbers listed below. There's no obligation. We'll answer your questions and give you a price quote in writing. Because we work with the State Department Federal Credit Union, we can also handle your loan application. *Our Personal Advisors are there to help you.*

### FULL SERVICE. FULL SATISFACTION.

We guarantee satisfaction at delivery, or we'll refund your payment. Priority Assist is simply the easiest and most convenient way to purchase a car before heading Stateside. Call or fax us today!



**CALL: 1-800-877-7083 OR 516-496-1806 FAX: 516-677-3701**

GERMANY Tel. (0228) 376 550 Fax. (0228) 371 420 BELGIUM Tel. (02) 716 4860 Fax. (02) 716 4760 FRANCE Tel. (1) 44 71 36 78 Fax. (1) 44 71 36 96

All guarantees are subject to terms and conditions. Call today for details.

WASHINGTON, D.C.

# We've Packed Lots Of Amenities Into A Very Small Rate.



Wake up to a delightful continental breakfast served weekdays. Enjoy freshly brewed coffee with just-baked doughnuts.



Step outside and enjoy a brisk walk in one of the lovely nearby parks. It's a wonderful way to retreat from the bustle of the city.



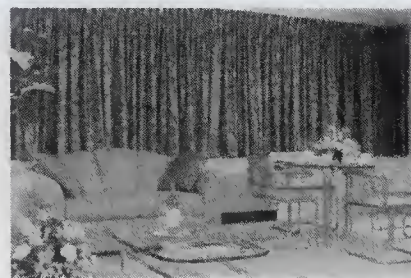
In our fitness room, you can hop on the Stairmaster or Lifecycle, do some rowing, lift weights and more. Plus, you can do it all while watching TV.



We love animals and most pets are welcome here. So you can feel good about having these special family members along.



A complimentary shuttle makes getting to the Metro a breeze. It runs every weekday from 6:30 to 9:15 am and 4:30 to 7:15 pm.



Our bright, spacious suites are comfortably furnished and include a well-equipped kitchen, free cable TV and maid service.

## And, We're Walking Distance From The Foreign Service Institute!

Rates  
as low as  
**\$45**  
per night

The Virginian offers so much, it's hard to believe our rates can be so low. That's what makes us the perfect place for your longer stays in Washington. Our ideal location is just minutes from the Metro, government and military complexes, downtown, Georgetown, entertainment, shopping and more. So wherever you need to be, it's easy to get there from here. So what are you waiting for? Call in or fax your reservation today!



*"Hotel Convenience with  
Residential Comfort"*

1500 Arlington Boulevard, Arlington, VA 22209  
(703) 522-9600 • FAX (703) 525-4462 • (800) 275-2866

# SPEAKING OUT

BY HUME HORAN

## Corporate Cultures in Conflict

*What ails the State Department may never go away*

**T**wo cultures are at war in the State Department—and in much of over-centralized government today. On one hand, there is the culture of contemporary America; on the other, that of abused, neglected, 18th-century Southern Italy—the Bourbon Mezzogiorno. The first culture is marked by horizontal relationships of openness, flexibility, trust, reciprocity, and cooperation; the second, by vertical relations of centralized authority that are legalistic, elitist, adversarial, inflexible, and that discourage social trust and cooperation. Elements of these two cultures exist and conflict in any large organization, but they do so especially in the highly regulated federal government—and even more so in the Foreign Service overseas, where we live in a “company town” 24 hours a day.

The results? Needless expense, imbalanced staffing, and “morale” that always seems to be at “its lowest point ever.” The department, of course, knows something’s wrong; in study after study, we see it dealing with the symptoms of this cultural friction: review boards proliferate, procedures drag on endlessly, and bit by bit, the executive mechanism that handles people chokes on its own product—adding further to the alienation between people and their institution. The studies are then often repeated because they fail to address the cause of the problem—which is that the department manages Americans in a way that conflicts with our contemporary spirit.

It’s hard for big government, however, under public law, accountable to Congress, and subject to constant adversarial scrutiny (sometimes deserved) to deal with “root causes.” But if one were to try, we’d urge the depart-

ment to lighten up; we’d urge it to be more willing to trust people, get out of their lives, take a chance, and even risk occasional criticism. State Department people see their employer as caring more about avoiding criticism than about fair play, efficiency, their interests, or even the needs of the service.

### **Bureaucratic spawning grounds**

I have canvassed my Abidjan colleagues and submit a few suggestions. The suggestions do not deal with so-called “substantive” issues. That is because State Department people in these areas live more or less in “contemporary America,” i.e. a work atmosphere that is relatively flexible, open, and collegial. The Foreign Affairs Manual sections on politics and economics are only a small fraction of those devoted to management and administration. It is principally in these latter areas, where people’s daily lives and interests are affected, that the organization does not conform to the character and the needs of its members.

The issues themselves are familiar already to the department. They are listed because that’s where we hear the wheel squeaking:

**Travel regulations:** Bewildering, wasteful, and universally irritating. No one, not even the experts can decipher them. Example: While in Abidjan for the Angolan peace talks, our senior deputy assistant secretary in the Africa Bureau was asked by the government of Senegal to give a briefing in Dakar on his way home. Because of previous Washington commitments, he could have done so only if he afterward took a non-American carrier directly from Dakar to the United States. We asked the department if this would be okay. The several-page

answer was so obscure (basically it said “Maybe yes, but you’re on your own”) that he gave up and took the less direct but more expensive route home (via Europe) instead!

**Recommendation:** Give people the money and let them make their own arrangements—just let them show up at post on time. So they might make some money by sleeping in airports or in bus stations? Why should Uncle Sam care? We could dispense with a lot of voucher clerks, and with these positions fill chronic gaps elsewhere.

**Moving regulations:** Often the cost of shipping household effects is greater than the value of the items. Last year one Foreign Service officer shipped a car that had to be towed to the dock for loading!

**Recommendation:** Give employees a lump sum based on allowable weight and distance and let them decide what and how much they want to ship.

**Housing square footage restrictions:** A junior officer thought these regulations unbelievably feudal and un-American: “It’s like only noblemen can wear furs,” he said. An FS-4 secretary with almost 30 years of Foreign Service experience was unhappy to be assigned to the minimal quarters previously occupied by a new-hire FS-8. Others at post find it un-American and obnoxiously intrusive to have the U.S. government measuring their living space to see if it falls within the standards appropriate to their rank and station.

**Recommendation:** Give people a Living Quarter’s Allowance (LQA) in accordance with their rank, family size, and years of service then basically let them spend it however they want. General services support expenses could be less.

AUTHORIZED EXPORTER

GENERAL



ELECTRIC

U.S.A.

## GENERAL ELECTRONICS INC.

- REFRIGERATORS  FREEZERS
  - RANGES  MICROWAVE OVENS
  - AIR CONDITIONERS  DRYERS
  - WASHERS  SMALL APPLIANCES
  - AUDIO EQUIPMENT  TELEVISION
  - DISHWASHERS  TRANSFORMERS
  - COMPLETE CATALOG
- (Please check box)

Available for All Electric Currents/Cycles

Immediate Shipping/Mailing From our Local Warehouse

We Can Also Furnish Replacement Parts for Most Manufactures



### SHOWROOM

General Electronics, Inc.  
 4513 Wisconsin Avenue, N.W.  
 Washington, D.C. 20016  
 Tel. (202) 362-8300  
 FAX (202) 363-6538  
 TWX 710-822-9450  
 GENELECINC WSH

CLIP AND SEND FOR FREE CATALOG

NAME: \_\_\_\_\_

TITLE: \_\_\_\_\_

ADDRESS: \_\_\_\_\_

\_\_\_\_\_ ZIP \_\_\_\_\_

CATALOG FOR:  Agency Use  Personal Use  
(Please check box)

Our Catalog is Sent to Administrative Officers, Embassies, and Consulates Throughout the World.

## SPEAKING OUT

**Conflict-of-interest forms:** These forms are a pain in the neck for those in the Senior Foreign Service. Why not just make available (as an option?) our income-tax returns? Everything the public and Congress could want to know is already there—and thousands of hours would be saved each year.

**Sale of personal property regulations:** I have just received a nine-page administrative notice on the latest regulations covering the sale of personal property. No matter that the finance ministry and the customs authorities of every foreign country already regulate such sales. We Americans must wear a belt—and suspenders, too. Our regulations are redundant, irritating, and were only put in place to placate criticism in a very special circumstance.

**Recommendation:** Abolish them.

**Spousal salaries:** Spouses accompanying a principal overseas receive no direct support from the U.S. government—as opposed to spouses who choose to remain at home and further develop their stateside careers. State's policy is anti-family and neglects the importance of the family overseas to representation work and community cohesiveness.

**Recommendation:** Pay spouses a salary simply for accompanying a principal overseas—and at the level he or she would receive remaining in the United States on a separate maintenance allowance (SMA).

**Recruitment:** We recruit for the Foreign Service in a way more appropriate to imperial China than to American society today. Despite some recent improvement, recruitment procedures remain much, much too slow and cumbersome. The fault is not with the able people in the Board of Examiners, it is with the system itself, which causes us to lose many of the very best candidates. There seems to be an unspoken attitude that what we get is "good enough for government work." Our recruits are indeed good, but a faster, more welcoming recruitment process would yield even better and more representative ones.

**Recommendation:** Put the best candidates on the payroll as soon as they

qualify—even if that means doing only "unclassified" work. At least we'd have them on board while security clearances inch along. This recommendation emphatically applies to FSOs in the Foreign Commercial Service, whose entry procedures are even more bogged down than our own.

**Service discipline:** Morale would actually improve if people believed their personnel system was efficient and fair—but also strict as needed. When we get volunteer cables we ask ourselves: "What's the point of a toothless, intimidating assignment system that can fill only the easy jobs? Do the Marines ask 'Who'd like to go to Somalia?'"

**Grievance staff:** It has struck some of us that the department's grievance staff is often outgunned by the legal services available to plaintiffs. With a stronger legal staff, we wouldn't so often be on the defensive, so often losing. Not every grievance, after all, has merit.

**Recommendation:** Strengthen and expand the legal expertise of our grievance staff.

**More with less:** The opening of new posts in Asmara, Somalia, Angola, and the Commonwealth of Independent States region may already be showing us we can do things that until recently we would have thought impossible. We can do more by unifying communications, stationing more regional people in the United States and not overseas (where support costs can be three times a person's salary), and, by focusing on what we really need to do in a country, we can make do with much smaller staffs.

**Conclusion:** It will be hard to change how State works. We know already many reasons why the status quo had the upper hand. As *The Economist* (May 1, 1993) writes: "Questioning everything a company does is usually too risky and confronts too many entrenched interests among managers and employees to be worth doing, unless a firm is in dire trouble." Will government ever (again) face the kind of mortal peril that can reinvigorate or destroy businesses? For almost 50 years, that sense of mis-

sion and urgency was present. During the Cold War, we knew we were our country's first line of defense in a conflict that could destroy us and the world. That mission tended firmly to impose its purpose, logic, and priorities on our work. Today, a department that looks to CNN to tell it where to send troops and whom to bomb will have trouble keeping its eye on the issues we've mentioned.

There may be a lesson for us in the NASA study recently done by Professor Howard McCurdy of American University. Professor McCurdy interviewed 700 NASA employees about NASA's record of failure since Challenger exploded on January 28, 1986: there was the Hubble telescope (astigmatic), Galileo (antenna won't deploy), Titan IV (blew up), and the Mars Observer (silent). McCurdy concludes that once the Apollo program's sense of mission was spent, NASA's corporate culture succumbed to a growing administrator class—concerned with keeping its jobs through risk-avoidance—and especially to its budgeteers—concerned with cost-cutting via often technically sloppy sub-contracts. He called upon NASA to “reinvent” itself, and for the U.S. government to give it a renewed, clear mission.

But there's hope for the service. The impulse for self-renewal exists today as it did a generation ago when the excellent “Diplomacy for the 70s” was written. The department has won itself some credibility by adopting much of the excellent “State 2000” report. It shouldn't stop now. There are still too many regulations, too many layers, too many special assistants, still an intolerable number of “earmarks” in any USAID project. We need pioneers: men and women with vision who are also prepared for the backbreaking work of clearing a homestead in a bureaucratic Pacific Northwest climax forest. 🌲

*A former president of the American Foreign Service Association and special assistant to Director General Edward Perkins, Hume Horan is currently U.S. ambassador to Cote d'Ivoire.*

# MARTENS VOLVO

## Dedicated to Diplomacy

Worldwide Delivery to Diplomats  
and Members of International Organizations



Contact: Dana Martens, Diplomatic Sales Director

**VOLVO** **MARTENS** 202-537-3000  
CARS OF WASHINGTON, INC. Fax 202-537-1826  
4800 WISCONSIN AVE. WASH., DC 20016  
U.S.A.'s Largest Diplomatic Dealer

## How to Buy Auto Insurance Overseas

There's really only one way. Select the agent who offers broad experience and a high level of repeat business. Experience that helps you avoid the pitfalls of a highly complex business. Repeat business that results from providing what's best for the customer - not the agent.

For 34 years Harry M. Jannette, Jr. & Company has provided *dependable coverage* with U.S. carriers to *thousands* of Foreign Service personnel worldwide. Thus, you gain the broadest U.S. terms and conditions and flexible value limits often not available from other insurance carriers.

- **WORLDWIDE COVERAGE** Fire, theft, comprehensive and collision protection are available at foreign posts.
- **U.S. AUTO LIABILITY** Available for short term on home leave, change of assignment, and new auto purchase prior to foreign departure.
- **FOREIGN LIABILITY** We suggest contacting your post on arrival. Local laws require specific limits and coverage. Pricing is normally best on site.
- **CONTACT US TODAY** Let us send you "The Embassy Plan" brochure. It contains all the answers about dependable coverage and low cost premiums.



**Harry M. Jannette, Jr. & Company**

3530 FOREST LANE #305  
DALLAS, TEXAS 75234-7955

Telephone: 214-350-5141  
FAX: 214-352-7022

Or Call 1-800-256-5141



SAN JOSE ■ LOS ANGELES ■ ORANGE COUNTY

GAITHERSBURG ■ NEWPORT NEWS ■ WASHINGTON D.C. ■ METRO ■ HOUSTON



NEWPORT BEACH ■ SAN DIEGO ■ LAS VEGAS ■ DENVER ■ CHICAGO

## ALL THIS FOR \$45\* A NIGHT.

- Fully furnished apartments with linens, dishes, TV and maid service
- Resort recreation: swimming pools, spas, tennis courts, fitness center
- Business services: on-site Hertz car rental, FAXing, copying, conference/meeting rooms
- The best value in corporate lodgings for 30 days or longer in 4 convenient Washington metropolitan locations

For information and reservations call toll free: 800-832-8329.

FAX: 703-751-5679

\*Rates and amenities vary by location.




Models open daily, 9-6.

**Oakwood**<sup>sm</sup>  
Corporate Apartments

There are 40 Oakwood locations nationwide. And through our affiliated Corporate Housing Network we can arrange for temporary lodgings in more than 100 cities throughout the U.S.

DETROIT ■ MEMPHIS ■ PHILADELPHIA ■ BALTIMORE



The countries that  
are shaking off  
tyranny may become  
valuable allies

# Africa's Forgotten Successes

BY HERMAN J. COHEN

**N**ews about Africa these days has lost the optimistic tone of a couple of years ago, when, as the Soviet Union came apart, people took to the streets in Kenya, Mali, Niger, Zambia and elsewhere to demand a measure of democracy. Now, bright hopes have lost considerable luster as the focus has turned to Africa's expanses of misery. The United Nations, under U.S. leadership, can't seem to get a handle on Somalia's rebirth as a nation. Violence in South Africa is threatening to undermine the democratic transfer of power from the white minority to the black majority. Aging military dictators,

like Mobutu in Zaire and Eyadema in Togo, are clinging to power despite domestic and international pressure to accept democratic transitions. Civil wars in the Sudan and Angola are causing tremendous suffering to hundreds of thousands of innocent civilians. The press is on a feeding frenzy of African disasters.

The bad news reported on a daily basis is mostly true. Positive developments have drawn much less attention, however. Two of Africa's most devastating and long-lasting civil wars, in Ethiopia and Mozambique, are over, with peace settlements that seem likely to endure. New

## INTERNATIONAL EXPERIENCE

No matter which flag you're under, we'll take care of the roof over your head.



Whether you are assigned overseas or returning home, Allied Realty Corp. can manage your property or find you a rental home. We're the Washington area's largest, oldest and most trusted property managers, with more than 50 years of experience renting and managing a 500-property portfolio. Here's why:

- Highest rental value for your home
- Large selection of rental properties
- Professionally trained leasing staff
- 24-hour maintenance service
- Multi-lingual staff

**Allied Realty**  
CORP.

SINCE 1940  
Professional Property Managers

Call Aaron Dodek, CPM,  
Senior Vice President

(301) 656-7000

(301) 656-8600

fax (301) 907-4766



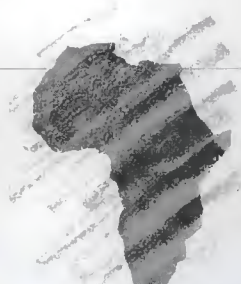
**LOCAL PRESENCE**

democracies are emerging rapidly in the wake of elections accepted by decaying, one-party, authoritarian regimes. Zambia, Niger, Burundi, Namibia, Benin, Madagascar, and Ghana are among those that have successfully shifted to political pluralism, with varying degrees of difficulty. In economic policy, African governments in droves are turning away from the dis-

astrous command systems copied from the former Soviet bloc. Economic reform and market systems are the order of the day, but success is still in the future for most African countries.

Every subregion of the vast continent that is Africa is experiencing rapid change. (Africa's 11.7 million square miles are greater than the combined area of the United States, Argentina, China, India, Western Europe, and New Zealand.) Democratization, economic liberalization, and the rush to sustainable development are all happening at once, with predictable side effects in instability, conflict, and violence. Contrasts are beginning to emerge. Where repression and corruption continue unabated, human misery is deepening. Where economic reform and liberalization are taking hold, as in Ghana, Mali, Tanzania, and Uganda, overall living standards are increasing steadily. But even in countries that are putting on good performances, reductions in government payrolls and subsidies, as well as frequent currency devaluations, are causing tension and political fragility.

At a time when many African countries deserve more international assistance because they are finally adopting suitable, growth-oriented policies, donor countries, such as the United States, are facing greater demands at home for scarce resources to alleviate economic hardship. Slow growth and recession within the industrialized nations threaten to im-



**Democratization, economic liberalization, and the rush to sustainable development are all happening at once, with predictable side effects in instability, conflict, and violence.**

pede progress in Africa far more than the feared "marginalization" that was supposed to take place as a result of the end of the Cold War. Nevertheless, considerable sympathy and concern for Africa still exist in the Northern Hemisphere, and support should not be lacking, provided African governments demonstrate determination to stay the course in advancing both po-

litical and economic change.

### USING MEDIATION TO ADVANTAGE

Africans are concerned that their countries have become less important to the United States, now that Cold War competition is no longer driving U.S. policy. I believe the United States continues to have real interests in promoting peace and prosperity in Africa. Only the means will undergo change.

The core agenda of the United States in Africa today—conflict resolution and development assistance—will lighten America's humanitarian-aid burden in the future and nurture markets for U.S. exports. In addition to an annual bilateral assistance budget of \$800 million, the United States provides about \$500 million in disaster and famine relief to Africa, working through UN agencies and private organizations. Conflict resolution and successful democratization will free up money spent on emergency relief for developmental assistance. Secondly, as the United States looks to expand trading relationships in an increasingly competitive world, Africa's half a billion people loom as an important market for the future. We want Africans to get off the dole and become producers and consumers.

The most urgent and vital challenge to U.S. diplomacy in Africa continues to be conflict resolution. U.S. prestige reached new heights in Africa as a result of the *tour de force* accomplished by

Assistant Secretary Chester A. Crocker (1981-89) in negotiating the independence of Namibia and the withdrawal of both South African and Cuban military forces from Angola. Throughout the Bush Administration, the Bureau of African Affairs utilized the Crocker method of fielding expert interagency teams to back up negotiators in juridical, political, and military discussions. This method was crucial to the peace accords in the civil conflicts of Angola, Mozambique, Rwanda, and Ethiopia. (After working so hard to bring about a ceasefire in Angola in 1991 and a free and fair election in 1992, the Africa Bureau was naturally devastated by the return to civil war in late 1992. The lessons we learned there, at least, helped us negotiate a more enforceable peacekeeping agreement in Mozambique.)

