

NOVEMBER 2014



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AN INTERVIEW WITH
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Members of the Foreign Service are all too familiar with the inherently global nature of their jobs: international relocation is often part and parcel of every new assignment, whether they are starting a new post or returning home to the United States.

While Foreign Service and State Department professionals may understand the process of moving their families and household effects across borders, it is easy to underestimate the various ways in which their personal property can be inadvertently put at risk during the international relocation process.

For example, after carefully packing up a household full of important belongings, a family preparing for a new posting in Nairobi may have opted to transport their belongings via cargo ship. However, the Foreign Service office could not have counted on the fact their cargo container was severely damaged in transit, resulting in the destruction of their belongings. Worse, the family then discovered their property policy did not provide in-transit coverage. Due to this major insurance gap, the family would unfortunately have to incur a significant financial loss, in addition to forever losing valuable memories and heirlooms that were irreplaceable.

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A Life of Significance: An Interview with Deputy Secretary of State William J. Burns / 15

On the eve of his retirement, the Deputy Secretary of State reflects on his 33-year career, the challenges for diplomacy today and the future of the Foreign Service.

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On the cover: Books by FS authors.
Composition: Jeff Lau. A Moscow
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Righting the Personnel Balance at State

BY ROBERT J. SILVERMAN

Wondrously complex is the State Department personnel edifice. The job of AFSA president offers a close-up gaze from certain angles and, after 14 months on the job, here is my initial sketch.

State has five major personnel systems. The three career systems total roughly 75,000 employees, comprised of the Foreign Service with 14,000 members, two thirds of whom are overseas at any one time; the Civil Service with 11,000, nearly all based in Washington; and Locally Engaged Staff with 50,000 in overseas missions. There are two non-career systems of political appointees numbering several hundred and contractors whose numbers fluctuate widely.

AFSA represents the Foreign Service, focusing on its welfare collectively and individually, but not in isolation. The Foreign Service works alongside employees from the other four systems. We have mentors, colleagues and friends from each of them. We care about each other's welfare and occasionally compete over who gets which positions. All this is normal activity inside the complex edifice.

The new trend, from my vantage point, is the recent expansion of political appointees both in overall numbers and in reach down to the middle manager level. One indication is the number of department employees hired under Schedule B authority, defined as limited-term appointments for individuals with specific foreign policy expertise. At the GS-14 and 15 levels (corresponding to FS-01), Schedule B employees more

than tripled in number between 2008 and 2012, according to HR data, from 26 to 89 positions.

Why this sudden surge in mid-level limited-term employees? I suspect it was partly an incoming administration defining new needs and looking to some extent outside the career ranks in filling them. Part of it lies in a large pool of interested persons in think-tanks, NGOs and law firms who want a turn in government, and then a return to the private sector. Partly these are one-off needs for esoteric expertise not available at the time in the career ranks.

At the senior level, there are currently 40 special advisers, envoys and representatives at State; only five are either Civil or Foreign Service. Five of the six under secretaries of State are political appointees. Non-career members in such groups can provide important outside perspectives. We should welcome that, and also respect the ability of every Secretary to pick her or his own leadership team.

But the overall personnel balance in the edifice appears to me to have swung too far in one direction, to the detriment of both talent development in the career ranks and foreign policy effectiveness.

An expansion of political appointees has been observed more generally in the federal government, not only at State. The American Society for Public Administration and National Academy of Public Administration issued a joint memo at the outset of the second administration of President

Obama on this trend and advised as follows: "Judicious reductions in the number of political appointees will improve government performance by increasing managerial capacity, decreasing harmful management turnover, and facilitating efforts to recruit and retain the best and brightest in government service."

The career cadre most affected by the growth of political appointees domestically is the Civil Service. At the top end of the ladder, for instance, HR data in 2012 shows that non-career appointees occupied 83 percent of the assistant secretary of State positions designated Civil Service, while occupying none of those designated Foreign Service.

In the equivalent overseas positions—chief of mission jobs—the traditional percentage of political appointees is about 30 percent.

One of AFSA's initiatives over the past year was to adopt and publicize a uniform set of qualifications applicable to both career and non-career ambassadorial nominees, which is now drawn on by the State Department in presenting the nominees' qualifications to the Senate for confirmation.

In short, I hope my initial sketch of State's personnel edifice doesn't resemble something by M.C. Escher. AFSA is working closely with the department management on the issues raised herein, and this collaboration will, I believe, help right this picture over time.

Be well, stay safe and keep in touch,
Bob

Silverman@afsa.org ■



Robert J. Silverman is the president of the American Foreign Service Association.

Focus on Foreign Service Writing

BY SHAWN DORMAN

On Oct. 1, I had the distinct privilege of accompanying AFSA President Bob Silverman to interview Deputy Secretary of State Bill Burns on the occasion of his upcoming retirement from a 33-year distinguished diplomatic career. In “A Life of Significance”—which is what Amb. Burns calls the Foreign Service career—he reflects on his experiences, looking back and looking ahead, sharing advice for the next generation of diplomats. Having been deeply involved in U.S.-Russian (and previously, Soviet) relations over many years, Amb. Burns offers tips for those heading out to assignments in Russia today.

In our cover story, Ambassador James Goodby describes what he calls the “Putin Doctrine,” and suggests the appropriate U.S. response in an updated version of containment, “preventive diplomacy.” Former Secretary of State George Shultz joins the conversation, offering his take on the doctrine and the best way forward for U.S. engagement with Russia.

Elsewhere in the issue, in an Appreciation of Ambassador Terence Todman, friend and colleague Jim Dandridge writes about Todman’s extraordinary life of pioneering service. In President’s Views, Bob Silverman reflects on staffing issues and the need to right the personnel balance at State. Ambassador Ed Peck shares an old

photo that brought back memories of an Algerian adventure, circa 1966.

In addition to those special features, we

focus this month on Foreign Service writing as we take the wonderful annual trek through the latest books by members of the FS community in “In Their Own Write,” and a look at books “Of Related Interest” by non-FS authors.

About half of the books featured are self-published. This publishing option has become a viable way to get a book out into the world while retaining the rights as well as (much) more of the profits. See “Self Publishing” by Susan Maitra and Brittany DeLong.

2015 Focus Topic Calendar

JANUARY/FEBRUARY: The Teaching of Diplomacy

MARCH: Iran Today: The Role for Diplomacy

APRIL: Defining Acceptable Risk, plus 40 Years Since the Fall of Saigon

MAY: USAID Working in Conflict Zones: Practitioners’ Views

JUNE: Diversity in the FS and the Status of LGBT Rights

JULY-AUGUST: The State of Diplomacy and Diplomacy as a Profession

SEPTEMBER: AFSA Awards Program, plus A Look at the Foreign Service Act of 1980

OCTOBER: Staffing and Assignments (especially Priority Staffing Posts)

NOVEMBER: In Their Own Write (books by FS-affiliated authors), plus The U.S. Diplomacy Center Today

DECEMBER: Making a Difference: The International Visitor Program Turns 75

The Foreign Service book roundup is one of my favorite features in the *Journal* each year, as we can showcase the often hidden writing talents in our community. This year, for the first time, we are hosting a “Book Market” event for these FS authors at AFSA on Nov. 13 from 1 to 4 p.m. Do stop by. Authors will be available to discuss their work and sign books.

Now that you are inspired, it’s time to consider your own writing. This year, we are offering up our 2015 focus topic calendar early so that more Foreign Service authors can consider submitting articles related to one of the focus topics.

We also welcome and encourage articles on any subject that would be of interest to the FS community and other current and future foreign affairs professionals. Articles on topics of present-day concern are most encouraged, and we do not need to wait for a focus to include such contributions.

We are always on the lookout for good Speaking Out submissions, as well as articles for Reflections, FS Know How, FS Heritage and the features section. And if you have an idea for a book review, please be in touch.


Also please consider sharing your thoughts on any article by sending a letter to the editor. Comments can also be shared on the *Journal* Facebook page.

Keep in mind that the time from submission to publication will be at least six to eight weeks, so if a focus topic is of interest, aim to submit at least two months before publication.

Thanks for reading, and writing. We look forward to hearing from you. ■



Shawn Dorman is the editor of The Foreign Service Journal.



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Talking About Foreign Service Advocacy

In his September column ("Talking About Foreign Service Advocacy"), AFSA President Robert Silverman usefully identified two ways the Foreign Service could enhance its capabilities, while simultaneously raising its profile within Washington and around the world.

His anecdote recalling FSO Alberto Fernandez's habit of taking notes in Arabic reminded me of former Ambassador Chas Freeman's routine of speaking a foreign language at dinner twice per week.

Practices like these would foster the development of an ethos unique to the Foreign Service that will not only improve our performance in the field, but in Washington, too.

I also appreciated Silverman's suggestion to create a new career track to institutionalize the lessons learned from our nation-building experiences. This not only would advance the goals he lays out in his column, but would foster greater cohesion and understanding among State, USAID and the military.

Implementing a change like that could also encourage the department to incorporate after-action reviews into our work processes, to enable continued growth as an organization.

David S. Boxer
Economic Officer
Embassy New Delhi

Remembering Embassy Kabul

I greatly appreciated and enjoyed Bill Bent's recent article about Foreign Service life in Afghanistan ("Serving at Embassy Kabul," September *FSJ*).

From January through April 2002, I was the Kabul Overseas Building



Operations contract project director for the reopening of the old embassy. In that capacity, I was responsible for setting up the 150-person container camp and its supporting utilities, power, sewer, phone, water, etc.

The Marines did a first-class job guarding the compound, and when I got sick the medic gave me Cipro daily. After four days, the medic announced that I would not need a free helicopter ride! I did receive an Exemplary Honor Award.

Keep up the good work.
Jeff Watts
FSO, retired
Gualala, Calif.

Move Up or Out, Please

George Lambrakis's denunciation of "up or out" (September *Speaking Out*, "Up or Out" Is Harming American Foreign Policy") is severely dated and appears to be based on the bitter musings of a handful of retired policy officers.

State has no shortage of excellent policy minds, nor (short of another 1950s McCarthy-style witch hunt) is it ever likely to have one.

What State does have a shortage of is proper management and leadership in the areas of conduct, suitability and discipline (known as CSD) and performance management issues. That is precisely why we need more, not less, "up or out."

Foreign Service officers who are poor performers or have CSD issues need to be weeded out more aggressively, and their enablers (supervisors) should suffer the requisite career consequences.

Dysfunctional and hostile workplaces (of which there are far too many in State and at our missions overseas) are poor purveyors of policy, endanger our secu-

rity and imperil good diplomacy.

Inspired policy will follow strong management and leadership, not vice-versa.

Matt Weiller
FSO, FE-OC
Washington, D.C.

Advocacy on Assignment Restrictions

I am particularly gratified to learn that AFSA is advocating modest reform and oversight in the Diplomatic Security assignment preclusion process.

Preclusion had put a damper on my career until last summer, when I requested that DS reconsider what I perceived to be a prejudicial judgement.

They did, and I can now spend two years in a Priority Staffing Post in a typically hard-to-fill position. I already have the needed languages and hope to add greater dimension to post activities and programming, not to mention monitoring millions of dollars of U.S. government assistance.

Kudos to AFSA for taking on this issue, which has direct bearing on recruitment, diversity in the Foreign Service and our overall success as an organization.

Sofia Khilji
Refugee Coordinator
Embassy Islamabad

Longer Career Paths

"I agree with the idea that we should allow for longer career paths, especially if we can incorporate the kind of 'mid-career' training for FSOs (and other career State employees) that is a given for our colleagues in uniform. State has come a long way on training from where it was when I started my career in 1973, but it cannot afford to rest on these laurels."

—Robert A. Mosher, commenting on September's *Speaking Out* on the AFSA Facebook page ■

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Telling the Foreign Service Story on Screen

Espionage is described as the “all-but-invisible profession that has shaped history” by the 12-year-old International Spy Museum in Washington, D.C.

Diplomacy, in contrast, is done in public view and, most often, on the record. But the U.S. Diplomacy Center has only just broken ground, and, if television viewing is any indication, the American public has no idea what the Foreign Service is all about.

A quick Wikipedia search for “espionage television series” results in a list of 135 programs from 1965 to the present. A search for television series about “diplomacy” or “Foreign Service” turns up programs in Canada, Australia and Great Britain.

In 2002, the Fox network aired “American Embassy,” a show about a young vice consul at Embassy London, canceling it after only four episodes. The Foreign Service as a profession, it seems, hasn’t captured the imagination of television writers and producers.

That may be changing. A number of television production studios are currently developing programs with Foreign Service members as main characters. Here’s a look at what’s in the various stages of development:

Warner Brothers has recently “picked up” (which means the studio liked the pilot and will make it a series) a comedy titled “Embassy,” and has hired writers and producers for it. The show will feature “three unlikely American embassy workers who must prevent an international war after they inadvertently cause a diplomatic crisis on the tiny South Pacific Island where they’ve been stationed,” notes the *Hollywood Reporter*.

The AMC network has ordered the

pilot “White City.” John Dempsey, one of the show’s creators, writers and co-executive producer, is the State Department’s senior advisor to the U.S. Special Representative for Afghanistan and Pakistan.



Photos from CBS.com

CBS’s “Madam Secretary,” starring Téa Leoni as the Secretary of State

“White City” will concentrate on Western diplomats and journalists living and working in Afghanistan. The lead character works for an independent policy think-tank and has lived in Kabul for nearly a decade.

In the pilot, against the advice of American embassy staffers and others, he tragically overreaches in an attempt to talk with insurgent leaders; in the series, he must find a new role in Kabul.

“I thought it’d be fun to show an entertaining and quite colorful story about expat life in Afghanistan during the very surreal post-9/11 era,” Dempsey tells the *FSJ*.

Further along in the development stage is “Stanistan,” a comedy/drama

from the USA Network. “Stanistan” follows the staff at the American compound in the Middle Eastern country of Stanistan, where State Department staff, covert CIA officers and journalists strike, as the *Hollywood Reporter* describes, a “delicate balance of danger and silliness.”

The program is being produced by Universal Cable Productions (a division of NBC Universal). As of *Journal* press time, the roles of the State public affairs officer and USAID infrastructure manager have already been cast, as well as the role of the foreign correspondent (and romantic interest). The show began filming at the end of September in New Mexico. No air date has been released yet.



CBS’s “Madam Secretary,” starring Téa Leoni as the Secretary of State, premiered on Sept. 21. Leoni’s character is a former CIA analyst who has

been appointed Secretary of State by her former mentor at the agency, the current President of the United States.

In an interview with *Variety*, creator-executive producer Barbara Hall said the show will focus on the State Department. “We really want to have that pull-back-the-curtain effect with this show, and show you how the State Department actually works,” Hall said. “There’s enough interesting stuff there that people would be surprised to learn.”

Somewhat telling perhaps, no technical adviser is listed in the full credits on IMDb (the Internet Movie Database) for “Madam Secretary.”

A new PBS documentary is also currently being produced by the Foreign

Contemporary Quote

“When you don’t talk to someone who doesn’t share our values, you’re probably not going to be talking to the people who really are responsible for the mess.”

—Ambassador Christopher Hill, dean of the Joseph Korbel School of International Studies at the University of Denver, speaking on NPR Oct. 5.

Policy Association. “America’s Diplomats” (see p. 76), a one-hour film that is due to be released in 2015, will take a serious look at the practice of diplomacy and will feature interviews with active-duty and retired members of the Foreign Service and others.

While Hollywood continues to find dramatic possibilities in the work of the CIA, it remains to be seen how well this slew of embassy-based programming will tell the story of the Foreign Service. Perhaps that subject is better suited to the nonfiction treatment of a documentary film.

—Debra Blome, Associate Editor

It’s Funny Because It’s True

The *Washington Post*’s long-running weekly Style Invitational contest recently invited readers to suggest humorous souvenirs that could be purchased in specific gift shops (<http://bit.ly/wapostyle>). Here is one of the honorable mention entries.

Available in any Middle Eastern country: A chess set with pieces that don’t do what you think they will. Americans can’t resist playing with those things. (Danielle Nowlin)

—Steven Alan Honley,
Contributing Editor

50 Years Ago

Men who were born about the second decade of the twentieth century were destined to undergo early in life two of the most profound experiences of our times: the depression of the thirties and World War II.One cannot help but think that this depression and war generation imparts a special shape and texture to today’s diplomacy. The broad view of the present-day world would seem to be more nearly theirs: self-interest enlightened by an understanding of the wide dimensions of the area wherein interest lies. The aspirations and problems of the developing world, for example, evoke an intuitively sympathetic response in them. Our economic and technical assistance programs are, for them, not only useful political tools but, perhaps more importantly, are manifestations of the deep belief that our welfare and destiny do not depend upon ourselves alone.

—From “Today’s Senior Foreign Service Officers” by Robert Hurwitch, FSJ, November 1964.



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SITE OF THE MONTH: *Tales from a Small Planet*

From stories of expat living to analyses of different countries and their respective international schools, the website *Tales from a Small Planet* (talesmag.com) is the quintessential tool for Foreign Service families. Whether you're headed to Vietnam or Switzerland, big embassy or small consulate, *Tales* offers clear, concise informative tips on life there. And if it doesn't, then you can create that content.

Tales was a spinoff from the *SUN* newsletter (Spouses' Underground Newsletter), created in 1991 by authors and Foreign Service family members Francesca Kelly and Fritz Galt. *SUN* had a small but devoted following for nine years. With the rise of the Internet, *SUN* moved online in 2000 and evolved into a small nonprofit, *Tales from a Small Planet*, to run the website.



The site aims to be a forum for collecting and sharing free and unbiased information about "what it's really like to live there" for cities and countries around the world. Anyone can contribute to the content for the site, and many uncensored views are reflected there. *Tales* has helped countless international employees and family members as they evaluate options for future assignments or gain insight into the place they are headed.

Tales gives expats the opportunity to contribute stories of their adventures in four categories: cross-cultural encounters, adjusting to life in another country, short fiction about living abroad and bizarre experiences.

For the highly popular Real Post Reports section, users are encouraged to answer detailed questions about places they've served. Questions include: Are there problems with racial, religious or gender prejudices? Are there any health concerns? What is the availability and relative cost of groceries and household supplies?

For those with kids, the Real Schools Reports, which includes community members' inputs about international schools in many cities worldwide, can be invaluable. Parents and teachers comment on the type of education offered, classroom sizes, teacher-parent communication and the school's strengths and weaknesses.

No matter how long you've been in the Foreign Service, a new post can be daunting and stressful. *Tales from a Small Planet* is like a Yelp or Trip Advisor for Foreign Service families, and well worth a look. ■

—Editorial Intern Trevor Smith and Editor Shawn Dorman

A LIFE OF SIGNIFICANCE

An Interview with DEPUTY SECRETARY OF STATE WILLIAM J. BURNS

On the eve of his retirement, the Deputy Secretary of State reflects on his 33-year career, the challenges for diplomacy today and the future of the Foreign Service.



n Oct. 1, AFSA President Robert Silverman and Foreign Service Journal Editor Shawn Dorman sat down with Deputy Secretary of State Wil-

liam J. Burns in his office, a few weeks before his retirement from a 33-year Foreign Service career. Ambassador Burns holds the highest rank in the Foreign Service, career ambassador. He became Deputy Secretary of State in July 2011, only the second serving career diplomat in history to do so.

Amb. Burns served from 2008 until 2011 as under secretary of State for political affairs. He was ambassador to Russia from 2005 until 2008, assistant secretary of State for Near Eastern affairs from 2001 until 2005 and ambassador to Jordan from 1998 until 2001. He has also served in a number of other posts since entering the Foreign Service in 1982: executive secretary of the State Department and special assistant to Secretaries Warren Christopher and Madeleine Albright; minister-counselor for political affairs at the U.S. embassy in Moscow; acting director and principal deputy director of the State Department's Policy Planning Staff; and special assistant to the president and senior director for Near East and South Asian affairs at the National Security Council.



AFSA President Robert J. Silverman interviewed Deputy Secretary of State William J. Burns at the Department of State on Oct. 1.

Amb. Burns earned a B.A. in history from LaSalle University and M.Phil. and D.Phil. degrees in international relations from Oxford University, where he studied as a Marshall Scholar. He is the recipient of three honorary doctoral degrees. Amb. Burns is the author of Economic Aid and American Policy Toward Egypt, 1955-1981 (State University of New York Press, 1985).

He speaks Russian, Arabic and French, and is the recipient of three Presidential Distinguished Service Awards and a number of Department of State awards, including two Secretary's Distinguished

guished Service Awards, two Distinguished Honor Awards, the 2006 Charles E. Cobb Jr. Ambassadorial Award for Initiative and Success in Trade Development, the 2005 Robert C. Frasure Memorial Award for conflict resolution and peacemaking, and the James Clement Dunn Award. In 1994, he was named to Time magazine's list of the "50 Most Promising American Leaders Under Age 40" and to Time's list of "100 Young Global Leaders."

Amb. Burns joined the American Foreign Service Association in 1982, the year he joined the Foreign Service. He has been a great supporter of the organization ever since.

—Shawn Dorman, Editor

Robert J. Silverman: Bill, thanks for your support of the Foreign Service and AFSA over the years. It's been really tremendous. Looking back over a career spanning 33 years, can you give us some of your highlights?

William J. Burns: First, it's very nice to see you both. I've been extraordinarily fortunate over nearly 33 years in the Foreign Service, and had wonderful opportunities and terrific people to work with. I realize how lucky I've been.

Within my first decade in the Foreign Service, I worked for Secretary [James] Baker as principal deputy director of the Policy Planning Staff during what was as exciting a period in American foreign policy as any I've lived and worked through—the end of the Cold War, breakup of the Soviet Union, Desert Storm, the Madrid Peace Conference and the reunification of Germany. It was a combination of fascinating and transformative events in the world, and some terrific people to learn from, including Secretary Baker, President George H. W. Bush, Chairman of the Joint Chiefs of Staff Colin Powell, National Security Advisor Brent Scowcroft and Larry Eagleburger, who sat in this office as Deputy Secretary of State at the time.

That was a fascinating moment in my career, from which I learned a lot. I served a few years later as ambassador to Jordan during the period in which King Hussein died after 47 years on the throne. Jordan didn't know a world without King Hussein. It was a challenging period in which to demonstrate the commitment of the United States, of Americans, to Jordanians as they made the quite successful transition from King Hussein to King Abdullah.

I've loved the times I've worked in Russia, despite all the serious complications between our governments. It's a big, fascinating society.

And then, I guess the last thing I'd mention as a highlight is the secret bilateral negotiations we held with the Iranians on the nuclear issue last year. We were able, first, to do something in secret, which is not easy to do in this day and age; but second, to



Secretary of State Hillary Rodham Clinton officiates at the swearing-in ceremony for Deputy Secretary of State William J. Burns on Sept. 8, 2011. In attendance are Burns' wife, Lisa Carty, center, and the couple's daughters, Sarah, far right, and Elizabeth.

make enough progress to help produce a first agreement on the nuclear issue, which opened the door to some greater possibilities. It's a tall order to walk through that door. And it remains a question whether the Iranians are going to take advantage of this opportunity. But it won't be for lack of trying on our part.

RJS: I know you'll be remaining involved in those negotiations for some time, as well. As they say in the book of Joshua: Be strong and have good courage.

You mentioned Secretary Powell and some of the other Secretaries of State. You've worked with an incredibly impressive group of people over the years. Can you mention two or three of the career people that stand out in your mind?

WJB: I've worked for 10 Secretaries of State during the course of my career, and admired and respected all of them. As I look at career role models, I think of Tom Pickering, for whom I worked in Moscow in the early- to mid-1990s, as somebody who's always embodied for me the best of our profession. I've certainly learned a lot from him, not just in terms of diplomatic skill, but also in terms of decency and integrity, and the way in which he always conducted himself as a professional.

I've also learned a lot from people whose names aren't always in the newspaper, both in the Foreign Service and the Civil Service. And I'll give you two examples of spectacularly talented, if unsung, professionals in the State Department—both civil servants.

One is Jonathan Schwartz, now deputy legal advisor, who is about to retire, as well. Jonathan and I worked together on Middle

Our ability to help navigate a very complicated international landscape in the pursuit of our interests and values remains enormously significant.

East peace issues over the years. And we worked together on what were then secret negotiations with the Libyans some years ago.

And then I would mention Jim Timbie, another institutional treasure. He has been working on nuclear and arms control issues for a very long time, and I've worked very closely with him on the Iranian nuclear negotiations. Those are two people whose names don't often appear in public, but I think they reflect the very best that this department has to offer.

Another superb public servant, Mary Dubose—who has put up with me off and on for a quarter-century both in Washington and overseas—is not only the finest Office Management Specialist I've ever worked with, but as decent and as skillful a professional as I've ever worked with.

And I've served with some wonderful Foreign Service Nationals—I date myself when I say that, I should say Locally Engaged Staff. Nadia Alami worked in public affairs at Embassy Amman and did a terrific job when I was ambassador in Jordan. But she is just one example of the many extremely talented and dedicated Foreign Service Nationals with whom I've enjoyed working over the years, just as you have.

RJS: *Absolutely. Let's look for a few minutes toward the future. Taking out your crystal ball, could you just give us some general thoughts on how you see both professional diplomacy and, specifically, the U.S. Foreign Service evolving to meet current and future challenges?*

WJB: The world is obviously an increasingly complicated place. Compared to the moment when I entered the Foreign Service in January of 1982, power is more diffuse in the world—there are more players on the international landscape.

Diplomacy is no longer, if this was ever the case, just about foreign ministries and governments. It's about nongovernmental players. It's about civil society groups and private foundations, as well as the forces of disorder, whether it's extremists or insurgents of one kind or another.

And on top of all that, information flows faster and in greater volume than at any time before. So the challenges for professional diplomats are, I think, as great as I've ever seen them. But I

continue to believe that our work matters as much as it ever has. Our ability to add value and to help navigate a very complicated international landscape in the pursuit of our interests, remains enormously significant. That should be a source of pride, not just for our generation of Foreign Service officers, but for succeeding generations, as well. And, fortunately, as I speak to A-100 classes and to our colleagues around the world, I am continually struck by the quality of the people with whom we work.

RJS: *Yes, I agree. We were just coming from an A-100 recruitment lunch, and felt the same way, that there are incredibly talented people coming in. What would be your specific advice to the A-100 newcomers, and not just A-100, but all those in the early years of their Foreign Service career? What should they be doing to prepare for these future challenges?*

WJB: First, don't take for granted the opportunity that you have. Ours, I genuinely believe, is a life of significance. We do work that matters with some exceptionally talented and dedicated people. And that's a rare-enough thing.

Second, I think you want to take some chances in your career, as well. Learn new things, whether it's working in a different region, or learning a different language, or taking on a different set of functional skills. I think all of those things are going to be very important, because for the State Department, whether it be the Foreign Service or Civil Service, staying ahead of the curve is an unusually important challenge.

That's why, as you look at issues that have been emerging in recent decades, whether it's climate change and energy security (especially the energy revolution in this country and the opportunities strategically that that provides the United States), or whether it's global health issues (as we've just been reminded in the midst of the Ebola crisis), diplomats have an extraordinarily important role to play in dealing with those kinds of challenges.

Equally important is economic diplomacy, something to which both Secretary [Hillary Rodham] Clinton and Secretary [John] Kerry have attached a lot of emphasis. One of the things I have always enjoyed most as a chief of mission is commercial advocacy, trying to ensure a level playing field for American companies overseas.



U.S. Department of State

Deputy Secretary Burns addresses the people of Ukraine in Kyiv on Feb. 25.

Increasingly, our own economy depends on expanding the volume of our exports, which, in turn, will create jobs here at home. Diplomats have a very important role to play in the promotion of those economic interests overseas. And so, for the new generation of officers, whatever your cone or specialization is, recognizing the significance of those economic and commercial issues is going to be increasingly important. It will also be an increasing source of professional satisfaction.

RJS: *Speaking as an economic officer, I completely agree. Another group that we talk to a lot, a group that looks to us, is college students who are interested in the Foreign Service. Do you have any specific suggestions for how they should be preparing, those who want careers in this business?*

WJB: I may not be objective about this, because I've been extraordinarily lucky during the course of my career, but I don't think there is any magic formula for professional satisfaction or success in the Foreign Service. I think it helps to come into the State Department with a pretty realistic sense of the pace of the career, of the value of taking some chances along the way, and ensuring that you have a broad foundation as you progress in a career, whether that's in terms of language ability or any other kind of experience.

I think it's important, as I said before, not to take things for

granted as you go along. A career can go by very quickly. You want to appreciate the opportunity that you have to make a difference, which is what most of us enter public service in order to try and do. You want to appreciate the fact that it's the people with whom you work that are going to matter the most. Taking care of your people as you rise in seniority is extremely important.

There are lots of people in our profession who are better at managing up and managing over than they are at managing down—leading and taking care of people. And I think that's a quality that we need to attach great importance to, because we're a relatively small institution, the State Department in general and the Foreign Service in particular. And therefore, our great strength is our people, and we want to make sure that we're taking the best possible care of them.

RJS: *Excellent. Can we talk about Russia a bit?*

WJB: Sure.

RJS: *Looking at our younger colleagues and those who are coming through the system, what advice would you give to someone who's being posted to Embassy Moscow?*

WJB: You want to invest in the Russian language, which is obviously an entry point to understanding that society. Rus-

It's the people with whom you work that are going to matter the most. Taking care of your people as you rise in seniority is extremely important.

sians are understandably deeply proud of their history and their culture. It's important to understand what Russia as a society has been through in recent generations, going back to the Soviet period during which the population endured the famine, the purges and the Second World War.

And then there are all of the changes that have taken place since the end of the Soviet Union and the very difficult transition—promising, but very difficult—that unfolded during the period when I first served in Moscow in the mid-1990s. Whatever the difficulties in our relations—and, certainly, today we have profound difficulties with the current Russian leadership—it is important to develop a sense of respect for that history, and what Russians as a people have not only endured but also achieved.

One of the things I enjoyed the most in the two tours my family and I spent in Russia was traveling around the country. It's a huge place. The last time I served there, there were 11 time zones. Just the expanse of it is really striking. And it's fun too. It's trite to say, but just as you can't understand the United States if you just sit in Washington or New York, you can't understand Russia if you're spending all your time in Moscow and St. Petersburg. So it's important and it's fun to get out.

RJS: *What would you say is the Peoria of Russia? What is your favorite heartland place?*

WJB: Well, there are lots of different places to point to, like Siberia with its vast expanse. And there are fascinating cities in the Urals, like Yekaterinburg. I've always enjoyed the Russian Far East, as well as the far north, which is a tough place to live, and not an easy place to visit sometimes. But again, it's a reminder of the sheer expanse of that society. None of that necessarily makes political relations any easier.

And Russia, as my colleagues who are there now know, can be a very tough place to serve sometimes. But it can also be a very rewarding place, especially if you keep a sense of perspective and you understand not only the sweep of Russian history, but the continuing significance of Russia and U.S.-Russian relations.

RJS: *Well, let's take out your crystal ball again. How do you*

see, realistically, our relations with Iran evolving? What would you predict, say, five, 10, even 20 years from now? How will they look?

WJB: My powers of prediction, as I often demonstrate, are pretty limited.

We've made a start in the nuclear negotiations, building on the formerly secret bilateral talks, and working closely with our partners in the P5+1 [United States, Russia, China, Britain and France, plus Germany]. I would be the last to underestimate the difficulties that lie ahead in the negotiations. There are still significant gaps, and we're going to keep working hard at it.

I think it's still possible to reach an agreement that could help open up wider opportunities in the relationship, especially between our two societies. In many ways, the last 35 years of estrangement and of truly profound differences between the Iranian leadership and the United States have been unnatural, in the sense that you have had such a disconnect between our two societies during that time.

And especially for the younger generation of Iranians, I think there's a thirst for connection with the rest of the world. That doesn't make Iranians any less proud, any less committed to what they see to be their national goals. But I would hope that over time some of that estrangement can ease.

On the nuclear issue, I think it would be very much in the interest of Iran to reach a comprehensive agreement to demonstrate the exclusively peaceful nature of its nuclear program, and to demonstrate its commitment to living up to its international obligations. That can open up very substantial economic opportunities. I'm convinced there are lots of Iranians who could take full advantage of that, because it's a very entrepreneurial society full of talented human beings.

RJS: *So you're not volunteering to open an embassy in Tehran, or overseeing that anytime soon?*

WJB: There are a lot of obstacles that lie ahead, but I do think you have to keep focused on what's possible down the road.

RJS: *What diplomatic lessons would you draw from our experience as a country with 9/11? Particularly our experience in the*

In my experience overseas, I've seen that we get a lot further through the power of our example than we do by the power of our preaching.

Foreign Service working in Iraq and Afghanistan—how do you think that experience plays out in the future?

WJB: For a whole generation of our colleagues in the Foreign Service, the experiences of Iraq and Afghanistan in the more than a decade since 9/11 have been hugely formative. The caricature of diplomacy has always been about foreign ministries dealing with foreign ministries, a very orderly process of governments dealing with governments.

But the truth is that whether it's in Iraq or Afghanistan, or a number of other very complicated places around the world, what the Foreign Service and the generation that came into the Service in the last 10 to 15 years have experienced is really how you conduct diplomacy amidst disorder—whether it's a post-conflict situation or dealing with a whole range of actors, of which fully formed governments are only one. We learn how to work effectively with lots of other parts of the U.S. government, whether it's the military, other agencies that are active overseas or our development colleagues.

