

IGNORING LATIN AMERICA ■ SO YOU WANNA BE A POLITICIAN? ■ THE CANTON WAR OF 1784

FOREIGN SERVICE

JOURNAL

\$3.50/JANUARY 1996

THE MAGAZINE FOR FOREIGN AFFAIRS PROFESSIONALS

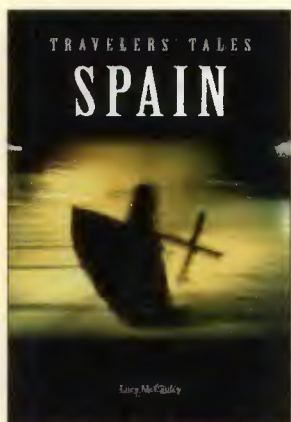


FRASURE, CUNY, SCHELL

Celebrating the Lives of 3 Who Made a Difference

"All anecdotes, ^{no} directions."

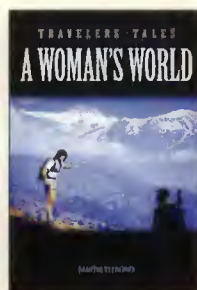
—Jim Gullo, *Diversion*



Full of parables, stories, and advice you'd like to hear from a friend who has just returned from a trip.



We couldn't have said it better ourselves. Welcome to *Travelers' Tales*, a new, award-winning travel anthology series. Each book is filled with beautifully written, true stories about a country that entertain, inform, and sometimes show the dark side of the country to the would-be traveler.



Look for the complete *Travelers' Tales* series, including:

New!

HONG KONG

400 pages (est.), \$17.95 (est.)

New!

SPAIN

400 pages (est.), \$17.95 (est.)

THAILAND

405 pages, \$15.95

MEXICO

426 pages, \$15.95

INDIA

477 pages, \$17.95

A WOMAN'S WORLD

417 pages, \$17.95

FRANCE

432 pages, \$17.95

Mention code TTFS when ordering.

Travelers' Tales

Available at your local bookstore or from O'Reilly.

O'REILLY & ASSOCIATES, INC.

Credit Card Orders: 1-800-889-8969 • Inquiries: 1-800-998-9938 • Weekdays 6am-5pm PST • Online Ordering: order@ora.com

Clements & Company



Five Insurance Programs. One Company.

AUTO. "All-Risks" Physical Damage, Marine and Liability Programs. Low premiums and personalized claims service.

HOUSEHOLD EFFECTS. Full "Replacement Cost" package programs covering property in transit, at-post, in storage and when traveling.

STATESIDE. We'll insure you at home, too! Auto, Homeowners, Rental Properties. Convenient policy transition.

MEDICAL/LIFE. International medical coverage designed for contract employees. A portfolio of medical and life plans meeting all your needs.

COMMERCIAL. Embassy Association and International School specialists. Comprehensive programs created to meet your specific needs at the most competitive prices.



CLEMENTS & COMPANY

Insurance Worldwide.

TELEPHONE (202) 872-0060 or (800) 872-0067 FACSIMILE (202) 466-9064 INTERNET info@clements.com
1730 K Street, NW, Suite 701, Washington, DC 20006



GENERAL MOTORS

DIPLOMATIC SALES



Cadillac Seville STS



Chevy Corvette



Chevy Lumina Minivan



Chevy Blazer

As a member of the Foreign Service Community, you are entitled to very special privileges and services when you order a vehicle through the General Motors Diplomatic Sales Program.

Diplomatic Personalized Service

A personal representative will assist you in custom factory ordering the vehicle of your choice at the special diplomatic price. Delivery of your vehicle can be arranged anywhere in the United States, or to most overseas locations.

Select from General Motors Finest Products

Cadillac, Pontiac, Oldsmobile, Chevrolet, Buick and Geo.

Contact Our Diplomatic Sales Representative

To receive more information on the General Motors Diplomatic Sales Program, please complete the business reply card and mail it to us. Contact us in the United States at Tel: (516) 496-1806 or via fax at (516) 677-3701.



GENERAL MOTORS
DIPLOMATIC SALES

100 Crossways Park West
Woodbury, New York 11797-2084 U.S.A.

CONTENTS

January 1996 ■ Vol. 73, No. 1

COVER

FOCUS ON PROFILES IN COURAGE

24 / ROBERT C. FRASURE, 1942-1995

'Diplomat's Diplomat'
Left Legacy Preparing
For Peace in Bosnia
By Karen Krebsbach

29 / ON CHANGE

By Katharina Witting Frasure

30 / FREDERICK C. CUNY, 1945-1995

'Humanitarian Cowboy'
Led Relief Efforts
In 25 Years, 60 Nations
By Christopher Merrill

36/ BARBARA L. SCHELL, 1944-1994

Posted in Hotspots,
FSO Recalled as Bold,
Calm, Hard-Working Pro
By Richard Gilbert

COLUMNS

5 / PRESIDENT'S VIEWS

Charting a New Course in Foreign Policy
By F.A. "Tex" Harris

15 / SPEAKING OUT

Downsizing, Privatization
of Some Diplomatic Tasks Makes Sense
By Charles A. Schmitz

68 / POSTCARD FROM ABROAD

The Lessons of Air Freight In Cairo
By Pamela Anderson

FEATURES

TO BE A POLITICIAN / 20

Second Careers As Pols Seen As Natural
For FSOs Who Loved Political, Consular Jobs
By Bill Shepard

LATIN AMERICA? DONDE ESTÁ? / 42

With Europe, Middle East Simmering,
Christopher Ignoring Latin Nations
By George Gedda

THE CANTON WAR / 46

First American Consul to China Learns
Why Business and Human Rights Don't Mix
By Robert W. Drexler

FOCUS



Page 24

DEPARTMENTS

LETTERS / 7

CLIPPINGS / 12

BOOKS / 51

SCHOOL AD SUPPLEMENT / 56

REAL ESTATE ADVERTISING / 64

INDEX TO ADVERTISERS / 67

Computer-manipulated cover photo, photographed by Wayne W. Fisher, of the DACOR memorial area (Diplomatic and Consular Officers, Retired), a section of the Rock Creek Cemetery where many Foreign Service employees are buried. None of the three people profiled in this issue is actually buried in this cemetery.

FOREIGN SERVICE JOURNAL

Editor

KAREN KREBSBACH

Managing Editor

NANCY JOHNSON

Graphic Designer

TARA DELANEY

Advertising & Circulation Manager

JANET G. EMERY

Intern

NIHIE D. LE

Editorial Board

Chairman

SHELDON J. KRYS

TERRENCE BROWN

ANGELA DICKEY

DAVID I. HITCHCOCK

LEA BOBBIE SCHUBERT HUGHES

MARK MATTHEWS

DANIEL O. NEWBERRY

ANNE SIGMUND

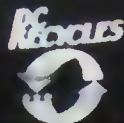
THE MAGAZINE FOR FOREIGN AFFAIRS PROFESSIONALS

Foreign Service Journal (ISSN 0015-7279), 2101 E Street, NW, 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 the *Journal*, the Editorial Board or AFSA. Writer queries are invited. *Journal* subscription: AFSA Members - \$9.50 included in annual dues; others - \$40. For foreign surface mail, add \$18 per year; foreign airmail, \$36 per year. Second-class postage paid at Manchester, NH, and at additional mailing offices. Postmaster: Send address changes to *Foreign Service Journal*, 2101 E Street NW, Washington, D.C. 20037-2990. Indexed by Public Affairs Information Service (PAIS). The *Journal* is not responsible for unsolicited manuscripts, photos or illustrations. Advertising inquiries are invited. The appearance of advertisements herein does not imply the endorsement of the services or goods offered. FAX: (202) 338-8244 or (202) 338-6820. TELEPHONE: (202) 338-4045. © American Foreign Service Association, 1996. Printed in the U.S.A. Send address changes for the *Foreign Service Journal* to AFSA, 2101 E Street NW, Washington, D.C. 20037-2990.

**RECYCLE THE
SIMUNEKS' EXPERTISE!**



WE DID IT AGAIN!



ZORITA AND RICHARD SIMUNEK

Recognized as Top Producers by Northern Virginia Association of Realtors

Recognized as Top Producers by Washington DC Association of Realtors

** Washington, DC*

** Northern Virginia*

** Maryland*

☐ I would like to know how much home I can afford to buy.
☐ FREE MARKET ANALYSIS of how much home is worth.
Property Address: _____

I am interested in the following information:

Area? ☐ District of Columbia ☐ Maryland ☐ Virginia
Type of Home? ☐ Detached House ☐ Townhouse ☐ Condo
Bedrooms? ____ Neighborhoods? ____ Price Range? \$ ____

Name _____
Address _____
City _____ State _____ ZIP _____

ATTN: Simuneks
Long & Foster
5101 Wisconsin Avenue, NW
Washington, DC 20016
Direct Line: (202) 296-4304
Fax: (202) 659-0998



ATTN: Simuneks
Long & Foster
4600 Lee Highway
Arlington, VA 22207
Direct Line: (703) 284-9365
Fax: (202) 659-0998

Email: simunek@aol.com



PRESIDENT'S VIEWS

Charting a New Course in Foreign Policy

By F. A. "TEX" HARRIS

As the new year opens, it's critical for the Foreign Service to carefully take its bearings as it moves into the uncharted seas of U.S. foreign policy of 1996. America's foreign policy has a new course to replace the traditional one of containment: budget balancing. As we move in this new direction, there are a few shapes moving on the horizon:

■ First, diplomatic work is essential for U.S. national security and well-being. On the dark side, our country faces weapons proliferation, terrorism, powerful — or potentially powerful — countries with deep antipathy or suspicion toward the United States and Americans, chaotic migrations and dislocations, disease, narcotics, crime, and global environmental threats. America's economic welfare is equally at stake. A third of the new jobs created in the United States today depend on foreign trade, while technology makes orderly markets more problematic. Equitable rules of the game are lacking for American business in some of the world's largest and potentially most dynamic economies. These threats require closer cooperation among states and, above all, the leadership, know-how and services of a highly skilled, dedicated and professional Foreign Service.

■ Second, "budget balancing," politicized and domestically focused, has replaced "containment" as the driving force in national policy, including foreign

*America's foreign
policy has a new
course to replace
containment:
budget balancing.*

policy. This is a major sea change that started with the fall of the Berlin Wall and that continues to gain momentum. In the foreign affairs domain, we see the politicization in the increasing number of non-career "special coordinators" in places such as Cuba, the Middle East and parts of the former Yugoslavia. We see it in the tenor of debate on deployment of U.S. forces to Bosnia and in the more general attacks on multilateral operations from peacekeeping to humanitarian relief. We feel it in the declining number of career Foreign Service professionals in top State Department positions.

■ Third, as a consequence of the "budget balancing" factor and the dispersed and murky nature of foreign dangers, the foreign affairs resource base is being slashed radically. The attacks come from both major political parties and from both the Congress and the White House/Office of Management and Budget (OMB).

U.S. government foreign operations and programs face a scheduled 40 percent cut over the next four years. Factor in inflation and other cost increases and the cut becomes 60 percent in real terms by 1999.

■ Fourth, the budget crunch demands enhanced leadership and planning for downsizing and streamlining the U.S. foreign affairs structure. We must rethink some of our institutional values and patterns. Every Foreign Service person must innovate, manage and prioritize to get the greatest value for every dollar spent in foreign affairs. We have to amalgamate and streamline in a public way every overseas U.S. government operation — not just the 47 percent of expenditures that the diplomatic agencies represent, but 100 percent of the monies that some 40 U.S. agencies shell out abroad.

We must recommit ourselves as individuals to the Foreign Service and its success as an institution in protecting our nation's interests and solving the problems assailing us from abroad. And we must plan proactively for the structural changes that downsizing will force.

■ Finally, the foreign affairs agencies, the entire Foreign Service, the American Foreign Service Association (AFSA) and all those concerned about our nation's place in the world must actively share in domestic political debates so that specific foreign challenges — and the resources necessary to meet them — can be injected into our country's "new politics" where it matters most: at the grass roots. ■

F. A. "Tex" Harris is president of AFSA.

Worried About Putting Your Valuable Possessions into Storage?

Well, now you don't have to be, because...



is in tune with your storage needs.

We will safely store your piano, antique furniture, art work and other valuable possessions. We have:

- ♪ Temperature Controlled Vaults
- ♪ State-of-the-Art Security Protection
- ♪ Immaculate Facilities
- ♪ Secure Packing, Pick up and Delivery Service Available

Ask about **ULTRAPAK**, **INTERSTATE's** method of Maximum Furniture Protection. We are the only moving company that uses it.



Top Hat Service Since 1943

(703) 569-2121

Excellence in Moving and Storage

Welcome Home

GEORGETOWN SUITES OFFERS THE LUXURY OF A
HOTEL WITH THE COMFORT OF A HOME.

from **\$68.00** per day
(30 day minimum required)

- Finely Appointed Studios, One-bedrooms and Townhouses
- Daily Complimentary Deluxe Continental Breakfast
- Convenient to Metro and State Department
- Complimentary Use of State-of-the-Art Exercise Facility
- 2 for 1 Dining at Select Georgetown Restaurants
- Steps to Galleries, Shopping, Grocery Stores and Banks
- Cable Television
- Fully Equipped Gourmet Kitchens
- Unlimited Free Local Calls
- Small Pets Welcome (nominal fee)
- Daily or Weekly Housekeeping Service
- On-Premise Coin Operated Laundry Facilities

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

1111 30th Street, NW • Washington, DC 20007
202-298-7800 • 1-800-348-7203 • Fax: 202-333-5792



LETTERS

To the Editor:

Robert Pastor's update on Haiti ("A Short History of Haiti," November *Journal*) underscores radical change since the early 1940s. Then: As Haiti's desk officer, I pleaded in vain for a ranking official to host a farewell to the Haitian ambassador returning to Port-au-Prince to become the winning presidential candidate.

Denied facilities by local hotels, my wife persuaded a suburban restaurant to arrange dining space on condition that the guests would use a side door.

Now: Haiti is respectfully accorded White House press conferences and air force planes carrying negotiating teams of ex-presidents, senators, cabinet officers and lesser folk.

Willard F. Barber
Retired FSO
Silver Spring, Md.



To the Editor:

Roger Dankert's proposal, "Return Policy-Making Power to Geographic Bureaus," ("Speaking Out," November *Journal*) is radical and worthy of close attention. It is also fatally flawed because it largely ignores economic issues.

How would eliminating the economic under secretary strengthen State's support for U.S. business and economic interests overseas? Answer: It wouldn't. There would be no high-level State official that U.S. business could count on to champion its cause.

There is no need to "return" power to the geographic bureaus since they have had it all along. Despite recent improvements, the Economic Bureau (EB) has historically been a lightweight to the detriment of U.S. economic interests abroad and State's public image at home. Eliminating the economic under secretary would further weaken EB. In effect, Dankert proposes to cede any pretense that State could present a balanced view of economic and non-economic foreign policy interests.

An alternative proposal might be to add an under secretary above the Economic Bureau. This would reduce the "cacophony of special interests" of the status quo but keep an essential tension in the policy-making system between economic and non-economic interests. As a furloughed FSO, I hope we remember that if State continues to downplay economic issues, a lot of us are going to become non-essential — permanently.

David P. Searby
Economics Course
Foreign Service Institute
Arlington, Va.



To the Editor:

Reading Maria Bauer's "A Thanksgiving To Remember" (November *Journal*) brought back memories of my own. Like the Bauers, I experienced the sack of a U.S. Information Service (USIS) library in Phnom Penh in 1964 — an

event that marked the beginning of the end of the U.S. presence in Cambodia and led to a sharp reduction of the American staff, including the elimination of my job as deputy public affairs officer. I left on a direct transfer to what at the time was Stanleyville in the Congo.

Here I have to correct Maria Bauer's recollection: She writes that the burning of the library in Cairo came "at the time of the Katanga rebellion in the Congo." It was the Simba rebellion in that rebellion-prone country. My recollections of "Operation Dragon Rouge," the hostage rescue mission in Stanleyville that led to the burning of the Cairo library, were published in the June 1985 *Journal*. I had received evacuation orders and left the city on the last evacuation flight.

Perhaps Sen. Jesse Helms (R-N.C.) and his soulmates in Congress who berate the "high-living Foreign Service" should review a bit of history of 30 years ago.

Max W. Kraus
Retired FSO
Chevy Chase, Md.



To the Editor:

I enjoyed Maria Bauer's fine story on the attack on the American cultural center in Cairo following the hostage rescue mission in Stanleyville in 1964. A nit-pick: The so-called Simba rebellion in the Congo that year originated in the eastern regions



Diplomacy Has Its Rewards.

At American Service
Center, your A1, A2,
NATO 1, NATO 2, or G4
visa, along with a diplomatic
or official passport, allow
you to purchase a new
Mercedes-Benz at dramatic
savings. Contact Erik
Granholm, our Diplomat
and Tourist Sales Manager.
A native of Munich,
Germany, Erik has been
with ASC for 29 years.


**American
Service Center**

585 North Glebe Road,
Arlington, VA 22203

703-525-2100

Telefax: 703-525-1430

Mobile: 703-795-1829

LETTERS

of the country and never reached the Kataanga, which was the region of the Moise Tshombe secession of 1960-62. The Belgian-American "Dragon Rouge" paratroop was intended to rescue the Western hostages specifically targeted for killing by the Simbas if the city were to be retaken by central government forces. Among the hostages saved was the staff of the American consulate, which I headed at the time.

*Michael P.E. Hoyt
Retired FSO
Las Cruces, N.M.*

To the Editor:

In response to the article by Jewell Fenzi and Carl Nelson, "Friendly With a Senator" (November *Journal*), a correction must be made to the assertion that Alice Paul "worked to pass the Equal Rights Amendment (ERA) for more than half a century although it would never be approved."

In fact, Congress did pass the ERA, after 49 years, in 1972 and Paul lived to see the amendment ratified by 35 states. Ratification of the ERA was halted by the imposition of an arbitrary 10-year deadline as part of the preamble, but not included in the text of the amendment. The constitutionality of the deadline is now in question.

Currently, a resolution has been introduced in Congress "requiring the House of Representatives to take any legislative action necessary to verify the ratification of the Equal Rights Amendment as part of the Constitution when the legislatures of an additional three states ratify the Equal Rights Amendment."

Even if Congress should not act favorably on this resolution, ratification may yet be accomplished if the legislatures of three other states approve the ERA. The legislatures of

Illinois, Mississippi and Virginia currently have before them resolutions to approve the ERA.

*Allie Corbin Hixson
Moderator, ERA Summit
Greensburg, Ky.*

To the Editor:

Jack Binns is almost right about the identity of the British foreign secretary in the photograph in the September *Journal* ("Letters," November *Journal*). Bevin, with an "i" was the foreign minister; Bevan with an "a" was the minister of health.

Mr. Binns had it the other way around, but he needn't feel badly. Their surnames were often confused by contemporaries of the two men, giving Winston Churchill the opportunity to remark during a Commons debate, "I am referring now to Mr. Bevin (pause), Bevin (pause), not that other fellow."

*Harry Odell
Retired FSO
Glen Echo, Md.*

To the Editor:

Congratulations to my former U.S. Information Agency (USIA) colleague, Mert Bland, ("Letters," November *Journal*) for his cultural achievements in Australia and Pakistan. Shame on him, however, for perpetuating the shopworn press vs. culture argument in response to Tom Tuch's well-reasoned discussion of public diplomacy ("Speaking Out," June *Journal*).

Bland lamented "the Wireless File articles passed out and thrown into the nearest wastebasket." During my 27-year Foreign Service career, I placed thousands of Wireless File articles in the local press of Australia,

LETTERS

Latin America and Spain. Most of the articles involved key foreign policy objectives, such as American support for democracy, human rights and market economics. As public affairs officer in Australia, Peru and Venezuela, I strongly backed binational centers and U.S. Information Service (USIS) libraries, and vigorously promoted educational exchange. As noted, all of these activities — whether informational or cultural in nature — are vital components of successful public diplomacy.

It is unfortunate in these times of draconian budget cuts in the U.S. Information Agency (USIA) and other foreign affairs agencies that some of us are still bogged down in arcane press vs. culture arguments. By definition, effective public diplomacy is a skillful mix of all of the tools at our disposal, informational as well as cultural.

Guy W. Farmer
Retired FSO
Carson City, Nev.

To the Editor:

In 45 years of reading the *Journal*, I've criticized your book reviews only once, when I commented that I thought no U.S. Foreign Service officer should review a book written by a member of the government to which he/she is currently assigned. Now after reading Robert Blau's review in your November issue of Moshe Arens' *Broken Covenant: American Foreign Policy and the Crisis Between the U.S. and Israel*, maybe the *Journal* needs still another guideline: "Must be critical in some degree," or "must have demonstrated some knowledge of area covered" or "must have read another book on same subject."

Reviewer Blau describes this Israeli political leader's book as "objec-

tive" and the Likud party's "Greater Israel" concept as "internally consistent, grounded firmly in Jewish and Israeli history," as compared to Yitzhak Rabin's Labor party view as more "politically correct abroad."

The thrust of Arens' book is that the Bush-Baker foreign policy team was unfriendly and unfair to Israel. Here's the thrust of what our own Secretary of State James Baker said about the same period on pages 540 and 541 of his book, *The Politics of Diplomacy*: "We helped Israel absorb hundreds of thousands of Russian, Syrian and Ethiopian Jews; we helped Israel establish relations with 44 countries, including the Soviet Union; we brought about the repeal of the 1975 U.N. resolution equating Zionism with racism; we ended the threat of Iraq; and we brought the Palestinians and other Arabs to the bargaining table." Not a bad record for an American presidency, which Moshe Arens characterizes as unfriendly.

So we're back to the question of *Foreign Service Journal* book review policy. Couldn't reviewers be held to certain critical standards?

C. Patrick Quinlan
Retired FSO
Silver Spring, Md.

To the Editor:

I read with great interest and profit [Karen Krebsbach's] recent article about U.S. policy for combating terrorism ("Strengthening U.S. Policy," October *Journal*). The need to know more will extend to many members of the Foreign Service. I was called out of retirement in early 1979 to work at the embassy in Iran only to be confined briefly as a hostage. While the employees saw the gathering demonstrations, we did

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 603 East
Bethesda, Maryland 20814
301/951-4111

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

ANNOUNCING...

\$69* 30-Day Rate

for Foreign Service Travelers to Washington, D.C.!

Are you coming to Washington, DC for 30 days or more? Want the benefits of an apartment without the hassles? The amenities of a hotel without the cost? We have the perfect solution for you... Lincoln Suites Downtown!

Your stay will include:

- Fully equipped kitchen or wet bar w/refrigerator, microwave, stocked coffee/tea maker
- New electronic key lock system
- New state-of the art phone system with voice mail
- New remote-control television with HBO, ESPN, & CNN
- FREE use of Bally's Holiday Spa
- FREE weekday Washington Post
- 24 hour Fax Service
- Same-day dry cleaning/laundry services

And you couldn't ask for a better location!

You are within walking distance of most of DC's best attractions and Washington's METRO system, so getting around town is a breeze!

Lincoln Suites Downtown

(Formerly known as Hotel Anthony)

1823 L Street, NW • Washington, DC 20036

For reservations call:

Phone: (202) 223-4320

Toll Free: (800) 424-2970

* Per night based on single occupancy. Taxes are not included. Based on availability. Minimum stay of 30 consecutive nights. Daily rates also available. Offer expires 1/31/96.

** Present this ad at check-in for a Gift Certificate good for \$25 in FREE Groceries!

**FREE
GROCERIES!**
with this ad**

PASSPORT



*The Area's Largest
Diplomatic Dealer*

**FREE SERVICE
LOANER**

BMW'S from \$22,425

THE WASHINGTON AREA'S LARGEST BMW DEALER
Special Factory Leasing & 5.75 Financing Available

Larry Burgess
Sales Manager

Contact:

Jay Klein
General Manager



*325 is
Coupe*

PASSPORT BMW

5000 Auth Way • Marlow Heights, Maryland

(301) 423-8400

Call Today For A Home or Office Appointment

LETTERS

not understand the underlying reasons for the growing unrest that led to the attack on the embassy compound on Valentine's Day.

I wonder whether enough is being done to comprehend the various reasons why people join these terrorist groups. Is it simply done for thrills or is there a more serious purpose to expand the faith, as with Islam, or is it due to the increasing urban population? It may seem to these people that terrorism is one way of breaking out of the constant cycle of poverty and despair. Certainly, a better analysis of these factors would be useful in combating terrorism.

In the list of remedial measures to be taken up by the House, the author does not mention the use of capital punishment. Would not its use help to deter and reduce the numbers engaged in terrorism?

The article mentions that there are divisions among the terrorist groups — that is an encouraging sign, which will surely be exploited by those who oppose terrorism. Likewise, you note that the United States has not ratified the treaty meant to control the use of plastic substances. Is this reluctance based on congressional indifference, or technical problems? Finally, the article concludes with a chilling but effective quotation that "we'll never be able to control terrorism." That certainly is an important challenge to be worked upon.

*Paul M. Miller
Retired FSO
Springfield, Va.*

To the Editor:

I would like to plead for publication of an article about the abandoned, by which term I mean the

LETTERS



Vietnamese local employees and former employees of U.S. foreign [affairs] agencies abandoned against their will [when] Vietnam fell to the Communists in 1975. If there ever was a rationale for keeping quiet about them because of possible risk of compromising their situation even further, that putative rationale has surely lost whatever validity it ever had. We members of the Foreign Service community need to be reminded what extraordinarily fine people our Vietnamese employees were; we need to be told how much they suffered because of their association with us, and we need to be told what we can still do to help them.

I would also like to take this opportunity to say how much I enjoy the *Journal*. I honestly can't imagine how anyone could enjoy it more than I do. I lose no opportunity to recommend it to others. I am convinced that your effort is to provide information that is useful and that we are not likely to find elsewhere.

Finally, I would like to cite a recent article in the *Journal* that I particularly enjoyed, in part because I myself served as an FSO for the U.S. Information Agency (USIA) in Vietnam: "His Own Private Vietnam" (July *Journal*) by Daniel A. Strasser. I found myself thinking, "Ah, there's a rare bird, indeed, someone who really did know the language, someone who listened to Vietnamese and someone whose reports must surely have contained abundant useful information if any of it had survived the Saigon filtering system and reached Washington." Yes, Vietnam was long ago and far away, but not so long ago and not so far away that we cannot still learn from that experience.

James H. De Cou
Retired FSO, USIA
Le Vesinet, France ■

NTA

NATIONAL TEMPORARY APARTMENTS, INC.

Short-Term Furnished Apartment Specialists

Comfortable

Fully furnished one, two or three bedroom apartments to your specifications. All linens, towels, kitchenware and other amenities provided.

Cost Effective

Far less expensive than most hotels or suites.

Convenient

Locations all around Washington, D.C., Northern Virginia and Maryland.

One phone call and we do all the work.

(301) 495-8927

(30 day minimum stay)

8737 Colesville Road, Suite 302, Silver Spring, MD 20910

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 International** 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 International

8111 LBJ FREEWAY, SUITE #585 DALLAS, TEXAS 75251

TELEPHONE: (214) 783-4915 FAX: (214) 783-0545

CALL: (800) 256-5141

A WOOD-WILSON COMPANY





CLIPPINGS



*Assistant
Secretary of
State for
European
Affairs Richard
Holbrooke,
known as
"raging bull,"
around the
State
Department
"in public ... is
very dignified.
In private, he
yells and
screams at us."*

**-UNIDENTIFIED
BALKAN OFFICIAL
NOV. 22. THE
WASHINGTON POST**

LETTERS REVIEW KENNAN POLICY

Statesman "George F. Kennan sent a telegram [almost 50 years ago] whose consequences have vibrated through our lives ever since," the editors of *American Heritage* said in an introduction to a letter exchange between U.S. historian John Lukacs and Kennan about the origins of the Cold War. The letters were written between December 1994 and last April and appeared in the December issue. The editors believe the letters are "a magisterial summary ... of the process through which America's heroic wartime ally became our dreaded foe."

Kennan wrote, "I entered upon my work as [U.S. Ambassador] Averell Harriman's deputy in Moscow in 1944, painfully aware that a massive misunderstanding was already establishing itself in the minds of the American governmental leaders on the subject of the character of the regime with which they were dealing in Moscow. ... This portended serious disillusionment and unpleasantness ... in the future."

Kennan knew that Harriman looked to him only for the routine day-to-day operations of the embassy and did not "particularly welcome any expressions of my own views on problems of wartime policy. But I continued, as gently as I could ... to remind him that the regime we were dealing with was one whose aims for the post-war world were far different from our own."

Kennan's chance to tell "the whole truth" to Washington came in 1946,

when he was temporarily in charge of the embassy while Harriman was away. Kennan received a routine request from the Treasury Department, which wanted him to explain Soviet "intransigence" about the World Bank. In an 8,000-word telegram that Kennan described as "all neatly divided, like an 18th-century Protestant sermon into five parts," he laid out the "Kremlin's neurotic view of world affairs." Later known as the "Long Telegram," it became the founding document of the policy of containment, the cornerstone on which the West built its Cold War strategy. This strategy is discussed between the two writers in the *Heritage's* 13 pages of the letter exchange between the 91-year-old Kennan and his friend Lukacs.