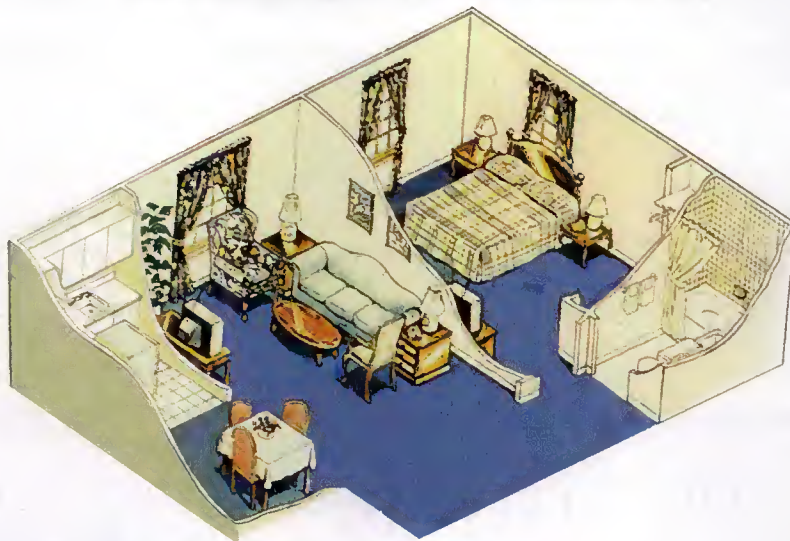
Just as important as formal U.S. involvement in major negotiations is the informal mediation undertaken by American diplomatic missions throughout Africa. When I was assistant secretary for Africa during the Bush administration, I followed a policy of "Don't ask, just do and report." That allowed chiefs of mission to engage in "good offices" activities without prior Washington authorization. The Bureau of African Affairs was kept informed, so we could be sure that overall policy was being respected. As I look back on the period 1989-93, I see a record of remarkable "uninstructed" mediation work done by U.S. embassies in the early stages of conflict related to democratization. The lesson learned from these experiences is that early preventative diplomatic action in pre-conflict situations is far less costly than international peacemaking in catastrophic situations that have been allowed to fester, such as those in Somalia and Sudan.

### HELPING REFORM ALONG

In the years ahead, I see an even greater role for American embassies as mediators and catalysts. Country teams will be actively involved in implementing democratization programs under the State Department, the Agency for International Development, U.S. Information Agency, the Department of Defense, and non-governmental organiza-

# HOMIE SUIITE HOMIE

ENJOY AN EXTENDED STAY AT  
THE EXECUTIVE CLUB SUITES



The Executive Club Suite is your convenient home away from home without that familiar stuffy hotel feeling. The Executive Club Suites provide personalized service in spacious apartment style suites with more amenities than most hotels. Each suite has a fully equipped modern kitchen, dining area, spacious living room and master bedroom with a queen size bed. The suites are 600-700 square feet of personal living space.

Other amenities include health-club, sauna, FREE parking and complimentary shuttle to FSI, Pentagon and Metro.

With Convenient locations in the heart of Rosslyn, Arlington and Alexandria, Virginia, we are within minutes of the most important government and business centers in the Washington metropolitan area. There is easy access to Georgetown, Foggy Bottom, State Department, Capitol Hill, National Airport, the Pentagon, Crystal City, the Beltway and all superhighways.

Whether you are an executive on short-term business, or a diplomat on temporary transfer, or finding a relocation headquarters, The Executive Club Suites provides the very comforts of home.



## THE EXECUTIVE CLUB SUITES

THE REAL SUITE HOTEL

IN ALEXANDRIA  
610 Bashford Lane  
(off George Washington Parkway)  
Old Town Alexandria, Virginia 22204  
(703) 739-2582

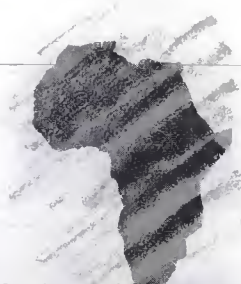
IN ROSSLYN  
1730 Arlington Boulevard  
(Off Route 50)  
Rosslyn, Virginia 22209  
(703) 525-2582

IN ARLINGTON  
108 South Courthouse Road  
(Off Washington Boulevard)  
Arlington, Virginia 22204  
(703) 522-2582

RESERVATIONS: 800-535-2582  
FAX (703) 548-0266

tions. Defense attachés, for example, will be advising on the downsizing of forces and military support for the democratic process. As both Africans and American diplomats have learned in recent years, democratization does not end with free and fair elections; a long gap stretches between the end of the old order and the beginning of the new and requires education and just plain old hand-holding.

The process of economic reform in Africa began in the early 1980s, significantly prior to the more recent wave of democratization. The World Bank, the International Monetary Fund, and the major international donors have formed an economic-reform cartel that imposes well-coordinated conditions on African governments seeking help for "structural adjustment." Secretary of State James Baker took a keen interest in this subject every time he had a bilateral meeting with an African head of state or foreign minister. Baker's consistent theme was that



**Baker's consistent theme was that economic reform cannot succeed overnight and that it necessarily causes political tension, especially among the urban groups who stand to lose out in the short run to the majority rural residents.**

economic reform cannot succeed overnight and that it necessarily causes political tension, especially among the urban groups who stand to lose out in the short run to the majority rural residents. Nevertheless, governments must stay the course to make

sure that structural adjustment succeeds. No element of the American diplomatic mission in Africa escapes involvement in this process.

#### **AFRICAN CHECKLIST**

Beyond the general goals of democratization, conflict resolution, improvement of human rights performance, and economic reform, there are some specific objectives in Africa that should be top priority for the United States over the short term.

- Make sure the democratic transition to majority rule in South Africa succeeds, and that international resources are available to give the economy a jump start when political apartheid is finally dead. Success in South Africa will bring economic expansion to the southern half of Africa.
- Ensure that the UN peacemaking operation in Somalia under Chapter VII of the UN Charter stays the course. This is a pioneer operation

**Our Suites Feel  
Like Home.**

**The Inn**  
AT FOGGY BOTTOM



**Spacious and fully appointed Suites at a Great American Value. Dine, entertain, or just relax. Just one block to the Metro, two blocks to the State Department. Our very accommodating packages include:**

- Apartment style suites with fully furnished kitchens.
- Complimentary Washington Post
- Complimentary shoeshine
- Complimentary Continental Breakfast
- Daily laundry and valet service
- Room service/Fiore's Italian Caffe
- On-premise coin laundry facilities

**Government Per Diem Available. Long-Term Rates Available.  
For Information and Reservations: (202) 337-6620 or toll-free (800) 426-4455.**

*The Inn at Foggy Bottom, 824 New Hampshire Avenue, N.W., Washington, DC 20037*

on which hinges the future of the "new world order." If collective security does not succeed in Somalia, it will not succeed anywhere.

- Help maintain ample support for those core African governments that are becoming role models for transparency, honesty, and liberalism: Botswana, Ghana, Ethiopia, Zambia, Namibia, Zimbabwe, Benin, and Uganda. This list will change, but the objective should remain the same: 10 viable African states by the year 2005.

### GO EAST, YOUNG MAN

When I was looking for a career specialization three decades ago, Africa was fascinating, but very different from what Foreign Service professionals see today. In the early 1960s, the challenge was to win points in the competition between developmental role models—the Soviet Communists against the Western capitalists. Although in retrospect the Soviets, with their feet of clay, were poor competitors, at the time the com-

petition was exciting. On top of the economic rivalry, we had Cold War jousting for political influence, with the added spice of Middle East geopolitical pressures in the Horn of Africa. In addition, the tremendous moral issues generated by white minority rule in Rhodesia and the disastrous apartheid system in South Africa, played out against the backdrop of the civil rights struggle in the United States, made for a wonderful career specialization in Africa, as far as I was concerned.

Throughout the next decade, the ability of U.S. diplomacy to make a difference in Africa will be greater than ever. Never before has the prestige of the United States been greater in Africa. Never have Africans looked to the United States for mentoring and advice as much as they do today. For many African governments, opposition groups, professional organizations, and intellectuals, the involvement of the United States in solving problems provides more than just expertise and development assis-

tance: Africans unmistakably feel a measure of moral reassurance.

For the new generation of Foreign Service professionals who are currently looking for specializations, as I was in 1960, I cannot think of any other region that would be as intellectually stimulating or enjoyable as Africa. For those whose interests extend to functional specializations, such as multilateral affairs, the environment, democracy/human rights, and developmental economics, Africa would marry nicely with these issues so as to provide a "double major." Finally, the Foreign Service's Africanist family is congenial, mutually supportive, and consistently upbeat. I recommend it with enthusiasm. 🍌

*Herman J. Cohen, a former ambassador to Senegal and the Gambia, was assistant secretary of state for African affairs from May 1989 to April 1993. He recently completed a tour of African countries under the USIA American Speakers Program.*

UNFURNISHED YEARLY LEASES AVAILABLE

#### CONVENIENCE

- ◆ 2 Swimming Pools
- ◆ 2 Lighted Tennis Courts
- ◆ Workout facility
- ◆ Aerobic Classes
- ◆ Fully Furnished Eff., 1, 2 and 3 Bedroom Apartments
- ◆ Cable TV
- ◆ Phone
- ◆ Valet Dry Cleaning
- ◆ Garage Parking
- ◆ Washer/Dryer in each Apartment



#### LOCATION

- ◆ 25 Steps to Metro
- ◆ Just Minutes to NIH, Navy Hospital, Pentagon, World Bank and Embassy Row.
- ◆ Steps Away to 2 Grocery Stores, over 135 Restaurants, Banks and Shopping.

#### OTHER ITEMS

- ◆ Crib, Desk and Chair
- ◆ Housekeeping
- ◆ Roll-a-way bed
- ◆ Vacuum Cleaner

FULLY FURNISHED LUXURY APARTMENT LIVING

## Affordable Hotel Living with the Advantages of a Home

If you are looking for comfort and convenience, the choice is easy. The Chase at Bethesda offers two twin towers in the heart of Bethesda and only 25 steps to the Metro.

### THE CHASE AT BETHESDA

7500 WOODMONT AVE. • BETHESDA, MD. 20814 • (301) 654-0694 • FAX (301) 654-0697

Daily rents starting from **\$59.83** Minimum 30-day occupancy

TRAMMELL CROW RESIDENTIAL — A COMPANY THAT CARES ABOUT OUR RESIDENTS

# School for Diplomats

**T**he Foreign Service Institute, established by the Foreign Service Act of 1946, represented the culmination of a 40-year effort to furnish training appropriate to every need of our diplomatic service. Prior to 1906, according to the Foreign Service Journal in 1948, new consuls went abroad with no other advice than "to take snuff often and slowly, sit with your back to the light, speak the truth, and the rest you will learn by observing your colleagues."



Under Dr. Henry Smith Jr., the School of Language Training incorporated intensive methods of language instruction that were used only by the armed forces. He acquired from the army \$10,000 worth of basic manuals and phonograph records, and invested \$30,000 in record players, SoundScriber machines, and other equipment.

In addition to a full-time staff of linguistic scientists, the institute made liberal use of native speakers, who presented the course of instruction that was contained in printed or mimeographed books. In 1949, the institute was teaching some 36 languages, although not all were available in the basic course of four months.

An Arabic-language class in 1948. The machine on the table records the conversation. Students are David Fritzlan, Dayton Mak, Milton Walstrom, David Gamon, and Rodger Davies with instructor George Makdisi (center).





The 1954 Wriston Report severely criticized the amount of support and resources the fledgling Foreign Service Institute received. In 1955 the Mayflower Building underwent a complete renovation, and a revitalized training program was instituted. Old courses were revamped and both new shorter courses and longer specialized training were added—and, for the first time, courses were opened to wives. The new training program included three periods of concentrated, full-time training—for new officers, for those in mid-career, and for senior officers. Increasing language skills was a constant task. However, training needs, amount and timing of training, who should be trained, and how best to do it continued to be debated in the coming decades.

Meanwhile, the training program existed in one temporary building after another: from the Mayflower to temporary buildings on the mall, to the Arlington Apartments' garage, then spread through three or four buildings in Rosslyn, and finally in the two buildings—SA-3 and SA-15. As FSI entered its 40th year in 1986, planning was already under way for a permanent move to the Arlington Hall site. *Right*, a view of the visitor's entrance.

In 1986, professional training again got a new look, with new classes and new curriculum. Here future consular officers playact as an American in a foreign jail and a consular officer who has come to visit. Consular classes such as this were viewed by many as a precursor of new approaches to training.





▲ This statue of Benjamin Franklin, America's first diplomat, is being moved from an obscure perch outside the C Street entrance of the State Department to the NFATC. The statue, which has a companion at the U.S. Embassy in Paris, was originally donated by AFSA.

Then-Director of FSI Stephen Low, in a 1986 *Journal* interview, said, "The important thing about the new campus is that, for the first time . . . the whole Foreign Service of all the agencies will have a place that embodies the tradition of our diplomatic history."

◀ Left, the original girls' school is undergoing conversion.

▲ Above, an architect's model of the new campus.

THE PHOTOS AND HISTORICAL INFORMATION ARE EXCERPTED FROM THE *FOREIGN SERVICE JOURNALS* OF 1947, 1948, 1949, 1955, 1965, AND 1986.

# *Legal Services*

*are available to Protective Association members through arrangements we have made with three Washington, D.C. firms.*

*Most areas of law are practiced and are offered at reasonable rates including:*

- *Wills and Estate Planning*
- *Real Estate Transactions*
- *Business Planning*
- *Taxes*

**A  
F  
S  
P  
A**

*Providing personalized service our members have come to expect.  
Please call or write us for further information.*

*AMERICAN FOREIGN SERVICE PROTECTIVE ASSOCIATION  
1716 N Street N.W. ▪ Washington, D.C. 20036 ▪ (202) 833-4910 ▪ Fax (202) 833-4918*

# AFSAnews



## Junior officers participating in negotiating process

More than 200 unconded State officers have replied to an AFSA cable soliciting opinions on JO training/coning. The negotiations on JO coning have been distinguished by the new efforts AFSA has made to communicate with the field and to involve affected members in the negotiating process. AFSA received the Department of State's proposals for JO tenuring/coning in early August, and is now negotiating with personnel on the final form of the proposal. The first negotiating session was opened by Director General Genta Hawkins Holmes in August.

Before the proposals were made public, AFSA officers and staff and a group of some 60 junior officers in Washington met at FSI to explore major concerns and aspirations. At that meeting volunteers formed sub-committees to discuss aspects of the coning

exercise. The sub-committees focused on three major areas: cones/no cones, prior experience, and the timing of the coning exercise. The JO group and AFSA polled personnel in the field on their opinions, receiving replies from State officers at more than 70 posts of those replying. A sizable majority believed that the department should maintain cones as part of the personnel structure of the Foreign Service, and a large majority favored tenuring and coning being carried out at, or nearly at, the same time. Most people who replied felt that experience prior to joining the Foreign Service should be taken into account in making the coning assignment.

An AFSA cable sent personnel's proposals to the field and to all untenured officers in Washington on August 9th. Dick Gibson from the Office of Personnel explained the proposals at a AFSA meeting attended by some 60 junior officers. We have subsequently continued the dialogue with both the field and the junior officers in Washington. A number of junior officers have been involved in formulating the AFSA/junior officer position, and newly elected AFSA Board member John Mariz, an untenured JO, will be a principal negotiator, along with Todd Stewart, State VP, and Tex Harris.

The first Commissioning and Tenure Board (CTB) to consider career candidates who entered the service unconded will convene in December 1993. The present proposal does not seek to alter the tenuring process, except to change the timescale. The con-

ing process will take place subsequently.

### Junior officer on AFSA Board

One result of the participation of so many JOs in the preparations for these negotiations has been the appointment of a junior officer to the AFSA Board. Our new member is John C. Mariz, serving for the next year in PM/DRSA. John can be contacted through the AFSA Labor Management Office in Main State, (202)-647-8160 or by FAX (202)-647-0265. The Board welcomes a representative from this vital group.

## Drugfree Workplace Plan questioned

AFSA has sought clarification of the department's proposed Drugfree Workplace Plan implementation procedures. The plan, developed in compliance with a 1986 Executive Order, mandates the development of a random spot drug-testing program for all executive agencies. AFSA questions how the plan complies with already-enacted legislation concerning handicapped employees. AFSA is willing to assist in the implementation of this executive order, *but* we are striving to ensure that employees' privacy concerns and key due-process considerations are *carefully* addressed. Update to follow when management responds to our initial concerns.



Left to right: Dick Gibson, career development officer for JOs, Genta Hawkins Holmes, director general, Todd Stewart, AFSA State vice president, Tex Harris, AFSA president.

## A Helping Hand

Recently, a career candidate who had passed the Foreign Service exam, but had been unable to obtain medical clearance, turned to AFSA for assistance. AFSA contacted MED to clarify procedures for employment applicants. In fact, it appeared that this applicant might indeed be qualified for medical clearance. MED was again contacted: the problem was that documentation from the applicant's treating physician had not arrived in time to be considered in the clearance determination. With this documentation in hand, MED informed AFSA that the applicant will be cleared for Foreign Service employment. Welcome aboard.

## from the State vice president

*By Todd Stewart*

You may recall that Tibor Nagy Jr. was elected State vice president this summer. You may well ask why Todd Stewart is writing this column.

Following the AFSA election campaign Tibor was offered the position of DCM in troubled Lagos, an exceptionally challenging job he could not refuse. When I returned to Washington from Ottawa, I offered my services to AFSA on a volunteer basis, but AFSA President Tex Harris asked if I would be interested in full-time employment. I said yes, and the AFSA Board was kind enough to elect me to the vacant vice presidency.

I took the job because I believe that the Foreign Service is in danger of extinction as a source of policymakers. We have failed to preserve and strengthen our constituency in recent years, and this failure has emboldened less qualified outsiders to seek and win policy positions in Washington and abroad. As the Foreign Service is the richest repository of talented professionals in foreign affairs, its officers should occupy policy positions in far greater numbers than they have in the recent past.

What about loyalty to a president and his program? This requirement is sometimes used as a convenient excuse to turn to a non-FSO to fill a policy position. But the record provides no justification to question the dedication of Foreign Service officers to the president and the secretary of state. The honorable tradition of the Service is reflected in the decision of several of our colleagues to resign when they felt they could no longer support the administration's policy in the former

Yugoslavia. They fought honestly and loyally within the department for their policy alternative before taking the momentous step. They rejected the possibility of pursuing a guerrilla campaign while remaining on the department's payroll.

Little time remains to restore respect for the Foreign Service. The vice president has already released the first report of his National Performance Review, which calls for substantial cutbacks in staffing throughout the federal government. Cuts at State will tempt both other agency personnel and outside office-seekers to carve out more foreign-policy jobs for themselves. AFSA must concentrate on this fundamental problem, or we face a Service increasingly relegated to irrelevant jobs in irrelevant posts.

What can be done? Tex, our AFSA Board colleagues, and I plan to emphasize outreach, particularly with Congress, the press, and other opinion leaders. While not overlooking our labor/management responsibilities within the department, we hope to renew frayed contacts and make new ones to get our story across.

The Foreign Service is as responsible as any American institution for democracy's victory in the Cold War. We will remind our contacts of the extraordinary record our colleagues have written since World War II. We will also describe the existing capabilities the Service offers in pursuing our national interests in the post-Cold War era. FSOs have a strong case, and with AFSA broadcasting it more effectively, both the Foreign Service and the United States should profit.

## AFSA Awards

### A Progress Report

*By Richard S. Thompson*

*Coordinator for Professional Issues*

There are always surprises in running the AFSA awards program. This year saw the submission of no fewer than 48 nominations, totalling 51 individuals, for the Delavan Award for Foreign Service secretaries. This welcome harvest was the result of a persuasive cable from the AFSA secretarial committee. The highest previous total of nominations was 15, for the Rivkin Award for mid-level officers.

Another welcome surprise was the recognition that bureaucrats slogging away in Washington can demonstrate the qualities of a winner fully as well as their seemingly more glamorous colleagues in the field. Five of the seven nominees for the Herter Award (for senior officers), including the winner, were based in Washington, as was the winner of the Harriman Award (for junior officers).

The Avis Bohlen Award for outstanding volunteer work was established in 1983, and for the first few years candidates and winners tended to be the spouses of chiefs of mission. In recent years there has been much more diversity, and this year only one of six candidates was an ambassador's wife. Four of the last six winners have been foreign-born.

Also noteworthy was the participation of a number of ambassadors and assistant secretaries. Nominations by non-career ambassadors were especially welcome as recognizing their stake in an effective career service.

We need more participation from agencies other than State. This year the Bohlen Award winner was the spouse of a USIA officer, and there was at least one USAID candidate for every award.

A final note: Three nominations for the next round have already been received. I hope this foretells a strong response to the call for nominations which will be issued in November for nominations to be submitted by January 31, 1994.

# from the USAID vice president

By Pat Patterson

There is a new USAID/AFSA team on board, made up of Lee Ann Ross, Jim Washington, and Pat Patterson. We are determined to provide the best possible representation for all our members. This is not an easy time for any of us, whether in the Senior Foreign Service, at the mid-career level, or just entering the agency. Years of weak leadership and drift in USAID have taken their toll on the agency's image. With a new administration and a commitment from USAID's professionals, there is an opportunity to renew the agency. None are better suited to take on this task than USAID's own Foreign Service, the world's finest development professionals.