And all of that has helped to create some really important skill sets in this generation of Foreign Service officers, which I think are going to be very valuable, even if I don't believe we are necessarily going to repeat having hundreds of thousands of U.S. ground troops overseas or embarking on the kind of massive nation-building exercises we undertook in Iraq and Afghanistan.

If you look at the world, you have to conclude that in the coming generation, the forces of disorder are going to be as challenging as we've seen them over the last 10 or 15 years since 9/11. And so, for our colleagues, learning to navigate effectively in that kind of a world is extremely important.

The fundamentals remain the same—foreign language, curiosity, adaptability, integrity and honesty; a respect for foreign cultures and other societies; and understanding, as I said before, how to navigate them. And then, not least, knowing where you're from—having a clear sense of American purpose.

RJS: *Right.*

WJB: Another reason I'm impressed by the current generation of Foreign Service officers is their diversity. I'm impressed when I see the range of experiences in the A-100 classes, not to

mention diversity of ethnicities and gender. I wouldn't say these issues have been overcome, because we still have a long way to go, but I think we're making progress. And that's important.

In my experience overseas, I've seen that we get a lot further through the power of our example than we do by the power of our preaching. When you see a Foreign Service that looks like the United States, and which is the kind of living embodiment of tolerance and diversity, I think that sends a much more powerful message to the rest of the world.

In that sense, too, I think the experience through the last 15 years or so has been important because we have evolved. We've got a long way to go, but I think we're at least pointed in the right direction.

RJS: *Do you feel that the Foreign Service is prepared to do this Iraq and Afghanistan type experience in the future again, in addition to traditional state-to-state diplomacy?*

WJB: I think we're learning about how to serve in the often disorderly world of the 21st century. We've still got a ways to go. There's some hugely important issues, like how to manage risk. We've sometimes learned very painful lessons. There is no such thing as zero risk in the work that we do overseas.

We can't connect with foreign societies unless we're out and about. But making those judgments about what's a manageable risk, and what isn't, is increasingly difficult. So we're still wrestling with a lot of those kinds of challenges, as well. I do think we've learned a lot. As a Service, we're better positioned to deal with those types of challenges than was the case a decade or so ago.

RJS: *Great. Let me just say, truly, thank you for everything you've done for AFSA and for the Foreign Service. As you said, it's about the power of the example. And the power of your example is very important to the Foreign Service.*

WJB: You're really kind. It has been a great run. I've really enjoyed it. ■



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THE PUTIN DOCTRINE AND PREVENTIVE DIPLOMACY

The USSR is not coming back, but the United States must take a realistic approach to Russia, correctly framing the issues and wielding the tools best suited to strategic priorities.

BY JAMES E. GOODBY

Vladimir Putin announced his strategic doctrine regarding “post-Soviet space,” as he calls the lands of the former Soviet Union, early in his first presidency and has stuck with it ever since. In a speech to the Russian Federal Assembly on May 16, 2003, he declared: “We see the [Commonwealth of Independent States] area as the sphere of our strategic interests.”

In his April 2005 speech to the same body, Putin called for unanimity within the Commonwealth of Independent States, hailing the World War II victory that unity had made possible. Though he did pay lip service to the independence of the CIS nations and their “international authority,” he hinted that inde-

pendence from Russia was not quite what he had in mind: “We would like to achieve synchronization of the pace and parameters of reform processes underway in Russia and the other members of the CIS.” In other words, Moscow wanted a say in, if not a veto over, how fast political change took place in neighboring states, and what form it would take.

In the same speech, Putin made his famous comment: “The collapse of the Soviet Union was the major geopolitical disaster of the [20th] century,” adding that “the epidemic of disintegration [had now] infected Russia itself.” Putin’s domestic policies, his hard line in Chechnya and, later, in Georgia, and his regional diplomacy all testify to his belief that Russian pre-eminence in “post-Soviet space” is an indispensable element of the defense of



James E. Goodby, currently Annenberg Distinguished Visiting Fellow at Stanford University’s Hoover Institution, retired from the Foreign Service in 1989 with the rank of career minister. His diplomatic career included assignments as a deputy assistant secretary in the Bureau of Political-Military Affairs (1974-1977) and Bureau of European Affairs (1977-1980), ambassador to Finland (1980-1981), vice chair of the U.S. delegation to the Strategic Arms Reduction Treaty talks (1981-1983), and head of the U.S. delegation to the Conference on Confidence-Building Measures in Europe (1983-1985).

*In 1993 Ambassador Goodby was recalled to serve as chief negotiator for nuclear threat reduction agreements (1993-1994), special representative of the president for the security and dismantlement of nuclear weapons (1995-1996), and deputy to the special adviser to the president and Secretary of State for the Comprehensive Test Ban Treaty (2000-2001). He is the author of *At the Borderline of Armageddon: How American Presidents Managed the Atomic Bomb* (Rowman & Littlefield, 2006) and *Europe Undivided* (U.S. Institute of Peace Press, 1998).*

The author thanks the Woodrow Wilson International Center for Scholars for the support provided to him during the initial research for this article while he was in residence at the Center as a Public Policy Fellow in 2005.



Courtesy of the Hoover Institution

U.S. Secretary of State George Shultz with General Secretary of the Communist Party of the Soviet Union Mikhail Gorbachev in the Kremlin, meeting to finalize the Intermediate-Range Nuclear Forces Treaty. Paul Nitze is behind Gorbachev. Moscow, Oct. 23, 1987.

The Need for Consensus on American Goals

The changing climate and its effect on our environment, the civilization-destroying effects of nuclear war and the enhanced possibilities of global pandemics are only three examples of challenges that require an unprecedented degree of cooperation, and not just between national governments but among peoples.

In this essay, Ambassador Goodby describes what he calls “the Putin Doctrine”: a coherent set of actions consistently applied over many years, designed with a specific, overriding goal in mind. That goal seems clear now, in light of the risks Russian President Vladimir Putin has been prepared to take to achieve it: to ensure Moscow’s dominance over as many of the former republics of the Soviet Union as is feasible given Russia’s resource limits, and to incorporate them, and those too strong to dominate, into a regional economic and political bloc led by Russia that is capable of exerting global influence.

That strategic objective may not be achievable by Moscow for a host of reasons. But its pursuit can skew the way the international system shapes up in the future by holding

out the model of a set of competing, relatively closed regional blocs, run by authoritarian systems of governance.

Americans will have to rise to the occasion by building a consensus, hard as that may be, around our own goals in a world awash in change. Though I don’t sense that there is a consensus on that at the present time, I believe most Americans would agree that the United States must stand for open societies and for the rules embodied in the Charter of the United Nations and in regional compacts, such as the Helsinki Final Act. That is fundamental so long as nation-states remain central to the structure of the international system.

But beyond that, we must be actively seeking to build institutions, whether global or regional, that can respond to challenges to humanity’s well-being and even its survival. The goal of that kind of policy and that kind of diplomacy, quite simply, is to position our nation to continue to thrive in the new world.

—George P. Shultz, former Secretary of State,
October 2014



Courtesy of Royal Gardner

Ambassador James Goodby (seated, left) and Ukrainian General-Lieutenant Aleksey Kryzhko initial a Nunn-Lugar agreement with the Ministry of Defense of Ukraine in 1993 in Kyiv to provide assistance for the elimination of strategic nuclear arms.

the Russian Federation. Ukraine is only the latest and most dangerous manifestation of the Putin Doctrine. It will not be the last.

Exercising Preventive Diplomacy?

The clarity of the Putin Doctrine meant that the current crisis in Ukraine—or, more accurately, the crisis in U.S.-Russian relations—was foreseeable. The 2008 war between Russia and Georgia added an unmistakable warning, but its significance quickly vanished among the “frozen conflicts” that littered so many territories of the former Soviet Union.

Military force cannot be the first thing to come to the minds of policymakers for handling such challenges. Preventive diplomacy—which the United Nations defines as “diplomatic action to prevent disputes from arising between parties, to prevent existing disputes from escalating into conflict and to limit the spread of conflicts when they occur”—should be the first resort, but it is exceptionally difficult to sustain. No government likes to borrow trouble from the future, and democracies, including the United States, are very poor at setting strategic priorities and sticking to them.

The American stance under Presidents Bill Clinton, George W. Bush and Barack Obama was that Moscow should have considerable say in its neighboring states, and Washington should not seek to supplant that influence. Georgian and Ukrainian membership in NATO, for example, should not have to damage their good relations with Russia. In the face of much evidence to the contrary, successive administrations thought that Moscow

should understand that Russia would benefit from having prosperous, democratic nations in its neighborhood. The Kremlin interpreted NATO’s November 2002 decision to invite seven new members to join the alliance, including the three Baltic states, as taking advantage of Russia’s weakness. The later American decision to deploy ballistic missile defenses in Poland and the Czech Republic only heightened Russian insecurity.

President Obama and Secretary of State John Kerry have contrasted their enlightened, 21st-century point of view with

the zero-sum, 19th-century thinking that has characterized Russian diplomacy. Putin was not persuaded by rhetoric, and the West failed to formulate a new strategic or institutional framework to match 21st-century challenges, although plenty of ideas were out there.

For example, in 2002, the U.S. Institute of Peace Press published a book titled *A Strategy for Stable Peace: Toward a Euro-Atlantic Security Community*. It was written by a Russian, Dmitri Trenin, a Dutchman, Petrus Buwalda and an American—myself. We wrote that “Ukraine must solve its internal problems through its own efforts” and “the stakes in the outcome of Ukraine’s struggles are high, not least the progress of Russia and the West toward a stable peace.” We called for “concerted national strategies on the part of the major nations within the extended European system.”

In defining these strategies, we argued that a detailed master plan is not realistic, and that “governments should work with building blocks already available to them, having their objective clearly in mind.” The long-term objective, we thought, should be the inclusion of Russia as one of three pillars, with North America and the European Union, of a Euro-Atlantic security community, sharing similar democratic values.

In 2012, a study of mutual security in the Euro-Atlantic region was conducted, led by four distinguished statesmen: former German Ambassador to the United States Wolfgang Ischinger, former U.K. Defense Minister Desmond Browne, former Russian Foreign Minister Igor Ivanov and former Chairman of the U.S.

No government likes to borrow trouble from the future, and democracies, including the United States, are very poor at setting strategic priorities and sticking to them.

Senate Armed Services Committee Sam Nunn. Their advice, in a spring 2013 report, “Building Mutual Security in the Euro-Atlantic Region,” included the establishment of a new, high-level “Euro-Atlantic Security Forum” to promote core security interests throughout the region. Common to this report and the 2002 book on the same subject is the notion that this geographical construct should be thought of as a single security space in the long term.

The Permanent Revolution

Back in February 2005, alluding to recent unrest in Georgia and Ukraine, Putin speculated that some nations “are doomed to permanent revolution. ... Why should we introduce this in the post-Soviet space?” The answer, of course, is that those governments refused to meet pent-up demand for changes, leading to a series of political explosions—which Putin accused Russia’s old antagonist, the United States, of fomenting.

Putin’s belief in American complicity in the “permanent revolution” had first surfaced during a Nov. 26, 2004, press conference in The Hague. Discussing the Orange Revolution in Ukraine, he remarked: “We have no moral right to incite mass disturbances in a major European state. We must not make solving disputes of this nature through street disturbances part of international practice.”

Such warnings about permanent revolution stemmed from his perception of Russia’s weakness and its possible fragmentation. On Sept. 7, 2004, after terrorists killed nearly 400 people, many of them schoolchildren, in Beslan, North Ossetia, he said: “Some would like to tear from us a ‘juicy piece of pie.’ Others help them. They help, reasoning that Russia still remains one of the world’s major nuclear powers, and as such still represents a threat to them.”

Later in the same speech, Putin remarked: “We are living through a time when internal conflicts and inter-ethnic divisions that were once firmly suppressed by the ruling ideology have now flared up.” Russia had not reacted adequately to these new dangers, he lamented; instead, “we showed ourselves to be weak. And the weak get beaten.”

In other words, Moscow must show itself to be tough, even at the expense of its own best interests. Any step back from

dominance over the new nations of “post-Soviet space” would be tantamount to encouraging the disintegration of the Russian Federation itself. Similarly, compromises with Russia’s enemies are a slippery slope that can only lead to a serious weakening of its international and domestic position.

A New Iron Curtain?

The last straw for Putin was probably his conclusion that the West was determined to prevent him from realizing his vision of a Eurasian economic bloc, dominated by Russia, that would include at least Ukraine, Belarus and Kazakhstan. When Ukraine’s pro-Russian president, Viktor Yanukovich, seemed ready last fall to sign an association agreement with the European Union, Moscow pressured him to reverse the decision. Putin saw an American hand behind the resulting popular uprising that ousted Yanukovich.

A desire to have friendly neighbors on one’s borders is not unique to Russia, of course. Nor is it unusual for a powerful state to expect that its opinions and interests will exert considerable influence on the policies of neighboring states. But there is a line beyond which a special relationship becomes domination. If things remain as they are in Putin’s Russia, the reality of a continent divided will congeal, leaving most of the newly independent republics trapped on the other side of the fence from a democratic Europe.

This appears to be exactly what the Putin Doctrine is intended to achieve. Writing in the July/August issue of *Foreign Affairs*, Alexander Lukin, vice president of the Diplomatic Academy of the Russian Ministry of Foreign Affairs, noted that some in Moscow are searching for an ideological foundation for a Eurasian union. Lukin wrote that the distinctive value system of Eurasian people had helped Putin “succeed in establishing an independent power center in Eurasia.”

Putin and the “siloviki”—his former colleagues in the KGB who now occupy key positions in the Russian government—are disposed to confront Washington if American activities seem to be encouraging too much independence within “post-Soviet space.” Putin’s rollback of the democratic institutions in Russia that his predecessor, Boris Yeltsin, had encouraged underscores the fact that joining a Western-oriented community is not one of

Putin's efforts to turn back the clock seem unlikely to succeed, no matter how fervently he evokes nostalgia for Russia's historical borders.

Putin's strategic objectives. He is positioning his nation so that it cannot truly be part of Europe in the sense of shared values and shared self-identification.

Challenge to the Post-Cold War Order

The question for the West is how to conduct order-building diplomacy in the midst of a major crisis stemming from Putin's increasingly evident intent to separate eastern Ukraine from the rest of the nation. His "New Russia" rhetoric has a serious meaning to it. The order that is being challenged is enshrined in the Helsinki Final Act of 1975, which amounted to a surrogate peace treaty to end World War II. That document was strengthened by a series of agreements over the years negotiated within the framework of the Conference on Security and Cooperation in Europe (later the Organization for Security and Cooperation in Europe).

Other agreements that shaped post-Cold War Europe dealt with the emergence of new sovereign nations after the breakup of the Soviet Union. One of the most important of these agreements figured in a CSCE summit meeting held in Budapest in 1994. It was the Lisbon Protocol to the Strategic Arms Reduction Treaty, and it changed the adherents to that agreement from just the Soviet Union and the United States to Ukraine, Kazakhstan, Belarus, Russia and the United States.

At Budapest, the three new signatory states formally agreed to become non-nuclear weapon states and to join the nuclear nonproliferation treaty in that status. A statement of assurance regarding its territorial integrity within existing frontiers was presented to Ukraine by the presidents of Russia and the United States and the prime minister of the United Kingdom, and also subscribed to separately by China and France. The five permanent members of the United Nations Security Council thus became parties to these assurances of Ukraine's territorial integrity.

The provisions of the Helsinki Final Act that upheld territorial integrity and forbade changes in frontiers except by peaceful means also applied to the newly independent states of the former Soviet Union. The Final Act begins with 10 principles, of which the first two deal with sovereign equality and refraining from the threat or use of force. The text of the second principle

states: "No consideration may be invoked to serve to warrant resort to the threat or use of force in contravention of this principle."

This is the order that President Putin has challenged. There are really only two choices before the members of the Helsinki accords: accept that an all-European order with common understandings no longer exists and act accordingly; or try to reverse what Putin has done and work to restore the Helsinki consensus. The former course means a division of the Euro-Atlantic region into Eastern and Western societies and is the course less likely to lead to conflict in the near term. This appears to be Putin's strategic aim.

The latter is the policy that the Western nations say they are pursuing. But to succeed, the West must be willing to impose stronger sanctions and provide military assistance to Ukraine and possibly other neighbors of Russia if it is to succeed. Clearly, this policy has its risks; but in an age of globalization, sustaining the order laid down in the Helsinki Final Act is fundamental to order-building diplomacy. If carefully calibrated as to the tools employed and seen as a long-term strategy, it has a very good chance of success.

The division of Europe into opposing camps would have consequences for relations between the West and Russia long after Putin leaves the scene. Re-creating the polarized structure of the Cold War runs against the grain of history, in my view.

Framing the Issues Correctly

The first step in devising guidelines for future U.S. strategy is to frame the issues correctly. For example, it would be wrong to think that Russia is the origin of all the problems in the enormously complex mix of ethnic groups that inhabit the regions around its borders and also within the sprawling country. True, Moscow is an enabler of separatist movements in eastern Ukraine, and elsewhere, and seems to find that divide-and-conquer policies suit its needs. But it would be simplistic to think that if Moscow suddenly became cooperative, all would be well.

Because of the emotions and the long histories involved in all these disputes, it will take time before trust takes root between central governments and those ethnic groups inclined toward

independence. The diplomacy of “gardening”—patient and prolonged engagement—is the only way to deal with these situations.

Framing the issues correctly also means an accurate assessment of where Putin may be heading and where Russia might be able and willing to follow. Putin’s actions in Ukraine and his domestic crackdown on dissent are certainly reminiscent of the Cold War, or worse. Some have even compared this period to pre-World War II. But Putin’s Russia is not Stalin’s Russia, and the world of 2014 is notable for the many ways in which the international system itself is changing under the impact of globalization and the rise of social media.

Seen in the light of megatrends dominating the global landscape today, Putin’s efforts to turn back the clock are unlikely to succeed, no matter how fervently he evokes nostalgia for Russia’s historical borders. Autarky simply is not a viable economic policy for Russia in the age of globalization. The people-to-people links between Russia and the West will not easily be severed, especially with information and global communication so easily available to ordinary citizens.

A reasonable interpretation of events is that Russia is undergoing the trauma of a lost empire, not dissimilar to the withdrawal pangs of other former imperialist powers. Like other post-imperial powers, Russia is having trouble adjusting to its changed status. It still believes that it should not only have a privileged position in the nations that once were part of the czarist, and then Soviet, empires, but also that it can exclude political or other changes of which it disapproves. But no more than other European nations could re-establish their “blue water” empires will Moscow be able to re-create the Soviet Union or the Russian empire on the land mass of Eurasia. So what we are seeing is most likely part of the long recessionary march from empire, made more complex by the reactionary romantic in the Kremlin.

Accuracy in framing the issues also requires an understanding that American diplomacy in Russia’s neighborhood is only part of the total picture. On the positive side, the attraction of the European Union for all of Russia’s neighbors is hard to overstate. Political and economic reforms are the price for an association with it—something most of Russia’s neighbors accept, albeit with reluctance in some cases. On the negative side, the vulnerability of European countries to the threat of a cutoff of Russian oil and gas renders them less capable of assisting nations adjacent to Russia. China also will exert some influence, and so will the situations in Afghanistan and the Middle East.

Beyond framing the issues correctly, American policymakers need to balance the twin American interests in good working



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Russia is undergoing the trauma of a lost empire, not dissimilar to the withdrawal pangs of other former imperialist powers.

relations with Russia and encouraging democracy and freedom throughout Eurasia. In principle, such policies should be compatible, especially within a policy framework designed to promote a Euro-Atlantic security community, including Russia, based on common values and a broad sense of a common identity. This is a multigenerational strategy, as containment was during the Cold War; but it is a positive, inclusionary vision, worthy of the West.

If this strategy is pursued, the political changes that already have appeared in “post-Soviet space” and those yet to come will eventually succeed in transforming the frozen political landscape where heated emotions lie not far beneath the surface. The interrupted march toward a Europe that is peaceful, undivided and democratic will be resumed, and Russia ultimately will join it. But this is not Putin’s vision of the future, and probably never has been. He has left no doubt about this.

Preventive Diplomacy: Another Chance?

The optimism of the first years following the end of the Cold War has given way to skepticism, even cynicism, about Russia’s place in Europe. Disillusionment with the “reset” policy has added to the sense of helplessness. To renew the interrupted march toward a Euro-Atlantic community of democracies will require a major act of Western and, yes, Russian statecraft. But failure to rise to the occasion will mean that the turning point in history that began with the Cold War’s end will become only another sad story of frustrated hopes leading ultimately to catastrophe. An American strategic approach that correctly frames the issues, and wields the tools best suited to strategic priorities, will be essential to the successful exercise of preventive diplomacy.

Realism requires an understanding that internal conditions in Russia, and Moscow’s policies toward its former dominions, are likely to stand in the way of its full inclusion in a Euro-Atlantic community for a long time to come. Events in Ukraine and Putin’s crackdown on Russian dissent have underlined this.

So why pursue a vision that the present Russian government almost certainly does not share? Because it provides a magnetic north for a policy compass that easily could become confused and directionless in the face of conflicting interests. In addition, failure to seek Russia’s ultimate inclusion in a Euro-

Atlantic security community would slow down political change across the region, erect new walls and weaken the international response to global threats to humanity.

Preventive diplomacy, crisis management and order-building diplomacy all need to be merged to meet the current challenges represented by Ukraine. Resorting to the mechanisms established to support the undertakings of the Helsinki Final Act will help. Reasserting the validity of the vision of Euro-Atlantic relations held forth by the Final Act is an absolutely bedrock policy for the United States, no matter what strategy Washington chooses to pursue.

In current circumstances, managing the crisis over Ukraine requires the West to rally around this vision and encourage Russia to honor it, as well. The agreement that created the organizational machinery of the OSCE provided for ministerial meetings on a regular basis and also for summit meetings, to be held on an as-needed basis. Pres. Obama would do well to invite the OSCE heads of states or governments to convene early in 2015 to discuss the situation in Ukraine and, more fundamentally, to reaffirm that all members of the OSCE intend to abide by its principles of behavior as laid down in the Final Act. Possibly a new high-level Euro-Atlantic security forum of the type recommended by Ischinger, Browne, Ivanov and Nunn in their 2012 report could also be discussed in an OSCE summit meeting. That forum could be a useful adjunct to the OSCE in a way analogous to the U.N. Security Council and the General Assembly.

The Challenge of Governance

As chief negotiator for the Nunn-Lugar program of cooperative threat reduction, I had a direct hand in negotiating U.S.-Ukrainian agreements that led to Kyiv’s decision to surrender the nuclear weapons left on its territory after the breakup of the Soviet Union. My counterpart was a highly competent Ukrainian general-lieutenant. Before we appended our initials to each page of the agreement that promised U.S. assistance in expediting the destruction of nuclear delivery vehicles, my colleague spoke very earnestly to me: “I lay awake last night wondering whether I could trust you. I finally concluded that I could.”

His comment brought home to me the stakes for Ukraine in initialing that agreement. I have thought of that moment

frequently in recent months, wondering whether we lived up to the general's trust.

What I see is an American foreign policy establishment that lacks the capacity for consistent strategic analysis and policy-making. Decisions at the White House have tended to be ad hoc and personalized. During my time in the U.S. government, it was this way more often than not. The Eisenhower administration was an exception. Ike used to say: "Plans are nothing; planning is everything." The Nixon and Ford administrations believed firmly in top-down policymaking, and Henry Kissinger used the National Security Council apparatus to good analytical effect. These administrations were the butt of jokes for their perceived overuse of the analytic process, but that process was useful as an educational tool, both up and down the ladder of authority and responsibility.

Strong and visionary Secretaries of State, like Dean Acheson and George Shultz, who enjoyed the confidence of the presidents they served, have devised and executed highly successful strategies. President Harry Truman and Acheson, for example, worked closely to create the institutions that dominated trans-Atlantic and even global relations throughout the Cold War.

Three decades later, President Ronald Reagan and Shultz laid the basis for the end of the Cold War through an approach based on realism: strength, not only in military and economic capabilities but also in resolve; and a firm and consistent agenda with which they continued to engage with the Soviet Union through good times and bad. They believed that the Soviet Union would change, a belief that needs to be the bedrock assumption of American policy in the era of Putin.

Preventive diplomacy is the functional equivalent of deterrence, and it is more necessary than ever in an era when nuclear deterrence is less relevant to today's threats than it was at the height of the Cold War. I think that the best way to make preventive diplomacy work and to justify my Ukrainian colleague's trust in the seriousness and constancy of U.S. policy would be to build an improved institutional capacity in the foreign policy machinery for serious analysis and for the setting of strategic priorities. It must operate at the highest levels of government.

If the United States followed the advice offered by former Secretary Shultz to make greater use of clusters of Cabinet secretaries with similar functional responsibilities to consider policy issues, and less use of White House "czars," that would help enormously. But the culture of Washington may have to change, too—a difficult proposition. Preventive diplomacy cannot work in the absence of agreed, long-term strategic objectives. It would be like deterrence without a target. ■



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BOOKS BY FOREIGN SERVICE AUTHORS

**We are pleased to present
this year's roundup of
books by members of the
Foreign Service community.**

IN THEIR OWN WRITE



The *Foreign Service Journal* is pleased to present our annual Foreign Service authors roundup in plenty of time for holiday orders. Whether you read the listings in print or online, we urge you to visit our online bookstore when a title strikes your fancy. There you will find all the books in this edition, as well as the volumes that have been featured in previous years (www.afsa.org/bookstore).

Below is our annotated list of some of the books written, edited or translated by Foreign Service personnel and family members in 2013 and 2014. This is not a definitive record of works by FS authors; we rely on the authors themselves to bring their books to our attention. The roundup was assembled with the vital assistance of Assistant Editor Brittany DeLong, Contributing Editor Steven Alan Honley, and editorial interns Aishwarya Rajee and Trevor Smith.

Our list contains a weighty and wide-ranging history section, a solid policy and issues section, an array of memoirs, a rich variety of fiction, three photography books and an eclectic potpourri on topics ranging from cooking and long-distance management of real estate to Yemeni silversmiths and micro-controller projects.

We also include our customary list of books “of related interest” to diplomats and their families that were not written by FS authors.

As has been the case for a decade, a significant portion of the

titles are self-published. In acknowledgement of this, we have included a sidebar spotlighting some of the recent trends in this new and dynamic corner of the publishing world.

Our primary purpose in compiling this list each year is to celebrate the wealth of literary talent within the Foreign Service community, and to give our readers the opportunity to support colleagues by sampling their wares. Each entry contains full publication data along with a short commentary.

This year, to showcase the many authors listed here, we will host the very first “AFSA Book Market” event here at our headquarters building on Thursday, Nov. 13, from 1 to 4 p.m. Participating authors will be here to sell their books and talk with readers who will attend on a “flow-through” basis during the afternoon. Light refreshments will be available.

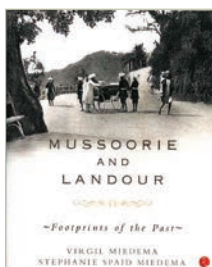
Once again, although many of these books are available elsewhere, we encourage our readers to use the AFSA website’s online bookstore to place your orders. The AFSA Bookstore has links to Amazon and, at no extra cost to you, each book sold there generates a small royalty for AFSA.

For the few books that cannot be ordered through Amazon, we have provided alternative links or, when the book is not available online, the necessary contact information.

But enough crass commercialism. On to the books!

—Susan Brady Maitra, Managing Editor

HISTORY AND BIOGRAPHY



Mussoorie and Landour: Footprints of the Past

Virgil Miedema and Stephanie Spaid Miedema, Rupa & Co., 2014, \$42, paperback, 260 pages.

In the early 1800s, the British founded twin hill stations in the Indian towns of Mussoorie and Landour, as refuges from

the heat and dust of the country’s summer season. Both sites continue to attract many visitors today, thanks to their salubrious climate and leisurely way of life. While Mussoorie is more “touristy” and bustling, Landour is a quiet getaway for those seeking a break from city life. Much has changed over the years, but both places retain an old-world charm, adding to their appeal.

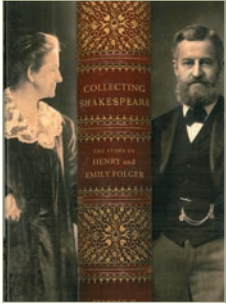
This book takes the reader on a journey through their history,

from the late 18th century—when Frederick Young, the founder of Mussoorie and Landour Cantonment, was born in Ireland—up to India’s attainment of independence in 1947. (A brief postscript brings the story up to today.)

The authors, a Foreign Service father-daughter team, lived in India in the waning years of the 20th century and the early years of the new century, where they became acquainted with Mussoorie and Landour. Treasured leisure time there, away from the heat and bustle of New Delhi, combined with an interest in British colonial history, led to this book.

A retired FSO with USAID, Virgil Miedema spent more than 30 years in Nepal, Pakistan, Indonesia and India as a teacher, economic development officer and agro-marketing businessman. He is the author of *Murree: A Glimpse Through the Forest* (Riverby Books, 2003).

Stephanie Spaid Miedema, a social science researcher, recently completed several years of United Nations-funded research in the Asia-Pacific region.



Collecting Shakespeare: The Story of Henry and Emily Folger

Stephen H. Grant, Johns Hopkins University Press, 2014, \$29.95/hardcover, \$16.49/Kindle, 264 pages.

In *Collecting Shakespeare*, Stephen H. Grant recounts the American success story of Henry and Emily Folger of Brooklyn. Shortly after marrying in

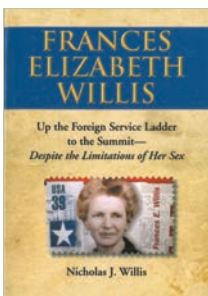
1885, the Folgers began buying, cataloging and storing all manner of items about the Bard of Avon and his era. Emily earned a master's degree in Shakespeare studies. The frugal couple financed their hobby with the fortune Henry earned as president of Standard Oil Company of New York, where he was a trusted associate of John D. Rockefeller.

While several universities offered to house the couple's collection, the Folgers wanted to give it to the American people. The Folger Shakespeare Library was dedicated on the Bard's birthday, April 23, 1932.

On Capitol Hill, it now houses 82 First Folios, 275,000 books and 60,000 manuscripts. It welcomes more than 100,000 visitors a year and is also a vibrant cultural center for plays, concerts, lectures and poetry readings.

The library provided Stephen H. Grant with unprecedented access to the primary sources within the Folger vault. He also drew on interviews with surviving Folger relatives, and visits to 35 related archives in the United States and in Britain.

Stephen H. Grant, a senior fellow at the Association for Diplomatic Studies and Training, served for 25 years with USAID. His Foreign Service postings included the Ivory Coast, El Salvador, Indonesia, Egypt and Guinea. He is the author of *Peter Strickland: New London Shipmaster, Boston Merchant, First Consul to Senegal* (New Academia, 2006), as well as three books that use old picture postcards to recount social history.



Frances Elizabeth Willis

Nicholas J. Willis, self-published, 2014, \$24.95/paperback, \$9.95/Kindle, 461 pages.

Born at the turn of the century, Frances Elizabeth Willis (1899-1983) lived an extraordinary life. She was the first person to receive a Ph.D. in political science from Stanford University (in 1923) and the first woman to

make a career in the U.S. Foreign Service (from 1927 to 1964).

Willis started off as a "Foreign Service Officer-Unclassified"

and worked her way up the Foreign Service ladder. In 1953, she was appointed U.S. ambassador to Switzerland, the first female career officer to become an ambassador, and subsequently served as chief of mission in Norway and Ceylon (now Sri Lanka). In 1955, she was given the title "Career Minister" and in 1962 attained the highest rank in the Foreign Service, "Career Ambassador."

A genuine trailblazer, Ms. Willis' accomplishments are all the more impressive in light of the severe gender bias then prevalent in both the State Department and Foreign Service. How she overcame those barriers is the subject of this engaging biography.

Nicholas J. Willis is the nephew of Frances Elizabeth Willis and knew her well. He graduated from Stanford University on a U.S. Navy scholarship in 1956 and, after five years on active duty, spent the rest of his career on military radars and their countermeasures. He wrote this book following his retirement to Carmel, Calif.



American Political and Cultural Perspectives on Japan: From Perry to Obama

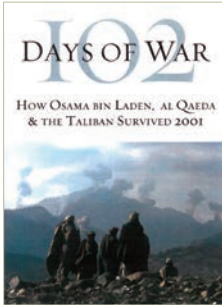
John H. Miller, Lexington Press, 2014, \$80/hardback, \$68.40/Kindle, 184 pages.

American Political and Cultural Perspectives on Japan: From Perry to Obama is a comprehensive survey of how Americans have viewed Japan over the past 160 years.

It encompasses the diplomatic, political, economic, social and cultural dimensions of the relationship, with an emphasis on changing American images, myths and stereotypes of Japan and the Japanese.

John H. Miller begins his account with the American "opening" of Japan in the 1850s and 1860s. Subsequent chapters explore American attitudes toward Japan during the Gilded Age, the early 1900s, the 1920s, the 1930s and the Pacific War. The second part of the book, organized around the theme of the postwar Japanese-American partnership, covers the Occupation, the 1960s, the troubled 1970s and 1980s, and the post-Cold War decades down to the Obama presidency. Miller concludes with some predictions about how Americans are likely to view Japan in the future.