US VISA SEEKERS SHUT OUT IN KIEV

"What staggered the hundreds of Ukrainians who crowded as usual for visas at the U.S. Embassy [Kiev] was that the American government — reputedly the world's richest and most powerful — had suddenly become nonfunctional," reported James Rupert in the Dec. 16 *Washington Post*. The embassy's handful of visa personnel typically process 200 applications a day and, as usual, about 4 a.m. Ukrainians began lining up outside the embassy. At 9 a.m. the head of the consular section walked out to the street to explain the budget crisis in Washington and the consequence in Kiev: no visas.

Victoria Sloan, the embassy press officer, said that visa services had



CLIPPINGS

been one of the few embassy functions to cease operating. Rupert wrote that embassies are required by law to sustain "essential services," such as maintaining U.S. national security — including contacts with foreign governments — and providing services to Americans in need. Most of what overseas embassies were doing was defined as "essential." Only 9 percent of the overseas State Department workforce was furloughed.

Other U.S. embassies from London to Buenos Aires turned away visa seekers, sent staff home and suspended some operations. In Toronto, 17 of the 23 consulate employees were on the job on Nov. 15, and visa applicants were turned away in the early morning, so they "didn't have to wait too long in the snow," Rupert wrote. Mexico City built anti-riot fences in front of the embassy after a small protest erupted on Dec. 14 over the closure of the American Consulate. In Buenos Aires, which issues as many as 1,500 visas a day, a spokesperson confirmed, "There is not a good understanding about this."

USAID COMBS BUDGET FOR HAIR CARE FUNDS

The U.S. Agency for International Development (USAID) gave a \$300,000 grant to a black-owned Chicago hair care company to train South Africans as hair care professionals, reported Sara Fritz in the Nov. 18 *Los Angeles Times*. The money was awarded to Chicago-based

Soft Sheen Products, Inc., on a non-competitive basis over the objections of many experienced USAID officials in South Africa, one of whom said the hair care project was widely viewed within the agency as "a joke." Fritz reported that Soft Sheen failed to fulfill its commitment to train as many as 2,000 South Africans, placing only five people in hair care jobs.

Although the Soft Sheen grant marks only a small failure in the broader context of the multibillion dollar foreign aid program, the misguided project is viewed by critics — inside and outside the two governments — as emblematic of serious problems stemming from a controversial policy of racial preference that governs U.S. aid to South Africa, wrote Fritz. The three-year-old directive urged USAID officials to give grants to black-run organizations and actively discouraged grants to white-led groups. Complaints rose from so many quarters that a host of federal agencies are looking at the legality and appropriateness of the grants.

USAID's Inspector General's Office has already concluded that an unspecified amount of money was disbursed improperly to politically connected U.S. organizations. The General Accounting Office and two other government agencies are also investigating USAID's race-preference policy, according to Fritz. Nevertheless, USAID officials strongly defend the philosophy of giving preference to black-led groups in the United States, reasoning that they have better rapport than white-led groups with black South Africans.

50 YEARS AGO

"I have talked about the loyalty you owe to your nation, to the Service and to your colleagues," wrote FSO George V. Allen in the January 1946 *Journal* in an essay on Foreign Service ethics. "Loyalty works both ways. Often, I regret to say, this feature is lost sight of in the Department of State. Particularly in the war years, the department, in the frenzy of trying to best man the posts, has shown insufficient consideration for the [people] in the field."

On another aspect, he wrote, "We should always remember that as a public servant, we are paid by U.S. taxpayers. This fact is [sometimes] forgotten when Americans come into our offices abroad, especially when they request extraordinary services."

CLIPPINGS

Sen. Jesse Helms' (R-N.C.) "blackmail holds of [envoy] nominations are a guerrilla's way of conducting public business."

- EDITORIAL, THE WASHINGTON POST, Nov. 29

"Harry Belafonte has more credibility there than Tony Bennett," a USAID official said, according to Fritz.

TRACKING PERFORMANCE OF U.S. AMBASSADORS

Critical reports by the State Department's Inspector General's Office on chiefs of missions, especially non-career ambassadors, may reach the secretary of State's office, but rarely that of the president who appointed them, wrote retired FSO James G. Lowenstein, a former ambassador to Luxembourg and a deputy assistant secretary of State who is now a senior consultant at APCO Associates in Washington. His remarks were published Dec. 5 in *The Christian Science Monitor*.

"It sometimes seems that distance lends, if not enchantment, at least immunity from scrutiny," Lowenstein wrote. "The president doesn't need performance reviews on those he sees daily, but devising a method to replace ambassadors who are not performing well — whether they are political appointees or come from career ranks — will make American embassies more effective."

Lowenstein suggests presidents monitor ambassadors with their own inspector "who would report only on chiefs of mission — both career and non-career — and only to him. What action the president then chose to take would, of course, be up to him and only to him. But at least he would know when an ambassador was a liability rather than an asset." ■

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 **\$61.63** Minimum 30-day occupancy

AVALON PROPERTIES — A COMPANY THAT CARES ABOUT OUR RESIDENTS



SPEAKING OUT

Downsizing, Privatization of Some Diplomatic Tasks Makes Sense

By CHARLES A. SCHMITZ

The end of the Cold War, the advent of new communications technologies, the worldwide trend toward decentralized government and the increasing importance of trade and economic — rather than political — relations require major changes in Washington's method of conducting diplomacy. Congress and the administration need to rethink the importance of each foreign country to U.S. interests and adjust the U.S. diplomatic presence accordingly. Many of the functions now performed by embassy personnel in many countries are irrelevant, and many essential embassy functions could be performed equally well and at much lower cost by local hires or even private organizations.

Policymakers need access to accurate information about, and sometimes the ability to influence, internationally significant events and plans beyond U.S. borders. That requires an official presence on the ground in strategically and economically important countries. But the United

Some foreign missions could be closed, with U.S. interests attended to via telecommunications and occasional visits.



States does not necessarily need a full embassy complement — with highly classified storage and communications facilities, Marine guards, motor pools, personnel and payroll officers and nurses, etc. — in every U.S. diplomatic mission. Nor does the United States need to maintain an embassy in every foreign capital.

Ultimately, the foreign policy community must accept that Washington need not have a significant physical presence everywhere there is some U.S. interest. It's conceivable that the U.S. government could close many of its foreign missions and attend to American interests via telecom-

munications and occasional visits. Washington could begin immediately to reduce the size of existing foreign missions — with from six to 10 substantive officers and minimal in-house administrative support in each — in countries of middling importance, and maintain very small embassies or simple legations — one or two officers responsible for several missions in the same region — in countries of marginal importance.

Decisions about the opening of new U.S. embassies and staffing of existing embassies are generally policy driven. During the last two years, for example, the United States has opened embassies in the 14 former Soviet republics and greatly expanded staff in U.S. embassies throughout Eastern Europe. Such moves were rational and supported by the American public, largely because of the powerful symbolism involved. An American embassy signifies "arrival" on the international scene and validates the independence of a new country, which is extraordinarily important for countries recently emerged from colonialism or subjugation to Moscow.

However, budgetary pressures prompted Secretary of State Warren Christopher to announce last May the closing of 20 to 25 posts, mostly in Africa, though he

Charles A. Schmitz worked for 25 years in the Foreign Service in Morocco, Japan, Panama and Germany. He is chairman of Global Business Access, Ltd., in Washington, D.C., an international consulting firm. This piece was excerpted from a policy analysis published by the Cato Institute of D.C.

The Suittest Deal in the Nation's Capitol

from

\$50*

(minimum 30 days)

*Based on availability

- Tastefully appointed Junior & Executive Suites
- Rooftop Swimming Pool (Seasonal)
- Game Room
- Valet Parking (50% Discount)
- Convenient to Metrorail & White House
- Minutes to Connecticut Ave. Shopping
- HBO, ESPN, CNN
- Daily Housekeeping Service
- International Direct Dial Telephone
- Health Club Privileges
- On-Premise Coin Operated Laundry Facilities
- Same Day Valet Service

**HOWARD
JOHNSON**

*Hotel and Suites
Washington, D.C.*

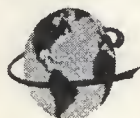
1430 Rhode Island Ave, NW Washington, DC 20005
202-462-7777 • 800-368-5690 • Fax 202-332-3519

Low U.S. Telephone rates are available overseas!

It's GlobalPhone's "Callback" service, and it allows you to take advantage of low U.S. telephone rates from anywhere in the world. If you travel overseas, or if you have family or business in other countries,

GlobalPhone's new service can save you up to 75% over your existing rates. Apply today and we'll issue you a personal calling card you can use immediately, plus a complete information package. The following GlobalPhone rates are for calls from the listed country to the U.S.

Call from	Per Min.	Call From	Per Min.
Australia	\$0.40	Germany	\$0.49
Brazil	\$0.89	India	\$1.05
Egypt	\$1.18	Japan	\$0.53
England	\$0.34	Singapore	\$0.49
France	\$0.48	Venezuela	\$1.01



GLOBALPHONE

3916 Lincolnshire Street Annandale, Virginia 22003 USA
Tel: 703.256.3399 Fax: 703.256.1313

SPEAKING OUT

didn't disclose what factors would guide decisions about choosing those posts. Christopher spoke of a "principle of universality" that requires an embassy in every country "with only rare exceptions." Universality of what? Conferred by whom? For what purpose? For the moment it seems that the "principle" means that we must have an embassy in every independent country for the purpose of signifying the political maturity of the people of the host country. Is conferring a kind of honorary degree of political maturity by maintaining an extensive diplomatic establishment the best way to spend U.S. tax dollars?

It is probably a good idea to maintain one officer in or near each commercially or politically significant capital to personalize messages from U.S. Cabinet secretaries and report the significant reactions of government officials or industrial leaders, the latter of which are quite rare. It is not necessary, however, to maintain highly trained diplomatic officers to convey routine *démarches* detailing how Washington wants the host country to instruct its delegate at the U.N. — or UNESCO or OAS or any of a dozen other international forums — to vote on the hundreds of resolutions that come up each year. When such messages are truly necessary, most could be delivered electronically. If face-to-face meetings or delicate negotiations are deemed important, short trips or even videoconferencing could fulfill many of the same purposes as a resident American diplomat.

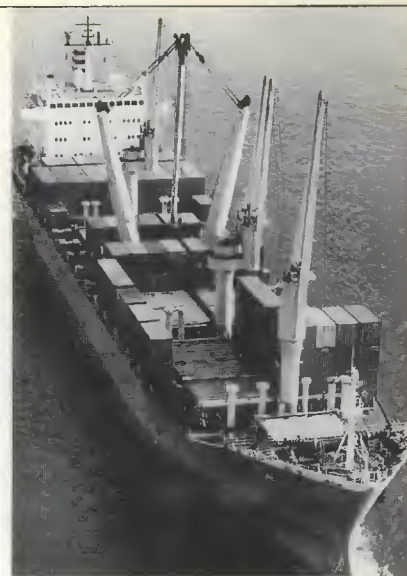
SPEAKING OUT

Washington needs to maintain consuls and consular agents in sizable cities to provide U.S. citizens with services and to pre-screen visitors and immigrants to the United States. Those functions are onerous, but even they can be made much more efficient. For example, American consuls now see visa applicants only after extensive preparation by local consular assistants, and their meeting is usually conducted via microphone through bullet-proof glass. The consul might as well not be there. He could as easily judge the demeanor of the applicant from interactive television or even from a videotape made by a consular assistant. Indeed, there's no reason why all visas cannot be processed electronically from regional centers or even from Washington.

U.S. foreign policy agencies could learn much from the downsizing of American companies — the value of contracting out rather than maintaining expensive full-time staff for many tasks, for example. Much of the work performed by U.S. government officials overseas could be performed just as well and much less expensively by local hires. Only a fraction of diplomatic information is in any way sensitive. Indeed, a low-cost clutch of local "stringers," personnel common to news wire services, might be able to obtain better information than do costly diplomats. Most of that information can be sent on unclassified networks. For consular work, too, many countries (and, in the past, the United States) have found Foreign Service nationals (FSNs), usually called "consular agents," as effective as expatriates.

Freighter Cruising!

Freighter World Cruises, Inc. is the largest agency in the country dedicated to freighter travel. We are North American General Passenger Agent for fourteen international shipping lines and represent others as well. Our twice-monthly newsletter, the *Freighter Space Advisory*, lists cabins, rates & itineraries available.



**One year
subscription \$29**

Freighter World Cruises, Inc.

**180 South Lake Avenue, Suite 335-H
Pasadena, CA 91101
(800) 531-7774**

Cal. Reg. #1018027-40

MARTENS VOLVO Dedicated to Diplomacy.

**Worldwide Delivery to Diplomats
and Members of International Organizations**



Contact: Dana Martens, Diplomatic Sales Director

VOLVO
MARTENS
CARS OF WASHINGTON, INC.
4800 WISCONSIN AVE., WASH., DC 20016

**202-537-3000
Fax 202-537-1826**

U.S.A.'s Largest Diplomatic Dealer



And, to supplement the efforts of the smaller number of officials on the ground, the U.S. government should subscribe to a large selection of news wire services for general information.

Take, for example, a typical "marginal" country like Niger, and try to imagine what might go on there of legitimate interest to the U.S. government. Niger is landlocked in the middle of the Sahara. Perhaps the country receives several hundred American tourists a year and the same number of American traders. There are few natural resources of commercial interest and only minimal agriculture. Its 9 million people account for a GNP of \$300 per capita per year by producing peanuts, cotton, livestock, millet, sorghum, cassava and rice. Its principal exports are uranium, cowpeas, livestock, hides and skins. The United States is its fourth-largest trading partner after France, Nigeria and Algeria.

In Niger, or any country of peripheral interest to the United States, the U.S. government needs to know the names and backgrounds of current power figures; any indications of incipient unrest in the urban centers; any threats to the security of the country; and anything particularly unusual, such as the appearance of new diseases, military build-ups, smuggling, or natural disasters. Access to such information, however, does not require an expensive U.S. diplomatic establishment. The U.S. government — or any foreign government — is probably capable of obtaining 95 percent of what it needs to know about countries such as Niger from readily avail-

able public sources. For specialized information, Washington could commission reports from local people. To better ensure accurate and unbiased analysis, such reports could be commissioned from two or more sources. Whether the stringers were Americans, local citizens, or third-country nationals would not be particularly important.

In addition to gathering information, American diplomats represent U.S. interests. Again taking the example of Niger, what messages does the U.S. government have to give to the government of Niger that can be delivered only by high-cost U.S. diplomats in the capital city? The typical representation message is an explanation of how the United States intends to cast its vote on some issue in one of the U.N. forums and suggesting that the recipient country do likewise. Such a message could be sent by telegram, fax or e-mail directly from Washington. If discussion is required, the one or two diplomatic agents at post or even ad hoc representatives could handle it.

Other examples of countries for which U.S. official business could easily be conducted with no American staff include Antigua and Barbuda, Armenia, Azerbaijan, the Bahamas, Bahrain, Barbados, Belize, Benin, Bermuda, Burkina Faso, Burundi, Cape Verde, Central African Republic, Chad, Congo, Cyprus, Eritrea, Fiji, the Gambia, Grenada, Guinea-Bissau, Guyana, The Holy See, Jamaica, Macedonia, Marshall Islands, Micronesia, Moldova, Palau, Qatar, Rwanda, Suriname, Trinidad and Tobago and Western Samoa. At these posts,

with no classified materials to worry about, the United States needs no more than two or three Americans, maximum, to handle U.S. interests. At least \$35 million could be saved by downsizing these posts.

In important capitals of the world, private diplomatic agencies — providing such services as embassy administration (motor pools, maintenance, cleaning, handling of visitors, etc.), public information, consular work and representation functions — would spring up. Diplomatic contracts would encourage dramatic growth in private information services, which would then compete to provide reliable information at a fraction of the cost that taxpayers around the world currently shoulder. The use of such agencies would not "privatize" diplomacy, but it would free diplomats from low-level information gathering and petty chores so that they could spend more time on the activities that demand their intelligence and training.

We in the foreign affairs community need to consider more deeply whether and how the machinery of diplomacy should be updated. Changed it will be, by the Congress and other politicians, for many wrong reasons — if it's not changed by professionals' recommendations ourselves. Diplomacy is not the ugliest part of the U.S. government — quite the contrary — but it is one of the few parts organized enough to lead the way in its own modernization.

In the interests of a better and more effective American diplomacy, the Foreign Service can prepare for its changed post-

SPEAKING OUT



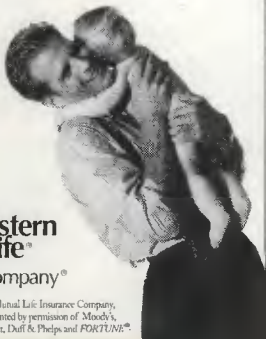
Cold War role by ending activities that are not important to U.S. national interests and by expanding the higher-value coverage and analyses for clientele beyond the foreign affairs agencies. Let's put forward a plan before others do it for us.

If the United States leads by reducing the size of its diplomatic establishments and making more use of modern communications technology and nondiplomat local agents, other countries will probably do likewise, especially if the new ways save public treasure. That would be a much needed change in the profile of world diplomacy to meet the demands of the post-Cold War era. ■

There are a lot of good reasons for choosing the Quiet Company.

Northwestern Mutual Life has always received the highest possible ratings from Moody's, Standard & Poor's, A.M. Best and Duff & Phelps. It has been voted "the most financially sound life insurance company" every year in a survey sponsored by FORTUNE® magazine. When you have a new reason for wanting the most secure life insurance, talk to the Quiet Company. Northwestern Mutual Life.

Lucy Chmielewski
THE WASHINGTON AGENCY
6849 Old Dominion Drive, Suite 400
Mc Lean, VA 22101
703/527-1674



Northwestern
Mutual Life®
The Quiet Company®

©1995 The Northwestern Mutual Life Insurance Company, Milwaukee, Wisconsin. Reprinted by permission of Moody's, Standard & Poor's, A.M. Best, Duff & Phelps and FORTUNE®.



HOME AWAY FROM HOME For FARA Members

For all FARA members we are proud to provide the best hotel values in the Washington, D.C. Metropolitan Area. Our housing inventory offers properties featuring studios, one-bedroom, two bedroom apartments, spacious suites and hotel rooms. You make the choice.

Each location has unique proximity to major federal centers around the Nation's Capital including FSI, State Department, the Pentagon, Arlington, National Airport, Old Town Alexandria, Foggy Bottom Metro Station, Georgetown, the Kennedy Center and the White House.

For more information on location, features and rates of participating FARA hotels call

Direct: **(703) 684-1825**

Fax #: **(703) 548-0266**

**FREE SHUTTLE SERVICE
TO N.F.A.T.C.**

FARA

FOREIGN AFFAIRS RECREATION ASSOCIATION
FARA HOUSING DIVISION, 610 Bashford Lane, Alexandria, VA 22314

TO BE A POLITICIAN

SECOND CAREERS AS POLS SEEN AS NATURAL
FOR FSOs WHO LOVED POLITICAL, CONSULAR JOBS

BY BILL SHEPARD

Many FSOs are attracted to the idea of politics. Some considered it as a career alternative before joining the Foreign Service. Others have wondered whether their political analysis skills would be useful in American elective politics. Some also recall former FSOs who have had successful American political careers, such as Sen. Claiborne Pell of Rhode Island, an FSO from 1945-52, and former U.S. Rep. John Anderson of Illinois, an FSO from 1952-55.

What are some of the opportunities and pitfalls in considering politics as a second career? Are there skills that transfer between diplomacy and domestic elective politics? As the only retired career FSO to win a major party nomination for a statewide office — I was Republican nominee for governor of Maryland in 1990 — I would encourage other FSOs to enter the political arena. But, undoubtedly, there are risks.

Foreign Service training and experience,

Bill Shepard is a retired FSO whose career ranged from vice consul in Singapore to consul general in Bordeaux, France. He was the Republican nominee for governor of Maryland in 1990 and now is Maryland co-chairman for the Dole presidential campaign.

especially political and consular experience, are a distinct advantage in entering elective American politics. Whatever the Foreign Service background, the interpersonal skills required for a successful Foreign Service career are valuable in the political arena. To some extent, consular activities, like a diplomat's representational endeavors, are the Foreign Service equivalent of political "pressing of the flesh." If one does not enjoy meeting people, then elective politics is probably not the correct career path.

As a political officer, I analyzed political events and reported on emerging trends and leadership. I often wondered, particularly when hosting American congressional delegations, how those skills would play in the American domestic context. I believe that they were directly transferable. If one can see clearly what's going on in Malaysia, there's no reason why one cannot equally analyze the political situation in Michigan or Maryland. Furthermore, one may well see it with fresh eyes, a bit more clearly than those who have never left the state. It is also entirely possible that one will bring a depth of analysis helpful beyond the analytical stage, into the field of elective politics itself.

I once heard the late Sen. J. William Fulbright on the radio discussing politics and diplomats. He said there could be a future for former

FSOs in politics, but the likelihood of success would be the greater in urban areas on either the East or the West coasts. That strikes me as an apt observation. But one should not assume that a diplomatic background itself confers an advantage in politics — barring some media-worthy event, such as successful hostage negotiations. Probably the last time that diplomats were seen as national leaders was in the heroic early age of the nation. Today, involvement in international affairs is broadly seen as negative. During my year as a congressional fellow with Sen. Robert Dole (R-Kans.), I was often surprised to note that senators and representatives interested in foreign affairs would conceal that interest while in their home states. Quite simply, it lost votes.

My own experience was similar. As a political officer in five different foreign settings, I analyzed political events and reported on emerging trends and on leadership, ranging from the institutionalized Communist left in Hungary to a spectrum of conservative parties in Greece, while in France I was responsible for reporting political trends in four regions, which together covered one-quarter of the nation. I often wondered, particularly when hosting U.S. congressional delegations, how those skills would play in the American domestic context. They played very well.

However, I was quite startled to read a 1993 editorial in the *Baltimore Sun* that noted I was an “unsuitable” candidate for Maryland office because of my years as a diplomat. Intoned a *Sun* pundit, “Bill Shepard speaks fluent Hungarian. But will they understand him in Dundalk?” *The Washington Post* editorials were a pleasant contrast to the *Sun*, perhaps because two members of the Editorial Board had Foreign Service experience.

And so, although a career FSO might be professionally well-equipped to explore an elective domestic political career, and — far more important — may well have the depth of background and diplomatic skills for domestic polit-

ical situations, there may be negative perceptions based on his former profession.

But the greater questions that must be faced are those of political roots and legal eligibility. Which state is the candidate’s home-leave state? Is his legal residence in the state of intended political activity? Are there legal requirements in running for office? I recall when Evan Galbraith, returning to the United States in 1986 as President Ronald Reagan’s ambassador in France, learned to his dismay that he had failed to meet New York’s legal residency requirements to run for governor of that state.

Any FSO who has lost touch with his native state and has failed to establish an effective residence elsewhere would definitely be lacking a political base. In deciding whether to have a serious look at a political career, therefore, the old real estate rule, “location, location, location,” is crucial.

In addition to the legal requirement of residence, political aspirants should do extensive homework. At a minimum, subscribe to several newspapers, weeklies as well as dailies. Read in some detail what is said about the last election cycle, including local and regional concerns, and learn the names of the opinion leaders in local politics, business and media. Then, as any competent political officer would do overseas, go out and meet the movers and the shakers, as if it were a new Foreign Service post.

Other options than that of political candidate also can be explored. Volunteers are eagerly sought by both political parties to lead precincts, to organize the vote, to chair political committees and to run for office as a member of the Central Committee of the county or city.

Foreign Service

training and experi-

ence, especially

political and consular

experience, are a

distinct advantage in

entering elective

American politics.

Service in this local political level teaches one a great deal about local political considerations, and does something to dispel the "outsider" label of the diplomat-turned-politician. There are also a number of political clubs that would welcome FSOs' interest and activity, and which could also serve as a springboard for a run at elective office. For example, my service as president of the Montgomery County Republican Club and as precinct chairman for the Central Committee was evidence of my political dues being paid.

Part of one's decision of whether to tread the political path depends upon the overview of the relative strength of the political party of choice in one's hometown region. Maryland, as late as 1990, was the worst state in the union for Republicans from the standpoint

of a two-party system in its state legislature. Since the chances of a GOP candidate winning were so slim, opportunities for Republicans running for elective office were correspondingly more open. For a Maryland Democrat, of course, the reverse was true, and largely still is true. A Democrat FSO interested in politics in Maryland would need an extended stage of political apprenticeship before having a chance to run for a major elective office.

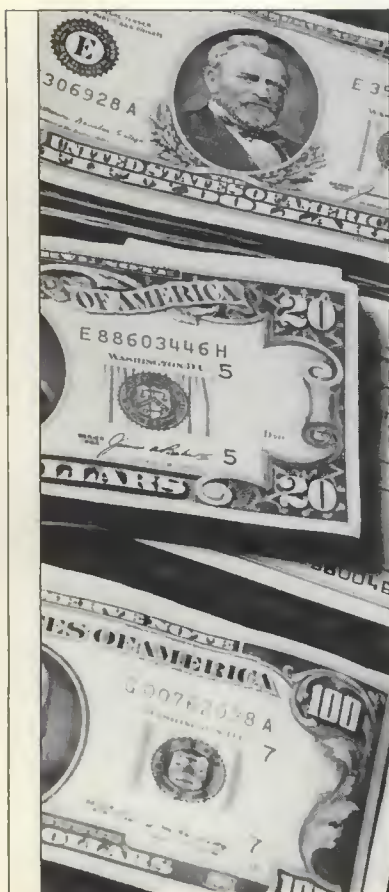
Political aspirants need to consider five components involved in running for office: issues, organization, money, the media, and the use of political consultants.

■ **Issues:** My first newspaper interview after declaring my candidacy for Congress in 1986 was with a reporter who wanted to know my stand on abortion. That was it. I waxed eloquent on the budget, terrorism, campaign reform, taxation

or other matters. But that did no good, and the interview was a disaster. Learn from my experience and research the hot-button issues, which now would include gun control, abortion, budget reform, school prayer and crime.

Nevertheless, serious-issue orientation will do one little good except with a minority of the electorate. Serious issues get little media coverage, since trivia dominates much election coverage. Nonincumbents are probably better off stressing three themes constantly, since voters can only remember so much about the new guy on the block.

■ **Organization:** One's campaign organization will be partly volunteer and partly professional. Political aspirants may want to hire professional staff to raise funds, to handle the media and to manage the campaign, in addition to having a political consultant and a media



Security you can count on for your financial well-being.

When you're living abroad, State Department Federal Credit Union can help you and your family manage your finances. We offer a wide range of loans and credit plans with competitive rates and convenient repayment options. We offer low-rate personal and car loans, education and home equity loans, MasterCard, mortgages and more. Call our 24-hour rate line at 703-706-5000 or 800-296-8882 for more information and apply by phone today.

Contact us for a LOANLINER® application, free "Overseas Service Guide" or "Member Service Guide." 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 liaison.

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

**S State Department
Federal Credit Union**
A tradition of service for over 60 years.

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



consultant. Volunteers by the careful will be needed to address envelopes, hold receptions, locate and post yard signs, staff campaign offices and do all the many other things necessary for a successful campaign.

If one is running over a large territory, the volunteer territory must be replicated — perhaps even statewide. In both 1990 and 1994 gubernatorial campaigns I had active volunteer groups in all 23 counties of Maryland, as well as in the city of Baltimore. Just remember that the actions of one's staff, whether volunteer or professional, reflect directly on the aspirant's candidacy.

■ **Money:** Perhaps the most difficult part of politics for an ex-FSO is the constant need to raise money. I have raised a total of half a million dollars for three campaigns over a decade, yet each campaign was severely underfund-

ed. Under the First Amendment, private funds can be used without limitation. But if no personal wealth is forthcoming, fundraising will be a continuing preoccupation. Under no circumstances should one proceed without a strict campaign financial budget.

■ **Media:** Media is classified both as earned — when reporters or editorial writers note in the news pages or editorials something the candidate has done that's newsworthy — and as purchased — advertising. Media buys, particularly television, are the major expense item of any campaign finance plan. In the best of all worlds, earned media would surround real substance, but that rarely happens. What interests reporters is controversy, not substance. Interviews with news reporters and editorial writers are important occasions and should be prepared with care. For an ex-

FSO, who is used to defending positions of substance before a critical audience, this can be a rewarding part of the process.

■ **Consultants:** Should one hire a political consultant? The answer to this is a guarded "yes." As one would do with any new employee, consultants should be interviewed by the political aspirant and references of past campaigns should be required fodder. Be clear on campaign strategy, salary, philosophy and such matters as negative campaigning. One cannot run one's own campaign and be a candidate at the same time, but the candidate must be entirely comfortable with those who represent him.