AFSA will work closely with the administration and Congress to assure that there is adequate attention to both professional and bread-and-butter issues—both are critical. We are making it clear to one and all that AFSA sees itself as a partner in the great debate about "whither goes" America's foreign assistance program. We expect to be supportive and constructive always, critical where need be, and controversial if circumstances warrant. The stakes are high, whether talking of the very nature, size, or makeup of the agency, but the payoff promises to be something that will benefit America, our developing-country clients, and all of us individually.

In this sometimes dangerous, post-Cold War, budget-wrenching period, we need your ideas from around the globe, and your participation in our working groups and committees in Washington. We want to make sure that we are on the same wave length

as to USAID's mission and vision, AFSA's agenda, and our priorities. AFSA will speak out on the issues, but we need your contributions so the dialogue and debate are relevant, timely, and forceful.

At this time, we see the following as a major portion of AFSA's agenda:

- Contributing to a renewed USAID vision and mission for the 21st century.
- Building a new partnership with the administration and Congress regarding a coherent development policy.
- Mounting a long-term educational effort to Congress, the administration, the media, and the American public about the excellence of USAID's programs and personnel.
- Noting the consistency between the administrator's areas of focus and USAID's current portfolio.
- Working to assure that any quick-response mechanism deals with development and democracy and that we not perform quasi-military functions.
- Seeking greater, more active, participation from our members on issues of development policy and working conditions.
- Ascertaining the full extent of the reorganization plans. To date we have seen only the plans for USAID/Washington, yet in the administrator's own words, missions remain at the heart of our business. How can that be in the wake of present trends?
- Assuring in any "right-sizing" exercise that the Foreign Service does not bear the brunt of any reductions in staff. In the last few years over we

can not tolerate a *de facto*, top heavy GS/SES entity controlling the agency from Washington, thus contravening the Obey amendment.

- Conveying our deep concern about centralization, such as the new "global" bureau (GLOB), information systems program (IPS), policy and budget formulation, project development and the like.
- Diversifying the composition of the agency's personnel system through programs based on fair, open, and balanced principles of access, standards, advancement, and promotion. Immediate appointment of an FS officer to head the office of Human Resource Development and Management is a must.
- Continuing to express our concern over the inspector general's office (IG)—its hostility, lack of knowledge vis-a-vis USAID and the Foreign Service and absence of development training for IG staff.
- Watching management closely to see that key development goals are being effectively pursued and that members' interests are satisfactorily taken into account.
- Advocating adequate support for overseas missions.
- Moving quickly in support of *all* collective and individual members' interests.

If you believe this is the start of a good agenda for the new USAID/AFSA team, let us know. If not, don't hesitate to give us contrary views too. We won't succeed or make an impact without your help. All members can reach John Patterson, Jim Washington, and Lee Ann Ross via E-mail or FAX (202-647-0265). Let us hear from you.

## 1994-95 scholarship applications available

**Who is Eligible?** Dependent students of all Foreign Service personnel in State, USAID, USIA, Commerce, or Agriculture, or retired who have served abroad.

**Merit Awards:** 1994 graduating high school students only, based on academic merit and activities.

**Financial Aid Awards:** Full-time undergraduate students in the United States, based on need.

**Foreign Affairs Awards:** Full-time junior or senior college students with a major in the field of foreign affairs.

**Deadline:** Applications become available in October and must be completed and returned to AFSA before February 15, 1994.

**Past scholarship recipients must reapply every year.**

For applications and further information, contact AFSA Scholarship Programs

2101 E Street, NW  
Washington, DC 20037

FAX: (202) 338-6820

Direct dial number: (202) 944-5504

## from the USIA vice president

By Bruce Wharton

AFSA is concerned that, in efforts to tame the United States' deficit monster and in the absence of an overarching foreign policy rationale, there is a tendency toward underestimating the importance of foreign affairs and a temptation to dismiss the Foreign Service as anachronistic. That is an extraordinarily short-sighted view of U.S. national interests. The single most important resource for advancing U.S. interests abroad are the men and women of the Foreign Service.

For these reasons AFSA was pleased that the outline of a plan to reorganize USIA acknowledges the importance of overseas operations and appears to seek the preservation of USIA's effectiveness in the field.

At an August meeting with agency managers and union representatives Joseph Duffey outlined his plan to restructure the Agency in order to maintain its functional ability and institutional integrity. We see the following points as representative of the

operating principles that will guide the proposed re-organization:

- USIA's public diplomacy mission remains crucial to the successful pursuit of U.S. foreign policy and to promoting understanding among nations;
- USIA is a foreign affairs agency and must preserve its presence and effectiveness in the field;
- The end of the Cold War demands fundamental changes in the scope and shape of USIA's programs.

Current budget woes differ profoundly from the past growth/recession cycles. We cannot expect the return of budgetary salad days.

We believe these factors require fundamental changes at USIA. The major reorganization Dr. Duffey proposes cannot guarantee USIA's future but, in AFSA's opinion, a bold restructuring does represent our best hope of survival as a discrete government agency. We see no good option.

Both Foreign Service and Civil Service employees will see the effects of

reorganization in professional and personal terms. Therefore, we were pleased to hear Duffey's commitment to expand training for all employees, both to help USIA become more efficient and to help individuals prepare for different responsibilities.

The reorganization specifics remain open, but we believe the Agency's mission and the country's interests will be best served if the strong interdependence of the headquarters and the overseas posts is maintained.

We appreciate Dr. Duffey's effort to keep this difficult process as open and transparent as possible and urge all USIA employees to take an active role in making the agency's evolution as rational as possible. AFSA is, of course, ready to serve as the Foreign Service channel to management. USIA's future depends on our ability to redirect, refocus, and reinvent our jobs, and, literally, change the shape of our agency. We're all in this together.

## from the retiree vice president

By Don Norland

The first meeting of the expanded Retiree Standing Committee since the AFSA elections was held August 24. The committee reviewed current retiree programs with the objective of improving them and assessed proposed new initiatives. While the meeting was informal, the consensus was that AFSA's present retiree programs are appropriate and should be expanded. Improvements in communications with retirees are needed, especially those outside the Washington D.C. area, to enlist new members and to encourage all members to speak up at this critical time of transition in foreign affairs.

Two specific suggestions were adopted by the 25 attendees: one, to invite AFSA members to seek new audiences in their communities for the expanded World Issues Forum (formerly the Speakers Bureau). This is the public affairs outreach program that provides expert speakers on for-

eign affairs topics (at little or no cost) to audiences throughout the country; the second suggestion was to create a new "Legislative Alert" network to give voice to the views of AFSA alumni. Underlying these initiatives are the twin objectives of engaging the knowledge of foreign affairs professionals in the current policy debates and enhancing the prestige and influence of the Foreign Service.

A key step in expanding both programs is to reach out to as many retirees as possible. A working group was established to coordinate available information on retirees and to invite them to form (or join) AFSA chapters.

The Standing Committee agreed that AFSA itself should not take public positions on the specifics of foreign policy issues, such as Bosnia or Somalia. However, individual members are encouraged to communicate their views, especially on issues where they have personal experience or insights. AFSA's Legislative Liaison Rick Weiss

suggested that letters and calls are more effective when they go to congressional district offices.

Similarly, members were encouraged to convey their views on those foreign affairs issues to which the U.S. is giving new emphasis, e.g. democratization, non-proliferation, population and immigration issues. There was also a clear consensus that AFSA would perform a public service by opposing micro-management from Washington and by actively supporting and protecting the principle of dissent and the rights of dissenters.

Since new programs depend on volunteer efforts, I hope members will let us have their comments, recommendations and offers of assistance. (Please contact me at 202-338-4045 or FAX 202-338-6820.)

## F.Y.I.

### Seeking outside scholarships

By Theresa Auricchio  
Scholarship Administrator

Scholarships are abundant; however, few students take advantage of these resources. In order to find scholarships, one must make time to look. There is a lot of work involved in research, filling out applications, and in some cases submitting essays, portfolios, etc.

Some people subscribe to scholarship search services, an expensive option. However, you can find the same information in your own library reference section. If you are interested in outside funding, the key time is now. Most scholarship deadlines for the 1994-95 academic year are from October 15 to December 15.

AFSA has a bibliography of general scholarship resources available to its constituents. To order, please write:

**AFSA Scholarship Programs**  
2101 E Street, NW  
Washington, DC 20037

### Anna Jean Bergstresser Steeves Scholarship established

Retired Ambassador John M. Steeves, ambassador to Afghanistan from 1962-66 and director general of the Foreign Service from 1966-69, has established a perpetual scholarship in memory of his late wife, Jean.

Anna Jean Bergstresser Steeves was born in Canada and grew up in Harrisburg, Pennsylvania. She earned her RN in Philadelphia, where she worked in private practice until 1942 when she joined the University of Pennsylvania Field Hospital. She met her husband while she was stationed in India; they were married in Washington in 1945.

She served with her husband on various Foreign Service assignments in an invaluable support role. In 1948 she volunteered to help refugees fleeing the India-Pakistan war; later she organized other diplomatic volunteers to form the International Red Cross Volunteers group. In Afghanistan, she supported womens' education causes.

## Retirees

### Tax refund?

An Indiana federal judge has rejected the IRS claim that the alternative form of annuity (lumpsum pension payment) is taxable income, ruling instead that the lump-sum is a return of previously-taxed contributions. Since this decision (*Montgomery*) conflicts with an earlier case (*Shimota*, which the Supreme Court declined to review) favoring the IRS position, those retirees who elected the lump sum beginning in 1986 might have a new chance for a refund. That could only happen if a federal appeals court upheld *Montgomery* and the Supreme Court then overturned *Shimota*. The process would be long; to avoid the statute of limitations, retirees affected should file amended tax returns within three years of the date the lump-sum tax was paid and file a lawsuit for refund within two years of any IRS denial of claim.

Since 1990, the lump-sum payment has been available only to those involuntarily separated or taking non-disability retirement with a life-threatening disease. The new budget act eliminates it for involuntary retirees whose annuities begin on or after October 1, 1994. Under the new law, an employee who is retired involuntarily must do so no later than September 29, 1994 in order to receive the lump-sum payment. While the lump sum remains taxable, those receiving one paid on or after January 1, 1993 have been able to roll over the taxable portion into an IRA and postpone the tax accordingly.

## MED Alert

The foreign affairs agencies medical program is "reinventing" the procedures and administration of the medical program with a goal of reducing outlays by 30 percent—yes, 30 percent!

AFSA is setting up an inter-agency medical working group. We need volunteers to serve on this key committee.

Please contact James Yorke by FAX at 647-0265 to express your interest.

## BOOKFAIR Family Night

The annual Family night at the BOOKFAIR is October 22. This event offers fun for children with balloons, and for collectors, rare books and original art. Family night, from 4-7 pm, is open to all State Department employee family members. Retirees may attend by calling 202-223-5796 to give their social security number.

BOOKFAIR, held in the Exhibition Hall, will be open to employees October 24-29 from 11-3 pm. Sales will be open to the public weekends, October 23, 24, 30, and 31, from 10-4 pm. Proceeds benefit the AAFSW/AFSA Scholarship Fund and many local service projects.

## Membership

### Helping Post Reps

Surveying AFSA post reps, holding brainstorming meetings, and interviewing former post reps are just a few ways the AFSA Membership Department is striving to help post reps become even more effective. Post reps are the main link to members overseas, and AFSA wants to provide the tools and resources to help them do their jobs.

Some good tips came out of a recent luncheon meeting with former post reps. Our guests, with collective experience in a dozen posts, told us that to improve continuity reps should keep files current and brief new reps on pending concerns and recently resolved issues. One rep suggested keeping a separate distribution list just for AFSA members so important information could be distributed quickly. AFSA will implement these suggestions by providing a checklist of tasks to accomplish for incoming and outgoing post reps.

Post reps also wanted simple-to-follow instructions on how to hold post-rep elections; AFSA is responding by rewriting some of its procedures to make them easier to understand. The Post Dispatch (a quarterly publication sent to all post reps) will be used for leadership training and to answer post-rep concerns.

# Legislative News

## Authorization bill aims at Senior FS personnel

By Rick Weiss

### Congressional Liaison

Congress, with its decision to place a ceiling on the number of Senior Foreign Service officers, has taken a major whack at the Foreign Service personnel and promotion system.

The next two fiscal years are expected to bring dwindling promotion numbers as management attempts to meet the mandated goals; as well as a retirement push for current Senior officers who have reached their "high three" while attempting to save domestic Senior positions—the second whammy in the authorization bill. A new section "requires the GAO to conduct a classification audit of all Senior Foreign Service positions in Washington, DC assigned to State, AID and USIA" seeking positions that are overclassified and should be downgraded. Hill staffers expect that in the foreign affairs agencies authorization bill for 1996-97, Congress will focus on whether the number of SFS has been

significantly reduced and whether an excess number of SFS-designated positions in headquarters has been redesignated to the FO-1/GS-15 level.

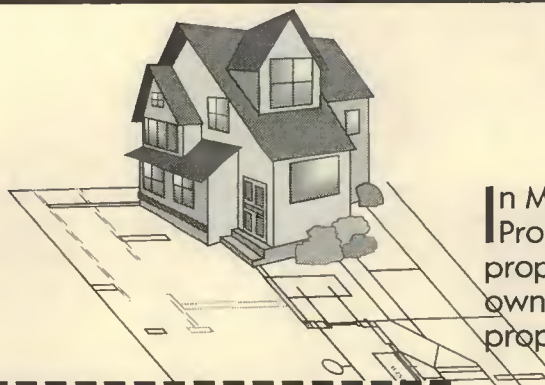
Although management may receive "waiver authority" over the cap on senior officers if the legislatively mandated numbers are not met, management must report to Congress "to explain the circumstances and necessity of a waiver before they implement it." As stated in the House Foreign Affairs Committee report:

"The committee is concerned by the growth of the Senior Foreign Service. The committee notes that Senior Foreign Service employment at the Department of State is higher than at any point in the last ten years. . . . The Department of State, AID and USIA employ less than two percent of the federal civilian workforce, but one-sixth of Federal senior executives. While there are legitimate reasons for having a somewhat higher percentage of senior officers in the Foreign Service, the committee believes that current ratio is disproportionate."

## Pay Raises

In September and October, Congress will review once again whether Federal employees will receive the 2.2 percent cost of living increase and/or the locality pay increase (4 percent for the Baltimore/Washington area). As a result of the Budget Reconciliation Act, Federal employees remain under current laws eligible for both increases. However, the president wanted both to be delayed and the appropriations committee has not included these pay increases in their legislation for FY 94. Many on the Hill believe that Federal employees, as of yet, have not been tapped for their "shared sacrifice." Federal retiree recipients have been hit with a three-month delay in adjustments of their COLAs for three years.

Most commentators believe that Congress will implement locality pay but eliminate the 1994 COLA. Others believe that Congress will delay both or eliminate both as a reflection of their ability to reduce federal spending.



## We've Built a Team to Serve You...

In Maryland, Virginia and D.C., Coldwell Banker Property Management provides superior leasing and property management services to absentee home owners. We have a full-time staff of expertly trained property managers ready to serve **your** needs.

**YES!** I would like more information on Coldwell Banker Property Management services and related fee structure.

Name: \_\_\_\_\_

Address: \_\_\_\_\_

Rental Property: \_\_\_\_\_

Telephone #: \_\_\_\_\_

Mail to: Coldwell Banker Residential Property Management Department c/o Executive Offices, 1953 Gallows Road, Suite 500, Vienna, VA 22182

### We Offer:

- Complete tenant screening
- On-site property inspections
  - Monthly statements
  - Year-end tax statements
- Prompt disbursement of proceeds to owners
- Dependability at competitive rates

Call us today!  
**(703) 556-6100**



Expect the best.®



**PROPERTY MGMT.**

**EXCLUSIVE INTERIM PROPERTIES:** Portfolio of studio to three bedroom apartments, condos, townhomes, etc. Furnished and accessorized. Locations in Arlington, Ballston, Crystal City, Northwest DC, Bethesda, Fairfax. **EXCLUSIVE INTERIM PROPERTIES**, (703) 506-3993, or (800) 776-5057, FAX (703) 506-3997, 6147 Leesburg Pike, Suite 402, Falls Church, VA 22041.

**J.P. PROPERTIES, LTD.:** Complete professional dedication to the management of residential property in Northern Virginia. Allow our multi-faceted professionals to offer personal attention to your home, careful tenant screening, and video inspections of your property. We are equipped to handle all of your property management needs. Over 15 years real estate experience and Foreign Service overseas living experience. **JOANN PIKNEY**, 301 Maple Ave. W, 4-G, Vienna, VA 22180. Tel (703) 938-0909 FAX (703) 281-9782.

**FAHEY & ASSOCIATES:** Professional, residential, property management service for Northern Virginia properties. Expertise and personal attention to detail are the hallmarks of our established firm. References provided. **JIM FAHEY**, 9520 B Lee Highway, Fairfax, VA 22031 (703) 691-2006, Fax (703) 691-2009.

**MANOR SERVICES:** Former federal law enforcement agent letting his 10-year residential management company expand upon retirement. Best tenant screening. Frequent property inspection. Mortgages paid. Repairs. Close personal attention. We're small but very effective. FS and military references. Lowest rates. Best service. **TERSII NORTON**, Box 42429, Washington, D.C. 20015, (202) 363-2990.

**GOING OVERSEAS?** We'll rent and manage your home for you. Our staff of experienced professionals specialize **EXCLUSIVELY** in property management. Since we don't do sales, managing your home always comes first. With computerized accounting, thorough inspections and careful tenant screening, nobody provides more personal care and attention to you and your Arlington or Fairfax County home than **PEAKE MANAGEMENT, INC.** Call, write or FAX **Lindsey Peake**, 6842 Elm Street, Suite 303, McLean, VA 22101. Tel (703) 448-9652, FAX (703) 448-9652.

**WASHINGTON MANAGEMENT SERVICES:** Residential property management is our only business. Call, write, or fax **MARY BETH OTTO**, 2015 Q St. NW, Washington, D.C. 20009. Tel. (202) 462-7212, Fax (202) 332-0798.

**REAL ESTATE**

**B N B:** Completely renovated and furnished 1890 Victorian Residence in historic downtown St. Augustine, FL. 5BR, ea W/BA and balcony. Parking. Fully licensed. Established clientele. (904) 427-6695.

**REFINANCE WHILE OVERSEAS:** It is not too late to refinance. Let **WALL STREET MORTGAGE CORPORATION** shop for you and refinance your investment properties. 80% LTV investment property loans available. With transfer orders, refinancing primary residences from overseas possible under special circumstances. 10000 Fall Road, Potomac, MD 20854 (301) 593-9675, FAX: (301) 299-6860. Mention FS Journal when querying.

**YEAR-ROUND CONTEMPORARY** on 19.49 wooded acres, magnificent view from 64 foot deck; cathedral ceilings with therm dome, Central

heat/air, insulated; 3 BR 3BA, den; minutes from R.T. Jones golf, easy drive to Washington, \$189,500. Shown by appointment, write **Ivan Izenberg**, P.O. Box 88, Berkeley Springs, WV 25411 or call (304) 258-4554.

**AUSTIN, TX:** Lakeway homes and homesites outside of Austin on 65-mile-long Lake Travis. Three 18-hole golf courses, World of Tennis Center, 400-slip marina, 4000 ft. airstrip. Contact **ROY & ASSOCIATES**, 2300 Lohmans Crossing, Suite 122, Austin, TX, 78734 (800) 513-4455.

**BERKELEY SPRINGS, WV:** See these values for vacation, retirement or investment:

**BRICK RANCHER:** 3BR, 2BA, family room, formal DR and living room with brick fireplace, HP, CAC. Walkout basement on 1.92 ac, in prestigious area, hard surface road, views and more \$112,500.

**TOP MEADOW:** 3.6 to 5.0 acre parcels on top of the world from \$25,500 just 9 left.

**AT COOLFONT:** 4 BR, 2 BA contemporary with great room, fireplace, garage and more for vacations and weekends, only \$89,500.

3 Level, 4BR, 3BA, HP/CAC, in mint condition, full time or vacation \$116,500.

**AT PRESSTIME:** 3BR, 2BA, 1660 sq. ft., \$110,000.

**MAPLE CREST ESTATE:** 18.75 acres with barn - luxurious contemporary home, CAC and all other amenities. Secluded, riding trails, more. \$395,000.

Call for listings and appointment: **IDRIS ROSSELL**, Realtor, GRI for appt. at your convenience (304) 258-4604 1-800-734-3653.

