

THE FOREIGN SERVICE JOURNAL

PUBLISHED BY THE AMERICAN FOREIGN SERVICE ASSOCIATION

SEPTEMBER 2013



AFSA CELEBRATES 2013 AWARD WINNERS

**PAST DISSENT WINNERS:
WHERE ARE THEY NOW?**



THE CASE FOR A
PROFESSIONAL FOREIGN SERVICE

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Uninsured Motorists: a Major Risk-on-wheels during Overseas Assignments

Widespread unemployment and economic decline has caused an alarming spike in the number of **uninsured motorists** across the globe, according to Reuters. These uninsured drivers represent a growing danger to Foreign Service members, who already have the challenge of adapting to unfamiliar roadways with each new overseas assignment.

Reported Accidents on the Rise

Accident data reveals that uninsured drivers are especially reckless behind the wheel: in the UK alone, it is estimated that uninsured drivers are responsible for at least 26,500 incidents every year, according to Daily Mail. Although the magnitude of the problem varies from country to country, this trend poses a **troublesome threat** to State Department professionals and their families.

For example, while driving on the notoriously safe roadways of Panama City, a Foreign Service officer on assignment in Central America was hit while driving his 2012 RAV4 by a local vehicle. The local driver immediately fled the scene after the collision, leaving the FSO with a severely damaged vehicle. With no Uninsured Motorist coverage, the out-of-pocket cost to repair the wrecked car was nearly \$10,000 USD.

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negligence of an uninsured, underinsured, or hit-and-run driver. Financial losses would include any damage, mechanical as well as cosmetic, which is caused to your vehicle by an uninsured driver.



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To prevent tens of thousands of dollars in out-of-pocket repair costs, FSOs have an interest in securing the **proper auto insurance**. While it is impossible to control others on the road, it is possible to proactively protect your vehicle with Uninsured Motorist coverage.

If you plan to drive abroad, consult with a specialized international insurance provider, like Clements Worldwide, to ensure you have this critical coverage. Go to www.clements.com/FSJ today to secure this critical coverage for your vehicle overseas. ■

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The Case for a Professional Foreign Service / 56

The long-term deterioration in the role of the Foreign Service that is already under way should be the subject of a public discussion that has not yet taken place.

BY THOMAS BOYATT, SUSAN JOHNSON, RONALD NEUMANN AND THOMAS PICKERING

On the cover: Top—The 2013 winners of AFSA's lifetime achievement, constructive dissent and exemplary performance awards in the Benjamin Franklin Diplomatic Reception Room of the State Department on June 27. From the left: Ambassador George W. Landau, Jessica McVay, Elizabeth Jenkins, Leah Evans, Theodore Lyng, Brian Beckman (accepting the award on behalf of James T. Rider) and Mikkela Thompson. Photo: Donna Ayerst.

Center band—Keith Mines, a 2003 dissent award winner, walks with Admiral James G. Stavridis in Afghanistan in 2012. Photo courtesy of Keith Mines.

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Our Civil Service Colleagues

BY ROBERT J. SILVERMAN

My first weeks at AFSA, and I am still learning the new computer system! My sincere apologies to any of you who wrote to me and did not receive a response.

At first no messages from state.gov addresses were arriving in my inbox. They were all caught by AFSA's spam filter. While appreciating a moment of clarity—AFSA is not the government—I asked our IT person to loosen the settings. Since then, I am enjoying many messages from the field, so keep them coming.

Turning to a more serious issue, I would like to discuss our relationships with Civil Service colleagues. The metaphor that works for me is a family with two siblings. They grow up together, understand each other's differences, and share in common much more than what distinguishes one from the other.

Still, occasional instances of rivalry over position are to be expected and, in fact, lead both institutions to work harder and achieve more. That is how I see the Foreign Service–Civil Service dynamic in each of the foreign affairs agencies.

I mention this because an April *Washington Post* opinion piece, "Presidents Are Breaking the U.S. Foreign Service," co-authored by former AFSA President Susan Johnson with Ambassadors



Thomas Pickering and Ron Neumann, raised concerns about trends in senior political appointments at the State Department. The op-ed also touched on a separate concern with the growth of Civil Service appointments, seen as coming at the expense of the Foreign Service.

The debate on these issues continues, as seen in an article in this month's *Journal*: "The Case for a Professional Foreign Service" (p. 56). Susan and her co-authors have performed a useful service by raising core concerns, and I thank them for being outspoken on these and other issues.

During the AFSA election campaign I received a lot of informal feedback about the op-ed, and I discussed it further with Foreign and Civil Service colleagues after the election. After reflecting on those conversations, here are my general thoughts.

The Foreign Service should welcome all talented individuals who wish to become involved in U.S. foreign policy, whether Civil Service, Foreign Service or political appointees.

We must also closely monitor the intake and assignment systems to ensure they always follow meritocratic principles. As long as job qualifications and diversity of representation are the standards, the Foreign Service will continue to flourish.

Of course, we can't be complacent or naive. The constantly growing influence of money in our political system increases the pressure to expand patronage at all levels, regardless of the administration. On this and many other issues, we can count the career Civil Service as among our best allies.

AFSA plays a useful role when we lobby publicly and privately against the expansion of patronage, and we will continue to do so. But AFSA's mission is much broader than this defensive role. We must also focus inward, and improve the career development path and our midcareer education to ensure that the Foreign Service continues to attract and develop the nation's top talent.

The next Quadrennial Diplomacy and Development Review, which is just starting, will be a vehicle for AFSA to work closely with management at State and USAID to achieve these goals. I hope many of you in Washington and overseas will volunteer to join upcoming AFSA working groups that will be producing papers on various subjects for the next QDDR.

By the way, our Civil Service colleagues will also have a lot to contribute to this review. Siblings should stick together.

Be well, stay safe and keep in touch.

Bob

Silverman@afsa.org ■

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

Respect Foreign Service Sacrifices

As the widow of Larry Foley, the USAID executive officer gunned down in Jordan by terrorists looking for an American target in 2002, I welcomed Vice President Joe Biden's remarks at the AFSA Memorial Plaque ceremony on May 3. The vice president declared that FSOs should receive the same respect that we give our military personnel, because they contribute so much to our national security and progress—without carrying weapons.

It has long troubled me that, unlike the situation with military personnel killed in the line of duty, the sacrifices of Foreign Service personnel are publicly overlooked after the initial news reports. For those who might wonder why a memorial plaque is justified simply because U.S. government employees are serving overseas at the time of their deaths, my husband Larry's murder is a case in point.

Even in those countries where we are not hated, our local employees sometimes can't tell their families about the source of their income for fear of retaliation. Anyone working for the United States may be targeted by extremists in any country, just because we're American.

No amount of security, training or lifestyle adjustment can entirely guarantee that this won't happen. Yet Foreign Service personnel continue to make the decision to serve their country, despite the risks.

*Virginia Foley
Guerneville, Calif.*

Diversity Management

Thank you for the May issue of *The Foreign Service Journal*, which highlighted diversity issues in the Foreign

Service. The Diversity Management and Outreach Section of the State Department's Office of Civil Rights was pleased to see several articles by members of employee affinity groups, as well as the other thoughtful articles in that issue.

The Diversity Management and Outreach Section contributes to the State Department's mission in a number of ways. Our commemorative events recognize the contributions of a wide array of individuals and groups, and are often organized in cooperation with the department's employee affinity groups. These events have featured such distinguished speakers as Gwen Ifill, Donna Brazile, Debra Lee, Cokie Roberts and Dolores Huerta.

In addition to managing the special emphasis programs and providing structure for and liaising with employee affinity groups, DMO prepares a variety of reports for Congress, the White House, the Equal Employment Opportunity Commission and other institutions. It also conducts quantitative and qualitative work-force analysis.

Our goal is to eradicate barriers to equal employment opportunity at State. As part of that mission, DMO determines whether the department is meeting its diversity goals, and identifies impediments that still exist for underrepresented segments of the population at all levels. DMO also coordinates the annual Equal Employment Opportunity award given each year by the director general.

We welcome ideas and suggestions. Please contact us at Diversity@state.gov.
*John M. Robinson
Chief Diversity Officer and Director,
Office of Civil Rights
Washington, D.C.*



The Complexity of Professional Ethics

Congratulations to the editors and contributors who put together your July-August issue. The authors all did a great job of address-

ing professional ethics, a most timely and relevant subject, in a fair-minded, judicious and courageous manner.

While I enjoyed Robert William Dry's take on "Loyalty: The Hallmark of the Professional Diplomat," I find myself dissenting from him (and Sir Peter Marshall) in my reading of Shakespeare. Considering the cases of not-for-profit spies for the Soviets, such as the Rosenbergs, I, too, reflected upon Polonius' advice to his son in "Hamlet" as I joined the military and, later, the Foreign Service.

Yes, be true to yourself, but do not put your idiosyncratic and perhaps self-deluded sense of right above sworn obligations and the law. Dissent and resignation are every Foreign Service member's right, but first ask yourself this: "Am I putting others at risk? Could I be mistaken?" That's my advice for diplomats, leakers and would-be suicide bombers alike.

That said, rulers, like citizens, must follow the law—and be seen to do so. Domestic surveillance needs to be reined in, security classifications revisited, and selective leaks replaced by more transparency. I'm glad the leadership of the American Foreign Service Association is engaged on these complex issues.

As for the bad press that has dogged diplomacy, which retired Ambassador Edward Marks discusses in his lead article, "Ethics for the Professional Diplomat," the efforts he and his team have made to rectify that situation

should weigh heavily on the plus side of the scale.

I've been a sporadic reader of *The Journal* over the years, often wishing it were up to the challenge of covering the big issues and elevating the caliber of the Foreign Service. Now it is.

Harry Montgomery

FSO, retired

Williamstown, Mass.

We Need Smarter Language Learning

I disagree with Daniel Hirsch's May 2013 AFSA State Vice President's column, "All Overseas Positions Should Be Language Designated." Instead, let us take a good look at the current language system before contemplating its expansion.

First, let's concentrate our limited resources on the critically needed languages for posts in countries where English proficiency is not nearly universal. Recently, a colleague of mine worked hard for 10 months to learn a difficult Scandinavian language, finally achieving the vaunted 3/3. At his very first meeting in-country, he greeted his new contacts in their native tongue, only to be told: "Thank you for learning our language. Now I think it will be better if we continue in English." What an embarrassing waste of time and money!

For many new entrants, the Foreign Service is a second career. With only a few short years before retirement, time spent studying languages could eliminate a tour or two for them. And as for those of us with school-aged children, transfers involving language study can mean sending our kids to three schools in three years, which is hugely disruptive to family life.

Equally important is how we are learning languages. The only true way to

fluency in a foreign language is immersion. Other U.S. government agencies, like the Peace Corps and the U.S. Navy, employ that approach for their foreign area officers. So why does the premier foreign affairs agency continue to send students to learn these languages in Northern Virginia?

Our in-country language programs are haphazard or actively discouraged. If security or other concerns preclude in-country language instruction, then let's at least reform the exam, which is currently centered on abstract topics like nuclear nonproliferation and global warming.

Instead, focus on testing practical skills. For a consular job, how about a series of mock visa interviews? For a public affairs job, how about a mock press briefing? Then supervisors would know their officers are ready linguistically for the job.

Foreign language skills are absolutely vital to the State Department and other foreign affairs agencies. So let us be good stewards of taxpayer money, and our own time, by examining which languages we should be learning—and the best methods for teaching and testing them.

Scott Driskel

FSO

Consulate General Dhahran

A Sad Commentary

I watched retired Ambassador Thomas Pickering appear on "Face the Nation" this summer to defend the report issued by the Benghazi Accountability Review Board, which he had co-chaired. As a retired member of the Foreign Service, I felt betrayed. How could "one of our own" deflect all responsibility for Benghazi away from all higher-echelon Department of State

executives? Who else in Foggy Bottom is responsible?

I am saddened that even with the Operations Center relaying the information that Ambassador Chris Stevens and his fellow Americans were under attack, the department could not muster even a small response from somewhere.

Former Secretary of State Hillary Rodham Clinton's dismissive comment at a Senate hearing—"What difference does it make now?"—seems to reflect the thinking of all higher-ups at the department, revealing how State actually functions.

Where else could you find such a perfect storm of long tenure, handsome compensation and zero responsibility? What a sad commentary.

Alice C. Hogan

FSO, retired

San Francisco, Calif.

Keep It Simple!

At times, large organizations suffer lapses in internal coordination among their various parts. That's fairly clear and simple.

Regrettably, the following sentence from former AFSA President Susan Johnson's June President's Views column is neither clear nor simple: "Institutional dysfunction often besets several inextricably linked dimensions of an organic system, organization or institution."

I mean no disrespect to Ms. Johnson, but the average citizen or member of Congress, no matter how well educated, might well view this arcane and somewhat redundant formulation as obfuscation intended to cover up the problems within the State Department that led to the disastrous Benghazi incident.

The clearer and simpler the language

used, the more credible the explanation, and the more likely that the problem identified will be corrected. There is no better example of this than Charles A. Stevenson's article in the same issue, "Capitol Hill and Foggy Bottom: Bridging the Cultural Divide." It's one of the best pieces I've ever read.

*Fred Kalhammer
USAID FSO, retired
Sun City Center, Fla.*

Remembering Shep Lowman

News of the passing of Shepard C. Lowman saddened me and, I am sure, everyone who was privileged to know him. He was my last boss in the political-internal section of Embassy Saigon. In 1975 I worked there for both him and Lacy Wright, who wrote the "Appreciation" in your June issue, as part of the "Black Box Crew."

Shep was a fine officer and leader. In the best traditions of the Foreign Service, he cared greatly for each of us. For instance, he sat up most of the night debriefing me after the fall of Da Nang and my return to Saigon.

Wright's tribute to Shep was very much on the mark.

*Charles Currier
FSO, retired
Knoxville, Tenn.*

Consider Online High School

Curiosity may kill the cat, but it can also get you a job. I saw an advertisement for "Stanford University's Online High School for Gifted Youth," and answered just because I had no idea what an online high school was. I ended up teaching for Stanford and have found that it suits a Foreign Service mentality

down to the ground. I know it works for FS families, as well.

Online High School is the opposite of the massive open online courses that many universities offer to huge numbers of students. OHS offers small classes (seven to 12 students for me) with direct interaction in a seminar format. Students raise their hands to answer questions, explain ideas and comment on others' answers.

Because the class is online, those hands may be raised in New York, Arkansas, California, Hong Kong or Mexico. Interestingly, every one of the seventh-graders in my class has a passport and has traveled abroad. OHS also has homerooms and clubs—but not a football team (yet).

The students are gifted in many ways. One of my seventh-graders is the youngest person ever to earn master status in the International Scrabble Association, and one of my ninth-graders is a tennis player who just went pro. They also challenge ideas—did you know that Aladdin likely spoke Chinese? And their sense of humor is deadly: a seventh-grader, when asked to make up a name for a Chaucerian character, said, "Sir Cumference, a Knight of the Round Table."

How does the online school work for Foreign Service families? It allows students to take just one class (filling in the need, say, for calculus not given at a local school) or any combination up to a full load. Classes are available anywhere that has the Internet, so the school does not "move" even if the family does.

One of our students is accompanying her parents around the world on a sailboat, and uses a satellite connection to attend class. Another student is juggling

a professional modeling career with her schooling.

While the school was only founded seven years ago, there are now students from 44 states and 23 foreign countries. Accredited to give high school degrees, OHS already has an enviable track record of university success.

In this year's graduating class of 30 gifted students, there are three National Merit finalists; three students were admitted to Stanford and more to the Massachusetts Institute of Technology. About two-thirds of the gifted faculty members have doctorates, and the rest hold master's degrees.

Our last faculty meeting reminded me of a country team meeting. Six groups were asked to answer three questions and were given a template. Reporting back after 30 minutes, all the groups had answers, but each had worked out their own approach—no one used the template. As this shows, the faculty is independent-minded and trains students to think independently and critically.

Check OHS out for yourself by visiting <http://ohs.stanford.edu/>.

*Judith Jones
FSO, retired
Sunnyvale, Calif.*

CORRECTION

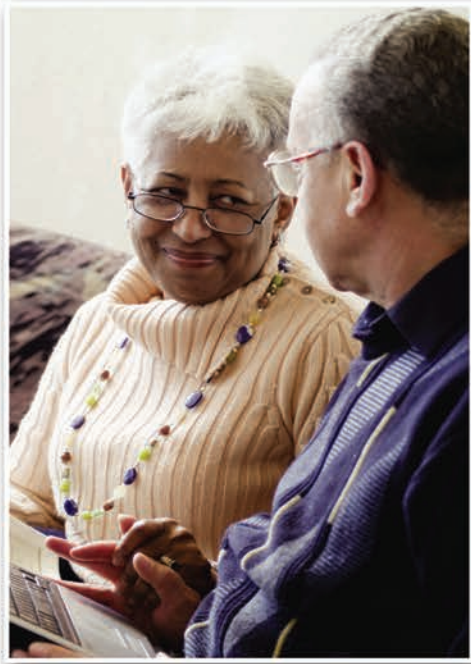
John Brown's July-August article, "Some Thoughts on Dissent," inadvertently contained inaccurate information concerning the author's father, the diplomat John L. Brown. Though he did spend most of his Foreign Service career at the U.S. Information Agency, as the article stated, John L. Brown remained a State Department employee throughout his tenure. In addition, USIA was founded in 1953, not 1950. We regret the errors. ■



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What Might Have Been in Tehran

Many in the United States welcomed the news that Iranian voters chose Hassan Rouhani to succeed Mahmoud Ahmadinejad as the country's next president in the June 14 election. Though analysts differ on just how moderate or centrist Rouhani is, he clearly stood out from the five conservatives whose candidacies were also approved by the country's Guardian Council. And for that reason, Rouhani's massive victory on the first ballot was widely seen as a possible turning point in U.S.-Iranian relations.

More than 600 other candidates initially vied for the presidency, but were denied a spot on the final ballot. The Unity for Democracy in Iran and other dissident groups point out that the results of Iran's elections would likely have been drastically different if voters had had a wider choice of candidates, not simply those hand-picked by the regime.

With that in mind, Garry Kasparov,

the Russian chess grandmaster and human rights activist, initiated a "We Choose-Iran" virtual election that was held simultaneously with the actual process. A sequel to a similar project during Russia's 2012 presidential race, We Choose used advanced cybersecurity technologies to enable Iranians to cast votes for a wide array of possible candidates on the project's website.

In addition to the six men on the real ballot, We Choose included 14 others deemed to have a significant amount of public support, despite having been banned from the ballot. (Two of these other 14 were eventually permitted on the actual ballot, but withdrew to divert votes to like-minded candidates.)

A total of 5,000 Iranians submitted votes to We Choose. The winners, in a virtual tie, were Mir-Hossein Mousavi, a reformist, with 28 percent and Reza Pahlavi, the son of Iran's last shah, with 27.9 percent. While Hassan Rouhani easily won the actual election, he received just 10.7 percent of the virtual votes.

However, his camp of reformists/moder-

ates (as defined by We Choose) took 67 percent.

The We Choose results show that a more reform-minded candidate than Hassan Rouhani may have captured a victory in the real race, had any been allowed on the ballot. Even so, Westerners and secularists in Iran are encouraged. As Trita Parsi of the National Iranian American Council puts it, "Though hardliners remain in control of key aspects of Iran's political system, the centrists and reformists have proven that even when the cards are stacked against them, they can still prevail due to their support among the population."

Despite the much lower turnout for the Iranian virtual election than in Russia, where 80,000 participated, Kasparov has high hopes for his project: "We have demonstrated the ability to allow for free, fair and secure elections for any citizen worldwide. This is the first step towards implementation of the system in any country worldwide where people want freedom."

—Jesse Smith, *Editorial Intern*

SITE OF THE MONTH: *Topix*

Want to keep up with developments in your hometown while posted overseas? (Or vice versa?) If so, this may be the site for you.

Billing itself as "Your Town, Your News, Your Take," *Topix* features local news and discussion forums for every city in the United States, thousands of cities throughout the world and 300,000 other topics. To do this, the site aggregates reporting and opinion pieces from the Gannett, McClatchy and Tribune companies, as well as 74,000 other sources around the world.

With more than 12 million registered users, *Topix* is a top-10 U.S. newspaper site and the second-largest U.S. mobile news site, reaching more than five million people a month.

In March 2012, *Topix* launched *Politix*, an interactive political news and discussion site where users can debate current events and test their knowledge with quizzes.

—Steven Alan Honley, *Editor*

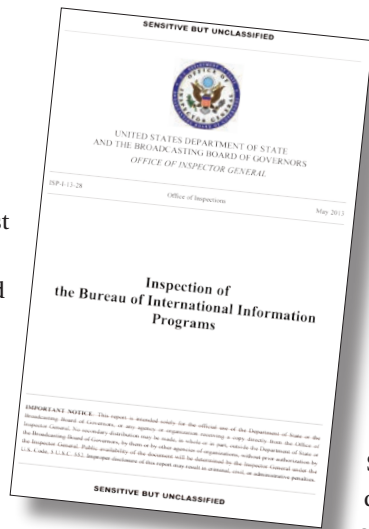
Face(book)-ing the Music

In the July 2 issue of the *Washington Examiner*, Michal Conger writes that State employees spent \$630,000 over a two-year period to attract more "likes" for the department's Facebook presence.

Citing a May report by State's Office of the Inspector General, Conger notes that between 2011 and March 2013, the campaign by the International Information Programs Bureau used advertising and page improvements to boost the number of "likes" for IIP's English-language Facebook page from 100,000 to two million.

Sounds good, right? Unfortunately, the OIG concluded, "Many in the bureau criticize the advertising campaigns as

'buying fans' who may have once clicked on an ad or 'liked' a photo but have no real interest in the topic and have never engaged further." (The *Diplopondit* blog flags similar shortcomings involving the bureau's 150 social media accounts.)



OIG also identified the issue of overlapping Farsi-language outreach efforts, as both IIP and the Bureau of Near Eastern Affairs have separate Facebook and Twitter accounts geared to Iranians. Commenting that it "is not efficient for the department to have competing Persian-language Facebook and Twitter sites," the report suggests NEA take the lead.

—Steven Alan Honley, Editor

The Atrocities Prevention Board: Off to a Slow Start

In the 1990s, genocides in Bosnia and Rwanda served as painful reminders that atrocities can still take place, even in an era characterized by relative peace. The tragedies unfolding in Syria and the Democratic Republic of the Congo are just the latest examples.

To focus more resources on combating this ongoing problem, the Obama administration issued a Presidential Study Directive on Mass Atrocity Prevention (known as PSD-10) establishing the Atrocities Prevention Board on April 23, 2012.

The APB brings together officials at the assistant secretary level or higher from State, the U.S. Agency for Interna-

tional Development, the U.S. mission to the United Nations, Defense, Treasury, Justice, Homeland Security, the Joint Chiefs of Staff, the Office of the Director of National Intelligence, the Central Intelligence Agency and the Office of the Vice President.

Chaired by the National Security Council's senior director for multilateral affairs and human rights, the board develops proposals for preventing atrocities. But rather than creating policy as a body, the board was designed as a process by which members would discuss policy options at APB meetings and then initiate them from within their respective agencies.

In the board's first year, this approach has led to new sanctions by the Treasury Department, asset seizures by Justice, and atrocities prevention training programs for FSOs in both State and USAID.

Though the Center for American Progress is among organizations that have applauded the board's efforts to raise the profile of these issues, in June the CAP released a report identifying major flaws in the APB's structure and implementation. Among them: a reluctance to share unclassified information and exhibit transparency (for instance, the APB lacks a website), and a dearth of engagement with Congress. Furthermore, by declaring itself "budget neutral," the APB has severely constrained its ability to advocate U.S. government action.

Others question the APB's role in ongoing humanitarian crises. Writing for the *Seattle Times*, John Roth and Samuel Totten observe that the board and relevant agencies have done little to noth-



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50 Years Ago

You might be interested to know whether being a former member of the Foreign Service helped me in politics. I think it did, because politics and diplomacy are alike in that they are really concerned with dealing with people, handling people, and trying to follow that old diplomatic adage of letting the other man have your way.

This is the great secret of diplomacy and politics, not blunderbussing the opponent, but just trying to make sure, if at all possible, that the answer included in his statement of position is your answer. ...

One of the differences between the two professions is recalled in Talleyrand's old diplomatic admonition: above all, "pas trop de zèle" (Zeal, but not too much). This, however, does not apply in politics. Many in politics lack zeal, but all try to appear as though they have it; whereas the secret in diplomacy is to work as hard as possible without appearing to work at all. At least that is my own personal view.

— Excerpted from "Diplomacy and Politics," an address Sen. Claiborne Pell, D-R.I., delivered at an AFSA luncheon; FSJ, September 1963.

ing addressing massacres against ethnic groups in Sudan by their government. The same is true of the U.S. response to the two-year-old Syrian crisis, according to Jim Geraghty of *National Review Online*.

A widespread misperception of the APB as "an entity rather than a process," as the CAP report puts it, has led some observers to expect more direct action by the body itself, downplaying initiatives by participating agencies. Accordingly, the relevance of the APB, if not its very existence, remains uncertain.

—Jesse Smith, *Editorial Intern*

Kony 2013

In the May 2012 edition of *Cybernotes* (as this department was formerly known), we reported on "Kony 2012," a viral documentary created by the Invisible Children Foundation to raise awareness of the atrocities of Joseph Kony and his Lord's Resistance Army in Central Africa, and bring him to justice. We also

noted the deployment of 100 U.S. Army Special Forces soldiers to the region to train African troops and assist in the manhunt.

Despite these efforts, Kony remains at large as of this writing—but his army is dwindling. Regional governments and the United Nations report that the number of LRA combatants is now only around a few hundred. However, with the recent military coup in the Central African Republic, where the LRA's leadership is thought to be hiding, the African Union has called off its search.

This has led analysts like Jennifer Cooke of the Center for Strategic and International Studies to become worried. "With the collapse in [the] CAR, I think the effort, the real sense of urgency and focus on getting Joseph Kony, has collapsed somewhat," she says. There is also the real possibility of an LRA resurgence if the security situation remains unsettled in the Central African Republic, but Ugandan soldiers

and their U.S. advisers are still stationed there for now.

Meanwhile, the State Department is offering a \$5 million reward for information leading to Kony's capture. So there may be reason to hope that 2013 will be the year he and his followers finally face justice.

Invisible Children and The Resolve LRA Crisis Initiative maintain an interactive map detailing LRA activity in Central Africa. There you'll also find links to further information.

—Jesse Smith, *Editorial Intern*

Meet "Madam Ambassador"

The productions featured in this year's Capital Fringe Festival, which just wrapped up its sixth season (July 11-28) in downtown Washington, D.C., included a truly unique new play by Duke Ryan (the pen name of retired FSO Henry Butterfield Ryan): "Madam Ambassador." In it, we meet the following dramatis personae:

Valerie Butts, the title character, is middle-aged, conservatively well dressed and well spoken. She grew up in Chicago's fashionable North Shore suburbs and was educated in private Eastern schools. Shortly after college, she married a politician who eventually became a U.S. senator before losing his seat and then dying.

Buzz Butts is Valerie's second husband. He, too, is middle-aged, but well below her on the socioeconomic scale. Except for a tour in the Marines and a cruise he took to get over a divorce, which is where he met Valerie, he has spent his whole life on Chicago's West Side, where he managed a gymnasium and was once an amateur boxer.

Gumpston (no first name given) is a

Contemporary Quote

“ The July 8 [Washington Post] editorial “Pursuing a Narrow Peace” was too narrow. Secretary of State John F. Kerry’s diplomatic efforts are the best strategy for addressing the complex chaos in the Middle East. There is nothing “narrow” about trying, after all these decades, to achieve a better outcome than the inevitable conflict and danger to both Israel and the Palestinian Authority from unending confrontation

Furthermore, it is wrong to think that Mr. Kerry has neglected the Syrian and Egyptian crises, which are interconnected with the peace process. There is much more going on diplomatically than is credited. It is an effort that is also related to a wide grouping of Arab states that must be part of any long-term peace in the region.

President Obama, Mr. Kerry and Defense Secretary Chuck Hagel realize the significance of the peace process and the centrality of the two-state solution, without which there will be no peace for anyone. The proffered “economic” prize for all sides shows how serious this effort is.

In sum, the Obama administration clearly sees a wide range of solutions and challenges in the region. It is the Post that seems to be looking through a narrow and, frankly, too negative lens.

—From an op-ed in the July 12 Washington Post by retired FSO Harry C. Blaney III, a senior fellow at the Center for International Policy.



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By
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always a major player in power circles. He is profane, arrogant and abrasive.

Gretta (no last name given), whom we meet in the second act, is a maid in the home of the Danish minister of sport and recreation. She is sometimes casual about what is hers and what is not.

In the first act, set in the Butts’ family room in Union, Ill., Valerie (played winningly by Patsy Magno) hatches her scheme to escape her Midwestern “purgatory” and return to political life. The second act unfolds in Embassy Copenhagen, where we watch Ambassador Valerie Butts juggle several overlapping crises.

“Madam Ambassador” began life as a one-act play written for two performers. After a successful public reading, Ryan expanded it to two acts, and restructured the play to bring three characters on stage who were originally offstage. The new version received appreciative public readings in the Washington, D.C., area and London before coming to the Fringe Festival.

small-town activist and political party operative who is moving higher in non-elective politics.

Leon Strummer is a high-powered Washington lawyer. Whether operating behind the scenes or in public, he is



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As the DC Metro Theater Arts preview notes, the problem with a satire focusing on the bizarre way the United States chooses its top diplomats “is that many Americans don’t even know that we have diplomats, much less have any idea what they do. Foreign affairs—the armed forces handle that, don’t they? Alas, they do, more and more, partially because of the ridiculous system lampooned in this play.”

