



# Annual Report 2013

American Foreign Service Association

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Washington, DC 20037  
[www.afsa.org](http://www.afsa.org)



# AFSA's Core Values

**RESPONSIVENESS**  
**INTEGRITY**  
**COURAGE**  
**EFFECTIVENESS**

**EMPOWERMENT**  
**EFFICIENCY**  
**COMMUNITY**  
**PATRIOTISM**

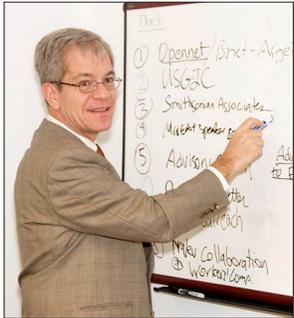
## Benefits of Membership

**Congressional Advocacy**  
**Grievance Representation**  
**Legal Services**  
**Retiree Counseling/Advice**  
**AFSA Scholarships**  
**AFSA Awards**  
**Outreach**  
**AFSA Website**  
**AFSA Bookstore**

***The Foreign Service Journal***  
**Daily Media Digest**  
***AFSA Newsletter***  
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**Plus Discounts On:**  
Magazine Subscriptions,  
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Vonage, and Zipcar

Questions? Contact AFSA Member Services at [member@afsa.org](mailto:member@afsa.org).

# President's Report: Robert J. Silverman



As AFSA and the Foreign Service celebrate our 90th Anniversary this year, there is some very good news to report. Increased hiring in recent years brought the Foreign Service ranks to an all-time high of 13,800. But here's the bad news: our numbers may start to decline. The State Department's Bureau of Human Resources

says that the current budget climate will likely require hiring below replacement levels in the years ahead. For 2014, the expected level is one new hire for every two leaving the Service. It is safe to say that the number of career professionals, both Foreign and Civil Service, will remain below what is needed to staff our country's foreign policy.

## CHALLENGES

The Foreign Service faces many challenges in addition to budget and personnel shortages. One social trend to note is that general interest and expertise in foreign affairs among the American public has broadened and democratized over the years. This is a positive development, but one that leads to more interest from those outside the Foreign Service and Civil Service in appointments to positions in the foreign affairs agencies. To some extent, this demand for limited-term, non-career appointments is a reflection of the changing nature of the U.S. job market, and the shift away from staying with one employer for one's entire working life.

I don't think it is useful for us to complain about this phenomenon, any more than I would advise King Canute to command the waves to stop. But I do think it is in our interest to periodically remind the administration, Congress and the public of the value of having experienced, diverse career professionals at the front and center of our foreign policy-making process, both in Washington, D.C., and the field, because that will strengthen our national security and prosperity. And we must insist that those seeking leader-

ship positions within the foreign affairs agencies have the requisite experience. Recent indications are that Secretary of State John Kerry agrees with us; at present five of the six Assistant Secretaries of State for the regional bureaus are career professionals.

## AFSA'S ROLE AND STRENGTHS

What is AFSA's role in these challenges? I was a bit surprised when I started this job six months ago to discover the important role that AFSA can and does play in addressing the many issues before the Foreign Service. In doing so, AFSA calls on many strengths. It starts with our talented staff of 34 persons and our strong financial situation, which includes two charitable foundations—the Scholarship Fund and the Fund for American Diplomacy, which supports AFSA educational and outreach programs.

It continues with the critical contributions of thousands of AFSA members from all five foreign affairs agencies. Our members participate in many ways, including serving on the Board of Governors and on the 10 committees, writing articles for *The Foreign Service Journal*, speaking to college groups, writing letters to and meeting with members of Congress, and donating to AFSA funds. These activities and more are described herein.

## LEADERSHIP

Finally, we all rely on the leadership of our elected AFSA officers. The 2013-2015 AFSA Governing Board took the reins in July from the very capable elected officials who served before us, and I thank our predecessors who left this organization in excellent shape. This annual report showcases the achievements of the past year.

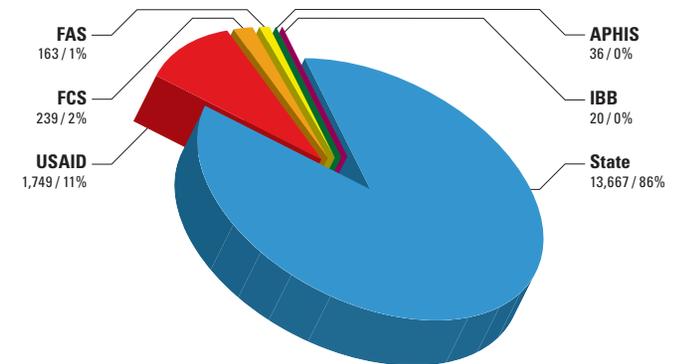
Friends, working for AFSA has many feel-good moments. Two such moments for me were seeing the reinstatement of the four State Department officers who were put on administrative leave following Benghazi, and the opportunity to advocate for worker's compensation for Foreign Service colleagues who contract an infectious disease while on assignment overseas. This year will have many more, including some celebratory events for the Foreign Service's 90th anniversary. We invite you to join us. ■