**HOMESTEAD PROPERTIES** 209 1/2 N. Washington St., Berkeley Springs, WV 25411, Gary K. Olsen, Broker.

**RETURNING TO D.C.?** Real estate prices are where they were in the late 80's, in-

terest rates the lowest in 20 years--now may be a good time for you to buy. I have provided exclusive representation to many Foreign Service employees as a buyer agent. For important information on the benefits of buyer agency send for a free report available from **MARILYN CANTRELL, GRI**, Associate Broker at **Mary Price-Howell Properties**, 6402 Arlington Boulevard, Falls Church, VA 22042. (703) 533-3333, Fax (703) 538-6092.

**ELEGANT APARTMENTS AT RIVER PLACE.** Arlington, VA; Efficiencies one-, two-bedrooms, two blocks from metro, FSI. Bike or Metro to Pentagon. Superior furnishings, immediate phone and CATV, microwave, linens and many amenities. Site has spa, rates within your per diem. Call or fax **SOJOURNER HOUSING** at (301) 762-7692 for brochure or reservations.

**FLORIDA:** Enjoy the best of living all year. Former FSO **Paul Byrnes**, **PRUDENTIAL FLORIDA REALTY**, 100 N. Tamiami Tr., Sarasota, FL 34236, can help with property anywhere in Florida. **CALL PAUL** toll free, 1-800-766-1610.

**BACK FOR TRAINING? LEAVE? D.C. TOUR?** We are the Washington Metro Area short-term rental specialists. Excellent locations. Wide price range. In Virginia walk to FSI. In D.C. and Maryland walk to Metro. Large selection of furnished and equipped efficiencies, one-bedrooms, two-bedrooms and some furnished houses. Many welcome pets. For brochures & info: **EXECUTIVE HOUSING CONSULTANTS, INC.**, Short Term Rental, 7315 Wisconsin Ave., Suite 1020 East, Bethesda, MD 20814. (301) 951-4111. Reserve early! Avoid disappointment!

**WASHINGTON D.C., ARLINGTON** Personalized relocation, short, or long term. We specialize in walk-to-Metro sales and furnished rentals. Arlington Villas, 1-1/2 blocks from Metro, luxurious studio, one, two, three bedroom. Fully furnished. Washer/dryer, microwave, cable, linens. **AMERICAN REALTY GROUP**, 915 N. Stafford St., Arlington, VA 22203. (703) 524-0482 or (703) 276-1200. Children welcomed. Pets on approval.

**FOREIGN SERVICE ASSOCIATES** can provide fully furnished apartments five minutes walk from FSI and the Rosslyn subway. We have attractive efficiencies, 1 bedrooms, 2 bedrooms, and even a Penthouse in River Place. They are completely furnished, including CATV and telephones. Short term leases available within your per diem. Write us at P.O. Box 12855, Arlington, VA 22209, or call or FAX 1-703-636-7606. Give us the dates!

### VACATIONS/RESORTS

**PARK CITY, UTAH:** Ski condo within 5 mile radius of Park West, Park City and Deer Valley Ski Resorts. Sleeps 6 in 3 bedrooms, 2 baths. Washer, dryer, stereo, cable T.V., fireplace and outdoor spa. No smoking. \$155 per night. Contact **SCOTT FARQUAR** (619) 538-9576.

**MOREHEAD, NC RESORT:** 4 bedroom, 4 baths, furnished townhouse, 3 levels, on inland waterway. Family environment. Pool, Tennis, Private pier with slip. Neat golf courses. Weekly \$800.00 Monthly \$1500.00 Lease, Deposit, No pets. (919-781-1778) **SARANTOS**, PO Box 18842, Raleigh, NC 27619.

### TAX RETURNS

**AFSA TAX COUNSEL:** Problems of tax and finance: Never a charge to AFSA members for telephone guidance. R.N. Bob Dussell (ex-A.I.D.) at tax work both within and with-

out I.R.S. since 1937. Now solely in practice to assist Foreign Service employees and their families. Also lectures on **TAX LAW** at FSI every month since 1970 at Rosslyn, VA. **BOB DUSSELL** (703) 841-0158, FAX (703) 522-5726. Office is 100 feet from Virginia Sq. Metro station at 3601 Fairfax Drive, Arlington, Virginia 22201.

**ATTORNEY, FORMER FOREIGN SERVICE OFFICER:** Extensive experience with tax problems peculiar to the Foreign Service. Available for consultation, tax planning, and preparation of returns. **M. BRUCE HIRSHORN, BORING PARROTT & PILGER**, Suite D, 307 Maple Avenue, West, Vienna, VA 22180. Tel. (703) 281-2161, Fax: (703) 281-9464.

**COMPLETE TAX & ACCOUNTING SERVICES:** Specialize in Foreign Service and overseas contractor situations, **VIRGINIA M. TEST**, CPA 2200 E. Patrick Lane, #27, Las Vegas, NV 89119, (702) 795-3648.

**FREE TAX CONSULTATION:** for overseas personnel. We process returns as received, without delay. Preparation and representation by enrolled agents, avg. fee \$195 includes return and TAX Trax, unique mini-financial planning review with recommendations. Full planning available. **Milton E. Carb, EA**, and **Barry B. De Marr, EA, CFP**, **FINANCIAL FORECASTS**, metro location 933 N. Kenmore St. #217 Arlington, VA 22201 (703) 841-1040, FAX (703) 522-3815.

**ROLAND S. HEARD, CPA:** Has worked overseas, is familiar with Foreign Service and contract employee situations, has practiced before the IRS, computerized tax services, financial planning, member AICPA, Tax Division and Personal Financial Mgmt. Division. 30 minute **FREE** consultation Phone/FAX: (703) 242-8559. P.O. Box 1144 Vienna, VA 22183.

### MAIL ORDER

**AVON:** For free catalog mailed to you, write: **STEPHANIE Y. HUGHES**, 713 Grandview Drive, Alexandria, VA 22305.

**BEADS, BEADS, BEADS!** plus pendants, findings, stringing materials, tools, books, and more. Wherever you may be, **BEADZIP** can fill all your beadstringing needs. To receive our 30-page catalog and information about PS, our personal shopper service for beadstringers, send \$5, redeemable with any order, to **BEADZIP**, 2316-D Sarah Lane, Falls Church, VA 22043. And whenever you are in the Washington, area, be sure to visit **BEADAZZLED**, the world's most wonderful bead store, open seven days a week at 1422 Connecticut Ave. in Washington, DC and 421 N. Charles St. in Baltimore, MD.

### PROFESSIONAL AND MEDICAL SERVICES

**PROFESSIONAL HOUSE SITTER** will take care of your home while you are on leave in exchange for room and board. 9 years experience, license and references, call **BAKKE HOUSE SITTING SERVICE** (202) 298-9785.

**HOUSE-SITTERS.** Responsible retired FS couple available to house-sit November, December, January while awaiting completion of Florida home. **PERLMAN** (703) 662-7486.

**DR. BARRY LAURENT, D.D.S.:** Tyson's Corner. 8292 Old Courthouse Rd, Vienna, VA 22182, convenient to Rt 7, 123, & Gallows Rd. **General & Cosmetic Dentistry-Bonding, Bleaching, Laminates, Crowns, Bridges, Root Canal Therapy, Periodontics.** Participating with B/C, Delta Dental. (703)893-1603.

**REMODELING:** W.D. Jane, a foreign service spouse owned business serving the D.C. area, offers design, additions, electrical, plumbing, renovations, carpentry, licensed, bonded, insured. Call **RICHIARD**

**MERLO** (301) 585-0914 or fax (301) 588-9019.

### BOOKS

**BOOKS, BOOKS, BOOKS:** We have thousands in stock, do special-orders daily, search for out-of-print books. Visa or Mastercard. **THE VERMONT BOOK SHOP**, 38 Main Street, Middlebury, VT 05753.

**YOUR PERSONAL BOOKSTORE AWAY FROM HOME:** Order any U.S. book in print. Store credit available. **SALMAGUNDI BOOKS Ltd.** 66 Main St, Cold Spring, NY 10516.

### ATTORNEYS/WILLS

**WILL KIT!** Make your own will, valid all states. \$12.50 postpaid. Order from: **EARS** #111, 5429 Mapledale Plaza, Dale City, VA 22193-4526.

**FORMER FOREIGN SERVICE OFFICER NOW PRACTICING LAW IN D.C./MD** general practice, estate planning, real estate, domestic. **Gregory V. Powell, FUREY, DOOLAN & ABELL**, 8401 Connecticut Ave., PH-1, Chevy Chase, MD 20815. (301) 652-6880.

**WILLS/ESTATE PLANNING:** by attorney who is a former Foreign Service officer. Have your will reviewed and updated, or a new one prepared. No charge for initial consultation. **M. BRUCE HIRSHORN, BORING, PARROTT & PILGER**, Suite D, 307 Maple Ave., W., Vienna, VA 22180. Tel. (703) 281-2161, FAX (703) 281-9464.

### ATTENTION AMERICAN EMBASSY BEIRUT '83-'84

#### COMMEMORATION OF MARINE ATTACK

Arlington National Cemetery  
Section 59 (Lebanon Tree)  
October 23, 1993 at  
11:00 AM

For more information call:  
**Carol Madison Graham**  
(202) 573-0557  
or  
**Carmella Lespada**  
(202) 783-4665

A GROUNDING IN TECHNOLOGICAL ISSUES  
IS NOT HARD TO ACQUIRE—  
IF ONLY THE FOREIGN SERVICE CAN FIND THE  
WILL TO DO SO

DEMYSTIFYING

# Science and Technology

BY EUGENE SKOLNIKOFF

**T**

he startling pace of change in world affairs that began in the late 1980s signaled fundamental change in post-war international relationships. Many forces combined to lead to the profound alterations in the internal situations of the countries of Eastern Europe and the Soviet Union, as well as in their relations with others. Not the least of these forces was the impact of technological change, emblematic of a much larger story in which advances in science and technology have contributed to an evolution in national and international affairs.

The international effects of technological advance are everywhere in evidence: the deployment of massive strategic nuclear forces, the accident at Chernobyl, the evolution of computerized financial markets that allow \$1 trillion daily in currency transactions, the immediacy and global reach of television, and the total eradication of the scourge of smallpox are but a few examples. Others may be less spectacular, but as far-reaching: the ability to fax documents and to reach any telephone

worldwide, the continuing technological evolution of weapons, and the importance of technological competitiveness to a nation's economic fortunes. The local use of technology now can have important global consequences, such as destruction of stratospheric ozone due to the widespread use of chlorofluorocarbons or the climatic effects of accumulation of carbon dioxide from the burning of fossil fuels.

The international significance of science and technology is not new, although the speed and breadth of their effects are relatively modern. Throughout history, superior weapon technologies have altered the fate of nations, and new industrial technologies were the basis of economic revolutions that profoundly modified the international order. Intellectually, too, technology has had major impact. The Enlightenment was largely a product of the ideas of experiment and rationality that energized the scientific revolution, stimulating vast forces for change in the West. In large measure, the French and American revolutions grew out of those forces,

as did the design of government in the American Constitution.

### ANTICIPATING NEEDS

Today, given their scale and organization, scientific and technological enterprises have become arguably the most powerful and persistent elements leading to societal change and, necessarily, to change in international affairs. The accelerated commitment of resources to research and development (R&D) during and after the Second World War has transformed the relatively haphazard pattern of invention and scientific research of earlier centuries into a formidable, and growing, system for the production of new technologies to serve current or speculative needs. Not only do the products of this system have significant international effects, but its very operation favors the creation of global markets for its products. In fact, for a surprising portion of this research-and-development system, international goals provide the underlying motivation for the commitment of resources by governments and even by industry.

Secretary of State George Shultz in December 1987 said: "Developments in science and social organization are al-

[E]xtraordinarily rapid technological change has thrust upon us new and as yet unresolved problems of governance in the national and international spheres."

### SCIENCE FOR THE GENERALIST

Advances in science and technology do not alone cause changes in international relationships; international change is always a product of a complex process in which underlying social forces, human decisions, and concurrent events are relevant. But advances in science and technology can be central factors leading to change, in some cases sufficient to alter major aspects of international affairs. A Foreign Service officer must understand this critical source of change in world affairs and be able professionally to assimilate its implications. That is easily said but not so easily accomplished. A few examples of how technological change affects international affairs and alters the setting in which foreign policy must be made may give a better sense of the kind of understanding required.

The reasons for the technological weakness of the command economies of Eastern Europe and the Soviet Union are particularly illustrative. There were several contributory causes, but a deci-

and threatens underfulfillment of targets. Centralized pricing mechanisms provide no automatic rewards for innovation; in fact, they create disincentives. And, the emphasis on vertical communications required in a command economy inhibits the unhampered horizontal communication essential for the full play of imagination. By contrast, competitive market economies reward innovation and seek to stimulate rather than suppress change.

The difficulty authoritarian regimes have in maintaining power amid spectacular new information technologies provides another example. These technologies played a key role in the political collapse of Communist governments of Eastern Europe, as those governments gradually lost control of the channels of information on which they depended. The widespread diffusion of information undermined the credibility of the regimes, allowed the formation of coalitions outside government control, and provided a window on outside events that led to an irresistible demand for political change.

Information technologies do not prevent regimes from maintaining power through sheer force; in fact, those technologies can also be used to buttress a despotic regime, for a time at least, as Hitler was able to do in the 1930s, and the Serbs appear to be doing today. But they clearly alter the dynamics of the relationship between authoritarian and democratic forces, representing another major shift in the factors that determine the evolution of international politics.

A third example is the growth of global-scale issues that results from the more intensive and widespread application of modern technology. The concern over global warming is an excellent illustration, arising as it does primarily from the increasing production of energy necessary for a burgeoning global population that is seeking to raise its standard of living. The gravity of the danger of climate change is not yet certain, but however the threat is assessed, the issue will have a direct impact on domestic policies and eventually require cooperative, multi-

SECRETARY OF STATE GEORGE SHULTZ  
IN DECEMBER 1987 SAID:

**"Developments in science and social organization are altering the world profoundly—too profoundly for conventional habits of thinking to grasp..."**

tering the world profoundly—too profoundly for conventional habits of thinking to grasp. History suggests that mankind rarely understands revolutionary change at the time it is coming about." W. Michael Blumenthal, secretary of the treasury under President Carter, said in his 1987 Elihu Root lectures: "I believe there is one circumstance which overshadows all else and has set the current period apart: unprecedented, deep, and continual technological change. . . .

sive factor was the inability of command economies to maintain adequate capacity for technological innovation. Innovation implies change in industrial processes and products; in today's economies, competitive success in high-technology fields, other things being equal, goes to those with the most rapid pace of innovation. But, command economies abhor rapid change, for it disrupts complex plans, introduces disabling uncertainty, distorts structural and price relationships,

national action. Most of the growth in energy demand, which shadows the increase in population, will occur in the less-developed world, highlighting the growing intensity of interdependence to be expected for the indefinite future.

## POLICY PROCESSES

The policy-making process in government is greatly affected by technological change. Major decisions must be made in minutes about the command and control of weapons, for example, or the appropriate response to events quickly made known through global media. At the other end of the spectrum, policy for significant issues, such as the disposal of nuclear waste or energy policy, must take account of implications extending for decades or centuries.

Decision-makers are increasingly dependent on machines to aid them in sorting through vast quantities of information or in confronting increasingly complex technological issues with only limited evidence available. Technology may make it possible to analyze complicated policy choices more quickly, but that implies greater dependence on the quality of analytic inputs, on the biases of those who do them, and on the unavoidable imperfections of technology. Of course, the more technical an issue, the greater the dependency of decision-makers on individuals or agencies with specialized knowledge.

To cope with the influence of science and technology in international affairs, an effective Foreign Service officer must have a sound understanding for this powerful force for change. That injunction is easy to state, but hard to meet.

Several needs are implied. One is a reasonable familiarity with the dynamic nature of the scientific and technological enterprises, and some bedrock ideas about science and technology. It is important to understand, for example, that diffusion of scientific and technological knowledge can be delayed but not prevented, that technology is never perfect and always entails a tradeoff between performance and safety, that technology can not be designed to meet

all desirable goals, and that it cannot solve one problem without creating other, new issues in its wake. It is equally important to remember that the roughly \$400-500 billion per year spent globally on R&D is allocated within nations, in national policy processes to serve interests of individual countries.

Specialized knowledge is needed to deal with some issues, such as the reasons for pursuit of a plutonium economy in Japan, the implications for the Middle East of technological advances in conventional weapons, the implications of technological dependence of Third World countries, and the subtleties of technology and trade issues that are now so politically salient. But, more difficult and ultimately more important, is an understanding of the complex nature of the interactions of technological change with the substance of international relationships.

Foreign Service officers cannot be truly expert in the details of technologically rich issues, nor do they have to be trained in science and technology to cope with them; the technical details, in fact, are often not the primary considerations. Foreign Service officers must, however, recognize that the important policy implications are accessible if they seek them, and that help is not hard to find on the technical details inside or outside of government. In effect, they must be comfortable in dealing with science and technology and with working with others to understand policy choices.

## FIRST STEPS

Innovation in recruitment and training of Foreign Service officers to provide knowledge of science and technology is necessary, but the innovations do not have to be revolutionary. An education in science and technology can greatly enhance an officer's capabilities but must be in addition to, not a substitute for, knowledge of the traditional areas: international relations and effective negotiation and communication skills.

What is required for a typical officer is training and experience that provide the basic information about science and technology and offer a reasonably so-

phisticated appreciation of, and sensitivity to, just how those fields and their advances interact with international affairs.

These needs can be met in courses at the National Foreign Affairs Training Center that stand alone or in intensive portions of existing courses for mid-career and senior officers. Since technological issues will become steadily more prominent in the future, it would be useful to devise more extensive programs at the center or in cooperating universities. Such special science-and-technology and foreign-affairs programs were in place with a few universities some years ago but were allowed to lapse. Courses that teach the basics of scientific fields to non-scientists, no matter how valuable to some, are neither essential for a Foreign Service officer nor appropriate for the NFATC.

Preparing the Foreign Service to be better able to deal with technologically rich subjects is a substantial challenge. But it is not as hard as sometimes believed and is much more important than often assumed. In fact, the need is pressing, for the results of scientific and technological advance, interacting with political and social elements, will be prime factors in determining the winners and losers among nations, the forms of national economies and politics, nature and cost of military conflict, the role and development of international organizations, and the world's ability to meet the population, resource, food, health, and environment issues we all face. That is a large part of the international agenda for the future; the Foreign Service must be able to participate fully in those issues if it is to be a strategic and not a bit player in an increasingly technological world. 🍌

---

*Eugene Skolnikoff is a professor of political science at the Massachusetts Institute of Technology. He served in the White House science office in the Eisenhower, Kennedy, and Carter administrations with responsibility for international affairs. He is author of **The Elusive Transformation: Science, Technology, and the Evolution of International Politics** (Princeton University Press, 1993).*

# More than a Move

**EDITOR'S NOTE:** *Ambassador Brandon Grove was director of the Foreign Service Institute from 1988 to 1992, when plans were made for the new National Foreign Affairs Training Center on the former Arlington Hall campus and most of the construction was completed. Lawrence P. Taylor succeeded Grove as director of the Institute and saw the construction through to its completion and official opening this month. Shortly before the opening, the Foreign Service Journal interviewed Grove and Taylor on what the NFATC will mean for the Foreign Service and for U.S. foreign policy.*

*The interview, which was conducted by Journal Editor Anne Stevenson-Yang, has been edited.*

**QUESTION:** *What do you call the National Foreign Affairs Training Center? NFATC does not make a very friendly acronym.*

**BRANDON H. GROVE JR.:** Well, the name is more than a frivolous concern. It was George Shultz who selected the words "National Foreign Affairs Training Center," and that's the name that appears in legislation. The reason Shultz wanted the name was to emphasize that it wasn't just the Foreign Service that would be receiving training; it was people from more than 40 agencies, and the Civil Service from our own department, together. The new campus would not be there today if it were not for Secretary Shultz, who was its inspiration and who regarded it as a monument to his stewardship. Our predecessors Steve Low and Charlie Bray worked with him to make it a reality.

**LAWRENCE P. TAYLOR:** The name is very important, but it doesn't seem to have the zip to it that allows people to use it naturally in conversation. Some people call it "N-fatsy," which doesn't sound very good at all. Others call it "N-phatic." Some have talked about naming it "Arlington Hall," which is the site. One thing seems certain: if a name doesn't take hold conversationally, it's going to be called "the new FSI" in the vernacular.

**QUESTION:** *How was Arlington Hall chosen?*

**GROVE:** The site became available in 1989, when the Defense Department decided to move its people elsewhere.

The process was driven, in part, by the realization that training conditions at FSI Rosslyn are just awful. An environment does not determine what you can do, but it conditions the way you do it and how you feel about your work. Training provided at Arlington Hall will transform the Foreign Service.

The new site is literally a campus. It was built in the early 1920s as a girls' school called Arlington Hall.

