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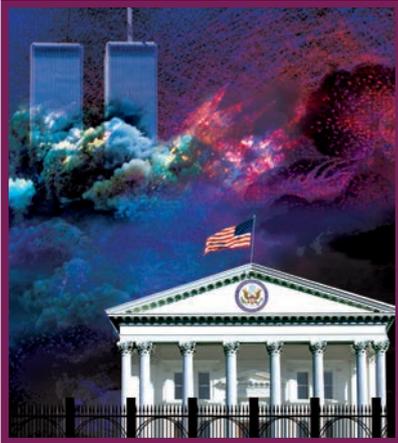
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Photography courtesy
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THE MAGAZINE FOR FOREIGN AFFAIRS PROFESSIONALS

Foreign Service Journal (ISSN 0146-3543), 2101 E Street, N.W., Washington, D.C. 20037-2990 is published monthly with a combined July-August issue by the American Foreign Service Association (AFSA), a private, nonprofit organization. Material appearing herein represents the opinions of the writers and does not necessarily represent the views of the *Journal*, the Editorial Board or AFSA. Writer queries and submissions are invited, preferably by e-mail. *Journal* subscription: AFSA members – \$13 included in annual dues; others – \$40. For foreign surface mail, add \$18 per year; foreign airmail, \$36 per year. Periodical postage paid at Washington, D.C., and at additional mailing offices. Indexed by Public Affairs Information Services (PAIS). The *Journal* is not responsible for unsolicited manuscripts, photos or illustrations. Advertising inquiries are invited. The appearance of advertisements herein does not imply the endorsement of the services or goods offered.

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E-MAIL: journal@afsa.org

WEB: www.afsa.org; www.fsjournal.org

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Printed in the U.S.A. Send address changes to:

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PRESIDENT'S VIEWS

Diplomacy after 9/11: More Important than Ever

BY SUSAN R. JOHNSON

This issue of AFSA's *Foreign Service Journal* focuses on the impact of the Sept. 11, 2001, terrorist attacks on American diplomacy. With a decade's perspective, we must ask whether terrorism is the central chal-



lenge to our national security and interests, and whether diplomacy is less or more relevant in today's world. It is debatable whether the 9/11 attacks could have been averted, but there is a body of opinion that walking away from Afghanistan after a decade-long engagement in the 1980s left a dangerous vacuum and was an error.

As a global power, America needs to remain engaged around the world. This engagement has to be multidimensional and responsive to the broad range of contemporary challenges, rather than dominated by a narrow focus on any single threat.

While the United States has focused on countering international terrorism, for understandable reasons, other phenomena have been determining the shape of international relations. Today, the fundamental drivers of change include demographics, technology and globalization, accompanied by the emergence of new power centers and increased competition in commerce, political influence and access to, and control of, resources.

The fundamental role of diplomacy is to help manage these new forces

through sustained dialogue and negotiation to promote our national interests and values, while avoiding costly military conflict. For this basic purpose, a strong economy and political system are a sine

qua non and diplomacy, along with defense and intelligence, is a critical tool.

This is particularly true because the drivers of global change are amorphous, with no defined or consistent center of gravity. They cannot be addressed by military means alone. Interestingly, it is our military and business sector leadership who seem to recognize this most clearly and who are speaking out most consistently on the need for investing more in diplomacy and development. Both former Secretary of Defense Robert Gates, and his successor, Leon Panetta, have called for the Department of State and the U.S. Agency for International Development to receive the resources they need to build strong, professional diplomatic and development services, in parallel with our outstanding professional military forces.

The international situation is more complex than ever today. There are no neat solutions to either the longstanding conflicts in the Middle East, Asia, Africa and Europe, or to the newer ones emerging. Effective diplomacy is therefore more challenging and more vital than ever before. New tools need to be

mastered and old lessons relearned.

Paradoxically, since 9/11 the value of diplomacy seems eclipsed by major military interventions, especially in Iraq and Afghanistan. It is far from clear that the role of diplomacy and the need for a strong institutional basis and professional service are well understood or appreciated.

The budget cutting called for under the various approaches to deficit reduction being put forward seems set to damage our long under-resourced diplomatic and development services at the very moment when our national interests call for them to be strengthened, including by more and better professional education and training.

What can AFSA do?

As the professional association representing active-duty and retired members of the Foreign Service, we must organize ourselves for more effective and sustained advocacy for the resources we need, for reforms that involve innovative use of the resources we have, and for more education and training to ensure that we can recruit and develop the talent we need to build the premier diplomatic and development services America needs.

The newly elected 2011-2013 AFSA Governing Board will focus on ways to do this at its strategic planning retreat in mid-September. I invite you to send your thoughts to johnson@afsa.org in advance. ■

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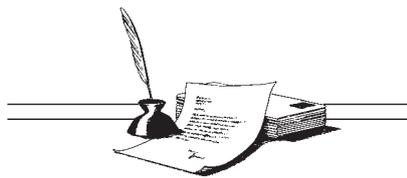


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A Message from D

As you know firsthand, the men and women of the State Department and U.S. Agency for International Development serve in Washington and in every corner of the world in support of our foreign policy objectives. During the past two years, Secretary of State Hillary Rodham Clinton has worked with Congress to identify the resources required to perform our critical missions around the world and to elevate diplomacy and development — the components of our civilian power — in partnership with defense as the three pillars of our national security strategy.

Whether providing humanitarian assistance or countering terrorism, our work saves lives and promotes a more secure future. As former Secretary of Defense Robert Gates has said, “The work performed by diplomatic and development professionals helps to build the foundation for more stable, democratic and prosperous societies.” That is why President Barack Obama has designated our entire budget — both core functions and the portion for Overseas Contingency Operations — as part of a broader, governmentwide national security budget.

As State and USAID are being asked to make extraordinary and critical contributions to our efforts in Iraq, Afghanistan and Pakistan, these unprecedented efforts require new resources. We have provided Congress

with a transparent OCO budget that portrays the whole-of-government approach to these operations by aligning military and civilian costs. As the number of troops in Iraq is reduced and the scope of the State Department and USAID’s duties increases, the Department of Defense’s costs will decrease by \$45 billion, while our proposed increase is less than \$4 billion. That’s an impressive savings by any yardstick.

Our mission in Iraq is difficult and challenging. AFSA’s president, Ambassador Susan Johnson, raised good questions in her Senate testimony earlier this summer. But we are working around the clock to get the resources and the personnel to make sure we maintain and build on the military’s success. A fully funded OCO budget is critical to that effort.

Meanwhile, at the same time that we are taking on increased responsibilities abroad and promoting our national security in new ways, we face a difficult budget climate. For Fiscal Year 2012, Pres. Obama requested \$47 billion for the State Department and USAID’s core operations and programs. He also requested \$8.7 billion for OCO to pay for the extraordinary — but temporary — costs of State Department and USAID operations in Iraq, Afghanistan and Pakistan. The Department of Defense takes the same approach to such extraordinary costs in its budget.

We will soon learn what to expect

from the legislation raising the debt ceiling, which included instructions for future reductions in spending. For the first time, the State Department — along with Defense, Homeland Security and some veterans’ affairs spending — has been included in the “security” spending category.

While the final allocations remain unknown at press time, we do know that maintaining leadership requires resolve and resources. As Sec. Clinton has said, “American leadership is not a birthright; it’s an achievement.”

Our diplomats, development experts and programs are critical to American leadership. Our diplomacy and development efforts around the world enhance our national security. Our programs help create jobs at home by promoting trade and economic opportunities for American businesses abroad.

We know too well that hunger and economic deprivation lead to greater instability. Continued engagement and sufficient resources are needed to promote U.S. interests around the globe. Significant cuts to the State Department and USAID budgets — which total just over 1 percent of the entire federal budget — will not make a dent in the deficit or debt. But they will degrade our ability to address issues that threaten American interests.

I hope this gives you a better understanding of the debate here in



Washington and the case we are making on behalf of the Department of State and USAID. In the six months I have been on the job, I have been thoroughly impressed with the stellar quality and remarkable dedication of the men and women at State and USAID.

Many of you have served in tough, dangerous environments where you confronted complex issues. Thank you for your service and your patriotism. It is an honor to work with you.

Tom Nides
Deputy Secretary of State
for Management and
Resources
Washington, D.C.

Dissenting Views

Bravo for the July-August issue on dissent in the Foreign Service. I especially enjoyed Tom Boyatt's review of the Dissent Channel's value and his suggestions for its effective utilization ("What If I Disagree?"). Professor Hannah Gurman's analysis of Secretary of State Henry Kissinger's tortured dealings with dissent, illuminated by Amb. Boyatt's "back story" ("Dissent in the Kissinger Era"), was likewise thoughtful, provocative and informative.

For the record, it seems to me important to affirm that not all, nor even most, foreign policy dissent flows through the Dissent Channel. It often comes from chiefs of mission in restricted correspondence and debriefings with the Department of State. It also surfaces in well-run embassies, from within country team deliberations. While such dissent often deals with questions of nuance, it can also address fundamental policy issues.

As Amb. Rozanne Ridgway pointed out in her interview with *FSJ* Editor Steve Honley in the same issue, these arguments may not always succeed (as

I know from personal experience), but sometimes they do. Thus, I would suggest that they have a far better record of influencing actual policy decisions than Dissent Channel messages.

That said, there can be little doubt that the Dissent Channel mechanism is invaluable from the institutional, morale and substantive standpoints. Honor the dissenters and let the practice spread.

Jack R. Binns
Ambassador, retired
Tucson, Ariz.

Remembering "Lawrence of Macedonia"

"Hello, Birdledogger here!" That would be Second Secretary Lawrence Eagleburger calling to follow up ("bird-dog," we called it) a clearance request on a cable to Washington from Embassy Belgrade in the 1960s.

Already a rising star, Eagleburger was the embassy's point man for U.S. assistance after the 1963 earthquake in Skopje, Macedonia. With responsibility for civil aviation and residual USAID affairs, it fell to him to obtain airspace clearance for the flights that delivered U.S. military hospital equipment and personnel and to coordinate USAID's provision of temporary housing for displaced Skopje residents.

While the French were (understandably) evacuating their consulate staff from Skopje, Larry Eagleburger and Consul Stuart Kennedy slept in tents there so they could provide help to local citizens and funds to U.S. Social Security annuitants. Accompanying Larry on subsequent trips to the city, I witnessed the hero's welcome he received, which earned him the sobriquet, "Lawrence of Macedonia."

As his obituaries note, Eagleburger was overweight in later years. But it

wasn't always thus. Larry was a regular participant in the embassy's occasional Saturday morning touch football games. (Ambassador-to-be David Anderson would quarterback one team, the Army corporal in charge of our Army/Air Force Post Office service the other.) Larry's asthma inhaler was always at hand, however, even then.

Larry Eagleburger was a friend to all, a mentor to embassy newcomers, and a highly valued adviser to Ambassador Burke Elbrick. Fluent in Serbian (we called it Serbo-Croatian back then), he was also regarded with great affection by the embassy's Yugoslav staff — so much so that they all gathered to greet him when he returned as under secretary for a meeting with Prime Minister Milka Planinc.

After making the rounds, sharing embraces with them all, Eagleburger said, "I don't know what I'd do if I had to kiss another moustache!"

Rest in peace, Larry.
Russ Prickett
FSO, retired
Austin, Texas

Not the Best Part of Valor

Daniel Hirsch's May *FSJ* "VP Voice" column is shocking, as it reflects attitudes that are — or should be — incompatible with a Foreign Service career. He writes that "Unwillingness to serve in an unaccompanied or war-zone post should be regarded as a sign of mature self-awareness," and he calls on the State Department to "separate war-zone service from career advancement." Since he is speaking as AFSA State vice president, he at least implies that these views represent AFSA policy, not just his personal opinion.

As a member of the Foreign Service and AFSA (active-duty and retired), for half a century, my understanding of

LETTERS



the nature of the career has always been that it involves, as an integral, indispensable component, a commitment to serve the nation, at the direction of the president, wherever one's service is required — even when that service brings personal danger and hardship.

There are many people who are unable or unwilling to make such a commitment. Their “mature self-awareness” may indeed be respectable, but do they have some sort of right to a Foreign Service career?

Mr. Hirsch's column is titled “The Better Part of Valor.” Appropriately enough, the phrase originates with Shakespeare's cowardly knight, Sir John Falstaff, who attempts to redeem a cowardly act with a pompous proclamation: “The better part of valor is discretion, in which the better part I have sav'd my life.” In extending it to the Foreign Service, Mr. Hirsch seems to proclaim that courage and dedication to duty are discretionary decisions for the individual FSO — not part of the organizational culture, not fundamental virtues to be rewarded — and that no one should be subject to censure for lacking these characteristics.

Have we so degraded traditional Foreign Service values that cowardice and malingering are now redefined as “mature self-awareness”? Mr. Hirsch begins his column with a story of a friend who is an excellent swimmer but is “terrified of deep ocean water.” She might make a fine lifeguard at the local swimming pool. She should never be hired as a lifeguard on an ocean beach.

People who lack the courage and dedication to serve in unaccompanied and war-zone posts may make fine domestic civil servants, but they should not be hired or retained as Foreign Service officers, for whom danger and

hardship are often integral parts of the profession we have chosen.

I hope AFSA's other leaders will disassociate themselves from Mr. Hirsch's views on this matter.

*James R. Bullington
Ambassador, retired
Williamsburg, Va.*

Bloggers Beware!

I wish I shared your enthusiasm about Foreign Service bloggers (“The Foreign Service Blogosphere in 2011,” June). Don't get me wrong: I support social media for professional and personal use (I am on Facebook and Twitter, and have written in these very pages about using social media for consular outreach.) It is the mixing of the two uses that concerns me.

Many bloggers use the hook of their Foreign Service connection to attract readers. Despite the standard disclaimer that most of these blogs include, the public often does not distinguish between personal and official views. Another concern is privacy and security.

Here is a sampling of troubling blog entries:

- A consular officer posted his top 10 pet peeves in visa interviews, including applicants who dress like “whores” and who “haven't showered for days.” An immigration attorney then put that list on his own Web site as advice from a Foreign Service/consular officer.

- An officer working in a geographic bureau posts views on foreign policy that are not always in line with the administration's policy.

- A consular officer blogged about visiting an orphanage in a country where the adoption issue is extremely sensitive. An adopting parent then questioned the objectivity of the officer when adjudicating orphan visa cases.

- An Eligible Family Member wrote about her next-door neighbor's position in the embassy, how many weeks he had been at post, and the imminent arrival of his wife.

- Members of A-100 classes blog about their colleagues.

Others are posting information that could lead to identity theft. One blogger, “Madam le Consul,” revealed in various entries her exact date and place of birth, her assignment history, her health issues, and other personal information. Though “Madam” took her blog down following rants about a policy issue that were not in line with official views, it did not take long to figure out who this “anonymous” blogger was.

I am not calling for the prohibition of FS blogs. But if being a pundit is your calling in life, apply to *The Huffington Post*. And if you really need to write down all of your thoughts about official policy or the negative attributes of your A-100 classmates, I suggest doing it the “old-fashioned” way: in a diary kept under your pillow.

*William Bent
Acting Deputy Director,
Office of Policy
Coordination &
Public Affairs
Bureau of Consular Affairs
Washington, D.C.*

Life Care from State

We in the Bureau of Human Resources' Office of Employee Relations were delighted to see the May *FSJ* focus on work-life balance, for we share the goal of maximizing work-life balance for all employees of the Department of State.

The department provides numerous resources to assist and support employees with work and family concerns.

LETTERS



Even when it cannot provide direct assistance, it does provide access to independent resources. LifeCare, the service provider for the IQ:Information Quest program, is one of those resources.

The IQ:Information Quest program is available to all U.S. Department of State direct-hire employees and their household members, at no cost to the employee. IQ is available 24/7 to provide expert guidance and personalized referrals for virtually any issue relating to child care and parenting, adult care and aging, pregnancy and adoption, health and wellness, legal and financial, education and special needs, job and career, and more.

While the program is based in the U.S., employees may access it from anywhere in the world. Working with IQ can save employees time as they head to the United States for elder care trips, send children home to college or return to the U.S.

A few examples of services include:

- Geriatric care management (new for Fiscal Year 2011);
- Legal services, including free or discounted document preparation for wills, living wills and advance directives, as well as various powers-of-attorney documents;
- Financial services, including free or discounted in-person or telephone assistance with credit/debt issues, investments, savings, college planning, home buying, retirement planning, tax issues, 401k funds, identity theft, budget analysis and planning;
- Relocation services, including personalized packets of detailed information on communities nationwide;
- Disaster support, including help with identifying and researching options to making reservations, scheduling appointments, conducting trans-

actions and arranging for deliveries;

- The Care Connection Program, which helps employees facing challenging life events — e.g., illness, aging parents, a new baby, deployment and disasters — network and seek support; and

- Free prenatal kits, child care kits, college care kits and adult care kits, all full of useful household items, books and educational guides geared to each specific age group.

For more information about the program and to sign up, visit the Web site at www.worklife4you.com; then enter the screen name (statedepartment) and password (infoquest). The intranet address is: <http://intranet.hr.state.sbu/Workforce/EmployeePrograms/Pages/IQInformationQuest.aspx>.

If you have questions about the program, please contact me or Mary Jean Dixon in the Office of Employee Relations, Work/Life Division.

*Judy Goodman Ikels
Chief, Work/Life Division
Office of Employee Relations
Department of State
Washington, D.C.*

Women in Focus

Your April focus on women in security and development was one of the most interesting in recent years. Since my retirement from the Foreign Service 16 years ago, I have lived in Guatemala working on community development projects, focusing primarily on women. Ten years ago I started what has become a very successful nonprofit called WINGS, which works to strengthen Guatemalan families through reproductive health.

The inclusion of the article on cook stoves by Satinder Bindra (“Cook Stoves: From Bane to Boon”) was unexpected but most welcome. This

issue affects the environment and health of millions of women in developing countries, including Guatemala.

I have worked for many years with Behrhorst Partners for Development (www.behrhorst.org), which to date has provided some 3,000 isolated Mayan families with fuel-efficient, vented, improved cook stoves. I have seen firsthand the tremendous impact such stoves have, for very modest costs.

I applaud this and every effort to prevent premature deaths of women. However, such initiatives must be accompanied by education about, and access to, family planning, which prevents many premature deaths and improves the environment.

India’s population is expected to surpass China’s by 2020, and water shortages are rapidly becoming critical there and in many other parts of the world. A recent study by the London School of Economics revealed that family planning is more effective than conventional green technologies in meeting climate change goals. All FSOs and other people working in diplomacy and development should remain conscious of these realities and raise the critical importance of family planning at every possible opportunity.

*Sue H. Patterson
FSO, retired
Founder of WINGS
(www.wingsguate.org)
Antigua, Guatemala*

Recognizing the Stimson Center

We note with embarrassment that our recent *Journal* article (“Taking Diplomatic Professional Education Seriously,” July-August) focused so heavily on the conclusions of our study that we neglected to acknowledge the excellent contribution of the Stimson

LETTERS



Center, our partners in the project. We respect their significant contribution and apologize sincerely for the oversight.

*Ronald E. Neumann,
President, American
Academy of Diplomacy
Robert M. Beecroft,
Project Director, AAD
Washington, D.C.*

Workaholism Erodes Management

In response to the May issue on work-life balance, I would point out that workaholism in the Foreign Service erodes our ability to manage. My wife (an FSO) and I (holder of an M.A. in management) have both encountered the workaholic culture discussed in Shawn Zeller's article, "The Foreign Service Juggling Act."

While management is about increasing productivity without increasing resources, workaholism is about adding more time. Therein lies a crisis and an opportunity.

William Schofield's Speaking Out column in the same issue, "Building Professional Skills," gets to the heart of the problem. As he comments, "[Management ability takes] on greater importance in dangerous and unstructured environments." When everyone works longer hours, they aren't managing the work. The Foreign Service is essentially hiring more workers but hiding the cost in another category, compensatory time.

Many will argue that it isn't always possible to increase productivity, despite many innovations in work processes, training and environmental engineering that have done just that. If workers are always willing to work more hours and managers are willing to let them, then neither group prac-

tices real management. Why innovate if you can just use brute force?

Innovation takes constant practice. If the cultural solution is "work longer," then the space for new solutions never develops. This is what Mr. Schofield is warning us about.

In dangerous, unstructured environments like the aftermath of a natural disaster or the beginning of armed conflict, Foreign Service employees don't have the luxury of more time. You have to work late, but working late won't help in the race to save lives. In a crisis, you have to *manage*.

If FSOs perennially work longer, they won't be ready for a situation when that isn't enough to get the job done. When success is critical and deadlines are hours or minutes away,

the ability to find and implement innovative solutions will be underdeveloped. Further, many FSOs will be drained from having worked longer hours for the last few months or years.

Developing the ability to solve problems in a "finite resources" work environment, within a limited budget and a 40-hour workweek, is a daunting challenge. But that's what management is supposed to do.

When Foreign Service officers learn to manage, they aren't just learning how to increase efficiency. They are learning how to better carry out the work of building democracies. They are learning how to save lives.

*Joshua Burleigh
FS Family Member
Consulate General Lagos ■*

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Shawn Dorman, EDITOR

AMERICAN FOREIGN SERVICE ASSOCIATION



CYBERNOTES

Withdrawal is what the enemy hopes to hear. Our goal is to make sure that the enemy doesn't hear withdrawal and the Afghan people don't hear withdrawal.

— Senator Lindsey Graham, R-S.C., speaking about President Barack Obama's troop withdrawal plan during a July 3 visit to Kabul (<http://m.theglobeandmail.com/news>).

Assessing the Cyberwar Threat

A flurry of high-profile hacking incidents this year against individual, commercial and governmental targets has renewed worldwide concern over Internet security and turned up the heat on already simmering tensions between the U.S. and China over the alleged origins of these cyberattacks.

With many analysts couching their fears in terms of national defense, there is a growing debate as to whether or not such incidents constitute the opening stages of a sustained, calculated cyberwar, and just how worried Americans should be about that prospect.

The U.S. government considers it a serious threat, if the allocation of more than \$500 million in the Pentagon's Fiscal Year 2012 budget request to research new cybertechnologies is any indication. After recent attacks on the Google accounts of government em-

ployees and major contractors like Lockheed Martin, the Defense Department announced that it was building a "virtual firing range" in which to test cyberdefense technologies.

The National Cyber Range, a closed, scaled-down replica of the Internet, is expected to launch in 2012. Still, Reuters reports that the gap between emergent threats and defensive capabilities continues to grow, as adversaries and technologies proliferate faster than policy can adapt to them (www.reuters.com).

However, escalation poses problems of its own. In response to repeated accusations that Beijing had originated cyberattacks against U.S. targets, the *Chinese Liberation Army Daily* retorted in June that it is China that is vulnerable to American attack: "The U.S. military is hastening to seize the commanding military heights on the Internet ... We must accelerate Internet defense development and accelerate steps to make a strong Internet army."

This echoes sentiments expressed weeks earlier on the establishment of China's own "cyber blue team" to protect its armed forces' Internet security (<http://eng.mod.gov.cn/>). Henry Kissinger and former Ambassador to China Jon Huntsman Jr. have called for "cyberdétente" between the two countries.