John H. Miller, a retired Foreign Service officer, served in Japan, Korea, the Philippines and Canada. Following his retirement from the Service, he taught at the Asia-Pacific Center for Security Studies in Honolulu, and was the Asia area studies chair at the Foreign Service Institute. He holds a Ph.D. in Japanese history from Princeton University, and is the author of *Modern East Asia: An Introductory History* (M.E. Sharpe, 2007).



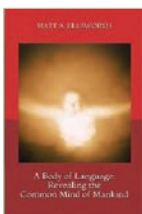
**102 Days of War:
How Osama bin Laden,
Al Qaeda & the Taliban
Survived 2001**

Yaniv Barzilai, Potomac Books, 2014,
\$24.95/hardcover, \$13.99/Kindle,
194 pages.

Almost 10 years before Osama bin Laden was killed, the United States had a rare opportunity to decapitate the organization that had just carried out the deadliest foreign attack on American soil in history. During battles that raged across Afghanistan in the 102 days after 9/11, CIA officers and special operations forces allied with local Afghan resistance forces to topple the Taliban and go after al-Qaida. Yet bin Laden escaped, and al-Qaida and the Taliban endured the initial onslaught.

In *102 Days of War*, Yaniv Barzilai takes the reader from meetings in the White House to the most sensitive operations in Afghanistan to explain how America's enemies survived 2001. Using a broad array of sources, including interviews with U.S. officials at every level of the war, Barzilai concludes that the outcome stemmed both from tactical errors and, more importantly, failures in policy and leadership.

Yaniv Barzilai is a first-tour Foreign Service officer serving in Baku. Prior to joining the Service, Barzilai was awarded the Thomas R. Pickering Foreign Affairs Fellowship from the U.S. Department of State in 2009. He worked in the Office of the Special Representative for Afghanistan and Pakistan, and the Office of Afghanistan Affairs, as well as the Office of the Special Representative for Somalia at Embassy Nairobi. For Barzilai's take on publishing in the Foreign Service, see the June *FSJ*.



**A Body of Language: Revealing
the Common Mind of Mankind**

Matt A. Ellsworth, Amazon Digital Services,
Inc., 2013, \$5, Kindle.

A Body of Language: Revealing the Common Mind of Mankind offers a great boost for those learning Arabic and a good read for anyone who loves anthropology, linguistics, the common origins of human-kind—or a good mystery.

Matt Ellsworth proposes the solution to an ancient linguistic mystery, which the Arabs refer to as the phenomenon of al-ishtiqaq al-akbar (when several words share the same letters, those words are often akin in meaning). The theory behind the phenomenon is that each phonetic character of the Semitic

mother tongue had a particular semantic value—or meaning—in the remote past.

Ellsworth shows that the sounds of the Arabic alphabet derive their meaning from reference to the shape and function of parts of the human body. Readers are guided through the author's journey in this daunting project, with descriptions of how he found the meanings of particular sounds, demonstrations of how the sounds and their meanings work together “as semantic molecules” to form words, a review of writings on the al-ishtiqaq al-akbar phenomenon and the author's thoughts and ideas, which he calls “digressions,” along the way.

Matt A. Ellsworth, currently a general services officer in Kinshasa, has served in Asia, Africa, North and South America and the Middle East. He speaks French, Spanish, Arabic and Russian, and is a trained conference interpreter. Originally from Arizona, his interest in linguistics started during his missionary experience in Chile in the 1970s and continued through studies at Brigham Young University, the Monterey Institute of International Studies, the Defense Language Institute and the Foreign Service Institute.



**Outsmarting Apartheid:
An Oral History of South Africa's Cultural
and Educational Exchange with the
United States, 1960-1999**

Daniel Whitman, ed., with assistance from
Kari Jaksa, SUNY Press, 2014, \$105/hardcover;
\$29.95/ebook, 470 pages.

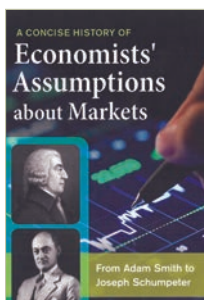
Outsmarting Apartheid is a major contribution to the study of “soft diplomacy,” says John Campbell, retired FSO and author of *Nigeria: Dancing on the Brink*. “It is a wonderful picture of the way the public diplomacy section of an embassy works, and the positive impact it can have on advancing U.S. interests.”

For several decades prior to South Africa's first democratic elections in December 1994, some 3,000 South Africans participated in cultural and educational exchange programs with the United States through the Department of State. Many of those individuals were involved in helping to bring about the peaceful end of apartheid and build a post-apartheid democratic system. They now occupy important positions in academia, the media, parliament and the judiciary of South Africa.

With an introduction and final note by Daniel Whitman, a former program development officer at Embassy Pretoria, the book consists of interviews with more than 30 South Africans and Americans who administered, advanced and participated in the government-funded exchange. The result is a detailed

account of the workings and effectiveness of such long-term programs.

Daniel Whitman is assistant professor of foreign policy at American University's Washington Semester Program. During a 24-year Foreign Service career, he served in Denmark, Spain, South Africa, Haiti, Cameroon and Guinea, as well as in Washington, D.C. FSO Kari Jaksa is currently posted in Shanghai.



A Concise History of Economists' Assumptions about Markets: From Adam Smith to Joseph Schumpeter

Robert E. Mitchell, Praeger, 2014, \$35.15, hardcover, 180 pages.

Here is a highly readable account of the evolution of economic thinking, as the subtitle states, from Adam Smith to Joseph Schumpeter. Author Robert Mitchell's focus

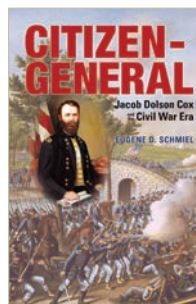
is on the assumptions that economists make about the nature of markets and economies and their behavior through different eras as they attempt to identify the drivers of economic change.

The book assesses the legacies of major economists, including Adam Smith, Thomas Malthus, David Ricardo, Alfred Marshall, John Maynard Keynes, Karl Marx, Thorstein Veblen and Joseph Schumpeter. Each chapter covers the major economic, political and social challenges of the day to establish a realistic context for economists' efforts to explain and predict contemporary economic developments.

It also documents the differences between, as well as interaction among, the various schools of thought and models, and discusses the implications of this history for economics and the policy sciences in the decades ahead.

The book is based on a course, "Changing Mental Models of Markets and Economies," the author gave for fellow non-economists at the Harvard Institute for Learning in Retirement in 2013.

Robert Mitchell retired in 1995 from the USAID Foreign Service following long-term postings in Egypt, Yemen and Guinea-Bissau. Prior to his diplomatic career, Mitchell directed two survey research centers and two long-term task forces for the Florida governor and state legislature, and served as the U.S. member on a United Nations special committee on planning for urban areas. He lives in Brookline, Massachusetts.



Citizen-General: Jacob Dolson Cox and the Civil War Era

Eugene Schmiel, Ohio University Press, 2014, \$26.95, paperback, 352 pages.

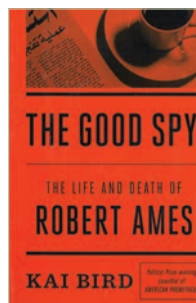
A special selection of the History Book Club, *Citizen-General* chronicles the life of Jacob Dolson Cox, a former divinity student with no formal military training who emerged as one of the best commanders in

the Union army.

During his school days at Oberlin College, no one could have predicted that. Yet the reserved and bookish Cox helped secure West Virginia for the Union; jointly commanded the left wing of the Union army at the critical Battle of Antietam; broke the Confederate supply line, thereby helping to precipitate the fall of Atlanta; and held the defensive line at the Battle of Franklin, a Union victory that effectively ended the Confederate threat in the West.

In fact, in each of his vocations and avocations—general, governor, Cabinet secretary, university president, law school dean, railroad president, historian and scientist—the intellectual Ohioan was recognized as a leader. Cox's greatest fame, however, came as the foremost participant-historian of the Civil War. His accounts of the conflict are to this day cited by serious scholars and are the basis for interpreting many aspects of the war.

FSO Eugene Schmiel was an assistant professor of history at St. Francis University in Pennsylvania and has taught at Marymount, Shenandoah and Penn State universities. He retired from the Foreign Service in 2002, after service as chargé d'affaires in Djibouti, Bissau and Reykjavík, among many other assignments, and has since worked in the Bureau of Political-Military Affairs.



The Good Spy: The Life and Death of Robert Ames

Kai Bird, Crown Publishers, 2014, \$26, hardcover, 430 pages.

In this biography of CIA agent and Middle East hand Robert Ames, Kai Bird paints a vivid picture not only of the life and work of Ames, but of Beirut, Saudi Arabia, Yemen, Iran and the wider Middle East during the tumultuous years of the 1960s through the 1980s, including the early years of the Palestinian struggle for independence.

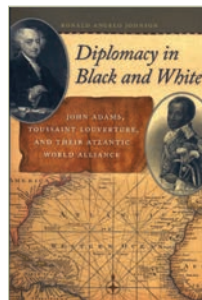
Ames, the son of a Philadelphia-area steel worker, played basketball at LaSalle University, served in the Army Signal Corps in what is now Eritrea, took and failed the Foreign Service exam, and then joined the Central Intelligence Agency, where he spe-

cialized in the Middle East. His first CIA posting was to Dhahran, where his cover was as a Foreign Service commercial officer.

A gifted intelligence officer and incorruptible, Ames became the most important U.S. authority on the Middle East. He established connections with critical Arab figures, including an early back channel to Yasir Arafat's Palestine Liberation Organization. Tragically, he was killed at the age of 49 in the April 1983 terrorist attack on Embassy Beirut.

As it happens, Kai Bird's FSO father was posted with his family in Dhahran at the same time as Ames. The author's personal familiarity with the topography of his protagonist's life and his access to many who knew and worked with Ames greatly enrich his prodigious and detailed research, making *The Good Spy* a powerful and engaging page-turner. (For a detailed review, see the October *FSJ*.)

Kai Bird won the Pulitzer Prize for his 2005 biography of J. Robert Oppenheimer, *American Prometheus* (Vintage Books, 2006), and is the author of a memoir, *Crossing Mandelbaum Gate: Coming of Age Between the Arabs and the Israelis, 1956-1978* (Scribner, 2010).



Diplomacy in Black and White: John Adams, Toussaint Louverture and Their Atlantic World Alliance

Ronald Angelo Johnson,
University of Georgia Press, 2014,
\$24.95/paperback, \$21.34/Kindle,
216 pages.

Diplomacy in Black and White is the first work to explore the 1798-1801 alliance between American President John Adams and Toussaint Louverture, leader of the slave revolt in the French colony of Saint-Domingue that culminated in the elimination of slavery there and the founding of the Republic of Haiti.

Author Ronald Johnson delves into the rich history of the Americans and Haitians of the time, and explains how these two revolutionary peoples played significant roles in shaping the Atlantic world. The book recounts the U.S. Navy's first military mission on behalf of a foreign ally, as the United States moved to support Haitian revolutionaries during the conflict. The shared

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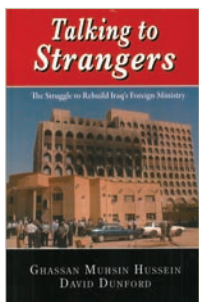
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history of Adams and Louverture also demonstrates the power of individual leaders during key moments in history.

“John Adams’ presidency and Saint Domingue’s revolutionary regime rarely get the attention they deserve in explaining the acquisition of Louisiana and shifts in the slavery debates in the United States,” says historian Nancy Isenberg, adding that Johnson’s book is “a fascinating and original study of diplomacy across the color line.”

Ronald Angelo Johnson is an assistant professor of history at Texas State University. He has served as a U.S. diplomat in Gabon and Luxembourg, and has worked as an analyst at the Central Intelligence Agency. He is also associate minister at Mount Olive Baptist Church in Austin, Texas.

POLICY AND ISSUES



Talking to Strangers: The Struggle to Rebuild Iraq's Foreign Ministry

Ghassan Muhsin Hussein and David Dunford, Southwestern College Academic Press, 2013, \$18.95/paperback, \$12/Kindle, 212 pages.

The existential threat posed by the Islamic State group underscores just how far Iraq still has to go to recover from the 2003

U.S. invasion. Against that backdrop, *Talking to Strangers: The Struggle to Rebuild Iraq's Foreign Ministry* has only become more prescient in the year since its publication.

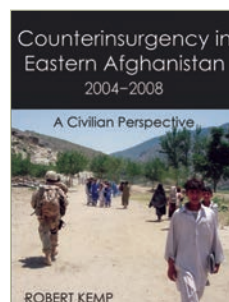
The task on which Iraqi Ambassador Ghassan Muhsin Hussein (no relation to Saddam Hussein) and retired U.S. Ambassador David Dunford collaborated after the American military victory was daunting but relatively straightforward, at least on paper: reconstituting the Iraqi Foreign Ministry, essentially from scratch. Working under the aegis of the U.S. Office of Reconstruction and Humanitarian Assistance, the pair initially made considerable progress at professionalizing Iraqi diplomacy.

But then ORHA made the colossally shortsighted decision to bar all senior members of the Baath Party from holding any position within the Iraqi government. Amb. Hussein, who had spurned enticements to join the ruling party, retained his post, but the directive quickly stripped the foreign ministry and other Iraqi offices of their most experienced civil servants, with dire consequences for the society's stability.

Reviewing *Talking to Strangers* in the March *FSJ*, Jack Binns hails the book as “a most valuable addition to the literature

about working-level diplomacy and governance.”

Ambassador Ghassan Muhsin Hussein is a retired Iraqi career diplomat and artist. Ambassador David Dunford, an adjunct instructor at the University of Arizona's School of Government and Public Policy, retired from the U.S. Foreign Service in 1995 after a distinguished career. He worked for the Coalition Provisional Authority in Baghdad from April to June 2003.



Counterinsurgency in Eastern Afghanistan, 2004-2008: A Civilian Perspective

Robert Kemp, Vellum/New Academia, 2014, \$26/paperback; \$9.99/ebook, 246 pages.

In this authoritative overview, Robert Kemp looks at the U.S. and allied engagement in Afghanistan following

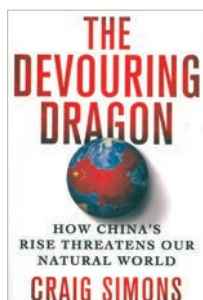
the 2001 ouster of the Taliban. Drawing on his experience on the ground, Kemp gives a firsthand, unfiltered view of how U.S. military and civilian officers coped with a confusing, constantly changing situation. He analyzes the policies and practices the allies developed while learning to work with the Afghans—and each other—and offers lessons learned.

Kemp also looks at the insurgency—how it gained momentum beginning in 2005, turning into a multifaceted challenge involving groups such as the Taliban, the Haqqani network and al-Qaida. He describes the complexities of the border with Pakistan, tribal and ethnic relations, poppy and opium production, corruption and how the army and police developed.

The book is “a must-read for all those following developments in Afghanistan since 2001,” says Arturo Muñoz of the Rand Corporation. “It succeeds both as thoughtful analysis and as a practical guide for military and civilian personnel in the field.”

With a foreword by Ambassador Ronald E. Neumann, *Counterinsurgency in Eastern Afghanistan, 2004-2008: A Civilian Perspective* is part of the Association for Diplomatic Studies and Training's Memoirs and Occasional Papers series.

FSO Robert Kemp served in Afghanistan from 2004 to 2005, from 2007 to 2008 and for two shorter assignments. He was deputy director of the Pakistan desk in Washington, D.C., and also completed several short-term assignments in Pakistan. He has also served in China, the Philippines, Belgium, Bolivia and Brazil.



The Devouring Dragon: How China's Rise Threatens Our Natural World

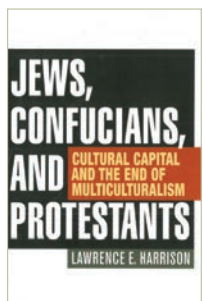
Craig Simons, St. Martin's Griffin, 2014, \$16.99/paperback, \$8.89/Kindle, 304 pages.

Craig Simons' *The Devouring Dragon* explains how an ascendant Beijing has quickly surpassed the U.S. and Europe to become the world's leading polluter.

In a few short years, the country has become the planet's largest market for endangered wildlife, its top importer of tropical trees, and its biggest emitter of greenhouse gases. Indeed, its rapid economic growth has driven up the world's metabolism. In Brazil, farmers clear large swaths of the Amazon to plant soybeans, while Indian poachers hunt tigers and elephants to feed Chinese demand. Meanwhile, clouds of mercury and ozone drift earthward to America after trans-Pacific jet-stream journeys.

Combining in-depth reporting with wide-ranging interviews and scientific research, Simons argues that China's most important 21st-century legacy will be determined not by jobs, corporate profits or political alliances, but by how quickly its growth degrades the global environment and whether it can—and will—stem the damage.

A Foreign Service officer since 2012, Craig Simons recently completed a two-year tour in Chengdu and is now preparing for a Havana assignment. Prior to joining the Service, Simons was the Asia bureau chief for Cox Newspapers from 2005 until 2009 and before that wrote about China and Asia for *Newsweek*, Reuters and other publications. He first moved to China as a Peace Corps Volunteer in 1996. In 2009, he was a Knight Science Journalism Fellow at MIT. During the summer of 2011, he was a public policy scholar at the China Environment Forum.



Jews, Confucians and Protestants: Cultural Capital and the End of Multiculturalism

Lawrence E. Harrison, Rowman & Littlefield, 2013, \$35/hardcover, \$19.24/Kindle, 224 pages.

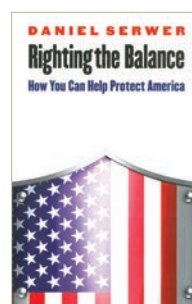
Multiculturalism—the belief that no culture is better or worse than any other; it is merely different—has come to dominate

Western intellectual thought and to serve as a guide to domestic and foreign policy, and development aid. But what if multiculturalism is flawed? What if some cultures are more prone to progress than others and more successful at creating the cultural capital

that encourages democratic governance, social justice and the elimination of poverty for all?

In *Jews, Confucians, and Protestants: Cultural Capital and the End of Multiculturalism*, Lawrence E. Harrison takes the politically incorrect stand that all cultures are not created equal. Analyzing the performance of 117 countries, grouped by predominant religion, Harrison argues for the superiority of those cultures that emphasize Jewish, Confucian and Protestant values. A concluding chapter outlines ways in which cultural change may substantially transform societies within a generation.

Lawrence E. Harrison directed USAID missions in the Dominican Republic, Costa Rica, Guatemala, Haiti and Nicaragua between 1965 and 1981. Now a senior research fellow and adjunct lecturer at the Fletcher School at Tufts University, Harrison is the author of *Underdevelopment Is a State of Mind: The Latin American Case; The Pan-American Dream: Do Latin America's Cultural Values Discourage True Partnership with the United States and Canada?*; and several other books; and co-editor, with Samuel Huntington, of *Culture Matters: How Values Shape Human Progress*.



Righting the Balance: How You Can Help Protect America

Daniel Serwer, Potomac Books, 2013, \$26.95/hardcover, \$14.82/Kindle, 240 pages.

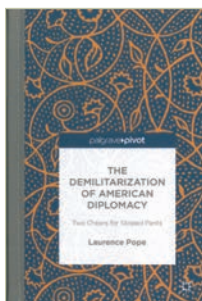
Drawing on two decades of Foreign Service experience, Daniel Serwer has come to see a critical imbalance between U.S. civilian institutions and the military as they work to protect national security and build peace and democracy abroad. In *Righting the Balance: How You Can Help Protect America*, he offers a radical solution.

First, he says, it is time to abolish the Department of State, the U.S. Agency for International Development and the Foreign Service. In their place, a new foreign office would carry out their core functions, with help from an array of nongovernmental organizations. These would operate, with at least some federal funding, to support political and economic reforms in autocratic countries, to help them transition peacefully into sustainable societies.

You can view Serwer's discussion of his proposals at an AFSA Book Notes event on Jan. 30 at <http://bit.ly/SerwerBookEvent>.

Daniel Serwer's 21-year Foreign Service career culminated with assignments as deputy chief of mission and chargé d'affaires in Rome from 1990 to 1993, and special envoy and coordinator for the Bosnian Federation from 1994 to 1996. He is now a profes-

sor of conflict management and senior fellow at the Center for Transatlantic Relations at the Johns Hopkins School of Advanced International Studies, and a scholar at the Middle East Institute. In 2012, with David R. Smock, he co-authored *Facilitating Dialogue: USIP's Work in Conflict Zones*.



The Demilitarization of American Diplomacy: Two Cheers for Striped Pants

Laurence Pope, Palgrave Pivot, 2014, \$45/hardcover, \$23.87/Kindle, 90 pages.

In this hard-hitting monograph, retired Ambassador Laurence Pope documents the growing dysfunction of American diplomacy. As Pope documents, the State

Department has already ceded most foreign policy functions to the White House staff, and allowed political appointees to marginalize career Foreign Service members.

Writing both as an insider and a historian, Pope observes that even as the Pentagon and the military services are busily reinventing themselves for the post-9/11 era, State merely promises to do a better job of nation-building next time. Yet in the information age, diplomacy is actually more important than ever. And in its absence, America may be drawn into more wars it cannot afford to fight.

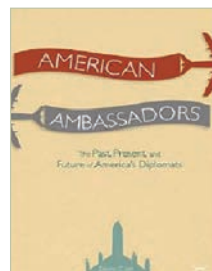
While not particularly sanguine about prospects for reversing these trends, Pope insists that “the time has come to restore the institutions of American diplomacy for a world of sovereign states.” To see Pope’s April 29 AFSA Book Notes discussion, please go to <http://bit.ly/PopeBookEvent>.

Laurence Pope, a Foreign Service officer from 1969 to 2000, served as ambassador to Chad from 1993 to 1996, among many other assignments. He was also nominated as chief of mission in Kuwait in 2000, but the Senate never acted on his nomination. Ambassador Pope was briefly recalled from retirement to serve as chargé d’affaires in Libya from 2012 to 2013. He is the author of *François de Callières: A Political Life* (2010), a biography of the author of *On Negotiating with Sovereigns*, an iconic work that has remained in print for nearly three centuries.

American Ambassadors: The Past, Present and Future of America's Diplomats

Dennis Jett, Palgrave Macmillan, 2014, \$40, hardcover, 270 pages.

The behavior of several political appointees for ambassadorial positions in confirmation hearings earlier this year scandalized



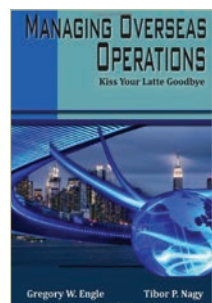
Washington and drew unusual attention to the role of ambassadors in U.S. foreign affairs.

“Everyone is familiar with the title ‘ambassador,’ and many people think they know what the job entails,” Dennis Jett writes in the introduction to his timely work, *American Ambassadors*. “Most of

those impressions are wrong, however. Few people have any idea who gets the title or what that person really does. And in today’s world of instant communications, the question is often raised as to whether they are necessary at all.”

To address these issues, Jett, a retired FSO and two-time ambassador, has written a book that explains where ambassadors come from, where they go, what their work entails and why they still matter. He describes the different paths to the title that are taken by career diplomats and political appointees, how an ambassador’s effectiveness is measured and why at least four ambassadors in recent years have resigned because of poor performance. He makes the case for why, in today’s ever more globalized world, their work is more important than ever.

Dennis Jett is a professor at Pennsylvania State University’s School of International Affairs. During a 28-year Foreign Service career, he served on three continents and in Washington, D.C. He was appointed U.S. ambassador to Mozambique in 1993 and ambassador to Peru in 1996. A frequent contributor to the *Journal*, he is the author of *Why American Foreign Policy Fails: Unsafe at Home and Despised Abroad* (Palgrave Macmillan, 2008).



Managing Overseas Operations: Kiss Your Latte Goodbye

Gregory W. Engle and Tibor P. Nagy Jr., Vargas Publishing, 2012, \$18.99, paperback, 236 pages.

Named the Paris Book Festival’s 2014 winner for nonfiction, *Managing Overseas Operations: Kiss Your Latte Goodbye* is a compilation of rock-hard practical advice

delivered in a highly digestible manner. As retired FSO Bob Houdek stated in his *Journal* review (February 2013), the book “should be on the reading list of every U.S. firm sending managers overseas.”

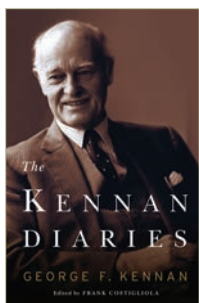
The authors, both veteran FSOs and ambassadors, draw on a combined six decades of international experience to address the challenges of managing international organizations, diplomatic missions and nongovernmental organizations. There are no footnotes. Neither are there extensive empirical data or theoretic

cal nostrums. The chapters are presented as briefings by one of the authors on each topic, and anecdotes from their own careers underline their advice in such areas as cross-cultural factors, safety and security, crisis management, local employees and local practice, and more.

Ambassador Tibor P. Nagy Jr. is vice provost for international affairs at Texas Tech University. He joined the Foreign Service in 1978 and served in Zambia, Seychelles, Ethiopia, Togo, Cameroon and Nigeria, in addition to assignments in Washington, D.C. He capped his career with ambassadorships in Guinea (1996-1999) and Ethiopia (1999-2002).

Ambassador Gregory W. Engle joined the Foreign Service in 1981 after a tour as a Peace Corps Volunteer in Korea. He served in Pakistan, Germany, Ethiopia, Cyprus, Malawi and South Africa before being appointed ambassador to Togo in 2003. After serving as minister counselor for management affairs at Embassy Baghdad in 2005, he retired in 2008.

MEMOIRS



The Kennan Diaries

George F. Kennan, edited by Frank Costigliola, W.W. Norton & Co., 2014, \$39.95/hardcover, \$19.24/Kindle, 768 pages.

This landmark collection, spanning 90 years of U.S. history, presents the never-before-published diaries of George F. Kennan (1904-2005), America's most famous diplomat.

On a hot July afternoon in 1953, George F. Kennan descended the steps of the State Department building as a newly retired man. His career had been tumultuous: early postings in Eastern Europe, followed by Berlin in 1940-1941 and Moscow during the final year of World War II. In 1946, the 42-year-old Kennan authored the "Long Telegram," a 5,500-word indictment of the Kremlin that became mandatory reading in Washington. And a year later, writing as Mr. X in *Foreign Affairs*, he outlined "containment," America's guiding strategy in the Cold War.

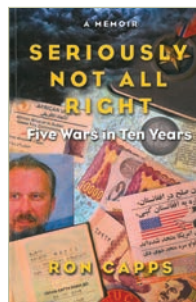
What should have been the pinnacle of his career—an ambassadorship in Moscow in 1952—was sabotaged by Kennan himself, deeply frustrated at his failure to ease the Cold War that he had helped launch. But despite that setback, Kennan would become the most respected foreign policy thinker of the 20th century. Over the half-century following his resignation from the

Foreign Service, he advised presidents, gave influential lectures and authored 20 books, winning two Pulitzer prizes and two National Book awards in the process.

Through it all, Kennan kept a diary. Spanning a staggering 88 years and totaling over 8,000 pages, his journals brim with keen political and moral insights, philosophical ruminations, poetry and vivid descriptions. In these pages, we see Kennan rambling through 1920s Europe as a college student, despairing for capitalism in the midst of the Depression, agonizing over the dilemmas of sex and marriage, becoming enchanted and then horrified by Soviet Russia, and developing into America's foremost Soviet analyst.

But it is the later entries that reveal Kennan the gifted author, wise counselor and biting critic of the Vietnam and Iraq wars. They showcase this remarkable man at the height of his singular analytic and expressive powers, before giving way, heartbreakingly, to some of his most human moments, as his energy, memory and, finally, his ability to write fade away.

Masterfully selected and annotated by historian Frank Costigliola, the result is a work of profound intellectual and emotional power. These diaries tell the complete narrative of Kennan's life in his own intimate and unflinching words and, through him, the arc of world events in the 20th century.



Seriously Not All Right: Five Wars in Ten Years

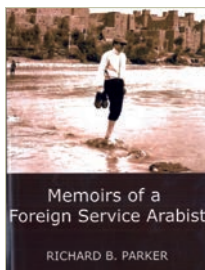
Ron Capps, Schaffner Press, 2013, \$25, hardcover, 255 pages.

A veteran of five wars, Ron Capps recounts the hardships he endured while serving overseas from Afghanistan and Iraq to Kosovo and Darfur. His experience as a senior military intelligence officer and as a Foreign Service conflict observer is revealed in a wrenchingly honest account of his struggles with post-traumatic stress and depression.

Capps explains some of the methods he used to cope with the horrors he witnessed, including creation of a scale to evaluate his well-being from day to day that ranged from "all right" to "seriously not all right"—from which the book's title is taken. The memoir chronicles his time as a peacekeeper and his long road home after a miraculous return from the brink of suicide. (See Douglas Koneff's review in the June *FSJ*.)

As Capps explained at an AFSA Book Notes event on July 24, he turned to education in his ongoing recovery. A founder of the Veterans Writing Project in Washington, D.C., he teaches veterans the skills to tell their own stories, so that they may, as he puts it, "write their way home."

Ron Capps served in the U.S. military for 25 years, enlisting in the National Guard in 1983 and serving on active duty for nine years before returning to the Army Reserve. As a reservist, he was recalled a number of times to active service, including work with special operations forces in Central Africa, a combat tour in Afghanistan in (2002-2003), and work as an international peace-keeper in Darfur. Capps served as an FSO from 1994 to 2008.



Memoirs of a Foreign Service Arabist

Richard B. Parker, Vellum, 2013, \$26, paperback, 290 pages.

In this book, published posthumously as part of the Association for Diplomatic Studies and Training's Diplomats and Diplomacy series, readers follow Ambassador Richard Parker's extraordinary 31-year Foreign Service career.

Parker joined the Foreign Service in 1949, following military service in World War II, and shortly began concentrating on the Middle East. He went on to become renowned for his expertise on the region and its culture and for his fluency in Arabic.

Throughout the memoir, Parker comments with the dry, acerbic wit for which he was known on thorny Middle East issues of the time, and offers a first-person viewpoint and analysis of historic events that occurred during his time in the Foreign Service.

FSO Richard Parker (1923–2011) served in Israel, Jordan, Morocco and Egypt, in addition to assignments in Washington, D.C. His career culminated with assignments as U.S. ambassador to Algeria (1975-1977), Lebanon (1977-1978) and Morocco (1978-1979). Following retirement in 1980, he continued to share his deep expertise in Arab culture—as a diplomat in residence at the University of Virginia, as editor of the *Middle East Journal* and as the author of seven books on the region, including *North Africa: Regional Tensions and Strategic Concerns* (1987), *The Politics of Miscalculation in the Middle East* (1993), *The Six-Day War: A Retrospective* (1996), *The October War* (2001) and *Uncle Sam in Barbary: A Diplomatic History* (2004).

Ballet in the Cane Fields: Vignettes from a Dominican Wanderlogue

Judith Ravin, Inkwater Press, 2014, \$13.95/paperback, \$2.99/Kindle, \$2.99/ePub, 254 pages.

Part travel diary, part cultural commentary, Judith Ravin's bilingual memoir covers her three years as an information officer at Embassy Santo Domingo. Translated into Spanish by Ana E.



Martínez, *Ballet in the Cane Fields* reflects the colorful society of the Dominican people, their daily struggles and enduring traditions.

Its short chapters recall everyday occurrences, such as coping with the seemingly endless rainy season, and more somber moments, such as witnessing a community come together after the death of a local teenager. The varied people of the country are woven throughout the vignettes: impoverished street vendors, chivalrous young men, energetic hip-hop dancers and improvisational taxi drivers all make appearances.

Ravin's reflections on what has been called the "loudest place on earth" give readers an in-depth glimpse into the Dominican Republic with descriptive and refreshing language and imagery. Spanish author Eleonora M. Smolensky comments that each of Ravin's stories gives "an added pleasure to daily life."

Judith Ravin joined the Foreign Service in 2003 and has served in Mexico, Cameroon, Sudan, the Dominican Republic and Pakistan. She also spent many years living and working abroad as an editor, translator and journalist in various countries. She is editor of the travel guide series *La Guía Pirelli Argentina* (Turisticas, 1995) and *La Guía Pirelli Uruguay* (Turisticas, 1996) and co-author of *Traditional Tutsi* (Khartoum, 2010).



Accidental Patriot: A Diplomat's Journey in Africa Rediscovering America

Kirsten Bauman, CreateSpace, 2014, \$9.95/paperback, \$4.99/Kindle, 282 pages.

Accidental Patriot tells the story of a collision of two worlds: American suburbia meets Africa. While on assignment at Embassy Addis Ababa, Kirsten Bauman inadvertently rediscovered the United States—the home country she long took for granted. In this memoir, she describes life in Africa as told through the true stories of the Ethiopians she has met, and discusses how these experiences renewed her admiration for America as a place of dreams for people the world over.

During her three years in Ethiopia, Bauman witnesses human suffering from extreme poverty to ideologically fueled violence. She works to reconcile the privileged existence she enjoys as a U.S. diplomat with the struggling world outside her Ethiopian home's protective compound.