In the 1940s, at the beginning of World War II, the Roosevelt Administration took over the then-defunct campus—there had been financial problems—and installed an Army communications detachment, INSCOM. It is at Arlington Hall that the Japanese code was broken, the so-called Purple Code. In October of 1989 the Department of State was able to take over 72 acres of what still looked like a campus, with the main, yellow-brick building intact. We also kept the girls' gymnasium and two Sears Roebuck pre-fabricated cottages by Route 50 that are now considered historic. The departing Army took with them a decorative World War II cannon, and left behind a ghost named Mary. Mary, a student at Arlington Hall had been repeatedly sighted in the upper stairwell of a wing of the main building that we have now torn down. She had an unhappy and indiscreet love affair and roamed the halls in a white gown just about where we are going to locate the Overseas Briefing Center.

It is a near miracle that we got the \$81 million that it has taken to build and fit

THE FORMER AND CURRENT DIRECTORS OF  
THE FOREIGN SERVICE INSTITUTE TALK  
ABOUT HOW A NEW TRAINING CENTER WILL  
CHANGE FOREIGN AFFAIRS.



Left, Brandon Grove Jr., Right, Lawrence Taylor

out NFATC. We almost lost the funding in 1989 and again in 1991. In the process of construction, we ran into hazardous-waste problems causing a large budget overrun to remove asbestos. We dealt with neighborhood citizens groups, the National Capital Planning Commission, The Virginia Historical Association and bicycle enthusiasts. On a cold winter night in 1989 worth remembering, several neighborhood groups came to testify in a formal public session at FSI on how they felt about the construction. A wonderful woman, Louise Hale, got up. She was a graduate of Arlington Hall, and she said she thought it was an absolutely wonderful idea, and that ended any criticism.

It's not as if there was nothing there before. Arlington Hall looks like a campus—it's full of trees and lawns. It's not fancy. The buildings form a kind of village. Planning was a close partnership among the architects, FSI, the State Department's administrative bureau, the General Services Administration, and the Office of Management and Budget. Throughout, we kept key congressional staffs informed. The buildings are connected, so that there's a shirtsleeves environment. In the dead of winter you can go anywhere without putting on a

sweater, much less a raincoat.

**QUESTION:** *Is there any feeling that this campus is going to be too far and too isolated?*

**TAYLOR:** There is no issue that has bedeviled FSI staff more than questions about transportation. As an institution, we have tried to

prep well for the move, by creating town meetings and committees, newsletters, and giving people opportunities to ask questions, get answers, and participate. It's about a 15-minute drive from the State Department. There will be a shuttle-bus service that may well be quicker than the present service to and from Rosslyn. However, there is no easy walk to a Metro. The other side of that coin is that there will be extensive parking space, and there is a day-care center in the planning stages. In the end, transportation will be worked out. For some it may take a bit longer, but it's still a heck of a lot better once you get there.

**QUESTION:** *What is the relationship among the various agencies and the new NFATC?*

**TAYLOR:** FSI already trains people from 44 or 45 different agencies, and we have a vision of the new National Foreign Affairs Training Center as a training center for the entire U.S. government foreign-affairs community. That's going to have to proceed step by step, but that is part of the potential of the training center.

To some extent these are uncharted waters. We should consider strategically moving toward true foreign-affairs

integration. Perhaps the first step is to integrate junior-officer training and U.S. Information Agency, Agency for International Development, Foreign Commercial Service, and State training. Beyond that, I would like to consider integration of the management of the NFATC on an interagency basis, so that we don't simply contract out our training services.

**GROVE:** I think an effect of the new campus will be to make people happy to be there and feel good about training assignments. The biggest problem in training is the unwillingness of supervisors to release those in need of training. No corporation, and certainly not our military, would function with the State Department's attitude toward training. We need to link training to assignments. The new campus will represent a forward look at training needs in an environment specifically designed for training; that will have an encouraging effect on employees and supervisors as well.

**TAYLOR:** We have a culture in the Foreign Service that is anti-training. People pride themselves on getting out of training, because they believe it somehow would be bad for their career. To overcome this, we need to use the move to make people think differently about career paths, assignments, and the way training fits in, not just into a job but into a career. However, we do have to be realistic. The State Department has a practical problem, because we have not staffed ourselves with a personnel "float" sufficient to allow a sizable percentage of our people to plan for regular training, especially on any long-term basis.

Of course, one partial answer is increasingly to take training to the workplace.

**QUESTION:** *Would you talk for a moment about the facilities that will be available to students at the new campus?*

**TAYLOR:** The new campus will have both new technology and a technology strategy, so that we know what we need to acquire and how to use it in the training process. We cannot always bring students to the schoolhouse, even though we may have the greatest schoolhouse in town. So the training center has to be a sort of sparkplug. Technology can take training to the workplace, through interactive video, which we should be building toward in four, five, or six years. No matter how good our training is, a portion of it isn't used until many months later, when a person runs into the first task or responsibility associated with that training, so we need to think about "just-in-time" training, which puts the information on a person's desk right when they need it. That opens whole new vistas of training categories of people we've just left out for cost reasons—like Foreign Service Nationals.

**GROVE:** The best possible effort has been made to set up electric and electronic capabilities in the construction process that you might not be able to use fully for some time to come, but ultimately will use. There is a satellite dish. We will have a capacity to establish an interactive relationship with any post in the world, much like Worldnet. If the General Services staff of an embassy are having particular problems, or need training in something new, a televised connection can be set up between them and the right people in the department and FSI to provide training. That's yet another way that technology, as we will use it at Arlington Hall, is going to change the entire character, not just portions of the content, of training.

**QUESTION:** *Apart from technology, how can a new location substantively alter the nature of training?*

**GROVE:** The campus provides the environment and the physical facilities to do this. As the Cold War drew to an end, everyone at FSI realized that tremendous change was upon us and that

we would have to do virtually everything in training differently. Funding of the campus at precisely this time and its emergence brick by brick was serendipitous. The economic dimension in our training clearly needed to be strengthened. There would be new languages to teach. Management and executive leadership would have greater emphasis than we had been able to provide. A sense of profound change drove our interest in Arlington Hall. You thought of doing things differently at the new campus and realized that the move was not a matter of transporting tacky furniture from Rosslyn to a new building: it was getting a new mindset.

**TAYLOR:** The end of the Cold War and the increasing priority given to economic and commercial issues and to the global agenda—things like democratization, population, international crime, and environmental topics—all make training more necessary than ever before. In this era, training should be a building block for our efforts to strengthen American diplomacy and American leadership in the post-Cold War world. We are using the move to the NFATC as a metaphor for making associated qualitative changes in our training in advancing U.S. competitiveness, for example, developing a technology strategy, integrating global issues, and developing a new system of language instruction. The NFATC will contribute to effective diplomacy by providing innovative training for the country teams of the future. The campus will also afford opportunities for training partnerships with the private sector, with nongovernment organizations, and with academia, all of which are more important actors in foreign affairs than in the past.

**QUESTION:** *Brandon, if there is one aspect of training that you hoped would be emphasized at the new facility, what would that be?*

**GROVE:** It's hard to limit it, of course, to one. I attach great importance to language training and to continuing to draw upon the best possible technologies for training people in the 63 languages that we now teach at FSI. Of course, married to language training are area studies. Secondly, an understand-

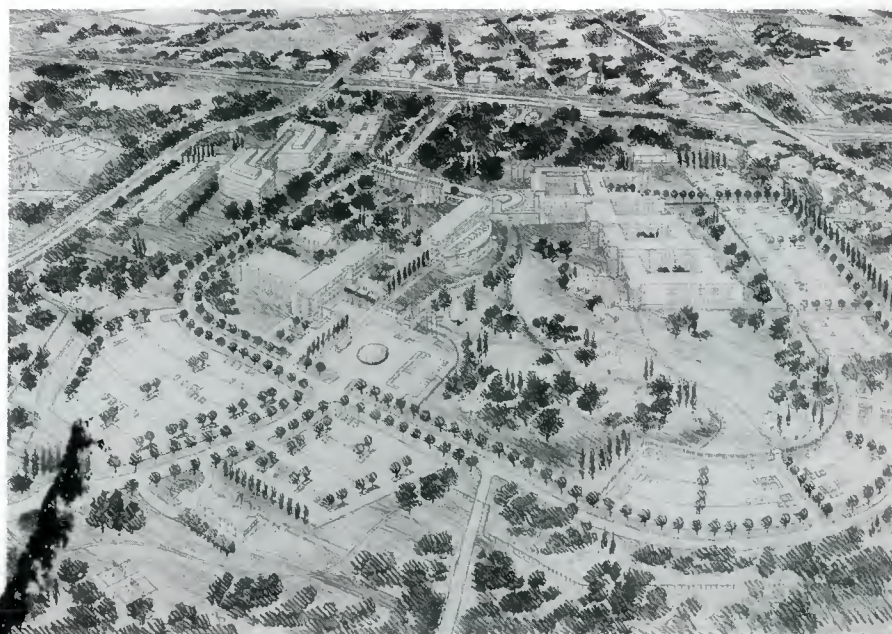
ing of science and technology, not for their own sake, but for their relevance to policy, is lacking in our present training (see "Science and Technology", page 31). We need to provide Foreign Service officers and others with enough technical knowledge to be literate in such subjects as radio frequencies and deep seabed issues. They need enough familiarity so they can understand the policy aspects and be armed to deal with other nations on the interests of the United States that are involved, and are often commercial. Finally, we don't do nearly as well as we should in reaching large numbers of senior executives in the Civil Service and Foreign Service for leadership and executive training. Far too often, we have people in very responsible jobs who are poor leaders and don't need to be. That just has to change.

**TAYLOR:** My view is that the Foreign Service in the future will really be a leadership profession. In this complicated, interagency environment, the ability to mobilize resources and people on behalf of a common agenda, to set priorities, to move forward and realize our objectives, is more and more a leadership game. I think we have to start with junior officers. If we begin with an employee when he comes into the system, it will pay back over a career of 30 or 40 years. Leadership is person-dependent. Everybody, in his or her own way, can exercise positive leadership.

Secondly, we should do even more to include creatively in the entire training process cross-cutting functional issues. Those issues closely connect what is happening abroad to jobs and quality of life here at home.

**GROVE:** This is the most complex time since 1945 to the early 1950s. It calls for the same kind of creativity. A Foreign Service and Civil Service with real spirit, knowledge and commitment have served this country well, even though using the inadequate facilities in which our previous training has been located. Arlington Hall has got to foster the same urgency, the same selfless commitment, the same quest for quality in our professionals that we have had in earlier times. We must not lose our spirit now. 

## AN ARCHITECT'S



# ision

**EDITOR'S NOTE:** When the National Foreign Affairs Training Center opens on the 72-acre, wooded expanse in Northern Virginia once known as Arlington Hall, it will be housed on a campus designed to provide the best possible environment for study. Alan Greenberger, an architect with the Philadelphia firm MGA Partners, which designed the new facility, met with retired Foreign Service officer and former Dean of Area Studies at FSI Jack Shellenberger to discuss the project's evolution.

**QUESTION:** When you got into the competition for the FSI project, did you have a procedure for finding out what goes on at such a training institution? Did you do any research?

**GREENBERGER:** When we competed in this national design competition that was organized through the General Services Administration, the rules were fairly prescriptive, so you didn't have a lot of opportunity in a six-week period to do much research. Because of rules of fairness, one doesn't get to talk to clients very much, but I will tell you, our firm's strong concern had to do with the relationship of buildings to the landscape in which they sit: a particular concern that there be a fusion.

I do remember one of the first organized site visits, in the summer of 1986, after we were short-listed from the 60 or so firms that submitted. We were walking around just trying to get a sense of what the land was like, and we got to where the old tennis courts used to be, which now is the FSI main entrance courtyard. We were standing on that spot and suddenly recognized that this was the place where all the dominant characteristics of the landscape were evident, the grove of trees on the north, the dished-out valley to the south, and

we could envisage this quadrangle behind the existing main building, so we placed the architectural center of the facility there.

**QUESTION:** Tell me about MGA Partners and adult-education centers generally.

**ALAN GREENBERGER:** Some of the examples of facilities MGA has designed go back to the beginning of the firm in 1958: the Annenberg School of Communications at the University of Pennsylvania, School of Music and Physical Activity Center at Swarthmore College, laboratory buildings at Columbia and the entire campus of the institution called the American College at Bryn Mawr, which is basically the training arm of the life-insurance industry, and IBM's Customer Executive Education Center at Palisades, New York, where people who use IBM equipment can get additional training in the use and potential of their technology. This is similar to the FSI project—a suburban landscape having a major institutional component.

**QUESTION:** When you were awarded the design project, was it a surprise?

**GREENBERGER:** I was knocked over dead. It was just fantastic. This was



Above, the cafeteria building at the NFATC. Left, architect Alan Greenberger.

really a premier commission. You could tell by the submission list, which included many of the nation's premier architects. We were fortunate in being associated with an Alexandria firm as a joint venture and they, Sasaki Associates, were especially familiar with federal projects of this character.

**QUESTION:** *Did the specifications make it imperative that you preserve the old, columned building that was the original Arlington Hall?*

**GREENBERGER:** Actually, that old building was supposed to be taken down. Everything on the site was to go except for the gym, because it was seen as serving a useful purpose and had been recently renovated.

**QUESTION:** *Why did it remain?*

**GREENBERGER:** Well, it's a good story. It remained because, when FSI started seeking community support for what it was doing, it became apparent that there was a lot of sentiment about preservation of the site, and it centered on that old building.

The thing that has always impressed me about this project from the client side was the willingness of the State Department and FSI in particular to do the right thing in community relations and build a consensus about the project.

As for the building itself, we studied the matter and concluded that it could be made a material and productive part of the campus. The notion of saving it extended not just to the building but to the whole historic core: oak grove, building, quadrangle, and gymnasium.

Right from the beginning that main building was scheduled for FSI departments that could benefit from their proximity to the cafeteria and with the least interaction with the rest of FSI—the Senior Seminar and the Center for the Study of Foreign Affairs.

**QUESTION:** *As your design evolved, what would you say was unique about this new National Foreign Affairs Training Center? Are there architectural values to distinguish it?*

**GREENBERGER:** There's nothing terribly unique about the technology of the building. It's all pretty mainstream, based largely on budget considerations. From the very beginning, things like wall construction, the use of brick, which is a very economical way to make a building, were pre-ordained and, this being the land of brick, nobody would say no to that. What I think is unique about it is the arrangement. Functionally, this is a place that delivers training. But, more importantly, it's a kind of professional training anchor for Foreign

Service people spread out all over the globe, people who not only get their initial training here but come back from time to time to get new training and be connected electronically to the campus for additional training. So what happens here is really formative. The training, we were quite confident, was being handled professionally, and all we had to do was accommodate it by creating places where people could interconnect in a personal way. Proper training (learning) comes from formal interaction as well as informal contact. People learn as much from each other as they do from formal classroom situations. That had implications for both the exterior and interior of the building, the need for light and air for literally hundreds of rooms led us to the idea of courtyards, and had everything to do with the creation of multi-purpose areas and slightly larger corridors where one could step aside and talk to a colleague. We designed with the long-term future in mind so that changes, including technological changes, can be easily accommodated.

**QUESTION:** *What do you visualize within the circle as you approach the main lobby just beyond the old building?*

**GREENBERGER:** That's turned out to be an interesting place, more complex than I, at first, imagined. It's the ceremonial starting point of the build-

**...all we had to do was accommodate learning by creating places where people could interconnect in a personal way.**

ing, and I say ceremonial in the sense that it's mostly going to be used by special visitors. But in an ironic sense consistent with suburbia, it's sort of a front door that has real meaning and value for the campus even though every day most people will be using the garage and side-door entries. Now some of that was generated by security and the parking locations. But from that circular place, you see the courtyard, the bridge to the meadow, you see back into the quadrangle, you see up to the grove of trees, and you get to understand how things work.

**QUESTION:** *Someone mentioned the brickwork as being of note.*

**GREENBERGER:** They are longer than normal, 12 inches instead of 8, and that makes them cheaper to install. We were also conscious of selecting a brick that had a broad range of color. We wanted to avoid a homogenous brick, because it would have a machined quality. We also picked a brick that had a very rough texture to give it some visual interest and the kind of intimacy that we were hoping to achieve.

**QUESTION:** *Thinking back, Alan, what comes to your mind by way of serious roadblocks, obstacles to this project? Were there catastrophes along the way?*

**GREENBERGER:** No, not in the usual meaning of that word. Hanging on to the old building took a lot of convincing—in both directions. If we didn't make that case, it would be a PR disaster. So all of our efforts focused on that old building. We had to convince ourselves as well that keeping it had merit not only for its own sake, but to meet community concerns as well.

Of course, the budget-cutting rounds had an effect. We had to bite the bullet and take an entire module, 25,000 square

feet of space, off the design. No amount of fine-tuning was going to remove the right amount from the cost. It was to everybody's credit that they recognized that tinkering would not work. I guess it was Charlie Bray who said, "If we're going to

build, we'd better build less of it, but well." I believe everyone agrees, though, that now we have a much more efficient and functional building than before the cuts.

Our sessions with the National Capital Planning Commission were not hard. Everyone understood what was coming. I recall going to one important one with Brandon Grove. We just sat there, and it went okay.

Only one I thought would have been contentious, and that was the Virginia State Historical Preservation Office. We went down to Richmond, had a very good meeting, and were able to reach a broad basis of agreement about the project. Not a lot of change was required. They had several good suggestions for improvement, which we adopted. But then, we had a credible philosophy with which they agreed.

**QUESTION:** *I understand there is a provision for some kind of historical tableaux at the center.*

**GREENBERGER:** The idea of an historical display was very much a part of the design of the building. We have basically built in to the building a whole network and sequence of places where we think exhibits could be mounted.

A lot of people on a daily basis are going to converge at a point right outside the library and proceed down that corridor and eventually go over the bridge and into the dining facility. So we designed a long continuous niche along the library wall for development of a chronological display of the history of the State Department.

Similarly, one of my hopes is that when people are walking across that bridge, on one side you have the meadow and on the other side there's this kind of courtyard, and then there's a blank wall. What I keep hoping is that someone will do the research to come

up with an exemplary quote of the mission of the Foreign Service and buy all the little bronze letters necessary to put that quote up on the wall, so that people will walk by and be reminded of the mission that brought them here, to this campus, and why.

**QUESTION:** *Have you had to revise your vision and put aside wish lists because of the budget or other reasons?*

**GREENBERGER:** I have never worked on a job that had an endless budget or even what I would characterize as a reasonable-plus budget. That just doesn't happen. This project had its budget difficulties from day one. But if you do your job well, you don't sacrifice vision; you sacrifice some of the particulars, or, better yet, you defer some of the particulars and set up a situation by which they can be added over the years.

**QUESTION:** *What particulars?*

**GREENBERGER:** Well, in this case there was an extra module of building that had to be deleted to make this thing work from a cost point of view, and there were a number of things we did to help alleviate the budget cuts. For instance, when we started the design we had rooms that were classrooms of a particular size and shape and then we had rooms that were offices of another size and shape. The budget process helped us realize that there would be both economic benefit and functional benefit in standardizing room modules. By so doing, FSI had the flexibility to alter room assignments as circumstances dictated. We developed a module that could convert from a single-sized module to a double-sized one. I'd say there are now about 250 rooms that could be characterized as classroom space.

**QUESTION:** *There was talk at one point of a pond.*

**GREENBERGER:** Ah yes, the famous pond. The pond is something that I believe will appear one day. It had to be cut because of budget and appropriately so, but the place for it is still there, and it would be a wonderful addition to the character of the landscape.

*Thanks Alan, Thanks very much.* 🐼

# East is East

## MEMOIRS OF A PEACE CORPS VOLUNTEER IN THAILAND, WHO LEARNED THAT BEING AMERICAN IS MORE THAN SKIN DEEP

BY CRAIG STEVAUX



In May 1970, on the sun-washed campus of a teacher-training college on the Gulf of Thailand, I, along with 55 others, took the oath administered to all new Peace Corps volunteers. After three months of intensive Thai-language training, countless grammar drills and practice dialogues, cross-cultural sensitivity sessions, role-playing, endless political discussions, and numerous inoculations, we were anxious to get on with the job for which we had all volunteered: teaching English as a foreign language.

Within days, I was on a train clacking out of Bangkok's yawning station toward my new home and workplace at a provincial girls' school in Udorn. In the early 1960s, before the arrival of the American military, Udorn was just another sleepy, provincial capital in Thailand's impoverished Northeast, an area ethnically Laotian, which had long been neglected by the central govern-

ment. By the time I arrived, however, some six years after the initial influx of the Americans, Udorn more nearly resembled Wild West towns like Dodge City or Tombstone. Home to some 5,000 American military personnel, the town boasted several cavernous movie theaters, a bowling alley, numerous massage parlors, and an untold number of GI bars. Restaurants served hamburgers and pizza. Storefronts on the town's main street displayed American M-16s for sale.

In joining the Peace Corps, I had expected the unexpected, but I was unprepared for this. It was as if the town were a gigantic movie set with 5,000 character actors and costumed extras milling about while the police slept. Bars and brothels outnumbered Buddhist temples. The city had become a study in cross-cultural schizophrenia. Everywhere was schmaltz, or simple vulgarity.