# AFSA Governing Board



Left to right, front row: Amb. David Greenlee, Nancy Rios-Brooks, Steve Morrison, David Mergen, Amb. Charles A. Ford, Bob Silverman, Matthew Asada, Lillian Wahl-Tucco, Sharon Wayne. Back row: Amb. Ed Marks, Sue Saarnio, Barbara Farrar, Everett "Alex" Copher, Michael Thomas, Rachel Nelson, David Zwach, Clayton Bond, Todd Crawford. Not pictured: Andre de Nesnera, Angela Dickey, Lawrence Cohen, Chuck Fee, Ken Kero-Mentz, Elise Mellinger, Andrew Levin, Jason Singer, Mark Petry, Marshall Adair, F. Allen "Tex" Harris.

# FS Employees by Agency



# Executive Director's Report: Ian M. Houston



As an executive director, I realize that no organization is flawless, and, yet, I recognize that in order for an organization to progress there must always be a thoughtful desire to achieve that perfection. When it comes to AFSA, that desire burns bright. The board and staff are dedicated, committed and goal oriented. Consequently, our organization achieved a great deal

in 2013, and I appreciate the opportunity to briefly report on that growth.

## AFSA'S GROWTH

This past year, AFSA retained an outside management firm to review our operational structure. This exercise was extremely beneficial in that it allowed us to step back from the daily grind and directly address fundamental issues and potential impediments. The review endorsed the positive direction we have been headed over the last several years in managing transition and growth from one era to the next. It also allowed us to identify ways to improve and set strategic operational goals. We moved quickly, but deliberately, in making adjustments in certain positions across the organization to enhance management oversight, empower supervisors, and deepen services to members. A modernized management and staffing structure was necessary to meet the needs of a growing staff, a more complex organization, and advance a set of robust goals.

## REORGANIZATION

One significant change that occurred in 2013 was to enhance and reorganize AFSA's communications team. We built on the strong existing group of staff by securing new professional talent. Additionally, by restructuring a management system within this core communications group, we have sparked creativity and innovation. The team is now partnering and collaborating with the advocacy team in ways never before seen at AFSA. This has produced immediate

results—one example being a first of its kind reception on Capitol Hill attended by members of Congress and key staff. Further, the professional look and substance of external material continued to improve. In fact, this annual report is evidence of that improvement since AFSA has never before had a report that flows in this way and is a stand-alone publication. We are increasingly becoming smarter and more strategic in how we dispense material to external audiences and the overall membership. As this new structure continues to mature, results and production will be apparent this year and going forward.

## FINANCIAL STRENGTH

Another key area to report on relates to AFSA's financial posture and the overall stewardship of member resources. We continue to receive the highest possible commendation: a clean (unmodified) opinion from an outside auditing firm—this was achieved again in 2013. In other words, this firm found no deficiencies in AFSA's financial operations. This reflects the fact that AFSA has steadily upgraded its financial management and related governance procedures. This process will continue this year. Our financial situation in many respects has not been stronger. We have built a healthy investment reserve over time, bolstered our scholarship endowment, increased revenue and viewed expenses as investments. Another significant financial asset is the AFSA headquarters building, which we completely renovated a few years back. The building's value is significant. It is unusual for an organization of our size to own prime property in Washington, D.C. We continued to upgrade the building in 2013 through investments in technical capabilities which enhance AFSA's professionalism.