Similarly, the most common audience reaction in Cambridge was: “Do you Americans actually pick ambassadors like that?”

The performance this reviewer attended drew a full house, including a healthy representation of AFSA members. Despite some staging constraints imposed by the venue, and uneven performances from the supporting cast, most of the one-liners landed solidly enough, even with the “lay” members of the audience. However, the skill with which Amb. Butts dispatches a series of professional and personal challenges over the course of the second act could be seen as evidence that non-career chiefs of mission do have their virtues.

Henry Butterfield Ryan joined the Foreign Service in 1961, serving with the U.S. Information Agency for the next quarter-century in Brazil, Norway, Australia and Washington, D.C. USIA also sponsored him for an academic year at Harvard, where he earned a master’s degree in public administration. (He later went on leave without pay to earn a doctorate in diplomatic history at Cambridge University.)

Since retiring from the Foreign Service in 1986, Mr. Ryan has written books in genres ranging from novels to biographies and history, as well as several plays.

—Steven Alan Honley, Editor ■

CELEBRATING CONSTRUCTIVE DISSENT AND OUTSTANDING PERFORMANCE

Editor's Introduction

BY STEVEN ALAN HONLEY



The Foreign Service Journal has regularly spotlighted the American Foreign Service Association's extensive, multifaceted awards program ever since its establishment. But this issue marks the first time we have devoted an entire issue to that worthy cause, with special emphasis on AFSA's four annual awards for constructive dis-

sent by Foreign Service personnel.

Each June AFSA confers awards for constructive dissent, exemplary performance and other distinctions in a ceremony co-sponsored by the director general of the Foreign Service. The Secretary of State or Deputy Secretary has frequently attended the ceremony, as well, which is held in the Benjamin Franklin Diplomatic Reception Room at the Department of State. You'll find extensive coverage of this year's ceremony, which took place on June 27, as well as detailed profiles of all this year's award winners in our *AFSA News* section, beginning on p. 63.

Steven Alan Honley was a Foreign Service officer from 1985 to 1997, serving in Mexico City, Wellington and Washington, D.C. He has been editor of The Foreign Service Journal since 2001.



Ambassadors George W. Landau, left, and Thomas Boyatt.

Donna Ayerst



AFSA President Susan Johnson presides at the June 27 AFSA Awards Ceremony.

We hope our coverage will spark continued debate and dialogue about dissent, and inspire greater participation in AFSA's awards program.

Ambassador John W. Limbert, who chairs AFSA's Awards and Plaques Committee, recounts the distinguished history of the program and explains its importance in our leadoff article, "Honoring the Best Among Us: AFSA's Dissent Awards" (p. 20). Allow me to call special attention to his concluding remarks:

"So why dissent? Because as professionals, we have goals beyond advancing our careers. We have a conscience, and care about our country's fortunes and about the fate of our Service. We also have a duty to point out misguided policies—be they in Iraq or elsewhere—and to propose a constructive alternative.

"We are also the people on the ground with the training, knowledge, judgment and experience to advise the president and the Secretary of State. We owe it to our country to use what we know and to give our honest views, even when they

may differ with current orthodoxy. For if not us, who?

“When AFSA issues the call for nominations for the 2014 dissent awards this fall, please consider nominating a deserving colleague—or even yourself—for one of these unique awards. You will do us all a great service by honoring the best among us.”

AFSA established its Lifetime Contributions to American Diplomacy Award in 1995, to honor individuals for extraordinary achievements to the Foreign Service and foreign affairs. Most of the winners have been career Foreign Service officers, but President George H.W. Bush, Secretaries of State Cyrus Vance, George Shultz and Larry Eagleburger (the only FSO ever to serve in that position), Senators Richard Lugar and Sam Nunn, and Representative Lee Hamilton have also received the award.

Since 1999, when I became the *Journal's* associate editor, it has been my pleasure to interview and profile each recipient of that award. This year AFSA honored retired Ambassador George W. Landau, a three-time chief of mission in Latin America and human rights advocate who is still an energetic advocate for diplomacy at the age of 93. You'll find my profile of him on p. 24.

Honoring Dissenters

In addition to the detailed coverage of all this year's winners in the *AFSA News* section, we invited this year's winners of the W. Averell Harriman Award for constructive dissent by junior officers (FS-6 through FS-4) and the William R. Rivkin Award for mid-level officers (FS-3 through FS-1) to contribute articles explaining the substantive policy issues on which they dissented. (This year, AFSA did not confer its two other dissent awards: the Christian A. Herter Award, honoring constructive dissent by Senior Foreign Service officers, and the F. Allen “Tex” Harris Award for dissent by Foreign Service specialists.)

Theodore Lyng, political counselor in Jakarta, received this year's William R. Rivkin Award for his tireless efforts to persuade the State Department leadership of the need to engage with all groups within Indonesian civil society, including conservative Muslims. He describes the importance of such initiatives in “Engaging Muslim Leaders to Promote People-to-People Ties” (p. 36).

This year's recipient of the 2013 W. Averell Harriman

“We owe it to our country to use what we know and to give our honest views, even when they may differ with current orthodoxy.”

—John W. Limbert

Award for constructive dissent by an entry-level Foreign Service officer is James T. Rider, who argued that the Department of State's interpretation of the Child Citizenship Act of 2000 was effectively granting citizenship to children who would never have qualified had they applied in the United States. He and co-author Shane Myers, who supported his dissent while both served in Caracas, set forth their view of the subject in “What Makes Someone an American Citizen?” (p. 38).

One concern that Foreign Service personnel sometimes express about being nominated for an AFSA dissent award is whether such recognition will hurt their career. While there is no simple, “one size fits all” answer to that question, the evidence suggests that is not generally the case. For reflections from eight past dissent award winners on the impact of dissent on policy and their careers, check out Associate Editor Shawn Dorman's article, “AFSA's Constructive Dissent Award Winners: Where Are They Now?” (p. 44).

We very much hope this issue will spark continued debate and dialogue about dissent, both within these pages and in the Foreign Service itself—and participation in AFSA's awards program. We welcome letters, Speaking Out columns and articles from you, either responding to points our contributors have made or filling in gaps in our coverage, at Journal@afsa.org.

For more detailed information on AFSA's Constructive Dissent Award Program, including criteria and procedures for nominating recipients and lists of past winners, visit www.afsa.org/dissent_and_other_awards.aspx, or contact Perri Green, AFSA's coordinator for awards and outreach, at green@afsa.org or (202) 338-4045, ext. 521. ■

AFSA'S DISSENT AWARDS

HONORING THE BEST AMONG US

AFSA's four constructive dissent awards constitute a program unique within the federal government.

BY JOHN W. LIMBERT

In December 1967, as the Vietnam War was raging, AFSA unveiled two annual awards to recognize and encourage constructive dissent and intellectual courage by Foreign Service professionals: the **W. Averell Harriman Award** for constructive dissent by junior officers (FS-6 through FS-4) and the **William R. Rivkin Award** for mid-level officers (FS-3 through FS-1).

A *Foreign Service Journal* editorial that month expressed the hope that the awards would “result in even higher professional standards in the Foreign Service. In this regard, we are particularly pleased that in stressing excellence, these two awards are to be received primarily by those officers who show intellectual courage or creativity.”

John W. Limbert, a retired Senior Foreign Service officer, chairs AFSA's Awards and Plaques Committee. He was ambassador to Mauritania from 2000 to 2003 and AFSA president from 2003 to 2005, among many other assignments. In 2009 and 2010, Ambassador Limbert took leave from the U.S. Naval Academy, where he is the Class of 1955 Professor of Middle Eastern Studies, to serve as deputy assistant secretary in the Bureau of Near Eastern Affairs (with special responsibility for Iran). He is the author of Iran: At War with History (Westview Press, 1987), Shiraz in the Age of Hafez (University of Washington Press, 2004) and Negotiating with Iran: Wrestling the Ghosts of History (U.S. Institute of Peace Press, 2009).

First given in 1968, the Harriman and Rivkin Awards were joined the following year by the **Christian A. Herter Award**, honoring constructive dissent by Senior Foreign Service officers. And in 2000, AFSA created the **F. Allen “Tex” Harris Award** for dissent by Foreign Service specialists in honor of the renowned FSO and AFSA activist, who himself received the Rivkin Award in 1984.

Ambassador Thomas D. Boyatt, himself the recipient of two AFSA dissent awards, points out that in a culture where peer regard is very highly prized, these awards bestow extraordinary distinction. Moreover, most Harriman and Rivkin awardees have gone on to enter the Senior Foreign Service, and account for a much higher percentage of ambassadors than the Service as a whole.

Together, the four AFSA constructive dissent awards constitute a program unique within the federal government, one that celebrates the courage and integrity of Foreign Service personnel at all levels who have challenged the system from within.

The association confers its dissent awards, as well as performance and other awards, each June in the Benjamin Franklin Diplomatic Reception Room at the Department of State in the annual AFSA Awards Ceremony, which is co-sponsored by the director general of the Foreign Service. The Secretary of State or Deputy Secretary has frequently

The purpose of this program is to celebrate the courage and integrity of Foreign Service personnel at all levels who have challenged the system from within.

attended the ceremony, as well. (Coverage of this year’s ceremony, which took place on June 27, and detailed profiles of all this year’s winners begin on p. 63.)

A Unique Program

Commenting on the distinctiveness of the AFSA constructive dissent award program in a September 2010 Speaking Out column, retired Ambassador Edward L. Peck, the 1973 recipient of the Rivkin Award and a longtime member of AFSA’s Awards and Plaques Committee, observed:

“Doing battle with authority is certainly not a major facet of the Foreign Service’s public persona. When people think of us at all, they tend to do so in terms of good manners, a carefully balanced approach, extensive use of the passive voice

and, perhaps as much as anything else, conflict avoidance. In the real world, however, only the Foreign Service, acting through AFSA, publicly commends members who are willing to advocate and pursue changes in policies or management. No similar program exists in any other organization.”

It is important to emphasize that the subject of the dissent does not have to be related to foreign policy. It can involve a management issue, consular policy or personnel regulations. Some nominees may have used the formal State Department Dissent Channel to express their views, but that is not a requirement to receive one of AFSA’s constructive dissent awards.

From 1968 through 2011, AFSA conferred the Harriman Award on 36 entry-level officers and, collectively, the Embassy Tehran hostages (in absentia in 1980 and in person in 1981). Over the same period, the Rivkin Award went to 43 mid-level FSOs, as well as the Iran hostages and, in 1994, a group of 13 officers who dissented over the Clinton administration’s initial refusal to intervene in Bosnia.

In addition to the group awards for the Iran hostages in 1980 and 1981, 38 Senior Foreign Service officers received the Herter Award from 1969 through 2011. And since 2000, 10 specialists have won the Harris Award for constructive dissent.

AFSA also issued a special posthumous award for constructive dissent in 2002 to Hiram “Harry” Bingham IV. Dis-

obeying State Department orders, Bingham issued life-saving visas to more than 2,000 Jews and anti-Nazi refugees in Marseilles in 1940 and 1941. For this act of courage and humanity, he was eventually forced out of the Foreign Service.

Calling the Honor Roll

The names of all past winners of AFSA’s constructive dissent awards are posted on the AFSA Web site (www.afsa.org/dissent_and_other_awards.aspx). Even new entrants to the Foreign Service will likely recognize the names of at least some recipients. Here is a small sampling of awardees and the issues about which they dissented.

John Paul Vann, deputy director of the Civil Operations and Revolutionary Development Support program

The Nomination Process

Anyone may propose a superior, peer or subordinate—or themselves—for an AFSA dissent award, as long as the nomination (700 words or fewer) includes all of the following elements:

- Name of the award for which the person is being nominated, along with the nominee's name, grade, agency and position.
- The nominator's name, grade, agency and position, along with a description of his or her association with the nominee.
- A justification for nomination that describes the actions and qualities that qualify the nominee for the award. This should cite specific examples demonstrating that he or she has “exhibited extraordinary accomplishment involving initiative, integrity, intellectual courage and constructive dissent.”

Only career or career-conditional members of the foreign affairs agencies (i.e., State, USAID, FCS, FAS, IBB and APHIS) are eligible for a constructive dissent award.

Additional Guidelines

An individual may be nominated more than once in different years for the same award, provided that he/she has never won that award.

The time period during which the actions attributed to the nominee took place does not have to be within the most recent calendar year. However, they should have occurred not more than four years before the time of the nomination.

While messages sent via the State Department Dissent Channel and USAID's Direct Channel may be cited as the basis of a dissent award, it is still necessary to submit a nomination directly to AFSA for consideration.

For more detailed information on AFSA's Constructive Dissent Award Program, including criteria and procedures for nominating recipients and lists of past winners, visit www.afsa.org/dissent_and_other_awards.aspx, or contact Perri Green, AFSA's coordinator for awards and outreach, at green@afsa.org or (202) 338-4045, ext. 521.

Each of us should put dissent alongside our Service's core values of duty, honor and country.

in Vietnam, received the 1968 Herter Award for his recommendations about U.S. policy. His nomination termed him “a controversial figure, a man who insisted on maintaining his independence and integrity at all costs. ... His judgments have been repeatedly proven right by time.”

Three decades later, *Edmund McWilliams* would win the same award while serving as political counselor in Jakarta. Long before the resignation of President Suharto, McWilliams had a “seemingly prescient view of Indonesia's imminent political transition.” As the colleague who nominated him in 1998 observed, “No individual within the embassy did more to promote a U.S. reappraisal of the distribution of benefits from Indonesia's economic growth and of the nation's readiness for fundamental political reform. ... Never have I served with anyone more aggressive and tenacious in challenging

existing policies, while encouraging lively debate of the issues in the embassy.”

Anthony Quainton received the Rivkin Award in 1972 for his reporting and analysis during the India-Pakistan crisis the previous year. (Later, as ambassador to Nicaragua, he would receive the Herter Award in 1984.) His Rivkin Award nomination read, in part: “He is always able to question whether the accepted policy genuinely fulfills U.S. needs and make innovative proposals for constructive change. He has the knack of taking the initiative and putting forward a new and sometimes dissenting view when that view is critical to a policy decision being made. He has the ability to argue his case skillfully and aggressively but without offense. ... In other words, Mr. Quainton has demonstrated that a middle-ranking officer can have major impact upon policy.”

To be eligible for an AFSA award, the subject of the dissent does not have to be related to foreign policy. It can involve a management issue, consular policy or personnel regulations.

Rachel Schneller, the 2008 Rivkin Award winner, spoke out publicly about developing Post-Traumatic Stress Disorder during her tour in Iraq. As her award citation noted, “Her willingness to bring this issue out into the open has given many other Iraq returnees the courage to seek help for their own post-deployment stress-related issues. It has resulted in the acknowledgement by senior management of the need to invest greater personnel and budgetary resources to deal with this growing problem. Despite personal sacrifice, Ms. Schneller showed enormous courage in challenging the system on an issue of life-and-death importance to career diplomats and their families.”

Long before the Arab Spring, Foreign Service officers were not just monitoring the democratization movement in the Middle East, but reaching out to its members. As a political officer in Tunis, *Douglas A. Silliman* received the Harriman Award in 1988 for “extraordinary initiative and achievement in reporting and analyzing historic changes in Tunisia’s internal political scene.” His citation continued: “He demonstrated intellectual courage in insisting on contacts with the largely underground Islamic fundamentalist groups.”

Though the Harris Award for constructive dissent by Foreign Service specialists is a relatively new program, it is already making a real difference. *Andre de Nesnera*, a 32-year Voice of America correspondent, bureau chief and news director, received the award in 2002 for his efforts to defend VOA’s charter and preserve the integrity of its news broadcasts.

As his award citation explains, VOA correspondents work under a congressional charter that requires them to be “accurate, objective and comprehensive” in their news reporting. Even so, the Department of State and International Broadcasting Bureau exerted intense pressure on VOA not to broadcast a report that used excerpts from a post-9/11 interview with Taliban leader Mullah Mohammed Omar. Despite the pressure, de Nesnera authorized the release of the

segment, which accurately quoted Omar as saying that Osama bin Laden would not be surrendered and the Taliban was preparing for war.

A Unique Professional Opportunity

As these examples show, dissenting offers a unique professional opportunity to draw attention to problems, contradictions and unproductive policies. What kind of Foreign Service will we have if employees say nothing when they see something that wastes money, endangers health and safety, or damages the nation’s foreign relations?

With that in mind, each of us should put dissent alongside our Service’s core values of duty, honor and country. The question should not be, “Will I hurt my career if I dissent?” Instead, it should be, “Why am I not expressing my disagreement?”

True, taking a contrary position can be uncomfortable in an organization that values consensus and collegiality. It can damage careers and friendships, and even divide families, by forcing us to confront facts we would prefer to ignore.

So why dissent? Because as professionals, we have goals beyond advancing our careers. We have a conscience, and care about our country’s fortunes and about the fate of our Service. We also have a duty to point out misguided policies—be they in Iraq or elsewhere—and to propose a constructive alternative.

We are also the people on the ground with the training, knowledge, judgment and experience to advise the president and the Secretary of State. We owe it to our country to use what we know and to give our honest views, even when they may differ with current orthodoxy. For if not us, who?

When AFSA issues the call for nominations for the 2014 dissent awards this fall, please consider nominating a deserving colleague—or even yourself—for one of these unique awards. You will do us all a great service by honoring the best among us. ■

GEORGE W. LANDAU

LATIN AMERICA EXPERT AND HUMAN RIGHTS ADVOCATE

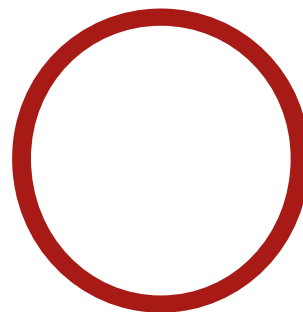


Photo courtesy of G.W. Landau

George W. Landau, right, then first secretary and political officer in Madrid, greets Richard M. Nixon, who visited Spain as a private citizen after his losing bid for the California governorship in 1963.

The latest recipient of AFSA's Lifetime Contributions to American Diplomacy Award shares stories and insights from his long career in the Foreign Service and international affairs.

BY STEVEN ALAN HONLEY



In June 27, Ambassador George W. Landau received the American Foreign Service Association's award for Lifetime Contributions to American Diplomacy, in recognition of a distinguished 28-year Foreign Service career and a lifetime of public service. Past recipients of the award include U. Alexis Johnson, Frank Carlucci, George H.W. Bush, Lawrence Eagleburger, Cyrus Vance, David Newsom, Lee Hamilton, Thomas Pickering, George Shultz, Richard Parker, Richard Lugar, Morton Abramowitz, Joan Clark, Tom Boyatt, Sam Nunn, Bruce Laingen, Rozanne Ridgway and William Lacy Swing.

Steven Alan Honley is the editor of The Foreign Service Journal.

Born on March 4, 1920, in Vienna, Austria, George W. Landau became a naturalized citizen of the United States in 1943, while serving in the U.S. Army. He entered the Foreign Service in 1957 and served in Uruguay, Spain, Canada and Washington, D.C., before being promoted into the Senior Foreign Service in 1969. He received a Superior Honor award from the department for his work on negotiating base agreements with Spain and Portugal.

In 1972 he was appointed ambassador to Paraguay, where he served until 1977, and then to Chile, also for five years, until 1982. In both countries, Ambassador Landau skillfully navigated the daily challenges of dealing with dictatorships. By consistently stressing the importance of civil liberties and rule of law, he helped to lay the groundwork for democracy in both countries. His work in Latin America became so well-known that in 1980, *Time* magazine called him a “vigorous human rights advocate.”

Amb. Landau played a crucial role in solving the murder of Chilean politician Orlando Letelier, an opponent of President Augusto Pinochet who died in a car bombing in Washington, D.C., on Sept. 21, 1976. Prior to the bombing, which occurred while he was still chief of mission in Paraguay, Amb. Landau had the foresight to make copies of two suspicious visa applications that turned out to be those of the perpetrators. Later, as ambassador to Chile, he overcame threats and bureaucratic obstacles to ensure that the key organizer of the bombing was extradited to the United States to face justice.

His final Foreign Service assignment was as chief of mission in Venezuela from 1982 to 1985. In the aftermath of “Black Friday”—Feb. 18, 1983, the day the Venezuelan government devalued the local currency and banned the purchase of U.S. dollars—Amb. Landau mediated between Caracas and



Ambassador George W. Landau, right, enjoys a light moment with President George Herbert Walker Bush at the Forum of the Americas in April 1992.

U.S. commercial banks to reach an agreement on the country’s debt.

After retiring from the Foreign Service in 1985 at the age of 65, Amb. Landau served as president of the Americas Society and Council of the Americas for eight years, until 1993.

In that position, he energetically built public and business support for broad trade liberalization, even as he applied his business experience and management expertise to return both institutions to financial health and restore their effectiveness.

Under his leadership, AS/COA helped pave the way for the 1993 passage of the North American Free Trade Agreement. It also helped lay the foundation for the 2004 U.S.-Chile free trade agreement and the current Trans-Pacific Partnership negotiations. In recognition of his key role in trade promotion, Amb. Landau was twice appointed as a member of the board of the Export-Import Bank and received decorations from the governments of Argentina, Chile, Colombia,



Photo courtesy of G.W. Landau

U.S. Ambassador to Paraguay George W. Landau, left, visits Mennonite farmers at the Friesland Colony, October 1974.

Paraguay, Peru and Venezuela. He also played a crucial role in resolving a controversy between the United States and Canada over acid rain in the late 1980s, personally assuring then-Prime Minister Brian Mulroney that Washington was working hard to address the problem.

Amb. Landau's wife, Mary, predeceased him in 2010. He has two sons, Robert and Christopher.

Foreign Service Journal Editor Steven Alan Honley interviewed Amb. Landau at his home in Bethesda, Md., on April 20.



FSJ: *Congratulations on your award for lifetime contributions to American diplomacy, Ambassador Landau. What would you say have been your main strengths as a diplomat?*

GWL: First, I would say that I've always been able to understand and deal with the cultures of other countries. While I served only in the Western Hemisphere and Europe, I feel very much at home wherever I am, and I get along well with people.

FSJ: *I understand you followed a unique path into the Foreign Service. Please tell us about that.*

GWL: I was born in Austria and grew up there, but had always been interested by what I read about America. As a little boy in Vienna I once saw a documentary: "America, the Land of Unlimited Possibilities." It impressed me greatly and turned out to be absolutely accurate.

When Hitler annexed Austria in 1938, it became quite clear that staying there was a no-win situation for me. Unfortunately, I had no friends or family in the United States; but we

had some contacts in Colombia, so I emigrated there. I spoke no Spanish when I arrived, but I learned it quickly. After a succession of various jobs, from running an ice cream parlor to managing a photo store, I obtained a position in the Bogota office of Otis Elevator.

The American manager, who knew of my desire to live in the United States, transferred me to the company's international division in New York City. I arrived there on a regular immigrant visa in 1941, and made \$25 a week while my future peers were finishing junior or senior year in college. I also went to night school at New York University, but all I remember about that now is my constant struggle not to fall asleep in class. It was a hard life, but I was glad to finally be in America.

In 1942 I was drafted into the U.S. Army. After basic training, I attended Officer Candidate School, and after graduating was transferred to the Military Intelligence School at Camp Ritchie, Md. There I learned the tools of the trade for interrogating prisoners of war and analyzing photographic intelligence.

When World War II ended, I was stationed in Paris at the Military Intelligence headquarters. I was eventually transferred to Austria.

FSJ: *Was that an unsettling experience after being away for seven years?*

GWL: No, not at all; I still knew the country and the players. I was assigned to the Special Interrogation Center in Gmunden near Salzburg. Some of the prisoners we interrogated there were later sent to Nuremberg to the war trials court. After a while, my duties were changed and I started to interview the steady flow of refugees from the Soviet Union,

George W. Landau as a young GI during World War II.

who were in displaced person camps all over Austria, to find scientists and other people of national interest to the United States.

I left the Army in March 1947, but stayed in the Reserve and was promoted to full colonel in 1969. I finally retired from reserve status in 1974, while I was in Paraguay.

FSJ: *Where did you take the Foreign Service exam for the first time?*

GWL: I took the written test at the U.S. embassy in Vienna in 1946. I no longer recall any of the questions, and I never heard anything about whether I passed. When I went back to ask, the officer who had given me the exam said “Yes, you passed. Congratulations! In fact, I have it right here.”

Surprised, I asked why he hadn’t sent the results to Washington, and he said: “Because you haven’t been a citizen for 15 years, as regulations require.” (As you’ll recall, I was naturalized in 1943.) Then he told me, “Not to worry, because I [will] forward the results to the department; in 12 years you can pick it up from there.” You can imagine my disappointment.

After leaving active duty, I returned to New York and joined a shipping and freight forwarding company, where I was in charge of South American operations. In the mid-1950s, I was offered a lucrative contract by one of our customers and we moved to Cali, Colombia.

Still, I kept thinking about the Foreign Service and what had happened to my application. So in 1956, before renew-

Photo courtesy of GW Landau



“As a little boy in Vienna I once saw a documentary: ‘America, the Land of Unlimited Possibilities.’ It impressed me greatly, and turned out to be absolutely accurate.”

ing my contract, I decided to travel to Washington. There was no record of my ever having taken the exam, but at a meeting in the department I learned that President Dwight Eisenhower had authorized State to hire up to 30 reserve officers as commercial attachés. However, the selection was to be made by the Department of Commerce. (This was in response to complaints that the business community did not get adequate assistance from our embassies.)

I applied immediately, appeared before a board at Commerce and was accepted. In March 1957, I was assigned at the R-4 level for a five-year, non-renewable appointment as the commercial attaché in Uruguay.

FSJ: *Was that first post a good introduction to Foreign Service life?*

GWL: It was love at first sight. I was accustomed to dealing with American

expatriates, having been one myself, and the business community in Montevideo was very helpful to me. Through them, I met a number of senior Uruguayan officials, including the president. The ambassador, Robert F. Woodward, appreciated my work and contacts and recommended me to replace the economic counselor after his tour ended. The department reluctantly went along. The assignment also brought a promotion to R-3.

Though my original appointment was limited to five years, like any federal employee I was eligible to apply for lateral entry into the Foreign Service after three years. In 1960 I passed the written and oral lateral entry exams and became a full-fledged Foreign Service officer at the O-3 level.



Ambassador George W. Landau, right, with Lula da Silva, then a Brazilian presidential candidate, in May 1989.

Photo courtesy of G.W. Landau

FSJ: *Where did you go next?*

GWL: After spending a total of five years in Montevideo, I returned to Washington in 1962 and was detailed to Commerce as executive director of the Committee for the Alliance for Progress, which was headed by top U.S. bankers like David Rockefeller and Walt Wriston. Regrettably, COMAP never really got off the ground.

In any case, I felt I had done enough commercial work, and I really wanted to become a political officer. I was duly assigned to the political section in Madrid for the next three years. My job was to deal with the opposition and to keep an eye on exiled leaders from Latin America like Juan Perón, Fulgencio Batista, Marcos Pérez Jiménez and the Trujillo brothers, Ramfis and Radames.

FSJ: *At one point you played a role in keeping Juan Perón from returning to Argentina, right?*

GWL: Yes, indeed. Franco had given Perón asylum but contrary to what he had promised the Spanish government, Perón kept planning his return to Buenos Aires. One day, the Spanish assistant secretary for Latin American affairs called me and said, “You’re aware that Perón had chartered

an aircraft and is leaving tonight for Argentina, right?” I admitted that was the first I’d heard of that, so he simply said, “Well, now you know.”

I immediately called Washington, and also informed the Argentine ambassador, who did not know either. Sure enough, his plane was intercepted when he landed for refueling in Brazil, and he had to return to Madrid. The Spanish were very clever to obtain what they wanted without getting their hands dirty.

FSJ: *Did you return to the department immediately after finishing your posting in Madrid?*

GWL: No, first I spent a wonderful year, 1965-1966, at the Canadian War College (now known as the Canadian Forces College). I sometimes think that was the best year of my Foreign Service career, because we traveled around the world, studied and learned a lot.

Normally, that assignment would have put me on a career path to specialize in Canadian affairs, but fate intervened. In what became known as the Palomares incident, a U.S. Air Force plane crashed during a refueling operation and lost four nuclear devices over Spain in 1966. Three of them were found immediately near the small town of Palomares, but one fell into the water and was not recovered for 80 days. This, of course, was very worrisome, because Washington and Madrid were about to begin negotiations on renewing our base agreement, and the accident turned Spanish public opinion against the renewal.

Because I’d served in Madrid, and knew many of the key players, the department, after urging from Ambassador Angier Biddle Duke, assigned me to be the director of the newly created Office for Spanish and Portuguese Affairs. For various reasons, the negotiations stretched from the tenure of Secretary of State Dean Rusk during the Johnson administration to Secretary Rogers under Nixon’s presidency. Upon successful conclusion of the Spanish base agreement in 1970, I was assigned to handle the renewal of the Azores Agreement with Portugal, which had been originally negotiated by George Kennan in Lisbon in 1943.

FSJ: By this point, you had already been promoted to the Senior Foreign Service, correct?

GWL: Yes, I was promoted to O-1 in 1969. After wrapping up the Portuguese base negotiations, I was considered for appointment as the first American ambassador to newly independent Bangladesh in 1971, but that fell through for complicated reasons. So my first ambassadorship was in Paraguay, in 1972.

FSJ: What were some of the challenges you faced during your first posting as a chief of mission?

GWL: With the benefit of good training from Ambassador Robert F. Woodward, for whom I had worked previously, I already knew a lot about how to run an embassy. So I think I did a creditable job; at least, I hope I did.