Such a détente may prove elusive as

rhetoric continues to run hot. Defense Secretary Leon Panetta warned at his June confirmation hearing that the "next Pearl Harbor we confront could very well be a cyberattack that cripples our power systems, our grid, our security systems, our financial systems, our governmental systems."

In the wake of heightened anxieties, Senators Susan Collins, R-Maine, Joseph Lieberman, I-Conn, and Tom Carper, D-Del., have reintroduced legislation they failed to pass last year: the Protecting Cyberspace as a National Asset Act. This legislation would give the Department of Homeland Security authority to partner with private industry to identify and assess threats to our cyberinfrastructure, set cybersecurity priorities and improve defenses (www.senate.gov).

Other analyses suggest that the threat is overblown. In the March edition of *Cybernotes*, we reported that an Organization for Economic Cooperation and Development report, "Reducing Systemic Cybersecurity Risk" (www.oecd.org), found that many incidents referred to as acts of cyberwar do not deserve the name.

Bruce Schneier, author of *Applied Cryptography* and the chief security officer at British Telecommunications, concurs. For years he has maintained that appropriate responses to emergent threats will depend on correctly distinguishing cyberwar from cyber-



crime, cyberterrorism and cybervandalism. Our increasingly heated “battle of metaphors” could end up driving cyber policy in uncomfortable ways, he warns, potentially leading to increased militarization of the Internet.

When asked about allegations that Beijing had instigated cyberattacks against U.S. interests in June, he posted the following comment on his blog (www.schneier.com): “When I first read the story, I decided it was not worth blogging about. Why is this news?”

— *Asa Maclay Horner*,
Editorial Intern

An Unwelcome “TIP”

On June 27 Secretary of State Hillary Rodham Clinton released the department’s 2011 Trafficking in Persons Report (www.state.gov/g/tip/rls/

tiprpt/2011/). This annual report assesses the efforts of governments worldwide to combat the practice of human trafficking at every stage: in victims’ countries of origin, along their routes traveled and in their ultimate destinations.

Countries are ranked according to their degree of compliance with the minimum standards of the Trafficking Victims Protection Act or their efforts to meet those standards. The 32 countries afforded a Tier 1 ranking, including the United States, are in full compliance, while the 86 nations in Tier 2 are seen as making significant strides toward compliance. There is also a separate Tier 2 Watch List covering an additional 40 countries that either failed to document their efforts to comply with the act or have especially severe trafficking problems.

Placement in Tier 3 means a foreign government is neither in compliance with the TVPA nor making any efforts to move in that direction. Such a finding can result in U.S. sanctions or the

loss of foreign aid, though the president can waive such penalties. The majority of these 23 most egregious offenders are located in Africa and the Middle East (a map is available at edition.cnn.com/intertive/2011/06/world/table.trafficking.report/).

The report has attracted significant criticism from a number of sources. Pardis Mahdavi, a professor at Pomona College and a former Woodrow Wilson Center fellow, laments in an online comment that “once again the [2011 TIP] rankings seem to align more closely with U.S. foreign policy considerations than actual trafficking problems” (www.huffingtonpost.com).

Mahdavi commends the report for stressing that human trafficking is an issue of forced migration and labor that extends far beyond the typically highlighted sex industry. She points out that the narratives for Tier 3 countries in the Muslim world are infused with descriptions of the sexually exploitative aspects of human trafficking, while other serious violators, such as the

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50 Years Ago...

Guerrilla warfare may be a politico-military endeavor not just in its ends, like all warfare, but also in its means. Yet until recently it was generally neglected by political and military officers alike. If the political officer recognized his responsibility to understand the uses of all means of political persuasion, of which force is one, his attention was more likely to be captured by long-range missiles and nuclear weapons.

The regular military found it difficult to regard guerrilla warfare as an important military subject: if they saw it as primarily military, they did not take it seriously; if they took it seriously, they did not regard it as primarily military.

Such attitudes are readily understandable in the members of a profession generally considered as apolitical and drawn from a society characterized by a high degree of specialization, faced by a form of warfare in which only basic units fight for small objectives, perhaps under a system of command, divided between political and military officers, which repels them.

— Edward E. Rice, “Generals, Guerrillas and Diplomats,”
FSJ, September 1961.





Site of the Month: www.gutenberg.org

Invented on July 4, 1971, electronic books celebrate their 40th anniversary this year. So does the first and largest single collection of free e-books on the Web, Project Gutenberg (www.gutenberg.org).

In an effort to “change the world,” founder Michael Hart developed the site in 1971 to make literature free and accessible to all. Hart typed and circulated the first text himself, the *Declaration of Independence*, and continues to lead the project, but the organization now draws on the talents of thousands of volunteers.

In the spirit of its 15th-century namesake, the Gutenberg press, which drastically reduced the cost of printing books and thereby paved the way for their mass distribution, this digital library now contains more than 36,000 free e-books, with more added every day. All are available for download to your personal computer, Kindle, iPad, iPhone, Android or other portable device, in ePub, Kindle, HTML and simple text formats.

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Meanwhile, the market for commercial e-books continues to grow exponentially. Writing in the May 19 edition of the *New York Times*, Claire Cain Miller and Julie Bosman reported that Amazon.com customers now buy more e-books than print editions.

To be sure, e-books currently account for only about 14 percent of all general consumer fiction and nonfiction books sold, according to Forrester Research. But James L. McQuivey, a digital media analyst at Forrester, says “e-book reading is a big deal, and it’s going to continue to be even bigger.”

—Steven Alan Honley, Editor

Democratic Republic of the Congo, receive more attention for forced labor.

Senator Jim Webb, D-Va., who chairs the Senate Subcommittee on East Asian and Pacific Affairs, is also critical of the TIP ranking system. Citing concerns from State Department personnel and foreign officials who felt their countries had been wrongly evaluated, the senator offered the example of Nigeria, which received a Tier 1 ranking for its efforts at improvement even as Japan and Singapore remained in Tier 2. In his view, such inconsistencies result from ranking countries against the progress made in the past

year, rather than against a consistent measurable standard, and mischaracterize the comparative urgency of trafficking between countries.

On July 13, Sen. Webb introduced a bill to create a clear, quantifiable standard by ranking countries against a single scale, eliminating the Special Watch List category, and rating countries as either in or not in compliance. He stressed the importance of an approach that strengthens anti-trafficking efforts without compromising diplomatic relationships. ■

—Asa Maclay Horner,
Editorial Intern

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THE FOREIGN SERVICE A DECADE AFTER 9/11



Ben Fishman

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AFSA MEMBERS REFLECT ON CHANGES IN THE FOREIGN SERVICE SINCE, AND BECAUSE OF, THE TERRIBLE EVENTS OF SEPT. 11, 2001.

BY STEVEN ALAN HONLEY

his month marks the tenth anniversary of the 9/11 attacks and their aftermath. AFSA as an organization is commemorating that solemn anniversary in a variety of ways, with a focus on the sacrifice and service of Foreign Service employees and family members in all foreign affairs agencies.

As part of that observance, we used our AFSAnet listserv to invite AFSA members and their families to share their thoughts on how the Foreign Service has evolved over the past decade, posing the following questions as a starting point:

COVER STORY

- For those who entered the Foreign Service after 9/11: To what extent did the attacks motivate you to join the Service? Do you still feel that drive?

- For those who have served overseas in recent years (particularly at unaccompanied or danger-pay posts): Have security measures affected your ability to do your job? How, specifically, have you coped with the challenges of working and interacting with host-country counterparts while based in what some have called fortress embassies? And do heightened security restrictions remain appropriate, or is the price too high?

- For all: Is the Foreign Service a stronger, more effective institution now than it was 10 years ago? Whatever your answer to that question, how much of the change do you attribute to the impact of 9/11?

Our thanks to all who responded so thoughtfully.

— *Steven Alan Honley, Editor*



Honored to Serve

On the morning of Sept. 11, 2001, while I was teaching a class at the University of North Texas, a student knocked on the window of my classroom door. “Please, ma’am. Class is canceled.” Annoyed, I hurried down the hall to the office of the Intensive English Language Institute, where I worked, and asked what was going on. “We’ve been attacked,” said my boss. “Everybody should go home and call their families.”

Five months pregnant with my first child, I gladly took her advice. After dismissing my class, I walked home in a daze. Glued to CNN, mesmerized by the horror, I called every member of my family. We all knew the world had changed forever.

Over the next couple of months, as the U.S. government charged into overdrive and began the search for Osama bin Laden, the thug who had perpetrated these unthinkable acts of violence, I contemplated my future and that of my husband and unborn child. When my boss warned me that enrollment of international students would surely drop in the aftermath of the attacks, I began to search for other jobs.

No longer content to teach English as a second lan-

There has to be an option for some officers to take on more risk in a prepared way to reach the areas where our interaction with local populaces is most needed.

guage to privileged international college students, I checked out the options for government service. Somewhere on the Internet, I found an invitation from Secretary of State Colin Powell to take the Foreign Service exam. As a young Peace Corps Volunteer from 1994 to 1995, I had thought about joining the Foreign Service some day, but I had no idea how to go about it. When Sec. Powell’s invitation arrived, I answered the call.

In my A-100 class, we all asked each other why we’d joined the Foreign Service, and most of us mentioned the feeling of wanting to do something to help our country in its time of need. All my life, I had wanted to serve my country. Despite the fact that my dad and three brothers had served in the Army, I was drawn to the Peace Corps (“the toughest job you’ll ever love”) and the diplomatic corps, even though I had not yet been born when John F. Kennedy issued his immortal call to service, “Ask not what your country can do for you. Ask what you can do for your country.” His words have always inspired me.

Nearly seven years into my career as a consular officer, I am still greatly honored to have the opportunity to serve my country. In Mexico, Ethiopia and India I have worked in consular sections, adjudicating visas, assisting American citizens overseas, and learning about how people live and work around the world. Though there is much to admire in countries to which I’ve been assigned, I am prouder than ever of the United States.

Sept. 11, 2001, did not signify the closing of our nation’s doors and the myriad opportunities for advancement we offer. To the contrary: Our great experiment in democracy is still a beacon to the world.

Celia Thompson

FSO

Chief of American Citizen Services

Consular Information Unit

Consulate General Hyderabad



Taking on Risks

I am a Foreign Service officer who has served in Liberia, Iraq and Afghanistan in unaccompanied positions. In all three of those assignments, security measures defined my

COVER STORY

job. However, a greater State Department investment in state-of-the-art technology for videoconferencing could do much to allow officers to interact with their host-country counterparts when conditions do not permit travel.

At the same time, the spillover of these restrictions to embassies in much less threatening countries is making officers irrelevant in many cases.

The places we need to reach are often the very places Diplomatic Security Bureau personnel do not want us to go. There has to be an option for some officers to take on more risk in a prepared way, or we will not be able to reach the areas where our interaction with local populaces is needed the most.

The State Department's Office of the Coordinator for Reconstruction and Stabilization has made real strides in preparing Foreign Service officers to work in post-conflict conditions. I have served in the Active Response Corps and continue to volunteer with the Standby Response Corps precisely because those positions allow me to voluntarily take necessary risks to advance U.S. interests. It is time for diplomacy, particularly public diplomacy, to reach the parts of the world where it is needed the most.

Deborah S. Hart-Serafini

FSO

*Middle East Partnership Initiative Coordinator
Embassy Kuwait*



Yes, We're a Stronger Institution

In the wake of 9/11, the most important changes to U.S. national security structure were domestic in nature. The establishment of the Department of Homeland Security in 2002 is the most visible outcome of an executive-congressional consensus that a whole-of-government approach had to produce better value from our many national security assets, both human and technological.

Clearly, the Foreign Service was integral to this approach, sharpening its training and moving assets to locations where terrorist organizations were thriving. But the tipping point for adaptation came with the lessons learned from our engagement in Iraq. As we moved quickly to rebuild civil society in that former dictatorship, the Foreign

The most historic changes to the Foreign Service came as a result of the institution building begun by Secretary of State Colin Powell and continued by his successors.

Service had to retool and take a more entrepreneurial approach in the competition for resources and leadership in interagency policy-making.

That said, the most historic changes to the Foreign Service, the ones that have made this institution more versatile and effective, came as a result of the institution building begun by Secretary of State Colin Powell and continued by his successors.

A greater emphasis on leadership training, strategic communication and interagency assignments has strengthened FS skill sets, helping us find or make opportunities and head off challenges amid high-velocity change in markets and social organizations, and respond to the rise of new regional players that affect all our national interests.

Speaking as a public diplomacy officer who has been in the Foreign Service for 27 years, I have been especially impressed by how quickly FSOs are transforming our outreach and engagement with foreign countries by harnessing Web-based tools. Both in Washington and the field, we are competing well with media outlets for the attention of worldwide audiences. We are also building communities of interest and partnerships across borders that help us demonstrate the positive change our policies advocate.

Equally important, FSOs recognize that public diplomacy must inform every aspect of our policy advocacy and that we must communicate our successes with businesslike metrics and compelling stories to compete for funding in an austere budget environment.

Mark Tauber

*FSO, Public Affairs Section
Embassy San Jose*



No, We're Becoming Irrelevant

The State Department is markedly less effective than it was before 9/11. The department has let its responsibility for effective diplomacy be sapped by a preoccupation with non-critical, politically correct programs that skew employment opportunities in favor of incompetence; the distraction of same-sex accommodation in assignments overseas; and the provision of day-care for the children of employees.

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One only has to read *State* magazine to see the trend. Such distractions continue to erode an already limited resource base, which is likely to become even smaller in the near future as the department's influence continues to decline.

The upshot is that State simply does not have the capacity to be effective in its former traditional role. Near-irrelevance, it almost appears to be a minor subsidiary of the Department of Defense.

Bill Faulkner

USAID FSO, retired

Falls Church, Va.



The Price of Security

On Sept. 11, 2001, I was attending a Chamber of Commerce luncheon with the deputy chief of mission in Douala, Cameroon, when the planes hit the World Trade Center and the Pentagon. The DCM decided to let the lunch continue, but afterward we raced back to the U.S.

branch office to get the news, phone the ambassador and map out a plan.

Speaking as someone who entered the Foreign Service 20 years ago, I think our mission and those around the world coped extremely well with the attacks. I also believe the Foreign Service is a stronger institution now than it was 10 years ago; but that strengthening is unrelated to the attacks or State's response to them.

The attacks occurred after several successive Secretaries of State had focused more on policy than management. This emphasis adversely affected the department in many ways, from obsolete information systems to an erosion of the benefits that make the Service an affordable career for the middle class.

Secretary of State Colin Powell understood this point and used his vast energy to improve the situation. His Diplomatic Readiness Initiative created a float of officers so we could be sufficiently trained before beginning new assignments. Likewise, Secretary of State Hillary Rodham Clinton has ably balanced policy and management

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COVER STORY

of the department, enhancing the ability of the Foreign Service to function effectively. Given the need to address our huge budget deficit, this task will be increasingly challenging; but I believe she will do the best she can.

Embassies have become much more secure over the past decade, but at what cost? The department is increasingly moving its embassies, once fairly open facilities in downtown centers, to suburban locations in fortress-like buildings that do not represent the open society that is the United States. Due mainly to budgetary pressures, but also for security reasons, the department is closing its American Information Centers or moving them into far less accessible chanceries. These measures have undoubtedly saved lives (as in Yemen last year), but we do pay a price for them in terms of effectiveness.

Harry Sullivan
FSO
Consulate Nagoya



Looking Forward

After joining the Foreign Service in 1996, my first tour was in Cairo. The activities of the “Blind Sheik,” the mastermind behind the 1993 World Trade Center bombing, were very much at the forefront of every consular officer’s mind. So, too, was the importance of security advisory opinions and Consular Lookout and Support System hits, as well as the front-line responsibility of holding a consular commission and making decisions on visa cases every day.

As I reflect on my diplomatic career, which ended in 2004, and my time in the private sector working closely with State, I see a Foreign Service that has evolved into a stronger organization. This is largely due to a renewed emphasis on the contributions of our country’s diplomats — the perspectives, insights and expertise they bring to bear to help solve complex issues around the world.

Getting to this place has not been easy. In the immediate wake of 9/11, and other crises throughout history, hindsight made it easy to imagine how events might have evolved differently. Yet rather than only looking back to rethink processes and procedures, the Foreign Service has remained true to its mission and continued to look for-

*Nearing irrelevance,
State almost appears to be
a minor subsidiary of the
Department of Defense.*

ward — reaffirming its commitment to develop and foster a unique cadre of experts.

Our organization has also assigned increasing value to authentic interagency collaboration and smart power, reaching beyond whole-of-government resources to include the insights and perspectives of civil society, the private sector and nongovernmental organizations. This has been driven both by an appreciation of how the respective insights and perspectives of each can inform a more holistic understanding of global issues and transnational threats, as well as a recognition of a budget environment in which all must do more with less.

As a result, the Foreign Service has enhanced its ability to continue building relationships and bridges to effectively inform and influence around the world, and to implement U.S. national security policy and foreign policy interests.

Cheryl Steele
FSO, retired
Senior Associate
Booz Allen Hamilton



An Outpouring of Support

On Sept. 6, 2001, I arrived in Ottawa after completing a tour at the Office of the High Representative in Sarajevo, which at the time was one of our highest-threat posts. Like many others serving outside the U.S. on 9/11, I still remember the helpless feeling of not knowing what was going on.

The next day was full of all those tasks one does after arriving at post. I was alone because our four children were in college or living on their own and my wife, Martha, was still in the States with our cat and dog. So I stayed at work until it was almost dark on Sept. 12, then exited through the employee entrance, which has a view of the entire fence line facing Sussex Drive.

I was immediately struck by the many flowers, notes, and stuffed animals Canadians had left on our fence as an expression of their grief and solidarity with their American cousins. The riot of flowers and other expressions grew in number as the days progressed, but that first night was particularly moving as I slowly walked the line, reading messages of sympathy and hope while my emotions welled up.

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That assignment was my eleventh overseas tour. Never before nor since have I been so touched by the spontaneous outpourings of a host country. I could feel them weeping with us.

Michael F. Gallagher
Senior Foreign Service officer,
retired
Ocean View, Del.



Tying Our Own Hands

From 2008 to 2009 I served with an Italian Provincial Reconstruction Team in Tallil, Iraq. Our facility, a former Iraqi Air Force base, was now home to the 82nd Airborne Division (the All-Americans).

State Department security measures often prevented me from carrying out my job, and put me at a distinct disadvantage vis-a-vis my Italian colleagues. Our team

*Embassies have become
much more secure
over the past decade,
but we have had to pay
a price for this security.*

was staffed by British Special Air Service veterans with combat experience, assisted by Iraqi local hires and Gurkhas.

I had to submit a formal request to the regional security officer in Baghdad every time I wanted to leave the base. Worse, the RSO would not allow me to travel with Aegis, the British firm that provided our security, because it supposedly “did not meet

American standards.” This was despite the fact that the Aegis team had already conducted more than 1,000 missions during the existence of the PRT with no incidents.

The Aegis team was desert smart, leaving the wire in a single nondescript vehicle. The team always included locally hired Arabs from the leadership of the local tribes and negotiated transit throughout the province in advance. It left a light footprint and was well respected in the local community.

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COVER STORY

The American company's security team, by contrast, had no Iraqi members, and left the wire in three large black Chevy Suburbans, each containing up to 12 armed personnel. After repeated traffic incidents, they were despised by the local people. The Italian PRT leader concluded that traveling in such a conspicuous motorcade would destroy the team's reputation in the local community, undermining good will that had taken years to cultivate and effectively inviting violent attack. Consequently, she would not allow anyone from her team to travel with the Americans. I concurred with her assessment, yet the RSO continued to deny my repeated requests to go out with my Italian colleagues and Aegis.

The Italians left the base every day to meet Iraqi contacts and monitor projects, while I was confined there. I eventually received permission from the RSO to go on missions with the 82nd and was able to do some work outside the wire. The PRT also converted an abandoned Italian Army base nearby to a neutral area, where we met Iraqis and conducted training. I also hired Iraqi employees to monitor my many projects and to provide me with briefings and photographs, as site visits were impossible.

The RSO also prevented me from working with our allies. He denied my request to accompany a Romanian Army unit to its training area outside the wire, and to participate in a weeklong Australian Army mission. (A non-State Department American team carried out the Australian mission without incident.)

It was frustrating to see that even though U.S. taxpayers spent millions of dollars to fund my year in Iraq, the State Department effectively tied my hands and prevented me from running a truly effective program.

Jon P. Dorschner
FSO, Economic Section
Embassy Berlin



Remember History!

As a retired FSO whose career lasted from 1942 to 1980, I would like to contribute a footnote to your discussion of the impact of 9/11 on the Foreign Service. History repeats itself and needs to be learned!

*I joined the 104th
A-100 class on Sept. 10,
2001, bright-eyed and
ready for the world.*

Or so I thought.

Back in 1973, I was serving as economic-commercial counselor and USAID mission director in Addis Ababa. In March of that year, a terrorist attack on the Saudi embassy in Khartoum killed the U.S. chargé d'affaires and the Belgian ambassador, among others. The French embassy then advised us that information from Beirut indicated that the perpetrators had a list of additional Americans to

be attacked, including personnel serving both in Africa and the Middle East.

My colleagues in Ethiopia and I were all on the list. The State Department advised us that no ransom would be paid if we or our family members were kidnapped, but that our families could be relocated to a safe place if we wished, either back home or elsewhere.

We all remained at post and, thankfully, were not attacked. But I share this experience to make the point that the so-called "war on terror" is not new and must always be borne in mind.

Roger Ernst
FSO, retired
Tampa, Fla.



Undaunted

"Aren't you afraid?" my classmate asked. It was August 1998, and we had just received news that the U.S. embassies in Nairobi and Dar es Salaam had been bombed.

Weeks before, I'd learned about the Graduate Foreign Affairs Fellowship Program, one of two programs now known as the Pickering Fellowships, and I had applied. Though it involved a three-year work commitment in the Foreign Service following graduation, it was a no-brainer for me. I loved the adventure of international travel, I needed the money, and I didn't have any strong feelings one way or another about a specific career, so long as it was interesting work and comfortably remunerative. (My commitment to public service would grow later.) The Foreign Service appeared to be a good fit.

As for danger, I was from Detroit and had traveled a little bit. I figured the possibility of harm was everywhere. I was also a bit naïve.

Following graduation, I joined the 104th A-100 Orientation Class at the Foreign Service Institute on Monday,

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Sept. 10, 2001, bright-eyed and ready for the world. Or so I thought.

On the second day, 30 minutes into our first session, the deputy course coordinator ran down the aisle and exclaimed that a plane had struck one of the two World Trade Center Towers in New York. We were to remain calm and seated and await further information. I first thought of my uncle who regularly attended business meetings in the World Trade Center. Was he OK? Then I thought of a friend whose father also had regular meetings there. Was he all right? (Both, we later learned, were fine.)

We then heard that another plane had struck the second tower, that the Pentagon had been hit and that the department's main building in Foggy Bottom was being evacuated. Numb, I returned to my hotel room. Like the rest of the world, I remained glued to the television.

The next morning, I boarded the hotel's shuttle to FSI. I hadn't heard whether class was still on, but assumed (and perhaps hoped) it would be. The rest of my 97 classmates

felt the same way, it turned out.

Following training, several of us were sent to Bogotá for our first assignment. While there, Club El Nogal, a club blocks from where many embassy personnel, including me, lived, was bombed. There were other terrorist incidents in the city during our posting, as well.