Bauman's account conveys the realities of a Foreign Service life and also brings alive the world of the Ethiopians—the good, the bad and the heartbreaking. It is a world of stark contrasts, where the cost of a manicure could clothe many homeless children, and the bill for one meal at a restaurant could help feed the city's starving. Bauman says she hopes that readers will come away with a sense of the incredible strength of the human spirit to endure.

Kristen Bauman joined the Foreign Service in 2000 and has served in France, Greece, Ethiopia, South Korea and Washington, D.C. She is married to a fellow diplomat, and the couple has two children.

**On the Front Lines of the Cold War:
The Adventures of an American Service Family**
Frederic S. Mabbatt, Dog Ear Publishing, 2013, \$12,
paperback, 160 pages.

The story of Frederic Mabbatt's life abroad reads like something out of an action movie. From having his shirt ripped off while



escaping an enraged mob during riots in the Sudan to the evacuation of his wife, 3-year-old daughter and infant son on the eve of war in the Middle East, *On the Front Lines of the Cold War* is a compelling account of one American diplomat's life during a turbulent era.

Mabbatt's narrative of life in the U.S. Foreign Service incorporates case studies on the use of various public diplomacy tools to support American foreign policy objectives during the Cold War, such as preserving the cooperation of the Jordanian government in the aftermath of the 1967 Arab/Israeli War, blunting the anti-American propaganda and policies of the Tanzanian government under President Julius Nyerere and convincing the Dutch that installation of intermediate-range nuclear missiles would help preserve peace.

In an epilogue, he outlines some lessons learned from the Cold War era and includes a set of concise guidelines that he



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Self-Publishing: An Up-and-Coming Industry

Ask someone to comment on the current state of publishing, and you're likely to get this exclamation: "The industry is dying! There is no future in publishing!"

To be sure, the publishing landscape has been turned on its head. Marketing and pricing models have changed tremendously with the introduction of e-books, and seamless printing technologies have eliminated the need for inventory and initial print runs.

Perhaps most notably, the dynamic self-publishing niche has opened up unique new territory, as well as challenges, for writers and readers alike.

A Brave New World

"If you were to take all the revenue bundled up in self-publishing, it would be the sixth largest publishing company," says Arnie Grossblatt, director of the master's program in publishing at The George Washington University. This type of profit is impressive considering it comes in just behind the "Big 5" powerhouse publishers: Penguin Random House, Macmillan, HarperCollins, Hachette and Simon & Schuster.

Until relatively recently, publishing a viable, professional-looking publication was really only an option for the most popular authors or the independently wealthy. Today, self-publishing options mean that anyone can be a published writer—whether you are writing a memoir with a limited print run for your extended family or aspiring to a first or second career as an author. Of the 66 books by Foreign Service–related authors in this issue, about half were self-published.

Today writers can send their completed manuscript to a print-on-demand vendor and have a physical (or electronic) book in hand quickly, usually within a week. Many POD services will automatically list books on distribution sites like Amazon or Barnes & Noble. And the best part is that authors no longer need to navigate major business deals and can potentially reap a greater percentage of profit from their work, because they don't have to share nearly as much of the earnings.

The operative word, however, is potentially. True, authors can avoid the costly process of securing agents or sending out manuscripts and waiting for responses that may never come. But because self-publishing allows anyone and every-

one to be a writer, the competition for readers increases dramatically.

How to Be Discovered

"The mere act of getting something self-published is fairly easy," explains Grossblatt. "What's difficult is figuring out how you cut through the noise and get discovered." This, in turn, has a lot to do with utilizing technology effectively. Some of the most successful self-published authors have done well by establishing a strong platform and active social media presence.

Young adult author Nikki Kelly enjoyed great success self-publishing her series on Wattpad, one of the largest online reader/writer communities. She was able to show agents that she had an existing fan base and proven popularity, and has since secured a three-book deal with Feiwel and Friends, an imprint of Macmillan. In this case, self-publishing was the catalyst for acceptance by a traditional publisher.

AFSA's popular book, *Inside a U.S. Embassy*, is a good example of an unusually successful self-published book. AFSA declined a half-dozen offers from publishers in order to maintain the rights and most of the revenue from the book program. At 100,000 copies and still going strong, the book has been a great investment for the association, as well as one of its strongest outreach tools.

Sometimes, though, even successful self-published authors don't make as much money as they initially expected. As Patrick Wensink relates in a March 2013 *Salon* article, after becoming the sixth bestselling novel in America and being featured in the *New Yorker*, *Time* and *Forbes*, his *Broken Piano for President* only brought in some \$12,000. "Even when there's money in writing, there's not *much* money," he says.

While few authors are likely to earn enough money from book sales to quit their day job, self-published works can serve as a source of secondary income for many. A 2013 survey from *Digital Book World* reported that of approximately 5,000 respondents, the median income range for self-published authors was about \$5,000. The July 2014 Authors Earnings report found that romance, science fiction and fantasy categories, in particular, have found great success with self-publishing. Another finding: self-published

authors now account for 31 percent of total daily e-book sales, regardless of genre.

Emerging Market Infrastructure

But if self-publishing can make life easier for writers, it can present a serious problem for the general reader. Unless a reader has very focused interests in a particular genre, it is difficult to find the “good” books. Mainstream reviewers do not generally entertain what they dismissively refer to as “indie” books, arguing that the culling process involved in traditional publishing is essential to establish a book as worthy.

Yet there is no indication that this lively, new industry will be going away anytime soon. In fact, the elements of a “sifting and winnowing” infrastructure are beginning to appear that will help to organize and grow the self-published market. *The Guardian*, for instance, has debuted a monthly self-published book contest. And *Publisher's Weekly* has created *BookLife*, a website dedicated solely to self-published works where authors can submit their books for review.

For those considering self-publishing, here are several helpful online resources. *Writer's Digest* provides numerous forums and discussion posts dedicated to the topic of self-publishing. Joel Friedlander's website, *The Book Designer*, offers a compendium of self-publishing information, as well as a free download of his guidebook, *10 Things You Need to Know About Self-Publishing*. And Guy Kawasaki, author of *APE: Author, Publisher, Entrepreneur—How to Publish a Book*, has a useful Tools and Resources section on his website, which includes a royalty calculator and self-publishing intelligence test for potential authors.

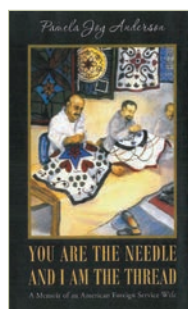
Ultimately, the decision on whether to self-publish comes down to what you hope to achieve and what you are willing to risk. In publishing, there are no definites. You need an excellent product; you need to know your audience; and you need to understand the market.

“Publishing has always been risky for the publisher who is investing in a book before it is released,” Grossblatt says. “In self-publishing, the authors have to invest in themselves.”

—Assistant Editor Brittany DeLong and
Managing Editor Susan B. Maitra

developed over the years to help readers arrive at informed judgments of American foreign policy.

Frederic Mabbatt joined the Foreign Service in 1963 and served with the U.S. Information Agency in Sudan, Jordan, Brazil, Tanzania, Indonesia and the Netherlands, accompanied by his wife and two children. He now resides in Sun Valley, Idaho, where he lectures and writes about contemporary foreign policy issues, and has been a moderator for the Foreign Policy Association's Great Decisions Program for 25 years.



You Are the Needle and I Am the Thread: A Memoir of an American Foreign Service Wife

Pamela Joy Anderson, WestBow Press, 2014, \$13.94/paperback, \$3.99/Kindle, 192 pages.

Though often rewarding, being a Foreign Service spouse has its challenges. Pamela Joy Anderson writes about her journey as an FS spouse and one challenge that was a constant in her and her family's lives throughout their deployments: retaining their religious beliefs while posted in different countries and cultures throughout the world. Her stories reflect their adaptation to life overseas, as well as back home, in this faith journey and memoir.

In the late 1980s, after quitting his job and attending classes at the Center for World Missions, her husband, Tim, joined the U.S. Agency for International Development. During his career, the couple and their children lived in Pakistan, Egypt, Bangladesh, Indonesia and Washington, D.C.

Anderson relates experiences ranging from the everyday to once-in-a-lifetime events. In Pakistan, they attended a church where they worshiped with families from many different countries and denominations, before being evacuated during the lead-up to the Persian Gulf War. In Egypt, Anderson taught English-writing skills and went on excursions with her students to see the site of the Burning Bush. Throughout it all, Anderson deals with her father's Alzheimer's disease diagnosis and subsequent death from halfway around the world. Ultimately, she finds that home is where the U.S. government sends you.

Pamela Joy Anderson studied six languages and taught while living abroad. Many of her vignettes were previously published in *The Foreign Service Journal*. Currently retired, she and her husband live in Lacey, Washington.



On the Road with a Foreign Service Officer

William F. Penoyar, self-published, 2014, \$2.99, Kindle, 143 pages.

Much has been written about U.S. diplomacy, the operation of U.S. embassies, the challenges and dangers faced by FSOs and their families. Yet despite all

the work and hardship which the career entails, many people are still attracted to this life. Why?

This memoir is William Penoyar's answer to that question. As he says in the introduction: "I became an FSO with USAID for the opportunity to contribute to a better world and, to be honest, for the adventure. I embraced a hope that I could make a positive difference in the lives of many people. Finally, the portfolio of USAID projects in most countries: health, economic development, agriculture and food security, democracy building and environment ensured that I would not be bored."

Here he recounts the entertaining, unpredictable and sometimes dangerous adventures he's had with USAID in Mozambique, Kosovo, Armenia and Iraq, as well as with the Hash House Harriers running-walking-social clubs, from 2009 to 2013, and urges colleagues associated with American embassies and USAID to "get out of the diplomatic bubble" and "experience life more."

William F. Penoyar retired from the Foreign Service after a 21-year career with USAID. Prior to the adventures related in this book, he undertook many short-term visits to Central and Eastern Europe, as well as Russia, Kazakhstan and Kyrgyzstan. He also worked for five years in Ukraine and three years in Zambia, in addition to short-term stints in South Africa and Malawi.



Tales from the Boardroom

Drew Tanzman, CreateSpace, 2014, \$15.22, paperback, 310 pages.

In a year when Lou Gehrig's Disease, or ALS, gained prominence due to the popular social media phenomenon, the "Ice Bucket Challenge," FSO Drew Tanzman puts a face on the devastating disease with *Tales from the Boardroom*,

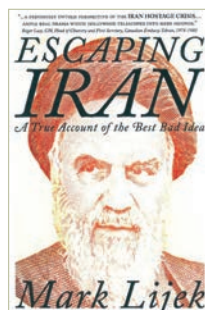
his memoir that was published posthumously.

Readers follow Tanzman through significant life events like his first foray into the corporate world, the birth of his children and his devastating ALS diagnosis in 2013. His lessons range from the charitable ("Focus where your influence can cause change") to the aspirational ("In order to succeed, be willing to accept failure").

Numerous tributes to Tanzman are included throughout the book and serve to underline the ideals of hard work, compassion and courage that he continually demonstrated. "The effort he [made] to keep connected with people is amazing. I was so moved when he flew halfway around the world to come to my wedding," wrote Randy Lee, a friend and former colleague of Tanzman's.

An athlete and avid surfer, he rode waves all over the world for as long as he could, and relished downhill snow skiing right up until his death. In an epilogue, Tanzman's wife, Lara, related that, never leaving any task unfinished, he had finished dictating his memoir the day before his death.

Drew Tanzman died in February 2014 at the age of 56. After an illustrious banking career and work as a consultant, teacher and high school basketball coach, he joined the State Department Foreign Service in 2009. He served in Montenegro and was posted in Bangladesh when he received the ALS diagnosis that ended his diplomatic career.



Escaping Iran: A True Account of the Best Bad Idea

Mark Lijek, Deeds Publishing, 2014, \$19.95, paperback, 358 pages.

Escaping Iran is a revised and expanded version of Mark Lijek's 2012 book, *The Houseguests: A Memoir of Canadian Courage and CIA Sorcery* (see the November 2013 FSJ), the true story that inspired the

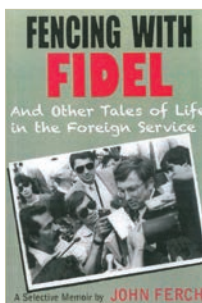
2013 Oscar winner, "Argo."

Lijek notes that "this book began as a jumble of notes, written in the middle of 1980" when he recognized a need to keep a factual account of his experience as one of the six Americans who escaped capture during the seizure of Embassy Tehran in 1979. His compelling account discusses why the "Canadian Six" were in Iran, what went wrong and how they managed to escape the embassy compound.

"This very readable account is at least as suspenseful as any fictional drama would hope to be," states William Daugherty, one of the captives in the 444-day Iranian hostage crisis. Roger Lucy, first secretary at the Canadian Embassy in Tehran from 1978 to 1980, adds, "While I was there at the time and thought I knew the story, I found myself sitting on the edge of my chair as I read this account."

Mark Lijek, a Foreign Service officer from 1978 to 1996, served in Tehran, Hong Kong, Kathmandu, Warsaw, Frankfurt and Washington, D.C. He now lives in the state of Washington

with his wife, Cora, also one of the six. He is treasurer of the Anacortes Sister Cities, a position he has held for 12 years. His account of the filming of "Argo" was featured in the October 2012 *FSJ* ("Argo": How Hollywood Does History").



Fencing with Fidel and Other Tales of Life in the Foreign Service

John Ferch, Miniver Press, 2014, \$9/ paperback, \$2.99/Kindle, 200 pages.

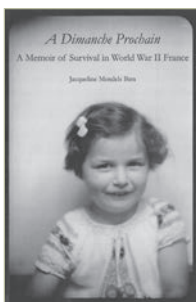
In this memoir of his 30-year diplomatic career, retired Ambassador John Ferch does not simply give an account of his profession and the times in which it was rooted, but includes insights into the peoples and

cultures of Latin America and the diplomats themselves. Ferch also includes recollections from his wife, Sue—as he says, the pair always considered their Foreign Service experience to be a “twofer” arrangement.

Ferch writes with candor and a sense of humor, starting with his first assignment in Buenos Aires where, on his very first day, he is given a case involving an American citizen who committed suicide and left a request that the consulate put a pox on Argentina. He openly discusses his experiences with culture shock and concerns in the field, which include attempted bribery by Dominican politicians and confessions of inconsistency by Mexican diplomats.

As for the fencing with Fidel he mentions in the title, Ferch describes several conversations he had with the leader and what it was like to operate as chief of the U.S. Interests Section in Havana during the early 1980s.

John Ferch served eight times in Latin America, including as deputy chief of mission in Mexico and ambassador to Honduras. Prior to his diplomatic career, he attended Princeton University and worked as an economist. He is a collector of Latin American contemporary and folk art and is an accomplished carpenter.



A Dimanche Prochain: A Memoir of Survival in World War II France

Jacqueline Mendels Birn, self-published, 2013, \$49.95, paperback, 213 pages.

The remarkable story of a Jewish family’s survival in Nazi-occupied France, *A Dimanche Prochain* illuminates the dark history of France from the invasion in 1940 to its liberation at the end of 1944. “As moving as

it is engaging,” says Michael S. Koppisch, Michigan State Univer-

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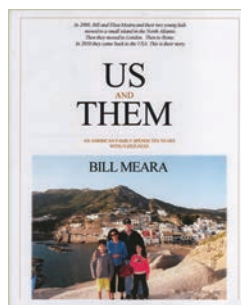
sity emeritus professor of French, it is “a story that readers will not soon forget.”

Jacqueline Mendels Birn was a hidden child, a Holocaust survivor in France. She was 4 years old when World War II began. In this memoir, supported by meticulous research and enriched by a wealth of photographs, she depicts the painful and overwhelming daily existence of those fortunate enough to have escaped a fate in a concentration camp. She tells the story of how, despite terrifying circumstances, her family was able to give her a happy childhood.

Jacqueline Mendels Birn was born in Paris in 1935. She trained at the Conservatoire de Musique de Paris, pursuing the cello, and then obtained a degree in organic chemistry. In 1958, after a whirlwind trans-Atlantic romance, she married American Richard Birn and moved to New York.

When her husband joined the U.S. Information Agency Foreign Service, Mrs. Birn began two decades as a diplomatic spouse in Helsinki, Hong Kong, Washington, Toronto, Valletta and Mexico City, in addition to raising two children and playing the cello semiprofessionally all over the world.

In 1978, when her family returned to Washington D.C., she embarked on a new career as a French-language and -culture instructor at the Foreign Service Institute. Since her retirement in 2007, she has devoted much of her time to Holocaust education.



Us and Them: An American Family Spends Ten Years with Foreigners

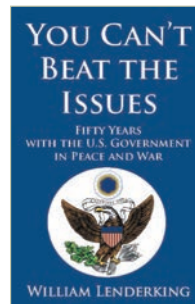
Bill Meara, CreateSpace, 2014, \$19.95/paperback, \$9.99/Kindle, 218 pages.

In the summer of 2000, Bill and Elisa Meara, accompanied by 2-year-old Billy and 4-month-old Maria, left their

home in suburban Washington, D.C., and moved to the Azores. There they experienced the highs and lows of diplomatic life in a small, isolated corner of the world. Three years later they relocated to glittering London, and four years after that they moved to Rome, where they lived for three years.

Two homes, two apartments, five schools, four different health care systems, one earthquake and many other events and experiences later, they returned to the United States in 2010 with a changed view of the world. This memoir tells their story.

FSO Bill Meara spent five years in the U.S. Army before joining the Foreign Service. Elisa Meara is a garden designer who was born and raised in the Dominican Republic. Billy and Maria are currently students in Northern Virginia.



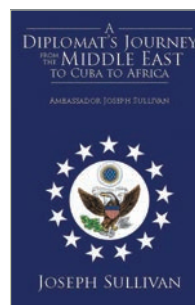
You Can't Beat the Issues: Fifty Years with the U.S. Government in Peace and War

William Lenderking, Xlibris, 2014, \$19.99, paperback, 230 pages.

In *You Can't Beat the Issues*, Bill Lenderking discusses his long and eventful diplomatic career with oral historian Charles Stuart Kennedy.

A volume in the Association for Diplomatic Studies and Training's Diplomatic Oral History Series, the memoir follows Lenderking's Foreign Service career from Castro's Cuba to the post-9/11 period. An FSO with the United States Information Agency, he also served with the Department of State in the United Nations and in the bureaus of political-military affairs and East Asian and Pacific affairs.

William Lenderking served in the U.S. Navy, the Foreign Service and the Federal Emergency Management Agency for more than 50 years of U.S. government service in nine countries on four continents. Born in Great Neck, N.Y., he was educated at Dartmouth College. A freelance writer and book dealer, he now resides in Washington, D.C. He is the author of *The Soul Murderer: A Psychological Mystery* (2013).



A Diplomat's Journey from the Middle East to Cuba to Africa

Joseph G. Sullivan, Xlibris, 2014, \$19.99, paperback, 214 pages.

Growing up on the far side of Boston in Dorchester, Joseph Sullivan could never have imagined the career he eventually had. But with his parents' encouragement, he studied at Boston Latin School

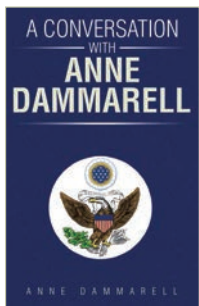
and Tufts and Georgetown Universities, and entered the U.S. Foreign Service in 1970.

A volume in the Association for Diplomatic Studies and Training's Diplomatic Oral History Series, *A Diplomat's Journey from the Middle East to Cuba to Africa* recounts Joe Sullivan's fascinating story in interview form.

His 38-year career included assignments in Mexico, post-revolutionary Portugal, Israel, Cuba, South Lebanon, Angola and Zimbabwe. He served as deputy assistant secretary for Latin American affairs from 1989 to 1992, and as principal officer of the U.S. Interests Section in Cuba from 1993 to 1996. He was appointed U.S. ambassador to Angola in 1998 and ambassador to Zimbabwe in 2001.

In Washington, Ambassador Sullivan worked on controversial policy issues. He chaired the Israel-Lebanon Monitoring Group, served as special Haiti coordinator and was also a diplomat-in-residence at Georgetown University and at Tulane University. While at Tulane, from 2003 to 2006, he coordinated international aspects of the U.S. response to Hurricane Katrina.

Amb. Joseph Sullivan retired in 2008 as a career minister. He is the recipient of two Presidential Distinguished Service Awards and the editor of *Embassies Under Siege: Personal Accounts by Diplomats on the Front Line* (Institute for the Study of Diplomacy, 1995).



A Conversation with Anne Dammarell

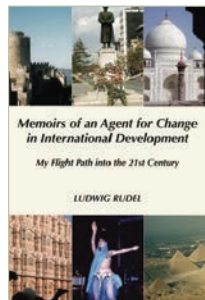
Anne Dammarell, Xlibris, 2014, \$15.99/paperback, \$3.99/Kindle, 88 pages.

On April 18, 1963, a truck loaded with 2,000 pounds of military-grade explosives drove into the front door of Embassy Beirut, killing 63 people, among them 17 Americans. The nascent Iranian-backed terrorist organization Hezbollah had begun its campaign against the United States, as USAID FSO Anne Dammarell would later recount in a paper for her master's degree at Georgetown University.

In this volume in the Association for Diplomatic Studies and Training's Diplomatic Oral History Series, Dammarell talks with ADST oral history interviewer Charles Stuart Kennedy about her life, her family and her experience in the Foreign Service, including her survival of the first suicide attack on an American embassy.

Anne Dammarell was born on Jan. 2, 1938, in Cincinnati, Ohio. After college she worked for Proctor and Gamble before moving to Europe for two years. In 1965 she joined the U.S. Agency for International Development, serving in Lebanon, Sri Lanka and Washington, D.C., among other postings during a 23-year diplomatic career.

After retiring in 1988, Dammarell taught English at the Coptic Catholic Seminar in Cairo for three years, and then in Washington, D.C., at the Sitar Center for the Arts and at the Sacred Heart School. She received her M.A. from Georgetown University in Middle East studies. More recently, she and her sister, Elizabeth, have been teaching Buddhist monks for three months a year at Wat Worachanyawat in Bangkok.



Memoirs of an Agent for Change in International Development: My Flight Path into the 21st Century

Ludwig Rudel, Arlington Hall Press, 2014, \$17.95/paperback, \$2.99/Kindle, 358 pages.

In this memoir, a volume in the Association for Diplomatic Studies and Training's Memoirs and Occasional Papers Series, veteran FSO Ludwig "Lu" Rudel describes his experiences with U.S. foreign economic aid programs during some of the most dramatic international events in the postwar period.

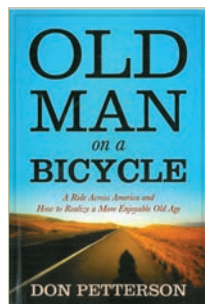
Rudel's unique firsthand accounts—of Iran after the fall of Mohammad Mosaddegh (1959-1960), Turkey from the military coup of 1960 to the start of the 1962 Cuban Missile Crisis, India after the death of Jawaharlal Nehru (1965-1970) and Pakistan following the Soviet withdrawal from Afghanistan in 1988—offer many insights.

He shares important lessons about the conduct and effectiveness of foreign aid derived from his experience in these and other major developments of the past half-century, such as the political metamorphosis of the Group of 77 nations.

After retiring from the Foreign Service in 1980, Rudel launched a second career, applying what he'd learned from his work in international development to the creation of a 1,000-acre land development and resort in rural Appalachia.

Finally, Rudel examines global trends of the past 80 years in four critical areas of change—population growth, science and technology, economic systems and political structures—and draws some surprising conclusions and projections.

Ludwig Rudel, a Holocaust refugee, came to the United States in 1938. After serving for more than 25 years in the Foreign Service and U.S. military, he now lives in Flinton, Pa. He is the author of *Foreign Aid: Will It Ever Reach Its Sunset?* (Foreign Policy Association, 2005).



Old Man on a Bicycle: A Ride Across America and How to Realize a More Enjoyable Old Age

Don Petterson, Outskirts Press, 2014, \$13.95, paperback, 227 pages.

A solo bike ride across the United States at 70-plus years of age? You've got to be kidding! Retired FSO Don Petterson wasn't.

In May 2002, Petterson set out from his home in New Hampshire on a 3,600-mile journey of challenge

and discovery. Sixty-five riding days later, he reached his goal: riding up to and across the magnificent Golden Gate Bridge in San Francisco.

Along the way, he faced many trials, including strong headwinds and severe weather, riding his loaded bike over the Rocky Mountains and Sierra Nevada, crossing the Great Plains in brutal summer heat, dealing with the aftermath of a collision with a car and traversing the Nevada basin and range country and the Great Salt Lake's desert. But the spectacular landscapes and grand vistas afforded just as many rewards.

In *Old Man on a Bicycle*, Petterson relates how he prepared for the journey and gives a crisp, detailed account of what he saw and did during two months on the road. Combining journal entries and reflective commentary, the compelling narrative includes thoughtful discussion about the meaning of aging and research-based advice on its physical aspects that all readers of a certain age will find valuable—bicyclists or not.

Don Petterson's Foreign Service career included ambassadorships to Somalia, Tanzania and Sudan. He is the author of *Inside Sudan* (Basic Books, 2003) and *Revolution in Zanzibar* (Basic Books, 2004).



A Man Named Jay

Damian Wampler, self-published, 2014, \$41.41, paperback, 35 pages.

A Man Named Jay is a tribute to the late Jason Whitney Chellew (1973-2006) by his friend Damian Wampler. He wrote the book for Jason's son, who never had the chance to meet his father.

An avid traveler, Jason Chellew met his wife, Pei, while traveling in Taiwan. The two married, relocated back to California, and were expecting their first child when Jason tragically died. He was in his home when a sinkhole opened beneath the house; by the time rescue workers finally reached him, it was too late. Pei gave birth to their son, Phoenix, four months later.

In this short, whimsical and richly illustrated book, Wampler paints a poignant portrait for Phoenix of his father, Jay.

Damian Wampler, a photographer, playwright and graphic novelist, joined the Foreign Service in 2009. He has served in Dushanbe and Harare, and is now posted in Karachi. Prior to joining the Service, he had served with the Mercy Corps and as a Peace Corps Volunteer, with Jason Chellew, in Kyrgyzstan.

FICTION AND POETRY



Whisper in Bucharest

Kiki Skagen Munshi, Compania, 2014, 35 Romanian LEI (\$10.15), paperback, 344 pages.

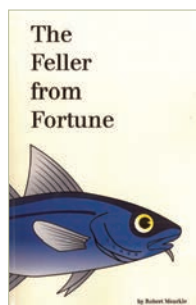
Kiki Skagen Munshi's intimate knowledge and appreciation of all things Romanian propels this passionate novel, covering the country's turbulent history from 1939 to 1987. It draws much of its inspiration from

the life of George Muntean, who was born in Bilca and for whom the loss of northern Bukovina was an unhealed wound. However, as Munshi says in her introduction, "Authors are thieves, stealing bits and pieces of other people's lives and weaving them into the stories they create. This book is not about any actual individual, living or dead, but it contains snatches of many conversations and memories generously shared by Romanian friends and acquaintances."

Kiki Skagen Munshi joined the U.S. Information Agency in 1980. Her Foreign Service career was bookended by postings to Bucharest: After serving as assistant cultural attaché during her second tour, she returned nearly 20 years later as counselor for public affairs. Other assignments included Lagos, Bucharest, Athens, Freetown, Dar es Salaam, New Delhi and Washington, D.C.

Though Munshi retired from the Foreign Service in 2002, she returned to head a Provincial Reconstruction Team in Baquba, Iraq, from 2006 to 2007. She received a doctorate in Romanian history from the University of Bucharest in 2006, speaks the language fluently, and continues to visit the country regularly.

This book can be ordered online at <http://anthonyfrost.ro/ecommerce/fiction/whisper-in-bucharest>.



The Feller from Fortune

Robert Mearkle, Lulu Publishing, 2014, \$12.45/paperback, \$2.99/Kindle, 230 pages.

Inspired by a Newfoundland folk song, FSO Robert Mearkle wrote *The Feller from Fortune* during Arabic-language training, as "daydreaming of chilly North Atlantic breezes in a simpler time provided refuge

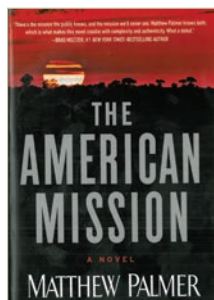
from the Arabic verb system and the desert blaze to come."

His novel is set in a sleepy fishing village in Newfoundland during the 1940s. Cat Harbour has the expected number of drunk sailors and loose girls—and a library. The arrival of two visitors,

one quite ordinary and one quite extraordinary, changes the lives of several of the town's residents forever.

This historically imagined tale, off-color at times and moving at others, serves up a light course of Newfoundland history and culture with tasty Sudanese, French, Austrian, British and Bostonian side dishes.

Robert Mearkle is a Foreign Service officer currently working (quite appropriately) in the Office of Oceans and Polar Affairs. Overseas, he has served in Brazil, Hungary and Iraq.



The American Mission

Matthew Palmer, Putnam, 2014, \$26.95/hardcover, \$10.99/Kindle, 432 pages.

Matthew Palmer's first novel offers an insider's look at the world of American diplomats stationed abroad. He has lived the role for 20 years, so Palmer knows the subject cold. In addition, his brother, Daniel, and his late father, Michael, are

both accomplished thriller writers, so an ability to write crime fiction clearly runs in the family.

Palmer's hero, Alex Baines, works for the State Department, but is helpless to intervene when a massacre occurs in Darfur. Stripped of his security clearance and relegated to a desk job, he is about to resign when his former mentor, now the U.S. ambassador to the Congo, offers him an opportunity to start over there.

Unfortunately, the job is not what it seems. A shady, U.S.-based mining company seems to be everywhere Alex turns—even within the walls of the embassy. When a hostage situation involving a survey team leads to escalating violence, Alex struggles to balance the interests of the United States with the greater good of the people of the Congo—and somehow stay alive.

Matthew Palmer is a 20-year veteran of the Foreign Service, currently serving as political counselor in Belgrade. While on the Secretary of State's Policy Planning Staff, Palmer helped design and implement the Kimberly Process for certifying African diamonds as "conflict-free." That experience served as the foundation for *The American Mission*.

To see Palmer's Aug. 21 discussion at AFSA on writing in the Foreign Service, go to <http://bit.ly/PalmerFSWriting>.

No Ransom

J.H. Bartlett, CreateSpace, 2013, \$12.95, paperback, 178 pages.

J.H. Bartlett's second novel opens with a bang. It is April 1980, and Ted Brooks, the U.S. consul general in El Salvador, finds himself on the floor of a small locked room somewhere in Latin



America. Drugged, he has no memory of how, when or why he was kidnapped. His last memory is of visiting an old school friend, Alphonso, in Guatemala City.

The consul's wife, Sue, who had been evacuated from El Salvador along with other embassy dependents when the security situation deteriorated, is living in Boston when she gets word of the kidnapping from the State Department. She is also reminded that the official U.S. policy on kidnappings is not to pay ransom under any circumstances.

The story of Ted's incarceration unfolds both from his viewpoint and from his family's. It includes a series of flashbacks and memories that cover the Brooks' life together in diplomatic posts around the world, from the Vietnam War to Central American atrocities.

Joan H. Bartlett, her FSO husband, Sam, and their three children spent 20 years posted to Paris, The Hague, Cebu, Ottawa, San Salvador and Belfast. Her first novel was *Last Summer at the Compound* (CreateSpace, 2011).



Broad Horizons

Matt B. Chesson, Amazon Digital Services, Inc., 2013, \$3.99, Kindle.

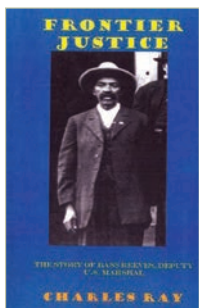
A debut novel, *Broad Horizons* is a satirical, futurist, cyberpunk work in the spirit of Neal Stephenson and William Gibson. Sent to investigate the murder of a senator's daughter, Ruel Drakkar finds himself peeling the onion of a conspiracy much deeper than he expected. After a climactic battle, in which he's caught in a temporal rift, Drakkar and a small group of survivors must grapple with the ethical consequences of committing genocide in order to save the Earth's past and future.

With pointed dialogue, realistic character development and an engaging plot, this is a page-turner that encompasses both a unique take on time-travel and an exploration of weighty philosophical questions. Along the way, the reader is introduced to a bevy of intriguing futuristic ideas, such as haptic tongue control and head sensors.

FSO Matt B. Chesson is the coordinator for cyber policy in the Bureau of East Asian and Pacific Affairs' Office of Regional and Security Policy. He has served in Liberia, Iraq and Afghanistan, and in the Bureau of Political-Military Affairs and the Office of e-Diplomacy in Washington, D.C. The author of several screen-

plays and nonfiction articles on investing, technology trends and innovation in government, he is currently at work on his second novel, *Used*.

Ten percent of the profits from *Broad Horizons* will go to charities supporting women and children affected by war and violent conflict.



**Frontier Justice:
The Story of Bass Reeves,
Deputy U.S. Marshal**

Charles Ray, Uhuru Press, 2014,
\$9.99/paperback, \$5.99/Kindle,
246 pages.

In this work of historical fiction, Charles Ray takes readers back to the southern United States in 1875 and one of early

America's signature phenomena: frontier justice.