My main instruction from the White House and from State was to deal with the heroin trafficking portrayed in the movie “The French Connection.” My predecessor in Asunción had been able to get the main trafficker, Auguste Ricord, extradited to the United States; but the Justice Department could not make a case against him without members of the Paraguayan military as witnesses.

There was one particular sergeant we needed to testify, but President Alfredo Stroessner kept turning down our requests to have him travel to the United States. Finally, I persuaded the president to let the sergeant go to Washington.

Ricord was convicted and served 10 years, which broke the back of “The French Connection.”

By citing congressional interest in such cases and hinting that Washington might cut off military aid, I convinced Stroessner to go along with other requests, including the release of various political prisoners.

By the end of my five years in Asunción, I had developed a reputation for being able to deal with dictators, which is prob-



George W. Landau, right, greets Prince Juan Carlos of Spain on his arrival in the United States in 1971.

ably one reason I was sent as ambassador to Chile in 1977.

FSJ: You played a key role in bringing to justice the person behind the assassination of Chilean opposition leader Orlando Letelier in Washington. Please tell us about that.

GWL: That was probably my main accomplishment during my five years in Santiago. But my involvement with the Letelier affair actually dates back to my time in Paraguay.

One day in 1976, Pres. Stroessner’s private secretary called to tell me that Chilean President Augusto Pinochet had asked Stroessner to

obtain U.S. visas for two Chileans who wanted to travel with Paraguayan passports to New York to visit the sales office of Codelco, the Chilean national copper corporation. (I later discovered that neither president was involved at all—this was between the Chilean and Paraguayan intelligence services.)

I told him that I couldn’t authorize the issuance of such visas. He replied, “Look, you don’t understand. I’m telling you this as a favor. I could have sent those passports over as we

“My main instruction from the White House and from State in Paraguay was to deal with the heroin trafficking portrayed in the movie ‘The French Connection.’”



Miguel Rejmil

Ambassador George W. Landau, right, in conversation with Mario Vargas Llosa, the Peruvian novelist and winner of the 2010 Nobel Prize in Literature, at an Americas Society reception in New York City, November 1986.

do every week for people on official business going back and forth, and gotten them the visas without your being any the wiser.”

FSJ: *So what did you do?*

GWL: I was in a quandary because if I said no, I knew he’d simply wait a week or two and submit them with legitimate applications. I didn’t even have their names, after all. So I decided to issue the visas myself, take photographs of the passport pictures and forward them to Washington immediately.

As it turned out, the Chileans smelled a rat, so those fellows never went to the U.S. on the Paraguayan passports. Instead, several weeks later they went on Chilean passports under different names and hired anti-Castro Cubans to place the bomb on Letelier’s car that killed him and an American passenger in September 1976. (Letelier had been Chile’s ambassador to the U.S., then was foreign minister and defense minister under President Salvador Allende before going into exile.)

After my arrival in Chile, we moved to get our hands on the principal culprit, whom we were able to identify from the

passport photo I’d taken in Asunción. He turned out to be an American citizen who was in plain sight in Santiago, yet the police couldn’t find him. Nothing happened until I talked directly to Pres. Pinochet. I told him, “If you want better relations, you’d better consider this.”

Soon thereafter, the Chileans arrested him. One Saturday morning I received a call from the Foreign Office asking me to get an aircraft ready because the suspect would be released

into our custody. I contacted our legal attaché and within the hour, he had the plane ready. The Chileans drove him right to the aircraft’s door, and we bundled him on board. There were no papers exchanged or anything. He was an American, identified as Michael Townley, and the Chileans were happy to get rid of him.

In the U.S. he was convicted, but then entered the witness protection program. His accomplice, Armando Fernández Larios, a Chilean Army officer, later turned himself in, but never went to jail because he cooperated with the investigation into the bombing.

We had proof that Townley and Fernández Larios were agents of Miguel Contreras, chief of the Chilean secret police.

“Some non-career people have been excellent ambassadors. ... But today, we have nothing but bundlers. And the trouble is that bundlers are often bunglers.”

— Ambassador George W. Landau

We requested his extradition and Contreras was held in a local jail for a year. It was a rather elegant place, so he didn't exactly suffer. But by then Pinochet had become disenchanted with us. He believed that he had done lots of things to improve relations with Washington, including turning over Townley, but his gestures were never reciprocated.

In the end, Contreras was stripped of his job as chief of the secret police but was not prosecuted. The department, to show its disapproval, recalled me for consultation. But after I returned, the atmosphere in Santiago was still so toxic that we could no longer attempt to achieve any human rights improvements. So it was a long five years. Then I was appointed ambassador to Venezuela in 1982.

FSJ: *Was that a less tempestuous relationship?*

GWL: In some ways, it was a real relief. While I was in Chile, everything I said and did was scrutinized by their government and their opposition; and in the United States, by the Republicans and by the Democrats. I had to walk a tightrope the whole time. In contrast, Venezuela was corrupt but peaceful. None of us foresaw then that someone like Hugo Chavez would eventually emerge, but it became evident to me that the poor people up in the hillside slums, who had no voice, would sooner or later rise up against the establishment.

While I was in Venezuela, David Rockefeller asked me to become president of the Americas Society and the Council of the Americas, an organization that looks out for all the major U.S. firms operating in Latin America. He had already floated the idea several years earlier, when I served in Chile, but I had turned him down. When we spoke in Caracas in early 1985, however, I had just turned 65 and would normally have to retire from the Service.

Fortunately, I didn't face that pressure. A few months earlier, Venezuelan President Luisinchi met with President Ronald Reagan during a state visit to Washington. And in the presence of Secretary of State George Shultz and Tony Motley, the assistant secretary for Inter-American affairs, Luisinchi said, "Mr. President, you and I both leave office in 1989. I would like it very much if you would permit Amb. Landau to stay until the end of my term." And Reagan said, "Sure, why not?"

"David Rockefeller and I played a big part in convincing Pres. Bush that a free trade zone from Alaska to Tierra de Fuego was the way to go."

FSJ: *He had no idea about the mandatory retirement age?*

GWL: Of course not. Appointees serve at the president's pleasure, so I could have stayed as long as he wanted. Plus, I was fine with staying in Caracas until I was 69.

But when David Rockefeller asked me once again, in 1985, to come to AS/COA, I asked Secretary Shultz for his advice. He said it was up to me, but added, "If David Rockefeller made me an offer like that, I'd take it." So I followed his advice and retired from the Foreign Service on June 30, 1985, and on the very next day began my first term as president and executive officer of AS/COA.

Working at AS/COA was really the Foreign Service on steroids. All of a sudden, you meet every Latin American president, foreign minister, finance minister and central bank president. It was terrific. At the same time, Coca-Cola invited me to chair its Latin American advisory board, which met three times a year. I also joined other corporate boards. It was very interesting and also lucrative.

At AS/COA, I worked closely with State and the office of the U.S. Trade Representative on free trade agreements, beginning with the U.S.-Canada accord. I still know more about lumber in Ontario than anyone should!

We lobbied very hard for the North American Free Trade Agreement, starting during George H.W. Bush's presidency. David Rockefeller and I played a big part in convincing Pres. Bush that a free trade zone from Alaska to Tierra de Fuego was the way to go. Bush duly made the announcement at the Washington conference of the Council of the Americas in 1990.

I had joined the Foreign Service under Pres. Eisenhower; and, in my view, Pres. Bush (41) was the most knowledgeable about Latin America of any chief executive I served. He was instrumental in concluding the NAFTA agreement under which Mexico joined the United States and Canada as a free trade partner. President Bill Clinton, who, at first, put NAFTA on the back burner, eventually embraced the idea and skillfully obtained congressional ratification.

FSJ: *What changes do you think are needed to the Foreign Service personnel system to ensure that members of the Service*



U.S. Ambassador to Chile George W. Landau, left, at the opening of the Food Ingredients South America (FISA) trade fair in Santiago, October 1981.

have the abilities, outlook and organizational structure to effectively discharge their role in the active promotion of U.S. interests abroad?

GWL: I believe that the Foreign Service inflicted a wound on itself when it adopted the cone system. Officers in senior positions must constantly deal with both political and economic problems, and on-the-job training is the only way to acquire the necessary skills. So FSOs should be able to move freely between cones. That said, if someone prefers to remain in a specialized function, for instance, he or she can so indicate and that wish should be honored. But all others should be given well-rounded assignments that will prepare them for the most senior positions.

On another issue, I still remember when Ben Read, then under secretary of State for management during the Carter administration, ceded the State Department's commercial

functions to the Department of Commerce around 1978. Notwithstanding self-congratulatory statements, such arrangements do not always work well. They often result in duplication of effort, with the economic and the commercial sections reporting separately on the same issues.

Also, when it comes to the really big commercial deals, it is still the U.S. ambassador who must weigh in with the host government. The French and British ambassadors, and those from other countries, are very involved in commercial matters, and we must match their efforts.

The U.S. business community had reasons to advocate the change to the commercial function in 1978,

but the situation has changed. Back then, there were still old-style U.S. ambassadors who felt it was beneath their dignity to deal with commercial affairs. Today's Foreign Service can assure the business community that our ambassadors are able and willing to give them first-rate, speedy service.

“By the end of my five years in Asunción, I had developed a reputation for being able to deal with dictators, which is probably one reason I was sent as ambassador to Chile in 1977.”

Another reason the present arrangement does not work well is because the commercial counselor marches to a different drummer. I saw the system fail time and again while serving in Chile and Venezuela. Correction of these two issues will strengthen the Foreign Service.

FSJ: *How would you say diplomacy has changed over the past 50 years or so?*

GWL: It has changed a great deal, starting with the role of spouses. As chief of mission, I depended heavily on my wife, Mary. A wonderful hostess, she ran the residence very efficiently. Until 1972, the spouse's performance was part of an FSO's annual efficiency report. It was like getting two for

"While I was in Chile, everything I said and did was scrutinized by their government and their opposition; and in the United States, by the Republicans and by the Democrats."

the price of one. Now that's completely gone, of course.

Another major change is communications. I still remember that whenever we had an emergency in Montevideo, we held a meeting to decide whether we should call Washington on an open line. And we

no longer write official-informal letters to the office director, let alone to the Secretary of State; we just pick up the secure telephone or send an e-mail. Communication is instant now, which is truly efficient.

FSJ: *Are you optimistic about the future of the diplomatic profession? Do you recommend the career to those starting out today in foreign affairs?*

GWL: That's a good question. In all honesty, no, I don't.

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Back in 1984 my younger son, Christopher, was a junior in college. He came home during vacation and said, “Next year, I’m going to be a senior, and when I graduate I would like to apply for the Foreign Service.” He had seen me in action; he was 8 when our family went to Paraguay.

I told him, “It’s a risky business. You may join the Foreign Service and then after five years you find out that you don’t like it. Or you get an assignment you hate, or you get a boss who doesn’t like you and he ruins your career. A lot of things can happen. Not everyone is as lucky as I was.

“So if I were you,” I continued, “I would go to law school first and after you graduate, apply for the Foreign Service if you so desire. Then, if you don’t like it, you have a profession to fall back on.” And he agreed. He went to law school, clerked at the Supreme Court, and has now been practicing law for more than 20 years. Yet he does still think sometimes about what he could have done in the Foreign Service.

Things are bad for the Foreign Service nowadays, as it is buffeted from all sides. Throughout the nearly 30 years I served, we always had political ambassadors at plush embassies. We also used to have political generals until enough people were killed under their command in the Civil War and the system changed. But nobody gets killed by the actions of a political ambassador.

Some non-career people have been excellent ambassadors: Winthrop Aldrich and John Hay Whitney under Eisenhower, Edwin Reischauer and David Bruce under Kennedy, Elliott Richardson under Ford, Kingman Brewster and Mike Mansfield under Carter. One could look up to all of them. Today, we have nothing but bundlers. And the trouble is that bundlers are often bunglers.

Moreover, when I go to the department these days, I see political appointees at all levels—most assistant secretaries and even office directors and other personnel. All of that hollows out the Foreign Service.

At the same time, there has also been a lot of progress. Up until the Second World War, only the very rich could afford to be diplomats. Since then, it’s become much more representa-

tive of American society, and that’s a good thing. The Foreign Service became an even better organization when it was diversified, when women, blacks and other minorities joined.

All that is great, but it’s not unique to the Foreign Service. If you look at law schools, you’ll find more than half of the students are women. So why shouldn’t more than half of Foreign Service officers be women, too?

Still, I can’t really recommend the Foreign Service as a career. When I was an FSO, it was like the priesthood: You were in it until you retired, unless you did something horrible. Now, it is like in the private sector: it’s a job, not a career. And a lot of people get disenchanted after four or five years, and leave.

“When I go to the department these days, I see political appointees at all levels—most assistant secretaries and even office directors and other personnel. That hollows out the Foreign Service.”

FSJ: Who were some of the people you especially admired or were inspired by during your Foreign Service career?

GWL: I’ve already mentioned Robert F. Woodward, who was ambassador to Costa Rica, Uruguay and Spain, and assistant secretary for Inter-American affairs. He was an excellent officer and my role model.

And his wife Virginia taught my wife Mary a lot, too. They took us under their wing, and encouraged us from the very beginning. He was a demanding taskmaster, but he always said, “You’ll go somewhere. You have the right style and you’ll make it.”

Another figure I admired was Secretary of State Dean Rusk. He was knowledgeable; there wasn’t anything you could mention that he didn’t know about, not just geographically but historically. He knew the world. He was a Far East expert, but he was equally interested in everything.

One person I thought highly of who does not get the credit he deserves is Richard Nixon’s first Secretary of State, William Rogers. He was a personal friend of Nixon, and had been attorney general under Eisenhower. Rogers did not have the same background in foreign affairs as some of his predecessors, but he was a superb lawyer and wonderful negotiator.

Watching him negotiate with the Portuguese on the Azores Agreement was a sheer joy, because they were real horse traders. Every time we had a meeting the negotiations started from

scratch, which was extremely cumbersome. But he was always patient, friendly and disarming, and, in the end, successful.

FSJ: *Are there other people you worked with that you felt were outstanding?*

GWL: Yes, another figure I admired is John Leddy, who was assistant secretary for European affairs during the 1960s. A civil servant who came from Treasury, John was an outstanding economist and a fair-minded boss.

The same was true of his successor, Martin Hillenbrand, later ambassador to Germany. A superb Foreign Service officer, he was knowledgeable and went out of his way to assist his staff at all times.

I also want to mention Margaret Joy “Tibby” Tibbetts. She was deputy assistant secretary for European affairs while I worked on Spain and Portugal. Previously she had been ambassador to Norway. An early breaker of the glass ceiling, she was admired by all who worked for her.

Finally, let me single out Joe Sisco, who served as assistant

secretary for Near Eastern affairs and, later, as under secretary for political affairs. Though Joe was an FSO, he spent his entire career in Washington. He was the ultimate operator, and I mean that in a good sense.

Joe knew what was going on everywhere and was a mover and a shaker. Yet he never used his position for personal gain or advancement, but only for the good of the country. He was an indispensable consigliere to various Secretaries of State.

FSJ: *Any final thoughts?*

GWL: Yes, I want to clarify something I mentioned earlier. When I finally retired from the Army Reserve in 1974, I became entitled to be buried in Arlington Cemetery. My wife, Mary, who passed away in 2010, is already laid to rest there.

One day I will follow her. And that strikes me—and I don’t mean to make light of it—as a fitting end to my American dream.

FSJ: *Thank you very much, Ambassador Landau.* ■

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ENGAGING MUSLIM LEADERS TO PROMOTE PEOPLE-TO-PEOPLE TIES

Effective outreach must engage individuals representing a wide variety of viewpoints, not just those already sympathetic to our values and policies.

BY THEODORE LYNG

Americans are schooled in the separation of church and state from a young age, and the United States has a long history of religious freedom. In this context, U.S. government officials, including Foreign Service officers, are appropriately cautious about discussing religion in an official capacity.

In recent years, however, the United States has begun to engage foreign audiences more forthrightly on religious freedom, interfaith dialogue and tolerance. We also often engage religious organizations and leaders on issues of general foreign policy and as audiences for people-to-people outreach.

This focus on the religious sphere grew in part out of efforts to refute false claims that United States foreign policy is inimical to Muslims, and that U.S. military engagement in Iraq and Afghanistan sought to undermine Islam. On a more positive note, the high level of religiosity in the United States has proven attractive

in forging people-to-people ties in Indonesia.

As the world's largest Muslim-majority nation, and a vibrant democracy, Indonesia is a natural partner in our dialogue on religion. An extraordinarily high percentage of Indonesians worship regularly and say religion is important in their daily lives. At the same time, the vast majority of Indonesians believe in religious pluralism and tolerance.

Many Indonesians who have visited the United States remark positively on the large number of houses of worship and the

Theodore Lyng, an FSO since 1986, is political counselor in Jakarta. His previous assignments include Jakarta, Beijing, Kuala Lumpur, Guangzhou, Moscow and Washington, D.C. For his tireless efforts to persuade the State Department's leadership of the need to engage with all groups within Indonesian civil society, he is this year's winner of AFSA's William R. Rivkin Award for constructive dissent by a mid-level Foreign Service officer. The views expressed in this article are solely those of the author and do not necessarily reflect those of the Department of State or the U.S. government.

many Americans who “believe in God Almighty,” as it is delicately phrased in Indonesia’s ecumenical national ideology, Pancasila.

Despite several recent violent attacks in Indonesia on religious minorities, including Shia and Ahmadi communities, the vast majority of Indonesians abhor religious violence. Significant Christian and Hindu minorities, for example, generally live peacefully alongside the Muslim majority. This peaceful majority of religious believers is not monolithic, however. Though roughly 88 percent of Indonesians are Muslims, their beliefs range from modern liberalism to Javanese mysticism to deep conservatism, with many other shades in between, as well.

The Role of Indonesian Intellectuals

Within this mosaic of Islamic belief, intellectuals associated with traditional mainstream groups have played a prominent role in Indonesia. The nation’s late president, Abdurrahman Wahid, is a perfect example of these moderate intellectuals. Steeped in Javanese religious tradition and wielding enormous moral authority, Wahid spoke eloquently for tolerance and pluralism.

Following in his footsteps, mainstream religious scholars pepper Indonesian religious institutions today. Because many of these intellectuals are Western-educated and fluent in English, and have an easy manner with foreigners, they quickly became the foci of international seminars, exchanges and interfaith dialogues, including some hosted by the United States.

For that reason, it was easy to forget that these figures do not necessarily represent the majority of Muslims in Indonesia. Indeed, “liberal” has become a word that many Indonesian conservatives use to reject interpretations of Islam they feel do not reflect traditional values.

Engaging members of these groups is inherently more difficult than reaching out to Western-educated elite figures. Because Indonesian conservatives generally do not speak English, come from a purely Quranic educational tradition and have a rural background, it can be a struggle to find common ground. Moreover, with strong views on Israel and the Middle East, and little international experience, conservatives are often suspicious of U.S. motives.

Yet, at least in Indonesia, religious conservatives do not have closed minds. They often thirst for U.S. engagement and are eager to learn more about our foreign policy and life in the United States. It is precisely this segment of the population that most profits from our engagement, and has the most to tell us about Islam in Indonesia.

The Importance of Systematic Engagement

Without recounting everything about Embassy Jakarta’s strategy here, I will note that we pursued systematic engagement—a sustained effort to include conservative representatives in all embassy activities, outreach and exchanges. Here are two small examples.

Earlier this year, after an Israeli action inflamed Indonesian public opinion, a conservative Muslim student leader sent me a virulently anti-Semitic text message. Furious, I was tempted to delete him from my address book and block his messages. Instead, I sent a polite but strong rebuttal. After a long exchange about the hatefulness of anti-Semitism, he replied: “I think you are right. I shouldn’t have written something like that. I won’t anymore.”

In another case, we invited a conservative youth group to a discussion at @america, the embassy’s new, high-tech public diplomacy venue. This particular group is often at odds with U.S. policy and sometimes demonstrates in front of the embassy to protest U.S. policies in the Middle East. Our initial discussion was candid but friendly.

Afterward, some in the local Muslim press excoriated the group for attending a U.S.-hosted activity. Undaunted, the students have returned for more embassy-sponsored events, where opinions are expressed with more tempered language and reflect greater understanding of U.S. policy. Encouragingly, other conservative groups have followed in their footsteps.

Lessons Learned

Ties between the United States and Indonesia, two of the world’s largest democracies, are of key importance to U.S. national interest as we enter America’s Pacific Century. Maintaining friendly relations will require continued, sustained effort, and people-to-people ties to overcome suspicion about U.S. intentions.

In deeply religious Indonesia, engaging Muslim leaders will be important to people-to-people ties. But to be effective, we must be sure to engage a wide swath of religious leaders—not just a select group of like-minded Indonesians.

Polling suggests that our approach has reduced suspicion of Americans among a key sector of Indonesian society, but it is hard to ascribe the improvement to a specific factor or to assess its staying power. Our experience also suggests that systematic engagement could be similarly beneficial elsewhere in the Muslim world, particularly if posts break out of the usual, well-worked circles of local contacts to engage conservatives. ■

WHAT MAKES SOMEONE AN AMERICAN CITIZEN?

The idea that American customs and values should be a factor in determining who becomes a U.S. citizen may soon be a thing of the past.

BY JAMES RIDER AND SHANE MYERS

Here's a question they don't ask on the Foreign Service Exam: What is an American? If you haven't thought about that, you should. As diplomats, we represent the interests of Americans to foreign governments, help protect and serve Americans living or traveling abroad, and explain "American" policy to foreign publics. So what exactly makes someone an American?

If you're a consular officer, your answer to this question is likely legalistic: An American is anyone who has U.S. citizenship or fulfills the legal requirements for acquiring U.S. citizenship. If you are a public diplomacy officer, your answer is probably more philosophical: An American is someone who adheres to the fundamental customs and values that make America what it is: diversity, love of freedom, respect for democracy and an appreciation of fundamental civil rights.

Both definitions are correct, of course. In fact, for most of our history U.S. immigration law has used the philosophical

James Rider, an FSO since 2009, is assistant cultural affairs officer in Tel Aviv. His first posting was Caracas, where he encountered the issue for which AFSA named him this year's winner of the W. Averell Harriman Award for constructive dissent by an entry-level FSO.

Shane Myers, an FSO since 2009, was Mr. Rider's supervisor in Caracas and joined him in pursuing his dissent.

definition of what an American is as the basis for the legal definition of who an American is. To qualify, you had to have been born in the United States (jus soli—literally, “right of soil”), or have two American parents (jus sanguinis—literally, “right of blood”).

If you had just one American parent, you could qualify for citizenship by demonstrating that you’d spent enough time in the United States to absorb American customs and values from that parent. Or if you had immigrated here, you could live and work as a legal permanent resident for a set amount of time to acquire these values and truly “become” an American citizen.

A Weakening Bond

No single definition covers all sets of circumstances, to be sure. For instance, you could be born in the United States to non-American parents, then leave without living here. But the key element is this: Being an American means more than having a U.S. passport or an American parent. It means having U.S. customs and values. Congress had long based citizenship law on this concept, a fact memorialized in the Foreign Affairs Manual (7 FAM 1133.3-2).

Over the last 30 years, though, with every piece of legislation addressing immigration, that way of thinking has become less central as a basis for our citizenship law. Starting in 1934, an American citizen born abroad could lose his or her citizenship by failing to reside in the United States for a certain amount of time and before a certain age (the assumption being that without doing so, one would never acquire U.S. values and would have divided loyalties).

That law was repealed in 1978, and a system of “physical presence” requirements replaced it, requiring one American-citizen parent to have been present in the U.S. at least 10 years to be able to transmit citizenship (and American customs and values) to his or her foreign-born children.

In 1986, the “physical presence” requirement was reduced to five years, the assumption being that you only needed to have spent that long here to transmit American customs and values to your foreign-born children. More recently still, parents who lack those five years of “physical presence” have been able to substitute their parents’ span of “physical presence” to transmit citizenship via a “grandparent” exemption.

As I write this in late July, the Senate has recently passed an amendment to the proposed immigration reform bill that will codify a workaround for parents who can’t satisfy the five-year minimum (directly or indirectly) to transmit citizenship to their foreign-born children. If this passes, physical presence,

Up to now, U.S. immigration law has used the philosophical definition of *what* an American is as the basis for the legal definition of *who* an American is.

and the idea that American customs and values should be a factor in determining who becomes a citizen, will practically be abolished.

But why? And what role has the State Department played in the process of redefining citizenship? Over the past 12 years these questions have come to a head in the department’s interpretation of a law that most people have never heard of: the Child Citizenship Act of 2000.

Gaming the System

The Child Citizenship Act was originally intended to help foreign-born adopted children already living in the United States with their adoptive American parents (or about to immigrate to the United States) acquire citizenship automatically. Before the legislation was passed, there were many cases of foreign-born adopted children living in the U.S. whose parents had been unable to naturalize them. This was often a result of bureaucratic fatigue: after undergoing long and expensive international adoption processes, the parents simply did not take the last step.

In a few high-profile cases, some of those children who broke the law were deported as resident alien offenders back to their “home” country—a place they had never lived. The CCA fixed that problem by automatically granting citizenship to foreign-born adopted children under the age of 18 if they could prove that they were “residing in” the United States with their parents.

At the time the CCA was being debated, an argument was made to have it also apply to the foreign-born biological children of American citizens. The reason for this was to

From 2010 until 2012, we repeatedly dissented from the Bureau of Consular Affairs over its interpretation of the CCA.

avoid conferring any legal advantage on adoptive children over biological children. Yet by covering foreign-born biological children, the law ignored a key distinction: Foreign-born adopted children are typically moving to “reside” with their parents in the United States, while foreign-born biological children are not.

This created a potential loophole benefiting American-citizen parents who lacked sufficient physical presence to satisfy the five-year requirement. By pretending to have their foreign-born children immigrate to the United States and reside here, they could obtain citizenship for them automatically—as opposed to physically immigrating here with them and waiting the prescribed amount of time for naturalization to occur.

The State Department made this potential loophole operational through a unique interpretation of the language of the law. The CCA specifies that the child must be “residing in” the United States, which under a common-sense reading requires Americans living abroad to return to the United States and establish a residence there, immigrating their child with them. But according to State’s interpretation of this provision, “residing in” only meant “physically present in.”

This enabled the parents to enter the United States with their children for very brief periods (in some cases less than a full day), then return abroad to apply for a passport for their children at the U.S. embassy.

In fact, State specifically prohibited officers from requesting evidence that the child was “residing” in the United States, and told them to accept an entry stamp into the U.S. with a valid immigrant visa and green card as proof that the child was “residing” there (even when common sense clearly indicated this was not the case).

This interpretation of the CCA was completely the opposite of how U.S. Citizenship and Immigration Services (formerly

known as the Immigration and Naturalization Service) interpreted the law. USCIS took “residing in” a place to mean “having a residence” there, which is supported by the Immigration and Nationality Act’s definition of residence: a person’s “general abode—principal, actual dwelling place in fact, without regard to intent.” Interestingly, State’s domestic passport agencies hewed closely to the USCIS definition of the law, as we learned when one person to whom we had issued a passport based on State’s guidance was unable to renew it in the U.S. This case proved to be the tipping point for us, as we realized that this bifurcated interpretation had become untenable.

Over the years, consular officers received many complaints about the department’s interpretation of the CCA from our colleagues in USCIS. This confirmed that this was a huge bone of contention between two agencies who were supposed to be working together to correctly implement citizenship law.

Dissenting from State on the CCA

From 2010 until 2012 the two co-authors of this article repeatedly dissented from the Bureau of Consular Affairs over its interpretation of this law. We felt they had not done everything possible to work with USCIS to come up with a unified interpretation and implementation standard. Determining someone’s citizenship was too important to have two different government agencies not on the same page.

The responses we received were not satisfactory. The lawyers in what was then known as the Office of Policy Review and Interagency Liaison, a division of the Office of Overseas Citizen Services, told us that because they were deeply involved in discussions with congressional staff in 1999 and 2000, when the Child Citizenship Act was being drafted, they had special knowledge of what the actual “intent” of Congress was when drafting the law. And in PRI’s view, part of that intent was to “provide relief” for American parents who didn’t have enough physical presence to transmit citizenship to their foreign-born children.

But as we noted in our response, there was no mention of such “intent” in the public record of the congressional debate of this bill. The law was sold only as an adoption bill, and was originally called “The Adopted Orphans Citizenship Act.”

As for the disagreement with USCIS about how to properly interpret and apply this law, PRI maintained that they “agreed to disagree” and that “reasonable people can differ” on the interpretation of the law (in spite of the fact that the United States Citizenship and Immigration Service has the lead in interpreting citizenship law, not the State Department).

In the meantime, while the lawyers had been “agreeing to disagree,” thousands of foreign-born children over the years were receiving citizenship by taking advantage of this loophole. In Caracas, where we both served, this loophole was so popular that we were processing several such cases every day. In fact, when we arrived, the post was actively promoting this loophole to applicants who did not have enough physical presence to transmit citizenship to their children.

Apart from the fact that the situation often confused our applicants, the way the department required us to implement the provision created more work and extra costs for everyone involved, by requiring the involvement of the immigrant visa section for “non-immigration” cases.

We began by spending 10 to 15 minutes ascertaining whether each applicant had enough documentation to satisfy the physical presence requirement. When they didn’t, we would then spend at least another five minutes explaining to each of them how to exploit the loophole.

First, the applicants had to make an appointment with the immigrant visa unit, then file the necessary paperwork and pay the fees for an immigrant visa for their child (even though they weren’t planning to immigrate). Once they received that, they had to travel to the United States with the child to demonstrate the intent to “immigrate” (even though they were only planning on staying for a few days). The applicant would typically have to find someone with an address in the United States as their putative residence, where USCIS could then send them an expensive green card with high-security features.