But it was clear to most of us how seriously the department and embassy leadership took our safety. Phone tree drills, regular security briefings and updates when there were credible threats helped me, and I think others, feel more secure. I have felt the same priority on safety in subsequent overseas assignments in India, Singapore and, now, in Jakarta.

Since joining, only a handful of my 104th A-100 Class colleagues have left the Foreign Service. Most of us have served in danger-pay or hardship posts, and will likely do so again, proudly. We remain undaunted.

Clayton Bond

FSO

Embassy Jakarta

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Stretched Thinner Than Ever

A decade after 9/11, Foreign Service personnel are stretched thinner than at any time in the past as they serve in a larger number of missions, many of them unaccompanied assignments. This creates tensions within their families, especially when spouses are professionally employed and when they have children.

While there was a surge in people taking the Foreign Service exam in the months and years immediately after the events of 9/11, the problem of unfilled positions overseas persists. Retirements continue to work against increasing the overall numbers of FS members.

In addition, because so many mid-level FSOs retired or were reassigned to Washington before the new recruits could be trained and deployed, there were fewer mentors for them at our embassies and consulates, just as the number of “stretch” assignments increased dramatically.

We also still have the perennial problem of recruiting qualified, seasoned professionals to join the Foreign Service at starting salaries often substantially below what they are already earning in other career fields. And efforts to find and hire entrants who already speak Arabic, Farsi, Dari, Urdu and other critical languages often run afoul of the mandatory security background checks.

Language training, in general, remains one of the weak spots in the Foreign Service. More funding and career incentives are needed to motivate FSOs willing to spend one to two years learning a hard language. (Extending the time-in-class for those learning critical hard languages is one incentive that has existed for years.) The financial incentives for learning and using these languages at post were diminished years ago from a percentage of one’s base salary (10 percent for a 3/3 score in speaking and reading a language, 15 percent for a 4/4) to a much smaller fixed annual figure based on one’s Foreign Service Institute language score.

One has to be very dedicated to public service, often under very harsh and sometimes dangerous circumstances, to pursue a Foreign Service career. The terrible events of 9/11 may have energized more people to make a career

Foreign Service personnel are stretched thinner than at any time in the past as they serve in a larger number of missions, many of them unaccompanied assignments.

change and enter the Foreign Service. The cost of recruiting and appointing FSOs and training them has to be weighed against the attrition rates (probably relatively low) of those who leave the Service after one or two assignments. Still, it is a factor in the overall strength of the Foreign Service.

State has used retired FSOs in When Actually Employed assignments to cover overseas positions to permit active-duty personnel to take home leave or to fill positions that were vacant pending assignment of an active-duty officer. Without WAEs, there would have been even greater gaps in embassy and consular staffs. Still, the department’s system for employing annuitants is a hodgepodge, dependent on individual regional bureaus rather than a centralized system to place experienced retirees in key overseas and domestic positions when and where needed. Indeed, WAE employment remains a mystery for many.

A decade after 9/11, the fact that the Foreign Service continues to lack the recognition and support that members of our armed forces enjoy suggests that our work remains a mystery to most Americans. This attitude is sometimes reflected in statements by members of Congress who criticize the funding and work of the Foreign Service. More must be done to educate the American public, key interest groups, and members of Congress and their staffs about the dedicated service of our Foreign Service members and the sacrifices of their families.

*Bruce K. Byers
FSO, retired
Reston, Va.*

Working More Closely with DOD

One aspect of a strengthened, more effective Foreign Service a decade after 9/11 is an increased capability to operate with a whole-of-government approach and mindset. This is most evident in the Bureau of Political-Military Affairs and in the Office of the Coordinator for Reconstruction and Stabilization, but it is evident elsewhere at State, as well.

For example, there are now more political advisers to meet increased military demand, as well as improved

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prospects for their career development and advancement. Military-civilian communication and planning have improved, with more joint schooling and operations and more cooperation in program management.

Unnecessary walls between organizations have broken down to an appreciable degree. The Secretary of State and Secretary of Defense interact collegially, even appearing together before Congress, and there is less knee-jerk negativity by each service toward the other. Let's hope these trends continue and recent lessons have truly been learned, not actively forgotten as after the Vietnam War.

There has also been a growing recognition by defense personnel of the authority and responsibility of chiefs of mission and of the expertise that State and USAID civilians can bring to the pursuit of our national interests (the Donald Rumsfeld era was a low point in this regard).

Still, things are not perfect by any means. Some of our military colleagues still do not fully appreciate that their operations overseas are largely short-term, or that

diplomats and development officers will be dealing with a given foreign environment long after they and their resources have essentially moved on. Moreover, Congress is still divided into too many competing principalities and does not recognize that State and USAID are part of the U.S. national security apparatus.

Finally, stark differences in resource allocations persist between the Department of Defense and civilian foreign affairs agencies. As a result, there are still not enough Foreign Service personnel to act and to train for the tasks at hand — and those still over the horizon.

Mort Dworken

FSO, retired

Falls Church, Va.



I've Never Looked Back

In September 2001, I was anticipating my new career in the Foreign Service and, as president of the Friends of Burkina Faso, preparing for our role in the annual meet-



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ing of the National Peace Corps Association. The 9/11 attacks threw everything into chaos. The NPCA initially announced its plan to cancel the meeting, and the FBF nearly did the same.

In that climate, I briefly doubted the wisdom of my decision to join the Foreign Service. But the next day I realized that reaction would mean the bad guys had won. I overcame my doubts, and both groups successfully met the following weekend. I've never looked back.

Bob Osborne
FSO, Management Section
Embassy Kabul

Sept. 11, 2001, did not signify the closing of our nation's doors and the myriad opportunities for advancement we offer.

Career advancement in the Foreign Service should be based on leadership that contributes to the coherent, unified function of the institution and to the achievement of its goals. Individual achievement is secondary to group achievement when it comes to esprit de corps and the building and maintenance of a superior Foreign Service. The important tasks of representing and defending

America are best accomplished working together.

Bruce Andrus
FSO, retired
Montreal, Canada

Let's Work Together

As a retired FSO who served from 1977 to 2001, and has filled When Actually Employed positions every year since the 9/11 attacks, I offer the following comments for your consideration.

Members of the Foreign Service work 24/7 to project American values in all countries of the world. We are a democracy, and we believe in the rights of the individual. Let us not downplay the foundations of our society, or undervalue our strengths abroad.

We are defenders of America no less than our esteemed military colleagues overseas and, like them, often find ourselves in harm's way. Also like the military, the Foreign Service depends on all its members to do their jobs effectively. Thus, there is an acute need to invest adequately in hiring, training and supporting all our staff.

Another key component of an effective work force is an esprit de corps that fosters fairness, cohesion and achievement. A smooth working relationship with our Civil Service colleagues is highly important, as is continuity of purpose in our overseas posts. The optimal direction of the Foreign Service depends upon leadership that inspires and guides all personnel to work together to achieve common goals and to meet our nation's essential needs.

Good security practices are also essential in running the Foreign Service overseas, but must not inhibit the ability of our diplomatic representatives to do their jobs. Flexibility and smart thinking are needed to keep our personnel safe as they work to meet our goals.

Team-Building is Key

The 9/11 terrorist attacks brought American society together in pursuit of a common goal: get the bad guys and make sure this never happens to us again. I was assigned to the U.S. Mission to NATO in Brussels when Article 5 of the Washington Treaty (an attack on one ally is an attack on all) was invoked for the first and only time in the alliance's history.

The sense of mission was already palpable as Secretary of State Colin Powell introduced the department to the concept of team-building, along with a broader concern for "taking care of the troops." As an institution, however, we failed to internalize his conception of how these additional tools could be used to channel our dedication to achieve our goals. As a result, his efforts to change State's organizational culture did not survive his departure in 2005.

I spent 10 years on active duty as a U.S. Army officer before joining the Foreign Service, including three overseas tours in Asia and the Middle East. I therefore recognized, and wholeheartedly endorsed, Sec. Powell's team-building campaign, which reflected standard Army leadership practices.

In the Army's view, effective team-building lays the foundation for efficient mission accomplishment. All members work together regardless of their role or specialty, knowing that their contribution is genuinely valued and their personal needs acknowledged and respected. It's not simply a question of resources (we all know that the Department of State's budget will never match that of the Pen-

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tagon); rather, it's a question of institutional training and indoctrination.

In the Army, taking care of the troops ranks in importance almost as highly as accomplishing the mission, and leaders are trained from Day 1 of their careers to respect both principles. Those who are unable or unwilling to do so are quickly relieved.

Contrast that with the department's institutional mindset, in which employees generally are conditioned to focus on the needs of immediate supervisors, the front office and senior officials. We become excellent at managing issues, but less good at leading people or building effective teams. Getting ahead is often synonymous with recognition of individual accomplishments or the ability to please superiors. We are neither rewarded for team-building or "taking care of the troops," nor substantially penalized for failing to respect these time-honored principles for success.

Although the department has indeed tried with some success in the post-9/11 world to streamline its approach to political-military operations and transform the Foreign

Service into a more expeditionary model, we have failed to instill a lasting team-building mentality among our employees.

Make no mistake. I believe the State Department is generally effective in its work and does much good around the world, especially considering its shoestring budget. But we could have become an even better organization had we seized the opportunity to follow through on the convergent realities of 9/11 and Sec. Powell's strong leadership in remaking the department.

Anthony M. Kolankiewicz

FSO

Embassy Warsaw



Molding a More Peaceful World

The 9/11 attacks occurred during the formative years of my early adulthood and strongly influenced my decision to join the Foreign Service. I was asleep in bed in New York City's financial district when I felt the boom of



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the first plane's impact that morning. As I spoke with the assignment editor for a radio show who was tasking me to get to the towers, I saw the second plane explode in flames.

The timeline of what follows remains hazy. I was interviewing witnesses on the street when I looked up to see a man in a suit running toward me. We briefly made eye contact as he pointed east and shouted, "Go!" A stampede of frantic faces came into focus behind him, chased by a wall of smoke and deafening crashes. I turned and ran. Two friends and I, scared of being trampled, fled for an East River pier.

We shared the next few hours with about 50 others, all of us feeling trapped on the pier by waves of smoke that rolled in and out like the tide. When the smoke got too thick, we took off our shoes, ready to jump. We watched hordes running over the Brooklyn Bridge, calmed a man panicking about anthrax, and comforted a Tower 1 janitor who had listened on his walkie-talkie as his colleagues died. Ashes covered us like snowflakes.

We gathered to listen as a man read news headlines from his pager, shared phone numbers of family for people to pass on if they reached someone, and decided whom to send off in small boats that stopped to pick up people in small groups. Eventually, a Coast Guard boat took us all to Brooklyn. I was impressed by how many people offered us cups of water as we wandered.

That night, a dance teacher let us sleep on the floor of her studio. After a week of moving around, we then checked into a hotel for a month while the apartments we'd left behind were inspected for contamination and stability. They were time capsules upon our return, for everything around them had changed. The surrounding blocks felt like a modern Pompeii, bathed in stadium lights and the drone of helicopters.

That experience knocked me into political consciousness. It became very important to better understand the dynamics between people of different cultures, so I could process what I had witnessed. As the years progressed, I also saw some U.S. actions under the "war on terror" to be damaging and counterproductive. I hoped somehow to contribute to better understanding between people and to finding ways to improve relations that didn't contribute to cycles of violence and distrust.

After several years as a journalist, I joined the Foreign

*We become excellent
at managing issues,
not at leading people or
building effective teams.*

Service as a public diplomacy officer to make a contribution to such efforts. It was comforting to feel I would work among like-minded people who would understand the personal impact of politically motivated violence. Although it's terrible to hear about the traumas of others, I appreciate having found a colleague

who had escaped from one of the towers, and others who have experienced terrible upheaval, including war and the loss of loved ones.

I like to think that all who have been touched by such experiences are using the force of their personal histories to help mold a more peaceful world.

Lisa Venbrux

FSO

Embassy Tegucigalpa



Moving Beyond 9/11

I sometimes find it hard to believe that I will be spending the tenth anniversary of the 9/11 attacks in Saudi Arabia as a Foreign Service officer, using my Arabic-language skills to adjudicate visas. I was a senior in high school on Sept. 11, 2001, and the events of that day have been the primary motivation for many of my life decisions since then. Given that it occurred at the same time I was thinking about where to go for college, I decided that New York City was where I wanted to study.

I visited Ground Zero two months after the attacks and could feel the sadness in the air. At that moment, I knew that I wanted to be part of rebuilding the city. Application submissions were down that year across all universities in the city, but I refused to let the fear of another attack prevent me from moving there and making a difference.

In 2002, I matriculated at New York University with an eye toward studying international business and cultural affairs. I knew that I had a knack for foreign languages and, after a wonderful study-abroad experience in Italy, I decided that it was time to learn a language that would be more useful.

Arabic was my first choice, for I wanted to confront the large cultural chasm that seemed to exist between average Americans and people from countries that spoke it. I took four semesters of the language which, combined with my international business classes, further cemented my in-

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terest in being part of the management cone in the Foreign Service. I knew that the Foreign Service was the right place to meet my new life goal of using my skills and abilities to build America's relations with the people of the Middle East and North Africa.

I pursued entry into the Foreign Service right after graduation, but initially had no luck. As I worked in the private sector I never forgot that passion. And once I had some relevant work experience under my belt, I was able to join the Foreign Service in 2009 and be assigned to the consular section here in Riyadh.

Above and beyond my daily duties, I am thankful for the opportunity to get out and meet Saudi people. I have found that they would like to move beyond 9/11, and I look forward to advancing our dialogue and building a new future.

Daniel J. Tarapacki
FSO, Consular Section
Embassy Riyadh

A Formative Trauma

The 9/11 attacks occurred during my first week of college, and were a formative trauma for my generation. They shaped the notion of patriotism for us throughout college, creating an immediate, righteous indignation that still marks our thinking about international affairs and America's place in the world in a way that the final phase of the Cold War during our very early childhood could not. Those strong feelings were matched two years later by fierce questioning of the decision to pursue what most of us deemed a war of choice in Iraq.

The nation's economic recovery from the attacks and their ripple effects also played a significant role in molding my generation's outlook. After graduating at the height of the subsequent economic boom, less than four years after the collapse of the World Trade Center towers, nearly half of my college classmates entered into careers in finance or management consulting. Fewer than a half-dozen of them entered military service and, as far as I know, none went into the Foreign Service. But many of my peers have gradually gravitated toward careers in public service, some explicitly to prevent another tragedy like 9/11.

After reliving those frantic moments during my first week of college, my mind moves forward to President Barack Obama's announcement of the death of Osama bin Laden. His rise and fall bookend the decade.

I am a member of the 163rd A-100 Class, which begins training on Sept. 12, the day after the 10-year anniversary of bin Laden's attacks. We will train and serve our country in honor of the victims of 9/11, mindful that it will be up to us to continue the work those already in the Foreign Service are doing.

Dahn Choi
FSO, 163rd A-100 Class
Washington, D.C.

Writing the Next Chapter

On Sept. 11, 2001, I was a blond-haired, green-eyed, slightly naïve college student from a small town in southern California who knew very little about Afghanistan and even less about al-Qaida. The events of that day irrevocably altered the shape of my dreams and the course of my life. I was fortunate enough not to lose any loved ones in the attacks, but the force of the change in my perception of the world blew the doors of my cozy, safe, insular world wide open and brought with it the realization that nothing would ever be the same again.

For those of us who became adults post-9/11, our life choices have been indelibly shaped by that day. I eventually joined the Foreign Service and, when bidding on my second tour, readily volunteered for service in Afghanistan. I will spend the tenth anniversary of the 9/11 attacks posted to Kabul as an assistant information officer in the public affairs section.

I am often asked why someone like me would go to Afghanistan. As a friend recently put it, "You can go anywhere, do anything. Why would you volunteer for such a dangerous assignment?" My answer is simple. I am proud and honored to be the face of my country abroad. Seeing someone like me — an "all-American girl" — is precisely what signals our commitment to an Afghan-led reconciliation and peace process. It symbolizes our willingness to share the best of what America has to offer with the rest of the world.

The story of Afghanistan over the past few decades has been saturated in blood and punctuated by displacement and destruction. I hope that our work here will ensure that the next chapter is one of hope, reconstruction and reconciliation.

Erin Rattazzi
FSO, Public Affairs Section
Embassy Kabul ■

EXPEDITIONARY DIPLOMACY FROM THE GROUND UP

HAMMERING THE SQUARE PEG OF EXPEDITIONARY DIPLOMACY INTO THE ROUND HOLE OF STATE DEPARTMENT REGULATIONS CAN BE A COMPLICATED PROCESS.

By SCOTT MCFADDEN

It starts with a simple e-mail asking for a few facility managers to work for a few months in Iraq. Wow, what an opportunity to be on the “front lines,” the “tip of the spear”!

Your post is reluctant to let you go, but the front office wants some “street cred” for supporting the department’s number-one priority. So you submit your name and wait.

The call comes, and now you prepare to leave post for four months (December 2010 to March 2011, in my case). You spend the first month taking care of administrative matters back in Washington, D.C., filling out forms and attending classes. The highlight of your training is the 2½ days spent in West Virginia at the evasive driving course (familiarily known as “Crash and Bang”).

Then it’s “planes, trains and automobiles” until you finally arrive at the embassy in Baghdad, which is rather surreal. You’d heard all the stories about how hard life was in Iraq; now here you are, walking the grounds of the Green Zone.

It’s a beautiful new embassy compound, full of armored Suburbans, apartment buildings and recreation facilities, not to mention Subway, Pizza Hut and Green Bean Coffee outlets, among many others. And most of the Locally Engaged Staff are from other U.S. embassies around the world. You feel more like you’re part of “It’s a Small World,” Department of State-style, than a foreign country.

You’re quickly whisked into consultations, where you hear

Scott McFadden, a Foreign Service facility manager since 2006, volunteered for a 90-day temporary duty assignment in Mosul, Iraq, while serving in Lome. He recently began a new assignment in Kabul.

things like “We have this excellent opportunity for you to excel,” “This is the department’s top priority,” and “Nothing like this has ever been done before.” (My “Spidey sense” of impending danger began to tingle at “opportunity to excel,” for I’ve heard that phrase before, and it was never good.)

The meetings finish with “You will be heading to Mosul,” which was billed as a little slice of paradise in northern Iraq.

Planning Embassy Branch Office Mosul

After a series of helicopter and fixed-wing rides, you arrive at Contingency Operating Site Diamondback in Mosul (formerly known as a Forward Operating Base). You are met by a facility manager who is thrilled to see you, if only because it means now he can leave. He takes you to a glorified Conex box called a containerized housing unit, which is your new home. It’s as close to camping as you can get without a tent.

You can’t help but be awestruck by the sheer force of the resident U.S. Army brigade, full of “green suiters” (soldiers); mine-resistant, ambush-protected vehicles; elevated sensors (mini-Goodyear blimps with cameras on them); and a counterartillery rocket and mortar.

Everywhere you go, the buzzword is “expeditionary diplomacy.” The concept is pretty simple. The State Department creates an FOB-like embassy branch office, referred to as an EBO. (Every time I hear that term, I start having “Star Wars” flashbacks, expecting Boba Fett or Chewbacca to show up from Tatooine. But I digress.)

After you review a master plan depicting the EBO footprint, the now-euphoric departing facilities manager takes you through the phased plan for construction. After a quick question-and-answer session, you realize you are under-

staffed, outgunned and underfunded — but you're also ready to grasp your "opportunity to excel."

Now the fun starts. You attend a meeting in a room filled with 30 to 40 Army majors and lieutenant colonels, eagerly awaiting the State Department's plan for taking over post security. These green-suited colleagues, most of whom are on their fourth deployment to Iraq, are excited because the timing of the plan directly affects their final departure date.

You bravely stand up and brief your colleagues. As they ask questions, the plan rapidly turns unrecognizable because of all the holes blown into it. But rest easy: It's only Monday. You have six more working days until you have to go through the process again.

Doing Our Part

After a week goes by, you look around and suddenly realize that you are the only State employee for 100 miles. When your phone rings, the person on the other end almost always gives his military rank and name, followed by some letter and numbers (USF-I J-4, 4th ID G-4, 4/1 Cav. S-9, etc.) that end with "LNO" (liaison office).

You are bombarded with logistical and security considerations until your head is spinning. You capture the moment to excel, make a decision, hang up the phone and say to yourself, "So that is how it is done." Next thing you know, your e-mail inbox blows up with messages that half-thank you and half-threaten to report you if you ever do that again.

On the surface, the project appears to be a straight-up landlord (U.S. Army)-approved renovation, something facilities managers do every day. But the construction is only a small piece of the pie. Once you start to hammer the square peg of expeditionary diplomacy into the round hole of Department of State regulations, the process becomes quite complicated.

After all, State doesn't build "CHUvilles," as communities made up of containerized housing units are familiarly known, on forward operating bases every day. You have to figure out how to comply with fire safety codes, the Americans with Disabilities Act and many other regulations. Combine that with the logistical complexities of transferring Defense Department equipment to State, which has never been done before, and your days are filled with a multitude of issues that were missing from the brochures you read before coming here.

Periodically a horn sounds, followed by an announcement: "Incoming, Incoming!" You immediately drop what you're doing and scramble for one of a hundred bunkers

scattered around the facility. If you're lucky, you hear a muffled explosion in the distance — if you're less lucky, you hear one close to you. But soon you get back to work.

The process is labor-intensive and frustrating at times, but at the end of the day, we facility managers in the field are laying the groundwork for a revolutionary new concept. State has always been on the front lines in unstable parts of the world; but now we are no longer confined to major cities, or hidden in fortresses out in the countryside.

Making It Work

Brief as my time in Mosul was, I believe my experience is a glimpse into the future. Far from being "risk-averse," the Foreign Service is operating in areas it never even imagined before. The need to conduct surge operations in places like Iraq, Afghanistan, Haiti and so on only reinforces the need for expeditionary diplomacy.

State has proven it can sustain operations in Iraq even under the most challenging conditions. And we Foreign Service facility managers will be regularly called upon to make it work, as we have done so many times in the past. ■

*Far from being "risk-averse,"
the Foreign Service is operating
in areas it never even imagined before.*

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BLOOMSDAY IN BAGHDAD: READING JOYCE IN IRAQ

ULYSSES IS A SPRAWLING, CONFUSING, DIFFICULT NOVEL, WITH A NARRATIVE ARC THAT NEVER SEEMS TO MAKE MUCH PROGRESS. A PERFECT CHOICE FOR BAGHDAD.

BY WILLIAM V. ROEBUCK

Headling off for a yearlong assignment in Baghdad in 2009, I decided to include a little self-improvement, or at least high-class distraction, as a part of the experience: “Get a reading project. Pick some hard-ass novel you’ve always wanted to read and never got around to.” I chose James Joyce’s *Ulysses*, not exactly a hot date of a book, but rather a big, sprawling, confusing, difficult novel, with a cacophony of points of view and a narrative arc that never seems to make much progress.

Initially the choice had nothing to do with the assignment at hand in Baghdad. I told myself at the outset that the famous Joyce novel would just be an escape from Iraq, since it was so completely unrelated in terms of literary tradition or history and culture. What, after all, could Ulysses’ quests — struggling with Cyclops, resisting Circe’s enchantments and Sirens’ songs, fending off cannibals, avoiding whirlpools, and all the other efforts to return to his beloved Penelope — that form the mythic backdrop for a (very long) day in the life of modern-day Dubliner/main character, Leopold Bloom, have to do with Iraq, or with my service there in Embassy Baghdad’s political section?