Still haven't lost the nerve? Allow me to mention the best part of politics: the opportunity to make a real contribution to the community and to effect needed change. One will find it worth the effort. ■

Welcome to Washington, D.C.

From \$60 per day, tax included—30 day minimum stay

Where *quality and luxury* are standard features, only minutes from NFATC, State Department, Pentagon, downtown D.C., and National Airport

Our premier fully furnished residences include

- Free garage parking with controlled access
- Private balcony
- Washer/dryer in each unit
- Fitness center, indoor pool, sauna, and jacuzzi. Racquetball at Courtland Towers.
- Free cable t.v. and local telephone calls
- Weekly maid service
- 24-hour attended front desk

Courtland Towers

1200 N. Veitch Street
Arlington, Virginia 22201
703-528-2700

One block from Courthouse Metro

For full service hotel accommodations

The Rosslyn Westpark Hotel

1900 N. Ft. Myer Dr., Arlington, VA 22209
703-527-4814 • 800-368-3408



Randolph Towers

4001 N. Ninth Street
Arlington, Virginia 22203
703-525-9000

One block from Ballston Metro



ROBERT C. FRASURE 1942-1995

Negotiators say Ambassador Robert Frasure's spirit was hovering over Dayton, Ohio, in mid-November when the three warring parties of the former Yugoslavia initialed a peace agreement ending the region's nearly four-year intractable and brutal struggle.

"I think this [agreement] would have made Bob very happy," muses Frasure's soft-spoken widow, Katharina Witting, in a telephone interview after the pact was announced. "He was a key architect of this agreement. He would have been glad to see that this hasn't all been for nothing."

Assistant Secretary of State for European Affairs Richard Holbrooke, who worked with Frasure for more than eight months to negotiate a peace agreement in the region, agrees that his colleague's legacy is in the preparatory work he left behind at the Bosnia negotiating table. "We wouldn't have gotten to Dayton without Bob and he was present there in spirit with us always," he says, noting that his deputy spent hundreds of hours alone negotiating with Serbian President Slobodan Milosevic.

The 53-year-old Frasure, a U.S. special envoy to Bosnia and State's deputy assistant secretary for European and Canadian Affairs, and two colleagues, Deputy

Assistant Secretary of Defense Joseph J. Kruzel and Col. S. Nelson Drew, were killed in an Aug. 19 car accident in the mountains above Sarajevo. The envoys' deaths stunned the diplomatic community, but sources say the accident may have jump-started stalling negotiations among the Serbs, Bosnians and Croats, which were dwindling just as American leadership was growing in brokering a lasting agreement.

Privately, Frasure told friends he was frustrated with the administration's half-hearted, fluctuating policy toward the region, and was particularly incensed when Serbs used U.N. soldiers as shields against a NATO attack. U.S. diplomats credit Holbrooke's and Frasure's skills — contrasted by the former's intensity and the latter's intellectual aloofness — in convincing Milosevic to arrange his own deal with the United States, bypassing the Bosnian Serbs. Between them, the two envoys' shuttle diplomacy around the Balkans in late summer helped cement a Bosnian cease-fire that stuck. But, say colleagues, it would take Secretary of State Warren Christopher's quiet professionalism three months later to cement the deal in Dayton.

"I hope this [peace accord] works," says Mrs. Frasure. "I know [Bob] wanted to take it to its end, and he would have persevered to this end. He knew that he was risking his life, as all diplomats do over-



**'DIPLOMAT'S DIPLOMAT'
LEFT LEGACY PREPARING
FOR PEACE IN BOSNIA**

BY KAREN KREBSBACH

F O C U S

'We wouldn't have gotten to Dayton without Bob and he was present there in spirit with us always.'

— Assistant Secretary of State for European Affairs Richard Holbrooke

seas, but you don't think it's going to happen to you. I can only hope that this ... finally happened because the State Department redoubled efforts after Bob's death to find peace."

Ambassador Robert C. Frasure was a diplomat's diplomat, an intellectually tenacious, skillful negotiator who shunned the limelight, working his magic behind the scenes, off the front pages of *The Washington Post*. His patience, diligence and efficacy were renowned among colleagues. For Secretary Christopher, Frasure will be remembered for his "sharp insight and wise counsel." For Holbrooke, he was "a brilliant diplomat ... always full of dry Southern wit ... with great tactical skills." To John Kelly, a former U.S. ambassador to Finland and a close friend of the family, Frasure "did things with common sense, overlaid with excellence." For former ambassador Donald B. Easum, who worked with Frasure in Lagos when the latter was a junior political officer, he was "a quiet and crafty sage with a Ph.D. in humor."

Frasure, say friends, thought of himself as a problem-solver. Indeed, the more problems, the more Frasure thought he was needed. This would earn the diplomat, as President Clinton told mourners this fall, "justifiably a reputation as a man for all crises."

But for Frasure, the successes of his 21 years of crises were far greater than his failures, as he served in posts in London, Bonn, Geneva, Lagos, Pretoria and Addis Ababa. He was a central player in critical negotiations leading to a peaceful transition to independence in Namibia in 1990; in the withdrawal of Cuban troops from Angola between 1988-91; in the final pullout of all Russian troops from Estonia by

August 1994; and in the secret airlifting of 15,000 Ethiopian Jews to Israel in 1991.

"He loved the Foreign Service," muses Katharina Frasure. "He loved the traveling, the challenges. The first thing he'd do when he was posted to somewhere new was to grab every book in sight that he could find on his new station. He'd read and read. That must have helped him enormously. He always wanted to be prepared, and he always was. He always wanted a challenge, so he picked the difficult assignments. He never wanted to take the easy jobs."

One of those tough jobs was as DCM in Ethiopia from 1988-91, where he "played a key role in the difficult and challenging days prior to and during the initial events that ushered in the period of democratic transition in Ethiopia," noted Ethiopian President Meles Zenawi in a note to Mrs. Frasure after her husband's death.

Robert Frasure "was a godsend to Ethiopian Jews in their hour of need," wrote New York attorney Joseph J. Feit, who worked with Frasure on the Ethiopian question. "He was one of those rare individuals who married deep compassion with extraordinary ability and integrity," he wrote in a letter to Mrs. Frasure. "There is an ancient Jewish tradition that the world is sustained on the merit of 36 hidden righteous people. Perhaps it is presumptuous of me to say this, but it is hard for me to believe that Bob would not occupy a prominent position on any such list."

Other FSOs found him modest and witty, although his stubborn all-or-nothing thinking and his sarcasm were legendary. "People loved to read his cables," recalls Mrs. Frasure. "They were always to the point, but they also had lots of humor, and included many quotations from his readings that stuck in his head, which would always liven up a dry cable."

Frasure took his writing seriously. "The most important thing to stress about Bob Frasure was the

Karen Krebsbach is the editor of the Foreign Service Journal.

F O C U S

intellect," says Chester Crocker, now a School of Foreign Service professor at Georgetown University and chairman of the board of the U.S. Institute of Peace, who knew Frasure for many years, including when Crocker was assistant secretary of State for African affairs. "He was really inspired. His intellect would cut right through all the underbrush and get the fundamental grasp in a negotiating experience. He could put on one page the precise political situation that one was facing. He had the ability to crystallize and sum up — he was excellent at writing short memos — exactly how the world was organized and precisely what you needed to do when you walked out the door. Very few have that talent."

The two men worked well together. For the better part of a decade, according to Mrs. Frasure, her husband "found himself caught up in Chet Crocker missions," serving essentially as Crocker's chief of staff on conflict resolution initiatives from 1981-89. "But it was a relationship of mutual admiration." Frasure's work in Ethiopia would earn him the Presidential Medal of Honor in May 1991.

"He was the finest American diplomat of our generation," penned Nick Burns, the State Department spokesman, in a handwritten note to Mrs. Frasure after the accident. He worked with Frasure at the White House when the latter was special assistant in African Affairs to the president at the National Security Council (NSC) from 1990-91. "His work in Estonia and at the NSC was unrivaled and demonstrated his unique gift for language, negotiation and conciliation. I always found Bob to be unfailingly honest, perceptive and dedicated."

It was that dedication that President George Bush tapped when he asked Frasure to open the U.S. Embassy in Estonia in 1991, shortly after the collapse of the Soviet Union. Frasure could only say 'yes,' traveling to Tallin as chargé in 1991 and being confirmed as ambassador in spring 1992.

"Had [Frasure] not been in Tallin when he was, many things that have gone right in the past four years would have gone in a very different direction," pointed out Paul A. Goble, a daily newspaper editor, in an opinion piece in *The Baltic Independent* the week after the accident. "Frasure played the central role in American efforts to help Estonia give new content to its restored

independence." His work in Estonia earned him the U.S. Presidential Medal for Exceptional Service and the Estonian Grand Cross of Maarjamaa (St. Mary's Land), the latter given posthumously.

"Bob's dedication to what is good and right in this world, and the skill with which he pursued those goals, was the most evident in his work on the negotiating process for the withdrawal of Russian troops from Estonia," pointed out President Lennart Meri at an Aug. 22 memorial service in Tallin. "[He] played a great personal role in guaranteeing the true independence of Estonia."

One crisis resolved, another to go. In summer 1994, the family returned to D.C., and Frasure was promoted to deputy assistant secretary of European and Canadian Affairs.

But it would be Christmas 1994, when the war in the former Yugoslavia had escalated to its most bloody apex, when Frasure first heard that Secretary Christopher was looking for "someone who could be another special envoy to the former Yugoslavia," Mrs. Frasure recalls Bob telling her. "He didn't want to do it. He was reluctant to take on such a major project, with the kids at this uncertain [teenage] age. He thought they only wanted him temporarily until they could find someone else. But they had no intention of finding someone else."

But even if his first steps into the quagmire were reluctant, Frasure, as usual, was determined to excel. "American diplomacy in the former Yugoslavia has been frequently muddled, generally counterproductive and sometimes spiteful," *London Times* columnist Misha Glenny wrote in the Aug. 21 edition. "But the work of Robert Frasure was a glorious exception to that rule."

By spring 1995, Frasure had brokered a hard-won deal with Milosevic, in which the latter agreed to drop his insistence on the lifting of sanctions in exchange for Bosnian recognition, and to accept the principle of suspended sanctions. The deal, opposed by many in the Clinton administration who believed Serbia should be more severely punished for its war crimes, failed. It would take another six months before a new agreement was negotiated that would stick. But for Robert Frasure, it would be too late.

Holbrooke says the State Department will soon announce the creation of the Ambassador Robert

F O C U S

*Katharina Witting Frasure and Robert Frasure would
have celebrated 18 years of marriage this month.
The two met in 1975 in Bonn.*

Frasure Memorial Award, to be given in the late envoy's memory, for creative diplomatic negotiating.

Katharina Witting Frasure sits outside her brown clapboard house, with its wide wraparound porch, and watches as her two dogs, the golden retriever, Honey, and the black cocker spaniel, Shikka, chase each other around the large backyard. She is talking about anger, and about loss, and she is talking about how cathartic anger can be in coping with loss. But specifically, she is talking about life with Bob, with whom she would have celebrated 18 years of married life this month.

But anger has served her well since the tragedy. Her Sept. 21 letter to the editor of *The Washington Post*, which responded to published comments of Sen. Phil Gramm (R-Tex.) about "diplomats' high hats and marble palaces," has become the stuff of lore in diplomatic circles both inside and outside the Beltway.

"I am outraged at Sen. Phil Gramm's unqualified, superficial observations about the life of diplomats. ... My husband ... and two colleagues lost their lives in Bosnia carrying out their duties as government servants. Our diplomats are some of the finest, bravest, most courageous people I have ever met. In the past 10 years alone, my husband and I mourned the death of seven of our friends and embassy colleagues. ...

"I am outraged also because I remember the dangers as well as the many hardships our family endured in Bob's 20-year career. We faced danger from flying bullets, exploding grenades and bombs and harassment and violence by 'security forces' (directed at the children and me, to 'get even' with my husband, causing prolonged trauma to two small girls). Bob's plane and helicopter were shot at while ... on peace missions to Angola and Namibia. Bob battled a life-threatening tropical disease. We often lacked basic foods and medical care, and our teenage daughters were home-

schooled out of necessity. We faced it all, we lived it all, some of it repeatedly. Easy life? Mr. Gramm should try it. We in the diplomatic service do not generally complain. We do what we have to do. But we strongly resent unqualified remarks by people who have not been 'out there' in the field."

Recalling that letter and the outpouring of letters and calls it generated to her, Mrs. Frasure offers a weak smile. "Yes, it's been a very difficult life," she says. "But it's also been a very satisfying one." Frasure turned down numerous job offers in the private sector, so that he could keep working as a diplomat, including one offer that would have netted the family a free house and a generous \$480,000 annual salary. But it was not enough.

Money was not what drove Bob Frasure, not what satisfied him deeply. "He was interested in what he was doing," she says. "He was not interested in money. Bills, income taxes, those were things I did. As many of Bob's admin[istrative] officers can tell you, Bob and money were two separate things."

Frasure had been a 32-year-old professor of political science at Duke University, the son of a West Virginia college professor and his public school teacher wife, when he decided to join the Foreign Service in 1974. His first assignment would be a six-month negotiating assignment in Geneva, and then his first junior posting to Bonn for 2 1/2 years.

When Frasure met the lithe, hazel-eyed German Witting at a 1975 dinner party, they fell instantly "in love" with each other, she recalls. She was a college professor of English literature, with tenure for life, who was finishing her Ph.D. "We just sort of enjoyed being together," she recalls. "He was a great partner in conversation. We'd talk politics or history. We had a lot of things in common. It was so easy to be with Bob. He had a brilliant mind, coupled with a terrific sense of humor. The combination of the two attracted me.

F O C U S

"We had shared two years of a wonderful friendship together and all we could think about was how we didn't want to leave each other." She was drawn to his love of literature, his idealism about his Foreign Service career and his sense of humor. They read Shakespearean sonnets together at his Bonn apartment and shared long walks and cycling trips at her country house outside the city. Sometimes, they'd share a bottle of wine over a book of poems or short stories under a shade tree, where he would drone on about his favorite American author of the South. The only thing they never agreed on was music: She loved classical and he had a yen for country-western. But, like everything else, they worked it out: Classical would be the rule at home, while he listened to C&W tapes in his car.

Both had been married once before and neither wanted to make another mistake. Neither would. Right before his next posting in Nigeria, he invited her for a long trip to his home state of West Virginia and along the East Coast, a trip she chronicled for him in a scrapbook of photos. Months later, back in Bonn, she awaited his Wednesday night phone calls from Lagos — always between 5 p.m. and midnight. It was on his second crackling phone call to her, in September 1977, that he proposed over the long-distance cable. How long did it take her to consider the offer? "I had no hesitation," she says, shaking her head. "I knew I wanted to marry him."

They reunited in Bonn the following Christmas, and drove north through Germany to Copenhagen, where they were wed in a small ceremony in January, after a three-year courtship. She joined him in Lagos in late April, after the semester ended.

It would be a tumultuous 18-year ride around the world for the pair. Probably the couple's most difficult posting was South Africa, where they moved in 1986, and where the family faced "tremendous harassment" due to the country's political upheaval. But it was a great job for Frasure, who knew all the key players, and though the capital would move two times — from Pretoria to Capetown and back to Pretoria — the family finally opted to live in Capetown and have Bob commute. Despite their fear, they braved the violence all around them, but when the first rock came through the window of her daughter's bedroom, Mrs. Frasure asked the U.S. embassy for round-the-clock security both

inside and outside the house. "We were harassed horribly," she recalls. "It got to the point that we couldn't move from the house without being followed. It was particularly bad for the two girls, who were going to grammar school. They were very frightened."

But the family felt most at home in Addis Ababa, where Frasure was DCM and, due to the ambassador's illness, in charge much of his posting. "The embassy family in Ethiopia was fantastic," Mrs. Frasure recalls. "It was our favorite post. We made some of our most lasting friendships there. And besides, the Ethiopians loved us, though the government didn't, and that made a big difference."

But, as any Foreign Service family knows, spouses can depend only on each other, and it was this "terrific partnership" that kept Katharina Frasure by his side.

That, and the fact that he was "a wonderful father" to the couple's two daughters, she says. For this reason, "it's been so difficult" for Sarah and Virginia, now 15 and 16, who Mrs. Frasure says had a special relationship with their dad. Those nights he wasn't traveling, the family's ritual was the same: a long, leisurely dinner by candlelight, with plenty of conversation. "We'd always try to sit together at night and talk about the day's events," Mrs. Frasure recalls. "It was a very important part of our day. It was something we all found very special." And later, the girls were treated to bedside chats about their schoolwork and friends, part of the evening routine they found "a very important part of their day," she says. "But that was Bob, his first thoughts were always the kids."

But, unfortunately, most of those thoughts came when he was away from his family. Frasure's travel schedule was always exhausting, especially during the last two years, since the family's return to Washington. "It used to be a joke between us that he wasn't home for 60 to 70 percent of our anniversaries and birthdays," she says.

But for those weekends when he was home, the couple would spend their private time "poking around dusty cellars of fancy stores" in search of antiques. The Frasures had often talked of owning a small antique store, selling the kinds of Victorian pieces that decorated their home. But it's their 1760

farmhouse in the Shenandoahs, where the couple was vacationing when Bob was pulled away for the fatal peace mission, that the family cherished most. The couple had spent many weekends refinishing and remodeling the house and filling it with their new love: early American pieces. Katharina cherishes the house, since it holds the freshest memories of her husband.

Stephanie Frasure Goff, the 30-year-old daughter of Robert Frasure's older brother, Carl, who was especially close to her uncle, also has fond memories.

She treasures the dozens of postcards he sent her from his assignments around the world. "He traveled to all these fantastically exotic places, and in the mind of a little girl who lives in a small town in West Virginia, that postcard was always important," she said in a telephone interview. "For somebody who was so busy, to find the time to think of a 7-year-old back home was probably pretty hard. When I look back on my uncle, that's what I think of most."

For the Frasure family, the hundreds of holiday cards and letters of condolences have meant a great deal, including the letters and phone calls from those who worked with the ambassador on the Bosnian issue. President Clinton eulogized Frasure and his two fallen colleagues as "quiet American heroes who gave their lives so that others might know a future of hope and a land at peace."

And as a European, Katharina Frasure finds the war in the former Yugoslavia "awful, especially following so closely after World War II. I know Bob wanted to bring this [conflict] to an end and I know he wanted peace more than anything. I hope that those poor people will find peace."

Due to the legacy left by her husband, and the positioning of NATO peacekeeping troops in Bosnia, that lone hope of Katharina Witting Frasure may be realized. If the peace accord sticks, she says she's sure Bob would have considered it a great triumph. "Yes, if that happens, [this all] would have been worth it to Bob, that I know for sure," she says, her voice lowering to a whisper. "But, no, it all wouldn't have been worth it to me." It's difficult to believe it would it have been worth it to Frasure the diplomat, if it is not enough for his widow and two fatherless daughters. ■

ON CHANGE

BY KATHARINA WITTING FRASURE

Bob's favorite African flower, the Protea, was named after the Greek sea god, Proteus, who symbolizes the universal essence of change.

The ancient Greeks believed that the only constant feature of human life, politics and history was change. That is, of course, a paradox, and it was one which was very much pondered over in Plato's "Athens." It's still true today, still a paradox, and still very uncomfortable for most people.

The notion that change is an inevitable and immutable part of life is uncomfortable because it individually underlines the mortality of each one of us — not a subject we care to think about on a daily basis. It means — no doubt about it — an irreversible progression through a series of way stations on the road to the unknown, an unsettling road map. Or, as Socrates said at his condemnation, "So then we go, I to die and you to live. It is known only to God which one of us treads the better path."

But the Greeks believed that the acceptance of the inevitability of change was the key to understanding reality in human affairs. At the least it allowed one to shed the comfortable illusion that somehow, hopefully, tomorrow will be exactly like today. And it also allowed a person or a people or a nation to deal with the future — and accept it — more realistically.

There is a special message in all of that for us at the State Department, given the changes, the challenges this profession brings with it. Bob loved what he was doing; he loved the changes and the many challenges his career offered. And it is here, perhaps, in this profession more than any other, that the "permanence" of our daily lives is inextricably interwoven with the certainty of change. We all have to learn to accept change. ■

Katharina Witting Frasure is the widow of the late Ambassador Robert Frasure, who was killed Aug. 19 while on a U.S. peace mission in Bosnia.

FREDERICK C. CUNY

1945-1995

It was, in fact, a celebration, the service for Frederick C. Cuny hosted by the Carnegie Endowment for International Peace. When friends, family and colleagues gathered in Washington in September to mark the outspoken advocate's death at age 50, they found themselves remembering instead his exemplary career in disaster relief. They praised his work in Bosnia, in northern Iraq, in Somalia; they hailed his idealism and ability to get things done. They said goodbye to a humanitarian cowboy; they mourned the passing of a man of vision.

"The death of Fred Cuny is a great loss to the world community," J. Brian Atwood, administrator for the U.S. Agency for International Development (USAID) said in eulogy. "We feel his absence strongly at USAID, where he worked as a frequent consultant and adviser and was a friend to many. ... People like Fred Cuny shape the nature of international humanitarian assistance and his legacy will live on. We in the U.S. government will miss his creative ideas, his personal interest in disaster victims, his commitment to international humanitarian principles and his courage and confidence to speak his mind."

After an extensive search, Cuny, who disappeared in Chechnya last

April — along with his translator and two Russian doctors while on a fact-finding relief mission for the humanitarian Soros Foundation — is presumed dead, according to family members. Cuny, who was researching where the foundation's money could best help the Chechens, had suggested building a medical center and an emergency radio station and distributing home repair kits. Although the circumstances of Cuny's death are shrouded in mystery, Fred's youngest brother Chris and his 29-year-old son Craig believe that he was executed on April 14. One bitter

irony: A Russian disinformation campaign — that he was anti-Islamic and a spy for the CIA — is believed to have led the Chechens to execute the very man who was doing so much for them. Chris Cuny, at a Moscow press conference in August said, "Let it be known to all nations and humanitarian organizations that Russia was responsible for the death of one of the world's great humanitarians."

Indeed, Fred Cuny's name was legendary in humanitarian circles. Often called the "Red Adair of disaster relief," Cuny was also an activist Democrat, a prolific writer, a skilled pilot and a former civil rights worker. In the post-Cold War world, he set a standard by which humanitarian work would be measured. In the ongoing debate over the future of foreign aid, it may



**'HUMANITARIAN COWBOY'
LED RELIEF EFFORTS
IN 25 YEARS, 60 NATIONS**

BY CHRISTOPHER MERRILL

F O C U S

*'We feel his absence strongly at USAID. ...
[Cuny's] legacy will live on.'*

— USAID Administrator J. Brian Atwood

be useful to recall what he accomplished — and what he believed.

Although he was born in New Haven, Conn., Cuny thought of himself as a native of Texas, where he and his family moved when he was a baby. His parents, Cene, a TV executive and Charlotte, a preschool teacher, still live in Rockwall, a Dallas suburb, near where the couple raised their four sons. Fred considered himself "a swashbuckling self-promoter and fanciful raconteur," according to his father. "Behind the bravado, however, was a careful, tireless man determined to make a difference."

Fred Cuny earned his pilot's license as a senior at Byron Adams High School in Dallas, hoping to fly for the U.S. Marines. But an automobile accident left a leg crushed, keeping him out of military service. So, after he graduated from the University of Houston in 1967 with a B.S. degree in political science and physics, he accepted a job with a Dallas engineering firm. Working on city planning projects taught him to look at problems in a practical way. But he would spend the next 25 years of his life responding in a practical way to another calling: organizing relief efforts for victims of war, famine and natural catastrophe.

Cuny's first humanitarian interest had been sparked in college by the plight of migrant farm workers in South Texas — where his help in organizing a union almost got him kicked out of college — and had been "inspired by" a favorite professor, according to Gene Cuny. "That professor took him to

the barrios of Mexico," he said. "It really woke him up to the plight of the underdog." That trip was followed by a several-month jaunt down the west coast of South America, working on a steamship for free passage. "He really saw how poor people lived," he said. "And it changed the way he thought about the world."

But it was in 1969, when Cuny used up his vacation days to volunteer on the Biafra food airlift, that he realized what he was meant to do. Shocked by what he called "mismanagement, waste and lack of professionalism" on the project, Cuny knew "he had found his calling," according to his father, and the 24-year-old resolved to dedicate the rest of his life to marrying good business and engineering practices with effective humanitarian operations.

Two years later, he had founded Intertect, a Dallas consulting firm. The company, now run by Richard Hill and managed by Mary Jo Cuny, the wife of Cuny's brother, Philip, is committed to maintaining Cuny's legacy in humanitarian relief. With a core staff of four and dozens of part-time consultants from around the world, the tiny firm handles between 10 and 13 projects every year, according to Mary Jo Cuny.

Cuny quickly built a reputation for solving problems. And Intertect, renowned for its ability to act quickly, won contracts from the State Department, the U.S. Agency for International Development (USAID) and other organizations — mostly non-profits and foundations — to provide technical assistance in more than 60 countries, including Armenia, Azerbaijan, Bangladesh, Ethiopia, Haiti, Lebanon, Mexico, Sudan, Turkey and Zaire. Intertect also aided in relief efforts in more than 30 conflicts and countless natural disasters. Cuny became expert at drawing up emergency

Christopher Merrill holds the Jenks Chair in Contemporary Letters at the College of Holy Cross, in Worcester, Mass. His book, The Old Bridge: The Third Balkan War and the Age of the Refugee was published in 1995 by Milkweed.

F O C U S

shelter programs, recovery strategies and market interventions. His range of experiences was extraordinary — smuggling Falasha Jews from Ethiopia into Sudan and Israel, for instance, or repatriating 400,000 Kurds in only seven weeks during Operation Provide Comfort in 1991. "One would have to say that he saved the lives of many, many thousands of people in many places," said Aryeh Neier, president of the Soros Foundation, which had contracted with him to set up a hospital in Chechnya last February.

Cuny also published books, hundreds of articles and reports, and case studies designed to foster an institutional memory for the disaster relief field. He was never afraid to speak his mind. It is widely believed that his April 9 *New York Review of Books* essay, which criticized Russia and assailed soldiers for their atrocities in Chechnya, cost him his life. "Now the Russian army is bogged down in a fruitless combat for an objective that is ultimately meaningless," he wrote. "Capturing the capital won't win the war; only fools fight for cities. ... Most Russians intuitively know that the war is a mistake. ... The U.S. and other western powers cannot afford to let Chechnya become another Bosnia."

Perhaps Cuny will be remembered best for his efforts in Bosnia. There, in Sarajevo, he helped to restore critically needed water and natural gas lines, developed a winterization program for houses and refugee centers, and oversaw the repair of classrooms. The construction of an emergency water treatment system for Sarajevo was a typical Intertect project. In the first days of the war, in 1992, the Serbs destroyed or cut all water lines into the city, leaving Sarajevans with only three sources of clean water — two small wells under the city brewery and the Miljacka River. However, nearly 80 percent of the casualties during the war occurred within 250 meters of either side of the river, which runs through the center of town. In April 1993, Intertect and the non-profit International Rescue Committee (IRC) contracted with a Texas engineering consortium to build five portable water treatment modules, which the U.S. military then shipped to Croatia. Loaded onto Canadian Air Force transport planes, a module was flown into Sarajevo every week beginning in August. The Sarejevo airport was on the front lines, in the sights of Serbian artillery,

so the modules were pulled from the plane on wheels designed to be hooked up to a large rig; in seven minutes they were on their way to a tunnel in the center of the city, where they would be safe from shelling.

On old civic maps, Cuny's engineers and water experts in Sarejevo had found a network of eisterns and channels which could be refilled and used to distribute water. A pipeline and pumps delivered water through the ancient system to the modules, and purified water was then pumped to an abandoned reservoir under an Austro-Hungarian fortress, 80 meters above the tunnel. By the New Year, 1994, the water system was operational. Water would eventually be supplied to 60 percent of Sarajevo's population; a second system using the other modules would be built several months later on the nearby Moseanica Stream, housed in a mountain of bricks taken from destroyed buildings, steel rails from the train yard, and cement, dirt, steel panels and junk cars.

In September 1994, I met Cuny for breakfast at a hotel in Zagreb, where I was doing research for my book; I later learned that while we were talking, Serbian gunners were shelling — but to no avail — the water treatment system he had helped build.

An imposing presence at 6-foot-three and 250 pounds, Cuny talked about the most important recent development in modern disaster relief — the collapse of the Soviet Union in 1991. "It used to be in any crisis everyone would take sides and even the most pissant little problem would get elevated into international importance," he said. "There were very few cases where East and West lined up on the same side, so it was hard for humanitarian agencies to cross lines, get in and help. They were leery of being seen as a party to the conflict. But now that our response has become needs-based as opposed to politically based, agencies are willing to take the kinds of risks necessary to save lives. Now we realize we can solve a problem at its source."