Upon receiving that documentation, the parents would then make another appointment at the American Citizens Services section, where they would apply for a passport and turn in their green card for destruction.

Given the fact that this process went against the process of USCIS, created more work for consular sections at post, and made our laws seem arbitrary and confusing, why was the State Department supporting this?

Cue the Lobbyists

Another reason the department lawyers gave for their interpretation of the CCA was the influence of lobbying groups of American citizens living abroad, such as the Association of Americans Resident Overseas, American Citizens Abroad and the Federation of American Women’s Clubs Overseas. One of the main goals of these organizations, in addition to exempting Americans living abroad from paying U.S. taxes, is to

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Doing away with physical presence requirements (or making it easier to evade them) would be a bad outcome or many reasons.

significantly reduce the legal requirements for Americans living abroad to transmit citizenship to their foreign-born children.

AARO, in particular, argues that American citizens should not have to satisfy any residency requirements to be able to transmit citizenship to their foreign-born children—which is essentially the same as saying that they should be able to transmit citizenship to their children indefinitely, just as Italian citizenship law now allows. As it boasts on its website, AARO was largely responsible for reducing the physical presence requirements from 10 to five years in 1986, and has been trying to do away with them completely ever since.

These groups unofficially represent more than six million Americans living abroad. While they are not the most powerful force lobbying Congress, they do have clout with certain legislators and the State Department. The department has at times asked posts to participate in Americans Overseas Week, a week of lobbying by AARO, ACA and FAWCO in Congress to promote policies that increase the rights of citizens living overseas.

While it may seem odd that State would be so supportive of such efforts, it is important to remember that Americans living overseas are one of the few natural constituencies that the State Department has. (They have more interaction with our embassies and diplomats than most Americans residing in the U.S.) So in a way, it makes sense that the department would want to do as much as possible to support these groups and take their concerns seriously.

But up to what point? After we spent two years sending e-mail after e-mail to dissent from the department's policy, State finally issued a cable in January 2012 (12 State 003735) that clarified its official interpretation of the difference between "residence" and "physical presence." That should have brought its interpretation of the Child Citizenship Act

into line with that of USCIS, closing the loophole. However, we are still waiting for a cable from OCS clarifying the implications of this policy shift.

The biggest consequence is that thousands of children who were granted citizenship under the department's interpretation of the CCA might now be subject to its revocation. This would cause huge problems for the department and overseas posts, and could invite many lawsuits.

Saved by the Hill?

In the end, the department may be saved by Congress. An amendment to the immigration reform bill recently passed by the Senate (S.744: The Border Security, Economic Opportunity and Immigration Modernization Act) would change the language of the CCA from "is residing in" to "is physically present in," thereby codifying the loophole and putting the department's interpretation of the CCA clearly in line with the letter of the law.

If this bill passes Congress, it would be a good resolution for the State Department from a legal point of view. But it would represent yet another step in the abolition of physical presence requirements and the untying of U.S. customs and values from the transmission of U.S. citizenship.

Doing away with physical presence requirements (or creating more loopholes for those parents who can't satisfy those requirements) is bad for many reasons. First, the shift away from physical presence requirements devalues citizenship and turns the U.S. passport into just a highly-sought VIP card.

Second, and more important, there are security concerns. A U.S. passport is the most powerful travel and identity document in the entire world. Do we really want thousands of people who have never lived in the U.S., and whose parents have barely lived here (if at all) to have one? And then their children and grandchildren, too? In perpetuity?

Our public diplomacy sections spend a great deal of time explaining and spreading American values to foreign audiences. Similarly, our political and economic sections work hard to get foreign governments to change their institutions and laws to reflect our values. As our National Security Strategy declares, American values "are our best national security asset." We should therefore actively promote them across the world, since "nations that embrace these values for their citizens are ultimately more successful—and friendly to the United States—than those that do not."

If we no longer think it is critical to ensure that foreigners acquiring U.S. citizenship hold these values, then how can we

We need to have an honest debate with Congress and with State about what U.S. citizenship means, and how our immigration law should reflect that understanding.

argue it is in our critical strategic interest to try to instill these values in foreigners who aren't applying for citizenship?

We the People

Let us close by returning to our initial question: What does it mean to be an American?

Open your passport and flip through it. On every page you will see quotes from our greatest leaders talking about the values of freedom of speech, civil rights and the love of liberty that make Americans who we are. We are not a nation of any particular ethnicity, race or clan; the only thing binding us together is these shared values. So, unless we ensure that all new Americans actually do share them, the very definition of being an American will become a lot less clear.

Now turn to the biographic page, which lists all the core details about your identity. Above your photo, name, place of birth and signature, you'll find in very large print the opening words of our Constitution: "We the People of the United States."

If those words are to continue to mean something coherent—if we as diplomats are to continue to be able to speak on behalf of all our fellow Americans—then we need to have an honest debate with Congress and with the Department of State about what U.S. citizenship means, and how our immigration law should reflect that understanding.

Those of us in the Foreign Service are on the front lines interacting with American citizens abroad every day. We have much to contribute to this debate. ■

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AFSA CONSTRUCTIVE DISSENT AWARD WINNERS:

WHERE ARE THEY NOW?

Eight Foreign Service members honored for dissent over the past 20 years talk about the impact of their dissent, and AFSA's recognition of it, on U.S. policy and their careers.

BY SHAWN DORMAN

Dissent is a career killer! Dissenters go far in the Service! Which one of these statements is true?

To answer that question, and help put AFSA's four-decade-old dissent awards program into perspective, we looked back over the AFSA dissent award winners between 1990 and 2012. We reached out to winners in each of the four award categories for their thoughts about the impact of their dissent, and AFSA's recognition of it, on both U.S. policy and their careers.

If the responses from these individuals (one of whom represents a group of 13) offer any guide, it appears that dissenting and being recognized for it does not usually harm one's career. Many of the winners of the AFSA constructive dissent awards have gone on to serve as ambassadors and in other high-level positions. Only one officer in our group of respondents, Edmund McWilliams, feels that his dissent helped end his Foreign Service career, although that did not relate to the AFSA recognition. The others seem to have fared quite well

inside the system following their dissent. Not one of them regretted their decision to speak out.

As you will see from their thoughtful comments, the impact of dissenting on one's career depends on factors such as: how and where that dissent is initiated, its substance, who is dissenting and whether that person is in a good position to judge, what or even whom the dissent was opposing, and, frankly, whether the dissenter is proven to be right.

Here, then, in their own words, are eight individuals who were honored for dissent within the past 20 years: Eric Rubin (State, William R. Rivkin Award for mid-level officers); Michael Guest (State, Christian A. Herter Award for senior-level officers); Dennis Jett (State, Herter Award); Keith Mines (State, Rivkin Award); Diana Putman (USAID, Rivkin Award); Dean Kaplan (State, W. Averell Harriman Award for entry-level officers); Edmund McWilliams (State, Herter Award); and Andre de Nesnera (IBB, Tex Harris Award for Foreign Service specialists).

Note: All photos are courtesy of the dissent winners interviewed for this article.

Shawn Dorman, a former FSO, is associate editor of the Journal and editor/publisher of Foreign Service Books, AFSA's book publishing division.

Eric Rubin

William R. Rivkin Award, 1994

Regarding Intervention in Bosnia

Briefly describe the dissent that your AFSA award recognized.

In early 1993, I was one of 13 Foreign Service officers working on U.S. policy in the Balkans who appealed directly to Secretary of State Warren Christopher to consider the moral and practical costs of refusing to do more to stop the carnage, and the damage to U.S. interests.

Our dissent came after several years of refusal by our immediate superiors under two administrations to allow the concerns of nearly all of the State Department's mid-level desk officers, analysts, refugee officers and human rights officers to be shared with the seventh floor and the White House. It was sent in the form of a classified letter, which—to our (naive) shock and embarrassment—leaked to the press after Secretary Christopher shared it with the interagency community. Seeing my name on the front page of the *New York Times* was one of the worst moments in my adult life.

Did your dissent lead to any change in policy?

Not directly, but I believe that our dissent—and the discussion and debate it encouraged—helped create the climate for the major shift in U.S. policy toward intervention. That occurred a year later with the return of Richard Holbrooke to Washington as Bureau of European Affairs assistant secretary and the launching of the process that led to the Dayton Accords.

What was the impact of the dissent on your career?

Entirely positive. We did get a few hate messages, but overall, our colleagues—who knew we had kept the dissent in classified channels

and had never intended for it to become public—gave tremendous support. Our group includes officers who went on to become ambassadors, deputy chiefs of mission, deputy assistant secretaries and National Security Council senior directors.

One of our most important allies later became a two-time assistant secretary and two-time chief of mission. This reinforced my respect for and appreciation of the institution to which I belong. But most of the appreciation should go to Sec. Christopher, who took steps to ensure there would be no retaliation against us and welcomed us to his office to discuss our concerns in a public show of support, as well as to then-Spokesman Richard Boucher and then-Executive Assistant to the Secretary Beth Jones, who translated his directive into concrete displays of support.

What was the impact of the AFSA dissent award on your career?

“I believe that our dissent—and the discussion and debate it encouraged—helped create the climate for the major shift in U.S. policy toward intervention.”

—Eric Rubin



European Bureau Deputy Assistant Secretary Eric Rubin receives an award from Hellenic American organizations honoring his contributions to Greek-American and Cypriot-American relations, May 2013.

I did probably fail to get one assignment because of the award being on my Personnel Audit Report. But overall, it has been very positive.

In hindsight, was dissenting the right choice?

Definitely. Despite that one terrifying moment seeing my name on the front page of the *Times*, I would do it again in a heartbeat. I believe we helped to contribute to a policy change that was essential for both geopolitical (preserving the U.S. role in Europe and the Atlantic Alliance, and ending the first war in the heart of Europe since 1945) and moral (ending genocide, mass rape, ethnic cleansing and concentration camps in the heart of Europe only 50 years after the end of the Holocaust) reasons.

But as I tell the incoming Foreign Service A-100 classes I speak to about dissent, it was also right because it was collective: just about every officer working on this crisis agreed with the dissent and agreed to participate in it. That gave it much greater credibility



Eric Rubin kayaking in British Columbia, July 2013.

and impact. We were the best informed officials in the U.S. government on this subject; we were the ones reading the atrocity reports from the Bureau of Intelligence and Research every day; and we had tried for several years to share our views and concerns through normal channels.

So it's also a lesson for leaders and supervisors: if your team is telling you that something is wrong, listen and try

to find a way to enable a variety of views to reach our senior leadership. ■

Ambassador Michael Guest

Christian A. Herter Award, 2006
Regarding LGBT Rights

Did your dissent lead to any change in policy?

Not immediately. In fact, I ended my career in November 2007 rather than taking my partner overseas again under the same unfair policy conditions. But shortly after my departure became public, the Obama campaign reached out to me to ask what needed to be done, should Barack Obama be elected president, to fix the problem. Imagine how I felt! I ended up joining the campaign, working on three policy committees and then on the transition team, in large part to see those policies reversed.

When Hillary Rodham Clinton was named Secretary of State-designate, I sat down and talked with her about the issue, and what the transition team recommended be done to correct it. She clearly understood why this mattered. I knew that very day that she would fix the problem.

Five months later, President Obama cited my departure from State when he issued an executive order to change the State Department's policies. It was this administration's first policy step on behalf of lesbian, gay, bisexual and transgender Americans, and the starting point for similar steps at other federal agencies.

"Five months later, President Obama cited my departure from State when he issued an executive order to change the department's policies."

—Michael Guest

Eric Rubin currently serves as deputy assistant secretary in the State Department's Bureau of European and Eurasian Affairs. He joined the Foreign Service in 1985, following two years as a reporter trainee at the New York Times. He most recently served as deputy chief of mission in Moscow (2008-2011), following overseas assignments in Honduras, Ukraine and Thailand. His Washington assignments span the department's regional and functional bureaus and executive offices. He was Dean and Virginia Rusk Fellow and a resident associate at Georgetown University's Institute for the Study of Diplomacy from 1999-2000. He speaks Thai, Spanish, French, Ukrainian and Russian. Rubin and fellow Bosnia-13 member Jon Benton give a presentation on dissent that has become a regular part of the schedule for incoming A-100 classes.



Mike Guest (left) and his husband Alex Nevarez at Bodega Bay, Calif.

What was the impact of the dissent, and the dissent award, on your career?

When I was given the award, I thought the tide was turning. But the run-around continued, and I came to understand that Secretary Condoleezza Rice and her team would do nothing. That whole process deeply changed how I viewed my career. A parade of senior officials

had told me that I was absolutely right, that the policy needed to change—and then none of them did anything to change it. It was

an incredible display of poor leadership. By the time I decided to end my career, I knew my place was elsewhere.

In hindsight, was dissenting the right choice?

Look, I miss my Foreign Service career—it was what I wanted to do in life. But I have no regrets at my dissent, or the end-of-career road it put me on. Family matters to those of us who are gay no less than it does to our straight friends and colleagues.

My partner was treated as a second-class citizen; I could see the

“Honestly, I questioned whether my dissent had been worth the stress.”

—Michael Guest

There were larger principles at stake, too. How could Secretary Rice talk at every turn about the discrimination she witnessed as a child, and yet not internalize a leader’s obligation to end discrimination of any kind in the institution she led? And how can we promote an America truly devoted to equality and fair-mindedness, if the State Department fails to honor those ideals?

I’ll always be proud that I helped change a policy that was so patently wrong, both in principle and for gay families. I’m proud, too, that we’re now a step closer to an America that’s truer to the democratic ideals you and I were taught to believe in as children.

When I left the Foreign Service, I felt pretty beaten-down—and honestly, I questioned whether my dissent had been worth the stress. But then I immersed myself, as a citizen, in the political process—the kind of involvement we talk about but rarely experience as diplomats. I regained my idealism about America. And that’s a good thing. ■

Michael Guest resigned from the Foreign Service in 2007. During his 26-year diplomatic career, he served as dean of the State Department’s Leadership and Management School (2005-2007); ambassador to Romania (2001-2004); principal (and then acting) deputy assistant secretary for the Legislative Affairs Bureau (1999-2001); and deputy executive secretary (1994-1996). In addition to Bucharest, his overseas assignments included Moscow, Paris and Prague.

Ambassador Guest is co-founder of, and senior adviser to, the Council for Global Equality, a coalition of 21 human rights and advocacy organizations seeking U.S. support for LGBT-fair policies abroad. He is also an independent consultant and speaker on leadership and diversity issues. He and his husband, Alex Nevarez, reside in California.

Ambassador Dennis Jett

Christian A. Herter Award, 1993
*Regarding Mozambique
Demobilization*

Briefly describe the dissent that your AFSA award recognized.

When I was ambassador to Mozambique, the main objective of our policy was to get the government of the Republic of Mozambique and the rebel movement to implement the peace treaty they had signed in Rome in 1992. As the peace process proceeded, this meant demobilizing most of the combatants, forming a new national army with troops from both sides and holding elections.

The GRM was dragging its feet and trying to hold back troops loyal to it from going to the demobilization centers. This was putting the peace at risk and violated the peace accord. In Angola just the year before, troops that had not been demobilized went back to war when Jonas Savimbi didn’t like the outcome of the election, and Mozambique seemed to be about to repeat that experience. At that critical juncture, I got instructions from Washington to sign an aid agreement and hand over to the government something like \$20 million in aid.



Dennis Jett.

I told Washington we should not only refuse to sign the agreement, but should tell the GRM we were doing that because it was putting the peace at risk. In response, I got a cable from Washington essentially telling me they weren’t interested in my objections, and that I should go ahead and sign the agreement.

I called Susan Rice, who was the Africa person at the National Security Council at the time, and reminded her that when Tony Lake, the national security adviser, had visited Mozambique several months before, he had told the GRM (at my suggestion and urging) that there would be

“Being right, or on the right side of history, is probably the most important thing.”

—Dennis Jett

consequences if they failed to hold up their end of the peace accord.

I then explained that giving the GRM this aid when it was not meeting its obligations under the peace accord would make Lake’s words meaningless. It took her about a nanosecond to figure this out, and so she told State to send me new instructions. State did so, and then I got to call up the minister in question and tell him we were not signing or going ahead with aid, and why.

In hindsight, was dissenting the right choice?

It was the right choice because the GRM got the message and understood we were serious. For whatever reason, they went ahead with demobilization, the elections were held on schedule and the peacekeeping operation was a success. It most certainly was the right choice for the time. The head of the United Nations peacekeeping operation, Aldo Ajello, said that without my interventions and public statements, the whole process probably would have failed.

Did your dissent lead to any change in policy?

It did, but only because I appealed to Susan Rice after my advice was ignored by State. I don’t know who at State was pushing such a senseless and spineless policy. I can only assume USAID wanted to go ahead with it because they had done the paperwork to make the transfer and saw no reason to attempt to use it as leverage.

What was the impact of the dissent on your career?

That is hard to say. It didn’t hurt as far as I could tell; my next assignment was as ambassador to Peru, followed by a year at the Carter Center, then retirement. I don’t know if the Bureau of African Affairs would have held it against me had I wanted another job there. I would like to think not, since Mozambique turned out to be a success.

What was the impact on your career of being recognized with an AFSA dissent award?

It probably helped. But again, being right or on the right side of history is probably the most important thing. If you dissent and then appear to be wrong because of what happens, or if the outcome is unclear, dissent might not do you much good.

I suppose it also depends on how high the profile of the issue is. If one had dissented on invading Iraq, it would not have mattered that you were right. Your career would be over regardless.

Even pointing out the stupidity of a policy as important as Iraq earns the wrath of the system rather than any positive recognition. Look at what they tried to do to Peter Van Buren.

While Van Buren did take his dissent public, I believe he did so only after he saw that pointing out the waste, fraud and ineffectiveness of the Provincial Reconstruction Team projects was not going to change anything. The overreaction of the system to his book, *We Meant Well: How I Helped Lose the Hearts and Minds of the Iraqi People*—even though he went through the proper clearance procedure—indicates what happens when you take on a policy that Washington feels compelled to support, and you go public.

When dissenters see their dissent having no effect, they face difficult choices: support a policy with which they disagree or try to implement it in a way that makes it less objectionable (if possible); go public and risk retribution; resign in protest; or get a transfer to another part of the world where the policy is not so objectionable.

I suppose the bottom line is that people ought to think through the implications of their dissent and what their options are if they are ignored. I had the opportunity to change the policy, but that was because I was willing and able to go to the NSC, and Susan Rice was the kind of person to recognize what needed to be done and did it. ■

Dennis Jett is a founding faculty member and professor of international affairs at the School of International Affairs at Pennsylvania State University. A former career diplomat, he served 28 years in the State Department in a wide range of positions including as ambassador to Peru, ambassador to Mozambique, senior director for African affairs on the National Security Council, deputy chief of mission and chargé d'affaires in Malawi and Liberia, and in Argentina and Israel.

From 2000 to 2008, he was dean of the International Center and on the faculty of the Political Science Department at the University of Florida. He is the author of two books: Why Peacekeeping Fails, and Why American Foreign Policy Fails, and has written more than 130 opinion pieces for major newspapers, the more recent of which can be found on his Huffington Post blog. He is currently at work on a book about ambassadors—where they come from, where they go, and why they still matter.

Keith W. Mines

William R. Rivkin Award, 2003

Regarding Iraq and the United Nations

Briefly describe the dissent that your AFSA award recognized.

I wrote a Dissent Channel cable in the spring of 2003 titled “Let the U.N. Manage the Political Transition in Iraq,” based largely on my experience while seconded to the United Nations for the UNOSOM II peacekeeping mission in Somalia, and interacting closely with the U.N. missions in El Salvador

and Haiti. I was convinced that the U.N. simply has better senior diplomats for this sort of thing, and a neutral, informed approach to political reconciliation and nationbuilding that would yield a better outcome than we would have produced on our own.

I also suggested that what we were getting into was going to be much harder than we thought, and we would need to get all our tools out of the toolbox and ready to engage. I did not believe the policy of confronting Iraq militarily over its weapons of mass destruction programs was wrongheaded, and do not today. I was just concerned with how we were going about it.

Did your dissent lead to any change in policy?

Things were pretty far along at that point, and a pro-U.N.



Keith Mines at Jebel Moon with Darfur rebels, 2006.



Mines with Admiral James G. Stavridis in Mazar-e-Sharif, Afghanistan, 2012.



Mines with wife, Cecile, in Mexico City.

“This is a protected space, and we need to allow for this sort of engagement on policy by those who have a different understanding of things.”

—Keith Mines

message from a mid-level diplomat in Budapest was not going to change our course. I believe that a later Dissent Channel message I wrote after returning from Iraq, at a time when we were more open to new approaches, got more attention and perhaps more traction.

What was the impact of the dissent on your career?

The impact was all positive, as far as I know. I’ve had good jobs since then, and one job might even have resulted from the respect I received for showing courage at a difficult time. I think there is a pretty solid understanding that this is a protected space, and we need to allow for this sort of engagement on policy by those who have a different understanding of things.

What was the impact of the dissent award on your career?

Similarly, I don’t detect any negatives, and certainly have not felt any blowback by potential bosses who might be nervous about having a “dissenter” on their team. But then I don’t think I have a reputation as the guy who nips at management’s heels over every little decision. Iraq really was an anomaly.

In hindsight, was dissenting the right choice? Why or why not?

It was; and in the end I think I drew attention, at least on the margins, to the evolving situation in Iraq. And it may have been good for the integrity of the Service to have someone speaking out on an issue that so many knew was about to go sideways.

The *Washington Post* actually covered the AFSA awards ceremony that year, which led to far more attention to the issue than the cable itself. I did realize that simply publishing would, in most cases, be more effective than the Dissent Channel, since the message would reach more people and be out for debate, not contained within a single office. Dissent Channel messages are handled by the Policy Planning staff, and there is wide discretion in how much attention they are given.

The AFSA awards program, by rewarding all avenues for dissent, can play an important role in encouraging officers to use whatever venue they believe

will get the most traction when they see something can be better. There is an extreme reticence among FSOs to publish and, frankly, an aversion to creative thinking that needs constant prodding. Where are the constructive FSO-produced memoirs of the Iraq and Afghan Wars to match the 20-plus accounts by military officers? Where is today’s Mr. X to fill the gaping hole left by the retirement of the containment doctrine? Or will it be Major X for this generation? ■

Keith W. Mines is currently political counselor at Embassy Tel Aviv, where he started his Foreign Service career. Prior to this posting he was the U.S. senior civilian representative and consul general in Mazar-e-Sharif, Afghanistan, overseeing U.S. assistance and outreach to the nine provinces of northern Afghanistan. Mr. Mines has also served in San Salvador, Port-au-Prince, Washington (Brazil Desk), Budapest, Ottawa and Mexico City. He has also done short tours in Mogadishu, Kabul, Anbar province (Iraq) and Darfur.

Diana Putman

William R. Rivkin Award, 2010

Regarding Women's Health in Africa

Briefly describe the dissent that your AFSA award recognized.

Secretary of State Hillary Rodham Clinton indicated that sexual and gender-based violence (known by the acronym SGBV) was a foreign policy issue in the Democratic Republic of the Congo early in her tenure, and requested that both the U.S. Agency for International Development and the Department of Defense consider how they could work with State on prevention and response activities for survivors of SGBV.

The four-star commander of the U.S. Africa Command agreed to assist when the assistant secretary of State for Africa asked him to. His military planners proposed two options: 1) send teams of military medical personnel to undertake fistula repair surgeries for women who had been violently raped; or 2) send teams out for one or two weeks to do psychosocial counseling.

I was an FS-1 USAID FSO embedded in AFRICOM, where I managed all their health and humanitarian programs. With



Diana Putman with participants in a USAID agriculture project in Bandundu Province, DRC, September 2012.

much of the SGBV in eastern DRC perpetrated by uniformed people—local armed groups, the army or the police—I felt that neither of these options would be well-received by the survivors, who were traumatized and would not welcome uniformed foreigners assisting them.

We ascertained that the U.S. military had no capability to undertake fistula repair and that psychosocial counseling of short duration across cultural and linguistic barriers would be of dubious value. But the military planners were convinced that the principals had insisted on a medical intervention. The planners were not easily dissuaded, and no one was willing to challenge the commander, including his two-star chief of staff. Even when the commander asked for an update at a senior staff meeting, the command surgeon and chief of staff remained mute.

I then stood up and proposed an alternative plan. I had already determined that we had funding that could be allocated for construction or rehabilitation of buildings that could be used by local organizations already providing services to SGBV survivors in the region. The commander thought for a few minutes, then approved my plan and my offer to go to DRC to establish the program.



Diana Putman, left, at a women's cooperative in Katanga, DRC, August 2012.

"I keep the award at home, where I can see it daily as I consider how best to continue to provide the field perspective."

—Diana Putman

While my dissent did not formally change any policies at AFRICOM, it helped uniformed and civilian personnel realize that it was important to propose appropriate interventions on the continent and not blindly follow orders from people with no experience in Africa.

What was the impact of the dissent and the dissent award on your career?

Soon after receiving the dissent award I found myself being congratulated by people at USAID who were impressed that I had stood up to a high-ranking military official. I know that I was not penalized for my actions: just six months later, I was named USAID mission director to the DRC. And the following summer, I was promoted into the Senior Foreign Service.

However, for the remaining year at AFRICOM, whenever I pushed back on misguided ideas, the generals would make critical remarks and remind me that I was not at USAID or State, where dissent was allowed. They tried to muzzle my responses, including during a Congressional Research Service review of our programs. However, my decision had a big impact on a number of uniformed personnel, who felt emboldened to push for what was right rather than immediately kowtow to authority.

I remain convinced that just because I did the right thing, I probably did not deserve any special credit. I have always felt that maintaining one's integrity is paramount, and I feel deeply privileged that AFSA recognized my dissent. I keep the award at home, where I can see it daily as I consider how best to continue to provide the field perspective during the sometimes challenging interagency discussions on the appropriate diplomatic and development agenda for the DRC. ■

Dr. Diana Putman is a career Senior Foreign Service officer who has been with USAID since 1983, serving in Indonesia, Tunisia, Tanzania and the regional USAID offices in Kenya and Jordan, as well as in Washington, D.C., with the Newly Independent States Task Force and the West-Bank Gaza Task Force. She also took leave to do research in Japan, received a master's degree in strategic studies from the U.S. Army War College, and served on detail from USAID to the U.S. Africa Command in Stuttgart for three years. She has received the Secretary's Award for Heroism (after the bombing in Dar es Salaam in 1998) and the Praxis Award for Applied Anthropology. She is currently USAID mission director in the Democratic Republic of the Congo.

Dean Kaplan

W. Averell Harriman Award, 2003

Regarding Nigeria and Extradition

Briefly describe the dissent that your AFSA award recognized.

In 2000, as a first-tour officer in Nigeria, I dissented on an extradition case. The government of Nigeria had generously offered the United States 48 hours to take custody of four criminal suspects whose extradition the U.S. had been seeking for five years. The United States accepted the offer, even though the full legal extradition process would not be completed.

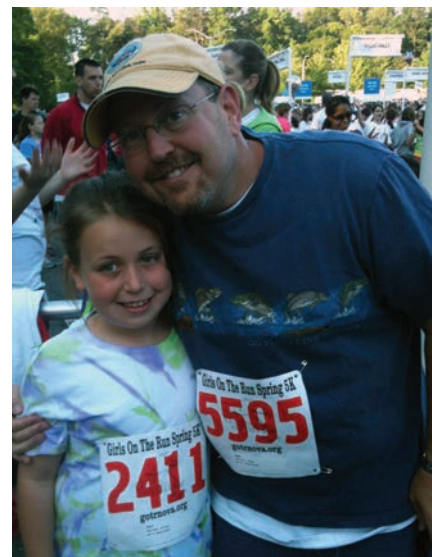
I questioned the wisdom of circumventing the judicial extradition process, asking how expediency in the area of law enforcement could be reconciled with the mission's explicit commitment to help Nigeria build greater respect for the rule of law.

Did your dissent lead to any change in policy?

It did. First, I argued the case through the embassy chain of command. When that did not succeed, I drafted a dissent cable arguing for a change of policy that would emphasize legal extradition as the means of access to criminal suspects in Nigeria. That cable was never sent, because with the arrival of our new ambassador came an opportunity to make my case again, and this time it was accepted and moved on to Washington. A new policy was in place by the time the next suspects were offered by the Nigerian authorities, and the full extradition process was completed.

What was the impact of the dissent on your career?

There was certainly no negative impact I could ascertain. That said, even had there been one, I would have done



Dean Kaplan with his daughter Aliya.

"[My dissent] certainly affirmed for me that I was working within an organization that valued my input, and welcomed varied perspectives."

—Dean Kaplan

it again. We are not cogs in a machine but drivers of the machine, and it is incumbent upon each employee to ensure to the extent possible that the actions of the organization are consistent with its values, which reflect the values of the country we represent.

What was the impact of the dissent award on your career?

Well, it certainly affirmed for me that I was working within an organization that valued my input, and welcomed varied perspectives. That is perhaps the single largest driver of morale, and the more that we can do to affirm that for our

colleagues, the healthier and more value-aligned we will be as an organization.

In hindsight, was dissenting the right choice?

Yes, constructive dissent was without a doubt the right choice. I had to stand by my values, and the values I perceived in the larger organization, and try to drive policy in that direction. In my specific case, our policy was unintentionally inconsistent, but that kind of inconsistency can really undermine our message. Moreover, it was a classic "ends justifying the mean" situation—and they don't.