But as I began my messy, diverting reading affair, a few loopy parallels began to emerge. That’s not so strange, I

William Roebuck, a State Department Foreign Service officer since 1992, is currently director of the Office of Maghreb Affairs in the Bureau of Near East Affairs. From 2009 to 2010 he served as deputy political counselor in Baghdad; other postings include Kingston, Tel Aviv, Damascus and Jerusalem.

guess, given that the novel is full of weird parallels between its Irish, Jewish anti-hero and ancient Greek myth. Iraq is a big, sprawling, complicated country, made up of 18 provinces, with its capital, Baghdad, dominated — like Dublin on the Liffey — by the Tigris River. It has a complicated, fractured narrative, told from multiple Shi’a, Sunni and Kurdish perspectives, with subplots peopled by Christians, Turkomen, Yazidis, Shabaks and Mandeian Sabians, among others. *Ulysses* uses disparate Irish voices — pulled from different historical and literary traditions, social classes and occupations — to weave the fabric of the novel.

Like Joyce’s sprawling novel, whose 18 long chapters launched decades of critical and legal catfights and hermeneutic hairsplitting before it assumed its current status as a largely ignored, but still influential giant (especially among literary specialists), we, too, will continue to debate for years what our venture in Iraq stands for, what it has meant for Iraq and for our influence in the region, and what it says about America’s international role in the 21st century.

The Journey Begins

I remember one friend, who claimed to have read a lot of Irish literature, telling me that *Ulysses* would not be that difficult. I told him I had read the first chapter and found it fairly easy going. “It won’t get any more difficult,” he assured me. He lied, of course. Although *Ulysses* greeted me in its opening pages as the latest reader/liberator, it soon pulled in the welcome mat and started harassing the flanks of my mental concentration and the supply lines of focus and comprehension that I thought I had deployed with such skill.

I was definitely taking casualties by the time I finished the

first few (easy) chapters and plowed into — let's admit it — horrific slogs in chapters like "Cyclops" and "Oxen in the Sun," some of the true mudflats of modern literature. (Not to throw stones at a literary master, but if even fellow novelist Vladimir Nabokov, no slouch at composing difficult, opaque novels, could call *Ulysses* "needlessly obscure" in places, I think I might be permitted to cast a pebble or two Joyce's way.)

I settled into my job, accompanying the ambassador to hear the latest from senior Iraqi political leaders, offering condolences to a shocked minister of foreign affairs who'd had his ministry blown up by al-Qaida, or negotiating in smoke-filled backrooms with members of Parliament for the last-minute compromises on an election law necessary to organize the critical March 2010 national elections. (While the electoral process was successful, the post-election government formation saga continued for nine long months, partially reopening questions about the future of democratic governance in Iraq we thought the elections had answered.)

I enjoyed my job and also savored my opportunities — severely constricted by security concerns — to get out and about, whether for a dinner of masgouf (flame-seared carp from the Tigris) with an Iraqi artist at his gallery, or flying upcountry in Black Hawk helicopters to Diyala province with a group of U.S. senators on a fact-finding trip.

And I continued to read Joyce, usually for an hour or two on weekend mornings. It became my refuge, a place to go when there were no trips on the itinerary and when I couldn't face the dreary embassy compound (with an architectural ambiance that combined the look of a rundown community college with that of a maximum security prison), the 120-degree heat or my overflowing inbox.

Initially seduced by the novel's reputation, then challenged by its complexity and daunting charms, I eventually fell for its lusty modernist elegance and allusive sass. A similar trajectory (minus the elegance and sass) would describe my evolving feelings toward Iraq during my stay.

There is a fuzzy, sometimes maddening quality to Joyce's writing. You are never quite sure where you are. You have the sense of what is going on — a chat over breakfast, an argument at a newspaper office, an academic lecture on Shakespeare, drunken conversations in numerous Dublin bars — but it is never completely clear. You can spend lots of time reading sentences that don't seem to hang together so well or offer much meaning. And yet the sense of Bloom's thoughts and concerns comes across.

That repeated sensation reminded me of our weekly policy videoconferences with Washington, which often seemed to resemble a cacophony of drunken stories colliding in a bar, together with enough certainty and considered policy views to fill a universe of beer mugs or briefing books.

Great Obsessions

As I continued reading Joyce, another great mythic slog of a novel, Herman Melville's *Moby Dick*, came to mind. Many of us in Embassy Baghdad over the years have felt like first mates, or sometimes just galley helpers, on this rocking, pitching *Pequod*, as we pursued our great obsessions: to bring and entrench democracy, to deal a death-blow to Arab rejectionism and so on. There have been captains who knew what they were doing, assuming command midway through; those who

scaled back the distance of the voyage and used knowledge of the dangerous shoals, talented dead reckoning or good instincts gained from previous ventures to navigate.

One more novel, William Faulkner's *Absalom, Absalom*, comes to mind in reflecting on our project in Iraq — or it did once while I was jogging around our out-sized compound, listening with typical iPod eclecticism to Jimi Hendrix and Justin Bieber, during a lull in the mortar rounds that periodically rocked the embassy.

Like *Ulysses*, the Faulkner novel is a great, fractured piece of storytelling that describes on a mythic scale an obsessive, hubristic — and in this instance, doomed — attempt to conquer the land and plant the seeds for future prosperity. Like

Thomas Sutpen's plantation, the embassy rises up from the flat, dusty earth at a still point in the Green Zone, a monstrous slab of brown stone and steel, imperial and brooding.

Like the situation we find ourselves in here in Iraq, hemmed in and defined by facts on the ground and grainy, stubborn realities, so, too, Joyce's *Ulysses*, despite its vast Homeric parallels and elaborate architecture of symbol and allusion, is a book of pungent earthiness and facts.

It features a famous scene where the hero, Leopold Bloom, sits on Sandymount Beach, trying to look up Gerty McDowell's skirt. Like Bloom on the beach, there is a certain reality we find ourselves in right now. Regardless of the grandiose ambitions that spawned this sprawling, seemingly never-ending project, it has also been shaped by gritty, insistent realities that sometimes mugged the beautiful theories justifying the initial adventure. And like Leopold spotting Gerty's undies, we have our interests, things we are looking out for, so to speak.

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*Two other novels,
Melville's Moby Dick
and Faulkner's Absalom,
Absalom, also come to
mind in reflecting on
our presence in Iraq.*

Slouching Toward the Arab Spring

But as Joyce makes clear, Gerty has her own interests and dreams. Iraq may yet benefit tremendously from our sometimes overwhelming focus on her, if she is able, for example, with our help, to resist Iranian influence, definitively defeat and delegitimize al-Qaida here and establish a reasonably sturdy democratic political culture.

Those developments would likely reverberate positively in the region and could help weaken the stranglehold that radical Islamist ideology has had on certain aspects of thought and political culture in this region over the past several decades. The recent pro-democracy developments associated with the Arab Spring — whose myriad sources include a Mesopotamian Spring — may, with spooky serendipity, provide a more positive sociopolitical regional environment for Iraq's fragile democratic institutions and help facilitate its reintegration into the Arab world. There are no guarantees, of course; in the end, something much slighter, just the geopolitical equivalent of a glimpse at Gerty's bloomers, may be all this project ever amounts to.

Unlike the well-known conclusion of *Ulysses*, we don't know how our project in Iraq will turn out. Like the old Orson Welles' movie, "Touch of

Evil," there may be a re-release in 50 years with a new ending, as critics, analysts and historians continue to argue about which version was originally intended and about who is responsible for messing up the original production.

It is true that we have marched through Iraq as Ulysses did through Greek myth, conquering enemies, escaping snares and temptations, navigating treacherous ethno-sectarian whirlpools and slaying terrorist monsters. But as Joyce understood, times have changed since Greek myth informed our sense of the heroic.

At the conclusion of *Ulysses* (spoiler alert!), Leopold returns home after all his day's mighty (OK, puny) adventures and crawls into bed with his wife, Molly. For a variety of reasons, he does not exactly receive a triumphal welcome as he returns to his modern-day Penelope.

In the real world of diplomacy and the aftermath of war (unlike in the world of the reader, seduced by a good novel), the hero rarely gets to settle down with his Penelope and walk off into the sunset. We are more likely to be disappointed suitors in Iraq, which will bestow some of her affection on us without ever fully reciprocating the mad rush of both well-intentioned policy affection and reckless geopolitical passion that we have showered on her.

In that respect, we are like Leopold Bloom, who returns home and finds himself stuck in an ambiguous, ambivalent relationship. James Joyce depicts him lying at the foot of the marital bed amid the traces in the bed sheets of the lover Molly has entertained in his absence, even as she decides whether to get up and head down to the kitchen to make Leopold his requested breakfast.

In a world of diplomacy and of coolly calculated, often conflicting interests and disappointed ambitions that might have to pass for a suitable outcome — even if it falls short of a hero's welcome home. ■

HIPPIE CONTROL OFFICER

AN UNCONVENTIONAL APPELLATION LEADS TO
UNEXPECTED CONSEQUENCES FOR A NEW FSO.

BY LARRY LESSER

In 1968, while other young Americans were protesting the Vietnam War and evading the draft, I was the junior officer in the consular section of Embassy New Delhi. (At full strength the section consisted of two American officers plus six admirable and essential Indian employees.) In fact, I was the youngest and most junior officer in the entire gargantuan embassy.

Before joining the Foreign Service, I had been a Peace Corps Volunteer teaching British economic history and English in Nigeria. And growing up on the streets of New York City had helped foster a smart-ass attitude (some would say) that carried over into my adult persona.

After I got to New Delhi, I grew a beard. While there were many beards in India, no other American in the embassy had one. That and other characteristics gave me a reputation as an unconventional character, prompting an embassy wag to dub me the Hippie Control Officer. The appellation caught on: “Let me introduce you to Larry Lesser. He’s the embassy’s Hippie Control Officer.”

This was relevant because in those days India was a prime destination for Westerners seeking spiritual enlightenment. The Beatles came to India that same year as followers of the

Maharishi Mahesh Yogi. There was a constant stream of mostly young Americans and other, non-Indian people going to ashrams, staying sometimes for months on end. They lived on very little, smoked charas and ganja, and sometimes got sick or arrested, lost their passports or wound up destitute.

These low-budget visitors were called hippies (although they generally didn’t call themselves that). Generally, they preferred to have nothing to do with the embassy, which they saw as a symbol of the reactionary and oppressive government fighting an immoral war in Vietnam. But if they were in distress, they didn’t hesitate to ask for — or demand — help from the American Citizens Services unit. (They were taxpayers — in principle, anyway — which meant that consular officers and Indian assistants were really working for them. We were there to help them, even if it was their own foolish behavior that got them into a fix.)

My first supervisor got an early transfer by volunteering to serve in Vietnam, and there was no one lined up to replace him. So for the next year my primary job was adjudicating non-immigrant visas for Indians who wanted to go to the United States for a visit, for business, for higher education . . . or forever. (The Indian employees were far more knowledgeable than I, of course, but didn’t have the authority to issue visas or passports.)

As a result, even within that immense embassy I acquired a high profile, mostly because of my role as the gatekeeper for visas to the United States. Smart, ambitious Indian men (hardly any women) wanted to attend American universities, and many of them ended up staying here, marrying, becoming business leaders and, eventually, becoming U.S. citizens.

Larry Lesser is a retired Foreign Service officer whose overseas posts included New Delhi, Ouagadougou, Brussels, Kigali and Dhaka. Since retiring from the Service he has had numerous short-term and part-time assignments with the Department of State, the Organization for Security and Cooperation in Europe, the U.S. Institute of Peace and the Peace Corps.

Colorful Characters

Despite my nickname, I rarely saw a hippie. Here's some of what we did see in the consular section:

- An elderly American missionary lady came back to India after a visit to the States and told me she had returned to end her life in her beloved India. She did just that a few weeks later, without designating anyone to dispose of her meager possessions: a wheelchair, a few other personal items and the urn containing her remains. Those items stood in a corner of my office for several weeks until we sorted out who could legally take possession of them.

- Another American woman came to India as a master of Indian Bharatiya dance. Her involvement with a married Indian parliamentarian led to an expulsion order after the parliamentarian's wife discovered the dalliance. By then, however, the dancer had been tentatively diagnosed with a life-threatening disease that was paralyzing her legs. We negotiated an agreement that she could stay at a local hospital for a few days instead of being put on the first available flight out of India. (Once back home in California, she was diagnosed with the nutritional disease beriberi, and soon recovered with proper diet.)

- Then there was the wife of an American journalist stationed in New Delhi who refused to go back to the States when her husband departed on a transfer. She turned violent and, after an incident where she hurled bricks down from her fourth-floor apartment on kids playing noisily in front of the building, she was arrested in a pre-dawn swoop by a bunch of Indian police officers. They took her into custody kicking and screaming, and naked except for the blanket she had been sleeping under. She ended up being repatriated to the U.S. for treatment somewhat against her will, under sedation and with medical escort — partly stage-managed by yours truly.

In the late 1960s India was a prime destination for Westerners seeking spiritual enlightenment.

- And there was the Maryland state legislator who secretly absconded to India and Nepal with a woman who was not his wife. After his whereabouts and secret life were discovered ("Assemblyman by Day, Hippie by Night" was the headline in his hometown paper), he was followed to India and Nepal by two machine politicians from Baltimore who had a cockamamie plan for the fugitive legislator to come back to Maryland in triumph, declaring he had been investigating a drug ring all along. He could then resume his climb through state politics and advance to the national stage. (Instead, he went to jail back home in Maryland.)

Playing the Guessing Game

One day the embassy press attaché came to my office to tell me that the local Associated Press representative was doing an article about hippies in South Asia and wanted to interview me. I told him it was just a joke that I was the hippie control officer; in actual fact, I knew very little about them. In fact, I wasn't even sure what a hippie was. But he insisted that I must know more about them than did anyone else in the embassy, which was probably true. So the appointment was made.

The AP guy wasn't much older than I — maybe in his early 30s. Kind of a wiry little guy with a pleasant manner. He wasn't in a big hurry, either. I told him that we didn't see many hippies at the embassy, and explained why. When he asked me how many hippies were in

India, I told him I had no idea, for the reasons I had just laid out for him.

For that matter (I pontificated), there wasn't a standard definition of hippie; it wasn't exactly a technical term, after all. Did it fit any young tourist who didn't stay at a posh hotel? Every spiritual seeker following a guru to a Hindu retreat? Or just the ones dressed a certain way and smoking illicit drugs?

"And besides," I added, "not all the hippies are American. They come from all over: Germany, Scandinavia, Britain, France, Australia ... and other places, such as Japan. You can't tell their nationalities just from looking at them." I also encouraged the reporter to interview some of my counterparts in other embassies.

"That's an interesting angle," the guy said. "What percentage of the hippies are Americans?"

This was the only point in the conversation when I expressed a little annoyance. I had already told him I didn't know much about the American hippies, so obviously I would know even less about the non-Americans. "Your guess is as good as mine," I said.

But the AP guy demurred. Compared to me he knew nothing at all, he told me. He wheedled and flattered me before reframing the question: What percentage would I say if I had to venture a guess? For instance, say I was at a dinner party and my hostess insisted on an answer.

Well, I was enjoying the interview. It was a slow news day, and it was evident that the AP guy was in no hurry. So against my better judgment I told him that maybe 40 percent of the hippies in India were Americans.

(Actually I was being a little disingenuous in picking that number. My honest guess would have been that well over half of the hippies in New Delhi — and by extension in India — were Americans.)

But I had already said that nobody knew, and I thought it would be better

as a matter of policy not to present the hippie problem — to the extent it was a problem — as a predominantly American phenomenon.)

When the article came out a week or so later, that's exactly what it said. Only it wasn't expressed as an estimate but as fact. "Only 40 percent of the hippies are Americans. The rest come from all over Western Europe — especially Germany and Scandinavia — with others from Britain, Australia, Japan and elsewhere."

Still, the report didn't cite any source for this intelligence. Nor did it mention me or the embassy. So I was off the hook — or so I thought.

A Timely Report

Hand it to the AP for timeliness. In the following months more hippies got in trouble in New Delhi, enough for Indian newspapers to cover the stories: drug busts, vandalism, sleeping on the streets, public indecency, running out

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on bills at cheap hotels and hostels. The police normally informed the embassy when an American citizen was being held in jail, and we would send our hippest consular assistant, Frank Fernandes (an Indian Christian from Goa), or his senior colleague, Venkataraman Ramamurty, to visit the prisoners and explain what the em-

bassy could and could not do for them.

Specifically, we could contact their families in the States if they requested it — but most of them asked us not to do that. We could give them a list of local attorneys who might be willing to represent them in court — but very few hippies could afford to hire a lawyer. And we followed their cases to see whether they were treated worse than an Indian arrested for the same offense — but that was never a problem, because arrested Westerners were invariably treated better than Indian common criminals.

The End of the Matter

One day the consular section got a call from the New Delhi police. The officer in charge of dealing with offenses by foreigners wanted to talk with us about the rising hippie problem. When I informed the front office of the request for an appointment, the deputy chief of mission told me with a

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smile that I was the official who should meet with him: “You’re our hippie control officer, Larry.” And I was still the only officer in the consular section.

The police officer was probably just a few years older than I, and impressive looking in his starched uniform and short pants: a smart outfit. He was a tall man with a short haircut and excellent posture. His English was good enough to conduct our conversation without anyone interpreting.

He was a no-nonsense guy. He told me the number of crimes committed by hippies was rising — though he conceded they were almost entirely petty incidents, nothing violent. But the New Delhi police department had decided it should try to develop more cooperation with the U.S. embassy in an effort to stop the crime wave or at least greatly reduce it.

I explained to the cop that very few hippies ever made contact with the embassy unless and until they got into

*My police interlocutor
clearly did not enjoy
listening to my story as
much as I enjoyed telling it.*

trouble. And I mentioned that not all hippies were Americans, anyway.

“Oh, we know that,” said my interlocutor. “Only 40 percent of them are Americans.”

I couldn’t resist following up. “That’s very interesting,” I said. “How do you know that’s the percentage?”

The policeman’s manner changed subtly. He probably wasn’t used to being asked to back up his statements with documentation, and he didn’t like it. He answered defensively. “We did

a kind of census. We counted them.”

“The police did a hippie census by nationality?” I asked, expressing incredulity. “I don’t think so. Let me tell you where I think that figure came from.” And I proceeded to tell him about the AP interview and the article that followed. I admitted that the 40-percent figure was based on nothing more than a wild-ass guess wheedled out of me by a charming but unscrupulous journalist.

My police interlocutor clearly did not enjoy listening to my story as much as I enjoyed telling it. At the end he told me stiffly, “No. Your guess was accurate. We did a count and it matched your guess.”

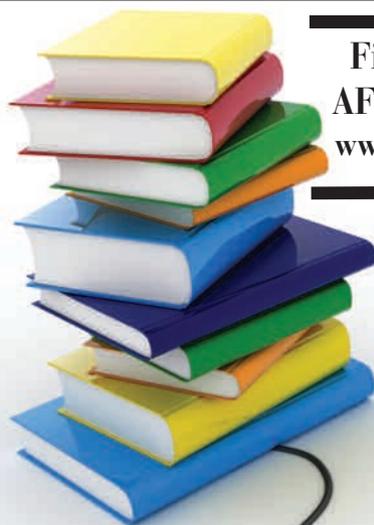
I wouldn’t leave it alone even then, although I should have known that was not the way to cultivate a cooperative relationship with the New Delhi police. I told him I would love to see the study he was citing; it would help the embassy to cooperate with the police.

But, I added, it was hard for me to imagine why or how the police — or any agency of the Indian or municipal government or any academic institution, or anyone at all — could devote scarce resources to undertaking a census of hippies by nationality. “What would be the methodology? What’s your definition of ‘hippie’? And how would you identify them to count them?”

The cop soon ended our conversation. He thanked me for my time and I walked him to the door, where we shook hands. And that was the end of the matter. He didn’t send me the hippie census study. Nor did we ever discuss how we could work together to deal with problem hippies.

If you want to know how many hippies actually were in India in the late 1960s, and what percentage of them were American, your best source is this story, augmented by the AP article.

My 40-percent estimate still sounds about right to me. Maybe on the low side. ■



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FS FICTION

DRIVING IN PARK

QUICK THINKING AND REFLEXES GET A
U.S. EMBASSY EMPLOYEE OUT OF A JAM.

BY PETER BRENNAN

The exposures were not all that important in their content. At this point, their importance lay in their very existence, hidden in the false 28th page of his diplomatic passport, tucked into the glove compartment of the embassy's Chevrolet Suburban. Seated in the passenger seat and staring at the closed glove compartment with beads of sweat the size of fingernails forming on his forehead, Vance gave silent thanks for a fact he had been cursing moments before: he was driving an American car.

Vance had photographed the entrances to the Kitwe copper mines from a fairly low-tech camera hidden in his baseball cap. No one paid him any mind. Americans always wore baseball caps, after all. The guards outside the mines' entrances carried the same decades-old Kalashnikov rifles as the three men now in the process of hijacking his car. Kalashnikovs were more numerous than phones in much of sub-Saharan Africa, and one could get them just about any-

Peter Brennan, a marine-structural engineer based in Philadelphia, spent the majority of his life stationed abroad with his father, Ambassador Martin G. Brennan, whose three-decade career spanned four continents. Peter spent nine of those years in East Africa (Ethiopia, Uganda and Zambia), and is drawing on those experiences to write a collection of short fiction under the theme "Growing Up Mzungu," adopting the nearly universal East African term for "white man." He is also working on a novel-length work of speculative fiction about the world after oil starts to run out.

where for a 25-kilogram bag of maize flour, known as mealie meal. Most were old knock-offs.

Having men with rifles standing about gave the illusion of security, but Vance suspected they were about as well equipped as the guards outside the bank at Manda Hill Mall in Lusaka. They'd probably had just a week of training and received a daily ration of five rounds of ammunition — and the cost of any rounds not returned at the end of the day would be taken out of their pay. If any real danger was to present itself, these guards were as likely to run with the rest of the crowd as to put up any resistance.

This was pretty much what Vance's cable to Langley had said. No beefed-up security; no visible countermeasures; a low probability of a secret plutonium mineshaft within Kitwe's copper mines. The cable was already in the hands of his superiors; the negatives in his passport were simply documentation.

Vance was what some self-serving politicians would have called a "real American." He was born and raised in the Colorado countryside, where long stretches of empty road were common and people stopped for disabled cars on the roadside. Vance grew up playing football and baseball, but his 5'8" frame had never allowed for much advancement in athletics. His grades had been fine, but not exceptional. Only his dogged work ethic stood out. It was the kind of work ethic that gets passed down from generations of sore hands pushing plows through early winter frosts. It often led to arthritis at the age of 30, and a vocabulary devoid of the term "retirement age."

When Vance was a boy and his father had pinched his cheeks at the end of each day before sitting down for supper,

the fingers felt like roughened concrete against his skin. Vance hadn't wanted his father's hands: stiff to open and painful to close. His parents had never understood his desire to leave behind those empty roads and clear skies, let alone to leave them for parts unknown in the U.S. Foreign Service.