## OUR PROFESSIONALISM

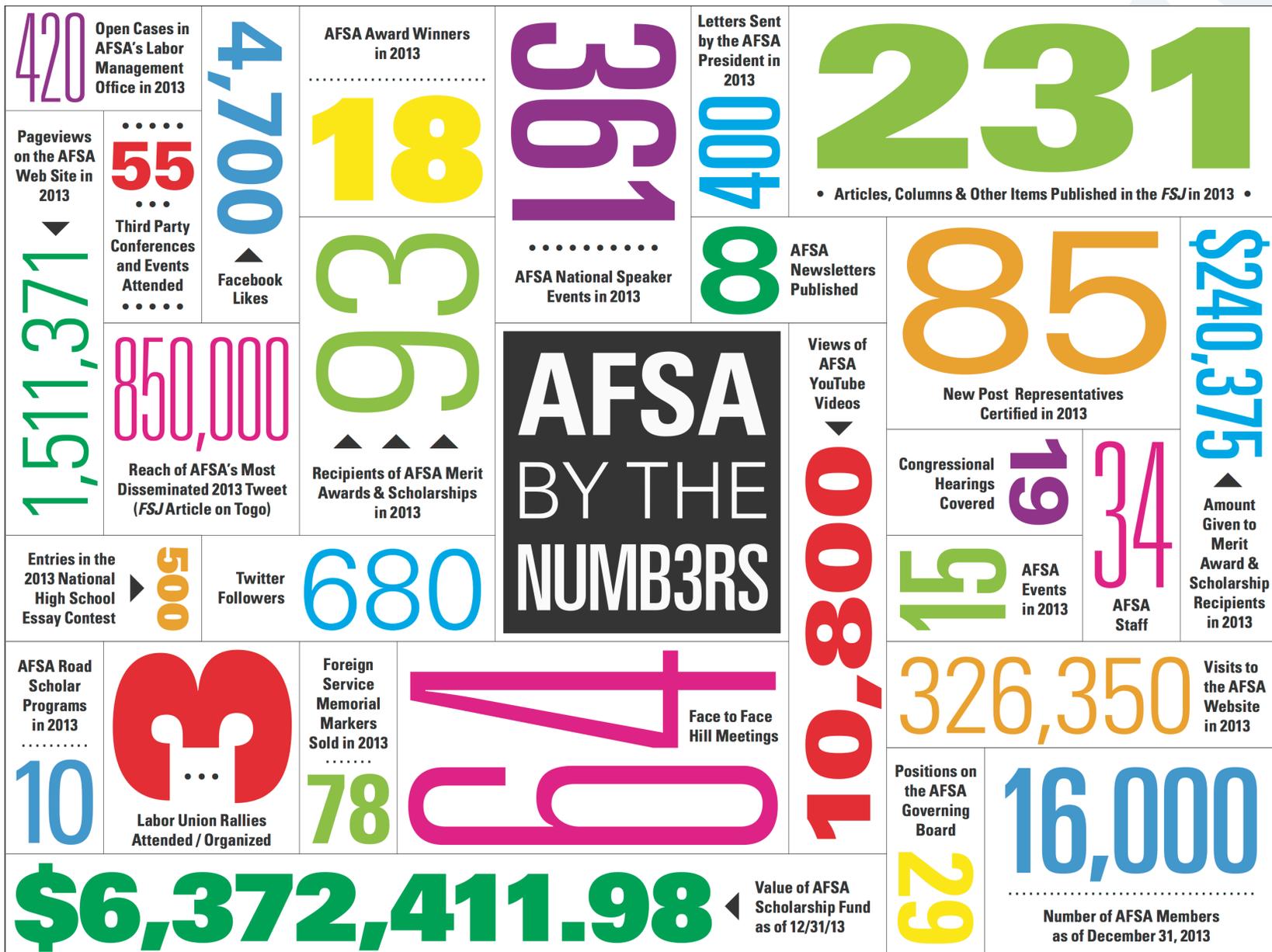
As strong as that financial picture is, AFSA's ultimate mission is to serve the needs and advance the goals of our membership. This leads me to one of this organization's strongest assets—the professional staff. The assembled professional staff—whether it be advocacy, labor management, scholarships, *The Foreign Service Journal*, communications,

publications, member services, or retiree counseling—are experienced, knowledgeable and service-oriented.

I hope this annual report will allow you an engaging window into our operations and relevant accomplishments. The central message from me is that AFSA as an organization continued to improve in 2013. Our desire to do so will only continue. ■



AFSA headquarters building at 2101 E Street NW, Washington, D.C.



Graphic by Jeff Lau

## AFSA: Negotiating, Advocating and Engaging on Behalf of the Foreign Service



In July I transitioned from AFSA State Representative to full-time AFSA State Vice President. In November the Governing Board approved its 2013-2015 Strategic Plan, focusing on Foreign Service benefits and quality of work/life, career and professional development, and security. The plan strengthens internal governance and enhances AFSA's image and outreach as AFSA marks its 40th anniversary as a public sector union and 90th anniversary as a professional association. We have already begun improving member communications and engagement. At HST we installed a new electronic bulletin board and completely overhauled our existing analog ones. We reviewed the distribution of our recently revamped flagship publication, *The Foreign Service Journal*, to ensure

that it is reaching our Civil Service and political-appointee partners. We are increasing our targeted communications to AFSA members to let them know about policies that may be of particular interest. These efforts complement our in-person presentations and engagement.

The past year was marked by the aftereffects of the September 2012 attack on the U.S. Special Mission Compound in Benghazi and the October 2013 U.S. government shutdown. In 2013 the House of Representatives passed a State Authorization bill, and the Senate continues to work on a companion Embassy Security bill. Negotiation, advocacy and outreach highlights of the year are listed below.