How we do what we do is just as important as what we do, if not more so. Nevertheless, dissent never means undermining the organization or the decision, even when it goes in what you perceive to be the wrong direction. ■

Dean Kaplan joined the Foreign Service in 2000 and has served in Abuja, Kathmandu, Jerusalem and in the State Department's Office of Global Criminal Justice. He is currently the deputy director in the Visa Office's Office of Information Management and Liaison.

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André de Nesnera

F. Allen "Tex" Harris Award, 2003

Regarding VOA Reporting

Briefly describe the dissent that your AFSA award recognized.

I was honored to receive the 2002 Tex Harris Award while serving as news director for the Voice of America. The AFSA award citation sums up the reason for the award:

"VOA correspondents work under a congressional charter requiring them to be 'accurate, objective and comprehensive.' VOA's loyalty to that charter was put to the test when intense pressure from the Department of State and the Broadcasting Board of Governors/International Broadcasting Bureau

"We must continue to be objective, to present all sides of a story and to tell the unflinching, unvarnished truth."

—André de Nesnera

was put on VOA not to broadcast a news report that included excerpts from a post-9/11 interview with the Taliban leader, Mullah Mohammed Omar. Despite those pressures, Mr. de Nesnera authorized the release of the news report. His efforts to defend VOA's charter and preserve the integrity of its news broadcasts demonstrate the qualities of intellectual courage and constructive dissent that exemplify the spirit of the Tex Harris Award."

The VOA News Division also received the 2002 Payne Award for Ethics in Journalism from the University of Oregon School of Journalism and Communications, the only university bestowing such an award for individual journalists and news organizations.

In hindsight, was dissenting the right choice?

There is no question in my mind that dissenting was the right choice. The journalists in the news division of the Voice of America are guided by a 1976 charter that is public law and states, inter alia, that "VOA will serve as a consistently reliable and authoritative source of news. VOA news will be accurate, objective and comprehensive."

Our charter is the cornerstone of the work we do each day and must be defended when there are attempts to circumvent it. We must continue to be objective, to present all sides of a story and to tell the unflinching, unvarnished truth. That is

the basis of our credibility. We cannot permit anyone to spin a story, omit a fact, slant a viewpoint.

Over the years we have earned our reputation by our integrity. We maintain it by our honesty. Our worldwide audience of listeners and viewers knows when we're telling the truth and when we're not. ■

André de Nesnera has been with the Voice of America for more than 30 years, currently serving as senior analyst at VOA's Washington headquarters. He is responsible for political, military and strategic analysis of major news events. He opened VOA's Geneva bureau in 1984 and was elected president of the United Nations Press Association, a position he held for three consecutive one-year terms. In 1989 Mr. de Nesnera became the first VOA correspondent permanently accredited in the former Soviet Union. He then served as senior European correspondent based in London (1994-1998) and senior national security correspondent based in Washington, D.C. (1998-2000). From 2000-2004 he was VOA's news director; during his tenure he stewarded the newsroom's coverage of the 9/11 attacks and the beginning of the wars in Iraq and Afghanistan.

Edmund McWilliams

Christian A. Herter Award, 2003

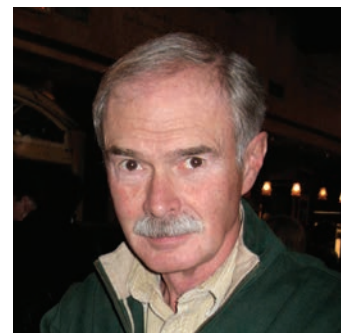
Regarding Military Aid to Indonesia

Briefly describe the dissent that your AFSA award recognized.

The award I received made reference to my close work with those who were not in the political, social and economic power structure. While not referenced, my several dissents while in Jakarta were all related to the U.S. military-to-military relationship with the Indonesian military. I believed that Embassy Jakarta had long avoided candid reporting on the Indonesian military, especially with regard to its human rights abuse, its lack of accountability and its corruption.

In hindsight, was dissenting the right choice?

Yes, I believe it was the right choice. The criminality of the Indonesian military became increasingly evident toward the end of my tour and in the follow-



Ed McWilliams.

"I believe that my dissent laid the groundwork for the U.S. government decision to suspend military assistance."

–Edmund McWilliams

ing months. Its great brutality in East Timor in 1999, following the decision of the people of East Timor to become independent of Indonesia, led the United States finally to suspend military-to-military cooperation.

Did your dissent lead to any change in policy?

I believe that my dissent laid the groundwork for the U.S. government decision to suspend military assistance.

What was the impact of the dissent on your career?

I received very critical employee evaluation reports that I believe were directly related to my dissent. I was, however, pleased to see all members of my team honored with well-deserved awards. I believe this was testament to an excellent political team.

What was the impact of the dissent award on your career?

The critical tone of my EERs while in Jakarta, coupled with very critical evaluations I had received as the result of my dissents while serving as special envoy for Afghanistan a decade earlier, led to the end of my Foreign Service career. I had one post-Jakarta tour in the State Department—as director for international labor in the Bureau of Democracy, Human Rights and Labor—where I received the Secretary’s Career Achievement Award. ■

During his Foreign Service career, 1975 to 2001, Edmund McWilliams served in Vientiane, Bangkok, Moscow, Kabul (periodically as chief of mission), Islamabad (as special envoy to Afghanistan, 1988-1989), Managua, Bishkek (as first chief of mission to open the embassy), Dushanbe (as first chief of mission to open the embassy), and Jakarta, as well as stateside in the department and as a diplomat-in-residence at the University of New Mexico. McWilliams now lives in White Oaks, N.M., while continuing human rights and environment advocacy work in Washington, D.C., and in New Mexico.

	<p align="center">Join FSYP & Speaker Rebecca Grappo for the Annual FSYP College Workshop</p>	
<p align="center">Saturday, Oct 12, 2013 11am to 1pm</p> <p align="center">at Oakwood Falls Church</p>	<p align="center">Description:</p> <p align="center">This is for parents and teens considering their overseas experiences as they prepare for the college search & application process. This is a rare opportunity to meet with Becky Grappo in person!</p> <p align="center">Topics to include issues specific to the Foreign Service Community Come with Questions and Leave with Answers!</p>	
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THE CASE FOR A PROFESSIONAL FOREIGN SERVICE

The long-term deterioration in the role of the Foreign Service that is already under way should be the subject of a public discussion that has not yet taken place.

BY THOMAS BOYATT, SUSAN JOHNSON,
RONALD NEUMANN AND THOMAS PICKERING

The comments we have received on our recent *Washington Post* opinion piece (“Presidents Are Breaking the U.S. Foreign Service”) were overwhelmingly positive. Most of the critiques we have seen were descriptive, dismissing the piece as divisive and elitist, and deeming it an attack on the Civil Service and political appointees.

But none of the critics have challenged our fundamental observations: that the presence of the Foreign Service officer corps in senior positions at the State Department has steadily shrunk, relative to other personnel categories, and that the Foreign Service’s input into the foreign policy process (and management of the department) has similarly declined.

Since the mid-1970s, the percentage of positions at the

Thomas D. Boyatt, a former ambassador to Colombia and Burkina Faso, and a former AFSA president, is president of the Foreign Affairs Council and chairs the Academy of American Diplomacy’s “Foreign Affairs Budget for the Future” project. Susan R. Johnson, a Senior Foreign Service officer, was AFSA’s president from 2009 to 2013.

Ronald E. Neumann, a former ambassador to Algeria, Bahrain and Afghanistan, is president of the American Academy of Diplomacy. Thomas R. Pickering served as ambassador seven times, including at the United Nations and in Moscow, as well as under secretary for political affairs.

assistant secretary level and above—i.e., under secretaries and deputy secretaries—held by FSOs at State has plummeted from about 60 percent to about 24 percent at the end of 2012. According to the State Department’s own figures (which depend on electronic data and begin 10 years later) measuring assistant secretary and equivalent positions, but not the more senior positions, the Foreign Service role has shrunk steadily from 44 percent of the positions in 1982 to only 25 percent of these positions in 2012. By either measure, the Foreign Service has been relegated to a distinct minority in the senior policy ranks at State.

While we do not claim expertise on the U.S. Agency for International Development, the situation for FSOs serving in Senate-confirmed positions there appears even worse, with only two USAID FSOs attaining such positions in the past decade.

The number of State FSOs serving as deputy assistant secretaries and in equivalent positions also appears to have suffered a decline. While the department has no electronic data available, those who were serving in the 1970s state that the overwhelming preponderance of DASs were State Foreign Service officers. Currently, FSOs occupy only 54 percent of such positions, a number that has remained basically consistent over the period for which the department has data.

A Wake-Up Call

The implications of these facts must be faced. Our intent in writing the *Washington Post* op-ed was, and remains, to issue a wake-up call about what we see as a long-term deterioration in the role of the Foreign Service. If that role is to be redefined, then that process needs to be explicit, public and the subject of a discussion that has not yet taken place.

The argument we are making is simple. The U.S. needs, and the Foreign Service Act of 1980 calls for, a strong, professional Foreign Service. That mandate requires attention to the Service’s role in the conduct of policy, just as it requires discipline, training and responsibility on the part of Foreign Service members. There is also a need for a strong and more flexible Civil Service, but the two systems are rubbing up against each other in unproductive ways.

These fundamental problems need to be addressed head-on, rather than massaged on the margins with significant political and policy issues left invisible in the public discussion. The growing number of political appointments reaching down into the Department of State and USAID is weakening the Foreign Service.

Only a truly merit-based, representative, professional corps can carry out American diplomacy and grow the broad leadership “bench” required to meet future needs.

To be clear, we are not protesting against non-career appointments, per se. Rather, the issue is one of scale and competence. Large numbers of non-career appointments at the senior and mid-levels in Washington, as is increasingly happening, drain the institution of its professional character, and give too much weight to political and partisan interests at the expense of advice gained from the conduct of diplomacy in the field. This compounds the longstanding problem of non-career ambassadors whose appointments, in many cases, are the result of a process of raising campaign funds—and often fail to meet the requirements laid out in the Foreign Service Act of 1980, as amended, regarding qualifications.

In addition, we must examine the requirements for achieving a first-class Foreign Service and nurture its strong role within the Department of State.

An Elite, but Not Elitist

Each of these issues requires a degree of explanation that the space constraints of a newspaper opinion piece regrettably precludes. First, however, we need to address the meaning of elitism vs. elite, a criticism generated by the earlier piece.

The former term describes a mental and social attitude suggesting an expectation of superiority, privilege and exclusion of others. That is not the Foreign Service we desire.

“Elite,” on the other hand, is an adjective describing organizations that have highly competitive requirements for entrance and advancement, and emphasize public service, maintain high professional standards and demand that members make the sacrifices necessary to gain objectives. But to say that any attempt to create and maintain an elite Foreign Service is “elitism” is to allow political correctness to run amok. For instance, one can believe that Seal Team 6 (the United States Naval Special Warfare Development Group) is an elite force without denigrating the rest of the U.S. Navy, or

implying that its members are snobbish, self-centered and uncaring.

An emphasis on professional excellence deserves to be addressed on its merits. The question for America should be whether it needs a specialized, responsive and dedicated Foreign Service meriting the appellation “elite”—and whether it now has one. We believe that the answer to the first question is yes, but the answer to the second is far from clear.

Congress certainly thought the United States needed a highly qualified and trained Foreign Service when it passed a series of Foreign Service Acts beginning in 1924, and continuing through the Foreign Service Act of 1980 (amended in 1986). That legislation declares that “a career Foreign Service, characterized by excellence and professionalism, is essential in the national interest to assist the president and the Secretary of State in conducting the foreign affairs of the United States.” A few of the many reasons for this conclusion include:

- The need to base policy on a sound understanding of risks and possibilities of success; an understanding that derives from knowledge of relevant cultures, history, languages, economics, attitudes, politics and personalities.

- The requirement for political understanding that can only come with sustained interaction in other countries and with other languages. For instance, effectively managing the Arab Spring requires such knowledge; we need to know who the new political victors are in Egypt and what is happening to the Muslim Brotherhood. Clearly, these vital questions cannot be answered only by English speakers or what we see on TV. This example applies to many other regions of the world.

- The need to cultivate personal contacts with senior foreign officials and persons of influence who can be regularly approached and persuaded of the usefulness and wisdom of American views. Even if such contacts do not change their views, it builds understanding of what we need to consider.

- The ability to garner support for American citizens and businesses that goes beyond delivering formulaic talking points, and is based on real knowledge of how to operate in a foreign context.

- The skills required to lead complex overseas missions staffed by dozens of federal agencies, keeping them coordinated and eliminating internal conflicts.

- Perhaps most important, the need for unvarnished, clear advice from ambassadors and their missions, as well as from highly experienced Foreign Service officers with recent overseas experience, who can apply what they’ve learned at State, the National Security Council and elsewhere in Washington.

Making the Foreign Service Truly Professional

By virtue of its members’ deep knowledge of international relations and the intricacies of operating overseas, as well as their understanding of the American system of government and domestic political realities, the Foreign Service should have a leading role in the management of foreign policy. This should not be confused with the ultimate authority to make foreign policy decisions, which the Constitution assigns to the president and senior officials appointed with the advice and consent of the Senate, both from the career and non-career streams.

But to carry out that function effectively, executive branch policymakers need the recommendations and warnings that come from professional practitioners of diplomacy. Thus, the distinction is between the unquestionable prerogative of the political leadership to decide policy and the practice of making political appointments in an institution required to provide expert, non-partisan professional advice for policy decisions.

One should also bear in mind that a great many day-to-day decisions, both in terms of policy formulation and implementation, are made at levels below those of senior policymakers in the offices and bureaus of the State Department.

We should also not ignore the fact that all of the world’s modern, historically successful diplomatic services have been professional. None have concluded that they could get by with consecutive groups of pulled together, ad hoc players.

If one accepts the need for a professional Foreign Service, it then makes sense to examine whether the ways it is trained and used fit the purposes for which it is needed.

The intent of Congress in passing the Foreign Service Act of 1980 was to strengthen the Service by: “Assuring, in accordance with merit principles, admission through impartial and rigorous examination, acquisition of career status only by those who have demonstrated their fitness through successful completion of probationary assignments, effective career development, advancement and retention of the ablest and separation of those who do not meet the requisite standards of performance.”

Our contention is that even though it is more essential than ever to strengthen and professionalize the Foreign Service, we are falling short of meeting that goal. Some of the reasons are external: budget shortfalls and the attendant inability to educate and train as required at either the entry- or mid-levels. But other conditions need attention, as well.

Many well-informed foreign affairs practitioners and

observers, including senior diplomatic and military leaders, have called repeatedly for an enhanced diplomatic capacity to meet the multiplicity of challenges our nation faces, from terrorism to climate change to health pandemics. The trend, however, has been in the opposite direction.

Top leadership positions at the Department of State, defined as those at the assistant secretary level and above, have grown from 18 in 1975 to 33 today. The percentage of such slots filled by career Foreign Service officers has decreased from 61 percent (11 positions) in 1975 to 24 percent (eight positions) at the end of 2012.

In 2012, the last full year for which we have figures, Foreign Service officers occupied just 59 percent of the 121 encumbered deputy assistant secretary and DAS-equivalent positions. Even when one adds those positions to the count, the career Foreign Service held just 48.5 percent of leadership positions at the Department of State in 2012. (Our figures do not include the Civil Service, which is a separate category.)

At USAID the situation needs study. There is currently just one FSO serving in the agency's 11 Senate-confirmed positions. However, USAID has recently created a handful of equivalently senior positions that do not require Senate confirmation, and most of those are generally filled by career FSOs. The balance needs examination, but we are not sufficiently knowledgeable to make a judgment.

Besides the preponderance of political appointees at senior leadership levels, the growing number of such appointments at increasingly lower levels at State and USAID adversely affects the development of the Foreign Service as a professional service. Foreign Service officers need access to domestic positions at those levels in which they would learn how to balance domestic and foreign policy imperatives in decision-making. Limiting the number of officers who gain extensive bureaucratic experience to match their field experience ultimately results in a smaller pool of officers competent to serve at the higher levels.

There will always be a place for talented outsiders, but having too many short-termers in top positions erodes the institution's ability to focus on the long-term requirements of developing the Foreign Service needed to conduct 21st-century diplomacy. Though there is a great deal that is new in today's diplomatic challenges, it is important to remember that there is little a 19th-century diplomat had to do that the Foreign Service is no longer responsible for today. Methods change and new tasks are added, but the traditional requirements for conducting state-to-state relations endure.

By virtue of its deep knowledge of international relations and the intricacies of operating overseas, the Foreign Service should have a leading role in the management of foreign policy.

The Foreign Service and Functional Policy Bureaus...

While the number of Foreign Service personnel in domestic positions in most regional bureaus in Washington has declined over the years, the Foreign Service now has only a minimal presence in the functional policy bureaus. For the Service to regain its traditional primary role in conducting foreign policy, especially in leading the interagency team at overseas missions, officers need to gain experience early on by taking on some of the jobs they tend to shun in the functional policy bureaus. Regional bureaus lacking Foreign Service personnel with functional policy, as well as technical expertise, are at a distinct disadvantage in the growing number of fields where such competence affects policy choices.

This is not to suggest changing or diluting the key role that experienced civil servants play in technical areas. But it is to point out that more and more jobs in the functional policy bureaus (and functional positions in regional bureaus) have been converted to Civil Service positions because Foreign Service personnel did not see them as career-enhancing.

This is an example of a problem that needs to be tackled in multiple ways: by encouraging Foreign Service officers to understand the importance of this work; changing promotion precepts to make clear such assignments are not a drag on promotion prospects; offering more educational opportunities; and, if necessary, by imposing a measure of Service discipline.

In a larger sense, this situation symbolizes how the assignments process itself needs to be treated as a more active part of long-term career development—one that goes beyond the focus on lining up the next job, and prioritizing assignments that enhance the chances of promotion, to acquiring the

experience required for senior Foreign Service positions. This advice has been offered repeatedly since the 1960s, but largely ignored.

Since the British seem to do this well, perhaps we should look there, and to our military, for ideas on reversing such shortsightedness. In a sense, it is the responsibility of the leadership within the State Department and the Foreign Service to recognize the importance of experience in functional policy bureaus, and to provide clear incentives or, at least, remove the disincentives. While the loss of career opportunities is one facet of the problem, the Foreign Service as an institution must strengthen its own professional integrity and discipline.

One solution would be a comprehensive review of position distribution between Civil Service and Foreign Service in the functional bureaus, and some functional positions in the regional bureaus. Foreign Service officers would benefit from experience in functional policy bureaus and, at the same time, the bureaus will be strengthened by having the perspectives and experience of these Foreign Service officers. The goal of the review would be to specify and recommend a Civil Service–Foreign Service job distribution reflecting the advantages of each. Expanding rotational programs for the Civil Service should also be considered.

...and the Civil Service

Today's Foreign Service needs a strong, positive partnership with the Civil Service, which offers invaluable technical expertise on issues ranging from administrative matters and arms control to climate change and trade. To say that everyone brings value to the system is undeniably true. However, that does not mean Foreign Service personnel cannot master these issues—much less that the two systems are the same or can be managed the same way.

Nor does it deal with the fact that political appointees are increasingly burrowing into the Civil Service, undercutting its meritocratic traditions. The replacement of the Civil Service exam with hiring mechanisms that tailor jobs to a particular candidate has opened the door to non-career employees hiring their associates—who then occupy positions on a permanent basis in a kind of stealth Schedule C exercise without the rigor and limits that have been attached to the formal process.

The State Department's inspector general recently flagged an extreme example of this abuse in the Bureau of International Information Programs and concluded that a "pervasive

The question for America should be whether it needs a specialized, responsive and dedicated Foreign Service meriting the appellation "elite"—and whether it now has one.

perception of cronyism exists in the bureau, aggravating the serious morale problem. One original consultant stayed on, becoming a GS-15 Civil Service employee. A second private-sector associate, originally hired as a Schedule B employee, also became a GS-15. One received a quality step increase award shortly afterward. In both cases, some of their duties fall well outside the scope of the responsibilities stipulated in their position descriptions."

Nor is the problem purely political. There are now multiple routes into the Civil Service for contractors, interns and Presidential Management Fellows. What these all have in common is the role of influence.

As important as subject-matter expertise is, civil servants also need to appreciate how their role fits into larger foreign policy issues and learn how to negotiate. Rotation of civil servants through a variety of jobs to gain such expertise is important and should be encouraged.

The problem is that once Civil Service personnel occupy domestic positions, most of them don't rotate out as they do from an overseas excursion assignment. The result is to remove rotational opportunities for the Foreign Service that are essential for teaching newer colleagues how to operate within the interagency process of Washington. We therefore need to establish a rational process for Civil Service rotations into domestic positions that is followed unless there are compelling reasons for an exception.

These problems are not new, of course. Structural flaws have crept into the personnel system at State, USAID and the other foreign affairs agencies over many years, and under the leadership of both political parties. In our judgment, however, these issues are generating friction between Foreign Service and Civil Service personnel. The vehemence with which some

have criticized us as “elitist” for publicizing this reality demonstrates the extent of this friction.

To point out that the Foreign Service is losing positions to the Civil Service, including many civil servants who began their government careers as political appointees, is to state a fact. Whether it is a problem is a matter for discussion. We contend that it is a problem for creating the truly exceptional Foreign Service the nation requires. The practice also hampers efforts to assemble the best possible mix of Civil Service and Foreign Service appointments, each with their specific needs and management requirements.

We also believe the Civil Service should enjoy more flexibility and mobility in carrying out its professional development. Some overseas experience is clearly a plus for those civil servants wishing to advance their careers. We are grateful to our many Civil Service colleagues who have volunteered for difficult and dangerous assignments, even in the absence of any requirement to be worldwide available or serve in hardship posts.

A Call for Review and Reform

Finding ways to strengthen both the Civil Service and the Foreign Service is excruciatingly difficult. That is why we believe these issues need to be addressed carefully and systematically, not simply by converting Foreign Service jobs into Civil Service ones that are very hard to convert back.

Perhaps it is time to consider setting up a specialized National Security Civil Service to better utilize the talents of current civil servants, while respecting the value of a Foreign Service that serves overseas and brings the knowledge it gains there back into the Washington policy process.

Only a truly merit-based, representative, professional Foreign Service can carry out American diplomacy and grow the broad leadership “bench” required to meet future needs. The Foreign Service’s structure, cone system and, especially, its professional education, training and assignments systems all warrant review. So, too, do the department’s twin personnel systems.

The board of the American Academy of Diplomacy is moving to develop a broad study of these subjects. Secretary of State John Kerry combines the understanding of having grown up in a Foreign Service family with the broad political perspective of his years in the Senate and his new stature as American’s most-senior diplomat. We believe he is well placed to lead a fundamental re-evaluation, and trust he will do so expeditiously. ■

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AFSA Awards Ceremony Honors Lifetime Achievement, Constructive Dissent and Exemplary Performance



PHOTOS BY DONNA AYERST

The Department of State's Benjamin Franklin Diplomatic Reception Room was filled to capacity on June 27, as AFSA presented this year's recipients of the 2013 AFSA Awards. At the podium, Theodore Lyng delivers his acceptance speech after receiving the William R. Rivkin Award for constructive dissent. Below, AFSA President Susan R. Johnson with Lifetime Contributions to American Diplomacy Award recipient Ambassador George W. Landau.

On June 27, with family members, colleagues and friends seated in the Department of State's Benjamin Franklin Diplomatic Reception room, AFSA President Susan R. Johnson opened the 2013 AFSA Awards Ceremony with an historical overview of AFSA's awards program and its purpose.

A LIFETIME OF SERVICE

Director General of the Foreign Service Linda Thomas-Greenfield congratulated this year's honorees and made special note of the accomplishments of Ambassador George W. Landau, this year's recipient



of AFSA's Lifetime Contributions to American Diplomacy Award. Thomas-Greenfield is a lifelong member of AFSA, and thanked the association for the important role the awards play in encouraging constructive dissent and exemplary performance.

Ambassador Thomas D. Boyatt, a previous winner of the Lifetime Contributions to American Diplomacy Award,

gave a comprehensive and laudatory introduction to his friend, colleague and mentor, Amb. George Landau. He presented an extensive history of Amb. Landau's Foreign Service career, highlighting his commercial and economic work in particular.

In accepting the Lifetime Contributions to American Diplomacy Award, Amb. Landau began by thanking all of those who assisted him throughout his many years of service to the United States. Despite being a "late-bloomer" into the Foreign Service, his assignments included ambassadorships to Paraguay, Chile

Awards continued on page 73

CALENDAR

9/2/2013
8:00 - 5:00 PM
Labor Day: AFSA Offices Closed

9/4/2013
12:00 - 2:00 PM
AFSA Governing Board Meeting

9/8/2013 to
9/11/2013
AFSA Road Scholar Program

9/20/2013 to
9/21/2013
AFSA Governing Board Off-Site

10/2/2013
12:00 - 2:00 PM
AFSA Governing Board Meeting

10/6/2013 to
10/11/2013
AFSA Road Scholar Program

10/13/2013 to
10/16/2013
AFSA Road Scholar Program

10/20/2013 to
10/24/2013
AFSA Road Scholar Program

11/6/2013
12:00 - 2:00 PM
AFSA Governing Board Meeting



The Foreign Service's DRI/Diplomacy 3.0 Generation

Ten years ago I joined the Foreign Service along with my fellow colleagues from the 115th A-100 class. We were part of former Secretary of State Colin Powell's Diplomatic Readiness Initiative, itself a precursor to Secretary Hillary Rodham Clinton's Diplomacy 3.0 hiring surge. Together this DRI/D3.0 generation now represents more than half of today's Foreign Service. I want to take a moment and reflect on this generation as part of my introduction to you as your new State Vice President on AFSA's Governing Board.

THE POSSIBILITY OF CHANGE

Mine is a Foreign Service generation shaped by 9/11 and a decade of war; the burst of the dot.com bubble followed by the global financial crisis; the explosion of social media and the empowerment of the individual; and greater acceptance and celebration of America's diversity. It is a generation willing to "think different," challenge conventions and embrace technology. It recognizes the catalyzing power of the individual, the sustaining power of the institution and the value of the coalition. It is a post-Cold War generation that believes change is possible—here and abroad.

It is a generation witnessing "The Protests Around the World," which *The Economist*

suggests may be just as significant as those of the years 1848, 1968 or 1989.

A WILLINGNESS TO SERVE

In spite of the change, this generation longs for intergenerational contact, seeking out the wisdom and experience of those who have come before. AFSA is an intergenerational connector, linking the current active-duty generation represented in the union's bargaining unit with the retired population of the professional association. It is a generation that has witnessed an attack on, and the decline of, organized labor, despite its past gains and the continued need for employee representation.

The idea of worldwide service still resonates resoundingly and many of us have answered the call to serve at unaccompanied posts. For several members of our Foreign Service family, that call would be their last. As the custodian of AFSA's Memorial Plaques in the C Street lobby of the Department of State, it is important that we honor those who have given their lives in service by preserving their memory.

AFSA: ADVOCATING FOR CHANGE

I joined AFSA the same day I joined the Foreign Service. I joined because I

fundamentally believe in the importance of a professional association and public-sector union for America's 15,000 active-duty diplomats. I joined knowing that AFSA would advocate for changes that would improve the Service at both a personal and institutional level, ensure that the system as a whole remained fair for me and my colleagues and represent me in the case that the department wittingly or unwittingly violated its own regulations. I ran for vice president as a new voice with new ideas for the union's leadership. I ran as a member of the DRI/D3.0 generation that recognizes that the time to "step up and lean in" is now.

AFSA: FULL-TIME IN HST 1251

Today, when I tell people about my current position, the vast majority of colleagues I talk to are surprised to learn that the position is full-time (I am detailed from the State Department to the union for two years); or that we have an AFSA office in the department, across from the Employee Services Center—in addition to our headquarters at 21st and E Streets NW.

At HST, we advocate policies that meet the overall interests of our membership, and assist Foreign Service employees with inquiries and

grievances. In department-speak, that means we clear on personnel regulations, policies and announcements; participate in working groups; and partner with offices, affinity groups and external third parties on projects and proposals.

I encourage you to think about how your office or organization might be able to partner with AFSA. Rest assured that we—the elected leadership and AFSA staff—are working full-time on your behalf, whether you have visited our offices or not.

LET US HEAR FROM YOU

In the campaign, I heard about your career and professional development, security and quality of work/life balance concerns. We have already begun addressing these issues with department management—you can track our progress at www.afsa.org/state. Please feel free to drop me a line at asadam@state.gov, or stop by my office at any time to let me know your concerns and ideas. I look forward to engaging you in this column (next month: career paths) and serving you as your State vice president for the next two years. ■



Views and opinions expressed in this column are solely those of the AFSA USAID VP. Contact: swayne@usaid.gov or (202) 712-1631

It's More than a Job, It's a Way of Life

I would like to begin my first column by expressing my appreciation for the many years of service my predecessor, Francisco Zamora, dedicated to AFSA. He is a true advocate for the Foreign Service and has accomplished much during his tenure. His article in the March 2013 issue of *The Foreign Service Journal* offers a glimpse of the many avenues of service he traveled as AFSA vice president. I am grateful for the opportunity and privilege to pick up the torch and continue to serve my fellow Foreign Service officers and retirees.

My relationship with USAID began more than 20 years ago and has taken me to Africa, the Middle East, Latin America, the Caribbean and, most recently, Washing-

ton, D.C. I have worked with USAID under various hiring mechanisms and proudly joined AFSA immediately upon becoming a Foreign Service officer in 2004.

OUR DEDICATED AND COMMITTED OFFICERS DESERVE TO BE SUPPORTED.