Of course, he hadn't told them that his position as the political-military officer at the U.S. embassy in Lusaka was a cover for the CIA — and not a particularly good one at that. His official duties, as he'd recently been forced to explain to the ambassador's obnoxious son, were to liaise with the Zambian military on matters of security, like landmine abatement programs. The kid was all of 16 years old, and drunk at the time, but his glassy eyes had still seen through the lie.

It was Sunday, and Vance was only four hours south of Kitwe and its copper mines, with a long way yet to go before he could enjoy a small pour of whiskey on two rocks. He never allowed himself enough whiskey to get drunk.

He was making good time at 140 kilometers per hour. Zambia had better roads than its neighbors. Free from severe potholes and explosive pockmarks, the road was confirmation that the country had never been ravaged by the inhumanities of civil war. This peaceful legacy of self-governance, dating back to independence from Britain in 1964, was truly unique among African nations with multitudinous tribes.

The Zambians had achieved it through an emphasis on unanimous consent, an emphasis that often pushed the legislature into the dual realms of unobtrusiveness and extreme lethargy. Zambia was almost as proud of its roads as it was of its lack of landmines. Here in the north, near Kitwe, the road reminded Vance of the highways in Colorado: long and narrow as they passed through breathtaking nature.

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that his position as the
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But he was not in Colorado.

He should have kept driving when he saw the two disabled cars sitting just off the road. A dusty Mitsubishi Pajero sat behind a small pick-up truck with its hood open. It was the sun flashing off the hood that got Vance's attention. Then he saw an elderly white couple standing next to the pick-up. Vance's brain had not fully registered the scene; he was on autopilot, cruising through the long drive. His upbringing was already firmly in control of the situation, and he started to slow down as soon as he saw the cars.

The Pajero flashed its brake lights at him, which struck Vance as odd. That the elderly couple were not waving him down was also odd. The car crept forward, kicking up little plumes of dust. Vance edged his own car off the road, loose gravel crackling under his tires like popcorn. The couple still hadn't moved.

After 30 or 40 yards the Pajero stopped suddenly, kicking up more dust, and slammed hard into reverse. The white reverse lights seared into Vance's brain like interrogation lights, illuminating the holes in the picture his upbringing had wrought. But it was too late. He was only 20 yards behind the truck now.

The next five seconds confirmed the danger his brain had been trying to identify since he had crested the small hill and spotted the cars. First two men, then a third, leapt from the Pajero brandishing Kalashnikovs.

The first two pointed their rifles directly at him, while the third stayed a few steps behind, holding his own rifle loosely at his waist like some modern-day cowboy. The men appeared to be Zambian, and from the overly cinematic way they held their rifles, Vance guessed that they were not military.

Vance killed the engine as soon as he saw the rifles. Leaving the car in drive, he got out slowly with his hands on his head: the universal sign of surrender. He didn't want to give the hijackers an excuse to open fire.

With a gun trained on him, Vance stood next to the couple while two of the hijackers disabled the Pajero as they had disabled the pick-up, by cutting the fuel line. Not terrible damage, to be sure, but enough to prevent either vehicle from giving pursuit. With the Kalashnikov's muzzle hovering near his face, Vance felt that small talk with the other victims was unwise. So he merely looked at them.

The wife confined her fear to shell-shocked eyes, but the husband returned Vance's gaze unflinchingly, clenching and releasing his jaw at pace as if trying to chew his way out of the situation. The couple seemed even paler up close, the shadows cast by their straw hats precluding any tan they might otherwise have obtained.

Vance could not have imagined a more awkward silence, but he welcomed it. Experiencing awkwardness amidst such tension was actually quite amusing. Vance had a brief, horrifying urge to laugh, and then the moment was over.

The two hijackers dumped Vance's duffel bag unceremoniously from the trunk and piled into the embassy's Suburban. The third hijacker kept his rifle sight trained on the erstwhile mo-

torists. The silence had given Vance time to think, but he hadn't been able to. It was only with the smack of the duffel bag on the dusty asphalt, like a muffled alarm clock, that his brain again kicked in. His diplomatic passport, along with the negatives, was still in the Suburban's glove compartment.

Vance panicked, the possibilities thundering through his brain like water over Victoria Falls. The hijackers were not military, not professional. Perhaps they would miss the negatives. He quickly dismissed that comforting thought; even rank amateur thieves would recognize the value of a United States diplomatic passport — and once they brought it to the black market, the negatives would surely be found, as well. Those negatives would cause tremendous embarrassment to the United States government, to say nothing of ending Vance's career.

Vance did not want to go back to

Colorado in shame, a prodigal son who never even spent his share of the inheritance. Contemplating that grim prospect, he felt adrenaline surging through him, pushing against the confines of his body, urging him to move.

Just then a shout came from the Suburban. One of the hijackers stepped down from the passenger seat, and motioned for Vance to come forward.



The leader of the hijackers looked livid, sitting in the driver's seat and jiggling the key uselessly in the ignition. Vance slid into the front passenger seat.

"Why is it not starting! Why can I not start it?" he shouted. The questions were fired at Vance like bullets. They may as well have come from the muzzle of the Kalashnikov in the man's lap.

Vance turned his attention away

from the glove compartment and tried to look calm. The leader had an ugly scar zigzagging from just below his left eye to the edge of his lips. Vance thought that the scar probably made the man look even more terrifying if he smiled.

"And why can I not take out the key from the ignition, Mzungu?" he spat. His use of 'mzungu' was firmly grounded in derision. Apparently this was one hijacker who preferred not to deal with foreigners. A poor business decision, in Vance's opinion, because mzungu undoubtedly offered bigger prizes than most locals.

Vance instantly saw the problem: the Suburban would not start unless the automatic transmission was set in 'park.' Vance had left it in drive when he killed the engine, and now the key would neither turn, nor come out. Which gave him an idea.

"It won't start because it's not in



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park,” Vance explained, letting his voice take on a drawl, more of his own making than of any actual Southern state. He wasn’t sure why, but he thought that a Southern accent might be placating. Or perhaps he just hoped that disguising his voice would disguise his actions.

“What are you saying, Mzungu? We are not in a park; we are on the road!” The hijacker’s features remained cold, but Vance thought he could see pleading in the man’s eyes. This hijacker had obviously never driven an automatic.

“Here, let me show you,” Vance said, turning in his seat and sliding forward so that his elbow could push the button to open the glove compartment. With his other hand he grabbed the steering-wheel mounted shifter. He opened the glove compartment just as he engaged the shifter and moved it to park, using the noise to cover his movements.

“See, that’s park,” he said, pointing

The hijacker’s eyes followed Vance’s fingers to the dashboard, and missed the glove compartment cover as it edged open.

at the ‘P’ marked with the red triangle on the dashboard. The hijacker’s eyes followed Vance’s fingers to the dashboard, and missed the glove compartment cover as it edged open. “Now it should start, just fine,” Vance said, hanging onto the ‘ahhh’ of the southern ‘fine’ as his fingers held the glove compartment door.

The hijacker tried the key again,

and the engine sparked and turned over with a loud roar. The man’s eyes lit up with glee and again missed Vance’s fingers as they retrieved the passport from the glove compartment. “It’s just an automatic transmission,” Vance said, smiling as his fingers gently closed the glove compartment.

The hijacker turned to look at Vance, still smiling, and Vance realized that he’d misjudged the scar. It actually added to the smile, connecting the man’s eyes to his pearly whites. The smile retreated an instant later. “Get out, Mzungu,” the man shouted at him, and Vance obliged.

The three hijackers sped off in a flurry of dust and gravel, and the Suburban was gone. But Vance had his passport.

He turned to look at the elderly couple again, making sure they were not statues.

“Hi,” he said, relief pushing his lips into a grin.

The husband’s name was David. He was from England, retired from the Foreign Office, and vacationing through old stomping grounds. His wife was Dutch. David explained that he and his wife had seen the pick-up on the side of the road with its hood up, and had pulled over, just like Vance, only to meet the hijackers. Apparently people outside Colorado also had proper upbringings. The hijackers had just been pulling away from the scene when Vance had crested the hill.

“They must have figured on liking your car better, I suppose,” David said. “Guess you were just a bit unlucky, mate.”

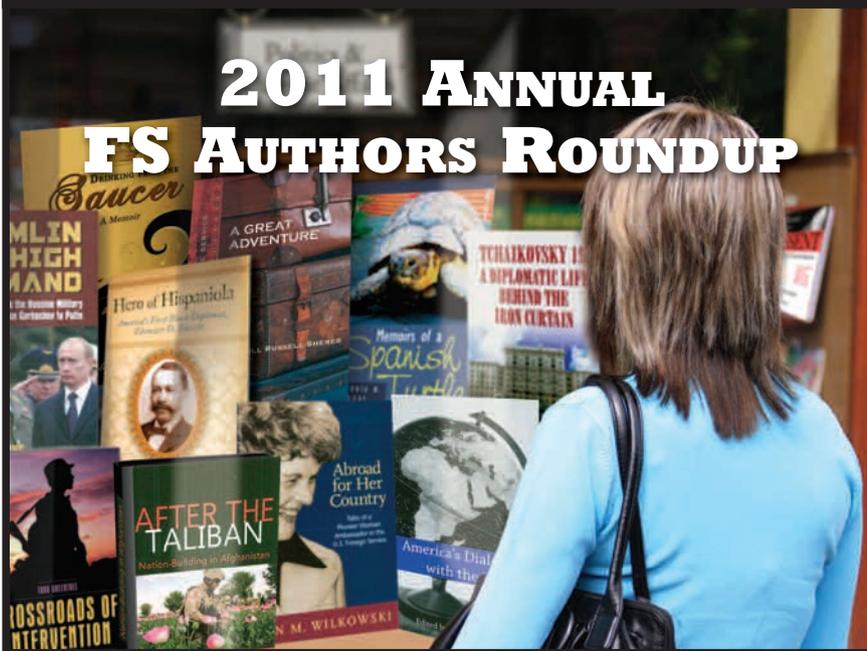
“I guess so,” Vance said, shrugging.

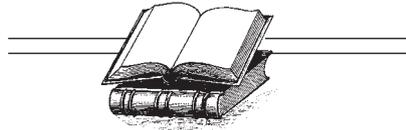
“What was that you were rooting around for in the glove compartment, then, eh?”

Vance was taken aback, but he mustered passable nonchalance into his voice. “Oh, just my passport,” he said. David gave him a knowing look, one side of his lips curled ever-so-slightly upward into a smirk. ■

Watch for the October FSJ’s annual roundup of books by current and former members of the Foreign Service and their families.

2011 ANNUAL FS AUTHORS ROUNDUP





BOOKS

New Diplomacy for New Diplomats

**How to Run the World:
Charting a Course to the
Next Renaissance**

*Parag Khanna, Random House,
2011, \$26, hardcover, 256 pages.*

REVIEWED BY KEITH MINES

In a 2009 survey of contemporary foreign policy thinkers conducted by the Council on Emerging National Security Affairs, Parag Khanna placed second to Francis Fukuyama as a potential new “Mr. X” for his original thinking in *The Second World: Empires and Influence in the New Global Order*.

That book asserted that the emerging multipolar world — one of intense competition by China, the United States and the European Union for the resources and allegiance of key Second World countries in Latin America, the Middle East, and Central and East Asia — would best be managed through an active division of labor by that Big Three.

Khanna’s new offering, *How to Run the World: Charting a Course to the Next Renaissance*, goes in a different direction by laying out a new architecture, or rather a non-architect-

*I particularly
encourage entry-level
FSOs to read this
book and start
practicing what
Khanna calls
megadiplomacy.*

ure, for managing global challenges. His one-word answer for how to run the world is diplomacy, albeit a kind of “megadiplomacy” that is not where most of us spend our time.

His worldview sees us in the midst of a kind of new Middle Ages, with rising powers, multinational corporations, powerful families, humanitarians, religious radicals, universities and mercenaries all part of the landscape. Success in this new world order depends on forming coalitions that can quickly move global resources to solve local problems with new technologies.

Bottom-up except for certain high-level facilitation, the approach stresses information and empowerment over conventional development, and is less concerned with democracy than accountability and effectiveness.

Rather than new organizations, Khanna calls for “new diplomats”:

celebrities like Bono, stateless statesmen like George Soros, nongovernmental organization leaders and public-private sector changemakers. These would work alongside traditional practitioners who have been empowered and trained to carry out their work very differently — though the author is skeptical that many of them can make that transition.

Khanna’s world could be what international affairs will look like when Generation Y wrests control from the baby boomers. His system is not a rigid panoply of nation-states but a network of resilient, yet flexible, systems. It is an autopoietic world — self-regulating and re-creating.

Generation Yers, he believes, intuitively work this way, treating diplomacy not as vertical and hierarchical but as a distributed network in which individual participants are connected without a center. As such, they are primed for the demands of megadiplomacy.

The problem, of course, is that while Generation Y FSOs may come in wired this way, we quickly crush those traits out of them with the demands of contact work and the layered structure of reporting — if entry-level officers are allowed to do any contact work or reporting, that is.

Reading Khanna’s work is a bit like reading a novel: it requires a willing suspension of disbelief. He some



times strays fully into the quixotic, as when he urges the creation of cross-border wildlife preserves in Africa so that the new slogan there can be “make safari not war.”

Slogans come a bit too easy for Khanna, in fact, and tend to be a bit too cute. For instance, he asserts that “America’s universities can drain the swamp better than any invasions.” That may well be true, but can come across as painfully naïve.

Still, if one can get beyond the slogans and focus on its creative, fresh approach, this book could elicit new thinking within our organization. While fresh perspectives are not nec-

***Generation Yers,
he believes, intuitively
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not as vertical and
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distributed network.***

essarily the panaceas he posits, they could prove helpful — at least in some places for some problems.

With that in mind, I particularly encourage entry-level FSOs to read this book and start practicing mega-diplomacy!

Keith Mines, a Foreign Service officer since 1991, is currently the director of the narcotics affairs section in Mexico City. His previous assignments include Tel Aviv, San Salvador, Port-au-Prince, Budapest, Ottawa and Washington, D.C. He has also done short tours in Mogadishu, Kabul, Ramadi and Darfur.

Good As Far As It Goes

Encyclopedia of Media and Propaganda in Wartime America

Martin J. Manning and Clarence R. Wyatt, editors; ABC-CLIO, 2011, \$180, 2 vols., hardcover, 860 pages.

REVIEWED BY ALLEN C. HANSEN

This two-volume encyclopedia is a valuable research tool for all those interested in how U.S. media and the U.S. government viewed and presented to the public most of the events that occurred in, or affected, the United States. As Martin Manning, the editor of the first volume, states in his preface, his intent “is to highlight individuals and events that were noteworthy for the media and propaganda that they generated.”

Volume 1 covers the period from the North American colonial wars to the Spanish-American and Philippine-American wars, while Volume 2,

edited by Clarence R. Wyatt, covers the period from World War I through the wars in Iraq and Afghanistan. Together, the work presents the views of more than 35 academics and experts, along with numerous illustrations and photographs of the events covered and individuals who participated in or publicized them, and samples of the propaganda products used to influence public reactions. Each section is replete with references inviting further study.

Martin Manning, the U.S. Information Agency archivist for many years and currently the State Department’s guardian of public diplomacy documents, is the author of *The Historical Dictionary of American Propaganda* (Greenwood, 2004).

Clarence Wyatt is a professor of history at Center College in Danville, Ky. Among his many published articles on the Vietnam War is “Paper Soldiers: The American Press and the Vietnam War.”

While this monumental work makes a highly beneficial contribution

to understanding the role of propaganda in American history, contemporary students of public diplomacy will be disappointed to find that the U.S. Information Agency — which for more than four decades was the leading propaganda agency of the U.S. government — is not even listed in the index! Hopefully, the next printing will correct that sin of omission.

Similarly, USIA’s seminal contribution to ending the Cold War hardly receives mention in this otherwise excellent encyclopedia. This may reflect the editors’ unfortunate acceptance of the false claim that long before 1999, when the agency was disbanded and folded into the State Department, it was no longer needed.

Perhaps USIA was not quite as important as those of us who served our country by “telling America’s story to the world” like to believe. However, this otherwise outstanding book would have better served its readers by saying more about that small but influential government agency.

Those wishing to know more about

USIA's role during this period should read *The Cold War and the U.S. Information Agency: American Propaganda and Public Diplomacy, 1945-1989* by Nicholas J. Cull (Cambridge, 2009; for a review, see the July-August 2010 FSJ.) Nicholas Cull was also a co-author, along with David Culbert and David Welsh, of *Propaganda and Persuasion: A Historical Encyclopedia, 1500 to the Present*, which, like the Manning-Wyatt encyclopedia, was published by ABC-CLIO (in 2003).

That encyclopedia covers some of the same period as the subject of this review but goes back much further, is more global in its outlook and stops eight years earlier. With regard to USIA, it simply notes, "America's integrated overt propaganda agency was established by President Dwight Eisenhower (1890-1969) in August 1953 and operated until its reabsorption into the State Department in 1999."

Despite that regrettable lacuna, the *Encyclopedia of Media and Propaganda in Wartime America* is well worth reading. ■

Allen C. Hansen, a 32 year Foreign Service veteran of the U.S. Information Agency who served in nine countries, is the author of USIA: Public Diplomacy in the Computer Age (Praeger, 1989) and Nine Lives: A Foreign Service Odyssey (New Academia, 2007).

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AFSA NEWS

American Foreign Service Association • September 2011

AFSA Presents Awards for Dissent and Performance

BY ASGEIR SIGFUSSON, AFSA MARKETING AND OUTREACH MANAGER



(left to right) Susan Johnson, Joel Ehrendreich, Amb. Roz Ridgway, Brianna Chaudhry, Larry Fields, Rishan Chaudhry, Mike Vining, Terry Farrar, Ann Rehme, James Bayuk and Ian Houston.

Some of the most outstanding members of the Foreign Service community were honored at AFSA's annual awards ceremony, held on June 23 in the State Department's Benjamin Franklin Diplomatic Reception Room. For the 44th time, AFSA spotlighted those who have exhibited courage through constructively dissenting from set policies or performed above and beyond their official duties.

Before a large crowd of well-wishers and supporters, AFSA President Susan R. Johnson presided at this year's ceremony. Ambassador Bill Burns, under secretary of State for political affairs, presented the Lifetime Contributions to American Diplomacy Award to Ambassador Rozanne L. "Roz" Ridgway. Amb. Ridgway's many career highlights include her role as top negotiator during all five U.S.-Soviet summits in the 1980s. She accepted her award to loud applause, and generously acknowledged her mentors and colleagues in her remarks.

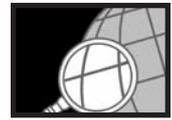
AFSA's performance awards were presented to Larry Fields, Embassy Kathmandu, who was honored as AFSA Post Representative of the Year; Ann E. Rehme, Embassy Pretoria, who received

the Nelson B. Delavan Award for an Office Management Specialist; Mike Vining, Embassy Ulaanbaatar, who took home the M. Juanita Guess Award for a Community Liaison Officer; and Terry Farrar, U.S. Interest Section Havana, and Charla Chaudhry, Embassy Chisinau, who shared the Avis Bohlen Award for eligible family members.

The ceremony ended with presentation of AFSA's awards for constructive dissent. Joel Ehrendreich received the William R. Rivkin Award for dissent by mid-level officers for his yearslong campaign to change a longstanding policy that he felt had a negative impact on U.S.-Japanese relations. The F. Allen "Tex" Harris Award for FS specialists was given to Maurizio Visani for his advocacy for OpenNet access for U.S. consulates around the world. And this year's recipient of the Christian Herter Award for senior officers was Dr. James W. Bayuk, who was recognized for his dedicated campaign for organizational changes within the Office of Medical Services.

Please visit www.afsa.org/awards for more information on the AFSA dissent and performance awards, and see pages 52 and 53 for more photos from the ceremony. □

AFSA NEWS BRIEFS



AFSA BOOK NOTES: FARISHTA

Our next Book Notes program will be on Tuesday, Sept. 27, at 3 p.m., when retired FSO Patricia McArdle discusses her new novel, *Farishta*, which won the 2010 Amazon Breakthrough Novel Award. The title of the book means "angel" in Dari. In the book, McArdle draws on her experience as a diplomat to tell the story of a woman who is posted to Afghanistan and disguises herself in a burka to provide aid to refugees in the wartorn region. Books will be available for purchase and signing at the program, which will take place at AFSA headquarters (2101 E St. NW). Please RSVP to events@afsa.org.

FSYF Welcome-Back Picnic

Don't forget this year's Foreign Service Youth Foundation Welcome-Back Picnic for FS families who have recently returned from overseas. The picnic will take place on Sun., Sept. 18, from 4 to 6:30 p.m., at Nottoway Park in Vienna, Va. Please join us even if you are not a recent returnee.

FSYF will provide hot dogs and hamburgers (including a vegetarian option) and drinks. Please bring a salad, side dish or dessert to share. The picnic will have a carnival theme, with fun for children of all ages, including face painting, a magician and carnival games. RSVP to fsyf@fsyf.org by Wed., Sept. 14.

AFSA WELCOMES TWO NEW STAFF MEMBERS

We are happy to welcome **Clint Lohse** as our new Legislative Assistant. Clint has a wealth of experience on legislative issues, and most recently worked for Wyoming Senator Mike Enzi. Clint will work with Director of Policy Ed Dickens to further strengthen our legislative efforts and Hill advocacy. You can reach Clint at lohse@afsa.org or (202) 944-5515. **Stefan Geyer** has also joined AFSA our new USAID Staff Assistant. A recent graduate of the University of California Santa Barbara, Stefan was our legislative intern this past spring. He now joins our USAID office team to ensure continued service for our USAID members. Stefan may be reached at sgeyer@usaid.gov or (202) 712-1941.

AFSA SCHOLARSHIPS BESTOWED

AFSA is proud to announce that 68 children of Foreign Service employees will receive need-based AFSA financial aid scholarships totaling \$181,850, to help them attend college during the 2011-2012 school year. This is the largest amount of scholarship money AFSA has ever bestowed!

Thanks to all of the organizations and individuals who have given donations, and to the AFSA Committee on Education: Amb. C. Edward Dillery, chairman, and Carolyn Connell, Evelyn Colbert, Joyce Namde, Deborah Odell, Kate Snipes, Carol Sutherland and Andrew Winter for their tireless service. Half of the above funds were disbursed to colleges in August, with the remaining support to be sent in December.

Applications for the 2012-2013 high school senior academic and art merit awards and the 2012-2013 financial aid scholarships will be available beginning Nov. 15 at www.afsa.org. For details, please contact Lori Dec, AFSA Scholarship director, at dec@afsa.org or (202) 944-5504.

WRITE FOR US! AFSA seeks submissions from talented writers in the Foreign Service community for *AFSA News*. We want to hear from our members and their families, so please send us content for any of the following departments: Post Rep Corner, From Our Members, Retiree Concerns, Family Life Matters, Memo of the Month and Eligible Family Member/Member of Household Issues. Articles should be no more than 500-600 words long, and should be sent to *AFSA News* Editor Donna Ayerst at ayerst@afsa.org. Cartoons are also welcomed. We can't promise that every submission will be published, but we will do our best! All submissions are subject to editing prior to publication.