During the Cold War, he said, much "humanitarian aid was designed not to be more than superficial, because you'd get into root causes. For example, why do earthquakes kill so many people? Because the poor don't have good land choices. They end up living in vulnerable areas — steep hillsides that slide, river bot-

F O C U S

Cuny wanted to redefine "refugees" to include anyone displaced by conflict, then turn the U.N. High Commissioner For Refugees (UNHCR) into an activist agency.

tom areas that flood. You come in with humanitarian aid, but what you need is to get people to safer land. And you can't do that without addressing land-reform issues, which during the Cold War tended to be captured by the Marxists. Everything was geared to a political, as opposed to a humanitarian, view of the world."

Future humanitarian responses, he predicted, would be affected since it was now possible to look at the causes of disasters and wars in a more dispassionate light. "In Bosnia, it's pretty clear the Serbs have been the aggressors," he said. "The same thing in Rwanda, where we know who did most of the massacring. What started a conflict will influence who should and shouldn't be helped."

In the last decade the doctrine of strict neutrality has replaced national sovereignty as "an excuse" for not helping disaster victims, he said. Bosnia was a good example of how that doctrine corrupted relief agencies and international institutions alike. It was a matter of telling the truth: "For us [in the relief community] to go in and not speak out against human rights abuses and gross violations of humanitarian principles is ridiculous," he said. "It's not worth the price of being able to get things in."

But in the wake of the Gulf War, the allied intervention on behalf of the Kurds introduced the principle that refugees are war victims and have a right to receive international aid. Cuny wanted to redefine "refugees" to include anyone displaced by conflict, then turn the U.N. High Commissioner For Refugees (UNHCR) into an activist agency — a U.N. Commissioner for War Victims, if you will. Only then could "we start dealing with something the moment it happens," he said. "We've got to get beyond this idea of strict neutrality. If people are in harm's way, we've got to get them out of there."

"The first thing is to save lives. Do whatever it

takes. The hell with national sovereignty. There's a higher responsibility: Get the people out of harm's way, then deal with the other issues. It may mean you evacuate them to safe areas in their own country. Or request military assistance to create a safe area. Or provide food through the back door, if a government cuts its own people off. Make it a pro-active agency: Don't wait for victims to come to your door. Deal with the problem when it starts."

Activism and accountability were Cuny's watchwords. Tragedy aside, he thought a disaster was also an opportunity. "If we throw junk aid at a problem, it doesn't have any impact, even if it soothes someone's conscience, especially donors," he said. Thus, after an earthquake, for example, he recommended that aid agencies buy land for the landless when the wealthy sold off their property to raise capital needed to rebuild their industries.

"Start with something you can do," he said. "Many agencies want to give [refugees] tents. That doesn't solve the problem. Give them tools and let them salvage what they can from the fallen buildings. Ninety percent is reusable. Let them take the bricks and steel and wood, put in some materials to help them build components, and you've begun reconstruction. If you just give people a tent, what does that tell them? Either you don't want them on that land or this isn't the solution. You slow down reconstruction and create expectations you can't meet. But if you give them a tool kit and some materials, the message is, 'Get on with it. Let's rebuild the community.'"

In Sarajevo, Cuny's self-help initiatives, implemented by IRC, took a different form: In the first winter of the siege, city residents were encouraged to tap into the natural gas line running from Russia. IRC imported 30,000 meters of plastic pipe, promising it to any neighborhood whose residents were willing to dig trenches to bury it, and then taught people how to tap

F O C U S

into the line. The Serbs, who also needed the natural gas, would not completely shut it off. In the spring, Cuny and others encouraged IRC to bring in 1,000 tons of vegetable and fruit seeds for backyard and balcony gardens; by late summer, fresh produce was in the market and Sarajevans were laying in preserves and canned vegetables for the winter. "The first line of defense in famine and conflicts is to get the markets going," Cuny pointed out.

Fred Cuny always argued that humanitarians should serve as witnesses against human rights abuses: Wherever relief agencies' workers are present, there are fewer human rights abuses. When Serbian forces ethnically cleansed Muslims in Banja Luka throughout the nearly four-year-long war, for example, one UNHCR representative came up with an ingenious plan to stop the roundups. In his U.N. vehicle, he would follow suspicious cars heading into Muslim neighborhoods. At the risk of his own life, he

would get to the house believed to be targeted before the Serbs' car, park and ring the doorbell. "The Serbs wouldn't know why he was there, and so they'd leave," Cuny said.

In most Serb-held areas, UNHCR made little effort to protect civilians, though this was one of its missions, nor did it develop a comprehensive humanitarian strategy, despite having lobbied to be the lead agency in this crisis, Cuny said. "At the beginning of the war, when the Serbs didn't know what they could get away with, UNHCR could have gone to those places where Muslims were being attacked and made their presence felt," he said. "Bring in their own people. Deputize NGOs [non-government agencies]. Get bodies there to report on what was happening. We know increasing the presence of humanitarians dampens human rights abuses.

"But they didn't do it," he muttered. "Every strategy you use to protect people they ignored. For instance, they turned their backs on the human rights

MONTHLY FURNISHED RENTALS



(703) 751-0870
or toll free: (800) 832-8329
(or fax): (703) 751-5679

WHEN YOU NEED IT, WHERE YOU NEED IT, HOW YOU NEED IT.

- Furnished one, two and three bedroom apartments
- Fine furnishings complete with linens, housewares, cable TV, utilities and phone service
- Microwave ovens, decorator items, VCR's, answering machines and maid service available
- Pools, spas, tennis & fitness centers
- Free shuttle to Metrorail from most locations

Locations throughout metro D.C., Maryland, Virginia and over 400 cities nationwide!

Oakwoodsm
Corporate Housing
A nationwide temporary housing service

**FREE SHUTTLE
TO NFATC
FROM
OAKWOOD
FALLS CHURCH**



AFSA NEWS

American Foreign Service Association



Governing Board

President: F.A. "Tex" Harris
State Vice President: Alphonse F. La Paro
AID Vice President: Garber Davidson Jr.
USIA Vice President: Bruce K. Byers
FCS Vice President: Tam Kelsey
Retiree Vice President: Edward M. Rawell
Secretary: Donald R. Norland
Treasurer: Gail Lecce
State Representatives: Marshall Carter, Angela R. Dickey, Valentina E. Martinez, Francis T. Scanlan, Mary Tarnawka
AID Representatives: Gregg Baker, James R. Washington
USIA Representative: Jess L. Bailly
Retired Representatives: Thomas Boyatt, Willard DePree, William Harrop, Dennis Kux
FAS Representative: William W. Westman
FCS Representative: Keith Curtis

Staff

Executive Director: Susan Reardon
Business Department
Controller: Kara Harmon Ebert
Executive Assistant: Leslie Lehman
Administrative Manager: Dianna Dunbrack

Labor Management

General Counsel: Sharon Papp
Staff Attorney: Colleen Fallon
Coordinators: Richard C. Scissors, Jack Bryant
USIA Labor Relations Specialist: Carol Lutz
Representative: Peter Gaeserud
Grievance Attorneys: Audrey F. Chynn, Henry Sizer
Law Clerk: Monica Riva
Office Manager: Judy Shinn

Member Services

Director: Janet Hedrick
Representative: Yolanda Odunsi
Retiree Liaison: Ward Thompson
Administration Assistant: Marguerite Madland

Professional Programs

Professional Issues: Richard S. Thompson
Congressional Affairs Director: Ken Nakamura
Congressional Liaison: Rick Weiss
Corporate Relations: Robert F. Krill
Outreach Coordinator: Kenneth Langmyer
Scholarship Administrator: Lori Dec

Internet Addresses:

afsa@ofsa.org (Association)
afsofex@aol.com (President)

AFSA Headquarters: (202) 338-4045
FAX: (202) 338-6820

Labor Management: (202) 647-8160
FAX: (202) 647-0265

USIA Headquarters: (202) 401-6405
FAX: (202) 401-6410

AFSA NEGOTIATES NEW STATE PRECEPTS

All Foreign Service employees of the Department of State should include in their New Year's resolutions a commitment to study the new preceptual care precepts that will be used during the 1996 rating and promotion period. These amended criteria, which became effective Oct. 31, 1995, are the result of lengthy negotiations between AFSA and State's Bureau of Personnel. They represent the most extensive revision of the precepts used by State's Foreign Service Selection Boards since the passage of the 1980 Foreign Service Act.

The precept negotiations not only produced what both AFSA and the Bureau of Personnel believe is a vastly improved method of evaluating employees; they also demonstrated the increased effectiveness of AFSA's State

Standing Committee (SSC), which in recent months has begun to develop its own substantive positions on major personnel issues, such as RIFs and budgets. Moreover, the talks were marked by a high degree of cooperation and civility between the negotiating teams.

The new precepts will be used by the 1996 selection boards to judge whether employees have attained the skills necessary for promotion. Prior to this year, the precepts were uniform for members of all grades, generalists and specialists. The new precepts distinguish among skills that are expected at the junior, mid-level and senior ranks.

By now all posts should have received the

Continued on page 6

• AFSA Dateline •

• The D.C. Circuit Court of Appeals has approved AFSA's request to file a friend of the court brief in support of an employee who was separated for cause, despite the Foreign Service Grievance Board's decision that no cause for separation had been established. The district court found that the Grievance Board has the final decision-making authority and ordered the reinstatement of the employee with back pay. The State Department reinstated the employee but has appealed the district court's ruling claiming the secretary of state has the final authority in separation-for-cause cases.

• AFSA and the law firm representing approximately 300 diplomatic security officers and information management specialists in their overtime grievances met with the State Department grievance staff and the Foreign Service Grievance Board to discuss an orderly and efficient manner for processing the cases. It was agreed that the Grievance Board would first determine whether certain jobs were enti-

tled to overtime under the Fair Labor Standards Act, deferring to a second stage the processing of other issues such as liquidated (double) damages and interest on any back overtime pay in lieu of liquidated damages.

• An AFSA speaker luncheon December 12 featured the former National Security Council director for legislative affairs, Jeremy Rosner, and former House International Relations Committee staff member David Gardan, looking at foreign policy issues in the new Congress.

• AFSA organized a luncheon discussion December 14 with Professor Robert Blackwill of the Kennedy School at Harvard and Professor Nelson Palsby of the Institute of Government Studies at Berkeley to look at U.S. national interests after the Cold War. The discussion focused on ways AFSA could help in developing a new formula for American engagement in foreign affairs.

STATE DEPARTMENT V.P. VOICE

• BY ALPHONSE F. LA PORTA •

Communication is Vital

One of the primary rules of managing change is "communicate, communicate, communicate." A year ago, finding new and more intensive ways of communicating with department personnel was a main attribute of the old-but-forgotten Strategic Management Initiative (SMI). A special SMI communications group attempted, without great success, to explain in a more direct and sustained way the SMI process.

Management doctrine tells us that direct communication is vital. As the "Lessons Learned" SMI working group found, management by walking around, open e-mail access to top managers, face-to-face small group meetings and explaining difficult procedures in easily assimilated ways promote change and build trust between management and the work force.

How little of this is done in State! We are extraordinarily successful at communicating with foreign governments, local audiences and media (with USIA's help), and writing reams of "mega-talkers" and speech themes to explain policy. In contrast, management subjects are sparingly communicated, hence are frequently misunderstood. It seems to us that management's communications with employees are designed less to enlist understanding and support than to decree policies and actions.

During the November shutdown there were less-than-adequate efforts to communicate. Also, the department's proposed new reduction-in-force (RIF) procedures were not widely publicized, judging from the information requests we have received in the AFSA office. Many personnel assignment procedures, furthermore, approach "Catch 22" proportions. On the plus side, management has made an effort to disseminate more information about job content for the bidding process, and the SMI news briefs are more readable than the norm.

The formula AFSA recommends is:

"Communications plus openness equals transparency and trust."

If a management objective is to obtain employee support for its policies, the information flow must be stepped up dramatically. Some blame sparse communications on the clearance process, lawyerly caution, the resistance of the bureaucracy to sharing information, and antiquated technology. To these we would add the department's rigid hierarchy, culture of upward (not downward) management, poor lateral communications and a feeling that management will determine what information people need, not respond to what employees want. The consequences of inadequate communication are obvious: confusion, distrust, resistance to change, anger and apathy.

It is heartening that, at a meeting of the President's Management Council, Under Secretary for Management Richard M. Moose reportedly advocated "levelling" with employees, not glossing over the bad news, and preparing managers and employees alike for the worst. The under secretary also faced employees in two televised Town Meetings, and he meets frequently with personnel during his overseas visits. Can such efforts at communicating be increased and replicated throughout State management?

A new spirit of openness is needed, in AFSA's view, to combat the feelings of frustration, desolation and abandonment resulting from the shutdown, budget wrangling, and the increasing talk of RIFs. The trust of the department's employees can be gained, but only if there is more information sharing, face-to-face contact with department leaders, and much more openness in personnel and administrative processes and decision-making. Vastly improved efforts at communication are needed to rekindle a process for dynamic and positive change, to increase understanding in employee-management relations and to build trust.

• Letters •

To the Editor:

I feel compelled to reply to [Alphonse La Porta's] October ["AFSA News" column] asserting that the department's management is deliberately decimating the Senior Foreign Service (SFS) by "grossly misguided policies and priorities in defiance of the national interest." The painful downsizing of the Senior Foreign Service is a matter that continues to receive my close attention - and sympathy. We welcome constructive suggestions on the matter from AFSA or any other quarter. ... based on accurate information. Unfortunately, you do not have the facts right.

Your [column] does not mention that the requirement to downsize the SFS by 15 percent in just two years was mandated by legislation that the department strongly opposed. ... In addition to making the "buyout" available to all senior officers, we chose to reduce promotions rather than conduct a reduction-in-force. We chose this course as the one that was least painful to our employees.

The present [time-in-class] TIC system, which you term "mindless and arbitrary," was designed to keep the "flow-through system" called for in the Foreign Service Act and also assure a full career for O-1s who would not cross the [promotion] threshold. The system was negotiated with and approved by AFSA.

... I acknowledge that our planning is fraught with uncertainties, but we also must live with decisions from the past. The perception of a "senior glut" which led in part to the legislated cap on the size of the SFS resulted from very optimistic forecasts of voluntary attrition. Currently, we use very conservative estimates.

Finally, the comparison of mandatory retirements in the Foreign Service to genocide is incredibly inappropriate. As difficult as mandatory separations are both for the Service and the individuals involved, the Foreign Service retirement system is the most generous in the government. A typical mandatory retiree will leave the Service with an immediate annuity equivalent to a GS 11 to 14. ... Lump sum payments for unused annual leave for senior officers ... equal a year's pay for many.

Continued on page 4

Congressional • Update •

BY KEN NAKAMURA
Congressional Affairs Director

As we approach the beginning of 1996, legislation affecting the foreign affairs agencies is entering a new phase. The Commerce, Justice, and State appropriations bill has been passed by both houses of Congress and is heading for a veto. This bill, which funds State, USIA, and ACDA, will essentially be vetoed because of lack of funding in Justice and Commerce programs. During the last round of Conference negotiations, AFSA argued for higher funding levels and for important changes in the committee report language. We were successful in many of our changes, although we lost on greater funding for peacekeeping. The challenge now, as we go into post-veto negotiations, is to protect State/USIA/ACDA funds from being transferred to Justice and Commerce programs. However, another Continuing Resolution will have to be passed covering State/USIA/ACDA employees after December 15.

Perhaps the greatest change is that after nearly six months, Senator Helms' Foreign Relations Authorization bill, S.908, is moving. This bill has changed in that a mandatory consolidation of USAID, USIA, and ACDA into the State Department is no longer called for. Instead, there will be a mandated savings of \$1.7 billion dollars over 5 years with FY95 appropriated levels serving as the base. The way the deal is crafted, it can still mean serious cuts, especially in the operations budgets of the various agencies. However, if this provision survives a conference with the House, it will not mandate consolidation, and it gives the administration a relatively free hand in deciding how the cuts will be made. Movement on this bill has also finally freed up our ambassadorial nominations, our promotion lists, and will allow consideration of the treaties, including START II and the Chemical Weapons Ban.

USAID V.P. VOICE • BY GARBER DAVIDSON JR. •

Salute to Overseas Missions

The new year is not full of joy in Washington. Budget issues loom large and difficult for the agency. Whether USAID will be able to maintain its capacity to deliver quality development and to advance U.S. interests overseas is not clear. Planning sessions are now under way to determine how the agency will distribute the \$600 million cuts in assistance world-wide. Management has asked employees to extend tours and has requested bureaus to come forward with proposals to cut positions. Assignments are consequently on hold. All of this adds to the stress and uncertainty of the general climate, and it is much more painful for people who lack accurate news overseas than for those who are in the fulcrum of the debate here in D.C.

In the midst of the gloom of this particular season, AFSA congratulates overseas employees who are carrying on the day-to-day development work that is our mission. From managers who are forced to make difficult decisions on allocations of resources, to officers overseeing difficult projects, to personal service contractors (PSCs) who are asked to work long hours without essential protections and benefits, AFSA salutes your work and your extraordinary contributions to development.

Many of us in Washington know what it means to have children in substandard schools; we are aware of the danger to personal health in taking repeated dosages of drugs for malaria,

giardia, amoebic dysentery and other common maladies; we imagine the terror of being held at gun-point while personal goods are stolen. We understand anxiety over aging parents, separated children and lost opportunities when you are thousands of miles from loved ones. All we can say is that we appreciate your sacrifices and rejoice in the outstanding work and dedication that USAID overseas employees continue to demonstrate.

We also salute Foreign Service Nationals (FSNs) and Third Country Nationals (TCNs), who should be proud of their indispensable role in contributing to the development work of USAID. Without the continuity, excellent judgments, and wise counsel by our FSNs over a myriad of issues, our efforts overseas would be simply impossible. We are vastly enriched by the participation of FSNs at every level of our missions, and we value them as part of the USAID family wherever they serve.

The fact that employees are able to carry forward their responsibilities in spite of the uncertainty and fears stemming from reduced budgets and downsizing is impressive. Equally unsettling are the changes taking place within the workplace, changes such as the new personnel evaluation system, which are not always well explained or fully developed. As we begin 1996, AFSA salutes employees in the field, and we pledge a renewed and even greater effort to support your work.

SUSTAIN THE TRADITION OF EXCELLENCE

The deadline for AFSA Award nominations is Jan. 31. Nominate outstanding colleagues for the annual awards, which are conferred on a senior officer, a mid-level officer, a junior officer, a Foreign Service secretary and a community liaison officer. Also, a Foreign Service family member is honored for volunteer service. Each of these awards includes a prize of \$2,500. In addition awards worth \$1,000 are given for achievement in the study of a difficult language. Nomination details are in the November issue of the *Journal* and in a letter mailed to all active-duty AFSA members. Questions? Contact AFSA's Coordinator for Professional Issues, Richard Thompson, tel: 202-338-4045, FAX: 202-338-6820.

RETIREE V.P. VOICE

• BY ED ROWELL •

Reengineering Retirement

While the budget process is accelerating retirements by forcing the foreign affairs agencies to make do with fewer resources, the State Department is reexamining the resources available to support the retirement process. The outcome of the reexamination will affect all retirees.

Both the Retirement Division and the Career Transition Center are under the microscope. The Retirement Division study focuses on technical workload such as processing retirements (including RIFs) and administering retirement benefits. One such benefit is counseling on the choices we all have to make throughout our retirement. AFSA, which is part of the advisory group overseeing this study, appealed early in 1995 to the director general to provide more resources for the Retirement Division. We received a positive response. However, AFSA continues to receive complaints from retired members about the slow service of the division. We will continue to insist that the reengineering project take our members' needs into account. In particular, AFSA will argue strongly against the inconsistent logic of reducing resources for the administration of the retirement process at a time of increasing retirements.

AFSA is helping to conduct the study of Career Transition Center (CTC) programs. These include the Retirement Planning Seminar, the Job Search Program, the Foreign Affairs Reserve Corps and the annual Foreign Service Day activities. The State Department is

seeking less costly ways to help Foreign Service personnel make the transition to retirement or a second career. The department is also citing the potential need to handle a large influx of new retirees. The CTC reengineering study is therefore looking at possible new programs as well as at the viability of existing ones. The former might include greater use of the Internet in outplacement and greater emphasis on job-search techniques in pre-retirement counseling.

The department's Strategic Management Initiative recommended doing away with the Foreign Affairs Reserve Corps (FARC). AFSA strongly opposes this. We fought hard to establish the FARC as a means for the department to make effective use of the expertise of its retired members to meet temporary staffing needs. Those needs will become more urgent as permanent positions are eliminated, and there will certainly be an expanding pool of skilled foreign affairs veterans ready to meet those needs.

AFSA reluctantly supports the State Department's proposals to cut Foreign Service Day expenditures. Economies will be achieved primarily by dispensing with personal invitations, and by eliminating the evening reception. AFSA will take up the slack by publicizing the event so that all retirees will have a chance to sign up for it without an invitation. (It will be on May 3 in 1996). AFSA will also host its own reception that evening, as well as our traditional brunch the following day.

SCHOLARSHIP AWARD DEADLINE NEAR

Applicants must return all scholarship application materials to AFSA by Feb. 15, 1996 to be considered for our 1996 Merit, 1996 Art Merit and 1996/97 Financial Aid Scholarship Awards.

The AFSA Committee on Education has voted to use a recaptured "parental contribution" for college expenses for the 1996/97 academic year, making more families eligible. Financial Aid grants range from \$500 to \$2,500. To request a scholarship application, call Lori Dec at 202-944-5504.

LETTERS

Continued from page 2

Are mandatory retirements difficult? Of course they are. But to compare these benefits to the genocide of the Khmer Rouge is outrageous.

Jennifer C. Ward
Acting Director General
Department of State

Alphonse La Porta replies:

The damage to the Foreign Service from the TIC system is the result of many factors, not only congressionally-mandated reductions, which stem in part from our failure to manage ourselves. We are separating our best officers, hence my argument for a bottom-up system of egress. Regarding the comparison with genocide, *Journal* space limitations resulted in the excision of my point that targeting certain classes of employees is not unlike the legal definition of genocide: "Causing ... mental harm to the members of the group. ... Deliberately inflicting on the group conditions of life calculated to bring about its physical destruction in whole or in part." AFSA is pleased that the acting director general is prepared to discuss these issues.

To the Editor:

We are writing in response to Alphonse La Porta's article (November *Journal*), "Is State a Compassionate Family?" ... Unless you have the unfortunate experience of being a bereaved family member, the existing [State] services may not be known to you. ... The Employee Services Center (Foreign Service Lounge), the Office of Retirement, the Family Liaison Office (FLO), and the Employee Consultation Service work together to support families.

As soon as the Operations Center learns that a death has occurred, the staff of the Foreign Service Lounge is notified. Using the Emergency Notification Cards, they identify those relatives who should be contacted [and] notify the families of their loss. ... The same Foreign Service Lounge employees immediately initiate a cable to post providing directions on next steps. The staff of the lounge think of themselves as ombudsmen for bereaved families and assists them for many months, if needed.

LETTERS

Continued from page 4

The Retirement Division's role (for the five foreign affairs agencies) is to process the paperwork so that survivors are paid their benefits on time. The division informs the survivors of benefits ... and processes the paperwork.

Relatives of Foreign Service personnel requiring emotional support, practical information on employment and education, or an advocate are referred to FLO.

As Mr. La Porta states, all services which support families in the weeks and months following a death are not located in one office or bureau. However, the system works because of the concern we all feel for our colleagues who have died and their surviving family members and because of the close professional working relationship which has been developed between our staffs.

Regina Belt
Chief, Employee Service Center
Daniel Webber
Chief, Retirement Division
Kendall Montgomery
Director, Family Liaison Office
Department of State

To the Editor:

I have lost as many Foreign Service colleagues to tragedies as Al La Porta, but I cannot agree with the thrust of his "AFSA News" article (November Journal). I am very concerned by his assertion that the department is a bureaucracy that does not and can not respond to very real human tragedies. The department as a whole is, contrary to his statement, well and appropriately organized to provide responsive service to the families of those who die in the service of their country.

The department is a close-knit organization and it is normally the employee's home bureau executive office that takes responsibility to provide direct liaison with the family. Backing up the bureau is one organization that Mr. La Porta did not mention - the Foreign Service Lounge. The professionals in that office are specifically charged with coordinating any and all assistance.

Combining every specialty into one office would be a great disservice to those in need of assistance. The issues

USIA V.P. VOICE • BRUCE K. BYERS •

The Fight to Protect FS Jobs

We in USIA's Foreign Service face a complex and difficult year ahead. 1995 was probably the most challenging year for AFSA in representing Foreign Service employees in the bargaining unit since it won the right to do so late in 1992. This year could trump the past year.

As the Republican-led 104th Congress moved to implement its "Contract with America" early last year, pressures increased on President Clinton and his administration not only to continue downsizing and streamlining the foreign affairs agencies but also to consolidate their functions into a single, smaller Department of State. At USIA talk of a RIF of Foreign Service employees increased. The positive dialogue between AFSA and agency management led to an open meeting in April with Director of Personnel Janice Brambilla and then-Director of Foreign Service Personnel Jeffrey Liteman, at which FS employees discussed what mandated RIF regulations might look like. In August AFSA queried FS personnel worldwide on the preliminary draft RIF regulations and, in September, held two open meetings to discuss AFSA's draft response to the management proposal.

AFSA/USIA's Standing Committee framed a response which took into account its own deliberations as well as the views of many FS employees, both overseas and in Washington. While the response did not please everyone, AFSA/USIA made several concrete recommendations, most of which management accepted. These were included in the

Several
AFSA/USIA
proposals
were included
in the
final RIF
regulations.

final RIF regulations proposal, which went to Director Joseph Duffey for his approval. Thus, AFSA was able to exert positive influence in the development of USIA Foreign Service RIF regulations.

In September, at an AFSA luncheon with Under Secretary of State for Management Richard Moose, I suggested that he consider lateral transfers of USIA untenured FSOs to State to meet its 1996

intake requirements. He responded that he would investigate the suggestion, and at its annual retreat, the AFSA Governing Board agreed to support a policy of protecting FSO jobs across agency lines. In November, Duffey advanced AFSA's suggestion to explore lateral transfers when he met with Maase and acting Foreign Service Director General Jennifer Ward to discuss the issue. Duffey expressed his determination to save Foreign Service careers and argued that such a transfer made good fiscal and professional sense. Following the director's meeting, USIA and State personnel managers have met to discuss modalities and technical issues of such a transfer.

The year 1996 presents us with many unresolved problems and the continuing threat of a RIF. AFSA looks toward increased support from its constituency for this and other initiatives the association is undertaking as it addresses these unprecedented issues with USIA's management. This year promises to be a tough year for all of us, and we must continue to pull together to protect our agency and our careers.

BUSINESS LEADERS CALL FOR US EMBASSY IN VIETNAM

Business leaders meeting at the Department of State on Nov. 29 expressed their need for a full-fledged U.S. Embassy in Vietnam to assist the 2,000 U.S. companies now in the country. The one-day conference, sponsored by the American Foreign Service Association, the U.S.-ASEAN Council, and the U.S. Vietnam Trade Council, attracted more than 200 business leaders, participants from non-profit organizations and other government agencies, as well as nearly 100 university students.

Participants attended plenary sessions and seminars that examined opportunities in Vietnam's expanding economy for commercial development and exchanged candid dialogue on the realities of modern-day Vietnam. The United States is now the sixth largest source of investment in Vietnam, but without full representation works at a disadvantage against competition from Taiwan, Japan and France, which have a clear head start in Vietnam's emerging market.

PRECEPTS

Continued from page 1

State cable, "Decision Criteria for Tenure/Promotion - Foreign Service Core Precepts", which explains the new precepts and includes instructions for using them in counseling sessions and in the preparation of EERs. Rating officers are required, prior to Dec. 31, 1995, to use the new precepts to conduct with rated employees at least one individual performance counseling session of the two mandated during the rating period (April 15, 1995 - April 15, 1996).

AFSA strongly urges every employee to ensure that his or her supervisor has met this requirement by the mandated deadline. If problems are encountered in this area, contact AFSA's labor-management office immediately.

AFSA's negotiating team was composed of SSC members Eva Groening, Todd Kushner, Dennis Hays and Angela Dickey. Richard Scissars, AFSA's coordinator of labor relations, and Alphonse La Porta, AFSA State

LETTERS

Continued from page 5

involving special benefits, insurance, workman's compensation, accrued leave payments, etc. are exceedingly complicated. ... Having professionals who work regularly in these diverse fields, who are always up-to-date on the latest information, and who can move specific issues forward, is exactly the right solution. And having one employee in the Foreign Service Lounge who ... can, will and does coordinate all assistance, is the best solution to ensure families receive the highest caliber of service.

Patrick F. Kennedy
Assistant Secretary for
Administration
Department of State

NOTICE

Due to budget restraints, the editors have decided to eliminate the blue ink in "AFSA News." This will save approximately \$2,800 a year.