*Left, the author's pole house. Inset photo, Thai secondary students work hard at school—inside and outside the classroom.*

tion nor articles. And the Thai often choose their words by how pleasingly they fall on the ear.

### RICE CULTURE

It did not take long to see the deep connection between Thai culture and language. Rice, of course, was central to both. In Thai, the word for "possession" is literally "rice and things." The Thai

say, "I'm going to eat rice," even when lunch consists of a bowl of noodles. In place of "How are you?" the Thai typically greet each other by asking, "Have you eaten rice yet?"

In speaking, the Thai often omit the first-person pronoun. Instead, people call themselves by their station in society, (student, teacher, etc.) or simply omit reference to self alto-

gether, choosing instead a term that denotes an inferior status when compared with the interlocutor.

These clues to the strictly hierarchical nature of Thai society that surface in everyday encounters ran counter to my egalitarian instincts, but, strangely enough, there is comfort in knowing, at all times and in every situation, exactly what is expected of oneself. This intense awareness of the hierarchy extended beyond language to other be-



### SUBLIME REMOVE

From my home on stilts at the city's edge, I watched saronged women totting buckets of water from the pond and listened to the squeals of the pig that a fellow teacher kept in a pen below his own house. Removed from the noise of the city (save for the omnipresent roar of the F-4 Phantoms), I made up my mind to avoid the Americans, all 5,000 of them—or at least try to.

Thai colleagues at school took me shopping and helped me set up house. I bought pots and pans, mosquito coils, and a few items I didn't even recognize. It was not long, however, before the exotic became the familiar. Barefoot, saffron-robed monks strode silently past my house each morning, pausing to allow lay people to gather merit by offering food. School days began with the students, more than 1,200 uniformed girls, each with an identical pageboy

haircut, lined up on the field in front of the main building chanting a prayer in the ancient Pali language.

Learning Thai became a passion that consumed me, as it did many

volunteers. Thai is tonal, which can wreak havoc on the uninitiated Western tongue. For example, the Thai words for "near" and "far" differ only in tone. (This made bargaining for a taxi ludicrous for newly arrived, and often tone-deaf, volunteers.) A monosyllabic wonder, Thai uses words that can be verbs, nouns, adjectives, or adverbs. There is no punctuation, no capitalization, and no spacing between written words. There is neither verb conjuga-



Left, students pay homage to a former king. Above, neighbor children.

havior, such as body language. Carefully prescribed behavior obviates indecision and holds choices to a minimum. Within such confines, paradoxically, there lies a freedom.

### HE MUST BE LONELY

School was a drab, three-story, concrete structure. Besides keeping up with their studies, students were expected to maintain the school grounds and care for their classrooms, polishing the wooden floors on hands and knees with a coconut husk.

I taught my students English, and they taught me how to speak, walk, and sit. From them I learned that the ghost of a beautiful woman inhabited the banana tree outside my bedroom window. They taught me to play children's games with tamarind seeds, shared toasted ants with me, and ignored my *faux pas*. It was an uneven exchange; like most Peace Corps volunteers, I received far more than I gave.

Still, I treasured my moments of privacy, a concept that I discovered was peculiarly Western. Most of the time, a stream of friends and students climbed the steep stairs of my pole house to chat, bring me gifts of fruit, or simply sit and "be my friend." The Thai believed that, if I was alone, I must be unhappy. The Thai language does not even have a

word for "privacy," another clue to the chasm separating our two cultures.

### BIG NOSE, SUPERSTAR

In this provincial capital, I became a superstar. Teachers in Thailand are purveyors of knowledge and, as such, are highly respected. As a teacher, I occupied a rung very near the top of the hierarchical ladder of Thai society.

At school, students approached me on their knees to ask a question. As they passed me in the school corridor, they bowed their heads (and taught me to do the same when I passed my headmaster). Frequently, students presented me with a rose at the end of a routine class hour. Their goodness kept me in Udon when I felt this city on the edge of madness would drive me away. Perhaps to compensate for the smothering presence of the American military in "my town," I sought even harder to drown myself in Thai-ness.

Not all the attention I received was welcome, however. As I walked through open-air markets, heads turned despite the Thai admonition against staring. It did not matter that I had affected the collarless, indigo shirt favored by the farmers, that Buddhist amulets dangled from my neck, or that I could chat and bargain in Thai. My pale skin and Belgian ancestors' nose announced to everyone what I was—a foreigner, Caucasian, *farang*. Amid the omnipresent cacophony of honking blue taxis and swarms of mufflerless motorcycles hauling produce, piglets, or whole families,

street urchins called, "*Farang! Farang! One babt, one babt!*"

I felt eyes bore into my back in the same way I felt my ears sting as pedicab drivers mistook me for an American soldier and shouted GI English at me, "Hey! GI! You want woman?" Within earshot, old Chinese lady shopkeepers in black pajamas, their hair tied in tight buns, scolded their grandchildren with admonitions to behave lest the *farang* eat them.

### INNER WORLD

I appeared in other people's dreams; I was a bogeyman; I was a human chameleon taking on the colors the beholder bestowed. Yet, paradoxically, I was invisible. In my own culture I could be scorned, shunned, or ignored, but never invisible. One of the reasons for this (although I did not fully understand it at the time) was that I was a prisoner of my own language. I would have done well in my college semantics course to have paid attention to a theory proposed by a linguist named Whorf.

Born in 1897, Benjamin Lee Whorf accomplished for the study of linguistics what Einstein did for physics. He was the architect, along with colleague and noted linguist Edward Sapir, of the concept of linguistic relativity. In *Language, Thought, and Reality*, Whorf explored the nature of the illusion under which all of us conduct our lives—the illusion that every other person shares with us a perception of what is real. He concludes that "all observers are not led by the same physical evi-

dence to the same picture of the universe, unless their linguistic backgrounds are similar or can in some way be calibrated."

I carry around inside my head what Whorf called a thought world: the Beatles intoning "I am the walrus, goo goo goo job;" the explosive colors of Van Gogh; the taste of a chocolate malt; the untranslatable beauty of a Shakespearean sonnet. But this thought world is made up of not only a lifetime of facts and cultural associations and even my notions of space and time, but rather, something much deeper. In Udorn, I was alone in a thought world that shaped what I felt and believed. Like many Americans, for example, I can choke myself up by dreaming about something unattainable; the Thai find this only laughable.

My thought world also determined my views of good and evil and, ultimately, my perception of reality itself. That perception is not universal.

While the idea that culture and language are deeply interwoven is generally accepted today, Whorf, as early as 1942, recognized the even more profound power of language on the mind: "Every language is a vast pattern-system, different from others, in which are culturally ordained the forms and categories by which the personality not only communicates but also . . . channels his reasoning, and builds the house of his consciousness."

Thoughts flow from language, not the other way around. The more we understand the underpinnings of another language, the more command we will have over our own and, perhaps, the better we will be able to communicate with our fellow humans. "A change in language," Whorf announced, "can transform our appreciation of the cosmos."

### GREATEST LONELINESS

When I first arrived in Udorn, I wished at times to be Thai. I now understand how futile this was, one of those impossible *farang* dreams. No matter how well I could speak the local dialect, no matter how many chilies I could toss into my *somtum*, even though I'd become accustomed to holding hands with another male teacher as Thai men routinely do—in spite of this and much more—each time I walked into a different

noodle shop, heads would turn. All the Thai saw was another "inscrutable" *farang*.

There is more than one reality. Before I journeyed to Thailand, I would not have believed this possible; it is at once frightening and wrenchingly sad. I lived *in* Udorn, but I was not *of* it. The Thai looked at me but did not see me, because I was not there. In my classroom, surrounded by and interacting with my students, in my neighborhood amid friends, I stood among loved ones, but like a ghost.

This is the price paid by those who travel into another linguistic landscape. We are all victims of our language and culture, especially when the languages being contrasted are as disparate as are the Southeast Asian and Indo-European languages, such as Thai and English.

### THE COSMIC SHRUG

I came to understand I did not belong in Udorn, because my perceptions differed fundamentally from those of my Thai friends. Their view of the cosmos is a passive one; the individual is acted upon by forces of nature. The Thai have an often-used phrase, *may pen rai*, which is frequently translated as "never mind," but, in fact, is untranslatable. The nearest equivalent is something like "It is nothing." The Thai can metaphorically shrug their shoulders at a flood that has just devastated their homes and livelihoods. (I have seen them do just that.)

In stark contrast, Americans try to conquer their environment and tame the wilderness. We set our collective minds on going to the moon and made it. We hot-rodged over the lunar sea. My reality is shaped by this sense of determination, of setting goals.

But I still dream *farang* dreams. In Udorn, my students would eagerly file up the ladder to my pole house on Saturday mornings. Always laughing, they were welcome visitors; I wanted also to welcome them into the "house" of my consciousness, but I could not. All I could do was to lean over my banister and catch some of the laughter they cast my way. 🍓

*Craig Stevaux is a freelance writer living in Hawaii. He is working on a novel set in Udorn.*

## SHORT-TERM RENTALS

30 days — 6 months

### NEW! APARTMENTS & TOWN HOMES

Foreign Service Institute, Foggy Bottom and government offices a short METRORAIL ride away

FREE SHUTTLE to nearby Huntington MetroRail Station

## HUNTINGTON GATEWAY

Alexandria's newest and most desirable location

NO BETTER PLACE . . .  
NO BETTER PRICE

### Featuring . . .

- Rates well below per diem
- Flexible leasing
- Elegantly furnished
- Fully equipped kitchen; linens; TV
- Washer/dryer, dishwasher, microwave, in each unit
- Cable TV & local phone service included
- Indoor/outdoor pool
- Tennis courts
- Indoor racquetball and basketball courts
- Fitness center
- Sauna, steam rooms, whirlpool
- Garage parking
- On-site retail stores
- Major credit cards accepted

(703) 960-5401  
Fax (703) 960-1374

5982 Richmond Highway  
Alexandria, VA 22303

CAPITAL  
Properties

Our service begins the day you call!

# BOOKS AND THE ARTS

## Bosnia, 1913

THE OTHER BALKAN WARS: A 1913  
CARNEGIE ENDOWMENT INQUIRY IN  
RETROSPECT

*With a new introduction and  
reflections on the present conflict by  
George F. Kennan, Carnegie  
Endowment for International Peace,  
Washington, D.C., 1993, 402 pages*

Reviewed by Razvigor Bazala

The Carnegie Endowment for International Peace published a document 80 years ago entitled "Report for the International Commission to Inquire into the Causes and Conduct of the Balkan Wars." It has recently been reissued in light of the post-Cold War Bosnian crisis, with a new introduction

and reflections on the current conflict by George F. Kennan.

The Carnegie report is a fascinating document, an attempt to chronicle what went wrong in the immediate aftermath of attempts at The Hague in 1899 and 1907 formally to codify international law in support of disarmament and peace and the law of war itself. The creation of the Carnegie Endowment itself was stimulated by enthusiasm in the United States for negotiating and treaty-making that was, to a considerable extent, a direct outgrowth of the two Hague conferences a decade earlier.

Thus, when hostilities broke out in the Balkans in 1912, in a concerted drive by the Balkan states to force Turkey out of southeastern Europe, and when this successful campaign was followed less than a year later by the victorious anti-

Turk allies falling out among themselves, the endowment was troubled by what it regarded as a serious challenge to peace movements and prospects for promoting respect for and adherence to principles of international law.

The Carnegie Endowment responded by establishing a distinguished international commission to look into what had gone wrong, establish the facts, provide Western public opinion a comprehensive view of events, and recommend what could be done "to make things right" in the future.

Interest today in a report on the Balkan wars issued in 1914 has obviously been heightened by the current Bosnian crisis. It is a search for parallels between events of 1912-1913 and 1992-1993 and for an understanding of motivating factors in the conflict that have

*Do You Like Spending Time in a  
Friendly Bookstore? Call ...*



*... Even If You Can't Come See Us,  
You Can Browse Through Our Book-  
shelves by Mail, Phone or FAX.*

Book Passage is a large, well-stocked independent bookstore and a leading mail-order book service. We give you fast, friendly service and keep you posted on what's new in books. Whether you visit us by foot, phone, FAX or post, every customer is special.

**When you order books from *Book Passage*, you get:**

- An unrivaled selection of books on every subject, including travel, history, public affairs, fiction, and mysteries.
- Convenient ordering by mail, phone, or FAX with a 24-hour message service. Major credit cards accepted.
- 10 years experience with mail-order book sales worldwide.
- Free gift wrap and gift selection service.
- Quick access to all books in print, as well as many rare and used books. Out-of-print searches and free subject searches.
- Lists and surveys of new books, plus a bi-monthly newsletter with lively articles about books and travel.



**415--927-0960 \* 800-321-9785 (U.S. & Canada) \* 415-924-3838 (FAX)  
51 Tamal Vista Blvd., Corte Madera, California 94925**

# IF YOU CAN'T GET IT OVERSEAS



## GET IT FROM US.

When you're overseas, sometimes the goods and services you want aren't available as soon as you'd like. Or as cheaply as you'd like. Or they aren't available at all.

When you need a better purchasing solution, turn to Greenline Forwarding. Along with our affiliates, we've been supplying the Department of State and its personnel for over thirty years, so we know how important it is to fill your procurement needs as quickly and inexpensively as possible.

### NO MINIMUM

Since we never require a minimum quantity, we'll be glad to quote you if you need a single bolt for your car or replacement parts for an entire fleet. And if your purchase fails to meet your satisfaction you can return it without question—and without restocking fees. We stand behind the products we supply.

### HOME AND COMMERCIAL APPLIANCES

#### OFFICE SUPPLIES

- Giant, full-color catalog
- 20% discount across the board!

#### AUTO PARTS

- Any foreign or domestic model meeting U.S. specifications
- GM parts below list!

#### COMPUTERS

- IBM compatibles
- Desktops and portables
- Dual voltage
- Complete systems starting at \$1,099.00!

#### SPECIAL ORDERS

### QUALITY BRANDS

General Electric. Kenmore. Eureka. Hewlett Packard. GM. As regular dealers of these and other major brands, we can offer competitive pricing and follow-up service including repairs and replacement parts. And because we produce our own catalog, many of our offerings can be priced and compared without requesting a formal quotation. Of course, if you should need a quote it will be provided at no charge and without obligation.

### OUTSTANDING SERVICE

At Greenline, all orders are given equal attention. No answering machines here, either—someone will answer your call and assist you if you have a question. And for

your convenience, we accept personal checks, Visa, and MasterCard. Purchase orders are welcome.

## GREENLINE FORWARDING, INC.

9495 N.W. 12 Street  
Miami, Florida 33172 U.S.A.



(305) 593-6862  
Facsimile (305) 593-6865  
Telex 153183 GRNLN

*Request  
your free catalogs  
today!*



# WORLDWIDE INSURANCE FOR FOREIGN SERVICE PERSONNEL

PERSONAL PROPERTY ■ AUTO MARINE ■ MARINE TRIP



*Underwritten by London Insurers*

Join the ranks of our many satisfied customers.  
Call toll free from anywhere in the United States or  
write for more information.

*is now administered by*

**UNIRISC**

490 L'Enfant Plaza East, S.W. / Suite 7200

Washington, D.C. 20024

Telephone (202) 479-4400

Toll Free 1-800-424-9500

Facsimile (202) 479-4471

TELEX 248384

## COMPETITIVE RATES

- Broad BLANKET coverage now available
- Automatic replacement cost
- Automatic coverage up to 10% of total insured value for new acquisitions
- Foreign comprehensive personal liability
- On-the-spot claims service by representatives in every major city of the world

AS PREVIOUSLY INSURED THROUGH HTB INSURANCE

## SUBARU— SPRINGFIELD INC.

The full time all wheel drive advance

**# 1** Manufacturer's share of all  
wheel drive market

SUBARU	—————>	55.1%
TOYOTA	—————>	6.2%
AUDI	—————>	5.3%
FORD	—————>	4.3%
HONDA	—————>	2.7%
DODGE	—————>	1.7%
PLYMOUTH	—————>	1.5%

Please contact  
**MOHAMMAD ALI**

TEL: 703-451-2380

FAX: 703-644-0941

6571 Backlick Road  
Springfield, Virginia 22150

## VOLKSWAGEN— SPRINGFIELD INC.

**"No Nonsense"**

We are the #1 VW Dealer  
in the U.S.A.

We can save you time and  
money!!

**Guaranteed!! No Excuses!!**

Please contact  
**MOHAMMAD ALI**

TEL: 703-451-2380

FAX: 703-644-0941

6571 Backlick Road  
Springfield, Virginia 22150

## BOOKS AND THE ARTS

inspired Carnegie to reissue the report.

The volume is not an easy read, however, particularly the well-documented compendium of eyewitness accounts of barbarity, torture, and unfathomable cruelty unleashed by extreme nationalism that fill almost half the pages of the story of entire nations, not just their armies, at war 80 years ago. Military leadership often was simply not a factor in hand-to-hand, door-to-door fighting and devastation levied by one nation on another. That rings familiar in the current context. We have all seen for ourselves variations on this theme, often graphic and gruesome in detail, in TV news reports from Bosnia over the past year and a half, which may prepare readers for what they will find in the Carnegie Report.

However, today's reader will find that the report offers little more than evidence that the horrors of today have precedents (and recent ones, no less). A major and empty conclusion of the report is that "if there is to be any utility in the grave lesson of the events we

have described, it must be to lead the... jealous and frigid neighbors of today to solidarity tomorrow in their work for the welfare of the Balkans."

Unfortunately, just as the Carnegie Endowment was unable to "make things right" in the aftermath of the Balkan wars (after all, World War I broke out only weeks after it was published, and public attention was focused elsewhere), its report offers no clues to this generation about what we can do to make things right this time around.

Too much of the rhetoric in the volume is judgmental. In addition to reminding us that war is hell, its authors enumerate economic costs they simplistically presume will convince leaders that war is a foolhardy venture. They also attribute the Balkan wars in large part to European inattention to the developmental needs of the region, as if "modernization" could have reined in manifestations of extreme nationalism and restrained the urge to exterminate alien populations that characterized so much of the action in both brief but

horrendous conflicts. This conclusion, just months before the nations of civilized Europe tore each other to shreds, reflects a naive understanding of the causes and psychology of war.

That leaves George F. Kennan's new introduction to the Carnegie report. His brief text is less a commentary on the report itself than an analysis of the possible consequences of the Balkan past and present for the future effectiveness of the United Nations. It is interesting in this context that Kennan does not view the Balkan crisis as a priority issue for American foreign policy.

While Kennan notes that this Balkan situation is one to which the United States cannot be indifferent, he writes that "it is primarily a problem for the Europeans. . . . And if they claim . . . that they lack the political unity to confront it successfully, the answer is that perhaps this is one of those instances, not uncommon in the lives of nations as of individuals, when one has to rise to the occasion." He adds that "in the long run, no region can solve any other region's problems."

# "The Only Place to be in Washington, DC"

Fully Appointed Suites, Individual Extended Stays  
Two Northwest, D.C. Locations  
**We offer Convenience. We Offer Comfort and Style.  
Best of All, We Offer Value.**

Corporate Suites of Washington

(800) 325-0448 (202) 483-0100 Fax (202) 234-0786  
3636 16th Street Washington, D.C. 20010

## BOOKS AND THE ARTS

The interrelationships of the Balkan peoples in the years ahead are Kennan's prime concern. "This writer knows of no evidence that the ability of the Balkan peoples to interact peaceably with one another is any greater now than it was those 80 years ago." What bearing does that have on international institutions? Kennan states that a "further complication exists in the question of the future relationship of certain of those peoples, and particularly the Serbs, to the United Nations. The Serbs . . . have violated in every conceivable way the one and only requirement for membership in the United Nations as specified in its charter: 'to accept the obligations contained in the present charter, and . . . [to be] able and willing to carry out these obligations.'"

The behavior of the Serbs and other parties in the current Balkan/Bosnian crisis must be taken into account in developing a peace settlement in the region. "Are we to assume that when it comes to designing a post-hostility settle-

ment all of this is to be forgotten and the Yugoslavs (read: the Serbs) and the other parties are to be welcomed back to their normal position and role in the UN as if none of this had ever happened? . . . Are we to understand that membership in it involves no significant obligations at all?"

What, then, are we to expect? Kennan says two things will be necessary: a new and clearly accepted territorial status quo must be devised in the region, and, second, "the restraints on the Balkan parties in the exercise of what they view as their unlimited sovereignty and freedom of action will clearly have to be greater than those that are now normally applied in the international community." That will require, Kennan concludes, a rethinking of the idea of sovereignty and force—"and the readiness to use it where nothing else will do."

Kennan's introduction, while it does not do so explicitly, can be interpreted as throwing the ball back into the administration's court. Certainly the

United States has a significant role to play in mobilizing the international community to do what is required, lest the inability of the Europeans, in particular, results in a situation that directly threatens U.S. self-interest and draws us directly into the fray to defend those interests.