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V.P. VOICE: STATE ■ BY DANIEL HIRSCH

QDDR: Changing the Game and Changing the Rules



Every administration seems to have its own vision for the future of American diplomacy. Old-timers remember a number of earlier — sometimes very different — visions, and expect that each new vision will have that same relatively short shelf life. One vision that may be here to stay, however, is the Quadrennial Diplomacy and Development Review, which is both a process and a planning document that has a number of implications for Foreign Service careers.

As the name implies, the QDDR is a process under which American diplomatic efforts writ large are reviewed every four years to assess their success, efficiency and responsiveness to America's needs. That assessment forms the basis for future planning, budget requests and continuous tweaking of the way we do business.

Washington is beginning to implement a series of recommendations that would, in theory, integrate the work of disparate agencies and bureaus, empower key personnel to lead, and focus resources more narrowly on achievable goals. This involves restructuring some bureaus, creating others and using each agency's expertise to greatest advantage.

Not every agency is equally on board, but the State Department has been moving steadily toward implementing what it can. Changes are being made both to procedures and to the Foreign Affairs Manual, responsibilities are being realigned and resources are being redistributed.

Slippery Precedents

AFSA generally supports these efforts. On the whole, the QDDR makes sense, and would tend to increase the effectiveness of American diplomacy. Our concerns, where we have them, are more about scope and the setting of certain "slippery" precedents than they are about the concepts themselves.

Two key elements of the QDDR are flexibility and integration. Both involve identifying the best agency, bureau or person — or combination thereof — for a given mission, tasking them and coordinating efforts. Washington leaders and chiefs of mission at posts would be similar to chief executive officers, choosing from the tools available to them to best position resources and abilities. These tools would include all agencies under COM authority, nongovernmental organizations, Civil Service personnel and private contractors. This constitutes a broadening, strengthening and codification of authorities already implied by the "plenipotentiary" in the ambassador's title.

Our concerns in this regard pertain to long-term conse-

quences. Foreign Service training, when available, is already on an "as needed" basis. Will increased reliance on "outside" experts diminish incentives to provide employees with the long-promised kinds of training aimed not at filling an immediate need, but at developing more versatile FS members? Will increased flexibility in mid-level hiring and staffing impede promotion and assignment opportunities for members of an up-or-out FS personnel system? How will encouragement to view FS employees as being "one among several possible tools" affect the value of a Foreign Service career? Will FS members be adequately apprised of changing expectations or terms of employment? The answers to these questions may not be immediately apparent, and the consequences to FS members may be significant.

Risk-Taking Is Okay

Similarly, in an effort to get away from the staid, bureaucratic conservatism of much of the Service, the QDDR encourages "risk-taking." In fact, a group has been tasked to develop ways to recruit less risk-averse employees, "out-of-the-box" thinkers who will approach missions with imagination and goal-orientation.

While we agree that the department can be too conservative for its own good, we hope that it will stand behind its people if risk-taking fails. The reason that higher-level employees are risk-averse is often not that they started out that way, but that State has made it clear that the architects of failed ideas are punished, and that those who judge are fairly intolerant of imagination. Will somebody tell the Office of the Inspector General that risk-taking is okay, and if so, will the terms be defined?

Despite these and other concerns, the QDDR is already being implemented. Candidates for chief of mission, principal officer and deputy chief of mission positions are already being reviewed for experience leading or coordinating interagency and NGO collaborations, out-of-the-box thinking and willingness to take risks to achieve results. Anyone who has hopes of becoming a DCM or COM someday should begin now to think about jobs that expose them to other agencies, NGOs or pangovernmental entities. Certainly, these factors will be considered in other assignments and promotions as well, and all employees should bear in mind these new expectations.

Making our government function better and more efficiently is a primary responsibility of every employee. We want to be certain, however, that as good ideas are implemented, all consequences are considered. □



QDDR: Closing the Experience Gap?

Page 168 of the Quadrennial Diplomacy and Development Review report states that “years of understaffing have produced a significant mid-level experience gap at both State and USAID.” The “solution” proposed for USAID is to triple mid-level hiring from 30 to 95 per year. This is an example of the wrong solution for the wrong problem.

This simplistic approach ignores the reality at the agency. Were it not for a dearth of promotions, there would be no need to fill mid-level positions. To join the Foreign Service, a significant number of junior officers took a substantial cut in salary — in the tens of thousands of dollars — due to self-imposed USAID rules restricting new entries to the FS-6 grade. These are professionals with advanced degrees, many of whom have seven to 10 years of previous relevant experience.

The State Department, by contrast, has a much more reasonable junior officer policy, hiring talent up to the FS-4 salary level. The main difference between the two systems is that State considers education and experience in setting starting salaries, while USAID insists on using complicated formulas to evaluate previous earning history. In almost all cases, USAID’s entry-level FS employees get much lower starting salaries, which almost seems to be a punishment for those who took the time and spent the money to get advanced degrees or gain valuable experience working for low-paying organizations such as the Peace Corps or nongovernmental organizations.

We have heard reports of new USAID FSOs sleeping in their cars, seeking roommates, or asking friends, families and banks for loans just to survive during their time in Washington, D.C. junior officers are constantly visiting my office, reporting that they are close to bankruptcy due to the fact that they, their spouses (unemployed), and their children must live on a barebones income while waiting to be deployed overseas. Many have families who pulled up roots from other parts of the country, tried to sell or rent their former homes, had spouses quit their jobs, and gave up day-care or education options for their children to move to this new environment.

The question has to be asked — why don’t USAID junior officers receive many of the same employment benefits and rights

conferred on State colleagues with whom we work more and more closely? We have tried to get the agency to, at a minimum, adopt the same criteria used by the State Department to determine entry level salaries for junior officers — start at the FS-5, Step 5 level, and then consider higher salary steps depending on relevant experience and previous salary, if applicable.

In my opinion, continuing to pay junior officers substandard salaries borders on institutionalized abuse. Ironically, the QDDR and USAID Forward reports both address talent management and retention of talent at the agency. However, current USAID policies do not support the latter objective.

The agency’s solution to solve the misperceived problem of a gap in mid-level talent is to hire a huge number of new officers at the FS-2 and FS-3 levels. This will only add salt to the wounds of those who sacrificed and accepted lower grades and are now being leapfrogged by others with the same or, in some cases, even less previous professional experience.

In addition, the policy of hiring mid-level professionals from outside USAID will block promotion opportunities for those who have been patiently waiting their turn, because the agency strives to maintain a staffing pyramid with fewer salary grades at the top. AFSA, of course, supports all Foreign Service employees hired by the agency, including those at mid-levels. In fact, the mid-levels who are currently hired were brought into the agency with the full support of AFSA, based on an analysis of hiring needs at that time.

But again, the problem at USAID is not a gap of mid-level talent — the talent it is already there. Rather, USAID needs to promote more of those who are already on staff and deserving of promotion. This addresses the right problem and is the right solution.

AFSA recently sent a letter to the director general of the Foreign Service, Ambassador Nancy Powell, requesting that the Board of the Foreign Service take up this issue but was deferred back to the agency. We will continue meeting with USAID management to change this unacceptable situation. In the meantime, I welcome your comments; please send them to fzamora@usaid.gov. □

2011-2013 Governing Board

The AFSA Committee on Elections is pleased to announce the results of the 2011-2013 AFSA Governing Board election.

President: Susan Johnson

Treasurer: Andrew Winter

Secretary: Susan Shultz

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FAS Representative

Andrew Burst

IBB Representative

Andre P. De Nesnera

(in the absence of candidates,

De Nesnera volunteered to represent the IBB and was appointed by the board)

Congratulations to the winners, as well as to all who demonstrated their dedication to AFSA by standing as candidates.

Report from the AFSA-PAC Treasurer

Dear Colleagues:

I am delighted to report to you that 2010 was AFSA-PAC's best fundraising year since 2005, and the second-best ever. Both in terms of having the resources to meet our daunting tasks on the Hill and sustaining the morale of those of us who spend a lot of time on this effort, it was a very good year indeed.

In round numbers, 600 donors contributed \$40,000, and the average contribution was \$65.55 — almost 10 percent higher than last year. The percentage of active duty donations increased markedly over previous years, as did our support from overseas. Both developments are indicators of increasing momentum and improving health. At the same time,

The percentage of active duty donations increased markedly over previous years, as did our support from overseas.

Both developments are indicators of increasing momentum and improving health.

our PAC has continued to enjoy strong and consistent support from retired members.

Increasing support from our active-duty members — particularly those serving overseas — is the key to our success at a time

when the congressional environment has never been more stressful or more threatening to those serving at our embassies and consulates.

In 2010, we distributed \$23,000 on a bipartisan basis to the chairs and senior members of the relevant authorizing and appropriating committees and subcommittees in both the House and Senate — \$12,000 went to Democrats and \$11,000 to Republicans (the small imbalance will be corrected this year). In addition, we supported friends of the Foreign Service regardless of committee assignment, such as Chris Van Hollen Jr., D-Md.

None of us should doubt that the debt crisis is real. Major structural reforms, I believe, are inevitable. State and even Defense face significant budget reductions. We have a strategy to deal with these challenges. Our priority is people over programs.

Recently, the 150 Account (international) budget has been around \$55 billion. Of that, \$14 billion is the “people” budget and the rest is programs. Our goal is to protect and even enhance the “people” budget. Programs can be reduced without too much damage and increased later. In contrast, any segment of our trained work force that is eliminated (for example, an Arabist) takes at least a decade to replace.

Because the impact of AFSA-PAC, like similar organizations, is cumulative, we are fortunate that we are in our 11th year of activity. We will need every asset we can acquire in the struggles we now face and will face for the next several years. Your continuing support is *absolutely* critical to the outcome.

Respectfully submitted,

Thomas D. Boyatt

Treasurer, AFSA-PAC

2011 AFSA Awards Celebrate Dissent



(Left to right) Amb. Charles H. Rivkin with Joel Ehrendreich, winner of the William R. Rivkin Award.



(Left to right) Amb. William Burns, under secretary for political affairs, with Amb. Roz Ridgway, winner of the Lifetime Contributions to American Diplomacy Award; Susan Johnson, AFSA president; and Ian Houston, AFSA executive director.



(Left to right) Amb. William C. Harrop with Ann E. Rehme, winner of the Nelson B. Delavan Award.



(Left to right) Susan Johnson with James W. Bayuk, winner of the Christian A. Herter Award.



(Left to right) Jon B. Clements with Michael L. Vining, winner of the M. Juanita Guess Award.



(Left to right) F. Allen "Tex" Harris with Catherine Ebert Gray, accepting for Maurizio Visani, winner of the F. Allen "Tex" Harris Award.

PHOTOS BY DONNA AYERST

And Performance



(Left to right) Amb. Avis T. Bohlen with Marie T. Farrar, winner of the Avis Bohlen Award, and Susan Johnson.



(Left to right) Susan Johnson with Lawrence A. Fields, winner of the AFSA Post Representative of the Year Award.



(Left to right) Amb. Avis T. Bohlen with Rishan and Brianna Chaudry, accepting for their mother, Charla Chaudry, winner of the Avis Bohlen Award.



Witness to Tragedy: A Reflection on the 10th Anniversary of 9/11

BY DONNA AYERST

In silence we headed to the embassy's lobby where one of our two televisions with cable hook-up was located. Others were already there. No one said a word. People sat or stood in their places, staring at the images of the World Trade Center — *ablaze*.

The announcer's voice quivered as he reported a plane had hit the north tower, mid-building, at 8:46 a.m. At 9:03 a.m., a second plane crashed into the Center's south tower, a third plane hit the Pentagon at 9:37 a.m. and a fourth plane crashed into the ground in rural Pennsylvania at 10:03 a.m. On Sept. 11, 2001, the United States came under attack.

One week later, outside the U.S. embassy in Maputo, Graça Machel, the former first lady of Mozambique and wife of Nelson Mandela, arrived to sign the condolence book. Framed by the American flag and bouquets of flowers, she offered her sympathies. Private Jonathan Gross, a member of our Marine Security Guard detachment, stood guard, mimicking a grenadier: no eye contact, no movement, just perfect stillness in his U.S. Marine dress blues.

I snapped this photo of Gross standing guard. The embassy's weekly newsletter ran it on the front page; 10 copies were given to Jonathan to send to his folks back home.

Away from Home

For Foreign Service employees and family members, being away from home hit particularly hard. Many of us suffered feelings of confusion, anxiety and fear. There were rumors that U.S. embassies might be targeted.

For some, there was relief at news of a family member or friend had somehow managed to avoid the death and destruction by a quirk of fate. One FSO's broth-

er had out-of-towners staying in his apartment, so he felt it his duty to cook them pancakes for breakfast instead of arriving at his World Trade Center office at his usual time of 8:30 a.m.

Wherever we went, people offered their condolences and expressed shock at the loss of life. Local English-speaking churches held memorial services. Potluck meals were organized to get people together. Our community grieved.



Ambassador Sharon P. Wilkinson watches as Graça Machel signs a condolence book, while Pvt. Jonathan Gross stands guard.



U.S. Marines carry their comrades' coffins to the plane waiting to take them home.

Two weeks after the bombing, a day-trip out of town took folks away from the embassy to the banks of the Incomati River. It was a welcome chance to unwind and embrace our friends and colleagues.

Thirty-two people — Foreign Service

employees, family members, locally engaged staff and two U.S. Marines — boarded the two boats that took us from the dusty parking lot where we left our cars to a river camp noted for good food and excellent bird watching. On that September morning, thoughts of the World Trade Center, the Pentagon and the field in Pennsylvania were replaced by the desperate need to get away.

The camp was owned and operated by an engaging family from South Africa. As we scrambled up the bank to the large, thatch-covered dining gazebo jutting out over the river, the voices seemed particularly animated and excited.

"Lunch will be served shortly, but how about some drinks," the camp owner shouted out. Jonathan Gross and Sgt. Alejandro Sanchez (a fellow U.S. Marine) stopped long enough to take a couple of sips from their Cokes before heading to the kayaks sitting at the river's edge.

A Strong Wind

Someone came up to me and said, "It looks like the Marines are in trouble." The wind had blown them to the opposite shore, where they somehow flipped the kayak. Without life vests, they struggled to stay afloat, but disappeared as the rescue boat approached. In less than an hour, our two Marines were gone. It was a week before their bodies were recovered.

The regional psychiatrist met with those who had witnessed the accident. A memorial service was held at the ambassador's residence, followed by a small ceremony at the airport to see them off as they returned home to the U.S.

As we mourn the thousands who perished, for the 30 people who left the river bank that day, two more deaths will be forever linked to Sept. 11, 2001. □

Book Notes: *Washington Rules: America's Path to Permanent War*

BY ASA MACLAY HORNER, FSJ EDITORIAL INTERN

On Friday, June 24, AFSA's Book Notes 2011 program welcomed Dr. Andrew J. Bacevich, who spoke about his latest book, *Washington Rules: America's Path to Permanent War*. First published in 2010 by Metropolitan Books, it was released in paperback this year. His presentation drew a large audience of active and retired Foreign Service personnel, along with academics, journalists and former military personnel.

He began his talk by referring to his habit of collecting old issues of *Life Magazine*, then highlighted one article, "The American Century," written by publisher Henry R. Luce in February 1941. The article exhorted Americans "to accept wholeheartedly our duty and our opportunity as the most powerful and vital nation in the world and in consequence to exert upon the world the

full impact of our influence, for such purposes as we see fit and by such means as we see fit."

This proposition, says Bacevich, was the basis for the "Washington Rules" that have dominated American statecraft since the end of World War II.

Bacevich explained that the "rules," as they have since evolved, have two components:

- A "credo" that the U.S. is summoned, alone, to lead, save, liberate and transform the world, a notion he traces in the American psyche as far back as John Winthrop's "City upon a Hill" sermon of 1630.

- A "trinity" of beliefs and habits at the core of U.S. national security policy: that the minimum essentials of peace and order

What is needed, Bacevich believes, is a fundamental re-evaluation of our approach to national security.

require a global military presence; that U.S. forces be configured for global power projection; and that existing or anticipated threats must be countered by a policy of global interventionism.

The premise of *Washington Rules* is that these assumptions are no longer valid, if they ever were. Blind adherence to them has led to a situation of permanent war, setting the U.S. on a course to bankruptcy, both financial and moral.

What is needed, Bacevich believes, is a fundamental re-evaluation of our approach to national security. We need to develop a

new credo focused on fulfilling the aspirations of our founding documents and attending to our prosperity. A new trinity should emphasize that the primary duty station of the American soldier is America (meaning we should "surgically trim" our vast network of bases); U.S. forces should be configured to defend U.S. soil and a very limited list of our most vital interests; and that, consistent with the principles of a "just war," military action must only be used to defend the U.S. or as a very last resort.

Newsweek calls *Washington Rules* "tough-minded, bracing, and intelligent." David M. Kennedy writes, "Bacevich lays bare the dogmas and shibboleths that have animated national security doctrine for the last half century. This passionate, often discomforting book brings rare clarity to a subject of urgent importance to Americans." A review of the book appeared in the March *Foreign Service Journal*.

Andrew Bacevich is a retired U.S. army colonel and professor of history and international relations at Boston University. He is the author of *The Limits of Power: The End of American Exceptionalism* (Metropolitan Books, 2008) and *The New American Militarism: How Americans Are Seduced by War* (Oxford University Press, 2006), and holds a Ph.D. in American diplomatic history from Princeton University.

Our next Book Notes program will take place on Tuesday, Sept. 27, at 3 p.m., when retired FSO Patricia McArdle discusses her new novel, *Farishtha*. □

AFSA Honors Kennan Award Winner

BY ASGEIR SIGFUSSON, AFSA MARKETING AND OUTREACH MANAGER

On Friday, June 3, AFSA President Susan R. Johnson participated in a ceremony honoring graduates of the National Defense University's campus at Fort Leslie J. McNair in southwest Washington, D.C. AFSA's role at this annual ceremony is to present

the George F. Kennan Award to the State Department graduate whose final paper has been chosen as the best essay on strategy or policy.

This year's winner is Todd Holmstrom, an economic officer whose last post was as the deputy director of the State Department's Office of Israel and Palestinian Affairs. He previously spent three years in Damascus and earlier served in Tunis, Ottawa, Paramaribo and Washington. Prior to joining the Foreign Service in 1995, Todd was an officer in the U.S. Army and was deployed overseas to the Balkans, Somalia, the Sinai, Honduras and Germany. He will

next travel to Chad to become the DCM at Embassy N'Djamena. Todd's essay was titled "Acknowledging a Threat: Countering the Syria, Iran, Hamas, Hizballah Axis."

The prize is a check for \$250 and a certificate from AFSA. The prize money is intended for the purchase of scholarly books. The award is named for the FSO author of the "Long Telegram" from Moscow in 1946 that outlined the U.S. Cold War policy of containment. George F. Kennan served in 1947 as the first deputy commandant of the National War College, which established the award. For more information on the Kennan Award, please visit the AFSA Web site at www.afsa.org/kennan_writing_award.aspx. □



AFSA President Susan Johnson and Kennan Award winner Todd Holmstrom.

DONNA AYERST

Foreign Service Youth Award Recipients Announced

BY GABRIELLE HAMPSON, COMMUNICATIONS AND OUTREACH OFFICER, FAMILY LIAISON OFFICE



DONNA AYERST

Winners of the FSYP Awards: Front row (left to right): Emma Keller, Cassie Vining. Back row (left to right): Alex Moreno, Chungdhak Sherpa, Alexandra Ike, Jared Gibson, Jillian Luoma-Overstreet, Oliva Doret, Katie Schlachter and Drew Turner.

On July 15, Director General of the Foreign Service Nancy Powell, the Family Liaison Office and the Foreign Service Youth Foundation co-hosted the 2011 Foreign Service Youth Awards ceremony in the Benjamin Franklin Diplomatic Reception Room. Foreign Service children were honored for their artwork, video production, essay writing, community service and an environmental project. Children whose parents are serving or have served at an unaccompanied post were also recognized.

COMMUNITY SERVICE AWARD:

Jared Gibson, 16, Embassy Tunis
Alexandra Ike, 18, Embassy Accra

ESSAY CONTEST:

Middle school

First place: Andriy Etcheverry, 14, Consulate General St. Petersburg
Joint second place: Anna Bailey, 14, Embassy Riga, and Olivia Mozdierz, age 11, Embassy La Paz

High school

First place: Chungdhak Lhamo Sherpa, 19, Washington, D.C.
Second place: Castilleja Kuzis, 16, Embassy Colombo

ART CONTEST:

Ages 5 to 8

First place: Braden Bitner, 8, Washington, D.C.
Second place: Gabriel Hastings, 9, Embassy Yerevan
Joint third place: Emma Keller, 8, Embassy Kathmandu, and Hannah Ha-Eun Kim, 8, Embassy Ouagadougou



DONNA AYERST

Zea Barcus Nims admires Katherine Schlachter's "An American in Johannesburg."

Ages 9 to 12

First place: Caitlin Chaisson, 10, Embassy Tashkent
Second place: Katharine Schlachter, 11, Washington, D.C.
Third place: Sydney Selam Domaingue, 11, Washington, D.C.

Ages 13 to 18

First place: Jillian Luoma-Overstreet, 17, Washington, D.C.
Second place: Olivia Doret, 14, Embassy Paris
Third place: Castilleja Kuzis, 16, Embassy Colombo

ENVIRONMENT CONTEST:

Alex Moreno, 13, Embassy Dar es Salaam

KIDVID CONTEST:

First place: Latham Wright, 15, Embassy Manila
Joint second place: Kelli Wilson, 13, and Cassie Vining, 10, Embassy Ulaanbaatar, and Peter Huson, 12, Embassy Krakow, Poland

Third place: Drew Turner, 14, Embassy Kathmandu



DONNA AYERST

Drew Turner's KidVid showing life in Kathmandu.

To learn more about each award, please visit www.fsyf.org.



DONNA AYERST

Medal recipients: Front row (left to right): Webb Barcus Nims, Jem Barcus Nims, Zea Barcus Nims, George Mathews, John Mathews, Taogh Keane, Ricana Walker, Sidona Walker, Kiran Keane, Joseph Henzel, Brendan Henzel, Claire Henzel. Back row (left to right): Melissa Mathews, Claire Mathews and DG Nancy Powell.

UNACCOMPANIED POST MEDALS

In 2006, the department began sending medals and certificates of recognition to children of parents serving at unaccompanied posts. Designed and distributed by the Family Liaison Office, the medals and certificates acknowledge the sacrifice children make. In 2011, more than 500 children have received medals and certificates. For more information about FLO's Unaccompanied Tour Recognition Program, please visit the FLO Web site at www.state.gov/m/dghr/flo. □

AFSA to Collaborate with MSU

BY TOM SWITZER, DIRECTOR OF COMMUNICATIONS

At the invitation of the Dean of Michigan State University's Department of International Studies, AFSA Communications Director Tom Switzer visited the East Lansing, Mich., campus from June 13 to June 15. Switzer met with Jeff Reidinger, dean of international studies, and Prof. Charles Gliozzo, director of international programs, to discuss increased collaboration between AFSA and the university.

MSU is planning to enhance its international programs and exchanges, and is specifically interested in working with AFSA to recruit more retired Senior FSOs to speak. Switzer highlighted AFSA's extensive national speaker program, which involves more than 500 retired FSOs, and offered these resources to MSU.

Switzer also met with the Department of International Studies program planning committee to discuss several areas of possible collaboration, and suggested a number of expert FSO speakers who might participate in MSU programs over the next year.