TO THE LONG-TERM WASHINGTON VISITOR. WHICH WORD IS MOST APPEALING: "HOME" OR "HOTEL"?



IF YOU ANSWERED "HOME", WE HAVE THE HOTEL FOR YOU. ENJOY A SPACIOUS SUITE,

WITH ROOM TO STRETCH OUT AND RELAX, ALL WITHIN A SMALLER, MORE INTIMATE HOTEL.

ITIES INCLUDE A COMPLETE, MODERN KITCHEN. A WASHINGTON POST AND NEWLY

SHINED SHOES AT YOUR DOOR. SWISS CHOCOLATES AND FRESH COFFEE BEANS.

FINE SOAPS, PLUSH TOWELS AND ROBE. A CHARMING CAFE, FOR A QUIET DINNER OR QUICK

BREAKFAST. ALL SITUATED ON A TREE-LINED AVENUE OF GRAND TOWNHOMES, WITH SWEEPING VIEWS

OF THE POTOMAC, MERE BLOCKS FROM METRO AND ALL THE WONDERS AND EXCITEMENT OF WASHINGTON, D.C.

IT'S NO WONDER THAT DISCERNING STATE DEPARTMENT TRAVELLERS HAVE CHOSEN THE RIVER INN AS

WASHINGTON'S MOST POPULAR HOME AWAY FROM HOME.

RATES FROM
\$79
PER NIGHT



THE RIVER INN

FOR RESERVATIONS OR MORE INFORMATION CALL 202-337-7600 OR FAX YOUR RESERVATION TO 202-337-6520

RATES BASED ON LENGTH OF STAY AND SUBJECT TO AVAILABILITY.

Classifieds

PROPERTY MANAGEMENT

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. **LINDSEY PEAKE**, 6842 Elm Street, #303, McLean, VA 22101 (703) 691-2006, Fax (703) 691-2009.

A GREAT PROPERTY MANAGER! PEAKE MANAGEMENT. Do you want to make sure you have a good property manager when you're overseas? Call Peake.

We make it easy for you. With our active marketing program, excellent tenant screening, thorough property inspections, monthly statements, Internet communication, good judgement, specialization in property management, a friendly and experienced staff (and more), we have no competition.

Ask your friends about us. You're sure to find several that have worked with us. We'd love to work with you.

Lindsey Peake or (Ms.) Scott Bell 703-448-0212. FAX 703-448-9652. INTERNET: 75702.3176@campuserve.com 6842 Elm Street, #303, McLean, VA 22101.

HILTON HEAD ISLAND

For real estate information contact former FSO Dick Smith, Hilton Head Plantation Co., P.O. Box 21307, Hilton Head Island, S.C. 29925, or (800) 447-1599.

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 PIEKNEY**, 301 Maple Ave. W, 4-C, Vienna, VA 22180. Tel (703) 938-0909 FAX (703) 281-9782.

MANOR SERVICES: Former federal law enforcement agent letting his 10-year residential management company expand upon retirement. Best tenant screening. Frequent inspection. Mortgages paid. Repairs. Close personal attention. We're small but very effective. FS and military references. Lowest rates. Best service. **TERSH NORTON**, Box 42429, Washington, D.C. 20015, (202) 363-2990, FAX (202) 363-4736.

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.

REALTY GROUP, INC.

EXPERT PROPERTY MANAGEMENT
ATTENTION TO DETAILS
SPECIALIZING IN DC
REFERENCES

AMY FISHER, CRS
(202) 544-8762
FAX: (202) 543-7630
427 13TH STREET, NE
WASHINGTON, DC 20002

REAL ESTATE

A BUYER'S MARKET. DO YOU WANT TO KNOW HOW MUCH HOUSE YOU CAN BUY... AND WOULD YOU LIKE TO BE LIVING THERE IN 30 DAYS?

Across the Potomac River from Main State, there are a variety of housing options in Northern Virginia, offering easy access to public transportation, safe and secure neighborhoods and a good rental market for your home when you go overseas.

Having provided exclusive representation as a **buyer agent** for Foreign Service personnel over the past nine years, we can focus quickly and efficiently on your special housing requirements. Discover How Much You Can Buy... and How to Get it Now. Contact: **MARILYN CANTRELL, CRS, GRI, Associate Broker** at Mory Price-Hawell

Properties, 6402 Arlington Boulevard, Falls Church, VA 22042, tel (703) 533-3333, Fax (703) 538-6092.

AUSTIN, TX: Lakeway homes and homesites outside of Austin on a 65-mile-long Lake Travis. Three 18-hole golf courses, World of Tennis Center, 400-slip marina, 4000 ft. airstrip. Contact **ROY & Assoc.**, 1411 RR 620 South, Austin, TX 78734 1-800-513-4455.

ELEGANT APARTMENTS AT RIVER PLACE. Arlington, VA; Efficiencies and two bedrooms, two blacks 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 (301) 279-0392 or fax **SOJOURNER HOUSING** at (301) 762-7692 for brochure or reservations.

FLORIDA

Farmer FSO Paul Byrnes, Prudential Florida Realty, 100 N. Tamiami Tr., Sarasota, FL 34236, can assist with property anywhere in Florida. Call Paul toll free, 1-800-766-1610.

FOR SALE: Fine one bedroom two-bath ca-ap apt. for sale. Cathedral creek. Also apt. space available for mature professional woman. Phone Virginia (202) 337-8046.

FLORIDA, LONGBOAT KEY/SARASOTA. Beach and Boating Paradise. (Golf & tennis too.) Homes, condos. State Income Tax: None. We sell, manage and can organize exploratory trip. Call **SHARON OPER** at **RON BALDWIN & ASSOCIATES, INC.** 941-383-9501; FAX 941-383-6248 OR 525 Bay Isles Parkway, Suite 16, Longboat Key, FL 34228.

HOME LEAVE HAVEN - On Gulf - Completely Furnished - 1200 Sq. Ft. - Cable TV - Sale Only. Call (301) 530-7502
NORTHWEST ISLAND RETREAT: We found ideal property an spectacular Orcas

Island, WA. So can you. Beaches and boating, mountains and forests, between Seattle and Vancouver. Sunny, mild climate. Contact farmer **FSO JAN ZEHNER**, Coldwell Banker Orcas Associates, P.O. Box 127, Eastsound, WA 98245. 800-552-7072, (206) 376-2114, FAX (206) 376-5095.

RETIRE ON GOLDEN POND: Two-story, two bedroom condo. Superb view historic ESSEX CT. \$125,000. Alan **LOGAN** 1-203-767-1913 Fax 767-0857.

SUN CITY, AZ, Free info packets, 55 and over retirement community. Golf courses, rec. centers, properties from the \$40s. Ask for **JULIE WILSON** 1-800-432-4595, Ext. 1776 **KEN MEADE REALTY.**

TEMPORARY HOUSING

NFATC Bound? D.C. TOUR? Call EXECUTIVE HOUSING CONSULTANTS, INC., the Washington area's short-term rental specialists. Metro locations. In Virginia: **"THE BEST OF RIVER PLACE"** - walk to Rosslyn metro and Georgetown; 15 mins. on Metro bus or State shuttle to NFATC. In D.C. and MARYLAND: Selection of furnished apartments, townhouses and houses. Some allow pets. For further information: FAX (301) 907-7329; PHONE (301) 951-4111 or write **EXECUTIVE HOUSING CONSULTANTS**, 7315 Wisconsin Ave., Suite 603 East, Bethesda, Md. 20814.

SHORT-TERM RENTALS

Foreign Service Associates can provide fully furnished apartments at River Place just 5 minutes from the new NFATC facility and one block from SA-15. We have efficiencies, 1 bedrooms, and some 2 bedrooms, usually within your per diem. Apts. are fully furnished kitchens, cable TV, telephone, linens, and all utilities included. Write **FOREIGN SERVICE ASSOCIATES**, P.O. Box 12855, Arlington, VA 22209 or call 1-800-993-6997 or FAX 1-540-636-7606. Please send us your dates.

Classifieds

TAX & FINANCIAL SERVICES

COMPLETE TAX & ACCOUNTING SERVICES: Specialize in Foreign Service and overseas contractor situations, **VIRGINIA M. TEST, CPA** 2595 Chondler Ave., #18, Las Vegas, NV 89120, (702) 795-3648, FAX (702) 433-9191.

TAX & FINANCIAL SERVICES

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 Mople Avenue, West, Vienna, VA 22180. Tel. (703) 281-2161, Fax: (703) 281-9464.

AFSA TAX COUNSEL: Problems of tax and finance: Never a chore to AFSA members for telephone guidance. R.N. Bob Dussell (ex-A.I.D.) of tax work both within and without I.R.S. since 1937. Now

FINANCIAL PLANNING INVESTMENT ADVICE

Keep informed, send for **FREE NEWSLETTER**. Seek advice from a **Certified Financial Planner**. Write or call: Butler Financial, Inc., 8400 Westpark Dr., Suite 111, McLean, VA 22102, Phone (703) 356-0006, FAX (703) 356-8057.

solely in practice to assist Foreign Service employees and their families. Also lectures on TAX LAW of 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, VA 22201.

FREE TAX CONSULTATION: For overseas personnel. We process returns as received, without delay. Preparation and representation by Enrolled Agents. Federal and all states prepared includes "TAX TRAX"

unique mini-financial planning review with recommendations. Full planning available. Get the most from your financial dollar! **Financial Forecasts Inc.**, Borry B. De Morr, CFP, EA 1001 N. Highland St. #301 Arlington, Va 22201, Clarendon Metro, (703)841-1040, FAX (703)841-5865.

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.

SERVICES

RETURNING TO WASHINGTON? We receive your pets, meet your plane, board your pets, ship pets worldwide. Information CLO office. Inspections invited, send a friend. Dulles Executive Pet Center, Dulles, Va. USDA Licensed Intermediate Handler. Telephone (703)709-1111, Fax (703)709-8545.

TAX & LEGAL SERVICES: Federal & State income tax returns, income tax planning, wills and estate planning; all for reasonable fees. Experience and specialized in representing members of the Foreign Service since 1983. Susan Sonders, Esquire Clifford, Forho & Sonders 202-667-5111.

WASHINGTON D.C. - CPA Over twenty years tax experience. Familiar with Foreign Service and overseas tax issues. Free initial consultation for tax planning or preparation. **Thomas R. Chase CPA**, 9024 Portliment Drive, Burke, Va. 22015 Phone: (703) 425-9449, Fax: (703) 425-8954.

BOOKS

ANY U.S. BOOK in print. Send check when books arrive. **SALMAGUNDI BOOKS**, 66 Moin St, Cold Spring, NY 10516. e-Mail SALBOOKS@HIGHLANDS.COM

ATTORNEYS

FORMER FOREIGN SERVICE OFFICER NOW PRACTICING LAW IN D.C./MD general practice, wills, trusts, living wills, power of attorney, domestic relations, Foreign Service grievances; **Gregory V. Powell, FUREY, DOOLAN & ABELL**, 8401 Connecticut Ave., Suite 1100, Chevy Chase, MD 20815. (301) 652-6880.

GRIEVANCES: MANDATORY RETIREMENT OR SEPARATION? DEFECTIVE EER?

Attorney with 16 years successful experience **SPECIALIZING IN FS GRIEVANCES** will represent you to protect vital interests in these or other career matters including non-promotion, selection out, non-tenuring, disciplinary actions at State, AID, USIA and Commerce. **CALL BRIDGET R. MUGANE** (202) 387-4383 (Farragut Square) or (301) 596-0175. Free initial telephone consultation.

FORMER FOREIGN SERVICE GRIEVANCE BOARD MEMBER. Attorney/ arbitrator with 25 years practical experience in employment and personnel law before MSPB, FLRA and EEOC. Specializing in Federal employee grievances involving performance evaluations, disciplinary actions, sexual harassment, involuntary removals, whistleblower protection and discrimination. Initial telephone consultation regarding any grievance or concern without charge or obligation. **SAM HORN, TEL. (301) 933-9723.**

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 Mople Ave., W., Vienna, VA 22180. Tel. (703) 281-2161, FAX (703) 281-9464.

MAIL ORDER

BEADS! BEADS! BEADS! Everything you need to bead. Beads and pendants of all types, from everywhere. Bead stringing supplies, tools, books, and more. Wherever you are, **BEADZIP** can fill all your beadstringing needs. To receive your 60-page catalog with color photos and lots of tips and information, send \$5 (redeemable with order) to: **BEADZIP**, 2316-D Soroh Ln, Falls Church, VA 22043, (703) 849-8463. And whenever you are in the Washington area, be sure to visit **BEADAZZLED**, the world's most complete bead stores, with three locations to serve you in Washington DC, McLean VA and Baltimore MD.

PURCHASES

WORLD'S FINEST ORANGE GIFT PACK: For all your gift giving needs. Any time - year round. 10-14 lbs. \$19.95 delivered **TREE FRESH** in the continental USA. For more information or to place on order call 1-800-695-3852 or fax (209) 539-2089.

110-220-VOLT EXPORT PRODUCTS

Multi-system TV/VCRs, computers, audio-visual equipment, electronics, small & major appliances, transformers, voltage regulators, supplies, and more. **TEL: (703) 379-6100** (Washington D.C. area) Please see our display od. Internet: embassy@embassy-usa.com

HELP WANTED

Global Trade Network announces opportunities for residents in many countries — for Executive Directors, telemarketers, experts in travel, credit, freight forwarding, & telephone network installation and service. Fax (617) 345-9632.

F O C U S

people. Human Rights Watch offered to send observers, deputized as UNHCR staff, to report on the Serbs, but UNHCR never wanted to do that. They just absolved themselves of any responsibility — without coming up with a plan of their own. They should have said, "The way we've done business in a country of asylum is not going to work in Bosnia. So what do we do?" But they just settled into a comfortable routine here in Zagreb. They said it was too dangerous. I say they were so worried about their own staff they didn't worry enough about the victims. If you're going to save people, you have to take some risks.

"What we've got to do is focus on how you teach a decision-maker what his options are and when to act. You have to explain that the longer you delay making decisions, the chance of making good ones begins to decline. It goes from being a good choice to a bad choice to no choice.

"We design our operations on the assumption that we're not going to have international support. We

never expect it. We're surprised when there is intervention. ... You make your own opportunities."

Nicholas Morris, the UNHCR special envoy to the former Yugoslavia in 1994, agreed that in the war years it was almost impossible to safely deliver relief. In a 1994 interview in Zagreb, he was candid about "the quagmire" into which the United Nations had sunk. Humanitarian space depends upon national interests — or self interests — overlapping with humanitarian principles. In Bosnia the three sides "don't see any self interest in respecting [U.N.] principles, because they don't perceive our side as being impartial and neutral," said Morris.

No one knows exactly how Cuny's life may have ended in Chechnya, but his friends and supporters remember what he said about U.S. efforts in Bosnia: "So much more could have been done." No one can say that about Fred Cuny, who probably lost his life trying to do so much more. His example will live on. ■



FOR INFORMATION CALL 703-527-4409
OR FAX 703-516-4409

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
- Controlled access entry throughout building.
- Luxurious one and two bedroom apartments completely furnished and accessorized with fully equipped gourmet kitchens and washers and dryers.
- Complete Nautilus fitness center, lighted tennis court, and a spacious outdoor swimming pool.
- Weekly maid service, free cable TV.
- 4 blocks from Ballston Metro, courtesy Shuttle provided.
- Within walking distance of department stores, specialty shops and restaurants.
- Free underground parking.
- Cats welcome
- Adjacent to bike/jogging trail.
- 5p.m. check-in time.
- 2 miles from NFATC

30-day minimum stay

THE CHASE AT BALLSTON

The Service You Deserve

650 N. Washington Boulevard, Arlington, VA 22201

BARBARA L. SCHELL 1944-1994

One memory, nearly half a century old, shines through the darkening mists of time as Barbara Schell's father, Gus Schell, remembers her.

"She was just about old enough to walk and talk," he recalls. "There was this pathway near our home and Barbara would disappear down it whenever we let her out of the house." One day a neighbor looked up to see the toddler running back to her house as fast as her little legs would allow. "Where ya' been, Barbara?" he called out. "I just came back from going too far," the little girl replied.

Gus Schell paused. "I'll never forget that," he said. "Barbara was never the clinging vine type. She was always going around the corner, looking for something else."

That same sense of independence, determination and adventure brought Barbara Lyne Schell to the Foreign Service in 1966 and led her to assignments in posts as varied as revolutionary Teheran, civil war-torn Chad and Alexandria, Egypt, in the last days of the U.S. Consulate General there. Perhaps that also motivated her to seek her last, and most dangerous, assignment in 1993 as political advisor to the commanding general of Operation Provide Comfort, the U.S.-led multi-national effort to provide security and

humanitarian assistance to the Kurds, which began in 1991. There, once again, Barbara Schell found herself in a place too far, this time on a path that led to death on April 14, 1994, with 25 others in a "friendly fire" accident in a narrow valley in the mountains of northern Iraq.

Thousands of miles away from the Middle East, Broomall, Pa., a leafy bit of middle-class Americana just west of Philadelphia, bustles in the chilly, late autumn sunlight. A child of the '50s, Barbara Schell grew up here when West Chester

Road was still country, though today it's a busy commercial highway. Her elementary and high school, Marple-Newtown, still stands and thrives, the entrance facade little changed from the time when flat-topped boys and girls like her, all saddle-shoed and crinolined, clustered around waiting for classes to begin. Her father remembers her as an average student, "maybe slightly ahead" of her class, but forgets to mention that she received a National Merit Scholarship letter of commendation in 1960. She played four years of field hockey and, under the influence of her swimming coach dad, was an enthusiastic competitor on the school's swimming team. There's "Barb," in the 1961 edition of *Memories*, her high school yearbook, a smiling, scrubbed pageboy blonde.



POSTED IN HOTSPOTS,
FSO RECALLED AS BOLD,
CALM, HARD-WORKING PRO

BY RICHARD GILBERT

F O C U S

*'I never served with anyone better than Barbara.
She was demanding but she was the best.'*

— FSO Ann Sides

For college, Schell left Pennsylvania for the University of Michigan in Ann Arbor. In her junior year, following in the footsteps of her school teacher mother, Helen, 25 years earlier, she spent a year abroad to study French, her high school language, and French civilization at the Sorbonne in Paris.

After graduating with a political science degree in 1965, she went back home to Broomall, taking a clerk's job at the U.S. Army Base just outside of Philadelphia while she waited for the Department of State to act on her appointment to the Foreign Service. On her first try, while still in college, she had passed both the written and oral examinations, becoming one of a handful of women in her Vietnam-era junior officer class in the fall of 1966.

At age 24, FSO Barbara Schell found herself living in an exotic, distant locale in North Africa and, not surprisingly for her generation of Foreign Service women — most of the male FSOs of that era were posted to Vietnam — working as vice consul on the always less-than-glamorous visa line. Casablanca in the late '60s was a mecca for disaffected young people searching for tolerance for alternate lifestyles and enjoying cheap hashish. Schell told intimates later that this was her "flower child" period. Away from the U.S. Consulate, she spent her time with Peace Corps volunteers, apparently enjoying the eclectic opinions, attitudes and fierce anti-war rhetoric of these young Americans abroad.

In 1971, Casablanca was followed by a stint as vice consul in Manila. By the summer of 1972, Barbara Schell was back in the United States, working for a short time in Washington, D.C. at the U.S. Office of

Economic Opportunity and, in 1973, joining the Board of Examiners. The following year, she arrived at the Foreign Service Institute (FSI) to begin Farsi language training in preparation for yet another consular job, this time in Iran. It would be an assignment that would change the course of her career.

"I remember Barbara," says her FSI classmate, retired FSO John Stempel. "She was never a great language student. She would sit there and glower during the first hour. Then, when she'd had a cup of coffee at the break, she'd get going and was suddenly civil again. I'd ask her if she was having one of her snarly days, then I'd see that radiant smile."

Schell and Stempel arrived in Teheran in 1975 when the quality of life in the city was already beginning to deteriorate, with monstrous traffic jams and power outages becoming the norm. For Schell, swimming laps at the U.S. Embassy pool and playing tennis became central to her free time, as did venturing beyond the capital to experience more distant parts of Iran. David Laylin, now of Great Falls, Va., ran a safari-travel business in Teheran in those days and remembers Barbara as one of his most enthusiastic embassy clients. "Not everyone loved those trips," Laylin remembers. "But Barbara did."

Back at the embassy, she made a welcome mid-tour switch from the consular section to the economic-commercial section, becoming a commercial reporting officer. It was a propitious moment to end her consular career. By early 1978, the political situation in the country had deteriorated significantly and street demonstrations against the Shah had begun. Within a year, the Shah had fled and, on Feb. 1, 1979, Ayatollah Khomeini returned from exile to be greeted by 3 million wildly enthusiastic Iranians.

On Feb. 14, after two weeks of political turmoil, Barbara Schell was preparing to leave for work when a barrage of machine gunfire opened up on the U.S.

Richard Gilbert, a freelance writer, is a former FSO with the U.S. Information Agency who served in Thailand, Romania, Finland, Liberia and the Soviet Union.

F O C U S

Embassy near her apartment. Within minutes, militants had overrun the ambassador's residence and were battering at the steel doors protecting the second floor "secure zone" of the chancery while American staff burned the classified cables and took refuge in the embassy's vault.

Years later, friends remembered Schell saying her favorite memory of that day was "ducking down in the bathtub with my radio" while trapped at home as the bullets flew. Finally, order was restored on the embassy compound later that day, but the incident was a chilling precursor of events to come and a clear statement of the dangers faced by U.S. diplomats in revolutionary Teheran. Schell was among the embassy officers left after the massive personnel draw-down following the Valentine's Day incident. "She was a solid member of the team in those days," Stempel recalls. "Tough, gutsy and she did not suffer fools gladly."

By the end of summer, Schell's tour of duty in Iran ended. With characteristic bravado, she boarded a bus in September and, a lone American abroad in a nation in turmoil, embarked on a 1,000-mile road journey southeast to Pakistan. "We didn't know where she was for two weeks," her father remembers. "Then she called us from Pakistan. Said she had never heard so much gunfire in all her life." Back in Washington, and after a few months in State's Intelligence and Research Bureau (INR) as a regional economic analyst, Schell moved to State's Near East Bureau (NEA) in 1980, in the midst of the hostage crisis. She would earn a Meritorious Honor Award for her work in the bureau and with the Iran task force.

In spring of 1983, relocated safari business owner David Laylin invited former friends and acquaintances from Teheran to a dinner party at his home in suburban Virginia. Among the guests was his brother, John, then living in the San Juan Islands, where northwest Washington state meets British Columbia. That evening Barbara Schell and John Laylin discovered mutual friends in Iran and mutual interests. "My profession has always been living by my wits, but Barbara found me at a particularly low point," he said. "We had dinner a couple of times after that, and, in July, we had a lovely two weeks boating and exploring

the American San Juans. I returned east in September or October of 1983 and took her to dinner at the Metropolitan Club the night of my arrival ... The rest is history, as they say."

The couple was married in early June 1984 on the Laylin family farm in Great Falls, Va. Their honeymoon was a long weekend at Chincoteague Island, abetted by Schell's single day of comp time. A few months later, male spouse in tow, Barbara Schell arrived in Oran, Algeria, as the consulate's principal officer.

"She was a breath of fresh air," said FSO Doreen Soler, the consular officer in Oran when Schell arrived. "We were two women staffing a consulate in an Arab country. I remember one foreign resident who made a crack about 'a knitting club,' but Barbara took it in stride. She was out meeting people from the first day she arrived." Others remember the crumbling, old French villa that housed both the U.S. Consulate and the principal officer's living quarters, and the "constant state of construction" that prevailed. "They just continued to function during this huge construction project as if everything was hunky-dory," FSO Jerry Bernier, who was with the U.S. Information Service (USIS) in Algeria, recalled admiringly.

Shaking off the dust and plaster, the couple plunged into the representational routine, revitalized the consulate's English-teaching program, made friends throughout the community of foreign residents and, whenever possible, traveled into the desert, including taking one memorable 10-day trip south to Algeria's Hoggar region. Never off duty, a vacation in Marseille resulted in a Schell reporting cable comparing attitudes of Algerian immigrants in the French port to attitudes in Oran.

The U.S. air attack against Libya in 1986 broke the quiet in western Algeria and occasioned the threat of demonstrations against the consulate. "I was petrified," remembered former Oran consular officer Ann Sides, now posted in Dublin. "But not Barbara. She calmly took down the flag, sent everyone home and locked up the building so we wouldn't be a target. She was ready to fight if anyone came over the wall. I never served with anyone better than Barbara. She was demanding, but she was the best."

F O C U S

By summer of 1992, new posts were opening all over the former Soviet Union and Barbara Schell set her sights on a DCM slot in one of the newly independent Islamic republics.

By 1988, Schell and Laylin were in Damascus where Barbara served with Ambassador Edward Djerejian as chief of the embassy's economics unit, responsible for economic, commercial and agricultural reporting.

John Craig was deputy chief of mission (DCM) in Damascus. "Coincidentally, Barbara and I sat next to each other in staff meetings and we became good friends," Craig recalled. "She was a hard worker, with a sharp tongue and a dry wit. She was never one to hide her displeasure at any hint of mismanagement. At that time we were trying to promote the entry of American products in the Syrian market and to support U.S. business interests. Barbara was very active in contact work and representation and, consequently, very popular with commercial groups. She was adventurous too, spending lots of time in the *souks* [bazaars]... traveling all over Syria."

When it came time to leave Syria, Djerejian wrote to his colleague Richard Bogosian recommending Schell as a candidate for DCM in Chad. Instead of the senior Washington post to which she aspired, Schell and Laylin headed for N'Djamena in the summer of 1990, her first post in Africa south of the Sahara.

"Barbara Schell had all the professional skills you look for in a DCM," Bogosian noted in an interview at his State Department office. "Chad was a teaching embassy. It was a period of considerable tension and we had many younger, second-tour officers. Barbara led by her sheer professionalism, her stability, her calm demeanor. We had one officer who didn't get off to a good start but Barbara worked with him closely. She was tough-minded in a difficult personnel situation. I remember her shuffling into my office in her stocking feet at the end of an especially grueling day and asking, 'Is it me?' But, in the end, the officer got promoted."

In late 1990, with both ambassador and DCM fairly new, Chad's civil war erupted and the U.S. Embassy managed an evacuation of Foreign Service employees' families. "Barbara knew just what to do, and had the strength to do it," recalled Bogosian. "She had just the right level of professional calm and the ability to manage. She was a 'Let's get down to brass tacks' sort of DCM. An ambassador needs someone to tell him when he's wrong and Barbara never had a problem in that department."

By summer of 1992, new posts were opening all over the former Soviet Union and Barbara Schell set her sights on a DCM slot in one of the newly independent Islamic republics. Instead, she was assigned to Alexandria as consul general with the task of closing one of the most historic posts in U.S. diplomacy. Years earlier, Schell's arguments had been instrumental in "saving" the consulate of Oran, at least temporarily, but Alexandria was a done deal when she arrived. The consulate general officially closed in September of 1993. But by then, in the year of her 50th birthday, Barbara Schell had already found another assignment.

John Laylin was in southern France, at work renovating the rural Gascon farm house, set hard against the Pyrenees, that he and Barbara had purchased as a retirement home, when she called to tell him that she had "jumped at the chance" for assignment as political adviser to Commander Brig. Gen. Jeffrey Pilkington of Operation Provide Comfort, based in southeast Turkey. "It was the possibility of further adventure in a part of the world we both knew and liked very much," Laylin said. Working in "a declared combat zone," it was also a solo assignment — no dependents allowed. Until Schell volunteered, the job had been "sort of jerry-rigged," filled mainly by temporary Foreign Service

F O C U S

employees who worked in Turkey for weeks or months before moving on to other less demanding and less dangerous assignments.

Operation Provide Comfort had its roots in dramatic television pictures of Iraqi Kurds fleeing north to escape the vengeance of Saddam Hussein in the wake of Desert Storm. On Sunday, April 7, 1991, U.S. Air Force planes flew over northern Iraq to drop supplies of food, blankets, clothing, tents and other relief items to the desperate refugees. Within a few days, a unique and massive formal humanitarian assistance program began under U.S. leadership. The program, the largest relief effort in modern U.S. military history, would ultimately involve a 20,000-member military force from 13 countries along with material contributions from 30 nations.

By the time Schell showed up in early autumn of 1993 at Incirlik Air Base, just outside of Adana in southeast Turkey, Operation Provide Comfort was no longer a principal focus of U.S. policy. "It had been going on so long that people had forgotten about it," said one official who worked closely with the program. "There was not much attention being paid to it in Washington, except for a few low-level types. The U.S. military command in Europe was totally consumed by events in Bosnia. Operation Provide Comfort was on automatic pilot."

But there was no dismissing the danger. Iraq above the 36th parallel had been declared a "no-fly" zone, off limits to Iraqi aircraft and enforced by patrols of heavily armed coalition air forces from Turkey, France, the United Kingdom and the United States. The no-fly zone protected the approaches to the U.N.-designated security area along the Turkish border populated by half a million Kurds in villages and refugee settlements.