*Razvigor Bazala, a USIA Foreign Service officer currently serving in the Office of European Affairs, served in Warsaw and Belgrade and as the Yugoslavia desk officer.*

### The Imperiled Republic

AROUND THE CRAGGED HILL: A  
PERSONAL POLITICAL PHILOSOPHY

By George F. Kennan, W.W. Norton & Co.,  
1993, \$22.95 hardcover, 288 pages

Reviewed by John D. Stempel

George F. Kennan's *Around the Cragged Hill* is an amazing, but not surprising, effort to sum up what he has

Furnished Suites In The Heart of Georgetown

WASHINGTON'S *Finest* LOCATION

from \$50.00 per day  
(30 day minimum)

- Fully Equipped Kitchens
- Free Local Telephone Calls
- Optional Maid Service
- Free Cable T. V.
- Small Pets Welcome
- Access to Public Transportation

Nightly and Weekly rates available

**G** EORGETOWN  
S • U • I • T • E • S

1111 30th St., NW • Washington, D.C. 20007  
202-298-7731 • 1-800-348-7203 • Fax: 202-333-5792

# CHESTER BOWLES — NEW DEALER IN THE COLD WAR

*Howard B. Schaffer*



When Harry Truman named him ambassador to India in 1951, Chester Bowles was already a prominent figure in American public life and yet his past hardly presaged the turn his path would take in Asia. Over the next two decades, at home and abroad, Bowles would become one of the leading liberal lights in American foreign policy. His biography is also the story of America finding its place in a changing world, a story of remarkable relevance to our own post-cold war era.

Howard Schaffer, a former ambassador and seasoned Foreign Service officer, worked closely with Bowles in India and Washington and is able to offer a colorful firsthand portrayal of the man, as well as an insider's view of American foreign policy in the making.

Drawing on a wealth of documents and interviews with some of the nation's top foreign policy makers in the post-World War II years, Schaffer shows us Bowles in his tireless attempt to advance an alternative approach to international relations during those decades, an approach defined less in military than in economic terms, focused less on the struggle for power with the Soviet Union in Europe than on the contest with China over the fate of Third World countries.

"An extraordinarily fine book...Schaffer takes us inside the tensions that recurrently wax and wane in American foreign policy...An insightful and judicious portrayal of Chester Bowles."

—Robert F. Goheen, Princeton University

*An Institute for the Study of Diplomacy Book 22 halftones \$29.95 cloth*

Available at bookstores or from

**Harvard University Press**

Cambridge, MA 02138 Order toll-free: 800-448-2242

# PUZZLED ABOUT RENTAL MANAGEMENT



We concentrate on  
only ONE thing . . .  
Managing your property.

## PROFESSIONAL PROPERTY MANAGEMENT OF NORTHERN VIRGINIA INC.

Join our growing number of  
owners from Athens to Zaire  
who trust the management of  
their properties to PPM. Pro-  
fessional service with a per-  
sonal touch.

Discounts on appliances  
and more! Monthly comput-  
erized statements.



5105K Backlick Rd.  
Annandale, VA 22003  
703/642-3010  
Fax: 703/642-3619

# Dollar Diplomacy the American way

Come to American  
Service Center for diplomatic  
immunity from high prices. If  
you are on an overseas  
assignment, and carry a  
diplomatic or official passport,  
you can save on the purchase  
of a new Mercedes-Benz with  
U.S. equipment, shipped  
directly to the United States or  
for pick up in Stuttgart\*

Contact Erik Granholm,  
our Diplomatic and Tourist  
Sales Manager.



## American Service Center®

585 North Glebe Road  
Arlington, Virginia 22203  
703/525-2100  
FAX: 703/525-1430

\*Car must be imported into U.S. within  
6 months after taking delivery in Europe.



Mercedes-Benz-Registered Trademarks of Daimler-Benz AG,  
Stuttgart, Federal Republic of Germany

*Hotel Lombardy*

## If you need to travel this summer, stay at home with us!

"... One of the most charming hotels  
in one of the best locations in the city." Washington Post

\$86 per room night including continental breakfast for two.  
Rate available through September 15, 1993.  
Long term rates available.

- Only 5 blocks from State Department
- Overlooking historic Pennsylvania Ave.
- Close to White House, Georgetown, monuments, museums and shops.
- Charming European-style hotel rooms and suites, most with fully equipped kitchens
- Special short and long term stay amenities
- Cafe Lombardy, serving Italian specialties



Hotel Lombardy  
2019 I Street, NW  
Washington, DC  
20006

FOR RESERVATIONS: 800/424-5486 or 202/828-2600  
FAX 202/872-0503

## BOOKS AND THE ARTS

learned about where the world is going and what might be done about it. (The "cragged hill" is from John Donne's description of the cragged hill on which Truth stands, and which all who seek Truth must climb.) After a discussion of universal issues, followed by an examination of several problems relating specifically to America, he advocates the establishment of a council of state, a group of wise men to help those in all three branches of government see beyond the ephemeral to the "broader dimensions of things, the ones that will still be visible in future decades."

Old friends of Kennan will applaud his powerful intellect and his synthesis of wide-ranging concerns. Many will also approve his effort to push mankind to cope not only with visible problems but with those just over the horizon. Old adversaries will probably snort that Kennan's projected council, and indeed his philosophy (for that is what it is) smacks of elitism and the foggy idealism for which they have criticized him on other occasions.

Whether one agrees with Kennan's friends or his critics, this book is important for the foreign-affairs community on two levels. First, the scope of the argument alone is impressive and tends to affirm the value of the inter-disciplinary approach to international affairs that a Foreign Service officer takes. This book represents a masterly effort to define key international problems and offer solutions "with a view to encouraging others to take heart—not to lose it."

On the second level, Kennan's substantive discussion of existing and potential problems does, in fact, identify some of the more perplexing conundrums that "Spaceship Earth" faces over the next decade or two. His discussion of the difficulties of developing an immigration policy that will remain true to American principles of refuge, yet not destroy the social fabric of the American civic community, is excellent and sobering, though it may enrage those at either extreme of opinion. Every American should appreciate his discussion of the addictive effects of the automobile on the American psyche and the deleterious impact of television

on American civic discourse and intellectual life.

Kennan wants Americans to cope with the substantial problems of the size and diversity of our nation and the narrowly compartmentalized nature of political discourse. He advocates "a modest and self-effacing foreign policy, designed primarily to give us, to the extent world affairs might permit it, the possibility to carry out internal reforms with a minimum of outside interference." He then calls for a military policy that would fit with a "considerably less ambitious and grandiloquent" role in world affairs than "the experiences of the last half-century had led many Americans to take for granted." Lacking, however, are specific examples of what such a policy could imply, examples with which others could agree or take issue.

One almost wishes that Kennan had called for a sweeping review and restructuring of the whole concept of "foreign policy" commensurate with his holistic vision drawn from the distilled experience of over 60 years in, or observing, public life. If, as James Rosenau claims, we have neither "international" nor "domestic" but "intermestic" policy, this would be the logical destination for Kennan's analysis.

This book does not shy away from delineating choices, and it makes clear the author's personal preferences. It is certainly one of the most precise and pithy renderings of many of the seemingly insoluble difficulties America faces.

*John D. Stempel, former Foreign Service officer, is now director of the Patterson School of Diplomacy and International Commerce at the University of Kentucky.*

### The Observant FSO

**BERLIN WITNESS: AN AMERICAN  
DIPLOMAT'S CHRONICLE OF EAST  
GERMANY'S REVOLUTION**

*By G. Jonathan Greenwald, Penn State  
Press, 1993, \$32.50 hardcover, 347 pages*

**Reviewed by Kenneth J. Dillon**

Certain books gain considerably in charm when they are understood on

# All the books you want... & music too!

Over 200,000 titles in our full-service book and music departments. Access to university and small presses, imports and independent labels.

- Frequent Buyer's Bonus
- Hundreds of items discounted
- Ask for our Newsletter
- Institutional accounts
- Worldwide shipping

Books • CDs • Cassettes  
Audio Accessories

**1-800-989-8084**

(domestic calls)

M-F 9:30am-7pm EDT

BOOKS • OLSSON'S • RECORDS

202-337-8084 • fax 202-342-1320

VISA • MC • AmEx • Checks

Payment in U.S. dollars only.

1239 Wisconsin Ave., NW • Washington, DC 20007

BOOKS • OLSSON'S • RECORDS

## BOOKS AND THE ARTS

different levels. This is one of them.

As straight history, Greenwald's account of the East German revolution has some modest utility. He provides glimpses of the folkways of the German Democratic Republic, descriptions of demonstrations, and snapshots of the German Socialist Unity Party (SED) in decay. Anyone studying the events leading to the opening of the Berlin Wall will find items of interest here.

It is on deeper levels, however, that the book proves especially intriguing.

First, Greenwald wrote it as a "reconstructed diary," based largely on his memory and that of his wife, a West Berliner, but also using contemporaneous notes. He says he has scrupulously tried to "prevent knowledge-after-the-fact from creeping in." To demonstrate his credibility, he repeatedly notes his surprise at the downward spiral of a regime whose grip on power seemed as near permanent as the human condition permits.

The diary format rings false at times: despite some personal asides, many of

its pages seem too artificially (and repetitively) focussed on the grand themes of Greenwald's work of analyzing the GDR. Nonetheless, the author's effort to assure the reader of his *bona fides* by confessing his occasional analytical sins lifts this book above the usual, self-serving memoir.

Second, the book can be read as an engrossing commentary, witting or not, on the diplomatic way of life. Some readers may bridle at Greenwald's frequent use of "junior" to refer to younger officers. In contrast, the author's willingness to duke it out with those who harbor entrenched prejudices is refreshing and valuable. He does not mince words about what he regards as the clientitis of Embassy Bonn and the U.S. mission in West Berlin, and at several points he lets fly at stodgy old-thinkers back in the department.

One has to sympathize with Greenwald's frustration over the shackles on him. The department did not permit the embassy to be in contact

with the Communist labor union, for instance, because the AFL-CIO objected. Nobody in Washington wanted to deal seriously with the GDR government, one of his major objectives. "An embassy's efforts with a difficult and unpopular regime are always suspect," he laments. And the East Germans made it as hard as possible to reach out beyond a narrow circle of approved contacts. When he meets with a friendly East German, the inevitable question arises: "Party reformer, genuine dissident, or Stasi plant?" "To do this job," he writes, "it helps to maintain a balance between naivete and paranoia."

Above all, the tragicomic dilemma of the diplomat comes through. Intelligent, highly trained, and masterfully articulate, Greenwald has the thrill of dealing with great events and the actors in them; but this status makes him ever the bridesmaid, never the bride. In many cases, one senses that he can state the issues better than his interlocutors, and yet he must let them

# The Remington Fits Your Washington Schedule.

- 7:30 A.M. Woke up in a luxurious 1 Bedroom Apartment, turned on Cable TV for the weather.
- 7:45 A.M. Nice day. Took breakfast and the Washington Post onto the balcony.
- 8:20 A.M. Tossed linens in washer and dryer. Left note for maid to set dinner table. Petted the cat.
- 8:30 A.M. Walked 2 1/2 blocks to meeting at State Department.



- 5:00 P.M. Picked up dessert at Watergate Pastry Shop and walked home.
- 5:45 P.M. Buzzed in guests at front door.
- 7:30 P.M. Decided to stay another month!

## THE REMINGTON

Fully Furnished Luxury Rental Condos  
24th & G Streets, N.W.  
Walk to State Department and  
Foggy Bottom Metrorail

Affordable short term rentals

For Information/Reservations, Call 202-466-7367 or 1-800-933-8367 Fax 202-659-8520

talk. Who can fault him if, from time to time, he inserts into what appear to be memcons his own invariably perceptive and often provocative views?

Third, and equally interesting, one can read this book as a classic scenario of the type that will confront political analysts until whenever we reach the real end of history. What would *you* have done in Greenwald's shoes? Would you have cultivated the same regime sources before trouble started to brew? Would you have taken the effort he did to visit key church figures? Would you have had the same insights he did? Above all, at what epiphanic moment would you have realized that the Communist regime was not just encountering a patch of rough ice but rather was sliding into the jaws of doom?

*Kenneth J. Dillon, a retired Foreign Service officer, is now the research director of McLean Research Associates.*

## Understanding Diversity

THE TURKS OF CENTRAL ASIA

By Charles Warren Hostler, Praeger Press, 1993, \$55 hardcover, 237 pages

Reviewed by Daniel Newberry

Charles Hostler was U.S. ambassador to Bahrain from 1989-1993. Manama was an active post, especially during and following the Gulf War. Even so, Ambassador Hostler found time to revise and update his now classic dissertation, *Turkism and the Soviets*, which he had produced in 1947.

Hostler's new version will interest Foreign Service readers chiefly for its historical information rather than for its 15 pages of updated material, which he labels "Summary and Perspectives."

The bulk of the book is solid historical stuff, relevant to anyone's search for understanding the antecedents of today's crazy quilt of ethnic rivalries in Central Asia and the intimations of the irredentism that seem to underlie Central Asian politics of the 1990s. Hostler takes us back to the pre-Soviet era and the brief outburst of pan-Turkic zeal

**PASSPORT**



The Area's Largest  
Diplomatic Dealer

**FREE SERVICE  
LOANER**

**The Washington Area's Largest BMW Dealer**

Contact:

Jay Klein  
Sales Director

Richard Burton  
Sales and Leasing



325i  
Coupe

**PASSPORT BMW**

5000 Auth Way • Marlow Heights, Maryland

**(301) 423-8400**

Call Today For A Home or Office Appointment

*There Is Only One Place To Stay  
In Washington—*

**CORPORATE QUARTERS**

*"A Hotel Alternative for the Prudent Spender"*



Short or Long Term Luxury  
Apartments, Townhouses,  
Penthouses

All Suites Tastefully Furnished & Fully  
Equipped Kitchens • Telephone • Cable  
Television • Security Intercom System •  
Complete Health Spa • Concierge •  
Parking Laundry and Valet • Maid Svc  
(optional) • Convenience Store

SPECIALIZING IN RELOCATIONS SERVING  
CORPORATIONS • PENTAGON • THE  
STATE DEPARTMENT • INSURANCE  
INDUSTRY • EXTENDED TRAVEL •  
CONVENIENT METRO LOCATIONS

\*Visa and Master Card Honored

For more information, write or fax

**CORPORATE QUARTERS**  
215 8th Street, SE  
Washington, DC 20003

REAL ESTATE • SALES • RENTALS  
MANAGEMENT

**Ph. 202-543-1943**  
**Fax 202-544-2374**

## BOOKS AND THE ARTS

*A Classic . . .*

**A Classic All-Suite Property  
Ideally Located in Historic  
Foggy Bottom.**



Our 225 spacious suites offer full kitchens, mini-bars, and comfortable living areas. The highly acclaimed Garden Cafe features contemporary American regional cuisine and seasonal outdoor dining.

Convenient to the State Department, the Kennedy Center, Georgetown, Metro, and the free MUSEUMS AND MONUMENTS.

Special AFSA rates available.

*State Plaza Hotel*

2117 E Street, NW Washington, DC 20037  
(202) 861-8200 • (800) 424-2859

that fanned itself on the chaos following the Bolshevik Revolution. During World War II the Germans sought to revive some of that pan-Turkic ardor to outflank the USSR. The Germans played some changes on that tune in their diplomatic dealings with the Republic of Turkey in Ankara. Hostler's retelling of the World War II story reminds us that both the Germans and the Turks were careful to forswear any advocacy of unifying the various Turkic peoples of Central Asia into a single "Turkestan."

The government in Ankara since 1991 has been consistent with its forebears' policies. There was a brief effervescence of enthusiasm for Turkey's new potential for regional leadership as role model for the emerging democracies of Central Asia. Prime Minister (now President) Demirel was bearish from the outset, unlike the late President Turgut Ozal, who did not conceal his enthusiasm for the role of "older brother" to the Turkic cousins of Central Asia. Turkish diplomacy still endeavors to persuade Washington to pitch its approaches to Central Asia in tandem with Ankara rather than through Moscow. Turkey, however, is curbing even these modest ambitions.

Partly as a consequence of bitter disappointments in Azerbaijan, the Ankara government recently decided to signal its caution. In August 1993, a high-ranking Turkish Foreign Ministry official allowed himself to be quoted by name in the foreign press to the effect that Turkey does not want to find itself at loggerheads with Russia. It is not up to Turkey to play the role of regional superpower, said Under Secretary of Foreign Affairs Ozdem Sanberk. If any Central-Asia watcher still needs convincing, he or she would do well to study Charles Hostler's encyclopedic history and demography of the ethnic Turkic congeries of Central Asia. ■

*Daniel Newberry, retired Foreign Service officer, is chairman of the advisory board of the American-Turkish Friendship Council.*

## LET EUROPE BE YOUR CAMPUS

LEYSIN AMERICAN SCHOOL IN SWITZERLAND  
GRADES 9 THROUGH 12, PG YEAR  
SUMMER ENRICHMENT PROGRAM

Highly respected, private, coeducational, American International boarding school in the French Swiss Alps, near Lake Geneva. Successful American College Prep, Advanced Placement, and the International Baccalaureate programs. SAT testing Center. Finest sports and recreation programs in all of Europe. Magnificent skiing "at our doorstep". Full U.S. and European Accreditations.

**L.A.S.** Thomas F. Rouillard  
U.S. Director of Admissions  
Box 4016, Portsmouth, NH 03802-4016  
Tel: 603.431.7654  
Fax: 603.431.1280



The Only American School in the Swiss Alps

## The battle is NOT over.....

Only with your support can Planned Parenthood of Metropolitan Washington continue to provide low cost birth control to thousands of impoverished women and teens at seven clinics in Maryland, Virginia and the District of Columbia.

Only with your support can Planned Parenthood of Metropolitan Washington continue to be the leading advocate for reproductive freedom in our community.

Designate your support for Planned Parenthood of Metropolitan Washington where you work through:

Combined Federal Campaign: PPMW #7392  
DC ONE Fund  
Combined Health Appeal  
Maryland United Charities  
United Way (Please write in PPMW and our address)

Thank you.

Planned Parenthood of Metropolitan Washington  
1108 16th Street, N.W.  
Washington, DC 20036  
202-347-8500

*Leave your  
most  
important  
investment  
with the  
management  
professionals  
you trust.*

*Rental and Management  
of Fine Properties in  
Northwest DC, Chevy Chase,  
Bethesda and Potomac*



**Executive Housing  
Consultants, Inc.**  
7315 Wisconsin Avenue  
Suite 1020 East  
Bethesda, Maryland 20814  
301/951-4111

*"We care for your home  
as if it were our own."*

### *Specializing in Montgomery County*

- ◆ **Leasing** Promote and market your property; advertising; use of MLS; qualify tenants...
- ◆ **Management** Inspection; emergency and normal maintenance...
- ◆ **Accounting** Collect rent; pay mortgage, fees, taxes...



### **Professional Property Management, Inc.**

2416 Blueridge Ave., #206, Silver Spring, MD 20902

**301/946-4333**

**Fax: 301/946-4220**

*Ask our owners,  
they are our references.*

**Interested in  
placing an  
advertisement  
in the**

*Foreign Service  
Journal?*

**Call  
(202) 944-5507**

## MCG FINANCIAL PLANNING

Former State Department  
Employee Stationed Overseas  
Understands Unique Financial  
Situation of Foreign Service

Services Include:  
Retirement Planning  
Tax Preparation and Strategies  
Analysis: Insurance and  
Investments  
Lump Sum Retirement Options

**MARY CORNELIA GINN**  
4550 Montgomery Avenue  
Suite 442N  
Bethesda, Maryland 20814  
(301) 961-8500  
Fax: (703) 938-2278

Securities offered through Nathan & Lewis  
Securities, Inc.  
Member NASD & SIPC

## VOLVO

Factory-Set Discounts  
To Diplomats Posted  
Stateside and Abroad  
*U.S., U.K., European, or  
Overseas Specs  
Overseas and Domestic  
Deliveries*

**JERRY GRIFFIN**  
DIPLOMATIC SALES SPECIALIST  
12 YEARS EXPERIENCE

1231 W. Broad Street  
Falls Church, VA 22046  
Washington, D.C. Metropolitan Area  
**(703) 237-5020**  
Fax: (703) 237-5028

 Don Beyer Volvo

## Stop searching for pure water

You can have it right in your home,  
office, or embassy with Durastill ...

- ◆ Durastill kills bacteria!
- ◆ Durastill removes chemicals, nitrates,  
heavy metals, sodium, and more!
- ◆ Durastill is cost effective!
- ◆ Durastill is easy to use, maintain, and  
operate. No more boiling and filtering.