"Indian Territory," as the state of Oklahoma was originally known, was then a magnet for criminals of all kinds who hoped to evade the reach of the law. But when President Ulysses S. Grant appointed a new judge of the Western District of Arkansas, which included the territory, things began to change. Judge Isaac Parker was intent on bringing the fugitives to justice. And in a bold move, he sent 200 deputy marshals to help patrol the lawless territory.

Among Parker's deputies was a former slave named Bass Reeves. Born a slave in 1838, he had spent the Civil War as a runaway in Indian Territory. An expert tracker who was fluent in five tribal languages, and a daunting figure at 6'2" and 180 pounds, Reeves served as a deputy marshal for 32 years.

Ray's engrossing account of Reeves' first two years as a lawman is a fascinating and historically accurate portrayal of the period. Though Reeves, Parker and the other main characters in this story are historical figures, their conversations and particular experiences, like the minor characters, are creations of the author's imagination.

Charles Ray is a retired FSO who served in the U.S. Army for 20 years before joining the U.S. Foreign Service. A former newspaper and magazine journalist, Ray's first full-length work was *Things I Learned from My Grandmother about Leadership and Life*, published in 2008. A native of Texas, Ray now calls Maryland his home, and has devoted most of his time since retiring from the Foreign Service to writing and public speaking. A prolific writer, he is also the author of two new novels (see the following entries) and a coffee table book on Africa (see p. 59)



In the Dragon's Lair

Charles Ray, Uhuru Press, 2013, \$12.83/
paperback, \$6.95/Kindle, 323 pages.

In the Dragon's Lair picks up where Charles Ray's *White Dragon* left off (see "In Their Own Write," November 2013 *FSJ*).

The novel revolves around State Department employees in the fictitious country of Dagastan. When their ambassador is mys-

teriously murdered, Deputy Chief of Mission David Morgan is put in charge until Washington appoints another ambassador. In an unstable political situation, with an array of double-dealing scandals, various murders and Soviet forces sent in to "stabilize" things, the chargé d'affaires finds himself the target of a witch hunt as bureaucrats look for a scapegoat.

With much more than their careers at stake, Morgan and his fellow State Department officials are forced to expose the corruption that lies behind the curtain in Washington, D.C.

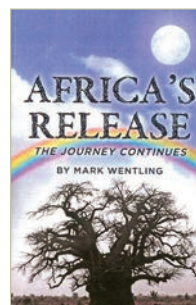


**Buffalo Soldier:
Battle at Dead Man's Gulch**

Charles Ray, Uhuru Press, 2014, \$7.19/
paperback, \$4.99/Kindle, 160 pages.

The seventh installment of the "Buffalo Soldier" series, *Battle at Dead Man's Gulch* takes place in the western part of New Mexico Territory. Sergeant Ben Carter and his detachment try to track down a band of renegade

Apache who have deserted the reservation. Their search takes them deep into the mountains, where they encounter the renegades, only to have them escape after a brief skirmish. On their journey, the cavalrymen learn they aren't alone on the ominous mountain. Charles Ray delivers a captivating tale of death, danger and discrimination on the Western frontier. It is a tale of military events written as only a former soldier could do.



**Africa's Release:
The Journey Continues**

Mark Wentling, Peace Corps Writers Book,
2014, \$9.76/paperback, \$4.99/Kindle,
222 pages.

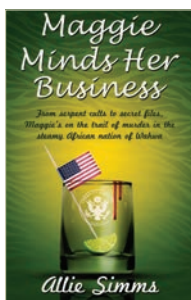
The sequel to *Africa's Embrace*, this book is the story of J.B., who has been mysteriously transported from a small town in Kansas to an even smaller village in Africa called Atuku.

As the townspeople of Kansas scramble to uncover the mystery

behind J.B.'s life, they come across some very fascinating and surprising information.

Africa's Release is an intriguing tale of African culture, development and exploration. Despite being a work of fiction, the book offers many practical development ideas. Through his vibrant characters and vivid description of Africa's lush surroundings, Wentling weaves a captivating tale that leaves you wanting more.

Mark Wentling is a retired Foreign Service officer who began his international career with the Peace Corps in 1970. Since then he has been fortunate enough to travel to all 54 African countries, which inspired him to write his "African Trilogy." This is the second installment, with the last volume, *Africa's Heart*, due to release in January 2015. Wentling was born and raised in Kansas, but says he was "made" in Africa. He currently lives and works in Burkina Faso.



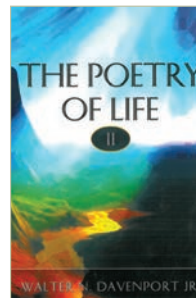
Maggie Minds Her Business: From Serpent Cults to Secret Files, Maggie's on the Trail of Murder in the Steamy African Nation of Wahwa

Allie Simms, Amazon Digital Services, 2014, \$2.99, Kindle, 229 pages.

Maggie is a dutiful diplomat in a collapsing African country, where an evening of glad-handing at the Fourth of July reception ends with a corpse in the garden. Assigned to tie up the administrative details, Maggie learns that the dead woman's work gave her access to many of the embassy community's embarrassing secrets.

As she decodes the murdered nurse's coded medical records, Maggie still has her day job to do: rescuing an anthropologist held hostage by a serpent cult (Maggie hates snakes), saving kidnapped schoolgirls and taking a spoiled congressional wife shopping as rebel rockets fall. A surprise encounter with her old lover, underground since a fling with terrorism in the 1970s, brings her closer to the truth behind the killing. When insurgents close in, Maggie is trapped with the killer, and both are forced to choose between desire and duty.

Allie Simms is the nom de plume of a retired FSO and *FSJ* contributor whose 28 years in the Service were spent mostly in the Balkans and West Africa. "Allie" explains: "Like most writers, I draw inspiration from real people and real places I knew. In the tiny world of the Foreign Service, readers may be tempted to try and make connections to actual events and personalities. However, Maggie is a work of imagination, not a roman a clef. I chose to write under a pseudonym because I wanted to put some distance between myself and the fictional setting and characters."



The Poetry of Life II

Walter N. Davenport Jr., Strategic Book Publishing, 2013, \$14.50/paperback, \$9.99/Kindle, 190 pages.

Walter N. Davenport Jr. describes his second collection of "Poetry of Life" (the first volume appeared in 2001), as representing his search for answers to life's questions.

"Sometimes emotional, sometimes playful,

it is based on my personal feelings, observations and experiences in my life and travels. It is a book about everyday occurrences, such as love, relationships, hunger, poverty, war, nature and death."

The poem titled "Memory," for instance, describes lovers who are separated by time and distance, but whose love nonetheless remains strong. "Lover's Prayer," "Lover's Thanks," "Lover's Questions," "Response" and "Soulmate" all address the openness between two lovers, while "Celestial" tells of a love that is unattainable.

Born in New Orleans, Walter N. Davenport Jr. is a U.S. Army veteran who also served with the Washington, D.C., metropolitan police force. He was a member of the State Department Foreign Service from 1976 until 1997. Married to a Dutch national, Davenport resides in The Netherlands.



The Perfect Pathogen

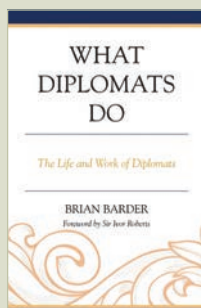
Mark M. Atkisson and J. David Kay, Rhino Air, 2014, \$12.95/paperback, \$6.99/Kindle, 334 pages.

In this futuristic thriller, a dormant pathogen has been awakened and is killing millions around the globe. Dr. Katie McMann, a specialist in the field of aging and longevity, finds herself at the heart of an intense research effort that turns into a race against time for the human race. As she and a team of international experts struggle to track down the source of the killer disease and find a cure, Katie is forced to confront her own mortality and that of those dearest to her.

An intense and fast-paced read, *The Perfect Pathogen* explores the potential cost of human intervention and mismanagement of our planet and its resources, combining a scientific perspective with a deeply personal one. This debut novel, the first of a planned trilogy, was written while both authors worked at Embassy Baghdad.

Fiction and Poetry continued on page 57

OF RELATED INTEREST



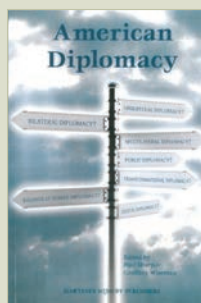
**What Diplomats Do:
The Life and Work of Diplomats**
Brian Barder, Rowman & Littlefield,
2014, \$44, hardcover, 216 pages.

What Diplomats Do follows a fictional British diplomat from his application to join the Foreign Office through different postings at home and overseas, culminating with his appointment as ambassador and retire-

ment. Each chapter contains case studies, based on the author's 30-year diplomatic experience, such as the role of the diplomat during emergency crises and as part of a national delegation to a permanent conference such as the United Nations.

"Barder's account is informative, humanly sympathetic, distinctly British and thoroughly engaging," says Alan K. Henrikson of The Fletcher School of Law and Diplomacy at Tufts University.

Sir Brian Barder is an honorary visiting fellow at the University of Leicester Department of Politics and International Relations. During a distinguished career in the British Diplomatic Service he served as ambassador to Ethiopia, the Republic of Benin and Poland, and as high commissioner to Nigeria and Australia.



American Diplomacy
Paul Sharp and Geoffrey Wiseman, eds.,
Martinus Nijhoff Publishers, 2012,
\$62.93, paperback, 233 pages.

As the essays highlight, American diplomacy is in the midst of a period of uncertainty because the country's international position is changing and the character of international relations may be undergoing a

transformation.

Paul Sharp is professor and head of political science at the University of Minnesota Duluth and co-edits *The Hague Journal of Diplomacy*. Geoffrey Wiseman is professor of the practice of international relations at the University of Southern California. A former Australian diplomat, he also worked as a program officer at the Ford Foundation.



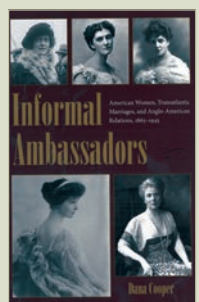
**Lost Enlightenment:
Central Asia's Golden Age from
the Arab Conquest to Tamerlane**
S. Frederick Starr, Princeton University
Press, 2013, \$39.50/hardcover,
\$23.17/Kindle, 680 pages.

In this sweeping and richly illustrated history, S. Frederick Starr tells the fascinating but largely unknown story of Central Asia's

medieval enlightenment, exploring its rise and the competing theories about the cause of its eventual demise.

Lost Enlightenment recounts how, between 800 and 1200, Central Asia led the world in trade and economic development, the size and sophistication of its cities, the refinement of its arts and, above all, in the advancement of knowledge in many fields. Central Asians gave algebra its name, calculated the earth's diameter with unprecedented precision, wrote the books that later defined European medicine and penned some of the world's greatest poetry.

S. Frederick Starr is the founding chairman of the Central Asia-Caucasus Institute and Silk Road Studies Program, a joint trans-Atlantic research center affiliated with the Paul H. Nitze School of Advanced International Studies at the Johns Hopkins University in Washington and the Institute for Security and Development Policy in Stockholm. He is an adjunct professor of European and Eurasian studies at Johns Hopkins' School of Advanced International Studies.



**Informal Ambassadors: American
Women, Transatlantic Marriages,
and Anglo-American Relations**
Dana Cooper, The Kent State University
Press, 2014, \$49.56/hardcover,
\$43.99/Kindle, 195 pages.

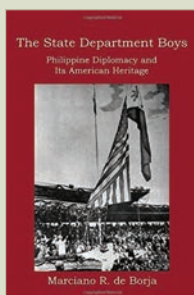
From 1865 to 1945, a number of American heiresses wed members of the British aristocracy and, without the formal title of diplo-

mat or member of Parliament, came to exert significant influence in the male-dominated arena of foreign affairs and international politics.

In *Informal Ambassadors*, author Dana Cooper traces the experiences of five of these women: Lady Jennie Jerome Churchill, Mary Endicott Chamberlain, Vicereine Mary Leiter Curzon, Duchess Consuelo Vanderbilt Balsan and Lady Nancy Astor. As the wives of leading members of the British aristocracy, they had uncompromised and unlimited access to the eyes

and ears of individuals at the highest level in Great Britain and worked to improve relations at the turn of the 20th century.

Dana Cooper is associate professor of history at Austin State University. She is a co-editor of *Transatlantic Relations and Modern Diplomacy: An Interdisciplinary Examination* (Routledge, 2013).



The State Department Boys: Philippine Diplomacy and Its American Heritage

Marciano R. de Borja, New Academia/Vellum, 2014, \$38/hardcover, \$26/paperback, 388 pages.

In July 1946, following Philippine independence, the U.S. Department of State and selected U.S. Foreign Service posts trained

the first officer corps of the Philippine Foreign Service, fondly known as the “State Department Boys.” These pioneer Filipino diplomats eventually became the pillars of Philippine diplomacy and helped the fledgling republic find its place in the community of nations.

An ADST-DACOR Diplomats and Diplomacy book, *The State Department Boys* is the first in-depth study of this interesting chapter of diplomatic history.

Author Marciano R. de Borja, a career diplomat with the rank of Chief of Mission II in the Philippine Foreign Service, is the author of *FSO IV: Starting a Career in the Philippine Foreign Service* (1999) and *Basques in the Philippines* (2005).



The Triumph of Improvisation: Gorbachev's Adaptability, Reagan's Engagement, and the End of the Cold War

James Graham Wilson, Cornell University Press, 2014, \$24.95, hardcover, 204 pages.

The Triumph of Improvisation takes a reflective look at the end of the Cold War, from

the Soviet invasion of Afghanistan in December 1979 to Operation Desert Storm in January 1991. Drawing on deep archival research and declassified papers, the author argues that it was adaption, improvisation and engagement by individuals in positions of power—not a coherent grand strategy—that ended the specter of a nuclear holocaust.

James Graham Wilson is a historian at the Department of State. He currently works on Soviet and National Security Policy

volumes for the Foreign Relations of the United States series in the Office of the Historian.



Hardship Post

Robert J. Taylor, Outskirts Press, 2013, \$16.61/paperback, \$6.99/Kindle, 299 pages.

In this memoir, Robert Taylor recounts the life-changing adventure he had while working for three years in Karachi, Pakistan. The Aga Khan, the wealthy and influential imam of the Ismaili Muslims, hired him to help

build the world-class Aga Khan University Hospital. Taylor covers both the excitement and the challenges of serving overseas in a foreign culture, and in the process draws a rich portrait of Pakistan and its people.

Robert Taylor has been an adviser to the World Bank, USAID, WHO and other international agencies in 30 developing countries. His memoir won first place in the 2012 Royal Palm Literary Awards Competition for unpublished memoirs. Originally from Minnesota, he now lives in Punta Gorda, Fla.



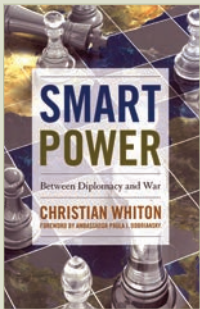
Savage Will: The Daring Escape of Americans Trapped Behind Nazi Lines

Timothy M. Gay, New American Library, 2013, \$16/paperback, \$7.99/Kindle, 352 pages.

In the midst of World War II, men and women of the 807th Medical Air Evacuation Squadron found themselves crash-

landing behind enemy lines. Hopelessly stranded hundreds of miles from Allied lines, in a German-occupied Albania already riveted by war, the survivors trudged through snowy mountains for two months desperately trying to stay alive. With the aid of extensive research, Timothy Gay tells one of the most thrilling untold stories of World War II. It is a story of heroism, courage and unfailing determination.

Timothy Gay, a historian and writer, is the award-winning author of *Satch, Dizzy & Rapid Robert: The Wild Saga of Interracial Baseball before Jackie Robinson* (Simon & Schuster, 2011). His essays and op-ed pieces on American history, politics, public policy and sports have appeared in the *Washington Post*, *Boston Globe* and *USA Today*. He resides in Virginia.



Smart Power: Between Diplomacy and War

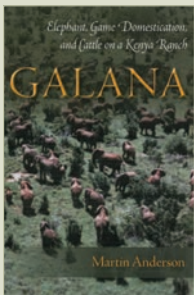
Christian Whiton, Potomac Books Inc., 2013, \$22.19/hardcover, \$16.49/Kindle, 225 pages.

Here is a scholarly look at the role of “smart power” in American foreign policy, with a foreword by Paula Dobriansky, undersecretary of State for democracy and global

affairs and U.S. envoy to Northern Ireland under the George W. Bush administration.

Not simply a checklist of policy options or a simple mix of foreign aid and military force, smart power refers more to a way of thinking. Moreover, it is not really new. Whiton marshals successful historical examples and argues that such practices need to be updated to meet current challenges.

Christian Whiton is a principal at DC International Advisory, a political risk consulting firm. A presidential campaign adviser and commentator on national security issues, he was a senior advisor and deputy special envoy in the State Department from 2003 to 2009. He resides in Los Angeles.



Galana: Elephant, Game Domestication, and Cattle on a Kenya Ranch

Martin Anderson, Stanford University Press, 2013, \$15.80, hardcover, 106 pages.

Galana recounts the story of the creation, achievements and demise of the largest cattle ranch in Kenya. Founded in 1968 on

2,500 square miles of arid land, the Galana Ranch successfully introduced cattle into the region. But 20 years later an epidemic of poaching forced the ranch to shut down. This engrossing personal story also throws light on Kenya’s wildlife management politics.

Martin Anderson is a distinguished overseer at the Hoover Institution of Stanford University. Throughout his life he has been a trial lawyer in Hawaii and San Francisco, an active reservist in the U.S. Marine Corps with two tours in World War II and the Inchon/Chosin campaign in Korea, a ski resort developer in Lake Tahoe, as well as a rancher in Kenya. He lives in Palo Alto, California, and continues to visit Kenya frequently.



Working World: Careers in International Education, Exchange and Development

Sherry Lee Mueller, Mark Overmann, Georgetown University Press, 2014, \$18.34/paperback, \$14.55/Kindle, 322 pages.

Working World: Careers in International Education, Exchange, and Development is

a useful resource for international affairs students and job seekers alike. “It is designed to streamline and clarify the initial stages of career research and help you put your job search in a broader perspective,” state the authors.

The book is divided into two informative sections. The first describes concepts to keep in mind as you develop your career philosophy and goals, and the second offers selected resources to help you in your job search.

Sherry Lee Mueller is an adjunct professor at American University’s School of International Service and president emeritus of the National Council for International Visitors (now Global Ties U.S.). Mark Overmann is assistant director and a senior policy specialist at the Alliance for International Education and Cultural Exchange.



Wife and Baggage to Follow

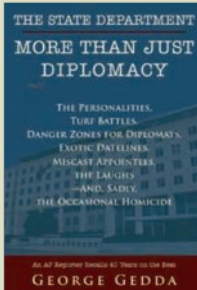
Rachel Miller, Halstead Press, 2013, \$29.99, paperback, 238 pages.

Wife and Baggage to Follow is a record of the life and times of some of the women who followed their husbands from post to post in the Australian diplomatic service from 1924 to the recent period. Based on oral histories, interviews and supplementary

research and documentation, the book traces the changing conditions of service that affected diplomatic spouses and their families, and also looks at the struggle of early female officers in diplomatic and administrative careers.

This is a lively account, with fascinating personal stories interwoven with the development of the Australian Department of Foreign Affairs and Trade.

Rachel Miller accompanied her husband on seven postings over four decades, to Asia, the United Nations and New Zealand. She holds a degree in Asian studies from the Australian National University and is a former president of the Foreign Affairs Wives Association.



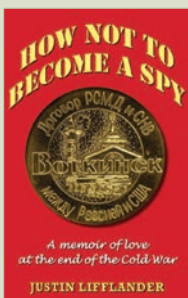
The State Department: More Than Just Diplomacy
George Gedda, AuthorHouse, 2014,
\$16.95/paperback, \$3.99/Kindle,
166 pages.

Longtime readers of *The Foreign Service Journal* will instantly recognize the byline of George Gedda, who for 39 years covered the State Department for the Associated Press

and frequently contributed articles to these pages. He is also the author of *Cuba: The Audacious Revolution* (CreateSpace, 2011).

This memoir draws on that impressive body of work to reveal (in the author's own words) "the good, bad and ugly" about State, but always does so with the respect for the work of professional diplomats that has characterized his entire career.

As *FSJ* Contributing Editor Steven Alan Honley observed in his review of the book (July-August *FSJ*): "If anyone can engage a 'lay' audience that is at least theoretically interested in a book about the State Department, while offering some deeper insights for those who already know the subject, it is George Gedda."



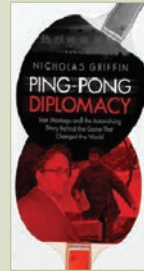
How Not to Become a Spy: A Memoir of Love at the End of the Cold War
Justin Lifflander, Gilbo Shed Books, 2014,
\$14, paperback, 267 pages.

In this comic memoir set at the end of the Cold War, Justin Lifflander proceeds from internships at the FBI and State Department to Moscow, and on to provincial Votkinsk, the birthplace of Tchaikovsky and the finest

ICBMs ever made. There he falls in love with his KGB-assigned escort, confounds Soviet authorities with pink lawn flamingos, hot tubs and pet goats, and learns that Russians and Americans are more alike than they realize.

In his foreword, the author cites the need to address the current "crisis of misunderstanding" between the United States and Russia, and urges us to challenge everything we think we know in that effort. He hopes that his story might help.

Justin Lifflander holds dual U.S. and Russian citizenship and resides in Moscow with his wife, son and mother-in-law. After Votkinsk, he worked for Hewlett-Packard Russia in Moscow for 20 years and served as business editor for the *Moscow Times* from 2010 to 2014.



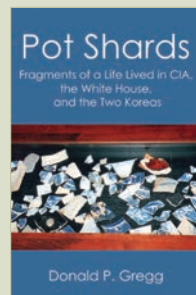
Ping-Pong Diplomacy: The Secret History of the Game that Changed the World
Nicholas Griffin, Simon & Schuster, 2014,
\$26/hardcover, \$11.89/Kindle, 352 pages.

The spring of 1971 heralded the greatest geopolitical realignment in a generation. After 22 years of antagonism, Beijing and Washington suddenly

moved toward a détente—achieved not by politicians, but by ping-pong players. The Western press delighted in the absurdity of the moment and branded it "Ping-Pong Diplomacy." But for the Chinese, the game was always political, a strategic cog in Mao Zedong's foreign policy. In *Ping-Pong Diplomacy*, Nicholas Griffin traces this crucial intersection of sports and society.

Griffin, a seasoned journalist and novelist, tells the strange and tragic story of how the game was manipulated at the highest levels. Through a cast of eccentric characters, from spies to hippies and from generals obsessed with ping-pong to atom-bomb survivors, Griffin explores how a neglected sport was used to help realign the balance of worldwide diplomacy.

The result is a page-turner that will interest not just China hands, but general readers, as well.



Pot Shards: Fragments of a Life Lived in CIA, the White House and the Two Koreas
Donald P. Gregg, New Academia/Vellum, 2014, \$26, paperback, 344 pages.

Donald P. Gregg spent 31 years as an operations officer in the CIA and 10 years in the White House under Jimmy Carter, Ronald Reagan and George H.W. Bush. *Pot Shards*

is a window into the Cold War era and the agency's failings and successes, including Gregg's role in saving the life of Kim Dae Jung, a Korean political dissident who later, as South Korea's president, won the Nobel Peace Prize.

As he recounts here, the author returned to Seoul in 1989 to serve as U.S. ambassador for four years. And in retirement, he has made six trips to Pyongyang (most recently in April), stressing dialogue over demonization.

Gregg colorfully describes his CIA tours in Japan, Burma, Vietnam and South Korea. His experiences in Vietnam illustrate the difficulties of speaking truth to power, including sharp-edged encounters with Robert McNamara and Curtis LeMay, among others. This is an ADST-DACOR Diplomats and Diplomacy Book.

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While AFSA does its best to maintain information on all that may concern the Foreign Service community, we realize that we are not always the best resource for each and every issue. To supplement our information, we are happy to provide a constantly-increasing list of excellent online resources for a variety of subjects.

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- The Foreign Service Clause

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- Foreign Agricultural Service
- U.S. International Trade Administration

Foreign Service-Related Organizations

- Association of the American Foreign Service (AAFS)
- American Academy of Diplomacy (AAD)
- Association of Diplomatic Studies and Training (ADST)
- Foreign Service Youth Foundation (FSYF)
- Foreign Affairs Council
- Congressional Affairs
- American Diplomacy
- State Department e-mail Portal
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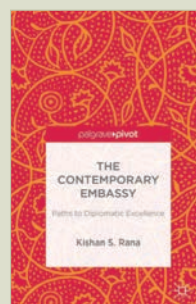
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**The Contemporary Embassy:
 Paths to Diplomatic Excellence**

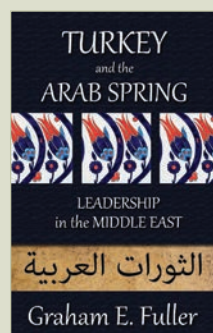
Kishan S. Rana, Palgrave Pivot, 2013,
 \$70/hardcover, \$36/Kindle, 166 pages.

Today's embassy blends tradition and change, accommodating multiple state and non-state actors who jostle on the international stage. In this innovative study, a distinguished former Indian ambassa-

dor, Kishan S. Rana, considers why diplomatic missions remain relevant today, and examines new representational options and global diplomacy techniques in an information age.

Supported by empirical research and interviews with diplomats and other professionals, and conveying unique insights into the experiences of developing countries, *The Contemporary Embassy* will be a valuable resource for diplomacy scholars and practitioners alike.

Kishan S. Rana was a member of the Indian Foreign Service from 1960 to 1995, serving as ambassador to Algeria, Czechoslovakia, Kenya, Mauritius and Germany. Ambassador Rana now teaches, writes and advises other governments on diplomatic practice. He is the author of *21st-Century Diplomacy: A Practitioner's Guide* (Bloomsbury Academic, 2011).



**Turkey and the Arab Spring:
 Leadership in the Middle East**

Graham E. Fuller, Bozorg Press, 2014,
 \$15.95/paperback, \$5.95/Kindle,
 404 pages.

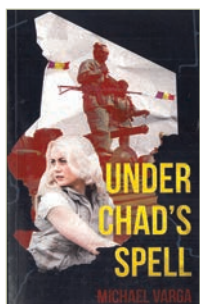
Graham E. Fuller breaks with conventional, Washington-centered analysis to explore the subject he lays out in his latest book's title: Now that the politics of the Middle East are up for grabs, what are the sources

of its future leadership? A former CIA analyst who has taught and written extensively about the region, Fuller says there are grounds for optimism. Iran may at last be re-emerging onto the world scene as a legitimate and influential actor; and, above all, Turkey's experience, despite messy partisan politics, still offers the only convincing Muslim model of dynamic and effective governance.

Throughout this masterful analysis, Fuller elucidates the deeper political and human forces that reflect the Middle East's own history and culture—as he has done in nearly a dozen previous books. (See the March 2013 *FSJ* for Steve Buck's review of Fuller's memoir, *Three Truths and a Lie*.)

Fiction and Poetry continued from page 51

FSO Mark Atkisson has been in the government for more than 40 years, serving in the U.S. Navy and as a civilian in federal and local agencies. He lives with his wife, Kathleen, and two teenage children in Canada, where he is the management officer at Consulate General Montreal. J. David Kay has more than 34 years of U.S. Army and federal government experience. He and his wife, Irene, are currently posted to Embassy Baghdad.



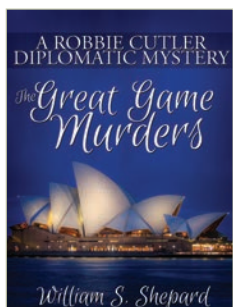
Under Chad's Spell

Michael Varga, CreateSpace, 2014, \$16.99/paperback, \$9.99/Kindle, 369 pages.

This novel follows the lives of two young people, Charlene and Madison, who travel to Chad as Peace Corps Volunteers during the turbulent 1970s. Former lovers, they are assigned to two different parts of the country. In a city, Charlene immerses herself in teaching English. She struggles to communicate in French and African languages and adjust to the strikingly different customs of the country, and feels isolated from both Chadians and the other volunteers. Madison, by contrast, finds himself in a remote village, where he comes to know the country and its people intimately, engaging in tribal rituals and eventually living with a Chadian wife.

When civil war breaks out, the ambassador orders all Americans to evacuate. Charlene begins to worry when Madison fails to show up for departure via truck to neighboring Cameroon. She faces a difficult decision: leave Madison behind and return to the safety of the United States, or stay and try to save him.

Retired FSO Michael Varga is a playwright, actor and author who served in Chad as a Peace Corps Volunteer. After that experience, he joined the Foreign Service, serving in the United Arab Emirates, Syria, Morocco and Canada. Settled now in Georgia, he is working on a new novel that focuses on the Foreign Service.



The Great Game Murders

William S. Shepard, Seth B. Cutler Press, 2013, \$2.99, Kindle, 230 pages.

In this latest volume (Book 5) of the “Robbie Cutler Diplomatic Mystery” series, the president of the United States has decided that, in view of Chinese threats over the region, American forces should be reconfigured from the Middle East in a strategic “tilt toward Asia.”

Secretary of State Ronald Adams flies off in Air Force Two on

a mission to reassure allies throughout Southeast Asia. His staff assistant, Robbie Cutler, helps plan the trip to Australia, Singapore, Hanoi, Manila, Bangkok and New Delhi. Along the way, al-Qaida hatches several assassination plots against the Secretary—with the help of Chinese covert operatives in the region.

The rivalry between China and the United States calls to mind the Great Game of the 19th century, as Britain and Russia struggled over the approaches to India. The new version concerns much of the same region, but with far higher stakes in the nuclear era. But is official China aware of the working alliance with al-Qaida?

FSO William S. Shepard created the diplomatic mystery series and its protagonist Robbie Cutler after retiring from a Foreign Service career that took him to five overseas missions and numerous assignments in Washington, D.C. “Career diplomats see so many sources of information, that the connection of diplomacy and crime solving seemed natural,” says Shepard. He has since produced four books in the series, in addition to a guide to French wines and other works (see <http://www.diplomaticmysteries.com/>).



Multiple Exposure: A Sophie Medina Mystery

Ellen Crosby, Scribner, 2013, \$16/paperback, \$16.99/Kindle, 320 pages.

“This assured tale of love, loss and secret agendas offers a complex portrait of our nation’s capital, with its historic beauty and roiling underbelly of deceit and danger,” says *Publisher’s Weekly* of *Multiple Exposure*, the first installment in a new series by veteran mystery writer Ellen Crosby.

Sophie Medina is a photojournalist living in London. She returns from an overseas assignment to find that her husband, Nick, a geologist and covert CIA operative, has been abducted. Several months later, a friend in the British government tells her Nick has been spotted in Moscow. He is not only a suspect in his boss’s murder, but may also be involved in illicit Russian oil deals, she is told. When Sophie moves back to Washington, D.C., to be near family and friends, she is drawn into a high-stakes game of Russian roulette as she tries to find Nick and prove his innocence.

Ellen Crosby, the wife of FSO André de Nesnera of the Voice of America, began writing mysteries under her maiden name when her husband was posted to Geneva. She has since published eight books—six in the Virginia wine country mystery series featuring winemaker Lucie Montgomery and *Moscow Nights*, a standalone based loosely on her time as Moscow correspondent for ABC Radio News in the late 1980s. Her ninth book, *Ghost*

Image, the second Sophie Medina mystery, is scheduled for release by Scribner in 2015. You can visit her website at www.ellencrosby.com.

Though Crosby's books are available on Amazon, please contact the Poisoned Pen Bookstore in Scottsdale, Ariz., for signed copies (<http://ellencrosby.com/signed-copies>).

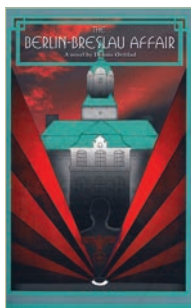


Tzimmes (and Don't Forget the Cheesecake and the Strudel)

Arthur Marshall Fell, BookBaby, 2014, \$5.18, ebook, 84 pages.

Tzimmes is a humorous story about Dr. Sam Landover, an unpretentious high school mathematics teacher. Grounded in Jewish tradition, Sam gets tangled up in choosing a rabbi for the Shalom Center. As he improvises his way through the confusing jumble, the story becomes a mixed-up stew—like the tasty dessert called tzimmes.

FSO Arthur Marshall Fell retired as a minister counselor from the U.S. Agency for International Development in 1990. During a 21-year diplomatic career, he served as an adviser at the African Development Bank in Abidjan, deputy director of USAID in Yaounde and Dakar, and mission director at USAID's Regional Economic Development Support Office in Nairobi and in Abidjan. He is the co-author of *The Club du Sahel: An Experiment in International Co-operation* (OECD, 1984), and has written numerous articles about law, economic development and music. Fell lives with his wife, Teri, on the southern coast of France.



The Berlin-Breslau Affair

Dennis Ortblad, CreateSpace, 2014, \$12, paperback, 451 pages.

In *The Berlin-Breslau Affair*, an engaging political thriller, author Denis Ortblad has sought to depict what FSOs actually do and the pressures they face within an authentic embassy setting—instead of what he refers to as the “fanciful tales of overseas spying.”