Zakhu, in the extreme northwest corner of Iraq, was the headquarters of the Military Coordination Center (MCC), the most forward-deployed component of Operation Provide Comfort. The mission of the MCC was "to see and be seen," to establish a high level of visibility throughout the region. To accomplish its mission, the dozen MCC personnel assigned to Zakhu, often accompanied by U.S. and other civilian officials, used U.S. Army UH-60 helicopters operating out of Diyarbakir Air Base in Turkey to travel

throughout the security zone, talking with local officials, monitoring resettlement progress and assessing infrastructure conditions.

As State's senior representative to Operation Provide Comfort, Barbara Schell reported to NEA's non-governmental organization (NGO) division. At the end of January 1994, seizing a weekend from a conference in Geneva, Barbara visited the farmhouse in France for the first time and, although complimentary about the extensive renovation work that her husband had done, allowed with her characteristic dry wit that she was "not sure" she was ready to live in a distant French village populated by only 17 other families. The couple drove over the mountains to Spain and had dinner at Barcelona's famed restaurant, "Los Caracoles." The following morning, at the city's gleaming airport, Barbara Schell said goodbye to her husband and returned to her post in Turkey. It would be the last time they would see each other.

By early April, MCC operations were being conducted in a higher than usual state of tension. Several hostile fire incidents had occurred, beginning with an attack against coalition personnel within the security zone in December. In March 1994, in a statement interpreted as a warning to coalition personnel working in Iraq, Saddam Hussein publicly threatened "to take other means" against U.N. sanctions. There was widespread talk that an Iraqi "bounty" had been placed on Provide Comfort civilian relief workers. In a telephone conversation with John Laylin at the end of the month, Schell reported that the MCC helicopter in which she had been riding had taken ground fire shortly after takeoff from Zakhu. On April 3, a German journalist was found murdered within the security zone by unknown assailants and it fell to a shaken Schell to arrange the return of her body. A week later, she reported to State's Iraq desk that she would be going "down range" in a few days, accompanying the departing American MCC co-commander and his replacement on a farewell/introductory tour to Irbil and Salah ad Din, on the southern edge of the no-fly zone.

Thursday, April 14 was a clear morning in Zakhu with a cool springtime temperature of around 70

F O C U S

Seven seconds later, the missile detonated. Hit by warhead fragments and afire, the UH-60 broke up in the air and crashed.

degrees Fahrenheit. At a few minutes before 11:00, two green and black camouflage-painted U.S. UH-60 Black Hawk helicopters, outfitted with auxiliary fuel tanks attached to protruding wings, lifted off from Zakhu. On board were 26 people, virtually the entire MCC coalition staff, including Schell and several Kurdish translators.

At a low level, the helicopters flew east, on a dog-leg route to Irbil, to avoid Iraqi air defenses. Six miles overhead, a U.S. AWACS aircraft, responsible for air control for Operation Provide Comfort flights in the no-fly zone, logged the departure radio transmission of the two helicopters that noted their origin, destination and electronic signatures. At 11:11, the two helicopters entered mountainous terrain and their signals faded from the AWACS coverage. Nine minutes later, at 11:20, a flight of two combat-ready U.S. Air Force F-15C fighter planes entered the no-fly zone to "sanitize" the area. No one aboard the AWACS informed the F-15 pilots that the two MCC helicopters were in the region. At 11:22 a.m., two minutes after crossing the border, the lead F-15 pilot reported a radar contact. Minutes later, when electronic means had failed to identify the radar contact as friendly, the lead pilot attempted visual identification. Aboard the AWACS, transmissions from the helicopters' "identify friend or foe" transponders were once again being received.

Closing to within five nautical miles of the slow-moving, low-flying helicopters, the lead pilot identified them as two "Hind" helicopters, NATO designations for Soviet-built helicopters used by Iraq. The wingman also made a visual pass and reported "tally two" to the orbiting AWACS. At the long distance and high speed, neither pilot saw the U.S. flags painted on the bottom, fuel tanks and side doors of the helicopters. Believing that his wingman

had confirmed his visual identification, the lead pilot called "engaged" to the AWACS and instructed his wingman to "arm hot." After his second attempt to identify the helicopters electronically received no response, the flight lead fired a radar-controlled AIM-120 missile at the second, trailing helicopter.

Seven seconds later, the missile detonated. Hit by warhead fragments and afire, the UH-60 broke up in the air and crashed. As the lead Black Hawk began a series of abrupt left and right banking maneuvers and turned left toward a narrow, steep-walled valley, the second F-15C released an AIM 9 heat-seeking missile from a distance of 9,000 feet. The helicopter exploded and crashed against a mountain slope. All aboard both helicopters were killed.

On May 2, Barbara Schell's family and colleagues in the department organized a memorial service, which overflowed the choir of Washington's National Cathedral. Two weeks earlier, another memorial service had been held in Zakhu, Iraq. At that service, a local Muslim cleric eulogized all the crash victims, saying: "They came to save us, and to give us dignity. Their sacrifice will remain in the minds of our children for the rest of their lives. We will teach their names to our children, and keep their names in our books of history as heroes who gave their lives for freedom."

Barbara Schell's ashes rest with other American heroes amid the rolling hills and meadows of Arlington National Cemetery. In the sixth-floor corridor leading to the NEA conference room at State is the framed Purple Heart awarded to her posthumously by the U.S. military. Her name is between Freddie Woodruff's and Barry Castiglione's on the Department of State's ever-lengthening Wall of Honor. ■

LATIN AMERICA? DONDE ESTÁ?

WITH EUROPE, MIDDLE EAST SIMMERING,
CHRISTOPHER IGNORING LATIN NATIONS

BY GEORGE GEDDA

For the past several years, secretaries of State have been passing up annual Organization of American States (OAS) foreign ministers' meetings almost as a matter of course. They always seemed to find something more important to do than consort with the Latins. Thus, eyebrows were raised in some quarters this past spring when Secretary of State Warren Christopher decided to attend the 1995 OAS meeting in Haiti.

For Christopher, it was a two-fer. He could highlight the successful U.S.-led military intervention that restored Haiti's elected government to power, and he could meet with his hemispheric colleagues at the same time. No predecessor had bothered to show up for an OAS conclave since James Baker's appearance in 1989. (Baker probably would have turned down that opportunity as well, except that the OAS was a good forum for scoring points at that time against Panama's then-leader, Manuel Antonio Noriega.) Secretaries of State almost always attend the semi-annual NATO foreign ministers' meeting in Europe and even the annual gathering of Asia-Pacific ministers in Southeast Asia, half a world away. But OAS meetings are another matter, even when they're held at OAS headquarters, a scant five blocks down the street from State Department.

George Gedda is the State Department correspondent for the Associated Press.

Christopher's appearance at the Haiti meetings looked like a done deal but, 48 hours beforehand, he decided to cancel the OAS portion of his visit. He did fly down to Port-au-Prince for a meeting with Aristide and to attend a police academy graduation ceremony, and he held an informal chat with his Latin American colleagues. But he cut out after a mere seven hours in Haiti. Hanging around for the OAS meeting the next day would have robbed him of valuable time he believed was better spent working on the simmering troubles in Bosnia and the Middle East.

It's hard to argue with Christopher's decision. Secretaries of State normally are too busy to deal with areas not in ferment. And things have been going so well lately in Latin America that Christopher has the luxury of delegating the region to subordinates. And absent crises, Christopher's top deputy for Latin America, Alexander Watson, probably has an easier job than any of his predecessors dating back to the pre-Castro era. Richard Holbrooke, who as assistant secretary for Europe has responsibility for Bosnia, likes to chide Watson about how soft his job is compared to the Europe portfolio. For Christopher, Latin America is almost off the map. In 35 months in office, he has been to the Middle East 15 times but has not visited Latin America except for a total of about 24 working hours on one quick trip to Mexico and two quicker trips to Haiti. Christopher has been to Kazakhstan but not Chile. Of 79 countries he has visited worldwide, the

Latin America-Caribbean region has been shut out except for Mexico and Haiti. This fall, there was another example of Latin America's declining importance: Christopher became the first secretary of State in years who failed to host a reception for Latin American foreign ministers who showed up for the U.N. General Assembly in New York. Once again, a tight schedule was the culprit.

No secretary of State has made a serious visit to South America since George Shultz who, nearing the end of his 6 1/2 years in office, spent a week traveling around the continent in late 1988. Baker spent a total of eight hours in South America: two four-hour visits to Colombia in 1990 — one to tout the administration's anti-drug campaign and one to implore Colombia, then a U.N. Security Council member, to support military action against Iraq.

During his 3 1/2 years in office, Baker found time to go to Bishkek, but not to Buenos Aires. Curiously, President George Bush schmoozed more with the Latins than did Baker. Bush took a swing through six South American countries in 1990, but Baker was too busy to go along. In 1992, Bush traveled without Baker to the U.N. environmental summit in Brazil. And to the extent that the hemisphere has been given high-level attention by the current administration, it was concentrated into the three-day region-wide Miami summit hosted by President Clinton in December 1994. It was the first such gathering since 1967, attracting 35 democratically elected heads of government, and its most noteworthy achievement was a commitment to achieve a hemisphere-wide free trade area by 2005. A hemispheric summit on sustainable development is set for Bolivia at the end of 1996, but there are no summit commitments beyond that. Thus, the Latins still have that left-out feeling because they are excluded from two summits that have become annual rituals: the so-called G-7 summit each spring involving wealthy countries and the Asia-Pacific summit each fall.

Latin America, especially Central America, was much more of a focus a decade ago. After all, a leftist regime had been installed in Nicaragua, giving the Soviets a foothold on the American continent for

the first time, and a northward expansion into El Salvador and beyond seemed possible. The United States was hip-deep in Central America. So closely did President Ronald Reagan follow events in the region that a top State Department aide at the time, Richard McCormack, said Reagan at times was the de facto Central America desk officer. Then-U.N. ambassador Jeane Kirkpatrick called Central America "the most important region in the world for the United States." Shultz was a frequent visitor to the region, at one point traveling to El Salvador alone three times in nine months, imploring the Salvadorans to embrace democracy.

Since then, of course, democratic stability has shown signs of taking root in Central America much as it has elsewhere in the hemisphere. Perhaps predictably, U.S. attention as well as resource flows have plummeted dramatically. The budget of U.S. Agency for International Development (USAID) for the entire Latin America-Caribbean region has shrunk from \$1.4 billion in 1990 to an anticipated \$390 million in 1996. That's only slightly more than El Salvador was receiving a decade ago by itself. Five years ago, Latin America received about 28 percent of the USAID pie. Now it's down to less than 9 percent.

These days, American neglect is the price Latin America is paying for its good behavior. Not only has it shifted decisively to democracy, it also has turned its back on Cuba's Fidel Castro, considering him an anachronism. Flirtations by Argentina and Brazil with nuclear weapons are now history. And with the advent of elected government, the region's penchant for human rights violations has eased considerably, although the military still acts with impunity in some countries. Throughout the region, markets are being

*In 35 months in
office, Secretary of
State Warren
Christopher has been
to the Middle East 15
times, but has not
visited Latin America
except for a total of
24 working hours on
one quick trip to
Mexico and two faster
trips to Haiti.*

opened, state-run enterprises are being privatized and inflation is at a 25-year low. Regional debt, a seemingly insoluble problem a decade ago, is now manageable. Relative to the region's exports, debt repayments are at their lowest level since 1980. Incidents of international terrorism in the area are rare.

Although terrorist acts directed by guerrilla groups against Americans and U.S. interests remain common in Colombia, visceral anti-Americanism in the region is down sharply compared with a decade ago. A wave of nationalism in Panama in the 1960s and 1970s induced the United States to approve new canal treaties requiring, among other things, the departure of U.S. military forces. Now the great majority of Panamanians, concerned about economic loss, want American troops to stay, albeit in smaller numbers. In sum, except for close-in countries and continuing concern about U.S.-bound drug trafficking from the Andean countries, Latin America isn't where the action is these days. The area is like the quiet kid in the back of the class who everybody ignores because he's so well behaved.

This is not the first time Latin America has receded from Washington's gaze. The pattern has been spasms of attention followed by periods of neglect. Nothing riveted Washington's attention to the hemisphere more than Fidel Castro's rise to power in 1959. Castro once boasted that he was the father of the Kennedy-era Alliance for Progress, claiming — not without reason — that the program never would have been established without him. After the Cuban missile crisis, Castro seemed less of a menace, and Washington's attention faded, only to be revived in the 1980s when the Cold War heated up. With the collapse of the Soviet empire and Cuba's descent into irrelevancy, there

is less to disagree about nowadays. There is even a consensus among OAS members that democracy is the only legitimate form of government in the hemisphere.

Immigration also is changing attitudes across the north-south divide. As the University of Southern California's Abraham Lowenthal has pointed out, Americans and Latin Americans are no longer worlds apart in terms of religion, values, mores and institutions, partly because of the vast Latin American diaspora now living in the United States. The Latino population is now the fastest-growing group in the country, muting the once-sharp contrasts above and below the Rio Grande.

Despite long strides in Latin America's democratic development, it's far too soon to declare victory; the region's social problems are too immense for that. Mark Schneider, the top Latin America hand at USAID, puts the number of Latin American poor at 200 million. Other experts estimate the absolute poor at 130 million, up from 90 million in the early 1980s. "The poor are getting poorer and the elite are getting more elite," says Bill Doherty of the AFL-CIO's American Institute for Free Labor Development, who has monitored events in Latin America for 35 years. In Brazil, the richest 20 percent earn 26 times what the poorest 20 percent do. In the United States, the ratio is 9 to 1.

The economic miracle of the 1970s in Brazil prompted millions to flee rural poverty only to wind up in big city *favelas* or slums. Rio de Janeiro alone is home to 660 such neighborhoods, housing a quarter of the city's population. Two decades ago, the theory was that the economic pie had to be enlarged before it could be divided. Today, the pie is bigger, but the same number of people are sharing it. "Our whole history is one of social

apartheid, authoritarianism, slavery and the concentration of riches," says Jose Camargo, an economist at Rio's Pontifical Catholic University. "We'll have to change our cultural attitudes first before we can have a more just society." But can the poor be counted on to remain passive until then? And if a social explosion does take place, how many Latins will head north, seeking sanctuary in the United States?

The pervasive problems of poverty in Latin America have little resonance in Washington, given the scarcity of resources and of political will. One issue which does get attention is trade, and the trends are encouraging. Latin America buys about half its imports from the United States — the largest of any region in the world; all other regions import no more than 15 percent. U.S. exports to Latin America increased by \$38 billion from 1990-94, accounting for more than half the growth in exports to developing countries during this period.

But in terms of lowering barriers to future trade, 1995 was a dud. Precious little has happened to advance the goal of hemispheric free trade by 2005, a target set at the Summit of the Americas in Miami in December 1994. After approving NAFTA in 1993 and the Uruguay Round trade pact in 1994, Congress sat on its hands in 1995, despite an unusually modest agenda for trade issues. The highest priority was approval of "fast track" authority to permit negotiation of free trade with Chile but that hasn't happened, partly because of differing views on how to deal with labor and environmental issues. Nor has Congress bothered to give Caribbean Basin countries the same market access in the United States for its textiles and other products, as Mexico has under NAFTA. Union groups and apparel makers are wary about the potential impact of such concessions,

and prospects for a breakthrough are expected to diminish as the 1996 elections approach.

Not surprisingly, it's the closest neighbors which get most of the high-level attention in Washington. Haiti had the administration's ear continuously until Clinton gambled that military intervention was the only answer to the country's political crisis. Thus far, the policy has exceeded the most optimistic scenarios but there is some nervousness among officials as the expected departure next month of 6,000 U.N. security forces approaches and Haiti attempts the transition from President Jean-Bertrand Aristide to an elected successor. Some officials are skeptical as to whether Haiti is up to the challenge of self-government.

Cuba has received episodic attention from Clinton, first as a migration problem and now as a focus of renewed debate as to the best way to bring Castro down. In October, Clinton approved a series of measures designed to enhance communications between ordinary Cubans and Americans; he believes a free flow of ideas will help promote democracy. The Republican leadership in Congress generally sees Clinton's initiatives as a sideshow, arguing that priority should be given to tightening the economic noose around Cuba by approving pending legislation introduced by Sen. Jesse Helms (R-N.C.), and Rep. Dan Burton (R-Ind.). The centerpiece of the duo's proposal is an effort to deter foreign investment in Cuba in hopes of dealing a knockout blow to Fidel Castro. That goal would be achieved by allowing American residents whose property was confiscated three decades ago to lay claim to the properties via U.S. courts. The theory is that would-be investors would shy away from Cuba because they would not be assured of legal title to any property they acquired. That provision was included in the bill passed by the

House in September, but was eliminated from the Senate bill. It's not clear how the bill will fare in conference. The administration fought hard against the provision, contending that it would set back hopes for a peaceful transition in Cuba.

When it comes to sustained U.S. concern and attention in Latin America, no country rivals Mexico, and the October summit meeting between Clinton and Mexican President Ernesto Zedillo reinforced that point. Clinton rarely agrees to state visits but made an exception in Zedillo's case. There is genuine admiration within the administration about the way he has handled the financial crisis that exploded upon Mexico in December 1994. So Zedillo got the full treatment from Clinton: a welcoming ceremony at the White House with military honors, a state dinner and Clinton's presence the following day at a luncheon hosted by OAS Secretary General Cesar Gaviria. Zedillo had ensured a friendly reception by coming to Washington with a \$700 million check, the initial repayment on the \$20 billion bailout that Clinton approved following the devaluation crisis.

Before the trip, the Mexicans hinted that Zedillo might be amenable to an address before a joint meeting of Congress but the administration did not encourage the idea, fearing it could touch off an argument about Mexico policy. Many lawmakers were displeased when Clinton bypassed Congress in approving the bailout. There was also a sense among some members that NAFTA, for which Clinton had lobbied hard in 1993, was not living up to expectations. So there was no speech to Congress.

The devaluation turned a modest U.S. trade surplus with Mexico into a sizeable deficit, more than \$8.5 billion during the first half of 1995. Two years ago, free trade proponents had

been predicting a \$9 billion U.S. surplus by this time. The grimmer figures have been a godsend to GOP presidential candidate Pat Buchanan, whose anti-NAFTA rhetoric gives him some of his best applause lines on the campaign trail. The administration believes that the trade picture with Mexico will improve substantially as the Mexican economy regains its health but, with the peso continuing to lose value in late 1995, the short-term prospect is for a continuing increase in the U.S. trade deficit.

The administration used the Zedillo visit to press its case that, without NAFTA, the fallout from the Mexican currency crisis would have been far worse and U.S. exports to Mexico would have been far smaller. They pointed out that, because of NAFTA, low tariff access to Mexico for U.S. products was uninterrupted after the devaluation while Mexican imports from other trading partners diminished. Clinton boasted that U.S. exports to Mexico and Canada had grown by 25 percent, despite the Mexican crisis.

Left unclear was the difference between jobs created by exports to Canada compared with those to Mexico. Also omitted from the official statements was the number of jobs lost as a result of U.S. businesses shifting operations across the border. Another issue given short shrift at the summit was the growing power of narcotraffickers and the fear among some U.S. officials that they may someday be the de facto rulers of Mexico despite Zedillo's pledges to curb them. But the October summit did not dwell on unpleasant portents. It rather was a celebration to savor the tentative victory over Mexico's economic crisis, not to mention the spiced stuffed partridge breast served to 160 guests at the glittering White House dinner held in Zedillo's honor. ■

THE CANTON WAR

FIRST AMERICAN CONSUL TO CHINA LEARNS WHY BUSINESS AND HUMAN RIGHTS DON'T MIX

BY ROBERT W. DREXLER

Whether the United States should continue to trade with China despite its poor record on human rights is not a new topic: Major Samuel Shaw answered that question more than 200 years ago.

Shaw had arrived in Canton (now Guangzhou) as the "super cargo," or business agent, of the first American ship to sail to China, and he was responsible for the opening of trade between the two countries. On this initial voyage he planned to obtain a large cargo of Chinese tea for the New York market in exchange for \$18,000 in silver coins, together with 57,000 pounds of ginseng, a rare tuberous root highly fancied in China as an aphrodisiac, which had been discovered growing wild on the slopes of the Appalachian mountains. The Revolutionary War had just ended with the winning of American independence, so Shaw found himself in one of the world's oldest nations as a representative of its youngest. Since the Chinese had never before heard of America, Shaw gave them their first impressions of his country and its people.

On the morning of Nov. 27, 1784, three

months after Shaw had arrived, local Chinese authorities kidnapped a British merchant near Canton and held him hostage to force his company to hand over one of their British seamen for execution. The merchant, George Smith, had been lured into the quarters of a Chinese associate, where he was seized, forced into a sedan-chair and carried off to the walled city of Canton. He was confined there inside a prison featuring horrors that the Chinese had been refining for ages.

Smith was the super cargo of the British merchant ship *Lady Hughes*, which was anchored down the river from Canton near Shaw's own ship, *The Empress of China*. Three days before Smith's kidnapping, the captain of the *Lady Hughes* had entertained friends at dinner on board and, as his guests were preparing to return ashore afterwards, one of the ship's guns fired a salute. This was a traditional courtesy but was practiced excessively in those waters. For example, when Shaw paid courtesy calls on the captains of various European ships anchored near by, he had been heralded by the firing of no fewer than 150 salutes. Local Chinese usually tolerated such gunpowder tricks, which their ancestors had invented a thousand years earlier, but on the occasion of the dinner party aboard the *Lady Hughes*, there had been an intolerable accident: the force of the blast had killed a Chinese in a sampan alongside.

Robert W. Drexler is a retired FSO who was consul in Hong Kong, and also served in Bogota, Kuala Lumpur and Geneva.

The British immediately sent their ship's gunner into hiding because they feared the worst consequences for him. Under Chinese law, the only atonement for a killing was the execution of the killer. It did not matter to Chinese authorities that the killing might have been accidental or in self-defense: Execution was mandatory. The Chinese did, however, make a sensitive distinction regarding the method. If the killing was judged intentional, the murderer was decapitated; if accidental, the killer was strangled, which the Chinese considered preferable because the victim's body was not disfigured. The condemned were often brought to the execution ground in a dazed condition, having been given opium — not so much out of compassion as from a Chinese desire to avoid a loss of decorum at the event.

In addition to seizing Smith, the Chinese authorities halted all business transactions with Westerners in Canton and ordered their Chinese servants and staff to withdraw behind the city's walls. The foreign merchants, including Shaw, found themselves isolated on the narrow strip of land between the walls and the river at Jackass Point where they had built their business and living quarters, called "factories." The Chinese drew up some 40 gunboats opposite the factories to intimidate the Westerners, who in those early years had no warships of their own to call for protection. Most of their commercial vessels mounted a few guns for protection against pirates, as well as for saluting, and also carried some small arms for the crew.

The besieged merchants got word to their ships to send small boats with armed crewmen up the river to defend the factories. The Chinese fired on them, but all the boats got through safely including one from *The Empress of China*, transporting what historians can record as the first American armed force to land in Asia.

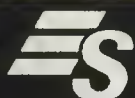
The next morning, Chinese officials began parleys with the Westerners, warning them that all the province's armed forces were being readied to suppress the foreigners' resistance to

implementing the empire's laws. The Chinese had only vague, confused ideas about the merchants' countries of origin but were already adept at playing one nationality against another. In this case, the officials aimed to isolate the British. Towards evening, the Chinese ordered each of the foreign contingents, except the British, to send a representative to meet with a senior mandarin. Shaw was among those who went to the meeting at a pagoda in an area normally closed to foreigners. Upon arrival, he and the other merchants were made to pass between ranks of guards armed with drawn broadswords.

The mandarin told the nervous merchants that it would be worse than unwise for them to become embroiled in a dispute caused by their British commercial competitors and he menacingly silenced a Frenchman who tried to speak up. Trying to look benign, the mandarin then offered tea served in fine porcelain ware. Unperturbed when the merchants declined the refreshment, he next presented two bolts of exquisite silk to each of them as a token of "friendship" and none could resist taking it, although Shaw dutifully gave his silk to the Continental Congress when he returned home.

The Chinese official smoothly informed them that all but the British would now be permitted to send their boats and armed men back to the merchant vessels anchored down the river but he insisted that the boats fly a Chinese banner "for protection." Most of the merchants were ready to yield to the Chinese demands but Shaw, disgusted by their attitude, vowed that he and his shipmates would stay and support the British, come what may.

*Shaw had lost none of
the youthful idealism
and physical courage
he had displayed
throughout the
Revolutionary War.
Unfortunately, these
qualities were in
short supply among
the other merchants
in the city of Canton.*



ExecuStay, Inc.

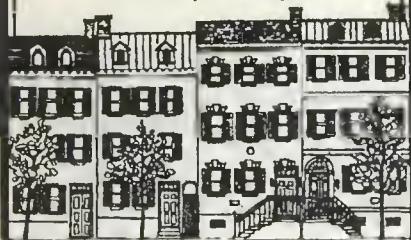
1-800-735-7829

301-212-9660

Fax: 301-212-9665

Member of the
**Washington
Reservation Centre**

offering over 1,000 fully
furnished locations throughout
the Washington Metropolitan area
for 30 days or longer.



**The Experts In Furnished
Short & Long-Term Housing**

- Fully furnished apartments and private homes.
- Customized to meet your lifestyle.
- Quality housewares including linens, fully outfitted kitchens and decorative accessories.
- All expenses including phone service, utilities and cable television on one bill.
- Maid service upon request.
- Pets accepted at many locations.
- Washers and dryers.
- Close to shopping and entertainment.
- Many locations on public transportation routes.
- Major credit cards accepted.

Most Importantly...

- You make the decisions, we provide the service.
- We meet your budget.

**7595 Rickenbacker Drive
Gaithersburg, Maryland 20879**

Until a year before this incident, Shaw had devoted his adult life to fighting against the British — not for them. He was from Boston and had enlisted, upon turning 21 in 1776, in the Continental Army. He had endured the winter at Valley Forge, crossed the Delaware with Washington and, as a major in the artillery, had helped defeat the British at Yorktown. After the war ended, though, Shaw favored reconciliation with England and with its Tory sympathizers in America. Now, at Canton, he was defending British merchants and ships belonging to the gigantic East India Company — the same firm whose tea Shaw's friends had dumped into Boston harbor on the eve of the Revolution.

Shaw argued that the kidnapping of Smith was not only a British concern but a threat to the interests of all foreign merchants and he urged that they form a united front against the Chinese. He said he had been astonished to discover that there had been no joint planning for such a contingency and he deplored the lack of consistency in the merchants' actions. Shaw even insisted that minutes be taken during their meetings so that each would state for the record his willingness to join the others in defense of their mutual interests.

With his long military experience, Shaw was not intimidated by the forces the Chinese had deployed to threaten the merchants. The troops were armed mostly with swords, matchlock muskets and bows and arrows. Although the factories could not be defended against a horde of attackers, Shaw estimated that the Westerners would be able to fight their way back to the safety of their ships down the river.

Shaw's resistance to Chinese bru-

ality and threats is all the more remarkable because he was far more vulnerable than the other Western merchants to Chinese suspension of trading at Canton. The European merchants were backed by powerful trading companies, which had enormous reserves to help them weather a suspension. Some also had colonial bases in India or Southeast Asia to which they could conveniently withdraw. In contrast, Shaw and his colleagues aboard *The Empress of China* were gambling on a far-flung, isolated and thinly financed business venture, which would have collapsed with serious personal losses for all involved, including financial ruin for Shaw, if they had been unable to carry out their expected trading in Canton.

It is obvious from Shaw's conduct in Canton that he had lost none of the youthful idealism and physical courage he had displayed throughout the Revolutionary War. Unfortunately, these qualities were in short supply among the other merchants there. Rejecting Shaw's arguments, the Europeans deserted the British and, even worse, the British themselves finally had their ship's gunner brought back and exchanged him for the hostage, Smith. The British thanked Shaw for his support and told him there was no longer need for his boatload of armed men at the factories.

Dejectedly, he sent them back down the river to *The Empress of China*, but he made certain their boat was "not disgraced by the Chinese flag" and that it returned flying the American flag, which he had been the first to raise in China. Trading resumed in Canton and Shaw bought the cargo of tea he had sought. Some months later he learned that the hapless British gunner had been executed by strangulation. The Westerners'

practice of firing salutes in Canton harbor was stopped.

After Shaw returned to the United States and sold the tea — at a handsome profit for all the investors in the voyage — he wrote a formal account of his historic journey for John Jay, then serving as minister for foreign affairs of the Continental Congress. Describing the *Lady Hughes* incident as “The Canton War,” Shaw reported to Jay, with considerable understatement, that “it had placed the Americans in a more conspicuous point of view than has commonly attended the introduction of other nations into that ancient and extensive empire.”