*Send For Our Free Brochure!*

Please complete the form below and mail to Durastill  
Export, Inc., 112 Union Street, S. Weymouth, MA 02190

Name \_\_\_\_\_

Title \_\_\_\_\_

Address \_\_\_\_\_

### Durastill Export

Telephone: 617/337-7990  
Fax: 617/340-0364

## Independent Study M.A. Programs

- Self-designed, independent study  
Masters programs.
- Studies in multi-culturalism, his-  
tory, education, political science,  
economics, and much more.
- Brief regional residencies through-  
out the U.S., Canada, Europe and  
in Israel.
- Complete your degree in about 18  
months.
- Accredited
- Low residency B.A. also available.

A PIONEER IN NON-TRADITIONAL  
EDUCATION FOR WORKING ADULTS

## Vermont College of Norwich University

Box 879, Montpelier, VT 05602  
800-336-6794 (Continental U.S. & Canada)  
TEL 802-828-8500 FAX 802-828-8855

## Call for any book

• Immediate shipment  
worldwide • Credit cards  
or check • Ask about our  
overnight gift delivery  
nationwide • Free monthly  
new title forecast • Mail  
orders welcome • Open 24  
hours every day • Write or  
phone for free holiday gift  
catalog

**1-800-255-2665**

In CT or Worldwide  
(203) 966-5470



59 Elm Street  
New Canaan,  
CT 06840



## FOREIGN SERVICE EXAM?

The Foreign Service Review Inc.  
will again offer courses to prepare  
students for the Written Exam.  
Last year our students passed the  
test at a rate 50% higher than the  
national average.

### Three Day Weekend Courses

Oct. 8-10	Boston, MA
Oct. 15-17	Minneapolis, MN
Oct. 22-24	Seattle, WA
Oct. 29-31	San Francisco, CA
Nov. 5-7	Washington, DC
Nov. 10-12	Austin, TX

Orals preparation courses are  
scheduled for January 1994.

**Foreign Service Review Inc.**  
POB 1575 Arlington, VA 22210  
(703) 892-9242



## Rely On Experience...

Linda Wilson Hurley, GRI  
Office (202)966-1000  
Residence (202)363-9337  
Fax # (202)363-9807

Linda, a former Foreign Service spouse for 16 years, has first-hand knowledge about Foreign Service relocations. She is a member of the President's Circle, WDCAR Top Producers and Multi-Million Dollar Sales Club and the MCAR Million Dollar Sales Club; she is listed in "100 of the Best Real Estate Agents in Washington, D.C. and Maryland." Linda is an Associate Broker, a Graduate of the REALTOR® Institute and is also licensed in Virginia. Please call or write Linda for information.

**The Prudential**   
Preferred Properties

Rock Solid in Real Estate! <sup>SM</sup>

 4530 Wisconsin Avenue, N.W. ▲ Washington, DC 20016 

An Independently Owned and Operated Member of The Prudential Real Estate Affiliates, Inc.

Specializing in  
**PROPERTY  
MANAGEMENT**



## Property Specialists, Inc.

A professional and personal service tailored to meet your needs in:

- Property Management
- Sales and Rentals
- Multiple Listings
- Real Estate Investment Counseling

Our staff includes:

Gerry Addison	Sally Duerbeck	Donna Linton
Steve Carey	Joann Howd	Fran Palmeri
Donna Courtney	Robert Howd	Bill Struck

Robert Thomas

All presently or formerly associated with the Foreign Service.

4600-D Lee Highway Arlington, Virginia 22207  
(703) 525-7010 (703) 247-3350

Serving Virginia, Maryland and D.C.

**B.J. IS BACK!** Talk to State  
in Condo Rentals  
**Remington Condo's**  
Corner 24th & G Streets

Included

- One Bedroom Condominiums
- Fully Furnished w/Balconies
- In Unit Washer/Dryer
- Weekly Housekeeping Services
- On-Site Manager for Check-In
- Complete Kitchen; All Linens
- Telephone Service; Cable TV

\$75.00 per night, tax included  
No deposit. Small pets accepted

## Remington Short-Term Housing

B.J. Knight, Coordinator  
601 24th Street, NW, #801  
Washington, D.C. 20037  
(800) 225-3847 • (202) 223-4512  
FAX: (202) 452-9541

DEDICATED TO SERVING THE  
REAL ESTATE NEEDS OF THE  
FOREIGN SERVICE COMMUNITY

## Diplomat



## Returning to Washington? Properties

House Hunting doesn't have to be a Hassle! Work with **Anne Gomez**

- 15 YEARS EXPERIENCE
- KNOWLEDGE OF THE REAL ESTATE MARKET
- KNOWLEDGE OF YOUR SPECIAL NEEDS
- MULTIPLE LISTING
- BUYER BROKER OPTION

Write or FAX **Anne Gomez** for a Free Welcome Kit.  
**Diplomat Properties** also Specializes in Personalized Property Management.

Owned and Operated by a Former Foreign Service Family



Anne Gomez, Broker

**DIPLMAT PROPERTIES, INC.**  
3900 N. Fairfax Drive, #204  
Arlington, VA 22203

(Near Virginia Square Metro)

(703) 522-5900

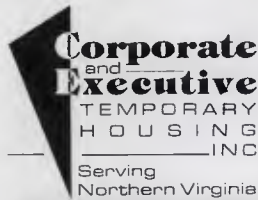
FAX (703) 525-4713



**It's not the only temporary executive housing in Washington that is service-driven.**

After all, since 1986, returning embassy personnel, military and other government employees and their families have been made immediately welcome by our staff who genuinely care about making you feel at home. Our experienced staff work quickly to find the right accommodations and our hassle-free service is only a phone call away.

Our beautifully furnished and decorated one, two and three bedroom apartments, townhouses or larger single family homes include: Fully equipped kitchens • Bed & bath linens • Color TV and clock radio • Local telephone services • All utilities • Maid services • Fitness centers • Pools • Security systems • Garage parking • Fireplaces and more! Let us help you find affordable quality housing with the services you require, in a location you want.



**1 (800) 933-8367**

P.O. Box 176, Washington, VA 22747  
Fax: (703) 987-8122



**EXCLUSIVE INTERIM PROPERTIES, LTD**

PROVIDING THE FINEST TEMPORARY LIVING QUARTERS FOR THE DISCERNING TRAVELER OF THIRTY DAYS OR LONGER

- ♥ Convenient locations in DC, Northern Virginia and Maryland including Annapolis.
- ♥ Portfolio of studio, one, two and three bedroom Homes, Condos, Apartments, and Town Houses.
- ♥ Completely furnished and accessorized.
- ♥ Ideal for State Department and Foreign Service personnel relocating or on a temporary assignment.

800/776.5057 or 703/506.3993 phone 703/506.3997 fax  
8250 OLD COURTHOUSE ROAD • SUITE 450 • VIENNA, VA 22182

ON  
BALANCE  
WE ARE  
THE RIGHT  
PROPERTY  
MANAGEMENT  
TEAM  
TO WATCH  
OVER  
YOUR  
HOME



**WE CARE!**

301 Maple Ave West  
Dogwood Building Suite G  
Vienna, VA 22180  
(703)938-0909 • FAX (703) 281-9782

Residential Real Estate  
Sales—Management

**Sales, Rentals, Investments  
Property Management  
D.C., Maryland, and Virginia**

Among Our 36 Agents The Following  
Are Foreign Service Affiliated



- John Baker
- John Clunan
- Christina Griffin
- Josephine W. Holliday
- Mariella Lehfeltd
- Lynn Moffly Magruder
- John Y. Millar
- Janice J. Lyon Millar
- Robert Skiff
- John Turner



**MGMB Inc. Realtors**

Foxhall Square 202-362-4480  
3301 New Mexico Ave., N.W. Fax: 202-363-8954  
Washington, D.C. 20016 Write for free relocation kit!

**Excellent Personalized Property Management**

**PROFESSIONAL SERVICE**

*Coming Home? Let Me Help You!*

*Professional Service to find that "just right" home you're looking for in Northern Virginia!*

**Carolyn Mooney**

*13 Years  
Real Estate Top Producer  
Spouse of former  
Foreign Service Officer*



Write for my Real Estate Information Package!

**Carolyn Mooney c/o McEneaney Associates, Inc.**

1320 Old Chain Bridge Road, McLean, VA 22101  
703/790-9090 or Fax 703/734-9460

Name: \_\_\_\_\_

Address: \_\_\_\_\_

Sales, Leasing and Property Management

**Stuart and Maury Inc.**

Realtors

- Hands on management for over 35 years!
- We're not huge, we're selective, we care!
- Personalized guidance for all your real estate needs!
- 1031 Tax deferred exchange specialists!
- Monthly computerized statements!

Call **Susan Bader**, property management specialist, for more information



**Office (301) 654-3200**

**Fax (301) 656-6182**

**4833 Bethesda Ave.**

**Suite 200 Bethesda, MD 20814**

*Excellent references upon request*

**ADVERTISING INDEX**

**INSURANCE & PROF. SERVICES**

- p. 30 AFSPA
- p. 1 Clements and Company (inside back-cover) Hirshorn
- p. 19 Jannette
- p. 56 MCG Financial
- p. 14 State Dept. Credit Union
- p. 46 UniRisc

**REAL ESTATE & PROP. MGMT.**

- p. 22 Allied (AFSA News) Coldwell Bankers
- p. 57 Diplomat Properties
- p. 58 Exclusive Interim
- p. 57 Hurley, Linda Wilson
- p. 58 J.P. Properties
- p. 58 MGMB
- p. 50 Professional Property Mgmt.
- p. 55 Professional Property Mgmt.
- p. 57 Property Specialist
- p. 59 Stuart and Maury
- p. 59 Mooney, Carolyn
- p. 55 Executive Housing

**AUTOMOBILE**

- p. 50 American Service Center (back-cover) Chrysler

- p. 56 DonBeyer Volvo
- p. 5 Ford
- p. 19 Martens
- p. 53 Passport BMW
- p. 15 Priority Assist
- p. 46 Volkswagen

**MOVING**

- p. 6 Security Storage

**SCHOOLS & TRAINING**

- p. 56 Foreign Service Review Inc.
- p. 54 Leysin
- p. 56 Vermont College

**TEMPORARY HOUSING**

- p. 4 Barton House
- p. 43 Huntington Gateway
- p. 13 Chase at Ballston, The
- p. 25 Chase at Bethesda, The
- p. 58 Corporate & Exec. Housing
- p. 53 Corporate Quarters
- p. 47 Corporate Suites
- p. 23 Executive Club Suites, The
- p. 48 Georgetown Suites
- p. 50 Hotel Lombardy
- p. 24 Inn at Foggy Bottom

- p. 20 Oakwood
- p. 52 Remington, The
- p. 57 Remington Condos
- p. 9 St. James Hotel
- p. 54 State Plaza
- p. 8 Towers
- p. 16 Virginian

**RETIREMENT**

- p. 7 Falcons Landing

**SHOPPING & EXPORTERS**

- p. 12 American Supply
- p. 56 Book Call
- p. 44 Book Passage
- p. 56 Durastill
- p. 30 Fort American
- p. 18 General Electric
- p. 45 Greenline Forwarding
- p. 49 Harvard Univ. Press (inside front-cover) Nordstroms
- p. 51 Olsson Books & Records
- p. 22 Pleasant Valley

**OTHER**

- p. 55 Planned Parenthood

**Look to the *Foreign Service Journal* to facilitate all your needs both at home and abroad!**



## Stamp Act

BY ANGUS MACLEAN THUERMER

**W**e are all aware that we are supposed to cut, downsize, trim, pitch, save. Once more, the State Department and the Foreign Service are being called upon to perform their annual ritual of bloodletting.

Juniors may think that this is a recent phenomenon, and by "recent" I mean within the recollection of most in service today. No, no, no. That is not the case; it goes back a spell farther than that; that is why all hands are so good at it.

I came upon proof positive of this while riffling through an album of about the only thing I ever collected: World War II censorship marks, seals, stampings. I have envelopes opened by the Gestapo, the Hungarians and the Gestapo, the Germans, British, and the Italians, who slit open three sides of an envelope already dealt with by the other two.

When thumbing through all this I came upon something from my own internment. I was an Associated Press correspondent in Berlin, holed up after Pearl Harbor with 18 members of the press and 113 diplomats and others, including military personnel, Public Health Service people, three clergymen, and an American Indian dancer, along with family members. For the five months of our incarceration, Leland Morris was the chargé and George Kennan was the everyday chief. Among

the Foreign Service folk were Francis Cunningham, Tom Bailey, Gordon Knox, Perry Laukhoff, Brewster Morris, child Bobby Smyser (later ambassador), and Sam Woods. Other internees included Helga John, Doris Lawson, Muriel Moynahan, Ursula Nett, Gus Ostertag, Frank Phillips, Robert Reams, Bobby

bye, we going to jail now."

It happened that an occasional visitor to our place of confinement was Monsieur Somebody of the Swiss Protecting Power, who obliged us all by taking letters to the U.S. Embassy in Bern to mail to our relatives. With this link to Bern, I felt more at ease; I'd mailed something off to my family saying all was well.

February, March, April, passed. In mid-May we were about to be exchanged, but had my parents received word that I was well? No.

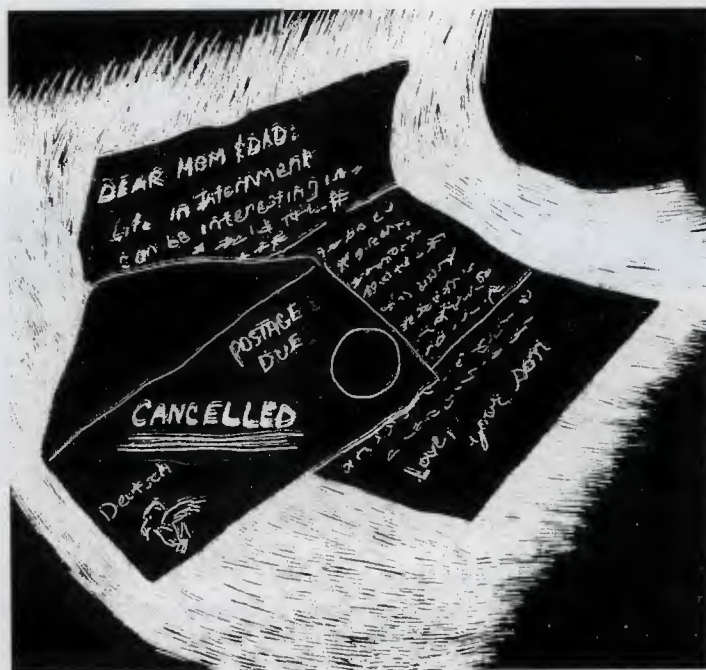
In my censorship-mark album I found an envelope with no stamp on it, no censorship mark. It had nothing on it but my return address, "Currently Grand Hotel, Bad Nauheim, Germany," and the address of my parents in Chicago.

Beneath the envelope I had written, "This letter was written in February 1942, at Bad Nauheim internment. It was to have been mailed through Bern, Switzerland, but it was returned to Bad

Nauheim, because the American Embassy in Bern would not stand the cost of stamps" to send the letters on.

So, you see, we have known for a long time how to scrimp and save. If the officer who made the decision not to spend the stamp money is still in the Foreign Service, I beg him to step forward to hear our praises for showing us how it is *really* done. 🎩

*Angus MacLean Thuermer is a retired Foreign Service Reserve officer.*

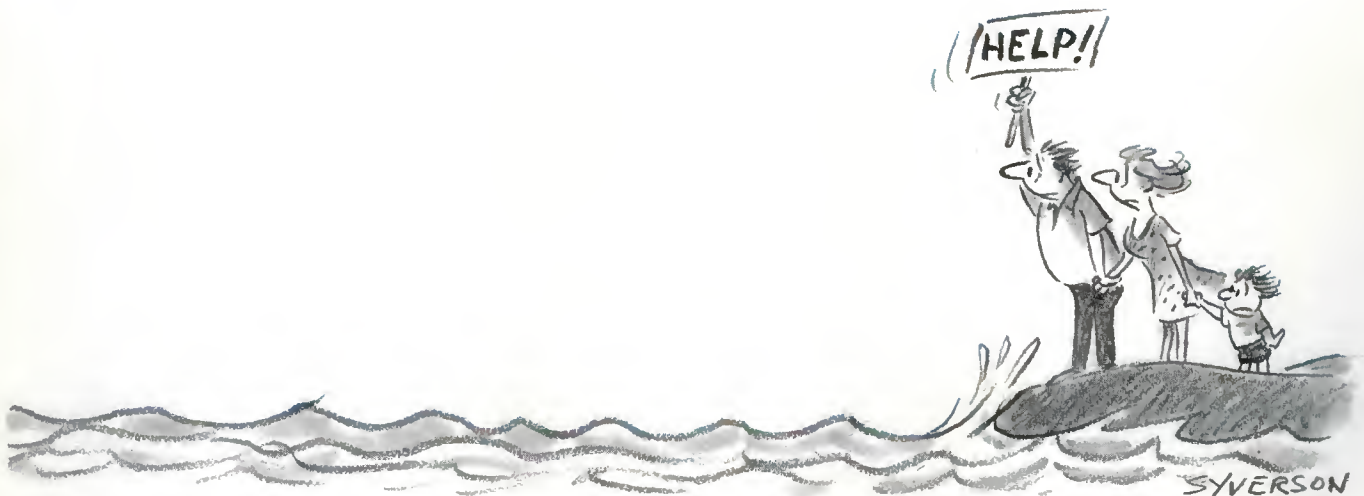


TERESA AURICCHIO

Reams, Frances Sieverts, Helga Smyser, and Llyod Yates.

From our internment site—a big summer tourist hotel in Bad Nauheim—I wrote a letter to my parents in February 1942. I wanted them to know something more than the terse news story that had appeared after Pearl Harbor in *The Chicago Tribune* that my father had read before breakfast one morning. It said, "The last word from the Associated Press bureau was a teletype from lanky Angus Thuermer saying, 'bye-

# YOUR FREE GOVERNMENT COVERAGE COULD LEAVE YOU OVERSEAS AND UNDERCOVERED.



The last thing you need when you're living far away is coverage that doesn't go far enough. Unfortunately, many people mistake the benefits provided by the U.S. Government Claims Act for insurance coverage. And that can often lead to near-total disappointment.

In fact, the Government encourages employees to buy private insurance. If you rely solely on the Claims Act, you may not adequately protect personal articles like jewelry, furs, and fine arts. You'll have no coverage if you're not on government business. And, you'll have no coverage for personal liability.

Fortunately, you can remedy these oversights before you go overseas. When you cover yourself with the AFSA Plan—sponsored by the American Foreign Service Association—your insured possessions will be covered against virtually all risks, up to the limit of your choice. You can insure yourself against personal liability. And, you'll be covered whether or not you're on government business.

The AFSA Plan has been specifically designed for members of the American Foreign Service Association on active duty abroad. Through the Plan, you can get comprehensive moving insurance, theft, fire and catastrophe coverage, itemized valuable articles protection and personal liability insurance.

So don't wait until you find yourself overseas and undercovered. Call or send for your free brochure today.

**THE AFSA INSURANCE PLAN**  
*Don't go overseas undercovered.*

The AFSA Plan is underwritten by Federal Insurance Company, one of the Chubb Group of Insurance Companies.

AFSA Desk, The Hirshorn Company  
14 East Highland Avenue  
Philadelphia, PA 19118  
Telephone: 215-242-8200.  
In Wash. D.C. Area: 202-457-0250

Please send me your free brochure that  
answers questions about overseas insurance.

Name \_\_\_\_\_

Address \_\_\_\_\_

City \_\_\_\_\_

State \_\_\_\_\_ Zip \_\_\_\_\_

# EXERCISE YOUR DIPLOMATIC PRIVILEGE.



JEEP GRAND CHEROKEE LIMITED

As a member of the Diplomatic Corps, you are eligible for special privileges when you order a vehicle through Chrysler's Diplomatic Purchase Program. They include preferred savings, fast personalized ordering assistance and uncompromising service with Chrysler's worry-free worldwide warranty. Perquisites appropriate to your office.

**Choose from the full line of 1993 Chrysler Motors products:** Chrysler, Plymouth and Dodge cars and minivans, Eagle cars and Jeep and Dodge trucks.

**Phone for personalized service.** Your Personal Advisor will order the model and color you want with the equipment you want, and quote the official Diplomatic price including all applicable rebates. Your Personal Advisor can also arrange delivery anywhere in the U.S. or to most overseas locations. In other words, we set you free of tedious details.

**If you'd rather, fill out and mail or telefax the card on Page 7.** You'll quickly receive a catalogue for the vehicle(s) of your choice. The Diplomatic Purchase Plan. It's the easy, money-saving way to start enjoying Chrysler's many Advantages.



## CHRYSLER INTERNATIONAL

DIPLOMATIC SALES

IN THE U.S., PHONE YOUR PERSONAL ADVISOR AT  
1-800-877-7083 or (516) 496-1806. TELEFAX: (516) 677-3701.