On June 14, Switzer spoke before a regional faculty association on the many



(left to right) Jeff Reidinger, Tom Switzer, Prof Charles Gliozzo.

attractive Foreign Service career opportunities offered by the State Department and the U.S. Agency for International Development. He also provided anecdotes illustrating what FSOs actually do in missions around the globe.

The audience reaction was enthusiastic, with many attendees asking for more information on the Foreign Service. Switzer presented copies of AFSA's book, *Inside a U.S. Embassy*, to the dean of international studies and several faculty members.

The visit served to further AFSA's goal of expanding its outreach and increasing partnerships with universities nationwide. □

AFSA-FPA Events Spread Awareness of FS Work

BY DANIELLE DERBES,
BOOK MARKETING ASSOCIATE

For the spring 2011 academic semester, AFSA teamed up with the Foreign Policy Association University to co-sponsor seminars on careers in international affairs. The nonprofit Foreign Policy Association began the FPA University program in spring 2010 with a seminar on the Foreign Service career. In fall 2011, FPA expanded the offerings, holding more than 20 international careers seminars in New York City. For the spring semester, FPA held seminars on careers in international development, the United Nations and the Foreign Service. All three Washington, D.C., events were held at AFSA.

One participant commented later that: "Hearing from FSOs is fantastic — something you don't get on the various Web sites."

Shawn Dorman, editor of *Inside a U.S. Embassy*, served as instructor for both the Washington and New York seminars on the Foreign Service, dividing the presentation into a discussion of the Foreign Service career and the hiring process. Approximately 60 students and professionals attended each of the FS seminars. Guests from the State Department and USAID were on hand to answer questions from the audience about their careers.

Diplomat-in-Residence Ambassador Eunice Reddick attended the Foreign Service seminar in Washington, along with State FSOs Steve and Kelly Adams-Smith, while USUN Political Counselor Jim Donegan, Diplomat-in-Residence Tom Armbruster and FCS Officer Steve Knode attended the New York session. For the development seminar in Washington, Brian Levey and Jon Dorsey took questions about their careers at USAID. The atten-

Continued on page 58

TRANSITION CENTER SCHEDULE OF COURSES for September, October, November 2011

Sept. 9	MQ803	Realities of Foreign Service Life
Sept. 10	MQ802	Communication Across Cultures
Sept. 16	MQ703	Post Options for Employment/Training
Sept. 17	MQ116	Protocol
Sept. 27	MQ115	Explaining America
Sept. 29-30	MQ104	Regulations, Allowances & Finances
Oct. 13	MQ704	Targeting the Job Market
Oct. 15	MQ116	Protocol & U.S. Representation Abroad
Oct. 19	MQ500	Encouraging Resilience in FS Children
Oct. 26	MQ203	Singles in the Foreign Service
Nov. 2-3	MQ107	English Teaching Seminar
Nov. 5	MQ116	Protocol & U.S. Representation Abroad
Nov. 15	MQ115	Explaining America
Nov. 30	MQ801	Maintaining Long-Distance Relationships

To register or for further information, please e-mail the FSI Transition Center at FSITCTraining@state.gov.

AFSA-FPA • Continued from page 57

dees appreciated the chance to meet active-duty FSOs. One participant commented later that: "Hearing from FSOs is fantastic — something you don't get on the various Web sites," while another said that the seminar was "Very in depth, the best information session for FSO careers that I've been to."

The enthusiastic question-and-answer sessions covered everything from general inquiries about the various specialist positions at State to detailed questions on the Foreign Service officer selection process. At each event in Washington, audience members signed up to receive more information about AFSA, picked up copies of the *FSJ*, purchased copies of *Inside a U.S. Embassy: Diplomacy at Work*, and discussed the work of the Foreign Service with AFSA staff and the seminar guests from State and USAID. □

In the article, "Work-Life Balance in the Foreign Service," in the July-August issue (p. 50): Faye Barnes, not Judy Ikels, quoted former Secretary of State Colin Powell. We regret the error.

AFSA NEWS BRIEFS

FS High School Student Wins Hard-Language Scholarship

Jason Kazi, son of Foreign Service employee Pamela Kazi and general services office employee Towhid Kazi, has been awarded one of 650 National Security Language Initiative for Youth Scholarships for the 2011-2012 school year.

The merit-based scholarships are for eligible high school students to learn less commonly taught languages in summer, semester and academic-year overseas immersion programs. Funded by the Department of State, the NSLI-Y program is administered by a consortium of nonprofit organizations led by American Councils for International Education and includes American Field Service-USA, international Educations And Resource Network-USA and Concordia Language Villages.

The NSLI-Y scholarship enables Jason to study Hindi in India for the summer. The merit-based scholarship covers all program costs for participants including domestic and international travel; tuition and related academic preparation; support and testing for language study; educational and cultural activities focused on language learning; orientations; applicable visa fees; three meals per day; and accommodations, preferably in a host family.

The NSLI-Y program aims to spark a lifelong interest in foreign languages and cultures among a corps of young Americans with the skills necessary to advance international dialogue by building on the foundations developed through person-to-person relationships.

NSLI-Y offers overseas study opportunities for summer, semester and academic-year language learning in Arabic, Hindi, Korean, Mandarin Chinese, Persian, Russian and Turkish. NSLI-Y scholars are between 15 and 18 years old. Applications for 2012-2013 NSLI-Y programs will be available at www.nsliforyouth.org in the early fall.

AFSA/TLG Intern

Every year, AFSA and the Thursday Luncheon Group sponsor a minority college student for a summer internship at the Department of State. This year's intern is Matthew Thompkins, whose name we misspelled in the June edition of *AFSA News* — our apologies! Please look for an article on Matthew and his summer experience in the October issue. □

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IN MEMORY

Edward West Burgess, 91, a retired Foreign Service officer, died on May 7 from complications of Parkinson's disease. He served in the U.S. Army during World War II and then joined the Foreign Service in 1947. His assignments included Syria, Egypt, South Africa, Burma, Yugoslavia, France and Czechoslovakia.

He retired in 1976 to become assistant director of world affairs at the University of Wisconsin-Milwaukee. He loved riding his motorcycle and playing tennis, bridge, chess and a rousing game of hearts with his family.



Robert Lawrence Dance, 68, a retired Senior Foreign Service officer, died on Jan. 2 following a battle with systemic scleroderma and pancreatic cancer.

Mr. Dance was born in Lexington, Ky., to Anna Corinne Rice and Sherman Dance. He entered government service as an enlisted soldier in the U.S. Army and attended the Philippine Military Academy in Baguio City, graduating in 1968 with a B.S. in general engineering. He is one of only four Americans, and also the last American, to graduate from that academy.

Upon graduation, Mr. Dance was commissioned in the U.S. Army and served in various capacities at Fort Knox, Ky., and in Vietnam. He quali-

fied as a parachutist, a military instructor, a civil affairs officer and a foreign area officer with a specialization in Southeast Asia.

Mr. Dance retired from the military in 1986, and later that year he joined the Foreign Service. A Spanish speaker by training, he served in public diplomacy positions in Port of Spain, Caracas, San Salvador and Bogota, and also served in Lilongwe. His last overseas assignment, in 2002, was as deputy chief of mission in Mbabane.

In Washington, Mr. Dance served as the director of career development and training and as the deputy director of public diplomacy and public affairs in the State Department's Bureau of African Affairs. He retired from the Foreign Service in 2007.

During the course of his military and diplomatic careers, Mr. Dance earned several higher degrees: an M.A. in English and literature from Indiana University, an MBA from Embry-Riddle Aeronautical University in Daytona Beach, Fla., and an M.S. in national security from the National War College in Washington, D.C. He also completed the Flag Officers Joint Forces Maritime Component Commander Course at the U.S. Naval War College in Newport, R.I.

He taught at the U.S. Military Academy, the Philippine Military Academy, the University of the Philip-

pines, the University of Kentucky, Embry-Riddle Aeronautical University and Northern Virginia Community College.

In the diplomatic arena, Mr. Dance was recognized for his achievements in the area of international public outreach. But he was also a music aficionado, amassing 6,000 CDs representing artists from Miles Davis to Hugh Masekela; a connoisseur of South African wines; and an avid collector of arts and crafts from around the world. He always loved to entertain people at his home, colleagues recall.

Among Mr. Dance's avocations, his favorite was broadcasting: he worked as a radio disc jockey in the U.S., Philippines, El Salvador and Colombia, promoting the American genres of jazz and R&B. He loved traveling and working around the world, interacting with people from different cultures and giving to local and international charities. But his favorite pastime was spending time with his family.

Mr. Dance is survived by his wife, Claris Xiomara Dance, a native of Caracas who now resides in Springfield, Va.; three sons, Robert II (and his wife, Missy) of Cincinnati, Ohio; Adrian of Washington, D.C.; and Kristoffer (and his wife, Michelle) of Baguio City, Philippines; and two grandchildren, Robert III and Sarah Dance of Cincinnati.



Lawrence S. Eagleburger, 80, the only career Foreign Service officer to become Secretary of State, died on June 4 of pneumonia at the University of Virginia Medical Center in Charlottesville, Va., where he had lived since 1990.

Lawrence Sidney Eagleburger was born on Aug. 1, 1930, in Milwaukee, Wisc., and was a 1952 graduate of the University of Wisconsin. Following a two-year stint in the U.S. Army, he returned to the university, receiving a master's degree in political science in 1957.

After seeing a notice on a campus bulletin board, he took the Foreign Service exam — he had never even thought of the Foreign Service before then, he told the *Washington Post* in 1984 — and began a 27-year career with the State Department in 1957.

Mr. Eagleburger's first post was Honduras. Following language training at the Foreign Service Institute, he was assigned to Yugoslavia in 1962. There he organized a humanitarian relief effort, including construction of a full-scale U.S. Army field hospital in Skopje, after a large earthquake struck Macedonia in 1963. He became known locally as "Lawrence of Macedonia."

After assignments in Washington, D.C., at the Department of State and at the National Security Council, he served as political adviser to the U.S. Mission to NATO in Brussels in 1969. He returned to Washington in 1973 to become Secretary of State Henry Kissinger's executive assistant. President Jimmy Carter appointed Mr. Eagleburger ambassador to Yugoslavia in 1977.

Returning to Washington in 1980,

Ambassador Eagleburger served as assistant secretary for European affairs until 1982, when he was confirmed as under secretary of State for political affairs. He held that position until 1984, when he retired from the Foreign Service to become the president of Kissinger Associates.

In 1989 Amb. Eagleburger was persuaded to return to the State Department by Secretary of State James Baker to serve as Deputy Secretary.

He became acting Secretary of State when Mr. Baker stepped down in 1992, and was confirmed to the position on Dec. 8 of that year. His tenure as Secretary ended on Jan. 20, 1993, when President Bill Clinton was sworn in.

“Lawrence Eagleburger was a strong voice and stalwart champion for America’s values.”

— *Secretary of State
Hillary Rodham Clinton*

Ambassador Eagleburger was known as a troubleshooter, a straight-talker with an independent mind and a rapier wit who specialized in crises. President George H.W. Bush called him “one of the most capable and respected diplomats our Foreign Service ever produced.”

After leaving the State Department, he was an international adviser to the Washington law firm led by former Sen. Howard Baker, R-Tenn. President George W. Bush asked him to lead the U.S. delegation at the funeral of Zoran Djindjic, the Serbian prime minister. In 2006, he served as

a member of the Iraq Study Group. He also led the International Commission on Holocaust Era Insurance Claims.

In a statement from the White House, President Barack Obama eulogized the former Secretary of State: “Lawrence Eagleburger devoted his life to the security of our nation and to strengthening our ties with allies and partners.”

Secretary of State Hillary Rodham Clinton hailed him as “a strong voice and stalwart champion for America’s values. He was outspoken, but always the consummate diplomat. Even in retirement, Larry remained a staunch advocate for the causes he believed in. He never stopped caring, contributing and speaking out.”

Secretary Eagleburger received the Presidential Citizens Medal from President George H.W. Bush in 1991. And in 1998, AFSA conferred its Lifetime Contributions to American Diplomacy Award on him.

He was a member of the board of directors of the International Republican Institute, chairman of the board of the Forum for International Policy, and a member of the Washington Institute for Near East Policy Board of Advisers.

A brief first marriage, to Muriel Saul, ended in divorce in 1963. He married Marlene Ann Heinemann of Milwaukee in 1966. She predeceased him in 2010, after 44 years of marriage.

Mr. Eagleburger is survived by three sons, Lawrence Scott of Madison, Wisc., and Lawrence Andrew and Lawrence Jason, both of Charlottesville, Va.; three grandchildren; and a sister, Jean Case of Las Vegas, Nev.

IN MEMORY



Nathaniel Davis, 86, a retired FSO and former ambassador, died on May 16 in Claremont, Calif., where he was professor emeritus of political science at Harvey Mudd College.

Mr. Davis was born in Cambridge, Mass., on April 12, 1925. His father, Harvey Nathaniel Davis, taught at Harvard University and his mother, Alice Rohde Davis, was a research medical doctor. In 1928, the family moved to the campus of Stevens Institute of Technology, in Hoboken, N.J., where Harvey Davis was president. Nathaniel Davis attended the Stevens Hoboken Academy and graduated from Philips Exeter Academy in 1942.

He then attended Brown University, where he served in the U.S. Navy Reserve. He received his degree and

commission as an ensign in the U.S. Navy in September 1944, but was a member of the Class of 1946. He was on active duty on the USS *Lake Champlain* until 1946, after which he earned a master's degree and, ultimately, a Ph.D. in 1960 from the Fletcher School of Law and Diplomacy at Tufts University.

Mr. Davis began his Foreign Service career in 1947 with an assignment in Prague, where he witnessed the communist takeover less than a year later. Subsequent postings took him to Florence, Rome and Moscow before he returned to Washington, D.C., to work on the Soviet desk in the State Department in 1956. That same year he married Elizabeth Kirkbridge Creese.

His next posting was Caracas. From

there he returned to Washington, D.C., for an assignment at the Peace Corps, where he was special assistant to the director, R. Sargent Shriver, and later deputy director for program development and operations.

Mr. Davis was named U.S. envoy to Bulgaria in 1965, after which he served on the staff of the National Security Council in the White House, where he was responsible for Soviet and East European matters as well as the United Nations.

In 1968, he went to Guatemala as ambassador, and in 1971 to Chile. Mr. Davis was ambassador in Santiago during the presidency of Salvador Allende through the coup that deposed him, and would later write a history of that period called *The Last Two Years of*

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IN MEMORY



Salvador Allende (Cornell University Press, 1985).

Ambassador Davis returned to the State Department in 1973, where he was director general and then assistant secretary for African affairs. He resigned from the latter post over a policy difference with Secretary of State Henry Kissinger regarding covert action in Angola. Davis was subsequently appointed ambassador to Switzerland in 1976.

In 1977 he moved with his family, which by then included four children, to Newport, R.I., where he taught at the Naval War College for six years as diplomat-in-residence. In 1983, he resigned from the Foreign Service and accepted a position as the Alexander and Adelaide Hixon Professor of Humanities at Harvey Mudd College in Claremont, Calif. He taught there until retiring in 2002, at age 77.

During his tenure at Harvey Mudd College, he wrote a book, using research he had been compiling since 1947, called *A Long Walk to Church: A Contemporary History of Russian Orthodoxy* (Westview Press). A second edition of the book came out in 2003.

A skier, Davis was also skilled at white-water canoeing and mountain climbing, for which he won several awards. His most notable accomplishment was a "first ascent" of Mount Abanico in the Venezuelan Andes with George Band, a member of the team that had first successfully climbed Mt. Everest. He also was a political activist, starting in the 1960s in the civil rights movement. He held positions throughout his life in the Democratic Party, both in California and nationally.

Amb. Davis leaves his wife, Elizabeth of Claremont; four children, Margaret Davis Mainardi of Boonton Township, N.J., Helen Miller Davis of

Los Angeles, Calif., James Creese Davis of Barrington, R.I., and Thomas Rohde Davis of Boston, Mass.; eight grandchildren; two great-granddaughters; and two sisters.



William B. "Bill" Dozier, 85, a retired Foreign Service officer, died on April 29 from complications of Alzheimer's disease in Marion, S.C.

Mr. Dozier was born on Aug. 24, 1925, in Marion County, S.C. He received a B.S. in engineering from the University of South Carolina and an M.A. in economics from Yale University. He was a World War II veteran with the 58th Seabee Battalion.

In 1947 Mr. Dozier joined the Foreign Service. His overseas posts included Jordan, France, Aruba, Italy, Sweden and Israel. His last position in Washington, D.C., was as director for regional affairs in the Bureau of Near Eastern and South Asian Affairs. Prior to that he served as counselor for economic and commercial affairs at his posts in Europe and the Middle East.

While in Jordan, he met his future wife, Nancy Dimmig, who was then on assignment to the consulate general in Jerusalem. They were married on the Mount of Olives in Jerusalem in 1950.

Mr. Dozier retired from the Foreign Service in 1979, and the couple settled in North Myrtle Beach, where he owned and operated ERA Dozier Realty. In 1992, they moved to his childhood farm in nearby Marion, S.C. There he dusted off the farming skills he had learned as a young man and raised cattle and horses.

Bill Dozie enjoyed gardening, golfing and being close to family members. He loved nature and the outdoors, and his family has happy memories of trips

to the beach, nature walks around the farm and fishing together.

Mr. Dozier is survived by his wife of 61 years, Nancy, of Marion; a son, Billy Dozier of Marion; daughters, Carolyn Dozier of Annandale, Va., and Elizabeth McCollom of Matthews, N.C.; and three grandchildren.



Patricia Gordon Erickson, 84, a former Foreign Service specialist and widow of the late FSO Elden Erickson, died at her home in Solomons, Md., on March 29.

Mrs. Erickson was born on Sept. 7, 1926, in Vallejo, Calif. She grew up there and, later, in France, where she was sent to live with her grandmother. During that sojourn, she fell in love with all things French. She attended college at the University of California in Berkeley, where she graduated with a major in political science. During World War II, she worked in Honolulu, with a security clearance that would protect her underground in the event of a nuclear attack.

Following the war, she joined the Foreign Service as a secretary. While on assignment in Tokyo in 1956, she called Elden Erickson, an economic officer, long distance to tell him he would not be able to get out of his assignment in Laos. It was the beginning of what would be a 50-year marriage and a long joint diplomatic career.

In 1961, before Mr. Erickson's assignment to Kobe-Osaka, the couple adopted a son, Mark, whom they whisked across the country to Kansas to meet the extended family before departing overseas. After braving a blizzard in Kansas, they arrived in California, where they set off by ship, stopping in Hawaii on the way to Japan.

IN MEMORY



Later assignments took the family to Beirut and Rotterdam, with several tours in Washington in between. Family members recall that Mrs. Erickson took all the new assignments in stride, devoting herself to studying the ways and languages of each country. Mindful of diplomatic protocol, she also made sure that the whole family took in as much of the local art and culture as possible.

During her experience abroad, Mrs. Erickson found that families moving overseas needed information available while traveling and began writing travel guides, first for Holland and, later, for Germany. She continued writing during retirement in Calvert County, Md., where she penned articles about local issues and,

as friends and family recall, continued learning, studying and working to develop and maintain an open mind spiritually and emotionally.

Mrs. Erickson is survived by her son, Mark Erickson, of Tampa, Fla.



George Robert Jacobs, 92, a retired Foreign Service officer, died of congestive heart failure on April 13 at his home in Washington, D.C.

Mr. Jacobs was born on March 15, 1919, in Chicago, Ill., and attended the Francis W. Parker School there. He graduated from Harvard University in 1940 with a degree in economics.

After college, Mr. Jacobs joined the Work Projects Administration, where

he had held a summer job in 1939. In 1942 he joined the War Production Board, and in 1943 moved to the Office of Strategic Services in Washington, D.C. From 1944 to 1945, he was posted in London, working on economic bombing targets in Germany. He married Carolyn Berry in 1945.

Mr. Jacobs joined the State Department in 1945 and worked on German and Austrian affairs and on the Marshall Plan until 1956, when he received his Foreign Service commission.

During a 17-year career as an FSO, Mr. Jacobs served overseas in Bangkok as an economic officer working with the Economic Commission for Asia and the Far East (1956-1958); in London, where as a first secretary he worked on international agreements on

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IN MEMORY



shipping, rubber and tin, and on the British economy (1959-1963); and in Manila, where he served as alternate U.S. director of the Asian Development Bank (1968-1972).

In Washington, D.C., Mr. Jacobs attended the Senior Seminar (1963-1964). Until 1968 he served as deputy director and then director of the Office of International Resources, and as acting deputy assistant secretary and, later,

deputy assistant secretary for international resources and food policy (1964-1968). He retired in 1973 after service as a deputy examiner on the Board of Examiners for the U.S. Foreign Service.

Mr. Jacobs is survived by his wife, Carolyn, of Washington, D.C.; a son, Michael B. Jacobs of Groton, Mass.; a daughter, Deborah Jacobs of Takoma Park, Md.; three grandchildren; and three great-grandchildren.

Richard E. Johnson, 90, a retired Foreign Service officer, died on April 20 in Washington, D.C.

Mr. Johnson was born on Oct. 5, 1920, in Evanston, Ill. He grew up in Winnetka, Ill., attending the Montessori School in his early years and graduating from North Shore Country Day School in 1938. He graduated summa cum laude from Harvard in 1942, and did graduate work in economics at

Alice S. Pickering, 80, a former FSO and wife of retired Senior Foreign Service officer and former career ambassador Thomas R. Pickering, died on June 23 at Goodwin House in Falls Church, Va.

Born on June 15, 1931, in Sharon, Pa., to George Chesney Stover and Alice Gill Stover, Alice Pickering was an honors and Phi Beta Kappa graduate of Swarthmore College. She received master's degrees in international relations from the Fletcher School of Law and Diplomacy and in library science from the Catholic University of America, where she was a member of the Beta Phi Mu International Library and Information Studies Honor Society.

Mrs. Pickering served as a Foreign Service officer at the U.S. Information Agency from 1954 to 1955 and was posted to The Hague. Later, she worked as a reference librarian at the Sherwood Hall Regional Library in Fairfax County, Va.

Following her marriage, Mrs. Pickering resigned from the Foreign Service, as female FSOs were required to do at that time. She accompanied her husband to his naval assignment in Port Lyautey, Morocco, and thereafter to 10 diplomatic posts, including seven

where he served as ambassador: Geneva, Zanzibar, Dar es Salaam, Amman, Lagos, San Salvador, Tel Aviv, the United Nations in New York, New Delhi and Moscow.

Mrs. Pickering was also a member of the League of Women Voters, the American Association of University Women and the Associates of the American Foreign Service Worldwide. She was also a member of St. Luke's Episcopal Church in Alexandria, Va., for more than 50 years.

Family and friends recall how deeply she cared for people in need, whether in her own neighborhood or around the globe; her love of country; and her passionate belief in the power of education to transform people's lives.

"All of us who were lucky enough to know Alice understood her commitment and appreciated her love for her family and her country," said Secretary of State Hillary Rodham Clinton in offering condolences. "For four decades, in posts ranging from Russia to El Salvador, she and Tom served the United States with great distinction."