In his personal journal, Shaw recorded much stronger sentiments: “Thus ended a very troublesome affair, which commenced in confusion, was carried out without order and was terminated disgracefully. Had the spirit of union among the Europeans taken place which the rights of humanity demanded, and could private interest have been for a moment sacrificed to the general good, the conclusion of the matter must have been honorable, and probably some additional privileges would have been obtained. But as it did terminate, we can only apply to it the observation of the Chinese themselves: Truly, all foreign devils have lost much face in this business.”

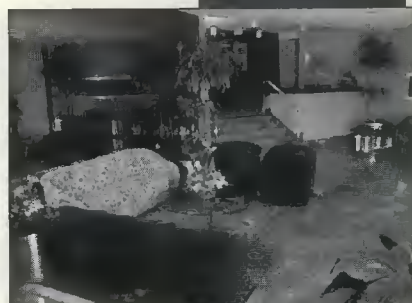
Shaw made three more voyages to China and other parts of East Asia without serious incident. He was appointed the first American consul in Canton and also established the first Canton-based American business firm. On his last voyage Shaw contracted a liver disease during a port call in India, from which he died in 1794 at the age of 39. He was buried at sea off the Cape of Good Hope. ■

Perfect Location, Perfect Comfort, Perfect Price.

Starting at
\$48

Not only are we just minutes from National Airport, the National Foreign Affairs Training Center, most government buildings, and Metro—we'll surprise you with just how much you get for so little.

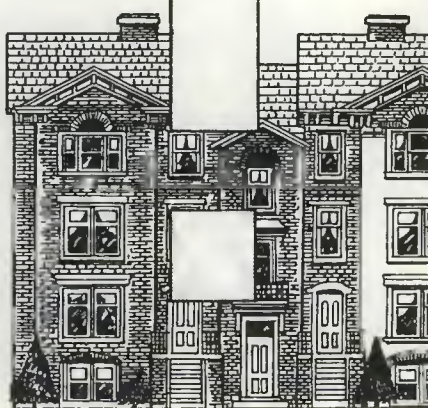
- ◆ Spacious suites with full kitchens
- ◆ Pool, sundeck, saunas and exercise facilities
- ◆ Free Cable TV with HBO
- ◆ Free on-site parking
- ◆ Free local phone calls
- ◆ Complimentary Continental Breakfast on weekdays
- ◆ Free shuttle to Rosslyn Metro during rush hour



THE Virginia Suites

1500 Arlington Blvd., Arlington, VA 22209
703-522-9600 • 800-275-2866

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. Professional service with a personal touch.

Discounts on appliances and more! Monthly computerized statements.

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



Call for any book

- Immediate shipment worldwide
- Credit cards or check • All books in print available
- Ask about our over-night gift delivery nationwide
- Ask about BOOK CALL's Readers' Rewards
- Mail orders welcome
- Open 24 hours every day

1-800-255-2665

In CT or Worldwide (203) 966-5470

FAX (203) 966-4329

e-mail: info@bookcall.connix.com



59 Elm Street
New Canaan
CT 06840



MCG FINANCIAL PLANNING

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

Services Include:

- Retirement Planning
- The Preparation and Strategies
- Analysis: Insurance and Investments
- Lump Sum Retirement Options

MARY CORNELLA GINN

4550 Montgomery Avenue, Suite 442N

Bethesda, Maryland 20814

Phone: (301) 961-8500

Fax: (703) 938-2278

SECURITIES OFFERED THROUGH NATHAN & LEWIS SECURITIES, INC.,
MEMBER NASD & SIPC

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.



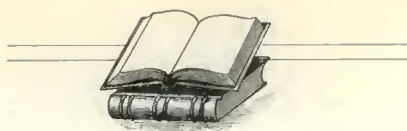
- 5:00 P.M.** Picked up dessert at Watergate Pastry Shop and walked home.
- 5:45 P.M.** Buzzed in guests at front door.
- 7:30 P.M.** Decided to stay another month!

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



BOOKS

DIPLOMACY'S FACTS RECORDED IN TIME

The Diplomatic Record, 1992-1993

*Edited by Allan E. Goodman,
Westview Press, 1995, price unstat-
ed, 294 pages.*

BY SMITH SIMPSON

The world having become an even more dangerous place than usual, any attempt to help us understand and cope with it is all to the good. Between the two world wars, annual surveys, such as Arnold J. Toynbee's *Survey of International Affairs* and the Council on Foreign Relations' companion serial, *The United States and World Affairs*, did exactly that, providing extended summaries of events along with scholarly insights. The Institute for the Study of Diplomacy, launched at Georgetown University in 1978, was intended to do the same for diplomacy. Hence, the objective of its annual *Diplomatic Record* is to focus not so much on the events themselves as the political process by which governments endeavor to shape them, namely the strategies and tactics, techniques and personal skills of diplomats. This is not an easy task. There are not that many analysts of diplomacy.

The first two volumes of *The Diplomatic Record*, edited by David D. Newsom, with Jean C. Newsom as associate editor, were well focused. Less so was the third volume, edited

by Hans Binnendijk and Mary Locke, which slipped badly, dealing, as did the inter-war surveys, with events rather than processes. The present volume struggles to get back on target and does so in first-class essays on the Salvadoran peace process (U.S. diplomat Joseph C. Sullivan); on the intervention in Somalia (U.S. diplomat Herman J. Cohen); on the process by which Mozambique was restored to peace (U.S. diplomat Cameron R. Hume); on the Russian troop withdrawal from Poland (Polish official Grzegorz Kostrzewa-Zorbas); and on the 1992 U.N. Conference on Environment and Development (Lance N. Antrim).

Other essays, however, are unrelated to diplomacy. For example, the piece on the evolution of the Commonwealth of Independent States (C.I.S.), written by two Russians associated with the Russian Federation's Ministry of Foreign Affairs, and the one on U.S.-Iraqi relations since the Gulf War have nothing to do with diplomacy. Nor does a fascinating essay on the persistent and ingenious efforts of Senators Sam Nunn and Richard Lugar to accelerate and amplify U.S. assistance to C.I.S. countries to reduce instability, spur reforms and destroy nuclear, chemical and other weapons. The senators refer in passing to the need of more adequate staffing of U.S. embassies and consular posts in the region.

In the next volume, it would be useful to have an analysis of how the United States has responded to that

dangerously volatile area of the C.I.S. region. What have we done, for instance, to create a corps of specialized officers to tackle its problems? What resources have been provided so they can do what it is hoped they will do? There is little point in endlessly repeating what the region's problems are and how critical U.S. assistance is if a lack of attention to diplomacy is denying the United States the FSOs and financial resources to respond.

Editors of future volumes might well take note that because problems and policies are important to analyze and define, this does not render unimportant the kind of diplomacy needed to tackle problems and carry out policies. An Institute for the Study of Diplomacy presumably was created to do just that.

Smith Simpson, a retired FSO, is the author of several books and articles on diplomacy.

CORDS: IN VIETNAM, MAKING US POLICY

**Pacification: The American
Struggle for Vietnam's Hearts
and Minds**

*Richard A. Hunt, Westview Press,
1995, \$35 hardcover, 352 pages.*

BY DAVID E. REUTHER

An assignment to CORDS (Civil Operations Revolutionary Development Support) during the

BOOKS

Vietnam War was not your typical diplomatic tour. But almost 350 FSOs cycled through CORDS from late 1967 to 1972; some junior officer (A-100) classes were Vietnam-bound only. The Foreign Service Institute (FSI) operated the Vietnam Training Center in Rosslyn, which taught language and otherwise prepared FSOs from the State Department, the U.S. Agency for International Development (USAID), and the U.S. Information Agency (USIA) for duty with CORDS. The penalty for failing to make progress in language training was immediate dispatch to one's CORDS assignment. Of the names of those who died on the Honor Roll in State's lobby, almost 25 percent reflect deaths associated with service in Vietnam — including John Paul Vann, whose criticism of combat without pacification was part of the larger CORDS story.

While much of the literature on Vietnam covers diplomatic history or combat, pacification, the "other war" in Vietnam, is poorly described and less understood. Hunt's volume is an outstanding study providing a detailed discussion of the overall development of the pacification effort and its connection to national policy, military strategy and bureaucratic resources. He furnishes a clear discussion of how focus on pacification was translated, through turf fights and personal advocacy, into policy and organization. Hunt, who is with the Center of Military History, provides a dispassionate review of the goals and strategies of the various programs under the CORDS rubric, and offers a concluding chapter evaluating its programs and goals. This volume is about how America made Vietnam policy. It is recommended reading for CORDS

veterans and a wider academic audience interested in public policy development and implementation, and, of course, American policy in Vietnam.

Exhaustively researched from interviews, USAID's Oral History program at Honolulu and documents available at the Center of Military History, Hunt starts his story with the recognition that American counterinsurgency doctrine had always included a civil action component. Early on, U.S. agencies developed programs to handle one aspect or another of what was seen as a need for social as well as combat programs. During the Kennedy administration, an attempt was made to coordinate counterinsurgency efforts, but Washington agencies were unwilling to yield substantive control over their respective programs. A January 1966 planning conference ended with Washington representatives advocating single management and Saigon representatives wanting separate command channels.

Vietnamese programs were no better organized. Saigon's early hamlet program was poorly run and the resources of its civilian agencies were limited. The struggle for a coordinated, well-funded pacification program is a tedious tale of forcing bureaucracies to cooperate and join resources. Before CORDS, USAID was responsible for economic development, health and social welfare, public administration, agriculture and police programs. The military program offered advisers to ARVN units, Rural Development cadres, and Regional Forces or other local security units. In a pre-CORDS moment, USAID established the Office of Civil Operations. Hunt's thesis is that building a viable

CORDS program ultimately meant getting the US military with its funding and manpower applied to the pacification effort — more than 95 percent of the 6,464 military advisers assigned to CORDS in September 1969 came from the U.S. Army — and making certain that all agencies pulled together.

One of those most responsible for CORDS was White House aide Robert Komer, who later took over in the field. Although Hunt writes that President Lyndon Johnson also played a strong role in insisting that there be a coordinated pacification program, it was Komer's cajoling, intimidating and well-timed memos that helped hammer out the bureaucratic compromises necessary to establish CORDS.

Pacification under CORDS always ran against the clock. Organized in May 1967, CORDS was still new when the Tet offensive broke across Vietnam. While Tet severely damaged the Viet Cong, it also broke CORDS' stride. CORDS recovered first, energetically responding with the successful accelerated pacification campaign. Time ran out, however, and the various agencies began to withdraw their resources from CORDS in late 1972.

And what of those FSOs who served in CORDS or were otherwise associated with the pacification program? Many were ordered back to Vietnam to monitor the Feb. 27, 1973, Paris Peace Accords. A few left the Foreign Service; many stayed, and some had exceptional careers.

David Reuther is an FSO assigned to Washington, D.C. He has more than 20 years' experience in East Asia and the Mideast, having served in Beijing, Taipei and Bangkok.

AN INSIDER'S TIPS ON PRESS DEALINGS

Wary Partners: Diplomats and the Media

David D. Pearce, *Institute for the Study of Diplomacy Book: Brassey's Inc.*, 1995, \$21.95 hardcover, 205 pages.

BY BERNARD ROSHCO

This is a very useful book for diplomats of all ranks who, realizing that dealing with reporters is an important part of their representational work, would like an insider's guide to the mores and culture of the fourth estate. David Pearce joined the Foreign Service in 1982, after working for several newspapers and wire services. He has served in the Middle East as both journalist and FSO. His dual experience gives him a rounded perspective on what it takes to go one-on-one successfully with reporters. He offers authoritative guidance on how to negotiate successful exchanges with U.S. and foreign journalists, abroad or in Washington.

Pearce's realism, anchored in personal experience, is somewhat belied by the title of his book. Professionally, a journalist and a diplomat are not "partners." To be partners, a twosome must not only concern themselves with the same enterprise, but do so from the same side of the fence. However, one can no more judge a book by its title than one can evaluate a news report by the headline over it. Pearce's text is hard-headed and informed regarding the management of potentially profitable, but possibly combustible, journalist-diplomat relationships.

For example, one of the commonest mistakes that diplomats make in dealing with journalists is misunderstanding and misusing the "ground rules" that govern the attribution of quotations and policy "spins." It

requires forethought and practice to know when and how to shift from being visibly "on the record" to backing into the shadows of "background" or disappearing into "deep background." Some examples of "senior government officials" shrouding their identities would have shown the ways that adroit briefers play by the ground rules.

Regarding ground rules, Pearce's most useful piece of advice is: Avoid going "off the record." If you don't want something to appear in the press, don't talk about it. On the other hand, he notes, retreating to the supposed safety of "no comment" may result in reporters leaping to unwarranted conclusions. In discussing the pitfalls accompanying these alternatives, Pearce is particularly useful.

Besides drawing on personal experience, Pearce interviewed past and present State Department officials as well as journalists. Still, this examination of media-diplomat relations has a relatively tight focus. You must look elsewhere, therefore, for an examination of the department's turbulent relationship with the news media or for assessments of how various secretaries of State managed their press relations. So, for an exposition of the techniques with which former Secretary Henry Kissinger mastered the press, your best single source is the recent biography by Walter Isaacson. For examples of how the press corps at State viewed various spokespersons, consult back issues of the *Foreign Service Journal*. But, for a manual of what to do when you're closeted with a reporter, pick up Pearce. ■

Bernard Roshco, a freelance writer, served in State's Bureau of Public Affairs as director of the Office of Opinion Analysis and Plans. Previously, he worked as a reporter and a press officer. He is the author of the book, Newsmaking.



- Furnished studios to 3 bedroom residences
- Minimum 30 days
- Rates within per diem
- Fully equipped kitchens
- Individual washers/dryers
- Cable T.V. & local phone included
- Utilities included
- Optional Maid service
- On site fitness center & memberships to local health clubs
- Pet friendly locations
- Major credit cards accepted
- One statement billing
- Locations in Virginia, Maryland and D.C. close to new NFATC

Virginia Locations

Annandale, Arlington, Ballston, Courthouse, Crystal City, Fairfax City, Falls Church

Maryland Locations

Bethesda, Gaithersburg, Rockville, Silver Spring

District Locations

Dupont Circle, Foggy Bottom, Upper Northwest, Waterfront

Inquiries (703) 506-3993
(800) 776-5057
FAX (703) 506-3997

**LET US SHOW YOU HOW
WE OPEN DOORS TO HOMES
AWAY FROM HOMES!**

8230 Old Courthouse Road
Suite 450, Vienna, VA 22182

THE SCHOOL SEARCH



Determine Your Destination

Your Foxcroft experience will take you to a variety of places—English class, the chemistry lab, the hockey field, the dance studio, the stables, the art studio, cultural events, mixers with other schools.

Girls benefit from a rigorous curriculum, small classes, and intelligent, caring faculty. Foxcroft enables each student to discover and enhance her best personal and academic strengths. By promoting self-esteem and responsibility, Foxcroft provides young women with the necessary tools to learn, to grow, and to lead.

A Foxcroft education will prepare you for a world of opportunity.

FOXCROFT • SCHOOL •

Foreign Service Scholarships available

Foxcroft is a college-preparatory boarding and day school for girls in grades 9-12. For more information, please contact:

Rebecca Gilmore, Director of Admission, Foxcroft School,
P.O. Box 5555, Middleburg, VA 22117; 800-858-2364

Foxcroft School admits qualified students regardless of race, color, religion, and national and ethnic origin.

Your dream overseas assignment is within reach. The only thing holding you back is that the location does not have a school for your high school-aged children. Your daughters urge you to go for the assignment; your spouse also wants you to take the job, but is nervous about sending your daughters to a boarding school. Finally, you decide to bid on the job and, if you get it, send your children to a school in another country.

Your situation is not unique. According to the State Department's Family Liaison Office, 435 children of Foreign Service Officers attended boarding schools in the 1991-92 academic year, the most recent period for which there are statistics. Slightly less than one third of those students attended schools in New England, about one-quarter were at schools in the Mid-Atlantic region and another 30 percent were in Europe.

Once a decision has been made that a boarding school is necessary, parents should discuss each step of the selection process with their children. Peter Pelham, coordinator of International Services at The Association of Boarding Schools, says, "This is not something that can be decided by only the parents." Sidnee Tyson, FLO education and youth officer, agrees, "If the student is not consulted, you have a recipe for a major disaster."

But the search for the right school takes time and effort. Applications for most schools must be received by January or February, with acceptance letters issued in March or April. "The bottom line is to plan ahead," warns Tyson.

The FLO office maintains a network of parents who have

gone through this process before. If you live in the United States, the reference section of your local library should have three directories with information about the hundreds of boarding schools in the United States and abroad.

The Association of Boarding Schools (TABS) Directory includes more than 275 schools in North America and Europe. Peterson's Guide of Private Secondary Schools includes hundreds more world wide. The Vincent Curtis Register, which also lists summer programs operated by the schools. Each of the directories includes contact names at the school, student body size, and a brief description of the school, including special programs for students. State's FLO office also keeps a set.

For help overseas, each CLO office or administrative officer receive the TABS directory. Many USIS libraries have the Peterson's guides as well.

Travelers on the information superhighway can access information about many private schools on the Internet World Wide Web through Netcom. The Association of Boarding Schools will send free directories to those requesting them.

The questions you should ask about a school are similar to ones you would ask about your neighborhood school:

◆ Do you want your child living in the United States or in a third country that might be closer to your assigned post?

◆ Do you want your child to attend a large or small school?

◆ What is the academic structure of the school — progressive, traditional or a mix?

◆ Are you looking for a school with a particular academic program such as specialties in music or art?

SCHOOLS

◆ How well does the school environment mesh with your family's values?

◆ Which colleges do the school's graduates attend? If your goal is a Harvard-educated child, you will want to find a school that has a high ratio of placements at Harvard.

◆ What experience does the school have dealing with parents?

◆ How is the school set up to care for the student after school hours?

◆ What type of counseling is available for students?

◆ Are special weekend programs arranged for boarding students?

◆ What is campus security like?

◆ What are the eating and dormitory arrangements?

After narrowing your choices to a handful of schools, the next step is to obtain admission forms, arrange for your child to take the Secondary School Admission Test (SSAT) and set up appointments to visit the schools. Because getting registration material and arranging meetings can be difficult if you are stationed overseas, FLO can make requests for you and have the material forwarded to you. SSAT exams are held throughout the school year at more than 600 U.S. test sites and in Hong Kong and Paris.

Pelham and Tyson stress that for the parents' peace of mind and the students' happiness, the most important part of the school selection process is the personal visit. Many families considering boarding schools incorporate the campus visits as part of home leave.

During the visit, says Pelham, parents should arrange meetings with teachers and administrators. At the same time, student can visit classrooms and living quarters and talk with students

already attending the school. "The visit gives the student a chance to picture (himself or) herself in that school," says Tyson.

Afterward, if the school does not seem right, the Peterson's guide suggests you move on to the next school on your list. "It is important to take a fresh look at your choices as you go along," guide authors note. Tyson agrees: "No one school is the best. You have to find what is best for your child."

Another consideration in choosing a school is cost. The amount paid each year by the State Department is based on a formula worked out by the Office of Overseas Schools. In 1995, the cost covered by The State Department is up to \$20,757 for each student. Travel costs covered can be added to that sum for up to three trips a year.

As an incentive to attract Foreign Service students, some schools offer an automatic discount of up to \$2,000.

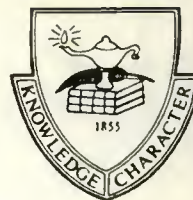
WHERE TO FIND HELP

American Montessori Society
150 Fifth Ave., Suite 203
New York, NY 10011-4384
(212) 924-3209

Association of Boarding Schools
Peter Pelham, coordinator of international services
1620 L Street, NW, 11th Floor
Washington, D.C. 20036
(800) 541-5908 or (202) 973-9700

Association of Military Colleges and Schools of the United States
9115 McNair Drive
Alexandria, Va. 22309
(703) 360-1678

Black Student Fund, Inc.
3636 16th Street, NW
Suite AG19
Washington, D.C. 20010
(202) 387-1414



9

students per class, from

11

states and

13

countries;

141

years of personal attention

+ 100
percent

college acceptance rate

IT ALL ADDS UP TO WAYLAND ACADEMY

- + Grades 9 - 12
- + Co-ed, boarding & day
- + Safe school environment
- + Located near Chicago, in southern Wisconsin
- + Accepting applications for 1996-97 school year

For more information, Call:

(414) 885-3373

Fax:

(414) 887-3373

E-mail:

wayland@peoples.net

SCHOOLS



An International Education for the 21st Century

- ◆ Coeducational, boarding, grades 9 – 12, PG 13th grade
- ◆ University-preparatory studies: International Baccalaureate, Advanced Placement, and US High School Diploma
- ◆ Excellent US and International university/college placement
- ◆ Full US and European Accreditation
- ◆ Caring family atmosphere in comfortable residences
- ◆ Recreation, Europe-wide educational cultural excursions
- ◆ Summer and winter sports; "Skiing at the LAS Doorsteps!"
- ◆ Located in beautiful, peaceful Alpine resort, above Lake Geneva, close to metropolitan Lausanne, Geneva, and Montreux

Leysin American School in Switzerland

Thomas F. Rouillard, Admissions
PO Box 4016, Portsmouth, NH 03802-4016
Tel: 603.431.7654
Fax: 603.431.1280



Council for Exceptional Children
1920 Association Drive
Reston, Va. 22091
(703) 620-3660

National Association for Gifted Children
1155 15th Street, NW
Suite 1002
Washington, D.C. 20005
(202) 785-4268

National Association of Private Schools for Exceptional Children
1522 K Street, NW
Suite 1032
Washington, D.C. 20005
(202) 408-3338

Secondary School Admission Test Board
P.O. Box 6451
Princeton, N.J. 08541-6657
(609) 683-4440

State Department Family Liaison Office (FLO)
Sidnee Tyson, education & youth officer
23 & C Streets
Washington, D.C. 20037
(202) 647-1076

On-line help
Internet: <http://WWW.netmarket.com/>
CompuServe: Education Forum (GO EDFORUM) ■

PUTNEY students are some of the busiest you will find. They balance a rigorous academic curriculum with the daily work of self-reliant living. They gain confidence through team sports and outdoor experiences that lay the groundwork for a lifetime of healthy activity. They try their hand at a variety of arts. The Putney School challenges students to take creative risks and learn to transform ideas into substance. Putney School graduates go on to excellent colleges. They find their way into the worlds of public policy, education, business, science, literature. And they carry with them a sense of self that sets them apart: Sharing responsibility and decision making, living close to one another and the land, they learn that they can — and must — make a difference in the world.



THE PUTNEY SCHOOL • ELM LEA FARM • PUTNEY VT 05346
Grades 9 – 12 & PG • Boarding and Day
802-387-6219
admissions_office@pegasus.putney.com



ST. JOHNSBURY ACADEMY

St. Johnsbury Academy, an independent day and boarding school enrolling 875 students in grades 9-12 and a postgraduate year, provides each of its students with a unique educational opportunity. We have developed a comprehensive curriculum offering instruction at several levels of difficulty, including 12 A.P. courses, as well as extensive technical and pre-engineering programs.

We provide our students with extracurricular opportunities in athletics, drama, filmmaking, and fine arts. We invest heavily in faculty research and study. As teachers we are committed to student centered instruction, small classes, personal attention, and authentic student assessment.

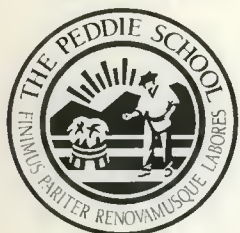
Most important, St. Johnsbury Academy provides each of its students with the opportunity to live and learn in this safe, stable, and supportive environment.

ST. JOHNSBURY ACADEMY
ST. JOHNSBURY, VT 05819
Tel. (802) 751-2130 Fax (802) 748-5463
Winner of the 1991 U.S. Department of Education Exemplary School Award

SCHOOLS

THE PEDDIE SCHOOL

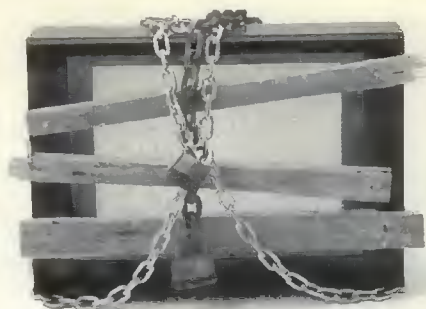
Since 1864



**Co-Ed Grades 8-12
Boarding and Day**

**Admissions
Interviews Offered
Monday Through Friday**

**South Main Street
Hightstown, NJ 08520
609-490-7500**



Giving New Meaning to Prime Time.

More than 70 percent of American 13-year olds watch at least three hours of television a day. Students at the Mercersburg Academy organize their evenings a little differently.

While the networks are delivering their lineups, our boarding students are reading, writing, conversing, making videotapes, learning new software, rehearsing, practicing, and planning for the next day. In short, they're taking full advantage of the benefits of a day-long learning environment.

Call us for a copy of our prime-time schedule. You'll give it high ratings.

MERCERSBURG

MERCERSBURG, PENNSYLVANIA 17236 • CALL 800/772-2874

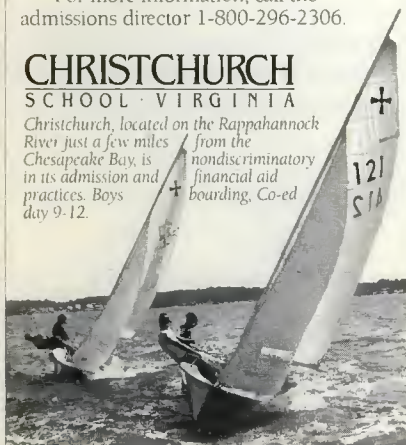
Play A Wind Instrument This Summer.

At Christchurch School, the river is just one of your classrooms. Aside from the fun of our waterside campus, there are plenty of other reasons you'll like it. Small classes. Interesting teachers. Exciting summer programs. Challenging courses. Lots of encouragement, support and individual attention. Unlimited athletic opportunities. Along with an action-packed social calendar. If you come here, you'll work hard. And play hard. You'll build your skills and your character. Because, at Christchurch, we not only prepare you for college, but for life.

For more information, call the admissions director 1-800-296-2306.

CHRISTCHURCH SCHOOL · VIRGINIA

Christchurch, located on the Rappahannock River just a few miles from the Chesapeake Bay, is in its admission and practices. Boys day 9-12. + financial aid + boarding. Co-ed



ST. MARGARET'S SCHOOL

on the Rappahannock River in Virginia

- Episcopal
- Boarding & Day
- Girls, Grades 8-12
- College-preparatory
- Summer Program
- Two hours from D.C.
- Established 1921



Where 150 students in grades 8-12 from a dozen countries and many ethnic backgrounds come together to prepare for college and for world citizenship in an increasingly complex and diverse universe

**P.O. Box 158
Tappahannock, VA 22560
Tel: (804) 443-3357
FAX: (804) 443-1832**

St. Margaret's actively seeks and admits qualified students of any race, color, religious affiliation, or national or ethnic origin

SCHOOLS



- 135 girls, grades 9-12
- Over 90% 7-day boarders
- Scenic 350-acre campus
- Honor code
- Episcopal heritage
- 21st century leadership program
- Sophomore Service Week
- Junior Innovation Project
- Summer service internships
- Merit-based scholarships
- Outstanding dance and riding programs
- Advanced Placement program
- 100% placement at 4-year colleges

For over 100 years,
our graduates have
filled the need for
intelligent, ethical,
community-minded
leaders in business,
arts, public policy,
and academe.


Chatham Hall
A Leading Boarding School for Girls
Since 1894

CHATHAM, VIRGINIA 24531
(804) 432-2941

We're Going Places!



Miss Porter's School

Miss Porter's School is an independent, college-preparatory,
boarding and day school for girls, grades 9-12.

"Since 1843 ... Opening doors for young women."

60 Main Street, Farmington, CT 06032

Please call (860) 678-9390 for information and reservations.

*Miss Porter's School admits girls without regard
to race, religion and national origin.*

**Individualized Ego
Supportive Counseling...
The Cornerstone
of the
Maplebrook Experience**

**Responsibility Increases
Self Esteem**

R.I.S.E.*



WE MAKE THE DIFFERENCE

*"Thank you for giving me the opportunity to
provide my daughter with the star dust that
makes her world a happy place."*

Maplebrook parent

*"Test scores, both by Maplebrook and by inde-
pendent examiners, have demonstrated tremen-
dous growth in my daughter's self esteem."*

Maplebrook parent

R.I.S.E.