Diplomat David Ames is posted to Berlin. When a Fulbright scholar is murdered in Dresden, Ames is assigned to expedite the arrest of the killers, preferably with a roundup of neo-Nazi gang leaders. But in pursuing the murderer, he, instead, becomes the prey as he works his way through a tangle of competing intelligence services scrambling for smuggled Nazi art and gold. The action moves swiftly from Dresden's Elbe River promenade to Berlin's Unter den Linden, and ends in a forgotten Hitler bunker

beneath a castle in Poland's Sudety Mountains. Ames' career is at stake as he struggles to escape a web of blackmail and political payoffs.

Retired FSO Dennis Ortblad served in Krakow, Hamburg, Osaka, Sapporo, Manila, Bern and Berlin, in addition to assignments in Washington, D.C. He has taught English in German universities and in North Africa. He lives in Seattle, Wash., with his wife and children.

PHOTOGRAPHY



M's Adventures in Bangladesh

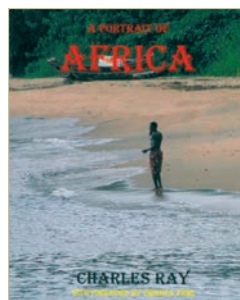
Mikkela Thompson, Lulu Publishing, 2014, \$35, hardcover, 25 pages.

Vibrant with color and humming with activity, Bangladesh is a photographer's dream. On *M's Adventures*, her blog about food and travel, Mikkela Thompson has photographed and written extensively about her experiences as an expatriate in Dhaka, among many other topics.

A friend asked her to create a “coffee table book” of photos from the blog, and this short but sumptuous volume is the result. Thompson's vivid color photos and insightful captions combine to draw a fond portrait of Bangladesh.

Mikkela Thompson is a former business manager for *The Foreign Service Journal* who has contributed articles and art to its pages, and also worked for other sections of AFSA. After joining the Foreign Service as an Office Management Specialist in 2012, she was posted to Dhaka, and has just begun an assignment in Bogotá.

To follow Mikkela's adventures, and learn more about this fascinating country and the realities of expatriate life, visit <http://madventures.me>.



A Portrait of Africa

Charles Ray, Uhuru Press, 2014, \$17.96/paperback, \$6.99/Kindle, 82 pages.

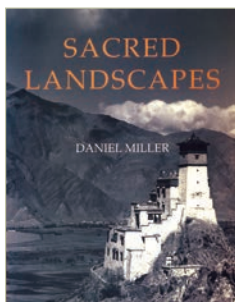
The typical Westerner thinks of Africa as a strange place full of wild animals, wars, poverty and disease. But in living on the continent for more than six years, and traveling to 10 different

countries up and down its expanse, author and photographer Charles Ray discovered that Africa is much more than the dis-

torted images that have been conveyed by popular media.

In this coffee-table book, the author, a former ambassador to Zimbabwe, offers his own take on what Africa is all about. From the Gulf of Guinea to the Indian Ocean, from Mount Kilimanjaro to the Kalahari Desert, he takes you up close and personal to see the diversity of landscapes, wildlife and people that make up this huge and fascinating continent—the birthplace of humanity.

Charles Ray is also the author of two novels and a work of historical fiction (see p. 50).



Sacred Landscapes

Daniel Miller, Vajra Publications, 2014, \$51.95, paperback, 241 pages.

Daniel Miller first visited Nepal and began trekking in the Himalayan region in 1974. Trained as a rangeland ecologist, he has used photography to document his work and journeys since then—in Afghanistan, Bhutan, China,

India, Nepal and Mongolia—and over the years has published many of the photos in books and displayed them in exhibitions.

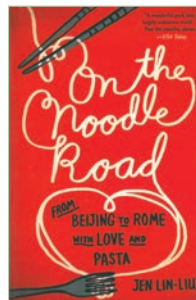
In this collection of 172 black-and-white images spanning 35 years, Miller presents his vision of the “sacred landscape” of this region. Mountains, of course, dominate the landscape and, as Miller writes in his introduction to the book, “It doesn’t take long among these mountains to acquire a sense of the frailty and insignificance of human life.”

But it is the people who often generate the most lasting memories. In these photos Miller captures the poise, friendliness and generosity with which they pursue their lives in what most Westerners would consider very difficult conditions.

As an ecologist, Miller also focuses on the interactions among vegetation, animals and people on the landscape. Here, the yak is a central feature. And, as Miller says, one cannot travel in the Himalaya and Tibet without also encountering features of Buddhism, from monasteries and their monks to rituals and festivities. All this, too, he captures with his lens.

Daniel Miller is director of the Office of Economic Development and Government for USAID Mission Philippines. He is the author of several previous books about the region, including *Drokpa: Nomads of the Tibetan Plateau and Himalaya*, (2008). Several of them are available online in ebook format (<http://www.blurb.com/b/583011-a-sublime-realm-buddhist-landscapes>), and his photographic work can be viewed at <http://socialdocumentary.net/photographer/danielmiller>.

POTPOURRI



On the Noodle Road: From Beijing to Rome with Love and Pasta

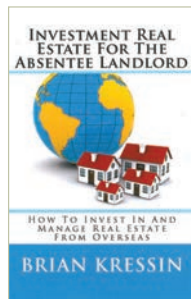
Jen Lin-Liu, Riverhead Books, 2014, \$16/paperback, \$7.99/Kindle, 400 pages.

As a newlywed traveling in Italy, food writer Jen Lin-Liu was struck by culinary echoes of the delicacies she ate and cooked back in China, where she’d lived for more than a decade. “Who really invented the noodle?” she wondered, like many before her. How had food and culture moved along the Silk Road, the ancient trade route linking Asia to Europe? And what could still be felt of those long-ago migrations?

Lin-Liu set out to discover those connections, both historical and personal, for herself by eating a path through western China and on into Central Asia, Iran, Turkey and across the Mediterranean.

The journey took her into the private kitchens where the headscarves come off, and women not only knead and simmer, but confess and confide. As she stirs and samples, listening to the women talk about their lives and longings, Lin-Liu gains a new appreciation of her own marriage, and learns to savor the sweetness of love freely chosen.

Jen Lin-Liu is the founder of Black Sesame Kitchen, a Beijing cooking school, and the author of *Serve the People: A Stir-Fried Journey Through China* (Mariner Books, 2008). She is married to FSO Craig Simons, who has been serving in Chengdu for the past two years and is preparing for a Havana assignment next year. (See p. 37 for Simons’ book, *The Devouring Dragon*.)



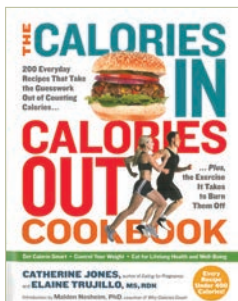
Investment Real Estate for the Absentee Landlord: How to Invest in and Manage Real Estate from Overseas

Brian Kressin, CreateSpace, 2014, \$11.99/paperback, \$7.99/Kindle, 116 pages.

When Brian Kressin joined the Foreign Service, he recognized that the reality of spending most of his career overseas would conflict with his desire to invest in real estate. And that reality presented him and his wife, Wenli, with a dilemma. They could either forgo the opportunity to purchase properties, or take the leap and operate as absentee landlords.

As its title indicates, this book is geared to the unique challenges faced by Foreign Service personnel and other non-traditional property owners. But it will also be useful to anyone who is considering the real estate market. By sharing a host of lessons learned (sometimes the hard way), and practical tips to avoid or manage those challenges, Kressin gives readers the tools to be successful in real estate while working full time and engaged in other pursuits.

Brian Kressin, a management-coned FSO since 1999, has served in Taipei, Moscow, Kabul and Baghdad. He and his wife have just begun a new assignment in Brussels.



The Calories In, Calories Out Cookbook

Catherine Jones and Elaine Trujillo, Workman Publishing Company, 2014, \$24.95/paperback, \$13.95/Kindle, 432 pages.

The subtitle of this comprehensive resource says it all: “200 Everyday Recipes That Take the Guesswork Out of

Counting Calories—Plus the Exercise It Takes to Burn Them Off.” Award-winning cookbook author Catherine Jones and leading dietician/nutritionist Elaine Trujillo have put together an essential repertoire of nutrient-rich, foolproof recipes tailored for busy families and individuals. Each comes in below 400 calories per serving, and most have fewer than 200 calories. And as a bonus, each recipe tells you how many minutes of walking or jogging will burn off its caloric content.

Catherine Jones, a graduate of La Varenne Culinary School in Paris, is the wife of FSO Paul Jones, who served as U.S. ambassador to Malaysia from 2010 to 2013 and is currently principal deputy secretary in the Bureau of European and Eurasian Affairs. Her previous books include *Eating for Pregnancy: The Essential Nutrition Guide and Cookbook for Today's Mothers-to-Be*, *Eating for Lower Cholesterol: A Balanced Approach to Heart Health with Recipes Everyone Will Love*, and *A Year of Russian Feasts*.

She and her co-author, Elaine Trujillo, MS, RDN—a leader in nutrition at the National Cancer Institute, part of the National Institutes of Health—have also founded Share Your Calories, a nonprofit organization, and are in the process of creating an app of the same name for use in tracking calories and donating the extras through social giving. (Please visit www.shareyourcalories.com for more details.)



The Expat Activity Book: 20 Personal Development Exercises for Gaining Insight and Maximizing Your Potential Wherever You Are

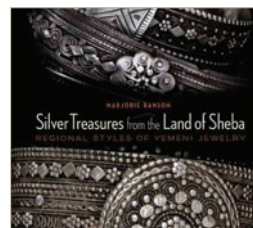
Jodi Harris, CreateSpace, 2014, \$24.99, paperback, 66 pages.

Living in a new place can be a challenging transition, but it doesn't have to be. Jodi Harris has created a personal development

workbook designed to equip those living or moving abroad with tools and insight for personal growth. The book includes self-paced activities which draw on experiences commonly faced by people who move from one country to another, including: understanding how to better live outside your comfort zone, cultivating awareness in the face of culture shock, developing community and preparing for transition.

A long-time expatriate herself, Harris has lived or traveled abroad for more than 15 years. *The Expat Activity Book* is a culmination of lessons she has learned and techniques she has developed to help others more effectively deal with assimilating abroad. And its lessons don't just apply to moving situations; since the book's 20 exercises focus heavily on paying attention to one's experiences, thoughts and feelings, Harris's coaching could also be useful for those facing any major life change.

Jodi Harris is a Foreign Service spouse who runs her own life-coaching business, World Tree Coaching. She has three children and has lived in Japan, Northern Ireland, Spain, the Dominican Republic and Madagascar.



Silver Treasures from the Land of Sheba: Regional Styles of Yemeni Jewelry

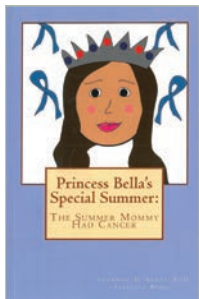
Marjorie Ransom, The American University in Cairo Press, 2014, \$49.50, hardcover, 246 pages.

In the first book ever written about the silver jewelry of Yemen, Marjorie Ransom masterfully documents a disappearing art and cultural tradition. According to Shelagh Weir, former curator for the Middle East at the British Museum, *Silver Treasures from the Land of Sheba* is “an indispensable reference work for specialists, and an enjoyable feast for all who love the region and its culture.”

Ransom includes an in-depth analysis and history of the subject, in addition to telling the compelling stories of the Yemeni silversmiths and how they pursue their craft. As Andrea Rugh notes in her *Journal* review (September), “Without exaggera-

tion, this book is the culmination of about as perfect a match of author and content as comes along in the publishing world.”

Marjorie Ransom joined the Foreign Service in 1962 and resigned in 1965, according to regulations of the day, to marry FSO David Ransom. The couple’s first post was Yemen. She rejoined the Foreign Service in 1974, when the rules about marriage changed, and the couple was posted to Yemen from 1975 to 1978, the first State Department tandem in the Arab world. Mrs. Ransom was nominated as ambassador to Yemen in 1999, but was one of 26 FSOs denied a confirmation hearing by Jesse Helms, then chairman of the Senate Foreign Relations Committee. She retired from the Foreign Service in 2000.



Princess Bella’s Special Summer: The Summer Mommy Had Cancer
Shannon D. Behaj and Isabella Behaj,
CreateSpace, 2013, \$14.99, paperback,
29 pages.

“Princess Bella is a sweet little girl. She likes to play, sing, dance and whirl.” But one summer, she is confronted with an extraordinary challenge: her mother is

diagnosed with cancer. This book does not explain the disease or its treatment. Instead, it traces Bella’s experience with vivid illustrations, capturing the memorable moments shared among a family struggling through a serious illness in a simple, straightforward way that is readily accessible to young children.

“Sometimes it is helpful to see ourselves and our loved ones reflected in the stories we read,” notes author Shannon Behaj, who wrote and illustrated the book with her 6-year-old daughter. “No jargon, no explanations, no reasons, and no deeper meaning... simply an awareness that we are not alone on these difficult paths.”

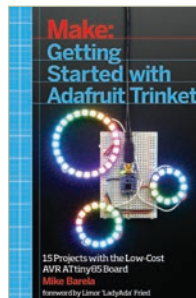
Because they found so few inspiring, nonclinical books to help their own daughter in such obviously difficult circumstances, Shannon and Isabella have written the story for others: “We hope this book brings you the rare smiles it brought to us during those emotional times, when we needed it most and found it was waiting to be written.”

Shannon D. Behaj is a member of the U.S. Foreign Service.

Getting Started with Adafruit Trinket: 15 Projects with the Low-Cost AVR ATtiny85 Board

Michael J. Barela, Maker Media, Inc., 2014,
\$26.99/paperback, \$9.99/Kindle, 273 pages.

The Trinket microcontroller offers designers custom programmability in a size and price range suited to modern projects. The



number of projects using Trinket continues to grow, and this book is an introduction to some of the possibilities.

The book steps through basic projects, working up to more challenging circuits and code. All of the code for the examples is supplied in the book and online. Familiarity with electronics and project assembly is helpful but not required for later projects.

Diagrams illustrate point-to-point wiring of electrical circuits and use of a solderless breadboard makes the project easy to complete.

An engineer, maker and innovator, Mike Barela is a member of the Senior Foreign Service with the Department of State. A graduate of both Whitman College and the California Institute of Technology in electrical engineering, he worked at Hewlett-Packard, NASA’s Jet Propulsion Laboratory and Boeing before joining the Foreign Service. Barela has traveled the world providing security to American embassies, and is currently division director of the Bureau of Diplomatic Security’s Countermeasures Program.





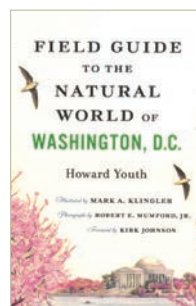
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Field Guide to the Natural World of Washington, D.C.

Howard Youth, Johns Hopkins University Press, 2014, \$24.95/paperback, \$13.99/Kindle, 400 pages.

Reviewing this book for *American Reference Books Annual*, Scott R. DiMarco notes: "To most people, the only animals in Washington, D.C., are political animals.

But how wrong they are!" Nature awaits discovery at almost every turn in the complex ecosystem of Washington, D.C. And in *Field Guide to the Natural World of Washington, D.C.*, naturalist Howard Youth takes us on an urban safari, describing the wild side of the nation's capital.

Detailed drawings by Carnegie artist Mark A. Klingler and photography by Robert E. Mumford Jr., enhance Youth's text, revealing the rich color and stunning beauty of the flora and fauna surrounding Washingtonians. Whether seeking a secluded jog or an adventurous outing, residents and tourists alike will find this handsome guide indispensable for finding oases away from the noise of the city.

Howard Youth is a freelance natural history writer and editor. He previously worked at Friends of the National Zoo, the Worldwatch Institute and the American Automobile Association, where he edited tour books. While overseas, he has written articles for a variety of publications, including *Audubon* magazine, *National Wildlife* and the *Washington Post*. He is the husband of Foreign Service officer Marta Costanzo Youth and has been posted in Chennai, Madrid, Quito, Ottawa and Managua. ■

Remembering a Born Diplomat and Consummate Professional

BY JAMES T.L. DANDRIDGE II

Career Ambassador Terence Alphonso Todman died on Aug. 13, and his life was celebrated in a memorial service on Aug. 28 in the George C. Marshall Center at the United States Department of State. Ambassador Todman's service to his country spanned almost 50 years, and he continued to support the execution of U.S. foreign policy after his retirement. He was the 1997 recipient of the Director General's Cup for the Foreign Service in recognition of his unceasing promotion of the U.S. Foreign Service as a diplomat in retirement.

Many knew Amb. Todman, but even more had heard of him

as a result of his diplomatic excellence. He was a born diplomat, a consummate professional who was dedicated to supporting the execution of American foreign policy. Unarguably one of America's most effective Foreign Service officers, he was chief of mission at six embassies on three continents, and earned the highest rank in the Foreign Service, career ambassador.

The *American Heritage Dictionary* characterizes diplomacy as tact and sensitivity in dealing with people. A major element in Amb. Todman's success was his respect for individuals and cultures; he could deal with anyone, keeping his mind open and his judgments to himself. Also, he understood that governments were made up of people—individuals, with all their prejudices,



Assistant Secretary of State for Inter-American Affairs Terence Todman, far right, at a Cabinet meeting with President Jimmy Carter, third from right, and Secretary of State Cyrus Vance, sixth from right, at the White House during the Panama Canal negotiations in 1977.

preconceptions and ambitions. He always worked the person, not the agency, office or organization. And, above all, it was never “about me.”

A Born Diplomat

Born in St. Thomas, U.S. Virgin Islands, on March 13, 1926, Terence Todman exhibited early signs of concern for others, especially for the plight of his Caribbean neighbors in Haiti. This was the beginning of the development of a desire to prepare himself to do something for the region. He undertook to learn to speak Spanish and commenced his university studies in Puerto Rico. Recognizing this budding interest in reaching out to help his fellow man, his mother gave him one indelible piece of counsel: “Don’t get involved in Virgin Islands politics.” And by extension, he carried that advice through life, recognizing the need to be politically aware while not becoming politically involved.

Amb. Todman was drafted into the U.S. Army in 1945 and was commissioned into the officer corps and assigned to General Douglas MacArthur’s U.S. military government staff in Tokyo. He plunged into exercising his diplomatic skills in dealing with the Japanese populace, teaching himself enough of the language to be professionally conversant in his areas of responsibility. He was already developing skills that would later serve him so well.

Amb. Todman quickly discovered that there was a gulf of misunderstanding between Japanese and American citizens and, as a result of acquiring proficiency in Japanese, his third language, he was able to serve as a cultural bridge to help neutralize the misconceptions and misinformation each society held about the other.

Many are aware of the role that Amb. Todman played in desegregating the State Department’s Foreign Service Institute in 1952 when he entered the Service. But few know that his Army assignment to Tokyo had come as a result of his having “stirred up problems” over the lack of access for minority officers to the



Ambassador Todman with President George H.W. Bush at a White House reception.

Courtesy of James Dandridge II

officers club and swimming pools at the U.S. Army Aberdeen Proving Grounds in Maryland, where he was trained as an ordnance officer.

An Unequaled Career

In 1952 Amb. Todman embarked on a Foreign Service career that is unequaled by most. His postings included India, Lebanon (for Arabic language training), Tunisia and Togo (as deputy chief of mission). Then he took up three consecutive ambassadorships, in Chad, Guinea and Costa Rica. After serving as assistant secretary of Western Hemisphere affairs, he held three more ambassadorships, to Spain, Denmark and Argentina. In addition to Spanish and Japanese, Amb. Todman showed a proficiency for difficult languages by learning Arabic and Hindustani.

If there were to be a Todman-100 course on how to excel in diplomacy, one of the things it would highlight is his demonstration early on that there is no such thing as a “small post.” After a stint as DCM, with extended time as chargé at an African post, he was selected as chief of mission to what were perceived as obscure posts in Africa. In each, he displayed outstanding skills in focusing U.S. foreign policy on issues that had continental reverberations.

A retired career Senior Foreign Service officer and retired U.S. Army pioneer Special Operations officer, James T.L. Dandridge II is chairman of the board of directors of the Association for Diplomatic Studies and Training.

Based on insights honed during earlier assignments with various United Nations Trustees Committees, he was able to steer the formulation of U.S. foreign policy toward actively promoting the democratization of newly independent countries, rather than simply following the Western colonial powers or acceding to the influences of Cold War antagonists on the continent. He proved that size does not matter in diplomacy; proactive leadership in policy articulation is what counts.

Amb. Todman considered himself a professional who served at the will of the president, regardless of political party affiliation. He developed strong professional and personal relations with both Republican and Democratic administrations and faithfully supported the policy objectives of each. In this regard, he took his mother's counsel beyond the confines of the U.S. Virgin Islands. In fact, he never short-circuited the system by claiming residence in a mainland state for federal voting privileges.

The Duty to Give Counsel

On more than one occasion, Amb. Todman strongly presented advice to the department, even when it ran counter to Washington thinking. He took the position that as a career diplomat, he had the duty to offer the best counsel in the furtherance of the execution of U.S. foreign policy.

On one occasion, while working on certain issues as COM in Madrid, Amb. Todman encouraged Secretary of State George Shultz to visit Spain. Todman flew to Paris to meet the Secretary prior to the visit and, on reading the Secretary's briefing book, was astonished to find that Washington had turned his recommendations on their head.

As Amb. Todman tells the story in his oral history: "So when he got on the plane the next day, I said, 'Mr. Secretary, they have set you up for disaster. If you follow what this book says, things will go very bad for your visit and for our relations.'



Ambassador and Mrs. Todman arriving for the ambassador's 85th birthday gala on March 11, 2011, at the Frenchmen Reef Marriott Resort Hotel in St. Thomas, U.S. Virgin Islands.



Terence Todman and Henry Kissinger in conversation.

"Then what should I say?' Shultz asked.

"Go back to what I wrote,' I said. And we went over again what I had said.

"Well, okay, [if] you insist on this, I will do it,' Shultz replied. 'But, if it doesn't work, it is your neck.'

"Of course,' I said. 'If I give you bad advice then I shouldn't be here.'

"The people back in Washington who felt they knew all about it had just turned things around. Fortunately, Shultz followed [my] advice, and things went very well. At the end of it, Secretary Shultz said it was one of the best trips he'd taken."

Amb. Todman also recognized the essential role of the Foreign Service family. On one occasion, he took his younger son with him to a civic organization where he was scheduled to speak. Explaining all of the parameters of the event on the way to the program, he sought his son's advice and feedback on the planned presentation. When introduced to speak, Amb. Todman announced that his son had contributed to the preparation of his presentation; and, to his son's utter surprise, he introduced the young man to make the presentation in his stead.

As his sons eulogized Amb. Todman at his funeral in St. Thomas on Aug. 23, they eloquently summed up their

father's life mission by reading lyrics from the last verse of "The Unreachable Star" in Joe Darion's musical, *Man of la Mancha*. In this song, Don Quixote explains his quest and the reason behind it:

*And I know if I'll only be true, to this glorious quest,
That my heart will lie peaceful and calm,
When I'm laid to my rest ...
And the world will be better for this:
That one man, scorned and covered with scars,
Still strove, with his last ounce of courage,
To reach the unreachable star.* ■

ROBERT C. SCHENCK: POLITICAL AMBASSADOR AND SCOUNDREL



When non-career ambassadors are bad, they are sometimes very bad.

BY STEPHEN H. MULLER

Most Foreign Service officers serve under a political ambassador at least once during their careers; I served under five of them at three embassies. While some non-career appointees are unprofessional and poor managers, few are as deplorable as Robert C. Schenck, an Ohio lawyer, politician and Civil War general who was the U.S. minister (ambassador) to the Court of St. James's from 1871 to 1876.

Appointed by President Ulysses S. Grant, Schenk used his position for personal gain, becoming entangled in promoting the fraudulent Emma Silver Mine to British investors. His conduct was investigated by the House of Representatives Committee on Foreign Affairs. But though the committee issued a scathing report, the minister was merely reprimanded, and by that time had finally resigned as minister.

Stephen H. Muller spent 26 years as a Foreign Service economic-cone officer, serving in Quito, Brasilia, Mexico City, Ottawa, London and Washington, D.C. After retiring from the Service in 2000, he worked for 12 years as a writer and editor for a group of newsletters serving the electric utility industry. He currently lives in Troy, New York, where he does freelance writing and serves on the boards of several nonprofits.

Robert C. Schenck

President Ulysses S. Grant, known to have a soft spot for former Civil War officers, especially wounded ones, appointed Schenck minister to the Court of St. James's.

Today, if Robert C. Schenck is remembered at all, it is less for his part in the Emma Mine scandal than for his role in popularizing the game of draw poker and compiling the first definitive set of rules for this game. Yet his tale reminds us that when non-career ambassadors are bad, they are sometimes *very* bad.

Our Man in Latin America

Schenck's early life was promising enough. Born in 1809 in Franklin, Ohio, he graduated from Miami University in 1827 and became a lawyer in 1833, working in Dayton. Active in Whig politics, he was elected to the Ohio legislature in 1840 and then to the U.S. House of Representatives in 1842, where he served four terms.

In 1851 President Millard Fillmore's Secretary of State, Daniel Webster, persuaded Schenck to accept an appointment as minister to Brazil, with accreditation to Uruguay, the Argentine Confederation and Paraguay. Over the next two years, he successfully concluded trade agreements with all four countries, by which the United States gained advantages never accorded to any European. He then returned to Ohio to resume his legal and political activities.

A few years later, Schenck switched his party affiliation from Whig to Republican, and was a strong supporter of Abraham Lincoln's 1860 presidential campaign. When the Civil War broke out, he offered his services to the Union, and Lincoln named him a brigadier general in June 1861.

As Schenck later recounted, "Lincoln sent for me and asked, 'What can you do to help me?' I said, 'Anything you want me to do. I am anxious to help you.' He asked, 'Can you fight?' I answered, 'I would try.' Lincoln said, 'Well, I want to make a general out of you.' I replied, 'I don't know about that, Mr. President, you could appoint me as general, but I might not prove to be one.' Then he did so, and I went to war."

Schenck proved to be a brave if not particularly talented military leader. He commanded brigades in the First Battle of Bull Run in July 1861, the spring 1862 Shenandoah Valley campaign against "Stonewall" Jackson, and the Second Battle

of Bull Run in August 1862. At the Second Battle of Bull Run he suffered such severe wounds to his right arm that it became virtually useless. He was promoted to major general for his bravery, but was removed from field command.

He returned to the U.S. House of Representatives in March 1863, serving three more terms before losing his 1870 re-election bid by just 53 votes. President Ulysses S. Grant, who was known to have a soft spot for former Civil War officers, especially wounded ones, appointed Schenck minister to the Court of St. James's after his electoral defeat.

Not long after sailing for England in the summer of 1871, Schenck's troubles began.

Caveat Emptor

Located near the town of Alta, in the Utah Territory, the Emma Silver Mine was owned by James E. Lyon. In April 1871, Trenor W. Park and Henry H. Baxter bought interests in the mine from Lyon. Park had previously been involved in a mining scandal. One of Lyon's advisers for the sale was William M. Stewart, a senator from Nevada and a lawyer with a shady background.

Based on the purchase agreements, the new owners and Stewart valued the mine at \$1.5 million, but they believed they could sell it to investors in England for £1 million, or about \$5 million. (Currency exchange rates at this time were fixed under the gold standard; £1 = \$4.85.) To advance this scheme, from May through September 1871 they ran the mine full-out. The silver was sold on the London market and excited the appetite of British investors for shares in the mine—but its ore reserves were being significantly drained.

Soon after Schenck arrived in London, Park and Stewart traveled there to lay the groundwork for selling the shares. As they formed a board of directors for the British entity that would control the mine, Emma Silver Mining Company Ltd., they approached Schenck to join. They knew that having the U.S. minister on the board would demonstrate the "extraordinary character" of the investment.

The two men offered Schenck a directorship with an annual

To his further discredit, Schenck successfully invoked the cloak of diplomatic immunity to escape British lawsuits over the scandal.

stipend of \$2,500, along with a sweetheart deal: a no-interest loan to purchase £10,000 of Emma Mine stock, which would not need to be repaid until he sold the shares. In this way Schenck not only lent the prestige of his diplomatic position to the enterprise, but made it appear that he was making a substantial personal investment in it.

To his credit, it seems that Schenck had some reservations about accepting the proposed arrangement. Rather than consulting the State Department, however, he informally queried two colleagues at the embassy (both also former Civil War officers). Neither raised any objections, so Schenck took the deal.

The prospectus was issued on Nov. 9, 1871, and proved very popular, especially among “widows, clergymen, half-pay military officers and others dependent on annuities.” (Three members of parliament also accepted seats on the Emma Silver Mine’s board.)

Shortly thereafter, Schenck again began to have qualms about his relationship with Emma Mine, and finally sent the following telegram to Secretary of State Hamilton Fish asking for guidance: “Am surprised and pained by telegrams from United States, published here, regarding my connection with Emma Mine. Have no pecuniary interest except some shares, for which, after investigating fully, I paid dollar for dollar. Having thus decided and raised means to invest, was solicited by respectable Americans to act with gentlemen of known high character as director, to protect their interests and my own in what I believe very valuable property. Perhaps made mistake. Want only honorably and usefully to serve my government and countrymen, but have not deemed it wrong to try to make something honestly for myself and family. Will withdraw from board or do whatever you advise. Will not embarrass administration.”

Fish quickly cabled back: “The advertisement of the name of a diplomatic representative of the government, as director of a company seeking to dispose of its shares in the country to which he is accredited, is ill-advised and unfortunate, and is calculated to subject him to criticism. ... You are earnestly advised to withdraw your name from the management of the company.”

Schenck duly submitted his resignation from the Emma Mine board on Dec. 6, 1871—but did not sever his ties with the firm until Jan. 12, 1872. The delay afforded him additional time to unload his shares.

In the end, though, he proved better at playing draw poker than playing the market, losing, he said, about \$40,000 on the deal. Ironically, one of the reasons Schenck cited for participating in the venture was that he had “found it impossible to maintain suitable living standards for himself and his family on his meager salary.” (This is a sentiment expressed by countless Foreign Service officers serving in London since then.)

Many other investors lost money, as well. By the end of 1872, shares in the mine fell from a high of £32 to just a little over £1. Investors naturally became irate over what was increasingly seen as a fraud. To his further discredit, Schenck successfully invoked the cloak of diplomatic immunity to escape British lawsuits over the scandal and his role in it as a director of the Emma Mine.

Yet despite his loss of credibility, Schenck chose to stay on in London as minister for another four years, finally returning to the United States in early March 1876. Though animosity was directed at Schenck personally, the episode does not appear to have affected bilateral relations in any significant way.

Congress Investigates

Schenck’s belated resignation may well have been driven by the worsening political climate in Washington, where Democrats began to push investigations into various scandals implicating the Grant administration with an eye toward the 1876 elections. In February 1876, the House of Representatives passed a resolution directing the Committee on Foreign Affairs to investigate the Emma Silver Mine affair and Schenck’s role in it.

Representative Abram S. Hewitt (D-N.Y.), a member of the committee, presented its 876-page report to the full House on May 25, 1876. After summarizing the facts, he commented:

“Of all the positions in public life, the ambassador occupies the most delicate, the most responsible, the most honorable.

... But while no harm can come to him personally by any act of his, he can commit no act, whether noble or infamous, which does not directly affect the honor of the nation which he represents. Hence his guiding rule of action must necessarily be to subordinate all personal and private interest to the national honor; and his immunity from prosecution is the very reason why he should refrain from engaging in any operations by which others may sustain loss while he is protected from personal responsibility."

Hewitt was also critical of Secretary of State Fish. He was particularly concerned about "the injurious consequences to the fair name of the United States arising out of the failure of the government to deal promptly and firmly with its minister, when, by becoming a director and by his letter of resignation, he made the grave and irreparable mistake of endorsing and re-endorsing the enterprise and the men who have caused this great disaster and this greater reproach."

Although the evidence against Schenck was damning, in an attempt to secure bipartisan support, Democrats on the com-

mittee did not press Republicans to support any specific punishment for Schenck for his actions, or for Fish for his inaction. The committee instead unanimously approved a resolution condemning Schenck for taking actions that were "ill-advised, unfortunate and incompatible with the duties of his official position."

Hewitt added: "There are ... circumstances in which ignorance is as mischievous as crime; and I feel constrained and grieved to say that the connection of the American minister at the Court of St. James's with the Emma Mine belongs to that category. We may pity, we may sympathize, but we must condemn."

Schenck returned to Washington to practice law. Thoroughly discredited, he never again held public office, and died in 1890.