My respect for the Foreign Service began in Africa in the 1990s. As I worked alongside my USAID and other U.S. foreign affairs agency colleagues, I saw first-hand the significant results our efforts were achieving, experienced the challenges and the dangers and realized that our hard work contributed to making this world a bet-

ter place for generations to come. I was hooked.

Whether it's providing administrative and logistical support to a USAID mission or direct involvement in programs such as improving democracy and governance, eliminating hunger, promoting free enterprise, or improving health and education—the demanding and important work we do is more than a job, it is a way of life.

Our dedicated and committed officers deserve to be supported. Having spent much of my life in USAID, I've experienced the challenges of working overseas first as a single woman, then married with children and, now, as a divorcee with two teenagers. As gratifying as this career is, over the years, the lifestyle

struggles can run equally deep. Concerns over security, insufficient entry-level salaries, limited spousal employment opportunities, education challenges, inadequate medical care, protection/improvement of our benefits, budget cuts and limited training opportunities affect our lives and our families.

We have an extremely talented and motivated AFSA team, and I thank the membership for its support as the new Governing Board moves forth. The Board relies on our combined views and concerns and on those conveyed to us by AFSA members when determining where to focus our energy. Please do not hesitate to share what is on your mind by e-mail or a phone call. I very much look forward to serving you. ■

AFSA Begins Efforts to Further Reach Underserved Schools

NEWS BRIEF

Beginning this month, AFSA will be sending copies of its book, *Inside a U.S. Embassy: Diplomacy at Work*, to 500 lower-income and charter high schools around the country in hopes of interesting students in a Foreign Service career. This unprecedented outreach opportunity was made possible by a very generous donation to AFSA's Fund for American Diplomacy from Embassy Risk Management, located in Charlottesville, Va. The company provides international property and auto insurance tailored to the unique needs Foreign Service members.

Please see the October issue of *AFSA News* for an in-depth look at this project.

New Director of Communications Joins AFSA Staff

NEWS BRIEF



AFSA Welcomes Kristen Fernekes, our new director of communications. Kristen comes to AFSA after seven years at the Peace Corps, working in both the director's office and the office of communications. She most recently served as the deputy director of communications and manager of internal communications.

Previously, Kristen worked at the Center for Folklife and Cultural Heritage at the Smithsonian Institution and Design Literate, Inc., a creative firm she started with her husband. Kristen holds a degree in journalism from the University of Alabama.

Kristen can be reached at fernekes@afsa.org or at (202) 338-4045, ext. 516.



Views and opinions expressed in this column are solely those of the AFSA FCS VP.
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Fighting the Good Fight

As a long-time Commercial Service officer, I have served in Mexico, Spain, France and Senegal. Before going overseas, I ran the Commercial Service's Southern California U.S. Export Assistance Center and most recently, worked in the Baltimore USEAC and at the National Association of Manufacturers.

In addition to helping small and medium-sized firms enter foreign markets, I've passionately protected U.S. overseas investments and advocated on U.S. companies' behalf. Through our

Gold Key Matching Service, during Maryland Governor Martin O'Malley's 2011 trade mission to India, I helped to connect 17 U.S. companies doing international business with reliable partners there.

As far as issues go, the International Trade Administration consolidation and the effects that will have on promotions, flow through and the like, are paramount. The shape this "once-every-30 years" reorganization takes is critical to all of us, as it will affect exports, exporters, clients, officers, careers and the Commercial Service pro-

foundly for years to come.

Also on the radar is AFSA's continuing focus on Overseas Comparability Pay. In terms of salary, OCP is designed to place all federal employees posted abroad on an equal footing as those serving in Washington, D.C. You have my assurance that I will continue to advocate for this important "level-the-playing-field" initiative.

Finally, it should come as no surprise that we live in an era of sequestration. The forced downward trajectory of an agency's overall budget is now the law of the land.

By the time you read this, round two of sequestration may well be coursing its way through. As your VP (and previously as your Rep), I have been working hard to mitigate sequestration's worst effects. I will continue to do everything I can to help reverse this trend and advocate for increased budgets (including full funding of National Export Initiative) for the Commercial Service.

I hope you will join me in this effort by writing to your Congressperson early and often. ■



Views and opinions expressed in this column are solely those of the AFSA FAS VP.
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A New Term and New Opportunities

The start of my second term coincides with major changes in FAS. Our new administrator, Phil Karsting, has extensive experience working on Capitol Hill and in agriculture (going back to his upbringing in rural Nebraska) and has gotten off to a good start. However, there are some challenges ahead—principally, restoring employee confidence in the senior leadership.

Despite some outstanding individuals, collectively our leadership was ranked 277th

out of 290 agencies in the 2012 *Best Places to Work in the Federal Government*.

Further down the road, it looks likely that Congress will create a new undersecretary for trade and foreign agricultural affairs within the U.S. Department of Agriculture (assuming a Farm Bill is approved this year). This will likely involve some reorganization of trade activities at the USDA, possibly resulting in a new FAS structure. Should this happen, AFSA will need to track and provide

input for it as it develops.

With respect to specific goals for the next two years, most important is the need to develop greater transparency and predictability in the promotion process in order to enable clear career goals for FAS FSOs. This means revising and updating the promotion precepts in the AFSA contract and examining the process for deciding how many officers we need to promote each year to maintain a strong and vibrant Foreign Service.

We need to resist the urge to use the up-or-out personnel system as a way to cut agency costs. The focus should be on the original intent in the Foreign Service Act of 1980 that promotions be managed in a manner to ensure a "regular, predictable flow of talent upward through the ranks and into the Senior Foreign Service." Doing otherwise is a disservice to both the employees of FAS and the agricultural sector we represent overseas. ■



Views and opinions expressed in this column are solely those of the AFSA Retiree VP.
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WAE, Engaging Retirees and Protecting Benefits

First, I wish to express our deep appreciation for the service of my predecessor as the AFSA VP for Retirees, Mary Ellen Gilroy. Thanks, Meg, for all that you have done for retirees and for AFSA. As your new vice president for retirees, I would like to introduce myself by giving an overview of my Foreign Service career and offer a vision for my tenure.

After 27 years in the Foreign Service, I retired in 2007. My assignments included Monterrey, Tegucigalpa, Chennai, Budapest, Lagos and Brasilia, as well as the provincial reconstruction teams in Bamiyan and Herat, Afghanistan. In the department, I served in the Bureaus of Economic and Business Affairs; Oceans,

Environmental and Scientific Affairs; and the Office of the Special Adviser to the President and Secretary of State for Assistance for the Newly Independent States. My last assignment was on the Board of Examiners.

Since retiring, I have split my efforts between the Department of State and the private sector. My professional focus has been largely, but not exclusively, on Afghanistan during various When Actually Employed opportunities. So far, I have presented or facilitated courses at the Foreign Service Institute and at USAID, served as desk officer in the Bureau of Near Eastern Affairs, and am completing a temporary duty assignment in Erbil as I draft this column.

In general terms, I see three core areas for advocacy and action:

- The decision to move the WAE program to a central registry is long overdue, but a step in the right direction. This should make it easier for retirees to identify possible assignments, while realizing some savings for the department. However, unless the process is transparent and fair, it will not be enough. Changes to the WAE strictures concerning pay and the caps on hours worked should be our ultimate goal.
- AFSA membership among retirees is distressingly low. It is the responsibility of all retiree members to encourage our colleagues to join. A major falloff occurs during the final checkout process,

as new retirees are unaware that AFSA membership must be proactively renewed—this happened to me. So far, the department has not made changes to this process.

- Finally, retirees need to protect their own benefits. Most serious, perhaps, is the pernicious rise in health care expenses, which are out of proportion to any cost-of-living increases for retirees. For this, we need to help AFSA maintain pressure on Capitol Hill and the administration.

Thank you in advance for your support and guidance. Feel free to share your ideas, critiques, complaints, comments and casual observations. I look forward to working with AFSA's Governing Board and professional staff on your behalf. ■

SPEAKER SERIES

Divorce in the Foreign Service: Pitfalls, Issues and Regs

BY DONNA AYERST, AFSA NEWS EDITOR

On July 30, AFSA hosted the sixth installment of its Speaker Series on Federal Benefits. AFSA and the Department of State's Divorce Working Group presented a seminar and panel discussion on the sensitive yet important topic of divorce in the Foreign Service.

Susan Frost, director of the Family Liaison Office, moderated the panel discussion, which featured Daniel Hirsch, management officer and former AFSA State vice president; Elizabeth Royal, work-life specialist; Jacqueline Long, chief policy adviser of the Office of Retirement; and Sharon Zarozny, founder of Brilliant Exits LLC, a divorce consulting and support group.

Divorce is something that happens to almost 50 percent of marriages. In most cases, it is a difficult process at best. It can be financially devastating, it can wreck one's self esteem, and we haven't even mentioned the kids, which can be the most

heart-wrenching aspect of it all.

But it doesn't have to be all-out war. If marriage therapy fails and divorce is the only alternative, many couples turn to mediation, rather than heading straight to a lawyer.

Of course, this presumes that you have access to services—in Kinshasa, or Caracas, or Kathmandu? Yes, a divorce in the Foreign Service is a different animal all together.

The resource experts that comprised AFSA's panel shared some very good suggestions. But the one bit of advice they all agreed as most important: time your separation between tours.

Most of the discussion focused on the many Foreign Service regulations that make your divorce different than your cousin's in Kansas. The event provided time for questions and the opportunity to understand some of the more arcane regulations.

Divorce continued on page 83

2013-2015 AFSA Governing Board Assumes Office

On July 15, AFSA's Governing Board for the 2013 to 2015 term took office. We are proud to introduce the officers and representatives who will be hard at work on your behalf. Board meetings take place on the first Wednesday of every month from noon to 2 p.m. at AFSA headquarters, 2101 E St., NW, Washington, D.C. Meetings are open to any regular member.



ROBERT J. SILVERMAN, PRESIDENT

Bob is a Senior Foreign Service officer with 24 years' experience. Overseas, he has been DCM in Stockholm; political counselor in Tel Aviv; economic counselor in Riyadh and Baku; deputy economic counselor in Ankara; political

officer in Cairo and Jerusalem; and a Provincial Reconstruction Team leader in Tikrit. In Washington, Bob served as the director of State's Iraq Reconstruction and Economic Affairs Office, and as a senior adviser on global and functional affairs in the Bureau of Legislative Affairs. He graduated from Princeton University with a Bachelor of Arts and Master of Public Administration, and a J.D. degree from the University of Michigan Law School. He practiced corporate law at the Los Angeles firm of Troy & Gould for three years before joining the Foreign Service. Bob and his spouse, Young-Mi, have three grown children.



ANGELA DICKEY, SECRETARY

Angela Dickey joined the Foreign Service in 1988. She was the deputy chief of mission in Vientiane until she became an interagency professional in residence at the U.S. Institute of Peace in October 2012. Dickey is an expert

on Southeast Asia politics and history. In addition to being twice posted to Laos, she has served in Vietnam, Yemen, Mauritania and Canada. Domestically she has served as office director for Maritime Southeast Asia; director for Indonesia and East Timor; deputy director for Philippines, Malaysia, Brunei, and Singapore; desk officer for Philippines; and desk officer for Iraq. Dickey earned a bachelor's degree from Berry College, a Master of Science from Georgetown University and a Master of arts in journalism from the University of Maryland.



AMBASSADOR CHARLES A. FORD, TREASURER

Amb. Charles A. Ford (retired) served in Western Europe and Latin America with the Foreign Commercial Service. He was commercial minister in London and in Brussels at the U.S. Mission to the European Union. From

2005-2008 he was ambassador to Honduras, and later served as adviser to the Combatant Commander, U.S. Southern Command. His last assignment was acting assistant secretary/director general of the Foreign Commercial Service. An AFSA member since 1982, he previously served on the 2003-2005 Governing Board as FCS VP.



MATTHEW ASADA, STATE VICE PRESIDENT

Matthew Asada is a fourth-generation Japanese-American and third-generation public servant from Detroit. He has served overseas in border posts in South Asia (Kolkata, Kunduz, Lahore) and Europe (Munich). Domestically, he was a staffer for Ambassadors Richard Holbrooke

and Marc Grossman as they sought a political settlement to the conflict in Afghanistan. As an APSA congressional fellow with Congressman Gary Peters, D-Mich., Matthew worked to facilitate greater trade and travel through the Detroit-Windsor corridor. He graduated from the London School of Economics and the University of Pennsylvania, and speaks fluent German.



SHARON WAYNE, USAID VICE PRESIDENT

Sharon has spent most of her career as a contracting officer, ensuring the effective and fair obtainment of her colleague's programmatic needs. She has also served as director of the Office of American Schools and Hospitals

Abroad and as an assignments and performance counselor in USAID's Bureau of Human Resources. Her past experience will easily transfer to supporting the needs of her fellow FSOs in AFSA. Before joining the Foreign Service, she served with the Peace Corps. A University of Maryland graduate, Sharon lives in Annapolis, Md., with her teenage children, Angela and Jesse.



STEVE MORRISON, FCS VICE PRESIDENT

A longtime Commercial Service officer, Steve Morrison served in Mexico, Spain, France and Senegal. In addition to working with small and medium-sized firms to enter foreign markets,

Steve has worked closely with U.S. firms to protect overseas investment and advocate on their behalf. Steve has produced and/or coordinated numerous Commercial Service market entry products and services—most recently, 17 Gold Keys to India as part of Maryland Governor O'Malley's recent trade mission there. Steve ran the Commercial Service's Southern California domestic office and has worked in the Baltimore office. He has worked on Capitol Hill, in the Pentagon and spent eight years in the Office of the Secretary of Commerce. Steve has a B.A. from Kalamazoo College, master's in public policy from the University of Michigan and has completed Ph.D. coursework at the Institute for Diplomatic and Strategic Studies in Paris. He is married and has one child.



DAVID MERGEN, FAS VICE PRESIDENT

David Mergen has been vice president for FAS since 2011, when he returned to Washington from an assignment as agricultural counselor in Buenos Aires. His other overseas assignments have included Colombia, Spain and

the U.S. Mission to the World Trade Organization in Geneva. In Washington he participated in the Uruguay Round WTO negotiations and worked on monitoring and enforcing trade agreements. He has a master's degree in agricultural economics from the University of Missouri and grew up on a cattle and grain farm in Missouri.



LARRY COHEN, RETIREE VICE PRESIDENT

Following a 27-year career, Larry retired from the Foreign Service in 2007. His overseas tours included Monterrey, Tegucigalpa, Chennai, Budapest, Lagos and Brasilia, as well as Provincial Reconstruction Teams in Bamiyan

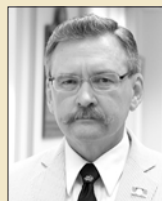
and Herat, Afghanistan. In Washington, Larry served in the bureaus of Economic and Business Affairs; Oceans, International Environmental and Scientific Affairs; and Human Resources, as well as the office of the Coordinator for Assistance to the New Independent States. Larry established a business and training consultancy and is vice president of a start-up. He has done When Actually Employed work.



CLAYTON BOND, STATE REPRESENTATIVE

An alumnus of the Thomas R. Pickering Graduate Foreign Affairs Fellowship, Clayton Bond entered the Foreign Service on September 10, 2001. He is a mid-level officer in the Bureau of African Affairs. Besides two previous assignments in Washington, D.C., Clayton has served in Colombia,

India, Singapore and Jakarta. He is the author of *Djakarta Djournal: Adventures of a Diplomatic Spouse in Indonesia*, and is working on a photographic exhibition of the beauty that still exists in his hometown of Detroit. He is married to Ted Osius, also a Foreign Service officer.



EVERETT "ALEX" COPHER, STATE REPRESENTATIVE

Everett "Alex" Copher, an Information Management Specialist, began his Foreign Service connection in December 1979 as a Marine Security Guard in Sri Lanka and Colombia. Following college, he joined the

Foreign Service in July 1989 and served in Accra, Asuncion, Almaty, Bogota, Lilongwe, Kathmandu, Rangoon, Yerevan and Georgetown, with TDY assignments in Freetown, Buenos Aires and Bishkek. Alex currently serves in the Bureau of Information Resource Management's Office of External Affairs as a coordinator handling Department of Defense information and communication technology issues.



TODD CRAWFORD, STATE REPRESENTATIVE

Currently serving on the Benelux Desk, Todd began his Foreign Service career with a consular tour in Yemen. His interest in international affairs stems from his curiosity about the world and its people, an abiding faith that

we can always do better, and a deep-seated commitment to endeavor to make it so. Todd is a co-founder of the Young Diplomats Network, which fosters closer social and professional ties in the diplomatic community among young diplomats, and those who are young at heart, in Washington, D.C.



CHUCK FEE, STATE REPRESENTATIVE

Chuck Fee joined State in 2010, along with his wife, FSO Heather Ward. Together they are a Generalist-Specialist tandem couple. He wants AFSA to become a more forthright advocate for Entry Level Professionals, particularly on issues faced by new parents.



**KENNETH KERO-MENTZ,
STATE REPRESENTATIVE**

Ken joined the Department in January 2000 and has served in Rio, Washington, Berlin, Baghdad, Colombo, and is currently a Pearson Fellow in the office of Congressman David

Cicilline, D-R.I. He also served a year as Kosovo desk officer at the German Foreign Office through the Fellowship of Hope program. In 2009, Ken was named AFSA Post Representative of the Year while serving in Berlin. He is also the president of Gays and Lesbians in Foreign Affairs Agencies. Ken married in Berlin in 2008.



**ELISE MELLINGER,
STATE REPRESENTATIVE**

Elise Mellinger is a mid-level political officer and cultural anthropologist. An FSO since 2003, she has served as a consular officer in Mumbai, a political officer in Jakarta and as a Cyprus desk officer. After completing

an FSI Economics Training course and serving on temporary duty as a visa officer in Singapore, Elise is now at the Senate as a Pearson Fellow. She speaks Hebrew, Indonesian, Hindi and Korean. Married with one daughter, Elise is committed to working toward a professional Foreign Service which excels at diplomacy while allowing for work-life balance.



**NANCY RIOS-BROOKS,
STATE REPRESENTATIVE**

Nancy Rios-Brooks is from Puerto Rico. Her husband, David Brooks, is a political officer, are a tandem couple. She joined the Foreign Service in 2001 as a General Services officer. Nancy has served in San Salvador, Managua,

Lima, Sao Paulo, Bangui, Ouagadougou and Malabo. Nancy currently works for the Travel and Transportation Branch in the department. Before serving, she was an assistant professor at Springfield College in Massachusetts. Nancy earned an Ed.D. from the University of Massachusetts/Amherst in 1992. She speaks Spanish and Portuguese and has studied Polish and French. She and David have three children: Fernando, Jack and Elisabeth.



**SUE SAARNIO,
STATE REPRESENTATIVE**

Sue Saarnio is a senior economic officer with 27 years of experience in the Foreign Service. She most recently served as Minister Counselor for Economic Affairs at the U.S. Embassy

in Ottawa responsible for the bilateral economic, trade, energy and environment relationship. She has served in Mexico, Panama and Nicaragua and Jerusalem. Prior to her government service, she worked as journalist. She is an advocate of flexible work arrangements and worked for four years in two different bureaus in job share arrangements. She is married and has two teenage children.



**MICHAEL D. THOMAS,
STATE REPRESENTATIVE**

Michael has been a Foreign Service officer and AFSA member since 1991, serving in Guyana, Portugal, Laos, India, and again in Guyana as deputy chief of mission. An FS-1 consular-cone officer, he is currently director of the

Special Issuance Agency. He has also worked in the Bureau of African Affairs and served on the Board of Examiners for the Foreign Service. A graduate of the Massachusetts Institute of Technology, Michael taught at the University of Sierra Leone's Institute of Public Administration and Management as a Peace Corps Volunteer. Michael's family have experienced tropical diseases, surgery, pregnancy, birth, floods, termite infestation, hostile surveillance, critical security threats, and medical and security evacuations while accompanying him abroad in service to our country.



**LILLIAN WAHL-TUCO,
STATE REPRESENTATIVE**

Lillian Wahl-Turco is a mid-level consular officer who has served in Paris and Skopje, done a bridge assignment on the Iceland/Denmark desk, and is currently the Czech desk officer in EUR/CE. She also serves on the Executive

Board of the Balancing Act at State promoting work-life balance issues. Prior to joining the Foreign Service, Lilly worked in the nonprofit sector in refugee repatriation and at a World Affairs Council. She is married to a Civil Service officer and has a son.



**DAVID ZWACH,
STATE REPRESENTATIVE**

David Zwach has been a Security Engineering Officer since 1987. Now an operations chief in the Technical Security and Countermeasures Branch of the Bureau of Diplomatic Security, he previously served as chief of the

Information Assurance Branch at the Diplomatic Security Training Center. Dave also served as the officer-in-charge at the Engineering Services Center in Abu Dhabi, and the branch chief for the Field Support Branch and Quality and Liaison Branch. Oversea, Dave served in New Delhi, Frankfurt and Abu Dhabi and has travelled on TDY to more than 50 countries. Dave served on the 2011-13 AFSA Governing Board and was an AFSA post rep in Frankfurt and Abu Dhabi. He was AFSA's 2010 winner of the F. Allen "Tex" Harris Award for his work to create tenure certificates for all tenured FS specialists.



**ANDREW LEVIN,
USAID REPRESENTATIVE**

Andrew Levin has been an AFSA member since he joined USAID in 2001. He has served in Nigeria, Mozambique and Zambia. He leads efforts to promote adoption of promising agriculture technologies through the Feed

the Future Initiative in USAID's Bureau for Food Security. His international experience began as a Peace Corps Volunteer in Honduras. He has worked for an NGO implementing development programs in Russia, Ukraine and Moldova. Prior to joining USAID, he was in USDA's Foreign Agricultural Service, and was a union steward and vice-president in the civil service.



**JASON SINGER,
USAID REPRESENTATIVE**

Jason Singer started his USAID "career" in Zaire (now the Democratic Republic of the Congo) in the 6th grade when his father, a USAID Foreign Service officer, was posted to Kinshasa. Jason joined USAID in 2003, serving in Jakarta from 2005 to 2009 and later in USAID/Washington's Budget and Resource Management office. Currently on detail to the U.S. Executive Director's Office of the World Bank, prior to joining the Foreign Service, Jason held positions with the U.S. Treasury Department, the National Security Council staff, the African Development Bank in Tunis, DAI, Inc. and Price Waterhouse.



**BARBARA FARRAR,
FCS REPRESENTATIVE**

Barbara Farrar (formerly Lapini) is currently serving as a Commercial Officer in the U.S. Export Assistance Center in Baltimore. She recently returned from an overseas assignment as senior commercial officer

in Bulgaria. Barbara joined the U.S. Commercial Service in 1996 and served as head of the office in Florence, Italy. She has also worked for the deputy undersecretary of Commerce for international trade and at the Trade Information Center. Barbara holds degrees from the Johns Hopkins University School of Advanced International Studies and Middlebury College.

**VACANT
FAS REPRESENTATIVE**



**ANDRÉ DE NESNERA,
IBB REPRESENTATIVE**

André de Nesnera is the International Broadcasting Bureau representative on the AFSA Governing Board. He has been with the Voice of America for more than 30 years. A former VOA news director, he is currently a senior

analyst at VOA's Washington headquarters. He opened VOA's Geneva office in 1984 and in 1989 was its first VOA correspondent permanently accredited in the Soviet Union. He also served as senior European correspondent, based in London. In 2002 he received the F. Allen "Tex" Harris award for constructive dissent.

**VACANT
APHIS REPRESENTATIVE**



**MARSHALL ADAIR,
RETIREE REPRESENTATIVE**

Marshall Adair retired from the Foreign Service in 2007 after serving 35 years in Europe, Africa and Asia, mostly in and around China. In Washington, he worked first in EB and later in EUR, where he was deputy assistant secretary under Richard

Holbrooke. He also held political Adviser positions in Bosnia and with the Special Operations Command; and was AFSA President from 1999-2001. In 2012, he published a memoir, *Watching Flowers From Horseback*.



AMBASSADOR DAVID GREENLEE, RETIREE REPRESENTATIVE

Amb. David Greenlee retired from the Foreign Service in 2006 after a 32-year career. He was ambassador to Bolivia (2003 to 2006), ambassador to Paraguay (2000 to 2003) and held ambassador rank as the U.S. delegate

and chair of the Israel-Lebanon Monitoring Group (1996 to 1997), among other postings. Prior to joining the State Department, he was a U.S. Army lieutenant during the Vietnam War, and a Peace Corps Volunteer in Bolivia. He is also on the boards of the American Academy of Diplomacy and DACOR.



F. ALLEN "TEX" HARRIS, RETIREE REPRESENTATIVE

Bookworm; All State Texas basketball player 1956; Princeton Politics-Philosophy 1960. World backpacker 1960-63; Univ. Texas Law 1965; FS 1965-1999; Named "Forrest Gump of the FS" by National Journal; Battles fought

(some won): JO member AFSA Young Turk Board; Identified for "selection out" for HRts work re disappeared Argentina 1975-77 (later awarded AFSA Rivkin & State Distinguished Honor Awards & AFSA Dissent Award named); 1st fired EPA for CFCs work; Started State Emergency Operations unit; Anti Apartheid Work 9 years; AFSA Lawyer for union elections, drafting L/M EO and Grievance Legislation; 2x AFSA Prexy & 3x Secretary; Grandpa; Skins fan.



AMBASSADOR EDWARD MARKS, RETIREE REPRESENTATIVE

Although an Economic Officer, Edward Marks worked in all the cones in his 38-year Foreign Service career. He spent much of his early years in Africa affairs (and later was ambassador to Guinea-Bissau and Cape Verde),

but also worked in cultural affairs, counterterrorism (deputy coordinator), and International Organizations (U.S. representative to ECOSOC). Since retiring, he has been active in AFSA and DACOR in addition to lecturing, consulting and writing. He is a graduate of the Universities of Michigan (B.A.), Oklahoma (M.A. in economics) and the National War College, and is currently director of the Simons Center for Interagency Coordination. ■

A New Tradition Begins For Lifetime Award Recipients

With this year's ceremony honoring the AFSA Awards recipients, a new tradition has begun. All past, present and future recipients of the Lifetime Contributions to American Diplomacy Award will receive a specially designed lapel pin. The award honors those who have dedicated their lives to diplomacy in service to the United States.

The story behind the pin began with Perri Green, AFSA's coordinator for special awards and outreach. When thinking about ways how AFSA could further recognize the life-



Ambassador George Landau's lapel displays the newly-minted pin honoring AFSA's Lifetime Contributions to American Diplomacy recipients. This year's award ceremony marked the first time the pin was given.

time award recipients, she approached AFSA staff with her idea of commissioning a design for a special pin.

As luck would have it, Perri was put in touch with Gina Sherman of the venerable Washington,

D.C. jewelry store, the Tiny Jewel Box. The family-run shop opened in 1930 during the Great Depression, and has been an icon ever since. After discussing the idea of the pin with Sherman, the Tiny Jewel Box graciously agreed to design the pin—with their compliments.

The unique pin incorporates AFSA's seal, surrounded by an eagle, with the name of the award below. During the ceremony, three of the beautiful pins were given to three men who indeed exemplify service: Ambassador George Landau, this year's recipient; Ambassador L. Bruce Laingen, who received the award in 2010; and Ambassador Thomas D. Boyatt, the 2008 recipient of the prestigious award.

AFSA is proud of the dedication and commitment of the men and women of the Foreign Service, and we are grateful for the role we play in recognizing their accomplishments. We thank the Tiny Jewel Box for their support in this endeavor and are appreciative of their generosity.

For more information about AFSA's award program and to view the ceremony online, please visit www.afsa.org/awards. For more on the history of the Tiny Jewel Box, please visit www.tinyjewelbox.com. ■

AFSA Awards Ceremony

Continued from page 63

and Venezuela. He shared his uniquely American history as an immigrant who arrived in this country with little, yet had the privilege of enjoying great success in the United States. A profile of Amb. Landau is on page 24.

A JOB WELL DONE

Dr. Mette Beecroft, president emerita of the Association of the American Foreign Service Worldwide, presented Leah Evans with the Avis Bohlen Award, which honors the accomplishments of a Foreign Service family member whose relations with the American and foreign communities at post have done the most to advance the interests of the United States. While posted to Kyiv, Evans created the website, "Kids in Kyiv," which brings together the local and expatriate communities. A profile on Leah is found on page 77.

President Jon Clements, of Clements Worldwide and son of Juanita Guess, presented the M. Juanita Guess Award to two Community Liaison Office Coordinators who have demonstrated outstanding leadership, dedication, initiative or imagination in assisting official Americans and their family members serving at an overseas post. Elizabeth Jenkins received the award for her ability to serve her community in the difficult and dangerous environment that is Caracas. Jessica McVay helped her com-



On June 27, award recipients and presenters gather in the Benjamin Franklin Diplomatic Reception Room. (left to right) Amb. Tom Boyatt; Amb. George Landau, recipient of the Lifetime Achievement in Diplomacy Award; Jessica McVay, recipient of the M. Juanita Guess Award; Jon Clements; Elizabeth Jenkins, recipient of the M. Juanita Guess Award; Mette Beecroft; Amb. John Limbert; Leah Evans, recipient of the Avis Bohlen Award; Hon. Robert S. Rivkin; Theodore Lyng, recipient of the William R. Rivkin Award; Brian Beckman for James T. Rider, recipient of the W. Averell Harriman Award; Mikkela Thompson, recipient of the Delavan Award; and Amb. William Harrop.

munity endure a six-month evacuation from Khartoum. Profiles of Elizabeth and Jessica are on pages 78 and 79.