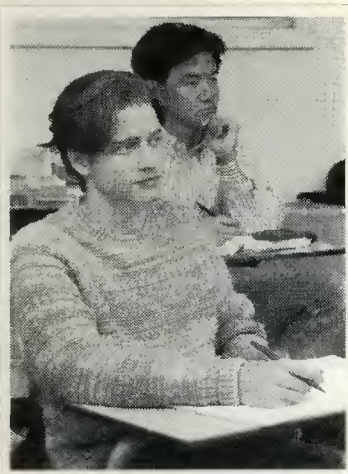
- * AWAKENS THE LEARNER IN EACH STUDENT
- * PROMOTES RESPONSIBILITY & DEVELOPS CHARACTER
- * FOSTERS INDEPENDENCE & GROWTH
- * ENHANCES SOCIAL SKILL DEVELOPMENT

*Maplebrook School is a traditional
boarding school enrolling youngsters
with learning differences and A.D.D.*

*** Internationally acclaimed program
now in its third printing.**

MAPLEBROOK SCHOOL
AMENIA, NY
914-373-8191

SCHOOLS



*"Something about this place
pushes you
in the right direction."*

His family's *moves* meant Sam had attended several different high schools. His *grades* had been "bad" in those where there were large classes and he was lacking *self-confidence*. After he and his parents visited five local independent schools, Sam chose *Chapel Hill-Chauncy Hall School* because he liked its campus and friendly *atmosphere*. Once enrolled, his *attitude* changed. "I started getting good grades in English class, and that boosted my *confidence*." He also began to *participate* in sports. "I'd never liked sports before, but I tried soccer and became captain of the JV team." Sam made the honor roll for the first time and began writing poetry and short stories and keeping a journal in his spare time.

Chapel Hill-Chauncy Hall School is an independent school for boys and girls in grades nine through twelve.

Please call to arrange your son's or daughter's visit.

Chapel Hill-Chauncy Hall School
785 Beaver St., Waltham, MA 02154
(617)894-2644 • (617)894-5205 fax

DANA HALL SCHOOL



Educating young women since 1881

Dana Hall is an independent boarding and day school for girls in grades 6-12 located just 12 miles west of Boston.

Offerings include:

- A rigorous college preparatory program
- Eight varsity interscholastic athletic teams
- A dynamic performing and visual arts program
 - School of Riding
 - School of Music

For further information contact:

DANA HALL SCHOOL

Admission Office

45 Dana Road, Wellesley, MA 02181
(617) 235-3010 FAX: (617) 235-0577

In a recent survey, **93%** of the parents of our students said the **warmth and friendliness** of the Vermont Academy community was "extremely" to "very important" in their child's decision to enroll in our school.



Come visit and experience it for yourself.

Vermont Academy

For more information call (800) 560-1876
or write PO Box 500, Saxtons River, VT 05154-0500

SCHOOLS



St. George's School Summer Session

PO Box 1910

Newport, RI 02840-0190

Coeducational, grades 8-12

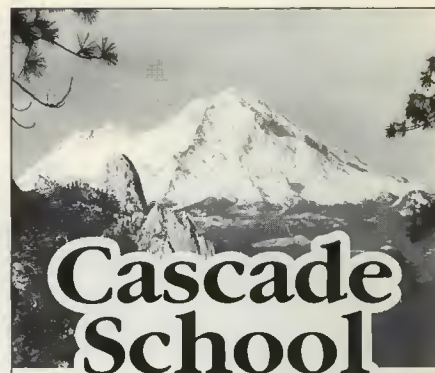
June 22 - August 1, 1996

Thomas E. Evans, Jr., Director

(401) 847-7565

FAX: (401) 848-0420

Located on a hilltop overlooking the Atlantic Ocean, the St. George's Summer Session offers challenging AP level programs in English, calculus, physics, biology, and modern languages, as well as a variety of enhancement electives including introduction to video, art history, photography, SAT preparation, Latin, computer science, and English as a Second Language. Small classes ensure close supervision and provide frequent opportunity for academic guidance. St. George's also offers a strong support program for younger students and those taking foundation and review courses. Activities include sailing, windsurfing, soccer, tennis, running, and basketball. The residential experience at St. George's fosters cooperation and respect for all members of the community.



A fully-accredited, coeducational residential school that specializes in working with underachieving adolescents who are having problems at school and at home and who may be experiencing emotional difficulties.

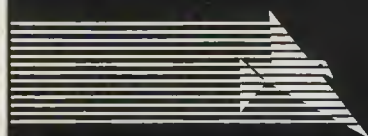
- Counseling in personal growth and development
- Full college preparatory curriculum
- Year-round instruction grades 8-12
- Beautiful 250 acre mountain setting
- Wilderness challenge program
- Warm, nurturing environment

P.O. Box 9, Whitmore, CA 96096
(916) 472-3031



The Men Of Tomorrow

**Private Military School
For Young Men (Grades 7-12)**



**FLORIDA AIR
ACADEMY**

At Florida Air Academy, young men learn to display those traits which create a leader. From our classrooms to our athletic fields, discipline, respect and traditional values are the keys to success.

- Fall, Mid-Term & Summer Session Enrollment Available
- Outstanding Weather/Location On Florida's Space Coast
- Safe, Structured Environment
- 100% College Acceptance Rate Since 1978
- Low 18:1 Student/Teacher Ratio
- Air Force JROTC Honor Unit
- Optional Flight Training
- Full Athletic Program
- Unique Field Trips To Popular Central Florida Attractions

Our six week Summer Session begins on June 29; Fall Term for 1996-1997 begins on September 7. Enrollment at other times contingent upon availability.

A promising future, full of opportunity, begins with self-discipline, motivation and a sense of self-worth. At Florida Air Academy, we help young men prepare for such a future.

For more information on the educational opportunities available for your son, please contact our Admissions Office at (407) 723-3211. Or write: Florida Air Academy, Dept. MD, 1950 South Academy Drive, Melbourne, FL 32901. FAX (407) 676-0422.

SCHOOLS



Est. 1866

A JUNIOR BOARDING SCHOOL



BOARDING: GRADES 6-9 • DAY: GRADES 1-9

FAY SCHOOL IS COMMITTED TO PROVIDING AN outstanding education in a structured environment for students with diverse backgrounds, and caters to children of varying ability levels. Its programs emphasize values and recognize both effort and achievement in all facets of campus life. Fay School offers small classes and comprehensive programs in academics, the arts, and athletics. The School's outstanding facilities are situated on an attractive semi-rural campus 28 miles west of Boston. The 360 boys and girls who attend Fay represent 14 countries and 17 states.

LOIS V. POIROT, DIRECTOR OF ADMISSION
FAY SCHOOL • 48 MAIN STREET • BOX 9106
SOUTHBOROUGH • MA 01772-9106
(508) 485-0100 • FAX: (508) 481-7872
EMAIL: FAYADMIT@AOL.COM

HAWAII PREPARATORY ACADEMY

Fully accredited K through 12 co-educational college preparatory school for boarding and day students. Boarding program from grades 6 through 12. Average class size of 15.

Application deadline for the 1996-97 academic year is Friday, February 9, 1996. Need-based financial aid is available.

Summer Program: June 18 - July 19, 1996.

For more information and application, call, write, or FAX:

Dr. Whitney Laughlin, Director of Admission
Beth R. Nakamaru '87, Associate Director

Hawaii Preparatory Academy
P.O. Box 428

Kamuela, Hawaii 96743

Telephone (808) 885-8207

Fax (808) 885-8211

Email: admissions@hpa.edu

Web: <http://www.hpa.edu/>



Hawaii Preparatory Academy does not discriminate on the basis of race, color, sex, or national or ethnic origin in the administration of its educational policies, admission policies, financial aid programs, and athletic and other school administered programs.

Hebron Academy

A coeducational boarding and day school
located in the foothills of western Maine

Challenging, Classical Curriculum
Individual Attention in Small Classes

Outdoor Skills Program

Comprehensive Visual and Performing Arts Program
Championship Athletic Teams

Boarding Program for Ninth Grade through Postgraduate
Day Program for Kindergarten through Postgraduate

Admissions Office
PO Box 309
Hebron ME 04238
207-966-2100
FAX 207-966-1111



WESTTOWN SCHOOL

WESTTOWN, PENNSYLVANIA — FOUNDED IN 1799

A QUAKER BOARDING SCHOOL

- Small, academically challenging, coed classes.
- A diverse community with students from 30 states and 25 countries.
- 61% of faculty resident on campus, providing a warm family atmosphere.
- Outstanding facilities: science center, arts center, fieldhouse, 25m swimming pool.
- A beautiful 600-acre campus in a safe, suburban community, convenient to international airports.



Tel: 610-399-7900 Fax: 610-399-7909

SCHOOLS



More than a school

Linden Hall is a family. With a 4:1 student/faculty ratio, our students flourish academically and gain the self-confidence to determine their own futures. There are boarding and day options for middle and upper schoolers, grades 6-12, as well as a riding program and summer camps. Professional music instruction. Financial aid is available. Call or write our Director of Admissions.



**LINDEN
HALL**

Founded in 1746

212 East Main Street, Lititz, PA 17543
(800) 258-5778 • (717) 626-8512
Fax (717) 627-1384



*250 years of experience in
developing confident young women!*

PERKIOMEN SCHOOL

*founded 1875
college preparatory
coed boarding 7-12, PG
strong athletic and
fine arts programs
100 acre campus*

**CONTACT: Carol Dougherty,
Director of Admissions**

**Perkiomen School, P.O. Box 130
Pennsburg, Pennsylvania 18073
Phone: 215-679-9511**



HOWE MILITARY SCHOOL

EST. 1884

- ♦ Grades 5 - 12 Co-educational
- ♦ College Prep Curriculum
- ♦ Average 10 students per class
- ♦ JROTC "Honor Unit with Distinction"
(Military Academy nomination privileges)
- ♦ Campus-wide Computer Network
- ♦ Summer Camp Program for Boys (ages 8-16)

Our structured program has developed good students with character and honor for 112 years.

P.O. Box 240FSJ
Howe, IN 46746

Located in N.E. Indiana
219-562-2131 ext. 221

CRANBROOK

SCHOOLS

A National Landmark... An International Reputation

Cranbrook Kingswood Upper School, a day/boarding, college preparatory school, is recognized for the rigour of its program, the excellence of its faculty and the poise and confidence of its graduates.

- Designated an "Exemplary School" by the United States Department of Education.
- A demanding college preparatory program with numerous opportunities for advanced work in chemistry, biology, calculus, languages, European and North American history.
- Exceptional placement at major universities including Princeton, Harvard, MIT, Stanford, Yale, Dartmouth and Duke.

Admissions Office: 810 645.3610



CRANBROOK SCHOOLS
P.O. Box 801
Bloomfield Hills, Michigan
USA 48303-0801
cranbrook@cc.cranbrook.edu

Cranbrook subscribes to a policy of equal opportunity with respect to employment, participation in available programs and access.

SCHOOLS

LINSLY

E
A
R
N
I
N
G



The Linsly School is a traditional, college-preparatory, day and boarding school for young men and women in grades 5 through 12. We invite you to send for your free video and additional information.

"The school is very structured and very disciplined in not just academics but how we expect students to behave. It's a total program so that students are well-rounded and they do develop the right sense of values and the right sense of morals and they do develop the right sense of self."

- Linsly Faculty Member



LINSLY

60 Knox Lane
Wheeling, WV 26003
Admissions 304-233-1436
Administration 304-233-3260
An equal opportunity school

TASIS: Schools with A World of Difference

Since 1955, TASIS has been the first choice in international education

- Superb campuses near Lugano, London, Athens
- Co-ed, boarding and day programs for students aged 13-18 in Switzerland and aged 4-18 in England and Greece
- Challenging and diverse curricula: U.S. college-prep, A.P., I.B., G.C.S.E.
- Extensive travel, sports, arts, and activities
- Exciting summer programs offering foreign languages and academic credit courses
- Scholarships for foreign service children



TASIS U.S. Office, Dept. FSJ
1640 Wisconsin Avenue, NW
Washington, DC 20007
Tel: (202) 965-5800
Fax: +1 202 965 5816

The Grier School

A boarding school for girls in grades 7 - PG



Foreign Service families receive an annual \$2000 reduction of tuition fees.

Our school offers:

- A full seven-day boarding program for 160 girls
- Traditional secondary school academic program
- Small classes (2 to 14 students in each)
- Very safe Central Pennsylvania location
- Complete weekend activities program
- Excellent offerings in the arts and athletics
- College counseling
- Vacation travel planning assistance
- Airport transportation



Please contact:
Andrew Wilson,
Director of Admissions
Grier School
Tyrone, PA 16686
tf: (814) 683-3000
fax: (814) 684-2177
email:
grier@llpptn.pall.org

SOUTHWESTERN ACADEMY

California and Arizona USA
High School and Lower Grades
International Boarding
School for Boys and Girls



- ✓ Preparation and counseling for university
- ✓ Fully accredited
- ✓ Individualized programs
- ✓ Small classes - around 12 students per class
- ✓ Two beautiful campuses in Arizona and near Los Angeles
- ✓ Grades 6 - 12
- ✓ Educational field trips
- ✓ Warm, friendly and safe environment
- ✓ Art, drama and music classes
- ✓ Great teachers
- ✓ Sports - boys & girls - basketball, baseball, cross country, soccer, volleyball, swimming and horseback riding
- ✓ Meet students from America and from all over the world

For more information call
(818) 799-5010, Fax (818) 799-0407 or write to:
Southwestern Academy
2800 Monterey Road - San Marino, CA 91108-1780 - U.S.A

REAL ESTATE

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.



Anne Gomez, Broker

*Owned and Operated by a Former
Foreign Service Family*

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

(Near Virginia Square Metro)

(703) 522-5900

FAX (703) 525-4713

WORLD CLASS

Real Estate Service



As foreign service spouses, Joan and Lucille have lived and moved many times throughout many places abroad. This outstanding team has more than 30 years of combined experience as licensed REALTORS®. They're committed ... and dedicated to delivering the best real estate service into or out of the Washington, DC metro area. Their complimentary skills and personalities give you the best of both worlds ... for the price of one. So ... whether you're moving around the corner or around the world, call Joan and Lucille for real estate results.

They're worlds apart from all the rest.

Lucille Ryan & Joan Zerolis

Fax 703-821-9150
703-518-7626 703-518-7289
8100 Boone Boulevard, Suite 120
Vienna, Virginia 22182



**Avery
Hess**
REALTORS®

TIRED OF PAYING TOO MUCH FOR THE MANAGEMENT OF YOUR RENTAL PROPERTY? OR JUST TIRED OF THE MANAGEMENT?

- Multiple Listing Service
- Full Service Management
- Rental & Overseeing of Property
- 6.5% Management Fee

Our Leasing Fee is as Follows:

- 1/2 one month's rent for a 1 year lease
- 3/4 one month's rent for a 2 year lease
- 1 month's rent for a 3 year lease

Also specializing in Sales, Buyer Brokerage,
Investments, & Real Estate Counseling.

FREE BUYER BROKER SERVICES
1% BUYER REBATE PROGRAM
FREE RELOCATION PACKAGE

**SERVING ALL OF NORTHERN VIRGINIA
OVER 25 YEARS OF COMBINED EXPERIENCE**

Mike Smith

Associate Broker
Life Member NVAR Top Producer
Life Member Million Dollar Sales Club

Jennifer Wheeler

Sales Associate
B.S. Decision Science



RE/MAX Central, Inc.
6922-C Little River Turnpike
Annandale, VA 22003

Phone: (703) 354-9200
Toll Free: (800) 333-3077

2 Block Walk to State Short-term Condo Rentals

Remington Condo

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

*\$80.00 per night, tax included
No deposit, No minimum stay
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

REAL ESTATE

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

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	Joann Howd	Fran Palmeri
Steve Carey	Robert Howd	Sally Duerbeck
Donna Courtney	Donna Linton	

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.

**PROPERTY
MANAGEMENT**
PROFIT FROM OUR EXPERIENCE

Talk To The World's Real Estate Superpower.



More than 80,000 professionals and 6,000 offices worldwide.

The CENTURY 21 system leads the industry.

CENTURY 21 Royal Properties, Inc.

Property Management

1445 Dolley Madison Blvd., McLean, Virginia 22101

Sales: (800) 368-3465 FAX: (703) 883-8029 Rentals: (703) 893-7227

Discover The Power Of Number 1.

Executive Lodging Alternatives



**Interim Accommodations for
Corporate and Government Markets**

*Apartments,
Townhouses &
Single Family Homes*

"FOR THE EXECUTIVE ON THE MOVE"



Locations throughout Northern Virginia and D.C.
Units fully furnished, equipped and accessorized

Many "Walk to Metro" locations

Pet Friendly

6601 Little River Turnpike, Suite 440
Alexandria, VA 22312

Tel: (703) 354-4070 Fax: (703) 354-2606

REAL ESTATE

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



WE CARE!

301 Maple Ave West
Dogwood Building Suite C
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 Agents The Following
Are Foreign Service Affiliated



Christina Griffin
Josephine W. Holliday
Mariella Lehfelddt
Lynn Moffly Magruder
John Y. Millar
Robert Skiff
John M. Turner



MGMB Inc. Realtors

Foxhall Square 202-362-4480
3301 New Mexico Ave., N.W. Fax: 202-363-8954
Washington, D.C. 20016

Specializing in Montgomery County

Leasing	Promote and market your property; advertising; use of MLS; quality 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.



McGrath Real Estate Services

"THE FOREIGN SERVICE SPECIALISTS"

*Experienced staff providing personalized
service in Northern Virginia.*

Since 1976, McGrath
Real Estate Services

*has been successfully representing
Foreign Service Officers in every aspect
of residential management and sales.*

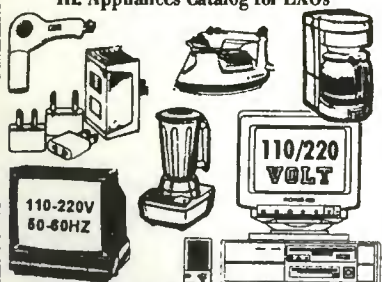
*Call now to discuss how we can help you
in the management or sale of your single
family home, townhome, or condominium.*

425-B Carlisle Drive
Herdon, VA 22070
Phone (703) 709-2264 • Fax (703) 709-5230
Compuserve ID# 73752,42

MARKETPLACE

220-VOLT EXPORT PRODUCTS

Free I.Audio Visual Products Catalog
II. Computer & Supplies Catalog, &
III. Appliances Catalog for EXOs



Audio-Visual Products, Computers
Bilingual keyboards, Printers, Copiers
Small & Major Appliances, Electronics
MultiSystem TV/VCR, Fax, Water Distillers
Transformers, UPS, Plugs, Supplies, ETC.

EMBASSY

5810 Seminary Rd, Falls Church, Va. 22041

(703) 379-6100

(Washington D.C. Area, 10 minutes from FSI)
Fax: (703) 820-9385

Internet: embassy@embassy-usa.com

Compuserve: 71023,151

VISA **VISIT OUR SHOWROOM OR** MasterCard

WRITE, CALL, FAX, OR E-MAIL YOUR ORDER

Credit-Card/Purchase Orders Welcome

WE PACK & FREIGHT APO/FPO/ WORLDWIDE

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



Hotel Suites
420 North Van Dorn Street
Alexandria, Virginia 22304
(703) 370-1000 (800) 368-3339
(703) 751-1467 FAX

**RENT OUR
\$92.95 SUITES AND
GET FREE:**

Alamo Rental Car
PC Modem In All Rooms
Continental Breakfast
USA TODAY Newspaper
Fully Equipped Kitchens
Exercise Room/Pool
Happy Hour

ALL OF THE ABOVE FOR LESS THAN
THE GSA LODGING PER DIEM DAILY
ALLOWANCE FOR WDC!

ADVERTISING INDEX

Automobiles

American Service Center/8
Chrysler/OBC
D.B. Volvo/AFSA News/67
General Motors/2
Martens Volvo/17
Passport BMW/10

Books

Book Call/50
Traveler's Tales/IFC

Exports

Embassy Exports/67

Finance

MCG Financial/50
State Department Credit
Union/235

Insurance

Clements & Co./1
Hirshorn/IBC
Jannette/11
Northwestern Mutual/19

Miscellaneous

Classifieds/AFSA News/7-8
Freighter World Cruises/17
Global Phone Corp./16
Interstate Van Lines/6

Real Estate & Property Management

Avery Hess, Zerolis/64
Century 21 Royal/65
Diplomatic Properties/64
J.P. Properties/66
Long & Foster, Simunek/4
McGrath/66
MGMB/66
Professional Property
Mgt., VA/49
Professional Property
Mgt., MD/67
Property Specialist/65
Re/Max, Wheeler/64
Stuart & Maury/65

Housing

Chase at Ballston/35

Chase at Bethesda/14
Exclusive Interim/53
Execustay/48
Executive Housing/9
Executive Lodging/65
FARA/19
Georgetown Suites/6
Howard Johnson's/16
Lincoln Suites Downtown/10
National Temporary Apts./11
Oakwood/34
Remington/50
Remington Condos/64
River Inn/AFSA News/6
Virginian/49
WestPark Hotel/23

Schools

Cascade/60
Chapel Hill-Chauncey Hall/59
Chatham Hall/58
Christchurch/57
Cranbrook/62
Dana Hall/59

Fay School/61
Florida Air/60
Foxcroft School/54
The Grier School/63
Hawaii Preparatory/61
Hebron Academy/61
Howe Military/62
Leysin School/56
Linden Hall/62
Linsly School/63
Maplebrook/58
Mercersburg/57
Miss Porter's/58
Peddie School/57
Perkiomen/62
Putney/56
Southwestern/63
St. Johnsbury/56
St. George's/60
St. Margaret's/57
TASIS Schools/63
Vermont Academy/59
Wayland Academy/55



POSTCARD FROM ABROAD

The Lessons of Air Freight In Cairo

BY PAMELA ANDERSON

There's a lesson to be learned when your air freight doesn't arrive, but I'm not sure what it is. Is it, "Patience is a virtue?" If so, I'd rather not be so virtuous. We were notified over a month ago that our air freight had been shipped and that it was awaiting customs clearance. Last Thursday we waited all day for its arrival only to be told at 5 p.m. that the shipping documents had been cleared but not the actual freight — and one of the two boxes was missing.

I am pessimistic about ever actually seeing our air freight. After all, in Egypt the two most common Arabic words are *insha' Allah* (God willing) and *malesh* (never mind). I'm afraid that in the six years that we've lived overseas, I've been transformed from an optimist to a pessimist. As columnist George F. Will says, "The nice part about being a pessimist is that you are constantly being either proven right or pleasantly surprised."

Could the lesson be, "Good things come to those who wait?" Perhaps. We waited six months for another air freight shipment, which had been shipped from Islamabad to Portland, Ore., just before the Gulf War broke out in 1991. We thought we were lucky since we were one of only three fami-

Pamela Anderson and her family are posted to Cairo where her husband, Timothy, works as a commodity management officer for the U.S. Agency for International Development (USAID) in Washington, D.C. The stamp is courtesy of the AAFSW Bookfair "Stamp Corner."

*Could the lesson
be, "Good things
come to those
who wait?"*

lies to receive our air freight that we had packed before our hasty evacuation to the United States. Six months later, our air freight was found languishing in London, after travelling around the globe at least once. The cold weather items for Oregon actually arrived back in Pakistan before us, where, of course, they weren't needed.

Maybe the lesson learned is, "Do not store up for yourself treasures on earth (Matthew 6:19)." We've learned of the tyranny of things in our 23 years of marriage and in an almost equal number of moves. We were told upon entering the Foreign Service that we stood a good chance of losing all our material things sometime during our career and not to take overseas anything we couldn't live without. We decided to ignore that advice and take our chances. Sometimes familiar things make all the difference in a difficult adjustment to a new country.

Yet, I still was heartsick when the movers told me they could not locate our air freight box. It's not the monetary

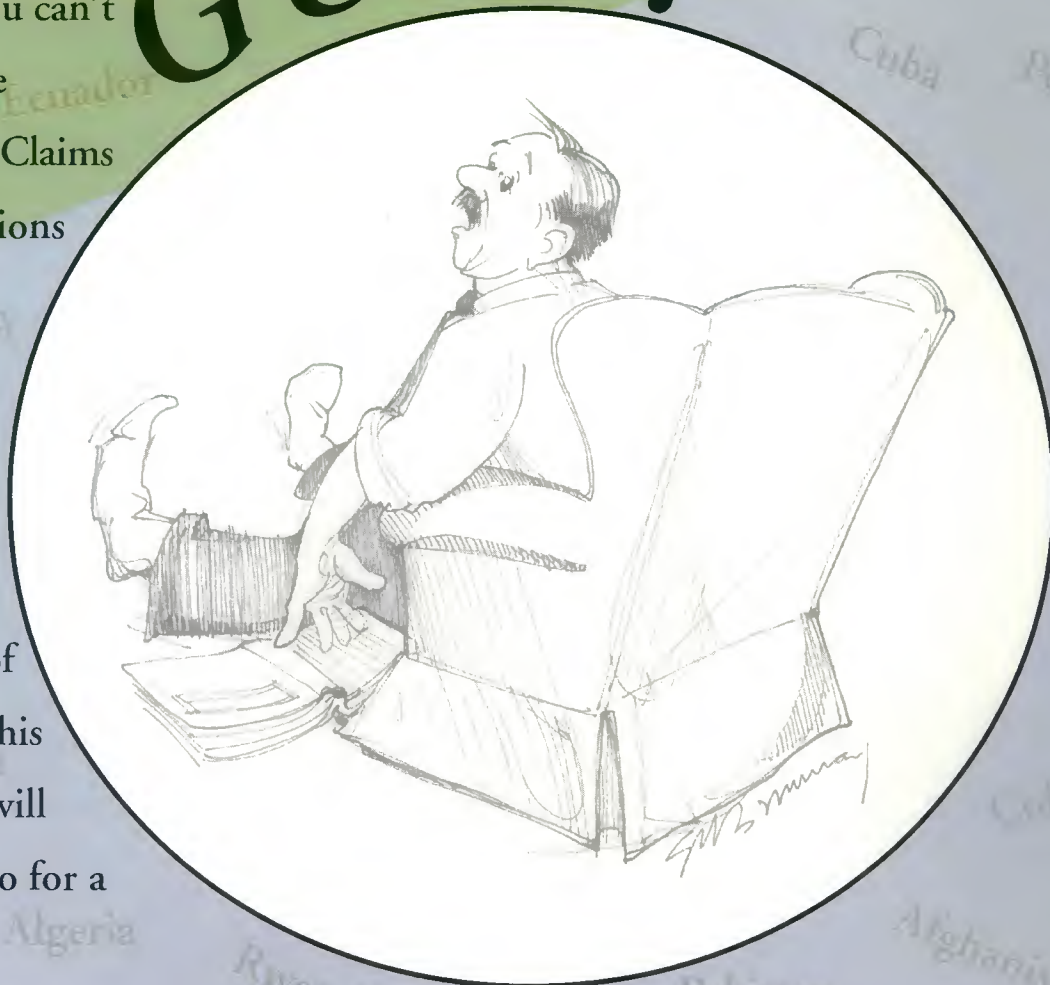
value that matters so much, but that some of those items would be difficult, if not impossible to replace. How can I replace the dozen different kinds of material I had painstakingly selected for the memory quilt I was stitching for my son? The fabrics were chosen in the colors and designs he liked best: teal blue, purple and black, with nautical scenes to commemorate his summer sailing trip, a book print to symbolize another interest, and several cat prints to remind him of our cherished pet.

Our youngest son had shipped his size 13 basketball shoes in the air freight because they were too big to fit in his carry-on luggage. You know, the kind that are endorsed by some NBA star — shoes that allow a kid to slam-dunk a 10-foot basketball hoop. His old shoes have soles that are semi-detached, held together with Shoe-Goo. When his English teacher tired of seeing him flapping around and asked if he was going to get a new pair of shoes, he replied, "They're in the air freight." His shrug said it all. If you have kids with big feet, you know how impossible it is to find size 13 shoes at most overseas posts.

But maybe the lesson to be learned is, "The squeaky wheel gets the grease." We're trying to tread the thin line between the squeaky wheel and the ugly American while keeping our shipping problem in the forefront of people's minds. *Insha' Allah*. The lost will be found. If, on the other hand, it's been stolen, I just hope that whoever has stolen it will enjoy it as much as we would have. ■

As a member of the American Foreign Service Association, you know you can't always select the post to which you are assigned. That's why you can't afford a picky insurance company. And while the Claims Act has so many exceptions that the government recommends private insurance, many of those plans are very picky indeed. Some won't cover you at *any* of the territories listed on this page. And other plans will cover you, but will do so for a large premium.

GULP!



That's why you need coverage like that afforded by the AFSA Plan. Designed specifically for you, the AFSA Plan covers you *no matter where you go* – and always at the same low rate.

The AFSA Insurance Plan.

No exceptions, no excuses.

NAME _____

ADDRESS _____

For more information and an application, return this form via mail or fax, or call our AFSA desk directly for immediate answers to your questions.

AFSA DESK • THE HIRSHORN COMPANY
14 EAST HIGHLAND AVENUE • PHILADELPHIA, PA 19118
PHONE: 215.242.8206 // 800.242.8221 // D.C. AREA: 202.457.0250 • FAX: 215.247.6366

The AFSA Personal Insurance Plan

PRIVILEGE:

-a right, advantage, favor, or immunity specially granted to one.



1996 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 1996 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 11. 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

Jeep is a registered trademark of Chrysler Corporation.