Today, few people remember Robert Schenck or the Emma Mine affair. But, after 150 years, we still struggle as a nation to make sure that only the most capable and upright individuals represent the United States as ambassadors. ■

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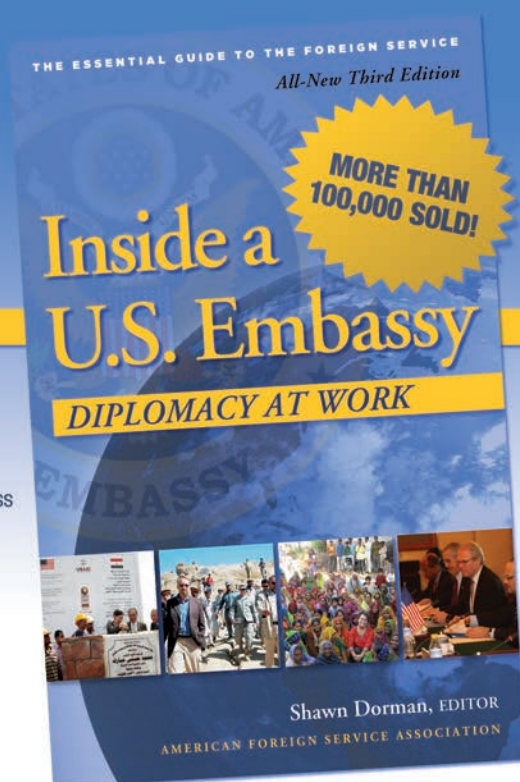
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SAVE THE FOREIGN SERVICE

Open letter to members of the Foreign Service of the United States

America's professional diplomatic service is being weakened by its own leadership in the Department of State and the White House— at considerable harm to the nation.

The Founding Fathers provided (Article II, Section 2) that U.S. diplomats—ambassadors, ministers and consuls—be appointed by the President and confirmed by the Senate as commissioned officers of the United States. Congress established (Rogers Act of 1924, Foreign Service Acts of 1946 and 1980) that a diplomatic service be appointed through exacting examination, be worldwide available, with rank in person, promotion by competitive merit, subject to up-or-out provisions.

But the State Department is consciously blurring the special character and role of the Foreign Service, undermining its esprit, equating it with domestic personnel and transitory political appointees who are subject to none of these statutory disciplines. The Administration in office appoints increasing numbers of non-career individuals to work at all levels. They and Civil Service personnel increasingly occupy positions traditionally held by the Foreign Service, and are assigned to diplomatic posts abroad, distorting the career development of the professional service. The leadership echelons at State are predominantly non-career.

Too little attention is paid to the training of Foreign Service Officers and Specialists, and appropriations are inadequate to staff the global diplomatic presence of a world power. And, peculiar to the United States among industrialized nations, ambassadorships are regarded as patronage opportunities. Now, when diplomacy is of acute importance to the nation, a third of our embassies, most in major capitols, are headed by appointees without diplomatic training or experience.

It is time to recognize that the United States must maintain and nourish a professional diplomatic service to conduct our relations with other nations, to promote and defend our complex international interests. More attention must be paid to the professional education and formation of Foreign Service Officers and Specialists.

We must contain the Department's efforts to break down the Foreign Service Act by converting Foreign Service positions to Civil Service, by converting Civil Service and politically appointed personnel to FSO and FSS status. The Civil Service also needs improved training and career development, but not through disruptive lateral entry into the professional diplomatic service.

AFSA and its members must be at the forefront of this campaign. If you agree with and support such an agenda, please let us know your thoughts at: SaveTheForeignService2014@gmail.com.

From: Former presidents of the American Foreign Service Association

Marshall P. Adair, Ken Bleakley, Ambassador Thomas D. Boyatt, Dan Geisler, F.A. "Tex" Harris
Ambassador William C. Harrop, Ambassador Dennis K. Hays, Ambassador J. Anthony Holmes
Lars H. Hyde, Susan R. Johnson, William A. Kirby, Jr., Ambassador Alphonse La Porta
Ambassador John W. Limbert, John K. Naland, Ambassador Lannon Walker
Theodore S. Wilkinson

AFSA High School Essay Contest Winner Meets Secretary Kerry

On Sept. 29, Nitisha Baronia, this year's winner of AFSA's High School Essay Contest, and her parents, Vivek Baronia and Kavita Gupta, and brother, Ruchir Baronia, spent a day in Washington, D.C., with AFSA.

The day started with a morning meeting with Secretary of State John Kerry, where he presented Nitisha with the essay contest's first-place certificate.

Nitisha, a 2014 graduate of Dougherty Valley High School, in San Ramon, Calif., is currently a freshman at the University of California, Berkeley. Nitisha wrote her winning essay on the Marshall Plan and its ramifications for both the Foreign Service and U.S. diplomacy as a whole.

Secretary Kerry stepped out of his office to chat with Nitisha and her family before the official presentation.

"Meeting Secretary Kerry was something I had been preparing for," Nitisha says. "However, when he walked into the room, all of my expectations were blown away."

She adds: "He burst into the room with a presence that was larger than life, and I was left speechless when I heard that he had taken the time to read my essay. And he discussed his love for guitar playing with my little brother as if they were old friends."

After meeting the Secretary, Nitisha and her family



Above, from left: AFSA FSJ intern Trevor Smith, Vivek Baronia, Ruchir Baronia, Secretary of State John Kerry, Nitisha Baronia, Kavita Gupta and Semester at Sea representative Luke Jones.

Right: Secretary Kerry greets AFSA's High School Essay Contest winner and her family.



crossed the street to AFSA headquarters, where they were treated to a breakfast and where Nitisha received the remaining prizes.

President Robert J. Silverman presented Nitisha with a check for \$2,500. Luke Jones, the chief of staff at the Institute for Shipboard Education, awarded her a full-tuition scholarship for a Semester at Sea voyage.

Nitisha and her family then headed out to see the city. "Touring Washington, D.C., was a really great experience,"

Nitisha says. "I was surprised to find that the quotation I had begun my essay with was engraved on a wall at the [Franklin Delano] Roosevelt Monument, which really struck a chord with me."

Nitisha also visited Capitol Hill, where she met with staff of her hometown congressman, Eric Swalwell (D-Calif.) Nitisha had worked in Rep. Swalwell's California office while she was in high school.

AFSA established the High School Essay Contest in 1999

Continued on page 72

CALENDAR

November 5
12-2 p.m.

AFSA Governing Board Meeting

November 6
AFSA Merit Award and Financial Aid Applications Available

November 11
Veterans Day
AFSA Offices Closed

November 13
1-4 p.m.
AFSA Book Market

November 15
17th Annual AFSA National High School Essay Contest Begins

November 27 and 28
Thanksgiving
AFSA Offices Closed

December 3
12-2 p.m.
AFSA Governing Board Meeting

Early December TBD
Holiday Happy Hour for AFSA Members

December 24
Christmas Day
AFSA Offices Closed



Continued from page 71

to encourage students to think critically about a topic of global significance and the role diplomacy plays in connecting people and ideas.

To commemorate the 90th anniversary of the Foreign Service, this year's contest asked students to select a foreign policy issue from the last 90 years where diplomacy played a significant role.

Nitisha's winning essay offered a thoughtful analysis of the Marshall Plan, including both its challenges and successes. It exhibited strong research and a clear understanding of the role of the Foreign Service in diplomacy. It was selected from more than 450 submissions from all 50 states.

AFSA partners with the Semester at Sea study abroad program and the National Student Leadership Conference to sponsor the contest. The high school student with the winning essay receives a remarkable assortment of prizes: a \$2,500 award, an all-expenses-paid trip to Washington, D.C., from anywhere in the United States for the winner and his or her parents, and an all-expenses-paid educational voyage courtesy of Semester at Sea.

The runner-up receives a full scholarship to attend the National Student Leadership Conference in Washington, D.C., and participate in their International Diplomacy program. This year's runner-up, Angelia Miranda, from Kent, Wash., is a homeschooled junior who wrote about the Camp David Accords and the

work of the Foreign Service in making them possible.

While acknowledging the difficulty of evaluating these accords as a model for future negotiations, Angelia clearly described the diplomatic processes used that are applicable to this day. She chose the topic to learn about a subject on which she had limited knowledge. Her goal is to join the Foreign Service.

This summer, Angelia visited AFSA for the day and received her certificate. AFSA also arranged for her to meet staff in the offices of her congressional representatives and had a photo taken with Senator Patty Murray (D-Wash.) and Representative Adam Smith (D-Wash.). Following her tour of the Hill, she visited the first floor of the State Department.

The AFSA National High School Essay Contest is governed by an advisory committee chaired by retired FSO Eugene Schmiel. Essay judges include teachers, AFSA staff and active-duty and retired Foreign Service members. The contest is open

to high school students whose parents are *not* in the Foreign Service.

Winning essays and the list of 2014's 25 finalists, along with contest information, may be found at www.afsa.org/essaycontest. If you are interested in serving as a judge for

next year's contest or have further questions, please contact Special Awards and Outreach Coordinator Perri Green at green@afsa.org. ■

—Trevor Smith, FSJ Intern,
and Debra Blome,
Associate Editor



AFSA/DEBRA BLOME



AFSA/DEBRA BLOME



AFSA/EVAN BULLMAN

Top, from left: AFSA Scholarship Committee Chair Ambassador Lange Schermenhorn, Awards and Outreach Coordinator Perri Green, Nitisha Baronia, AFSA President Robert Silverman, AFSA High School Essay Contest judge Janice Bay, Chief of Staff of the Institute for Shipboard Education and Semester at Sea Luke Jones. Bottom, left: Essay contest winner Nitisha Baronia receives her prizes from AFSA President Robert J. Silverman. Bottom, right: Essay contest runner-up Angelia Miranda visited Washington, D.C., this summer.



Attrition: A False Sense of Security

Statisticians worry about false positives and false negatives, i.e., those values that were reported in the solution set that should not have been and those that the equation failed to capture in the first place. While I am no statistician, I worry about the false positives and false negatives in the Foreign Service: those leaving the Foreign Service who should not, and those who fail to apply for entry to the Foreign Service in the first place!

Management often cites two numbers supporting its “all is well” claim at the State Department: overall low, flat attrition rates and a record number of applicants to the Foreign Service. This month I dig a little deeper to see what these numbers do, and do not, tell us about the health of the Foreign Service.

Workforce Planning. The best place to start is with the data. Each year the department updates its congressionally mandated Five Year Workforce and Leadership Succession Plan. This June, the Office of Resource Management and Organization Analysis (HR/RMA) published the report for Fiscal Years 2014 to 2018 (available on its intranet site). Last year the department transmitted a summary of its findings to Congress, and AFSA is currently working on its submission in accordance with 22 U.S. Code § 4173.

Attrition. Attrition is one way of analyzing the State Department’s success in retaining employees. In the report, the department describes Foreign Service attrition as either non-retirement or retirement and as voluntary or involuntary. Moreover, it analyzes officers and specialists separately, with distinct analysis for each specialty (see pages 37-38 of the Five Year Plan).

Beware of Aggregates. Overall attrition figures may mask significant differences within the Foreign Service and do not tell us who is leaving voluntarily without a pension. Increases or decreases within this group, after accounting for changes in economic conditions, may better correlate with the State Department’s overall desirability as an employer. While the department reported that the number of non-retirement officer separations increased from 66 in FY 2012 to 74 in FY 2013 and is projected to be 82 in FY 2014 it does not provide a breakdown of their voluntary or involuntary nature. For this reason, AFSA has zeroed in on non-retirement voluntary separations and recently wrote to the department requesting these figures for the past several years (see www.bit.ly/1naaDz2).

Danger of Specialist Aggregation. Given the number of specialties and their

AFSA believes that more rigorous data analysis of those leaving the Foreign Service, in addition to a new survey of all outgoing employees, will help inform our collective efforts to retain our best and brightest.

vast differences in size, aggregated specialist data is more prone to mask underlying trends within the population. For instance, I could tell you that non-retirement specialist separations are expected to decrease from 64 in FY 2013 to 52 in FY 2014. However, such an aggregated number would mask the fact that Diplomatic Security agent non-retirement separation is expected to **increase** in the same period from 25 to 33!

Similarly, one has to be wary of reporting aggregated specialist percentages—given the differences in the size of specialist populations—a decrease of two office management specialists is a much smaller percentage than a commensurate two-person decrease within the construction engineer cadre!

Who Is Leaving and Why? AFSA hopes that the requested data will provide a better picture of those who are voluntarily deciding to leave the Service. Are the individuals some of the organization’s star performers? Were they promoted or tenured on first review? Many of us know people who have left promis-

ing careers with the Foreign Service at the five- or 10-year mark. I can think of three exceptional officers who have left within the last six months.

AFSA believes that more rigorous data analysis of those leaving the Foreign Service, in addition to a new survey of all outgoing employees, will help inform our collective efforts to retain our best and brightest. Similarly, looking more closely at those individuals who are not applying for the Foreign Service, but should be—the false negatives—can improve our efforts to recruit the best and brightest.

While focusing on the false positives and false negatives may temporarily undermine our sense of security in the Foreign Service personnel system, it will ultimately improve our efforts to address the personal and professional concerns of the best and brightest that the nation has to offer. I look forward to hearing from you with suggestions for further Foreign Service statistical analysis.

Next month: Mental Health in the Service ■



When It Comes to Facility Access for Retirees, Mother State Shows No Love

A common complaint from retired State Foreign Service members has to do with the State Department's retiree access policy for Main State, department annexes and the Foreign Service Institute. Or rather, lack of access.

Longtime retirees may remember when annuitant access to the department was a less onerous, more respectful process.

In the past, FS retirees received only laminated cards certifying that the bearer had completed "XX years of loyal and meritorious service" for Uncle Sam!

In 2008, the department began issuing "chipped" retiree badges. Many may have believed these chipped badges would operate at facility turnstiles like those of their active-duty counterparts. Why else produce them? But those of you holding these badges know well that the chip in the "chipped" badge is not activated.

AFSA recently asked annuitants about their experiences with facility access. We received quite an earful. Members recounted how the current access policy and retiree badge do little to make the loyal and meritorious bearer feel welcome.

Some respondents stated that because of demeaning treatment—even with the badge—they do not attend events at the department.

While we recognize security within State Department facilities is important, retiree access to the department ought not lead to personal humiliation.

One person affirmed that the retiree badge guarantees the bearer nothing more than treatment equal to that provided to someone off the street.

Another described how security guards, in conducting a thorough search of belongings and person, treated him like some sort of pariah. (To be fair, the member commended the courteousness of the guards as he left the building.)

Yet another related how she retired on a Friday and then found herself feeling humiliated on Monday after going through the security process at Main State. One person alleged that security guards go out of their way to be more demanding of retirees.

Current policy permits the bearer of a retiree badge to receive a security pat-down, submit to a handbag check, stand in line at the VIP desk, engage in the regular sign-in process, possibly present another form of government ID and, once cleared, carry an "escort required" tag if not visiting the first-floor service areas or the Ralph Bunche

library of the HST building.

There are many reasons to visit State Department offices, not just to conduct business at the credit union. The Career Transition Center's Job Search Program emphasizes that retirees "network, network, network" with former colleagues. But what if no one picks up the phone in the office to be visited?

This happened to a member trying to go to the Bureau of Human Resources Office of Retirement in SA-1 with his newly minted retiree card. "Come back another time," said the guard, "and have a good day."

While we recognize security within State Department facilities is important, retiree access to the department ought not lead to personal humiliation.

The Department of Defense appears to do a better job for its retired personnel. Retired military officers may not waltz into the Pentagon's most sensitive areas. However, DOD encourages interaction with military retirees and treats ID-carrying retirees considerably when

they visit bases, offices and commissaries.

The military treats its retirees with respect; so, too, should State. No Foreign Service retiree ought to fear or fret entry into department facilities. It is a stretch to argue Foreign Service annuitants are high security risks. This is most especially true with recently retired annuitants who continue to hold active security clearances.

AFSA urges the department to activate the chipped retiree badges—especially for the newly retired—allow their use at entrance turnstiles, and keep them active for the length of the badge's validity.

Retirees know their way around Main State and other facilities quite well and should not require an escort. Access procedures at annexes such as FSI should be eased appropriately. No Foreign Service retiree should be subjected to bag and body searches.

Mother State could take a lesson from military service counterpart institutions and show some love for its seniors. ■



Views and opinions expressed in this column are solely those of the AFSA FCS VP.
Contact: steve.morrison@trade.gov or (202) 482-9088

Happy Anniversary, Global Markets!

Oct. 1 marked the one-year anniversary of the Foreign Commercial Service's new parent organization, Global Markets. The organization had an inauspicious beginning—coinciding with last year's government shutdown—but we have made up for lost time in recent months.

We now have a full-time director general and under secretary for international trade. Thank you, Judy Reinke, John Andersen and Ken Hyatt, for filling in so ably.

For the first time in 11 years, we held the worldwide senior commercial officer conference: the Global Markets Global Meeting. Nearly all SCOs (71 of 72) were in Washington, D.C., to hear Commerce Secretary Penny

Pritzker, Under Secretary of Commerce for International Trade Stefan Selig and Director General and Assistant Secretary for Global Markets Arun Kumar challenge Global Markets to "dare to be great."

The meeting included regional breakout sessions, keynote speakers and a first-class reception with business leaders featuring famed author and *New York Times* foreign affairs and global trade columnist Thomas Friedman.

AFSA had a chance to meet on the margins of the meeting with the SCOs, to present its work plan and accomplishments, and to solicit input. We discussed the recent shortage of promotions and the International Trade

Administration consolidation.

As for promotions, the new lists will be out by the time you read this. We are encouraged by what we've seen so far. AFSA's work on Capitol Hill—acknowledged and thanked by Deputy Director General Judy Reinke—should result in an increase in the number of promotions at each grade level.

As for consolidation, the Commerce Department inspector general recently prepared an initial assessment based on employee feedback. The most striking aspects so far are a perceived increase in duplication of effort, a perceived increase in unsuccessful or unnecessary programs and 50 percent more respondents feeling that employee feedback would not

be successfully acted upon by management.

On the plus side, two to three times as many International Trade Administration employees felt collaboration within and between business units had increased.

Finally, during the year ahead AFSA will be working to help complete a rewrite of FCS' language-training program. We will be helping to breathe life into FCS' new When Actually Employed or Reemployed Annuitant program (known as WAE and REA, respectively).

We will also help finalize Phase II and III of the ITA consolidation and scrub the FCS assignment process for possible desirable changes or updates.

If you have questions or comments, please call or write to me: (202) 482-9088 or steve.morrison@trade.gov. ■

NEWS BRIEF

CFC: TWO GREAT WAYS TO SUPPORT AFSA



CFC #11759: Foreign Service Youth Scholarships—AFSA (also known as the AFSA Scholarship Fund) provides merit awards and undergraduate need-based scholarships to Foreign Service children whose parents are AFSA members. Keep your support in the Foreign Service community. Go to <http://afsa.org/cfc>.

CFC #10646: Diplomacy Matters—AFSA (also known as the Fund for American Diplomacy) demonstrates how the Foreign Service works for America and how U.S. diplomacy is our nation's first line of defense. FAD outreach targets students, business and community leaders, media and Foreign Service employees. Visit www.afsa.org/fad.

ANNOUNCEMENT

ACCEPTING NOMINATIONS FOR SINCLAIRE FOREIGN LANGUAGE AWARD

Proficiency in foreign languages is one of the most valuable and important skills in today's Foreign Service. AFSA's Matilda W. Sinclair Language Award recognizes outstanding study of Category III or IV languages and their associated cultures.

Candidates may be nominated by their language-training supervisors at FSI, instructors in the field schools or post language officers. Winners receive a \$1,000 prize and certificate of recognition.

We are now accepting nominations for the 2014 awards. Nomination deadline is Dec. 24, 2014. AFSA is proud to recognize Foreign Service employees for dedication and hard work.

For further information, please contact AFSA's Coordinator for Special Awards and Outreach Perri Green at green@afsa.org or (202) 719-9700.

Federal Benefits Series: Estate Planning, Wills and Trusts



Attorney Jonathan Kinney discusses the importance of estate planning.

For the 10th installment in the ongoing speaker series on federal benefits, AFSA hosted attorneys Jonathan Kinney and Lauren Keenan

Rote, of Bean, Kinney & Korman, P.C., on Sept. 23. Kinney and Rote discussed the importance of estate planning, wills and trusts with

a large, AFSA-members-only crowd.

Kinney noted that estate planning is essential to help protect assets for future generations and can aid in distributing assets at the time of death.

Both speakers also touched on the tools for estate planning, the different types of trusts, the issue of taxes and spousal rights.

They stressed a key point to remember: estate plans should be reviewed after any major life event (e.g., inheritance, out-of-state move, career change, birth of a child) or changes in tax law, and every five years.

The Federal Benefits Speakers Series is one of AFSA's most popular programs. Previous topics include: federal long-term care and survivor annuities, the coordination of FEHB and Medicare, Social Security, divorce in the Foreign Service, geriatric care management, a Thrift Savings Plan pre-separation briefing and the future of Medicare.

You can find video recordings of all of these presentations at www.afsa.org/retiree. ■

—Matthew Sumrak,
Retiree Counselor and
Legislative Assistant

AFSA Appeals to FS Grievance Board on 2013 Meritorious Service Increases

AFSA appealed to the Foreign Service Grievance Board on Aug. 5 regarding the State Department's denial of AFSA's implementation dispute concerning the payment of Meritorious Service Increases from the 2013 Selection Boards (see STATE 95194 at www.bit.ly/MSI_cable).

AFSA had filed the implementation dispute (which is a grievance alleging a breach of a collective bargaining agreement) on May 16 (see July/August 2014 FSJ).

In advocating on behalf of

the 554 MSI recipients recognized in 2013, AFSA urged the State Department's senior leadership to honor promotion-worthy performance with the monetary component in accordance with the negotiated procedural precepts. When the department did not, AFSA filed the grievance.

AFSA hopes to have an FSGB decision this winter to finally resolve the issue.

While AFSA prefers to work with management to resolve differences, in this case the association had

no choice but to appeal to the FSGB to ensure that its negotiated agreement, the 2013 procedural precepts, is enforced.

Every year AFSA negotiates the procedural precepts with the department that instruct the Selection Boards on how to identify individuals for promotion and MSIs. Under the agreement, the Selection Board recommendations for promotion and MSI conferral are binding on the department. ■

AFSA BOOK MARKET

Start your holiday shopping at AFSA!

The first annual AFSA Book Market will feature books from "In Their Own Write" (p. 30). Stop in to shop for books and meet the authors. Coffee and tea will be served.

Date: Thursday,
Nov. 13, 2014

Time: 1 – 4 p.m.

Place: AFSA
Headquarters

Who: Open to the
public

Make a Difference: Nominate Someone for a Constructive Dissent Award

Nominations are now being accepted for the American Foreign Service Association's 2015 Constructive Dissent Awards.

These awards recognize Foreign Service members who work constructively within the system to change policy and performance for the better. AFSA has sponsored the dissent award program for 46 years, and it is unique within the U.S. government.

AFSA does not give out each dissent award every year, but only when a worthy recipient is identified. In fact, 2014 was the first year since 2006 that all four dissent awards were given out.

AFSA introduced the first two dissent awards—the W. Averell Harriman Award

for constructive dissent by entry-level officers (FS-6 through FS-4) and the William R. Rivkin Award for mid-level officers (FS-3 through FS-1)—in December 1967, and awarded them in 1968.

In 1969, AFSA established the Christian A. Herter Award honoring constructive dissent by a Senior Foreign Service officer. And in 2000, AFSA created the F. Allen “Tex” Harris Award for dissent by a Foreign Service specialist.

Recipients are chosen by an AFSA committee for their “extraordinary accomplishment involving initiative, integrity, intellectual courage and constructive dissent.” The dissent does not have to be related to foreign policy but can involve a management



AFSA/ADRIAN RIOS

issue, consular policy or, in the case of the Harris Award, the willingness of a Foreign Service specialist to take a stand in a way that involves some risk. Nominees are not required to have used the formal Dissent Channel.

Recipients are honored at the AFSA Awards Ceremony in June, which is held in the Benjamin Franklin Diplomatic Reception Room at the State Department. Winners receive a trophy, as well as a \$4,000 prize.

Ambassador Edward Peck, a 1974 William R. Rivkin Award winner, wrote of the importance of the awards in the September 2010 *FSJ*. “For our system to function at maximum effectiveness, the individuals working in it, who are in the best position to point out its flaws, must advocate steps to correct them,” Amb. Peck noted.

He added: “All AFSA members can be part of this important effort in two ways: by speaking up and speaking out to make a difference; and by nominating someone who has.”

AFSA urges its members to nominate colleagues—or themselves—for an award. For more details on the dissent awards, visit www.afsa.org/dissent. If you have questions, contact Perri Green, Special Awards and Outreach Coordinator, green@afsa.org or (202) 719-9700. ■

AFSA CONSTRUCTIVE DISSENT AWARDS

The Nomination Process

Anyone may propose any member of a foreign affairs agency—or themselves—for an AFSA constructive dissent award. The nomination must be 700 words or fewer, and must include all of the following elements:

- The name of the award for which the person is being nominated, along with the nominee's grade, agency and position
- The nominator's name, grade, agency and position, along with a description of his or her association with the nominee
- A justification for nomination that describes the actions and qualities that qualify the nominee for the award. This should cite specific examples demonstrating that he or she has “exhibited extraordinary accomplishment involving initiative, integrity, intellectual courage and constructive dissent.”

Additional Guidelines

- Only career or career-conditional members of the foreign affairs agencies (i.e., State, USAID, FCS, FAS, APHIS or BBG) are eligible.
- The actions attributed to the nominee must have taken place no more than four years prior to the nomination.
- While messages sent via the State Department Dissent Channel and USAID's Direct Channel may be cited as the basis of a dissent award, it is still necessary to submit a nomination directly to AFSA for consideration.

For additional details and instructions or to nominate online, see www.afsa.org/dissent. If you have questions, contact Special Awards and Outreach Coordinator Perri Green at green@afsa.org or (202) 719-9700.

Documentary on America's Diplomats Filmed at AFSA

For a few days in September, AFSA played host to a documentary film crew from the Foreign Policy Association as they filmed interviews with Foreign Service officers for "America's Diplomats," a documentary film.

Intended for broadcast on PBS, the one-hour film will examine the origins of the Foreign Service and the current role of diplomacy, highlighting the work and sacrifices made by Foreign Service members.

The film is expected to debut in 2015. To date, MacDara King, chief information officer of the Foreign Policy Association and executive producer of "Great Decisions" on PBS, has interviewed more than 40 diplomats, historians, journalists and academics for the project and expects to double that number before filming is complete.

King notes that the project has been receiving "overwhelming support" from the



Foreign Service community, including AFSA, DACOR and the State Department. ■

Retired Ambassador Thomas J. Pickering was interviewed at AFSA headquarters for the documentary "America's Diplomats."

Recognize the Superlative: Nominate Someone for an Exemplary Performance Award

AFSA highlights the exemplary performance of its members in a number of awards given each year. Nominations for these awards are now being accepted.

The **Nelson B. Delavan Award** recognizes the work of a Foreign Service Office Management Specialist who has made a significant contribution to post or office effectiveness and morale beyond the framework of her or his job responsibilities.

The **M. Juanita Guess Award** is conferred on a Community Liaison Office Coordinator who has demonstrated outstanding leadership, dedication, initiative or imagination in assisting the families of Americans serving

at an overseas post.

The **Avis Bohlen Award** honors the volunteer accomplishments of a family member of a Foreign Service employee whose relations with the American and foreign communities at post have done the most to advance the interests of the United States.

Recipients of the above Delavan, Guess, and Bohlen awards are presented with a prize of \$2,500.

For the first time in a number of years, AFSA is also offering the **AFSA Achievement and Contributions to the Association Award**. This award recognizes an active-duty or retiree AFSA member of any of the foreign affairs agencies represented by AFSA

(i.e., State, USAID, FCS, FAS, APHIS or BBG) who has made a significant (non-monetary) contribution to AFSA in its role either as the professional association of practitioners of diplomacy, or its role as a labor union representing Foreign Service members. Recipients of this award are presented with a prize of \$1,000.

All award recipients are honored at a ceremony in June in the Benjamin Franklin Diplomatic Reception Room at the State Department.

Nomination Procedures

Nominations for any of the awards may be submitted by anyone with knowledge of the nominee's accomplishments. The nomination must be 700

words or fewer, and must include all of the following elements:

- The name of the award for which the person is being nominated, along with the nominee's grade, agency and position (or, for the Bohlen Award, the family relationship)
- The nominator's name, grade, agency and position, if applicable, along with a description of his or her association with the nominee
- A justification for nomination that should discuss the actions and qualities that qualify the nominee for the award, with specific examples of accomplishments.

For more details on the awards and to nominate online, visit www.afsa.org/performance. If you have questions, contact Awards and Outreach Coordinator Perri Green at green@afsa.org or (202) 719-9700. ■

AFSA Welcomes New Governing Board Members

At its August meeting, the AFSA Governing Board approved USAID Foreign Service Officer Jeri Dible to complete the term of departing member Jason Singer. Dible, currently a donor coordination adviser in USAID's Global Health Bureau, joined the Foreign Service in 2007. Her previous USAID postings include Ghana, West Bank/Gaza, Mozambique and Georgia, as well as a stint as acting director of the Office of Central American and Mexican Affairs in USAID's Latin American and Caribbean Bureau. She is a health officer.

In September, William Kutson succeeded Barbara Farrar as the Foreign Commercial Service representative on the Governing Board. Kutson joined the Commercial Service in 2001 and has served both overseas and domestically in a U.S. Export Assistance Center and at FCS headquarters. He has most recently overseen training of the newest class of Foreign Commercial officers and Locally Engaged Staff overseas. Kutson is also a member of AFSA's Scholarship Committee.

AFSA welcomes Jeri and Bill to the Governing Board. ■



Jeri Dible



William Kutson

AFSA College Scholarship Applications Now Available

The American Foreign Service Association Scholarship Fund is offering college aid to children of AFSA members who are or were Foreign Service employees. AFSA is accepting applications for the following:

For Incoming or Current Undergraduates

- Need-based financial aid scholarships. Financial aid scholarships range from \$3,000 to \$5,000, depending on the family's financial situation. AFSA will make awards to approximately 50 children. Not all who submit applications will receive aid.

For Graduating High School Seniors

- Academic Merit Awards for accomplishments in academics and extracurricular activities. AFSA bestows 12 Academic Merit Awards at \$2,500, several Academic

Merit Honorable Mentions at \$1,000 and a Best Essay Award at \$500.

- Art Merit Awards for achievements in one of the following categories: visual arts, musical arts, performing arts or creative writing. AFSA bestows one Art Merit Award at \$2,500 and up to three Art Merit Honorable Mentions at \$1,000 each.

- **New this year:** Community Service Award for distinguished contributions to the community through service and volunteerism. AFSA will make one award at \$2,000.

Students can apply for all four awards. Applicants must be tax-dependent children of AFSA members whose parents are active-duty, retired, deceased or separated Foreign Service employees with the State Department, USAID, FCS, FAS, BBG or APHIS.

The deadline for the Art Merit, Academic Merit and Community Service Award applications is Feb. 6, 2015. The deadline for AFSA Financial Aid Scholarships is March 6, 2015.

For more information regarding eligibility or to apply, please visit our website at www.afsa.org/scholar. ■

—Lori Dec,
Scholarship Director

NEWS BRIEF

AFSA COMMEMORATIVE COIN SYMBOLIZES DEDICATION AND SERVICE

AFSA commissioned the Foreign Service Commemorative Coin to serve as a keepsake that recognizes the dedication and service of its members to the U.S. Foreign Service. AFSA hopes members will enjoy displaying and sharing the commemorative coin with their foreign affairs contacts, family and friends.

The coin's design is symbolic of the Foreign Service, rather than a specific foreign affairs agency. The 1.75" silver-finish coin has an image of the Great Seal on one side and the AFSA logo on the other, in honor of the 90th anniversary of the U.S. Foreign Service and AFSA.

The coin is available for purchase on the AFSA website (www.afsa.org/coin) for \$17 and comes in a velour pouch. A handsome display case is also available for an additional \$5. Shipping and handling are included.





ISSUE BRIEF

Assignment Restriction and Pass-Through Reform at the Department of State

BY MATTHEW ASADA, AFSA STATE VICE PRESIDENT

AFSA believes that people are the Foreign Service's greatest asset. We therefore strive to ensure that the State Department is taking full advantage of the talents of our diverse, professional and innovative diplomatic workforce. One of AFSA's priority issues, included in the 2013-2015 strategic plan, is to promote transparency and fairness in security clearances.

To serve in the Foreign Service one must hold and maintain a valid top-secret security clearance. The State Department's Bureau of Diplomatic Security determines whether to grant a clearance based on governmentwide Adjudicative Guidelines (available on the State Department Intranet).

AFSA supports the need for and principles of the security clearance process. However, AFSA has concerns about two aspects of its current implementation: assignment restrictions and what is commonly known as the "pass-through" program.

The Assignment Restriction Program

The assignment restriction program is administered by DS' Office of Personnel, Security and Suitability. In a limited number of cases, DS places a restriction on the employee's security clearance (i.e., limiting the posts where employees can serve and, in some cases, the issues on which the employee can work).

These assignment restrictions (also known as preclusions) may be placed on the employee at the time of hire or, subsequently, when there is a change in the employee's familial situation (e.g., marriage to or cohabitation with a foreign national). The restrictions are driven by the Department of State's interest in protecting the employee from potential undue foreign influence (see Adjudicative Guideline B).

Assignment restrictions are a useful risk mitigation tool, but like any tool that limits agency and employee options, they require oversight to ensure proper application. The assignment restriction may, for instance, deprive the agency of an employee's valuable language skills and regional expertise. In some cases the State Department has specifically recruited an employee for his or her language skills, only to have Diplomatic Security apply an assignment restriction that precludes the employee from utilizing that language on overseas assignments.