The Nelson B. Delavan Award recognizes the work of a Foreign Service Office Management Specialist who has made significant contributions to office effectiveness and morale beyond the framework of his or her job responsibilities. Ambassador William Harrop presented the award to Mikkela V. Thompson, who helped to create positive changes not only within the office, but throughout the mission in Dhaka as well. Mikkela's profile is on page 76.

CELEBRATING DISSENT

Johnson highlighted the history and significance

of AFSA's dissent awards, and the critical role dissent plays in the Foreign Service. This year, two awards were bestowed on individuals who were selected for their courage, intelligence and insistence on seeing through a change in policy that each recognized as flawed. They expressed their dissent in a methodical, constructive and relentless way, while presenting a well-thought-out alternative.

Ambassador John W. Limbert, former president of AFSA and chairperson of the Awards Committee, reiterated the idea that dissent is necessary to maintain a healthy institution. While posted to Caracas, James T. Rider—this year's winner of the W. Averell Harriman

Award for an entry-level Foreign Service officer—challenged a crucial piece of U.S. law that he felt resulted in U.S. citizenship being given to children abroad who would not have qualified had their parents applied in the U.S.

Amb. Limbert presented the award to Brian Beckman on Rider's behalf. "It is important for people to take the time to recognize their peers when recognition is due," Beckman quoted from Rider's prepared remarks. A profile on James Rider follows on page 75.

The Honorable Robert S. Rivkin presented the William R. Rivkin Award for a mid-level Foreign Service officer to Theodore Lyng for his steadfastness in pushing the embassy to change a long-standing policy, which was inhibiting improving relations with the Muslim community in Indonesia. Lyng's profile is on page 74.

NOMINATE SOMEONE

In closing the ceremony, Susan Johnson emphasized the importance of dissent and how critical it is for people to take the time to nominate a deserving colleague. The more than 200 members of the audience then dispersed to raise a glass of champagne in honor of this year's winners.

You may view the ceremony at www.afsa.org/AFSAVideos.aspx. ■

Profiles of award winners compiled by Donna Ayerst.

AFSA CONSTRUCTIVE DISSENT AWARDS: THE WILLIAM R. RIVKIN AWARD FOR A MID-LEVEL FOREIGN SERVICE OFFICER

Ted Lyng's Persistence Wins Broad Government Support

Before Theodore Lyng arrived in Jakarta, the embassy's previous attempts to engage Muslim civil society, though well-intentioned, systematically left out conservative Muslim leaders. Drawing on his lessons learned during his previous assignments in Indonesia, as well as excellent language skills, Mr. Lyng quickly identified this dynamic as something that needed to be changed.

PROMOTING DIALOGUE

He effectively and persuasively pointed out that interfaith dialogues, without the participation of conservative Muslim leaders, would only result in the United States preaching to the choir. Promoting a dialogue of tolerance to liberal and moderate Muslim groups, he argued, would not change the minds of the people we most wanted to influence; moreover, the embassy would, in effect, be taking sides in an internal, ideological debate among Indonesia's Muslims. Interfaith dialogue conducted under such circumstances would limit, not expand, the number of groups with which the embassy could interact, the opposite of Secretary of State Hillary Rodham Clinton's goal to create deeper and broader relationships



Ted Lyng (left) receives the William R. Rivkin Award from the Hon. Robert S. Rivkin for his courage, creativity and persuasion skills in convincing others of the need for a change in policy.

with civil society through faith-based outreach.

ENGAGING COMMUNITIES

"As a religious person myself, I thought it was important to engage religious communities," Ted comments. "In relatively few countries do devout religious communities worship largely peacefully side-by-side, with mutual respect and tolerance. I am proud to be a citizen of one such country who serves in another."

Through countless e-mails, meetings and official communications with the department, Mr. Lyng won

broad U.S. government support for building bridges to non-traditional and conservative Muslim interlocutors. For him, every embassy reception, lunch, and dinner was an opportunity to get a conservative Muslim on the guest list, thereby extending our reach to that community.

ONE AT A TIME

Every call for nominees for an International Visitors Leadership Program exchange was another opportunity to send a conservative Muslim activist to the United States—and perhaps change his or her views a little. Countering the radical narrative directly, one Indonesian at

a time if necessary, was Mr. Lyng's strategy.

As a result of Ted's tireless efforts to remind and persuade the State Department's leadership that there is a need to engage with all groups within Muslim civil society, the embassy has greatly enhanced the breadth and depth of its ties in the world's largest Muslim-majority nation.

CREATING LINKAGES

Such linkages are keys to developing meaningful people-to-people bonds between the United States and Indonesia, helping to bring about the two-way understanding that breaks down barriers. Mr. Lyng's efforts to change embassy policy will have long-lasting effects on popular attitudes.

Ted is quick to credit the support of the entire Jakarta political section "as crucial to my success." When asked what the award means to him, he responded, "I appreciate all the awards I have received, but I treasure only two: the Rivkin Award that I have just won and a simple letter of appreciation I received for my work supporting peace in Aceh between 2000 and 2003." ■

ALL AWARDS CEREMONY PHOTOS BY DONNA AYERST

AFSA CONSTRUCTIVE DISSENT AWARDS: THE W. AVERELL HARRIMAN AWARD FOR AN ENTRY-LEVEL FOREIGN SERVICE OFFICER

Speak Up, Dissent and Argue: It's What James T. Rider Did

Between August 2010 and July 2012, James Rider and his supervisor, Shane Myers, both FSOs in Caracas, respectfully and repeatedly dissented with lawyers in the Office of Overseas Citizens Services over the Department of State's interpretation of the Child Citizenship Act of 2000 as implemented via 7 FAM 1159.1.

The Child Citizenship Act grants citizenship to children of U.S. citizens whose parents cannot otherwise transmit citizenship to them. Mr. Rider unearthed fundamental differences in their interpretations of the CCA between the department and the U.S. Citizenship and Immigration Services.

PERSISTENT DISSENT

Persistent dissent to the Office of Policy Review and Interagency Liaison on this issue ultimately resulted in a cable clarifying the law's key term, "residency." Prior to this clarification, children overseas who never would have qualified had their parents applied in the United States were being granted U.S. citizenship.

After adjudicating hundreds of cases whereby



Brian Beckman (left) receives the W. Averell Harriman Award on behalf of his friend and colleague, James T. Rider, who was singled out for his relentless dissent regarding a loophole in U.S. citizenship law.

U.S. citizen parents lacking enough "physical presence" in the United States to transmit citizenship availed themselves of this loophole, Mr. Rider exhaustively investigated the law's origins and why the interpretations of the law had diverged.

BAD FOR OUR COUNTRY

"I dissented for multiple reasons," Rider explains. "First, the department's interpretations of the law didn't make sense. Second, its interpretations created more work for everyone involved. Third, State's

interpretation was directly the opposite of how our partner agency, the USCIS, interpreted the same law. Fourth, and most important, I thought the department's interpretation of the law was bad for our country and too influenced by lobbying groups representing Americans living abroad."

James T. Rider's constant dissent, supported by Mr. Myers, brought about a consistent interpretation of a crucial piece of U.S. law.

Now prospective U.S. citizens and their parents can be assured of clear, coordinated

responses to their applications.

REASONED DISSENT

Rider and Myers have proven that reasoned dissent can have a remarkable impact, particularly when a supervisor supports an initial dissent of his supervisee and contributes his energy and experience to improve the dissent and carry it through to resolution.

When asked, "Why did you do what you did," Rider responded, "I'm proud to work for the Department of State and to be able to serve my country as a Foreign Service officer. I dissented because I want to continue to be proud of both of these things.

NO MORE SIGHING

"It is important for all of us to speak up, dissent and argue with one another about policies that are wrong, wasteful or poorly considered. Too often we just sigh and say, 'That's what life is like working for a government bureaucracy; there's nothing you can do.' We should refuse to accept that." ■

AFSA EXEMPLARY PERFORMANCE AWARDS: THE NELSON B. DELAVAN AWARD

FOR A FOREIGN SERVICE OFFICE MANAGEMENT SPECIALIST

Mikkela Thompson Redefines the Word “Service”

During Mikkela Thompson’s first overseas assignment as an Office Management Specialist, she set about to “make Embassy Dhaka so well run, so luminescent with positive atmosphere, that bidders will vie to get posted here,” declares her nomination for a Delavan Award. “And in doing so, changed the mission.”

Mikkela embodies the true essence of a selfless OMS, dedicated to improving morale, the workplace and the lives of everyone around her. She believes that a mission filled with happy people makes the Foreign Service more effective. It is clear that Mikkela focused on the word “service” when she chose a Foreign Service career.

Many people find it difficult to adjust to Dhaka, but Mikkela jumped in—smile-first—to explore life in Bangladesh. Within a month, she had organized a weekly restaurant group, which has tried more than 100 restaurants. Mikkela’s blog (M’s Adventures, madventures.me/author/mikkela/) about all things Dhaka is a popular resource and attracts bidders to post.

“I designed and launched “Star of the Mission” and “Section of the Month” programs to help the ambassador recognize performance



Mikkela Thompson is presented the Nelson B. Delavan Award by Amb. William Harrop for her extraordinary performance as Office Management Specialist in Dhaka.

and inject fun and community building into the mission,” Mikkela explains. “The program offers neither cash nor certificates; instead, the ‘Star’ is allowed to pick the next ‘Star,’ and display a traveling trophy. It has become the embassy’s most popular award program.”

A colleague of Mikkela’s, Monsur Elahi, summed up her popularity with the locally engaged staff when he chose her as the star. “I chose Mikkela in recognition of her exceptional service and commitment to excellence,” he said. “No matter how difficult a day she may be having, she always manages her work with the greatest smile for all

to see.

“I love my job,” Mikkela declares. “Every day when I come to work, when I am out exploring and certainly when I’m volunteering at a slum school, I say a silent thank-

you to the Foreign Service for bringing me to Dhaka.”

By her very nature, Mikkela simply cannot idly stand by as a colleague struggles—whether with an overwhelming workload or a complicated computer application—without offering to help, regardless of rank, the ambassador, a family member or the janitor. From Mikkela’s perspective, “I am only able to do my job because of my colleagues, American and Bangladeshi. We have a great team in Dhaka.”

In Ambassador Dan Mozena’s words: “Mikkela defines the platinum standard for ‘service’ in the Foreign Service. She is my close partner as I endeavor to boost and sustain morale in this most difficult living and working environment. Simply put, Mikkela exemplifies the best of the Foreign Service.” ■

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AFSA EXEMPLARY PERFORMANCE AWARDS: THE AVIS BOHLEN AWARD FOR A FOREIGN SERVICE FAMILY MEMBER

Leah Evans' Website Brings a Community Together

"Kids in Kyiv," a members-only website geared to expatriate Americans in Ukraine, is the brainchild of Leah Evans, this year's winner of the Avis Bohlen Award. The award honors the accomplishments of a family member of a Foreign Service employee whose relations with the American and foreign communities at post have done the most to advance the interests of the United States. Leah's work with the website and the connections and sense of community it has spawned exemplifies this ideal.

"I started 'Kids in Kyiv' for selfish reasons. After I arrived at post, I had a difficult time finding friends for my children and me. As Kyiv had so much to offer families, I wanted to bring them together on a regular basis," Leah explained.

At present, more than 150 families have joined the site. Together, the group organizes events, creates newsletters and discusses topics of interest online. Leah's close working relationship with Embassy Kyiv provides the site's members with information from the community liaison office, regional security office and health unit.

A good organizer is successful when others become involved. By that standard,

Leah's success is measured by the tributes she gives others. "The co-CLOs, Samantha Partlow and Tom Prall, have been incredibly helpful in making 'Kids in Kyiv' a success," said Leah. "A social networking site by definition has many people involved. Tiana Page, Jelena Cali and Krsztine Meyer have been integral members of the group, as well as Laura Peer, Heather Fabrikant and Enri Fort."

Each month, Leah plans events that bring people together and create bonds between Americans and their host country neighbors. People reach out to local orphanages, share their expertise with others and organize activities. The group recently won a J. Kirby Simon grant for \$2,200 to install a fire safety system, new dryer and refrigerator in a local orphanage.

When asked what the award means to her, Leah replied: "The award shows that AFSA cares about the efforts of Foreign Service family members. Having given up a career to follow my husband, it is nice to realize that I can find new goals and dreams, that I can contribute to my community and that I can be recognized for my efforts. I am honored by this award." ■



Leah Evans (left) receives the Avis Bohlen Award from Dr. Mette Beecroft during AFSA's annual awards ceremony. Leah created a members-only website in Kyiv, which has resulted in an engaged and happy community.

SUPPORT THE AFSA SCHOLARSHIP FUND

NEWS BRIEF

Many of our members are surprised to learn that their AFSA membership dues do not support the AFSA scholarship program. Therefore, each year we appeal to you, our members, to consider a gift to this very important program. Our annual appeal was sent out in late August, encouraging donors to continue to allow as many as 90 AFSA members' children to receive more than \$230,000 in college assistance this year.

Please return the reply card that was mailed to you during our appeal or consider making a secure online donation at www.afsa.org/donate.

AFSA EXEMPLARY PERFORMANCE AWARDS: THE M. JUANITA GUESS AWARD FOR A COMMUNITY LIAISON OFFICE COORDINATOR

Jessica McVay Keeps Evacuees Informed and Spirits High

Jessica McVay began service as the community liaison office coordinator in Khartoum in May 2012. Jess was attending CLO training when the embassy was attacked on Sept. 14, 2012. The embassy immediately went into ordered departure status. Most of the mission's Foreign Service employees and every eligible family member, including Jess, were evacuated to Athens as a temporary safe haven. By October, the ordered departure was extended and the community returned to Washington, D.C.

With the community in disarray, Jess singlehandedly kept esprit de corps alive by organizing events, providing information and staying in close contact with everyone. "I ferried people to doctor's appointments, organized social events and connected evacuees to counseling and support services, housing providers and other subject-matter experts," said Jess.

As the ordered departure entered the sixth and final exhausting month, Jess maintained an amazingly positive, upbeat attitude with all evacuees, providing much-needed support and encouragement. She selflessly set aside her own hardships and challenges of being separated from her husband, devoting all of her



Jessica McVay is presented the M. Juanita Guess Award by Jon Clements, CEO of Clements Worldwide. Jessica ministered to her evacuated community for six months, providing information, assistance and support.

time, energy, compassion and concern to her fellow evacuees.

During her time in Washington, Jess worked full-time supporting our evacuees out of the Family Liaison Office. She is quick to note that "FLO staff members Dianna Rooney, Charles Roe, Lycia Sybilla and Kathy Loken all provided tremendous support to me and our community during the entire ordered departure period."

Throughout the evacuation, Jess focused on what was best for the evacuees. She actively sought their perspectives and carefully presented them to the embassy and the department.

employed staff and Americans who work incredibly hard, while making many sacrifices to serve here. In addition, from events to planning and information sharing, offering to help our community members with the "little things," during a long period of uncertainty contributed to a sense of normalcy."

It is during times of crisis when the strength, integrity and support of the CLO is most needed, and Jess rose to the occasion in a remarkable way. As stressful, frustrating, expensive and depressing as the evacuation has been on everyone—both for evacuees and those left at post—having Jess in that role made the ordeal more bearable. ■

Reflecting on her experience, Jess remarks: "Khartoum is a difficult, yet rewarding Foreign Service assignment. The community consists of dedicated locally

FSYF Family Welcome Back Picnic

NEWS BRIEF

On Sunday, Sept. 15, at 4 p.m. at Nottaway Park, Vienna, Va. The Foreign Service Youth Foundation's picnic honors FS families who are returning from overseas. Make new friends, connect with old friends and welcome home your colleagues. All U.S. FS families are welcome. RSVP to [fsyf@fsyf.org](mailto:fisyf@fsyf.org) before Sept. 9.



AFSA EXEMPLARY PERFORMANCE AWARDS: THE M. JUANITA GUESS AWARD FOR A COMMUNITY LIAISON OFFICE COORDINATOR

Elizabeth Jenkins Faced the Challenges of Caracas Head On

In the daunting and dangerous environment that is Caracas, Community Liaison Office Coordinator Beth Jenkins helped the embassy community manage its security and reduce their fear, find foodstuffs and pleasant pastimes, and educate their children and find day care for them.

In 2012, Beth helped lead the post's efforts to respond appropriately to the spiraling number of kidnappings, murder and violent crime. She collaborated with the regional security officer to communicate the nature and extent of the crime threat, organize a crisis management exercise, train staff and family members on how to respond to a kidnapping, and provide comfort to an American staff member who was carjacked.

"There were many days when I thought that the challenges Caracas posed were perhaps too great and that I could no longer serve in such a pivotal and important position effectively," reflects Beth. "It was a remarkable posting, and one that—in my 25 years of overseas life—was the hardest."

Beth's accomplishments are all the more remarkable considering that post morale was at a very low point when she came on board.

Beth brought an analytical approach to organizing the office, defined the shared duties of the two co-CLOs and approached challenges that had seemed insurmountable to others before her. Thanks to her strong advocacy and persuasive skills, as well as a large measure of tact and diplomacy, morale within the American community is improving.

"As a trained teacher and special education case manager, my work experience has led me to value direct communication and positive, team-oriented problem solving. I found these skills really served me as CLO," concluded Beth.

"The Juanita Guess Award bestowed on me really belongs to many people. Most important was my colleague, Nancy Slack, who has since taken up the reins of CLO Caracas, followed by Kelly Kostal, our customer service employee. And we all benefited from the sound guidance and advice provided by Deputy Chief of Mission Kelly Kederling."

Beth adds that with the support of the Family Liaison Office, AFSA and supportive post management, the CLO program can be a significant benefit to an embassy community. ■



Elizabeth Jenkins receives the M. Juanita Guess Award from Jon Clements, CEO of Clements Worldwide. In the dangerous and difficult environment that is Caracas, Elizabeth's skills helped to raise morale within the mission.

New Service for AFSA Members: News Digest Sent to Your E-Mail

NEWS BRIEF

AFSA is pleased to announce a new service for our members: a daily e-mail sent to you with a digest of news items (articles, opinion pieces, blogs and more) impacting the Foreign Service.

Every day, we are sending out a list of up to 10 news items that we believe our members might find of interest. If you do not have time to peruse all of the news, we do it for you. If this service sounds interesting to you, all you have to do is send a request to join to mediadigest@afsa.org.

Remember, this service is available to AFSA members only.



Top to bottom, left to right: Director General Linda Thomas-Greenfield; Amb. Ed Peck, Hon. Robert Rivkin and Awards Committee member Ernesto Pizarro; Amb. Bruce Laingen and friends; view from the 8th floor; Leah Evans; George Landau with grandkids; the Ted Lyng family; Amb. Tom Boyatt; FSJ Editor Steve Honley, AFSA President Susan Johnson and Amb. Ron Neumann; Parvaneh Limbert, Amb. Bruce Laingen, Amb. John Limbert, Hon. Robert Rivkin, Amb. Ed Peck and Susan Johnson; Jessica McVay, Mikkela Thompson and Brian Beckman; AFSA staff pre-ceremony; Amb. Tom Boyatt and Aaron Allen; Perri Green and Amb. Bruce Laingen.

PHOTOS BY DONNA AVERST

FSO Wins Ambassador J. Christopher Stevens Strategic Writing Award

On June 7, the inaugural Ambassador J. Christopher Stevens Strategic Writing Award was awarded to Alison Dilworth at a ceremony at the National War College in Washington, D.C.

This prestigious award recognizes the best paper written during the academic year on a strategic issue in the Middle East. Acting National War College Commandant Ambassador James Foley presented the award to Ms. Dilworth for her paper, "Keeping Faith: Maintaining Stability in Egypt through

an Elected Muslim Brotherhood."

The award was established this year by the family of Amb. Stevens—who himself was a 2010 graduate of the National War College—to continue his legacy at the institution with the hope that the award will challenge its students to think strategically and propose innovative solutions to current problems in the Middle East.

"I learned more here than I could have imagined," Alison commented when she accepted her award. "Study-

ing in such an energetic academic environment truly challenged me to expand my horizons and improve professionally. The interactions with my military and civilian colleagues were invaluable and I would recommend the master's program to anyone who wants to succeed in the interagency community.

"I am humbled and honored to receive this award. I had the good fortune to work with Amb. Stevens when he was the political chief in Jerusalem, and I learned so much from him on policy

and strategy, but even more on how to be an exceptional leader and a friend."

Alison joined the Foreign Service in 1997 as a consular officer. She has served overseas in Paraguay, Jerusalem and Cairo, and domestically in the department's operations center, as a special assistant in consular affairs and as the director of the intercountry adoption division. Her next assignment is the deputy political/economic chief in Warsaw. ■



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Call for Volunteers to “Star” in Human Resources Recruitment Campaign and U.S. Diplomacy Center Exhibits

The Office of Recruitment, Evaluation, and Employment in the Bureau of Human Resources and the U.S. Diplomacy Center are seeking volunteers from all foreign affairs agencies to be featured in videos or photographs that will be used in HR/REE's "I Am Diplomacy, I Am America" recruitment communications campaign and/or USDC's "I Am a Diplomat" exhibit at the U.S. Diplomacy Center, soon to be constructed at the 21st Street entrance to the Harry S Truman building.

We wish to ensure that our recruitment campaign and museum exhibit are broadly inclusive and therefore invite representatives of all career tracks of the Foreign Service generalist corps, Foreign Service Specialists and Civil Service employees to apply.

I AM DIPLOMACY, I AM AMERICA

Volunteering means that you will be considered to be featured in the recruitment communications campaign and/or USDC's "I Am a Diplomat" exhibit, both of which aim to highlight the contributions of those who work in U.S. diplomacy.

"I Am Diplomacy, I Am America" is the department's new recruitment, marketing, communications and employer branding campaign designed to attract and educate U.S. citizens about the department and its careers, as well as inspire audiences to consider pursuing a Foreign or Civil Service career.

Volunteers may also be featured in the U.S. Diplomacy Center's "I am a Diplomat" exhibit. The goal of the exhibit is to demystify diplomacy by showcasing the range of backgrounds, talents and interests that Americans bring to diplomatic work. The exhibit will feature seven, full-length portraits accompanied by narratives by and about current employees. These portraits will rotate from a selection of 45 to 50 employee video profiles that form a montage on an interactive touch-screen exhibit.

SUBMISSION REQUIREMENTS:

A one to two-pager providing:

- Your name and hometown;
- Personal background that led you to this career: education, influences (people, places, things), previous careers/jobs;
- Professional profile, including current title, career track or Civil Service job series, area of expertise, length of service, languages;
- The skills you use in the course of your daily work, with appropriate mention of how you acquired them during your

career;

- An anecdote that describes a personal and/or professional experience that you believe would help to illustrate how your work strengthens our nation and/or demonstrates the value of our service;
- A photograph, preferably a headshot.

DEADLINE IS SEPTEMBER 30

Please submit your information or address any questions to videoop@state.gov. To be considered, please submit your response no later than September 30. A panel of department employees will make the selection. If the panel chooses you to participate in our campaign, we will follow up with detailed instructions on the next steps. Thank you and we appreciate your willingness to assist us. ■

NEWS BRIEF

2013 AAFSW Art and Book Fair: Remembering Judy Felt

It is with great sadness we must inform you that longtime AAFSW member and Art and Book Fair chairperson Judy Felt passed away suddenly in July. AAFSW dedicates this year's fair in remembrance of Judy.



The 2013 Art & Book Fair of the Associates of the American Foreign Service Worldwide will take place from Friday, Oct. 11 to Sunday, Oct. 20, in the Diplomatic Exhibit Hall in the Harry S Truman building.

The fair will feature books, jewelry, art, collectibles, stamps and coins from all over the world. Proceeds benefit Foreign Service families and the AAFSW Scholarship Fund.

Donations of rare books, jewelry, art items, stamps and coins are now being accepted. To have your donations picked-up, please call (202) 223-5796 or e-mail bookroom@aafsw.org.

If you are interested in helping during the fair, please contact Barbara Reieux at office@aafsw.org or (703) 820-5420.

Divorce

Continued from page 67

• For online resources, you can turn to AFSA's website at www.afsa.org/divorce, where you will find an abundance of divorce resources.

• The Family Liaison Office's website at www.state.gov/m/dghr/flo/c23129.htm, also provides lists of FAQs, mediators and divorce lawyers; information on former spouse benefits; and their recently revised handbook, *Divorce in the Foreign Service*, which you can download from the site. FLO also has a crisis management specialist should you need someone to



PHOTO BY DONNA AYERST

Left to right: Jacqueline Long, RET; Elizabeth Royal, work-life specialist; Susan Frost, FLO director; Sharon Zarozny, Brilliant Exits LLC; and Daniel Hirsch, management officer and former AFSA State vice president.

answer your questions.

- IQ: Infoquest is a benefit everyone should take advantage of. The service is contracted by the department and other government agencies, and provides recommendations and contact information for just about anything related to life.
- MED's Employee Con-

sultation Service offers confidential sessions with a socialworker.

- At post, your management officer, health unit, security office, community liaison office and, depending on the situation, chief of mission, may all provide confidential resources and information.
- And not least of all, State's

Office of Retirement is a critical resource when determining your separation agreement.

While this may only be the tip of the iceberg, one positive development that seems to be happening more frequently is divorce celebrations with family and friends. Wonder if there's a cake? ■

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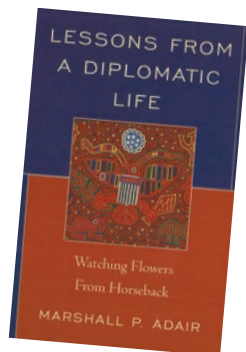
Lessons from a Diplomatic Life: Watching Flowers from Horseback
 Marshall Adair, Rowman & Littlefield Publishers, Inc., 2013, \$38, hardback, 235 pages.

REVIEWED BY SHAWN DORMAN

Marshall Adair's book, *Lessons from a Diplomatic Life: Watching Flowers from Horseback*, is a delightful read. As he brings readers along on a journey from Paris to Lubumbashi and on to Asia (including several China assignments), his engaging personal story offers insights into history and diplomacy, as well as context for the events he describes and the flavor of the places in which he serves.

This is an account of a Foreign Service life spent traveling the world, first as the child and grandchild of a diplomat and, later, as a diplomat himself. Adair joined the Foreign Service in 1972 and served for 35 years; he was also AFSA's president from 1999 to 2001. (His father, Charles Wallace Adair Jr., was also an FSO for 35 years.) Part memoir and travelogue, part history lesson and insider's take on diplomacy and the Foreign Service career, *Lessons from a Diplomatic Life* covers a lot of ground.

In his introduction, Adair references the Chinese expression "Ride-Horse-Watch-Flowers" that serves as the book's subtitle and subtext. As he explains, the phrase means "to make a hasty judgment"—a warning against passing too quickly or superficially through places, and not getting close enough to truly understand them. The best diplomats combine the advantages of horseback—distance and perspective—with the more nuanced and deeper understanding that comes from getting off the



horse and staying a while.

Adair begins his memoir by sharing a question his orientation training director posed to him: "How would you like to go to Paris?" Many

might consider that a dream assignment, but the single, young, adventure-seeking Adair had been hoping to head out to the developing world rather than to a plum post where his father had served.

Marshall Adair's memoir underscores the value of diplomacy, and the unique satisfaction that comes from Foreign Service life at its best.

But his initial disappointment with the prospect illustrates a fortunate truth about the eclectic mix of people who make up the Foreign Service: for every FSO dreaming of Paris, there is another ready to pack up and move to, say, Lubumbashi (where Adair went next). Okay, maybe it's not a one-to-one ratio, but it basically works.

From what actually turned out to be a wonderful posting in "the planet's most beautiful city," Adair was thrilled to move on to Zaire (now the Democratic Republic of the Congo), where he served from 1974 to 1976. Faced with the grim reality of a society blessed with vast mineral resources, but mired in corruption under the notorious President Mobutu Sese Seko, and undergoing major social, economic and political upheaval, Adair did his best to understand local conditions and succeed in his job as an economic officer.

One takeaway from his time in Zaire was that the ability to communicate with

people in their own language is the key to getting below the surface in any country. Most of the foreign diplomats there did not speak the indigenous languages or Kiswahili, and thus were not able to communicate in any significant way with about 80 percent of the population. Adair notes that communicating only with the country's elite is insufficient—just one of many lessons he shares in the book.

Much of Adair's career was spent in Asia—Taipei (1980-1981), where he fell in love with the enchanting Chen Chunzhi, now his wife of more than 30 years; Hong Kong (1981-1984) and Beijing (1984-1986). In Rangoon (1988-1990) he got to know Aung San Suu Kyi, who was put under house arrest shortly before the end of Adair's tour even though her party, the National League for Democracy, won a majority in the 1990 parliamentary elections. Next, he served in Chengdu (1990-1992), which was still reeling from the 1989 Tiananmen Square massacre. Adair uses his account of that assignment to introduce us to the complexities of Tibet.

Detours out of Asia take Adair from Tuzla to Tampa, into another type of foreign culture: the U.S. military. In Tuzla (2002-2003), he served as a political adviser to the senior U.S. military commander leading the multinational NATO peacekeeping force in northeastern Bosnia. In Tampa (2003-2006), Adair served as POLAD to the Special Operations Command at MacDill Air Force Base. He uses those experiences to analyze cultural and operational differences between diplomats and soldiers. The former interact with and seek to understand each host country, looking for influences; the latter are more concerned with getting a particular job done.

Lessons from a Diplomatic Life would be most instructive for anyone considering a Foreign Service career, although one

must be mindful that life in the field today is more constrained by security restrictions and terrorism concerns than it was during Adair's career. Even so, his adventures underscore the value of diplomacy and the unique satisfaction that comes from Foreign Service life at its best.

Shawn Dorman, a former FSO, is associate editor of the Journal and editor/publisher of Foreign Service Books, AFSA's book publishing division.