In offering condolences on behalf of AFSA, President Susan R. Johnson stated: "Like so many members of the extended Foreign Service family, Alice

was deeply devoted to America's ideals, our values and the importance of service. All of us who were fortunate enough to know Alice appreciated her outstanding commitment. At every post, she took special pride in welcoming the new Foreign Service staff and made every effort to ensure that their families felt at home, and were part of our collective mission."

Alice Pickering is survived by her husband of 55 years, Thomas of Great Falls, Va.; her son, Timothy R. Pickering (and his wife, Carolyn) and her daughter, Margaret "Meg" Schmidt (and her husband, John); four grandchildren; and two great-grandchildren. She is also survived by her brother, Charles Chesney Stover and sister-in-law, Marcia Pickering Hunt.

Contributions in Alice Pickering's honor may be made to the Friends of Sherwood Hall Library, 2501 Sherwood Hall Lane, Alexandria VA 22306; the American Center for Oriental Research, Amman, Jordan, 656 Beacon St., 5th floor, Boston MA 02215; the National Parks Conservation Association, 777 6th St., NW, Washington DC 20001; WETA, 3636 Campbell Ave., Arlington VA 22206; or WAMU 88.5, 4400 Massachusetts Ave., NW, Washington DC 20016.

IN MEMORY



Georgetown University.

During World War II Mr. Johnson served as a lieutenant commander in the U.S. Navy aboard the USS *Bagley* in the South Pacific theater from 1942 to 1944. Following the war, he worked for the Clow Corporation.

In 1947, he entered the State Department's Civil Service, serving in the Office of Chinese Affairs until 1951, when he joined the Foreign Service. His first overseas assignment was as a consular officer to the U.S. legation in Hong Kong. There he met his future bride, Patricia Rose Brown, who was working as consular assistant. The couple married on July 14, 1954.

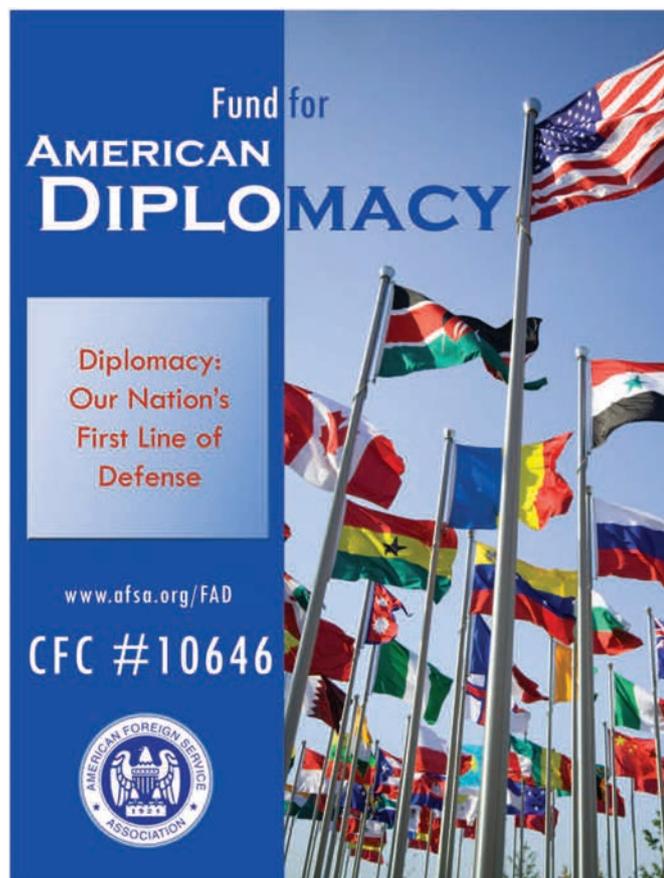
Subsequent assignments included Canada, Poland and, twice, Yugoslavia

—where Mr. Johnson served, first, as a political officer under Ambassador George F. Kennan (1962-1963) and later as deputy chief of mission under Ambassador Malcolm Toon (1971-1974). He served as DCM in Bulgaria (1963-1965) and as minister counselor and chargé d'affaires in Brazil (1974-1978). There he hosted a state visit by President Jimmy Carter. He also served as political counselor in Rio de Janeiro (1969-1971).

In the department he served as Polish and Baltic States desk officer and director of the Office of Regional Political Programs. He was also assigned to the U.S. delegation to the United Nations, where he served on the U.N. Committee on Decolonization.

After retiring from the Foreign Service in 1980, Mr. Johnson became president of the International Federation on Aging (1981-1983), followed by stints as president of the U.S.-Yugoslav Economic Council and then as president of the Council for Southeastern Europe.

Mr. Johnson is survived by his wife of 56 years, Patricia Brown Johnson, of Washington, D.C.; his brother, Robert M. Johnson of McMinnville, Ore., and his sister, Elizabeth Dale DePeyster of Orange City, Fla.; his son, Richard F. Johnson of Maple Park, Ill.; his daughter, Elizabeth C. Craig of New York, N.Y.; and six grandchildren: Silas, Elspeth and Nathaniel Johnson and Caroline, Hilary and Cecily Craig.



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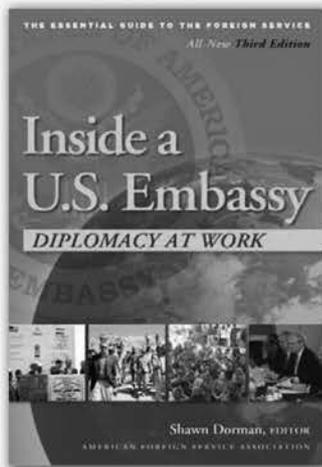
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Robert Bruce Richardson, 71, a retired FSO with the U.S. Agency for International Development and a former AFSA dissent award winner, died on April 24 in Charleston, S.C.

Born in Toronto, Mr. Richardson moved to the United States with his parents in 1957 and attended Hamilton College in Clinton, N.Y. After graduating, he taught science and math at the Utica Free Academy in Utica, N.Y., before entering the Peace Corps in 1964. He was assigned to Senegal, where he was seconded to the United Nations International Labor Organization to design appropriate technology for improving local agriculture.

On returning to the U.S. in 1966, Mr. Richardson joined USAID. His first assignments were in Bamako and Kaduna as a general services officer and then in Rabat, in 1968, as a Food for Peace officer.

In 1973, he returned to Washington, D.C., where he backstopped the Vietnam Commercial Import Program at USAID. In 1975, he drafted the operations portion of the new Egypt Commodity Import Program and went to Cairo to help set it up.

The next year, he was sent to Kinshasa to run the Commodity Import Program, and in 1978 transferred to Niamey to create the first Project Management Support Unit, which was later adopted by other missions in West Africa.

His next tour was at the Regional Office for Central America and Panama in Guatemala, as regional supply management officer. In 1983 he went to Cairo to run the Commodity Import Program, the largest bilateral aid program in the history of the agency.

Returning to Washington, D.C., in 1988, he was responsible for the

agency's commodity procurement activities until his retirement in 1995. Mr. Richardson was the only commodity officer to be promoted into the Senior Foreign Service.

He was also the first employee of USAID to be awarded AFSA's Christian A. Herter Award for constructive dissent by a Senior Foreign Service officer, in 1994.

After his retirement from the Foreign Service, Mr. Richardson worked with various consulting firms: the Department of Human Services of the city of Washington, D.C.; the United Nations Peacekeeping Mission to Angola, as chief of procurement and contracting; and the World Bank, as a certified procurement consultant.

In 2003, Mr. Richardson moved to Charleston, S.C., with his wife Madeleine, who had accompanied him to most of his posts and worked in the embassy and department medical units as a laboratory technician. There he became involved in local politics and entertained his friends and former colleagues with written accounts of his various overseas experiences.

Mr. Richardson's wife, Madeleine, predeceased him in 2010. He is survived by two sons, Christopher Charles Richardson of Daniel Island, S.C., and Nicholas Yann Richardson (and his wife, Dayna) of Burke, Va.; and a daughter, Julie Beatriz Richardson of cFairfax, Va.

Susan Ann Sutton Robinson, 66, a retired FSO, died on June 16 in Boston, Mass., following a debilitating illness.

Susan Ann Sutton was born and raised in Yakima, Wash. She was valedictorian of her high school class and a

IN MEMORY



National Merit Scholar. She earned a B.A. from Seattle Pacific University in 1965, an M.A. in English literature from the University of London in 1980, and a J.D. from the University of Washington in 1985.

From 1966 to 1967 she served as a Peace Corps Volunteer in Uganda. When she returned to Seattle, she pursued her law degree and worked at a local TV station as a copywriter. In 1974, her husband, Max Robinson, joined the Foreign Service and they moved to Dakar and then London. While in Washington, D.C., Ms. Robinson worked as editor for the Library of Congress' Copyright Office.

In 1985, she joined the United States Information Agency as a Foreign Service officer. In her first as-

signment (1987-1990), she served in Moscow during a period of great transition. There she used her love of culture and arts to build trust and understanding between the U.S. and Soviet Union in the final years of the Cold War.

She later served in Belarus and Haiti, where she worked to bring educational and cultural opportunities to that impoverished nation. In Washington, D.C., she served in the Foreign Press Center and various regional bureaus. She retired from the Foreign Service in 2002.

Ms. Robinson was a great admirer of the arts and an avid painter. During her Foreign Service assignments, she tirelessly used the visual and performing arts to build strong relationships

with the people of many nations and to give them a better understanding of the U.S. She continued this pursuit in retirement, operating a painting studio and participating in numerous art and cultural exhibitions.

Susan Robinson is survived by her daughter, Lisa Robinson, a child psychiatrist in Newton, Mass.; her son, Joel Robinson, an FSO currently serving in Baghdad; three granddaughters: Emily Robinson and Zoe and Naomi Goldstein; her brothers, George and John Sutton; and her mother, V. (Jane) Sutton of Portland, Ore.



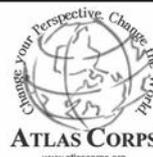
Bruce David Rogers, 54, a career Senior Foreign Service officer, died in



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his sleep on June 27 in Riga, where he was serving as the deputy chief of mission.

Mr. Rogers joined the Department of State in 1985 and served in Mexico, Saudi Arabia, Kuwait, the United Kingdom, Latvia, Belgium and Afghanistan. There, as director for provincial reconstruction and local governance in Kabul, he supervised personnel at 25 locations around Afghanistan. Previously, he also served as the deputy political adviser at the U.S. Mission to NATO (2003-2006) and as political-economic chief in Riga (2000-2003).

“Bruce loved Latvia passionately, and he loved working on U.S.-Latvian relations,” U.S. Ambassador to Latvia Judith Garber said in a statement from the embassy. During the six years he spent in the country, he played a major role in assisting Latvia in its accession to NATO and the European Union and in strengthening economic ties between the U.S. and Latvia.

In 1991, Mr. Rogers was part of the team that reopened Embassy Kuwait at the end of the first Persian Gulf War. His domestic assignments included two tours in State’s Bureau of Economic and Business Affairs, and stints as an instructor in the Orientation Division at the Foreign Service Institute and as a regional affairs officer in the Office of Counterterrorism. In the latter capacity, he led two assessment teams to East Africa in the wake of the August 1998 bombing of the U.S. embassies in Kenya and Tanzania.

Mr. Rogers received four State Department Superior Honor Awards and two Meritorious Honor Awards. He earned a B.A. in history and international relations from San Francisco State University and, in 2007, received a master’s degree with highest distinc-

tion in national security and strategic studies from the Naval War College in Newport, R.I.

Mr. Rogers leaves behind his wife, Gale Rogers, a retired FSO, and two children.



Peter Sebastian, 84, a retired FSO and former ambassador, died peacefully at home in Santa Fe, N.M., on March 22.

Mr. Sebastian was born in Berlin in 1926 and educated in France and Italy before coming to the U.S., where he became a citizen in 1944. He served in the U.S. Army from 1944 to 1946.

After military service, Mr. Sebastian pursued studies at Roosevelt University, the University d’Aix in Marseilles, the University of Chicago, and the New School for Social Research. He married the former Harvel Huddleston in 1951.

In 1957 he joined the U.S. Foreign Service and, together with his family, began a series of diplomatic assignments that included the Central African Republic, France, Morocco and Ethiopia.

His longest postings were in Morocco, where Mr. Sebastian served as political officer and consul general and, later, as deputy chief of mission and *chargé d’affaires*.

In Washington, D.C., he served as a specialist in the Bureau of Intelligence and Research, as deputy executive secretary in the Office of the Secretary of State, and as Algerian desk officer and, later, director of North African affairs. He attended the National War College and the State Department’s Senior Seminar.

In 1984 he was appointed ambassa-

dor to Tunisia, where he served until 1987, when he retired.

After moving to Santa Fe in 1988, Ambassador Sebastian remained active as a writer, frequent speaker and board member of the Council of International Relations.

Mr. Sebastian is survived by his wife, Harvel, of Santa Fe; his son, Christopher, of Bethesda, Md.; and a granddaughter, Katarina, of Apple Dutch Village, near Frankfurt, Germany.



Victor Henry Skiles, 93, a retired Foreign Service officer, died on Jan. 20 at Fairfax Hospital in Fairfax, Va.

Mr. Skiles was born in Dayton, Idaho, on Oct. 15, 1917. He graduated from Burley High School in 1935 and attended the University of Idaho, graduating in 1940. That year he traveled to Washington, D.C., to serve as an intern with the National Institute of Public Affairs and was assigned to the U.S. Department of Agriculture.

In 1942, Mr. Skiles enlisted in the Navy and was stationed as an officer in the Pacific theater. At the end of World War II, he was asked to join the Quadripartite Control Council in Berlin, assisting war refugees and displaced persons and continued that work until he joined the Department of State in Greece in 1948.

Following that assignment, he returned to Washington in 1950. He worked at the State Department on Greece, Turkey and Iran and, later, on Middle Eastern foreign assistance.

In 1958, Mr. Skiles was assigned to Israel as the deputy director for

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USAID and managed the substantial U.S. assistance programs in that area.

Next came an assignment to Nairobi as the USAID East Africa representative. There he established assistance programs in Kenya, Uganda and Tanzania.

Mr. Skiles returned to Washington after his Africa assignments for a short time, and was then assigned to Sri Lanka as USAID representative. There he initiated and directed development assistance activities.

From Colombo, Mr. Skiles moved to Kabul, where he was the deputy director of the large USAID program there. Throughout his overseas work, Mr. Skiles focused on programs that contributed to improvements in education, agriculture, public health and administration, and food security.

In 1973 his expertise and experience led to an appointment as the USAID Representative to the United Nations Food and Agriculture Organization and the United Nations World Food Program in Rome. Mr. Skiles was the U.S. spokesman on major international food and agriculture issues of the time.

In 1978 he retired from the Foreign Service and settled in Northern Virginia. An avid gardener and golfer, Mr. Skiles enjoyed cultivating many flower varieties. He was a 50-year member of the International Country Club and a 30-year member of the Pinehurst, N.C., Country Club.

Mr. Skiles is survived by his wife of 53 years, Ruth Nay Skiles of Falls Church, Va.; a sister, Amy Lou Uriquen of Boise, Idaho; and several nieces and nephews.

He was preceded in death by brothers C. Stanley Skiles, James J. Skiles and Gerald W. Skiles, and a sister, Bonnie Stampley.

James Clagett Taylor, 76, a retired FSO, died on July 10 in Sebring, Fla.

Mr. Taylor was born on May 20, 1935, in Spartanburg, S.C., to Annie Laurie and J. Clagett Taylor Sr. He attended public schools in Sebring, Fla., and graduated in 1957 from Davidson College in North Carolina with a B.A. He obtained a master's degree in international relations from American University in Washington, D.C., in 1961.

Both Oxford and Princeton Press published his master's thesis on the political development of Tanganyika, the East African territory now comprising Rwanda, Burundi and Tanzania that was an independent state from 1961 to 1964.

In 1958, Mr. Taylor married Patricia Kressly of Easton, Pa., and began working as an analyst for the Central

Intelligence Agency. In the spring of 1960, he, his wife and six-month-old daughter, Deborah, were sent as missionaries to Mrewa, Rhodesia (now Zimbabwe). When they returned to the United States after six years of service, Mr. Taylor enrolled in the African studies program at the University of Florida, Gainesville.

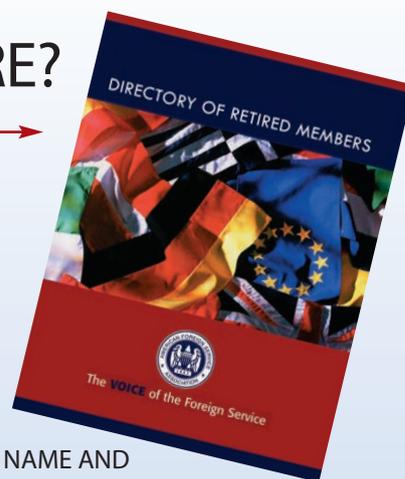
Clagett Taylor joined the Foreign Service in June 1967, and was posted to Kingston. He next served in Washington, D.C., working on cultural exchanges. In July 1972, he was assigned to Lusaka. It was his last tour.

Due to his father's ill health, Mr. Taylor returned to Sebring to help run the family businesses. He took courses in citrus production at Polk Community College and joined Webster Manufacturing, which his father

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had helped found.

Mr. Taylor was an active member of the Sebring Rotary Club, winning a number of awards, serving as president, and devoting considerable time and effort to the Rotary scholarships program. He was a Multiple Paul Harris Fellow in Rotary International.

Among his other interests were the annual Grand Prix and, later, the American Le Mans car racing program. He worked for many years at the track, driving the shuttle for photographers and dignitaries. He also ardently supported the Sebring Future Farmers of America.

As friends and family recall, Mr. Taylor remained very interested in foreign affairs, particularly Africa. He was especially happy to learn that his grand-

daughter, Laura M. Valencia, would be spending this past summer in India, studying Hindustani on a State Department scholarship for critical language studies.

Mr. Taylor is survived by his wife of 53 years, Patricia, of Sebring; a daughter, Debbie Valencia of Northville, Mich.; two sons, J. Clagett Taylor (and his wife, Sue) of Ocoee, Fla., and John A. Taylor (and his wife, Katherine) of Lake Placid, Fla.; and eight grandchildren.



Laura Reyes Wilson, 83, wife of retired Foreign Service officer Jackson W. Wilson, died on June 24 of breast cancer at her home in McLean, Va.

Laura Wilson accompanied her husband on postings to Guadalajara, Maracaibo, Toronto, Santo Domingo and Washington, D.C., from 1950 to 1968, when Mr. Wilson retired from the Foreign Service. The couple settled in Guadalajara, later returning to McLean.

Mrs. Wilson promoted various charitable projects to assist poor women, children and the disabled. She had a passion for art and was a frequent visitor to Washington's many museums. She pursued several creative hobbies including painting, sewing, knitting and writing, as well as her native Mexican cuisine.

She is survived by her husband, Jack; five children (Elizabeth, Laura, Joe, John and Tom); six grandchildren; and four great-grandchildren. ■

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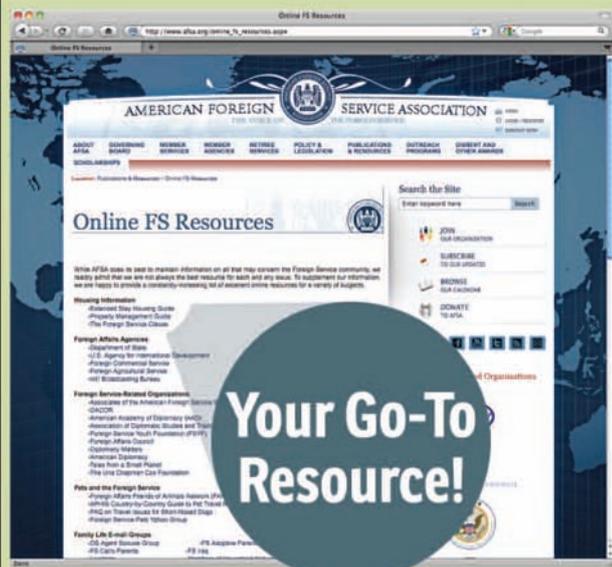
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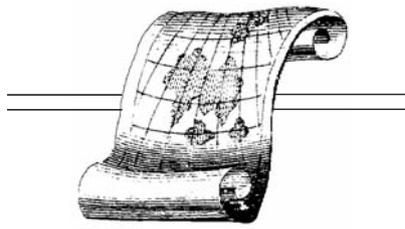



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REFLECTIONS

Paying Tribute

BY MELANIE SETTJE

One September weekend in 2002, our family ventured to the Italian village of Giano Votusto. You probably won't find it on any travel map. It's at the top of a small mountain, just about an hour outside of Naples. I would imagine they don't see a lot of folks there from out of town, much less from other countries.

It was a gorgeous, sunny Sunday morning when we arrived to find the whole village gathered in the central square. Banners and flags were flying. Uniformed policemen, firefighters, and American and Italian military personnel stood at attention. Dignitaries wearing the red, white and green bands of the Italian flag assembled at the small makeshift stage.

Just to the right of the stage hung a larger-than-life photograph of a smiling, handsome young man in a New York Port Authority Police uniform.

My husband, Bob, took his place near the stage with the Italian dignitaries as our two sons and I found seats among the villagers. A violin began to play, accompanying a soprano singing "Ave Maria." Tears appeared in the eyes of many of the women, and men began to shift uneasily in their chairs. Even children who had grown restless in the heat listened intently. I could almost hear the sound of hearts breaking.

The young man in the photograph, Domenico Pezzulo, had died in the World Trade Center on 9/11 while saving the lives of two fellow police offi-

*Domenico Pezzulo
had died in the World
Trade Center on 9/11
while saving the lives
of two of his fellow
police officers.*



cers. His wife, Jeanette, his son, Dominick Jr., and his little daughter, Gianna, were there only in spirit. They had stayed in New York City, struggling, I'm sure, to rebuild their lives. But his mother, a native of Giano Votusto, and his father, a native of Capua, a larger town nearby, were in attendance.

People took turns telling the assembly about Domenico's life and family, his passion for his work, and his selfless service to others, exemplified by the sacrifice he'd made on that terrible day in September. We all got to know him just a little bit better that morning.

Among those offering tributes was my husband. His words weren't great in number, but they were great in power. Immense, in fact.

He spoke, looking compassionately into the eyes of Domenico's mother, of how he'd once been a policeman in the United States himself. He comforted her by saying that her son had been a

member of another family, the family of American policemen and policewomen, and every member of that family, himself included, held a special place in their hearts for Domenico. He promised her that our country would do all it could to ensure her Mimmo, as the family called him, had not died in vain.

When the last tribute had been delivered, we followed the uniformed men and women on a solemn march to the spot, just a couple of hundred meters away, where a street sign bearing Domenico's name was unveiled. We were standing on the same street where, 36 years earlier, his mother had heard her Mimmo's very first cries.

Like his colleagues around the world, my husband carries out a multitude of duties as an American diplomat. That Sunday, in a little village on a mountaintop in southern Italy, I was witness to perhaps the most important thing he's ever done in his service to America: honoring the ultimate sacrifice of one of her heroes. ■

Melanie Settje is married to FSO Robert Settje. Since joining the Foreign Service in 1994, Robert has served in Santo Domingo, Munich and Naples, in addition to a tour as senior civilian Provincial Reconstruction Team representative in Zabul province, Afghanistan. He is currently a regional consular officer based in Washington, D.C.



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