At the same time, an employee who expected to specialize in a region and finds that he or she is subject to an assignment

restriction will face the prospect of shifting his or her focus to a different language or regional emphasis. This may put that employee at a disadvantage compared to his or her colleagues who entered with a foreign-language proficiency without such restriction. Moreover, while the assignment restrictions are not intended to be a reflection of the employee's loyalty to the country, employees with restrictions often perceive them as such.

"Pass-Through" Program

In addition to preclusions, a Foreign Service member's assignments also can be affected by what is colloquially known as the "pass-through" program. Administered by Diplomatic Security's Office of Counter Intelligence (DS/ICI/CI), the program evaluates employees who have been proposed for assignment to a critical Human Intelligence (HUMINT) threat post (see 12 FAM 263.3-2). This program constitutes a separate DS vetting process for employees who do not already have an assignment restriction, although on occasion the pass-through program can result in a restriction.

Under the pass-through program, DS/ICI/CI evaluates security and suitability factors that could adversely affect an employee's suitability for assignment in light of the heightened HUMINT threat and any personal vulnerability potentially subject to HUMINT exploitation. While the potential for foreign influence is one of the criteria under the pass-through program, other criteria include a history of poor security practices, drug or alcohol abuse, emotional instability, financial mismanagement and previous service at the same post.

After reviewing an employee's security file, DS/ICI/CI prepares a recommendation to the Director General of the Foreign Service with respect to an employee's suitability for assignment. The DG may accept or reject DS' recommendation.

DS must provide the DG with all pertinent information relating to its recommendation upon the DG's request (see 12 FAM 263.3-2(c)). If the DG accepts DS' recommendation to deny such an assignment—that is, if the employee fails pass-through—the employee is notified. He or she may file an appeal with the DG within 10 days.

AFSA believes both the assignment restriction program and the pass-through program lack adequate mechanisms for employees to appeal these determinations.

For employees facing assignment restrictions, this is true for several reasons. At the outset, the employee receives limited information regarding the basis for the preclusion and is not permitted to view his or her security file. In addition, the only recourse available to an employee who believes that Diplomatic Security has imposed a restriction in error is to ask for reconsideration, which is done by the same office and same individuals who approved the initial restriction.

For employees who fail to “pass-through” to their assignment, there is a limited appeals process. However, while employees with assignment preclusions receive a letter or email briefly outlining the basis of the preclusions, employees who fail pass-through do not receive anything in writing from Diplomatic Security. Nor are they permitted to review their security file in preparing for their appeal to the DG. This makes it very difficult to appeal.

By contrast, if a State employee's security clearance is revoked (or an applicant's clearance is denied) that individual has recourse to an established appeals process with a final appeal to the Security Appeals Panel chaired by three senior officials from outside the Bureau of Diplomatic Security (see 12 FAM 234.3).

Unfortunately, the State Department's database is unable to identify the number of employees (and their demographic data) affected by the assignment restriction or pass-through

programs. The department has also failed to conduct a comprehensive program review of the assignment restriction and pass-through programs.

AFSA supports the Bureau of Diplomatic Security's ability to grant someone a clearance who might not otherwise get one without an assignment restriction. We also accept that heightened scrutiny should be applied to an employee who is proposed for assignment to a critical HUMINT post. However, we believe both programs are in need of reform in the areas of communication, oversight and reporting.

Additionally, there needs to be a robust appeals process for both programs. DS should provide employees with sufficient information regarding the basis for their decisions, as well as access to their security file. In the case of assignment preclusions, appeals should be heard and adjudicated by officials outside of the Bureau of Diplomatic Security, similar to procedures for the Security Appeals Panel.

AFSA has proposed, in meetings with Diplomatic Security officials, practical changes to the assignment restriction and pass-through programs that would achieve better employee understanding of these programs and would provide a more transparent appeals mechanism. We look forward to working further with the State Department on a joint effort to bring more clarity, transparency and accountability to both processes. ■

NEWS BRIEF

BUSINESS COMMUNITY JOINS AFSA IN URGING CONGRESS TO CONFIRM AMBASSADORS

As the voice of the Foreign Service, AFSA is always looking for ways to promote the role and importance of diplomacy among elected officials and the American public.

Recently, AFSA enlisted the support of the business community in the effort to urge Congress to confirm ambassadorial nominees. As of press time there were 33 career nominees for ambassadorships awaiting confirmation in the Senate; a large majority of them have already been through hearings and have been approved by the Senate Foreign Relations Committee in bipartisan votes.

The Business Council for International Understanding, the International Stability Operations Association and the United States Council for International Business—organizations representing the interests of more than 500 businesses—joined AFSA in signing a letter sent to leaders of the U.S. Senate on Sept. 12.

The letter made it clear that U.S. ambassadors are critically important to America's national and economic security interests overseas and urged swift confirmation of the career members of the Foreign Service.

The letter also noted that the signatories were concerned about the message the ambassadorial vacancies sends and “the lost opportunities for American business and investment that those vacancies represent.”

AFSA's engagements with members of Congress on the issue of stalled confirmations of ambassadors also allows us opportunities to raise other issues in Congress.

—Javier Cuebas, Director of Advocacy

AFSA Files Cohort Grievance on State OCP Adjustments

On Aug. 22, the State Department announced that it had overpaid Overseas Comparability Pay in Fiscal Year 2014 and would adjust OCP for one pay period to avoid exceeding the statutory cap.

The FY 2014 Appropriations Act changed the basis for the State Department's payment of Overseas Comparability Pay from 16.52 percent of base pay to "no more than two-thirds of Washington, D.C., Locality Pay," which works out to be 16.14 percent of base pay.

Employees were not informed until Aug. 22 that, to avoid exceeding the statutory cap in FY 2014, OCP would be reduced to 9.1 percent of base pay for Pay Period 18—starting on Sept. 7. Going forward from Pay Period 19, OCP would be paid at 16.14 percent.

AFSA agrees that the department has an obligation to correct the OCP so as not to exceed the newly authorized cap (see State 001596). However, AFSA maintains that the adjustments for individual employees should be in line with the amounts needed to recover the excess payments.

The department's proposed mechanism exceeds actual overpayment by amounts ranging from \$15 to \$248, depending on how long the employee has been overseas. It is particularly egregious for those employ-

ees who recently joined the department, or who recently arrived at their overseas post; they are being treated as if they had received OCP for the entire year.

AFSA proposed, prior to the Aug. 22 announcement, that the most equitable implementation would be for the department to calculate actual repayment amounts for all of the approximately 11,000 employees affected, as it did for the 2,000 employees who received OCP for part of the year but are now receiving appropriate locality pay in the United States.

Accordingly, AFSA will file a cohort grievance with the department on behalf of Foreign Service employees who may have their pay reduced in Pay Period 18 in amounts larger than they were overpaid since Jan. 1.

Going forward, AFSA continues to seek legislation from Congress for permanent authorization and full funding of Overseas Comparability Pay. This is a top legislative priority in the AFSA 2013-2015 strategic plan (www.bit.ly/AFSAplan) and a major focus of congressional advocacy (see www.bit.ly/AFSApriorityissues).

AFSA is working closely with the department on the shared objective of full OCP authorization and funding. Earlier this year, before passage of the FY 14 Appropriations Act, AFSA President

AFSA continues to seek legislation from Congress for permanent authorization and full funding of Overseas Comparability Pay.

Robert J. Silverman reiterated AFSA's request in letters to appropriators (see www.bit.ly/AFSAletter1) and, in September, to authorizers (see www.bit.ly/AFSAletterOCP).

AFSA looks to Secretary of State John Kerry for leadership to achieve a permanent OCP authorization, as part of his legacy to

the department. It is Sec. Kerry who, while in the Senate, introduced the Foreign Service Overseas Pay Equity Act of 2008, which became the basis for the authorizing language appearing in the 2009 Supplemental Appropriations Act. ■

—Compiled by Debra Blome, Associate Editor

NEWS BRIEF

AFSA RECEIVES HIGHEST COMMENDATION IN 2013 AUDIT

For the fifth year in a row, AFSA received the highest possible commendation after its annual audit: a clean (unmodified) opinion. The accounting firm of Clifton Larson Allen LLP found no deficiencies in AFSA's financial operations.

During 2013, AFSA continued to steadily upgrade its financial management and related governance procedures. The renewed attention to such matters was sparked several years ago and has been carried through into 2014. AFSA's financial strength has enabled it to deepen services and professionalize as an organization.

AFSA Executive Director Ian Houston lauds the financial oversight roles that former AFSA Treasurer Andrew Winter and current AFSA Treasurer Charles Ford played in achieving this rating.

"The Finance, Audit and Management Committee that the treasurer chairs has played a vital fiduciary role," Houston says. "The entire leadership team executed a superb transition in 2013."

Divorce Decrees, Court Orders and Foreign Service Annuities

Divorce is a sensitive topic, but an all-too-familiar occurrence in the Foreign Service. It can be a difficult and emotionally trying time and, unfortunately, the stress and hardship can recur when you least expect it: at the time of retirement.

is required to refer specifically refer to *Foreign Service retirement benefits*, not generic retirement benefits. Nor can such agreements or court orders refer erroneously to Federal Employees Retirement System benefits.

In the event of a divorce or separation, it is vitally important to be aware that any spousal agreement or court order waiving retirement benefits due under the Foreign Service Act to a former spouse must do so expressly.

Cases arise from time to time in which a divorced Foreign Service employee finds that his or her divorce decree or court order does not meet the State Department's strict language requirements for waiving the ex-spouse's entitlement to a portion of their annuity under Section 861 of the Foreign Service Act.

In the event of a divorce or separation, it is vitally important to be aware that any spousal agreement or court order waiving retirement benefits due under the Foreign Service Act to a former spouse must do so *expressly*.

The term "expressly" used in the Foreign Service Act has been interpreted to mean that any spousal agreement or court order waiving retirement benefits due under the Foreign Service Act to a former spouse

To expressly waive benefits, any spousal agreement or court order must sufficiently identify the retirement system involved. To leave no room for doubt, the words *Foreign Service*, *FSRDS* or *FSPS* must appear in the document.

AFSA will continue to discuss this issue with the department to try to make it less of a burden on our members. If you have any questions or concerns, please do not hesitate to contact Retiree Counselor and Legislative Assistant Matthew Sumrak at sumrak@afsa.org, or Retiree Counselor Todd Thurwachter at thurwachter@afsa.org. AFSA maintains a collection of divorce-related resources at www.afsa.org/divorce. ■

—Matthew Sumrak,
Retiree Counselor

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AFSA/DEBRA BLOME

Voice of America Director Shares Vision for the Future

On Sept. 9, AFSA and the Public Diplomacy Council hosted Voice of America Director David Ensor to discuss "The Future of the Voice of America."

Ensor gave his perspective on the role of the VOA and other U.S. international broadcasting efforts in a changing media environment and why he thinks it is so important that VOA continues to operate.

David Ensor was sworn in as the 28th director of the Voice of America on June 16, 2011. He joined VOA after an extensive career in journalism and communications. Most recently he served as director of communications and public diplomacy at Embassy Kabul.

In a question-and-answer session after the talk, Ensor discussed a number of issues, from the particular growth in readership and viewership among young women to one of VOA's major goals moving forward: "To build support in this country for this wonderful national treasure."

To view Ensor's talk, please go to www.afsa.org/video. ■

—Brittany DeLong, Assistant Editor

AFSA Salutes Congressional Fellows and Director Jeffrey Biggs

On Sept. 22, AFSA hosted a reception to recognize this year's congressional fellows from the Department of State, and to honor Jeffrey R. Biggs, director of the American Political Science Association's Congressional Fellowship Program. Biggs, a former FSO, is retiring from his post this fall.

For more than 60 years, members of the Foreign Service have participated in APSA's Congressional Fellowship Program, which was established in 1953 and is the oldest such program.

More than 2,000 political scientists, journalists, doctors, federal executives, international scholars and health policy experts have gone through the selective

and nonpartisan program since it began, and more than 200 of them have been Foreign Service members.

Congressional Fellows spend nine months working on congressional staffs, expanding their knowledge and awareness of Congress.

Dr. Biggs, who has directed the CFP since 1997, retired from his post at the end of September. Before joining APSA's Congressional Fellowship Program, he was a Foreign Service officer with the U.S. Information Agency for 21 years. He served in Brazil, Portugal and Bolivia, and was a Foreign Affairs APSA Congressional Fellow himself in 1985 (working for Representative Thomas Foley, (D-Wash.) and Senator



AFSA/DEBRA BLOME

From left: AFSA State VP Matthew Asada, retiring Director of Congressional Fellowship Program Director Jeffrey R. Biggs and AFSA Executive Director Ian Houston.

Alan Simpson (R-Wyo.).

Dr. Biggs says programs such as these are important not only because they allow the Foreign Service to gain a better understanding of the legislative process, but also because they are an opportunity for Foreign Service officers to give the Hill a

better familiarity with what a Foreign Service officer does.

He adds: "The better you understand Congress and how Congress is likely to react, the better you can cast your foreign policy in light of that." ■

—Debra Blome, Associate Editor

AFSA Welcomes New Interns

We are pleased to welcome our class of fall interns.

Communications: Sarah Kay is a senior at the University of California, Los Angeles, where she is a political science major with a minor in geography and environmental studies. She has previous experience working with the Bar Association of San Francisco and Stanford University's Office of Accessible Education.

Executive Office: Rebecca Mulqueen is a rising senior at The George Washington University, studying international affairs with a concentration in global public health and a minor in French. Rebecca is passionate about international politics and the Foreign Service. She has also interned at the French American Foundation in New York City.

The Foreign Service

Journal: Trevor Dylan Smith is from Germantown, Maryland, but grew up in the Foreign Service—his father is a Foreign Agricultural Service officer.

Trevor has lived in New Delhi and Seoul. He is an American University senior studying journalism with a minor in graphic design.

Labor Management: Daniel Thwaites Jr. is a sophomore industrial and labor relations major at Cornell University. Daniel hails from New Rochelle, New York.

Advertising: Allan W. Saunders is currently a participant in the Graduate Gateway Program in International Relations at American University. He graduated from A.U. in May 2014 with a bachelor's degree in international studies. Allan originally hails from Laramie, Wyoming.

We thank departing interns Julian Steiner, Cecilia Daizovi, Adrian Rios, Ahva Sadeghi, Aishwarya Raje, Debora Kim, Camila Rivera Sánchez, Kristen Ricca, Evan Bulman and Timothy Schoonhoven for their great work over the summer and wish them the best. ■

ANNOUNCEMENT

AFSA IMPROVES ONLINE FUNCTIONALITY

AFSA has made new technology advances that will make it easier to interact with the association, update member information, find contact information for colleagues, register for events, pay dues or access the online store to purchase the new AFSA Foreign Service Commemorative Coin! There's even a place to store biographical information and add photos.

The new secure software is an investment in AFSA's ability to provide service to the membership and a key component of the Governing Board's strategic plan. If you have additional questions, please contact member@afsa.org.

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■ **Elvira “Ellie” Brown**, 83, the wife of retired FSO Carroll Brown, died on Sept. 13 in New York, N.Y.

Mrs. Brown was born and raised a proud New Yorker. She studied at Columbia University and the New York School of Interior Design.

She accompanied her husband on assignments to Belgrade, Warsaw (twice), Poznan, Vienna, Dusseldorf and Munich. In keeping with the practices of the time, she became an integral part of her husband’s career, where her linguistic talent, social graces and keen observations were put to use to advance the interests of the United States abroad.

In later years, she supervised the design and decoration of some of the most beautiful homes owned by the American government. She also raised two children.

She returned to New York when her husband left the Foreign Service in 1989.

Mrs. Brown is survived by her husband, Carroll, and their children: David Brown of Amsterdam, Netherlands, and Suzanne Fitzpatrick, of Toronto, Canada.

Donations in her name may be made to the Senior Living Foundation of the American Foreign Service at 1716 N Street NW, Washington DC 20036-2902.

■ **Janet E. Hall**, 70, the wife of retired FSO John E. Hall, died peacefully on Aug. 7 in Peoria, Ariz., after a long struggle with Alzheimer’s disease.

Mrs. Hall was born in Scranton, Pa., and raised in Ransomville, N.Y. She and her husband-to-be met at a summer job. In 1962, when he graduated from college and joined the Foreign Service, the couple married and moved to Washington, D.C.

Their first child, James, was born shortly before a posting in Bordeaux, where daughter Julie was born. In 1967, in Reykjavik, son Jeff was born and completed the family.

Mrs. Hall earned several degrees while accompanying her husband on assignments at home and abroad. After tours in Washington, D.C., and Bern, the Halls were posted to Wellington, where Mrs. Hall received a B.A. in history from Victoria University in 1980.

On return to the United States, she earned a publications specialist certification from The George Washington University and worked in that field for several years.

In 1986, during her husband’s posting as consul general in Toronto, Mrs. Hall graduated with an M.A. in library science from the University of Toronto. She went on to work as a librarian in the private sector in Washington, D.C.

In 1998, Mr. and Mrs. Hall retired to the Phoenix suburbs to “live the good life.” Friends and family members recall Mrs. Hall fondly as a hiker, quilter, cyclist, avid traveler, splendid and creative cook, superb mother, loving and loved wife and a good friend to all who crossed her path.

Janet Hall is survived by her husband, John, of Peoria; their children: James, Julie and Jeff; and grandchildren: Stephen, Angela and Zachary.

■ **Vivian Redding Lollis**, 75, the former wife of retired FSO Edward W. Lollis II, died of pneumonia on Aug. 13 in Arlington, Va.

Born on March 28, 1928, in Russellville, Ark., to Hugh Solomon and Vivian Nanney Redding, Ms. Lollis was an alumna of Bolton High School in Alexandria, La.

Soon after graduating from Duke University with a degree in English, she moved to Arlington, Va. She was employed as a writer, editor and public affairs officer for the U.S. Forest Service for 31 years, retiring in 2003.

Her public affairs work involved such things as organizing a cross-country

caravan of international families, using Airstream trailers and making overnight stops in Forest Service campgrounds.

In 1966, she married FSO Edward W. Lollis II, and accompanied her husband on overseas postings to Paris, Abidjan, Lagos, London and Bordeaux, in addition to domestic assignments in Washington, D.C., and Madison, Wisc.

In London, Ms. Lollis served as a community liaison office coordinator. She enjoyed reading, entertaining, travel and antique collecting.

Her marriage to Edward Lollis ended in divorce.

Ms. Lollis is survived by her daughter, Cynthia Lollis (and her husband, Alexander Deiss) of Decatur, Ga.; her sister, Nancy Bullard (and her husband, Dr. Kenneth Bullard) of Charlotte, N.C.; her nephew, Dr. Steven Bullard (and his wife, Dr. Nancy Aria) of Arlington, Va.; and her niece, Dr. Janine Bullard (and her husband, Timothy Dodge) of Baltimore, Md.

Memorial contributions may be made to St. Peter’s Episcopal Church (www.saint-peters.org), 4250 N. Glebe Road, Arlington VA 22207, or to The Reading Connection (www.thereadingconnection.org), 4001 N. 9th Street, Suite 226, Arlington VA 22203.

■ **Irwin Rubenstein**, 85, a retired Foreign Service officer, died on Aug. 14 in Plantation, Fla.

Mr. Rubenstein was born on Sept. 24, 1928, in Paterson, N.J. He was raised in Haledon, a suburb of Paterson, where his father owned the Belmont Hardware Company. He graduated from Rutgers University and then served in the Korean War. As a corporal, he organized and ran a school for soldiers with minimal education or low IQ results on their military entrance tests.

While in the Army, Mr. Rubenstein decided he wanted to do something constructive in the international field.

After military service, he earned a master's degree in Latin American affairs at Johns Hopkins University's School of Advanced International Studies in Washington, D.C.

Mr. Rubenstein worked for four years with CARE, an international humanitarian organization. He then worked for a major labor union in the paper industry.

After a proposal by mail, Mr. Rubenstein married his wife, Estelle Rose, in 1960.

Continuing to seek out opportunities in the international field, Mr. Rubenstein was selected to go to Ecuador as a representative of the United States labor movement. A three-month contract developed into a two-year assignment with the U.S. Agency for International Development.

During this time, he ran a labor leadership training program and drafted some of the first written labor agreements in the history of Ecuador.

After his assignment with USAID, Mr. Rubenstein transferred to the Department of State and worked as a labor attaché at Embassy Lima.

He then served in Montevideo as a labor officer and in Santiago de Cali as consul before returning to Washington, D.C., where he served as executive secretary of the Employee Management Labor Relations Committee.

In 1967, Mr. Rubenstein was posted to Managua as deputy chief of mission. Tours in Tel Aviv, Mexico City and Guadalajara followed. Mr. Rubenstein's last assignment was in Washington, D.C., where he served as coordinator for U.S.-Mexican border affairs.

Mr. Rubenstein retired from the Foreign Service in 1993, and he and his wife settled in Florida. He fulfilled his lifetime dream of traveling the world, visiting more than 50 countries in retirement.

Mr. Rubenstein is survived by his wife of 54 years, Estelle, of Plantation, Fla.;

children Ellen Bauer (and husband, Jere), Lisa Rubenstein (and husband, Ashu) and Michael Rubenstein (and wife, Cheryl); and grandchildren Jere III, Isabel, Maya, Malaika, Ruby, Lily and Audrey.

Memorial contributions may be made to the American Labor Museum, 83 Norwood Street, Haledon NJ 07508.

■ **Joseph Monroe Segars**, 75, a retired Foreign Service officer and former ambassador, died on July 20 in Lakewood Ranch, Fla.

Mr. Segars was born on Nov. 6, 1938, in Hartsville, S.C. He was raised by his mother's sister and her husband, Walter and Francis Hines, after his parents migrated to Philadelphia in search of better jobs. He rejoined his parents in 1956 and earned a B.S. in education from Cheyney University of Pennsylvania. He taught sixth grade in the Gary, Ind., public school system until 1967.

At the urging of a family friend, Mr. Segars joined the Foreign Service in 1970 and was the first African-American FSO assigned to Vienna, where he served until 1973. In 1974, he was assigned to the State Department's West African Affairs Department as a desk officer for Liberia and Sierra Leone.

Two years later, he became one of the first African-Americans to be assigned to war-torn South Africa. His arrival as consul general in Johannesburg coincided with the outbreak of unrest in Soweto.

Mr. Segars went on to serve as consul general in Jamaica and Nigeria. From 1986 until 1989, he was deputy chief of mission in Tanzania, where he lobbied successfully to win the country's understanding and support for U.S. efforts to resolve major South African conflicts.

He participated in the State Department's 34th annual Senior Seminar, and in 1993 he was appointed ambassador

to the Republic of Cabo Verde, where he remained until his retirement in 1996.

Following retirement, he served as a consultant on U.S. relations with Africa. He was an active member and former treasurer of the Association of Black American Ambassadors.

In recent years, he served as chairman of the annual golf tournament for the Association for the Study of African-American Life and History.

He was a member of Omega Psi Phi and the recipient of several awards for his Foreign Service contributions. In 1997, he was awarded an honorary doctorate from Southeastern University.

Amb. Segars is survived by his wife, Elizabeth, of Lakewood Ranch, and their son, Brian.

■ **Anne "Nancy" Woodberry Sherman**, 83, wife of retired FSO George F. Sherman, died peacefully on Aug. 29 at Chelsea Retirement Community in Chelsea, Mich., after a long illness.

Mrs. Sherman was born on Oct. 11, 1930, in Boston, Mass., to Ronald and Elsie (Carney) Woodberry.

On June 8, 1957, she married George Sherman in Waban, Mass. From 1964 to 1967, during Mr. Sherman's career as a foreign correspondent, the couple was based in London.

After her husband joined the Foreign Service in 1981, Mrs. Sherman accompanied him on overseas assignments. From 1981 to 1984, and then from 1987 to 1991, the couple was posted to India, first in Kolkata and later in New Delhi.

Their assignment in Egypt, when Mr. Sherman served as political counselor, lasted from 1984 to 1987.

A caring wife and mother, Mrs. Sherman enjoyed traveling, cooking, gardening, hiking, reading, teaching and volunteering in the community. She had lived in Chelsea

since 2010, after moving from Colorado and Chevy Chase, Md.

Mrs. Sherman is survived by her husband, George, of Chelsea; four children: Deborah (Sarah Drury) Sherman of Brooklyn, N.Y.; Beth (Karen Hawver) Sherman of Ann Arbor, Mich.; Justin (Junko Onishi) Sherman of Washington, D.C.; and Andrew (Danielle Epstein) Sherman of San Francisco, Calif.; three grandchildren: Emma, Benjamin and Solomon; one sister, Marie Roberts of Lexington, Mass.; and two brothers: Paul Woodberry of Sea Island, Ga., and Robert Woodberry of Walnut Creek, Calif.

Memorial contributions may be made to the Arbor Hospice Foundation, 40500 Ann Arbor Road E., Suite 102, Plymouth MI 48170, or to the Silver Maples Memorial Garden Fund, 100 Silver Maples Drive, Chelsea MI 48118.

■ **Terence Alphonso Todman**, 88, a retired FSO and the first African-American career ambassador, died on Aug. 13 in St. Thomas, Virgin Islands, after a brief illness. (See Appreciation, p. 64)

Mr. Todman was born on March 13, 1926, in St. Thomas. He attended the Inter-American University of Puerto Rico for a year until he was drafted into the Army. He served in Japan, where he helped to organize that country's first postwar election.

After military service, he returned to Inter-American University, receiving a bachelor's degree, summa cum laude, in political science. Later, he received a master's degree in public administration from Syracuse University. He also held honorary doctorate degrees from Colgate, Syracuse, Morgan State and Boston universities.

Mr. Todman joined the Foreign Service in 1954, beginning a distinguished career that spanned nearly 50 years. His early posts included the United Nations, Lebanon and Tunisia.

From 1965 to 1969 he was deputy chief of mission in Togo, before becoming country director for East African affairs in the State Department.

He went on to be appointed ambassador to six countries: Chad (1969-1972), Guinea (1972-1975), Costa Rica (1975-1977), Spain (1978-1983), Denmark (1983-1989) and Argentina (1989-1993).

From 1977 to 1978, he served as assistant secretary of State for Inter-American affairs, now Western Hemisphere affairs.

His many ambassadorships were influential and his accomplishments notable. While in Costa Rica, as the first African-American chief of mission in a Latin American country, Ambassador Todman helped negotiate the treaty that led to Panama's assuming ownership of the Panama Canal, as well as agreements with Cuba to set up regular diplomatic channels

between Havana and Washington.

In Spain, he was a key negotiator for that country's accession to NATO. In Argentina, he was instrumental in shoring up American business and trade.

In 1990, Amb. Todman was awarded the title "career ambassador," the State Department's highest rank. Amb. Todman was a harbinger of progressive change and helped pave the way for minorities in the department. For years he was the highest-ranking African-American in the Foreign Service.

In a memorial statement, Secretary of State John Kerry said Amb. Todman "was known for his outspokenness and his advocacy for equality during a time of segregation, when few minorities could be found at any level in the State Department."

On Aug. 28, AFSA and seven other organizations co-hosted a memorial service in honor of Amb. Todman's life and distinguished Foreign Service career.

He is survived by his wife of 62 years, Doris, of St. Thomas; four children: Terence Todman Jr., Patricia Rhymer Todman, Kathryn Browne and Michael Todman; a brother; and six grandchildren.

■ **Maurice Elmore Trout**, 96, a retired Foreign Service officer, died peacefully on Sept. 15 at Virginia Hospital Center in Arlington, Va.

Mr. Trout was born on Sept. 17, 1917, in Clifton Hill, Mo., and attended public schools in Chicago, Ill., and Hillsdale, Mich. He graduated from Hillsdale High School in 1935 and in 1939 earned a B.A. in history from Hillsdale College, where his father, Dr. David M. Trout, was dean of men and the first professor of psychology from 1925 to 1937.

After college, Mr. Trout joined the United States Coast Guard, serving throughout World War II until December

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1945. He met his bride-to-be, Margie Marie Mueller, in St. Louis, Mo., in 1942, and the couple married on Aug. 24, 1943, at Overland Christian Church.

Following military service, he began graduate studies at St. Louis University, earning an M.A. in public administration and a Ph.D. in political science.

Mr. Trout entered the Foreign Service in July 1950. He served abroad in Paris, Vienna, London, Vientiane, Munich and Bangkok, primarily in management and political-military affairs. He retired in 1977 after completing a tour as political adviser to the Armed Forces Staff College in Norfolk, Va.

Mr. Trout remained in the Washington, D.C., area after his retirement, but continued extensive travels abroad. His journeys took him to all seven continents, from the Arctic Circle and Antarctica to the Timbuktu desert region of Africa and the mountains of Papua New Guinea in the Far East.

He has been listed in such publications as *Who's Who in America*, *Who's Who in Government* and *Who's Who in the World*. He was also a member of AFSA, DACOR, the World Affairs Council, Delta Tau Delta, Delta Theta Phi and Pi Gamma Mu.

In 1962, Mr. Trout received an alumni achievement award from Hillsdale College for diplomacy and international affairs. In 2002, Mr. and Mrs. Trout established an award at Hillsdale to be conferred on an outstanding senior in memory of Mr. Trout's parents, Dr. David M. and Charlotte (Woods) Trout.

Survivors include his wife of 71 years, Margie, of Arlington; a son, Richard W. Trout of North Myrtle Beach, S.C.; a daughter, Babette Yvonne Dammon of Annapolis, Md.; two sisters: Elinor (Mrs. George Verville of Tulsa, Okla.) and Rogene (Mrs. Lowell Slocum of Mt. Pleasant, Mich.); and three grandchildren. ■

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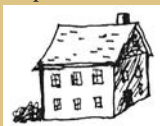
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An Unusual Expression of Gratitude

BY EDWARD PECK

In 1966, when I was principal officer at Consulate Oran, Algeria, we drove a small sedan to a tiny, isolated Saharan oasis to attend its annual, unusual festival: 300 miles south to Colum Bechar, now known as Bechar, where civilization ended; 210 miles east on a one-lane road to the town of Adrar; then 120 miles north through the sand to Timimoun.

Where there was no road, as experienced Sahara travelers who had served in Morocco and Tunisia, we just followed the tracks, reasonably confident they were made by those who went where we wanted to go. (Today there is a road and an airport.)

At one point, coming over a dune, I saw a man on a donkey in the valley. Driving over, but not too close, I greeted him properly and, for certainty's sake, asked him to indicate the direction to Timimoun. He saw my surprise and consternation when he pointed off to the side of the tracks and said, "Timimoun exactly that way."

I apologized, and then asked if that was the way by car. He looked at me with what was clearly pity, and said, "No, you asked where it was, not how to get there. By car, follow the tracks." Arabic can be quite useful.

We followed the tracks until an unseen rock cracked the oil pan about 35 miles from our destination, leaving us in absolute silence amid an endless sea of dunes. We had plenty of food and water, but luckily a jeep-load of Algerian soldiers appeared the next morning and towed us

to Timimoun.

There I learned that the car would probably have to be sold for parts, the nearest mechanics and materials being in far-off Bechar, with no way to get it there.

On the second morning of the festival, however, a trans-Saharan truck brought a load of bagged and U.S.-flagged USAID wheat straight from Bechar. The villagers persuaded the drivers to take the American consul's broken car on the return trip, in exchange for the American wheat, and a happy crowd watched and shouted encouragement as villagers struggled to put it on that big truck—by hand.

We traveled the long, bumpy trip back to Bechar inside the car and took a train to Oran. The Army later delivered the car to us there, where it was repaired and used for the remainder of the tour.

That included: the outbreak of the 1967 Arab-Israeli War; broken diplomatic, but not consular relations; nine different mob demonstrations outside the offices-residence; evacuation of all the other Americans; temporarily running our nation's only one-man post; and flying the only in-country American flag, without further

Photo Courtesy Ed Peck



We traveled the long, bumpy trip back to Bechar inside the car on the truck.

assaults, until full relations were restored several years later.

The most compelling memory of Algeria, however, is not of the mobs, but of the enthusiastic crowd that watched the raising of the car, cheering loudly and repetitively in Arabic and French, thanking America, still waving until lost to view. That experience still generates a pervasive feeling of personal pride and patriotism.

I coincidentally rediscovered this photograph of the trip, not seen for decades. I am no longer sure of the exact circumstances in which it was taken, but if you look closely you can see the car's roof behind us. ■

Edward J. Peck is a former ambassador and current member of the AFSA Awards and Plaques Committee.



Guadalajara is in the western highlands of Mexico, with easy exits both down to the Pacific coast and higher up into the mountains. Our favorite road trip—we made eight or nine visits in a two-year tour—is across a dry salt lake framed by striking green ridges, and from there up to the “magical village” of Tapalpa. With special status maintained by the tourist bureau, Tapalpa attracts urban professionals and families for a weekend hiking in the woods and among these boulders, offering a chance to appreciate a Mexico that is far from the common images of the country. Las Piedrotas, the boulders featured here, lie scattered across the Valley of the Enigmas just behind Tapalpa.

Photo specs: Nikon D60, f/8 F-stop, 1/250 exposure, ISO-100, 35mm prime lens, 1.6 aperture. ■

Dahm Choi recently completed his first tour at Consulate General Guadalajara. He joined the State Department in 2009, and the Foreign Service in 2011. He previously served in the Operations Center and Embassy Dar es Salaam as a Pickering Graduate Foreign Affairs Fellow.

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