The Next Future Shock

The New Digital Age: Reshaping the Future of People, Nations and Business

Eric Schmidt and Jared Cohen, Knopf, 2013, \$26.95, hardcover, 315 pages.

REVIEWED BY JAMES PATTERSON



A timelier book than *The New Digital Age: Reshaping the Future of People, Nations and Business* is unlikely to come our way this year. In it, Google

executive chairman Eric Schmidt and Jared Cohen of the Council on Foreign Relations describe a brave new world where wars will be waged online, governments will exist virtually, fatwas will be issued via Twitter, and mobile devices connected to the Internet will give even the world's poorest netizens access to opportunities never before imagined.

Because these advances are rooted in technological advancements, nations with historic traditions of freedom and democracy, including an independent press and the free flow of accurate and uncensored information, will have a significant advantage. But even nations as authoritarian as China are also affected by this trend.

Two years ago postings on Weibo,

Schmidt and Cohen report that digital activists are already at work all over the world, pursuing missions that support—and conflict with—U.S. policies.

a Chinese microblog platform roughly equivalent to Twitter, forced Beijing to acknowledge design flaws as the cause of a deadly high-speed train wreck in Wenzhou, despite initial claims that bad weather was the culprit. True, as Schmidt and Cohen note, so far the regime's Internet blocking tools, collectively known as The Great Firewall, still stand as "the guardian of Chinese statehood." But how much longer can that firewall hold back the rising flood of connectivity before it bursts under the stress of freedom? The authors expect a revolution, but do not give specifics.

In the meantime, China seems to be stepping up its much-publicized cyberattacks on the intellectual property of companies like Google and against various U.S. government agencies. (Such incursions were a prime topic of discussion during President Barack Obama's June meeting with Chinese President Xi Jinping in Los Angeles.) Despite the IP protections required by membership in the World Trade Organization and adherence to the World Intellectual Property Organization Copyright Treaty of 1996, China routinely engages in cybertheft. So it is regrettable that Schmidt and Cohen don't offer more details on the cost of such campaigns or deterrent measures.

Beijing certainly is not alone in such efforts, to be sure. Both Barack Obama and George W. Bush deployed the cyber-weapon known as the Stuxnet worm, a joint U.S.-Israeli project, to stall and disrupt Iranian nuclear facilities. According to former CIA director Michael Hayden, that initiative actually represented the first cyberattack to effect physical destruc-

tion in another country.

Schmidt and Cohen report that digital activists are already at work all over the world, pursuing missions that support—and conflict with—U.S. policies. For instance, the World Food Program has used radio frequency identification technology in Somalia for better coordination of food aid deliveries.

"Diplomacy," the authors observe, "has never been as interesting as it will be in the new digital age." Enhanced global connectivity could produce policy successes previously thought attainable only over considerable timeframes. However, state efforts to filter the Internet and limit connectivity may delay technological benefits in some states.

As Schmidt and Cohen explain, understanding and management of the digital world will not only challenge existing paradigms but encourage global connectivity and cooperation. (While the authors employ some technical terms throughout the book, they do so in a way that will not confuse or frustrate lay readers.)

For all these reasons, *The New Digital Age* has as much potential to be a game-changer in global affairs as Alvin Toffler's 1971 work, *Future Shock*, which also predicted technology would change the world. In its pages, Foreign Service personnel and policymakers alike will find strategies for managing current and future diplomatic challenges. ■

Former FSO James Patterson's reviews, essays and reporting have appeared in The Foreign Service Journal, Harvard Gay & Lesbian Review, The Hill, the Washington Post, In These Times and Choices, among other publications.

■ **George Milton Barbis**, 86, a retired Foreign Service officer, died of pneumonia on May 24 at Yale New Haven Hospital in New Haven, Conn.

Mr. Barbis was born in Visalia, Calif., to parents of Greek origin. In 1937 his mother took him and a younger brother, Milton, to visit Greece, where they were stranded during World War II under the Italian and German occupations. There he attended Athens College, graduating in 1944 from the Lyceum in Xilokastron, and so was fluent in Greek.

Following repatriation to the United States, Mr. Barbis entered the U.S. Army and received an honorable discharge. He earned a bachelor's degree in international relations from the University of California at Berkeley in 1950 and a master's degree from the Johns Hopkins University School of Advanced International Studies in 1952. He later attended the National War College.

Mr. Barbis joined the Foreign Service at the State Department in 1950. His first posting was Tehran, where he witnessed the rise of nationalism leading to nationalization of the oil fields and eviction of the British. From 1953 to 1956, at the end of the Korean War, he served as an economic and political officer in Seoul, where he met his future wife, Patricia Quinn, who worked in cultural affairs at the embassy. She was his lifetime partner and served with him at all his posts.

Mr. Barbis then spent five years as consul in Chiang Mai, where he monitored the movements of nomadic hill tribes with political implications in the Golden Triangle bordering Laos, Burma and China.

He served as an analyst in Washington before a series of European postings starting in the late 1960s, including

as consul general in Bordeaux and political counselor at the U.S. Mission to the European Communities.

From 1975 to 1979, Mr. Barbis was political officer in Athens during struggles that resulted in Greece's return to NATO. Then, back in Washington, he advised three successive chiefs of staff of the U.S. Army on foreign policy and national security from 1980 to 1989.

Mr. Barbis retired from the Foreign Service in 1992. He was a recipient of the State Department's Superior Honor Award.

Mr. and Mrs. Barbis lived in St. Michaels, Md., from 1990 to 2010. There they made many friends through participation in the Academy Art Museum, the Chesapeake Chamber Music Festival, the Chesapeake Bay Maritime Museum, Christ Church, the Miles River Yacht Club and the Harbourtowne Golf and Resort. In 2010 they moved to Evergreen Woods in North Branford, Conn., to be near their children.

Mr. Barbis is survived by his wife of 56 years, Patricia Quinn Barbis, of Branford, Conn.; a son, Michael Barbis of Rowayton, Conn.; a daughter, Dina Barbis Tresnan (and her husband, Paul) of Old Lyme, Conn.; four grandsons, Liam, Callum, Angus and Skyler; a brother, Bill, of Fresno, Calif.; and several cousins in California, Hawaii and Greece.

Memorial contributions may be made to the Senior Living Foundation of the American Foreign Service, 1716 N Street NW, Washington DC 20036, or the American Heart Association (www.heart.org/HEARTORG/Giving/).

■ **David M. Burns**, 84, a retired Foreign Service officer with the U.S. Information Agency who later became an executive with the American Asso-

ciation for the Advancement of Science, and who also founded a jazz band, died on May 13 at Capital Caring Hospice in Arlington County, Va., of an intracranial hemorrhage.

David Mitchell Burns was born in Pineville, Ky., and came to Washington at age 15. As a teenager, he worked as an elevator operator at the U.S. Capitol. He served as an Air Force cryptographer in the late 1940s.

He was a 1953 graduate of Princeton University and received a Fulbright grant to study in Salzburg, Austria.

In 1955 Mr. Burns joined the U.S. Information Agency. He served overseas in Syria, Lebanon, Iran, Mali, Tunisia, Algeria, Morocco and what is now Zimbabwe.

After retiring from the Foreign Service in 1977, Mr. Burns became director of a project exploring climate change at the American Association for the Advancement of Science. He retired a second time in 1990.

In 1972, Mr. Burns founded the Hot Mustard Jazz Band. He was the group's leader, trombonist and singer. The popular local band performed swing music and performed at the Kennedy Center and the British Embassy, as well as overseas in Jakarta, Sumatra and Bali.

In a March 2002 *FSJ* review of the group's fourth CD, "Rainbow Room: Songs of the Art Deco Era," Steve Honley observed: "Burns is as adept at playing the trombone and keeping the up-tempo numbers dancing along (à la Glenn Miller) as he is at lovingly crooning the ballads. And he has strong backing from the instrumentalists, who play the skillful arrangements by Chuck Redd (who also plays vibes in the band) with authentic stylishness."

Mr. Burns was a member of the National Book Critics Circle and wrote

freelance book reviews for a number of publications, including the *Washington Post* and the *Wall Street Journal*.

He is the author of a history book, *Gateway: Dr. Thomas Walker and the Opening of Kentucky* (Bell Country Kentucky Historical, 2000), and *Quests* (Writers Club Press, 2002).

Survivors include his wife of 58 years, Sandra Dunlop Burns of Washington, D.C.; two sons, David A. Burns of Haddonfield, N.J., and Patrick Burns of Arlington, Va.; and five grandchildren.

■ **Thomas J. Fitzpatrick Jr.**, 76, a retired Foreign Service officer with the U.S. Information Agency, died on May 3 at Sinai Hospital in Baltimore, Md., of complications related to back surgery.

Thomas Joseph Fitzpatrick Jr. was born in Dayton, Ohio. He graduated from Pennsylvania State University in 1959, and then served in the Navy.

On his discharge in 1963, he joined USIA. In 1967, he received a master's degree in business administration from George Washington University. He served overseas in Mexico, Yugoslavia, Venezuela, Spain and Brazil.

His professional specialties included arranging travel for dignitaries, including for overseas presidential trips. He was also known for giving an annual St. Patrick's Day party wherever he was assigned.

Mr. Fitzpatrick retired in 1997 and moved from Washington to Grasonville on Maryland's Eastern Shore.

Survivors include his wife of 53 years, Joyce Bergdoll Fitzpatrick of Grasonville, Md.; three children, Thomas J. Fitzpatrick III of Grasonville, Mary K. Weaver of York, Pa., and Michael K. Fitzpatrick of Falls Church, Va.; and a sister.

■ **William (Bill) B. Hussey**, 97, a retired Foreign Service officer, died on May 25 after a short bout with pneumonia at Saddleback Memorial Medical Center in Laguna Hills, Calif.

Mr. Hussey was born in Bellingham, Wash. After graduating from Boston University, he undertook further study at UCLA and the Naval War College. He served in the U.S. Navy, rising to the rank of captain.

During World War II, he participated in numerous battles in the Pacific theater and was on board the battleship USS *Missouri* in Tokyo Bay on Sept. 2, 1945, when General Douglas A. MacArthur accepted the surrender of Japan from Prime Minister Shigemitsu. After the war he served on the staff of the commander of the Gulf Sea Frontier and the commander of the Panama Sea Frontier.

In 1949 Mr. Hussey joined the Foreign Service. After specialized training in the United States and Germany, he was posted to London as a regional security supervisor. Soon after reporting for duty, he was given additional duty as chairman of the newly created London Liaison Group.

Due to the blockade of Berlin and increasing tension with the Russians, the group was authorized to meet with U.S. and foreign government authorities throughout Western Europe and North Africa to develop a coordinated plan for the evacuation of all Americans from the region to the United States. Mr. Hussey wrote the final plan, titled "Operation Whiz Bang."

Later, he served in Bonn, Munich and Frankfurt, followed by assignments to Burma and Thailand. He was deputy chief of mission in Togo, Malawi and Madagascar, and also served as chargé d'affaires in Lesotho and Mauritius.

Between assignments to Thailand and Lesotho, he served in the department as deputy chief in the Bureau of Educational and Cultural Affairs and, subsequently, as deputy chief of cultural presentations in the same bureau.

After retiring from the Foreign Service in 1969, Mr. Hussey was appointed United Nations Development Program regional representative for the Western Pacific. Headquartered in Apia, Western Samoa, the staff included members from 30 countries working on economic and social development projects throughout the island nations.

In 1975 he became a foreign affairs consultant to several Fortune 500 companies, and in this capacity had the opportunity to travel throughout Asia, Africa and Latin America. This work required cooperation with various regional groups, including NATO, the European Economic Union and the U.N. family of organizations.

In 1981 Mr. Hussey was appointed associate vice president for international relations for the Los Angeles Organizing Committee for the 1984 Olympic Games. This was followed in 1986 by appointment as chief of government relations on the staff organizing the three-day celebration of the 100th anniversary of the Statue of Liberty in New York.

From 1975 to 1988 he served on the Board of Directors of the Foundation of the Peoples of the South Pacific, the Los Angeles Sister City Commission and the Mayor's African Task Force, and was vice president of the Worldview International Foundation.

Tennis was one of Mr. Hussey's great passions. He had a lifelong devotion to the game, and he and his wife Piyachart were nationally ranked in their age groups well into their 80s. He tire-

lessly promoted the game throughout the world, helping to establish tennis programs for young players in Africa, Asia and the South Pacific. In his 90s Mr. Hussey served as co-captain of the California-based Lurie World Cup, and in 2012 he was named Super Senior Tennis International Sportsman of the Year.

This April Mr. Hussey took what turned out to be his final trip abroad—to England, where he was a guest of the governor of Windsor Castle and had the great pleasure of meeting Queen Elizabeth II, with whom he carried on an animated conversation for a full 15 minutes.

Family members and friends who knew, loved and admired Mr. Hussey

remember the amazingly full, vibrant and happy life he led.

Mr. Hussey's first marriage to Fredricka Boone lasted 18 years. He is survived by his second wife, of 54 years, Piyachart Bunnag, and by eight children, six grandchildren, and two great-grandchildren. His children include Christina Hussey Schoux of Chevy Chase, Md.; Pamela B. Hussey of Santa Barbara, Calif.; Eva Boone Hussey of Los Angeles, Calif.; William B. Hussey Jr. of Boulder, Colo.; Peter B. Hussey of Weybridge, England; Elizabeth Brinkley of Las Vegas, Nev.; Ruth Clark of Redwood City, Calif.; and Phil C. Hussey of Los Angeles, Calif. His two eldest daughters, Christina and Pamela, were both Foreign Service officers with USAID.

To send a condolence or for further information, please visit www.mccormickandson.com.

■ **Gary P. Keith**, 54, a Senior Foreign Service officer with the Department of State, died on May 10 in Arlington, Va., from amyotrophic lateral sclerosis.

Mr. Keith was born in Glen Ridge, N.J., on July 2, 1958, the son of Paul F. Keith, M.D., and Anna J. Keith. He grew up in the Columbus, Ohio, area and graduated from Upper Arlington High School in 1976.

In 1980 Mr. Keith received a B.A. degree in English from Wheaton College (Illinois), where he sang in the Men's Glee Club and served as a counselor at the college's Honey Rock Camp. Mr. Keith then received an M.A. degree in English in 1985 from Ohio State University, where he taught composition.

During 1980 and 1981, Mr. Keith supervised agricultural projects, as well as food distribution, in refugee camps in Thailand and Cambodia under the auspices of a nongovernmental

organization, Food for the Hungry International. And from 1985 to 1987, he arranged educational exchange programs at Meridian House International in Washington, D.C.

Mr. Keith joined the Foreign Service in 1988. From 1989 to 1991, he served as executive director of the Costa Rican-American Cultural Center. He was then posted as information officer in San José (1991-1992), cultural affairs officer in Managua (1992-1994), information officer in Bogotá (1994-1997) and cultural affairs officer in Bangkok (2000-2004).

He later served as counselor for public affairs in The Hague (2005-2007), in Santo Domingo (2007-2010) and in Santiago (2010-2012). In Chile Mr. Keith was president of the Fulbright Commission's board of directors. He had previously served as its vice chair while in the Netherlands and Thailand.

Mr. Keith received the U.S. Department of State's Superior Honor and Meritorious Honor awards.

He is survived by his wife, Greetje Bouwhof of Falls Church, Va., and by their daughters Lauren and Emaline. Mr. Keith is also survived by his parents, brother Dirk Keith and sister Linda Keith, all of Upper Arlington, Ohio.

In lieu of flowers, the family suggests that a donation be made to the Robert Packard Center for ALS Research at Johns Hopkins, or to a charity of your choice.

■ **Robert Don Levine**, 88, a retired Foreign Service officer with the U.S. Information Agency, died on July 21 of pancreatic cancer.

Mr. Levine was born in Berlin, Germany, of American parents on Nov. 15, 1924. His father, the late Isaac Don Levine, was a prominent writer on Soviet and communist affairs.



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Mr. Levine was in the first graduating class in 1941 of the Bronx High School of Science in New York. He earned a bachelor's degree in Latin American studies from Mexico City College (now the University of the Americas in Puebla, Mexico).

During World War II he was a radar technician in the U.S. Marine Corps.

Before joining USIA, Mr. Levine worked as a freelance writer, a staffer at *People Today* and *Pageant* magazines, a reporter in the Paris bureau of the International News Service, and an editor of an English-language daily in Mexico City.

In 1955 he joined USIA as a writer and, later, editor at the Voice of America. In 1960 he joined the USIA Foreign Service and was posted to Geneva. He subsequently served in Paris, where he was deputy public affairs officer and, later, PAO for the American delegation to the Organization for European Cooperation and Development. Assignments to Saigon and Phnom Penh, where he was also PAO, followed.

Mr. Levine retired from the Foreign Service in 1980, and moved to the Treasury Department, where he served as a press officer. He also edited the quarterly *USIA Alumni News* from January 1989 to September 2004.

Mr. Levine is survived by his wife, the former Nan Pullan, of Pleasantville, N.J., and three sons, David, Joshua and Justin.

■ **Robert Lee Pugh**, 81, a retired FSO and former ambassador, died on Jan. 28 in Columbus, Miss., after courageously battling Parkinson's disease.

Robert Lee Pugh was born in Findley, Pa., on Oct. 27, 1931. He grew up in California and Tacoma, Wash., and graduated with a bachelor's degree in Russian and Asian studies from the

University of Washington in 1954.

He then joined the United States Marine Corps, serving until 1961 and rising to the rank of captain. He served as infantry platoon leader, company executive officer, company commander, division order-of-battle officer and division combat intelligence officer.

Mr. Pugh joined the Foreign Service at the Department of State in 1961, and began his career as an international economist in the Bureau of Economic Affairs from 1961 to 1963. After attending the Turkish Language School (1963-1964), he was assigned to Ankara as the political-military officer until 1967, when he was posted to Consulate Isfahan as principal officer.

He returned to Washington, D.C., in 1969 and served as the Turkish desk officer in the Bureau of Near East and South Asian Affairs. In 1972 Mr. Pugh was assigned to Athens as the political and military counselor, serving until 1976, when he returned to Washington, D.C., as a legislative management officer with the Bureau of Congressional Affairs.

From 1977 until 1979, Mr. Pugh served as the political adviser to the commander-in-chief of U.S. Naval Forces Europe. Next, he was deputy director of the Office of Southern European Affairs from 1979 to 1981, and chief of the Assignments Division from 1981 until 1982.

Mr. Pugh was assigned to Beirut as deputy U.S. ambassador in 1982. There he managed a large and diverse U.S. mission through the ongoing crisis of the Israeli occupation and renewed Lebanese civil war, and the seizure of U.S. citizens as hostages.

During the catastrophic 1983 bombings of the embassy and Marine barracks in Beirut, Mr. Pugh directed the temporary relocation of the embassy



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and restoration of its operations. Later that year, he received State's Award for Valor for his service there.

President Ronald Reagan nominated Mr. Pugh to serve as U.S. ambassador to Mauritania (1985-1988), and then as U.S. ambassador to Chad (1988-1990).

Ambassador Pugh completed his diplomatic career as dean of the Senior Seminar in National and International Affairs from 1990 to 1992. Besides the award for service in Beirut, Amb. Pugh received the Meritorious Honor Award in 1974 for his service in Athens and the Superior Honor Award in 1971 for his work in the Office of Turkish Affairs.

His first wife, of 34 years, Bonnie, was killed on Sept. 19, 1989, by a terrorist bomb aboard UTA Flight 772 from Chad to Paris. The couple had two children, Malcolm and Anne. Malcolm died in 1992.

Amb. Pugh married Thelma Jackson in December 1990, and the couple settled in Columbus, Miss., in 1993. They moved to Woodstock, Vt., in 2006, returning to Columbus in 2009. Amb. Pugh was president of the Columbus-Lowndes Humane Society for many years and a member of the Rotary Club in Columbus and in Woodstock.

He is survived by his wife, Thelma Jackson Pugh of Columbus, Miss.; his daughter, Anne Carey Maquire (and her husband, Kevin); two grandchildren, Douglas and Virginia Carey, all of Saratoga Springs, N.Y. He is also survived by his brother, Edwin Sheets (and his wife, Melinda) of Gig Harbor, Wash.; and a niece, Corrie (and her husband, Brian) of Washington, D.C.

Memorials may be made to the Baptist Memorial Hospice, P.O. Box 1307, Columbus MS 39703, or to the St. Vincent de Paul Society, 823 College Street, Columbus MS 39701.

■ **Bertha "Bert" E. Putnam**, 98, the widow of retired Foreign Service officer Robert Putnam, died in Sterling, Va., on April 10.

Born in Vermont, "Bert" became an orphan at a very young age. She met and married her husband of 62 years, Bob, in 1937. He served first in the U.S. Coast Guard, retiring in 1960. He then joined the Foreign Service, serving in Amman, Saana, New Delhi, Ankara and Moscow, where Mrs. Putnam also worked at the embassy.

After their second retirement in 1974, the couple settled in Falls Church, Va., later moving to Falcon's Landing, Va. Mrs. Putnam was a tireless volunteer worker in several local Northern Virginia communities, helping people and animals.

Although the Putnams had no children of their own, Mrs. Putnam loved them and "adopted" a number of Foreign Service offspring over the years who became lifelong friends, including Tanya Corbin, David Newkirk, Suzanne Rudzinski and Stephen Prosser.

Mrs. Putnam was predeceased by her husband in 1999. She is survived by five nieces and nephews (William, Robert and Edward Putnam, Susan McGuire and Joanne Welsh) and 11 great-nieces and great-nephews.

Contributions in her memory may be made to the ASPCA, 424 East 92nd Street, New York NY 10128, or Doctors Without Borders-USA, P.O. Box 5030, Hagerstown MD 21741-5030.

■ **James E. Stephenson**, 93, a retired Foreign Service officer at the U.S. Agency for International Development, died on June 2 at his home in Rochelle, Va., of complications caused by a recent fall.

Born in 1918 in a small town in Geor-

gia, Mr. Stephenson came of age during the Great Depression, which, along with World War II, shaped his values, personality and moral compass.

In 1943 Mr. Stephenson's Georgia Tech class was matriculated early, and he joined the Navy. After being commissioned as an officer, he helped form and train the first naval construction battalions—famously known as the Sea Bees—with which he served in the Philippines (1944-1945).

Following the war, he worked briefly for the Atlantic Coastline Railroad before joining the U.S. Army Corp of Engineers, where he was instrumental in the design and construction of the Savannah River dams system.

Mr. Stephenson joined the International Cooperation Administration, the predecessor to USAID, in 1957, and served in India, Turkey, Vietnam and Washington, D.C. A renowned civil engineer and expert in the design and construction of hydroelectric dams and power plants, he worked for USAID in many countries until his retirement in 1975. He also mentored a generation of successful officers.

In "retirement" he consulted for USAID, the World Bank and the Asian Development Bank, as well as in the private sector, for almost 20 years.

Mr. Stephenson was predeceased by his wife of 67 years, Margaret Hughes Stephenson. He is survived by their children, Lynne Stephenson Lee, James Stephenson and Lisa Stephenson Gentry, all of Virginia; six grandchildren; nine great-grandchildren; and one great-great-grandchild.

■ **Roscoe S. "Rocky" Suddarth**, 77, a retired Foreign Service officer and former ambassador, died on June 29 at Georgetown University Hospital in

Washington, D.C., of leukemia.

Roscoe Seldon Suddarth was born on Aug. 5, 1935, in Louisville, Ky., and grew up in Nashville, Tenn., where his mother ran a boarding house. He graduated summa cum laude from Yale University in 1956 with a degree in history.

He then studied at New College at the University of Oxford in England, receiving his master's degree in modern history in 1958. In 1972 he received a master's degree in systems analysis at the Massachusetts Institute of Technology.

In 1961 Mr. Suddarth joined the State Department Foreign Service. He met his future wife, Michele Lebas, in 1963, during his first posting, to Mali, when she won a singing contest aboard a steamboat on the Niger River. The couple married in Bamako, and a posting to Lebanon followed.

A fluent Arabic speaker, Mr. Suddarth became a specialist in Middle Eastern affairs. After Mali and Lebanon, he served in Yemen, Jordan and Saudi Arabia.

In 1967, during his assignment as consul in Yemen, he spent three weeks as a "selected" hostage, sharing confinement with two USAID officers accused of plotting to overthrow the government. U.S. diplomats had reasoned that if an embassy official were with them at all times, the likelihood of the USAID personnel being executed would be diminished.

As Mr. Suddarth recounted the story in the October 1971 *Foreign Service Journal* ("Diplomacy in a Yemeni Jail"), were the officers convicted, they would face the death penalty, with the option of "choosing a firing squad or—a more manly course—decapitation with an Islamic sword." Fortunately, the

informed gamble paid off: the two captives were released after three weeks of confinement.

Several years later, Mr. Suddarth helped arrange the evacuation of Wheelus Air Base in Libya and deal with the spike in oil prices following the coup that brought Moammar Gaddafi to power there.

He later became executive assistant to the under secretary for political affairs, and in that role was involved in the U.S. response to the Ayatollah Khomeini's Iranian revolution and the Soviet invasion of Afghanistan, as well as the 1981 release of the Embassy Tehran hostages.

In September 1987 Mr. Suddarth was named U.S. ambassador to Jordan. During the final months of that assignment, Iraq's Saddam Hussein made clear his intention to attack Kuwait.

After service as inspector general at the State Department and as international affairs adviser at the Naval War College, Ambassador Suddarth retired from the Foreign Service in 1995.

He then served as president of the Washington-based Middle East Institute for six years. Later he was an independent director of mutual funds, while studying for a master's degree in musicology at the University of Maryland, which he received in 2008.

Amb. Suddarth lived with leukemia for the last 12 years of his life, but continued to go about his daily routine. He took piano lessons from an old friend and Yale classmate, pianist John Eaton. He wrote several pieces for the *FSJ*, including an appreciation of the late FSO David Newsom ("Consummate Diplomat, Extraordinary Human Being," September 2008). Only days before his death, he played cards and dined with friends.

He is survived by his wife of 50 years, Michele, of Bethesda, Md.; two children, Anne Suddarth of Nijmegen, Netherlands, and Mark Suddarth of St. Louis, Mo.; four grandchildren; and a sister.

■ **Charles D. Ward**, a retired Senior Foreign Service officer with the U.S. Agency for International Development, died unexpectedly on April 30 at the University of Arizona Cancer Center in Tucson, Ariz., as a result of a severe infection following surgery for lung cancer.

Mr. Ward was born in Clay County, Ala. With his keen intelligence, he was able to overcome the obstacles that poverty placed in his path. Following service in the U.S. Army, he attended the University of Alabama. He was then awarded a Fulbright scholarship for graduate studies at the London School of Economics and, later, a teaching fellowship at Harvard University.

In 1962, during USAID's early days, Mr. Ward joined the Foreign Service. He served in Liberia, Tanzania, Swaziland, Botswana, Lesotho, Yemen, Burma and Washington, D.C. He returned to Harvard twice during his career with USAID—once for a program at The Kennedy School and, later, for a year as a fellow at the Center for International Affairs.

After retiring from the Foreign Service in 1988, Mr. Ward worked as a contractor for USAID-funded projects in Egypt, Somalia, Armenia, Malawi and Kenya.

Mr. Ward is survived by his wife, Veronica, of Portland, Ore.; three sons, Eugene of Baltimore, Md., Steven of Portland, Ore., and Jason of Sydney, Australia; and six grandchildren. ■

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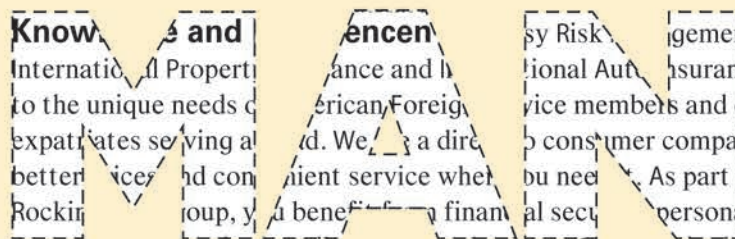
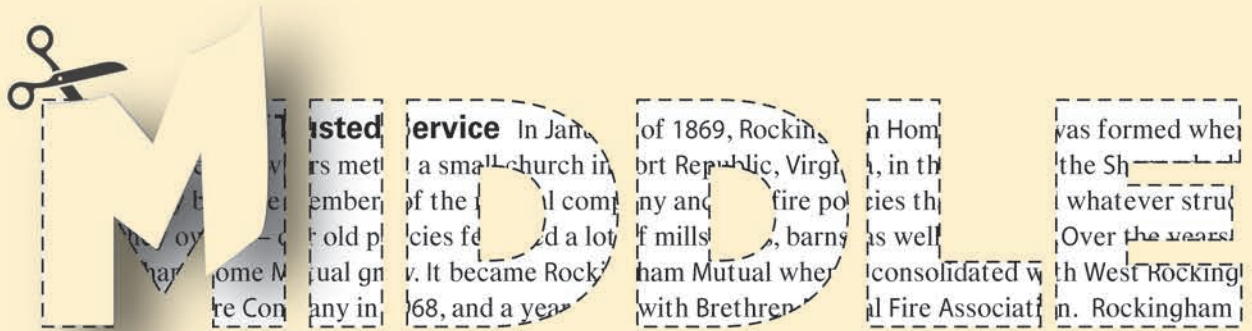



A female artisan at work in the Western Highlands of Guatemala. The photograph was taken during a site visit to a women's cooperative supported under a USAID environment project. The women reinvest their earnings in the community, with a focus on projects related to clean drinking water and child nutrition. ■

Dani Newcomb is an environment officer with USAID/Guatemala. She took the photo with a Nikon Coolpix S8100.



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