I enjoy hearing from individual members and encourage you to drop me a line (AsadaM@state.gov) or drop by the office (HST 1251) with your ideas, comments and suggestions.

### BENGHAZI

Benghazi reminded us of the dangers of overseas service and the need to better manage risk and reward. In May Vice President Joe Biden attended AFSA's annual plaque ceremony at the State Department to honor our fallen colleagues. In July AFSA was asked to testify on Benghazi before the House Committee on Foreign Affairs (the hearing was postponed indefinitely). During the year, AFSA lawyers accompanied several Foreign Service members to Capitol Hill for interviews about the Benghazi attack before the House and Senate oversight committees. The department eventually fulfilled an AFSA request for information and made available its complete Benghazi Accountability Review Board report.

### GOVERNMENT SHUTDOWN

In September we began preparing for the worst—government shutdown. Fiscal Year 2013 funding had already been limited in accordance with the 2011 Budget Control Act. In 2013 the State Department was just able to hire to attrition levels coming off a decade of growth.

The failure of Congress to pass a budget led to emergency furloughs across the federal government. The Foreign Service was able to continue operations using residual balances in

fee-funded and multiyear accounts avoiding an exempted versus non-exempted division of employees. AFSA rallied in Triangle Park under the slogan "Don't Shut Down Diplomacy" and joined other federal unions in actions on the Hill. During the shutdown, we kept our members informed and secured a five-day pre-notification commitment from the department before any emergency furloughs, which we were able to avoid altogether.

### NEGOTIATIONS

#### Language Incentive Pay

AFSA negotiated a new employee incentive that encourages language learning at post to compensate for the proposed changes to the language incentive pay program. While the overall number and specific languages eligible for incentive pay are non-negotiable as management rights, AFSA was able to obtain enhanced grandfathering provisions that would extend eligibility to any employee who had arrived at post prior to November 2014.

#### Public Speaking and Writing

The State Department has proposed significant changes to regulations governing employees' private communications (3 FAM 4170). AFSA continues to negotiate these guidelines with the department to accommodate the rise of social media and protect the employee's ability to publish in a private capacity within a defined period of review.

#### Assignment Restrictions and Preclusions

AFSA continues to hear employee concerns about the State Department's assignment restrictions and preclusions program. We are working with management to improve communication, education and oversight of this program and to introduce an employee appeals mechanism thus addressing employee concerns about alleged disparate impact.

### ADVOCACY

#### Meritorious Service Increases

We channeled the collective voice of 554 colleagues who received Meritorious Service Increases this year without the traditional cash component. We advocated for the step increases and the reinstatement of discretionary monetary awards for fiscal year 2014 in line with new guidance from the Office of Personnel Management.

#### Senate Confirmation of Tenure and Promotion

Unfortunately, the Senate failed to confirm the tenure and promotion of 1,300 Foreign Service colleagues before the end of the calendar year. We continue to engage the Senate Foreign Relations Committee to address concerns regarding the robustness of the department's vetting process.

#### Third Parties

We used our successful interventions on behalf of several members to educate our partners on the Foreign Service. We wrote to Walmart to stop the levy of Virginia sales tax on shipments made to pouch addresses in Dulles, Va.; and to the District of Columbia to recover income tax inappropriately assessed to diplomatic addresses in Washington, D.C. We engaged with AT&T and Volkswagen to facilitate our members' overseas transition by assisting with cancellation of their domestic contracts and leases.

## ENGAGEMENT

### Promoting Diversity and Professionalism

In August we partnered with AFGE to organize a State Department screening of a 1964 USIA film in honor of the 50th anniversary of the March on Washington. We continued our support of a summer intern with the African-American affinity group, the Thursday Lunch Group, and finalized an agreement to establish a similar program with the Hispanic affinity group, HEC-FAA. We worked with the Asian American affinity group, AAFAA, on the issue of assignment restrictions and preclusions. We participated in discussions led by the American Academy of Diplomacy and DACOR on professionalism and security in today's Foreign Service.

### Engaging Members and Educating Management

AFSA was able to visit several posts this year to meet members and hear their concerns, engage with post management to help improve conditions at post, and educate members and management about AFSA priorities and labor management relations.

We worked with our AFSA post reps at several NEA and SCA posts on a variety of issues, including premium compensation for specialists and untenured officers, as well as curtailment and R&R policy for posts in evacuation status.

Many employees and management officials are unaware of the scope of labor management relations at the department. We are looking to strengthen the department's educational resources in this area, including the development of an online course. ■



State VP Matthew Asada addresses the crowd during AFSA's Sept. 27 rally against the government shutdown, joined by USAID VP Sharon Wayne and FCS VP Steve Morrison.

## USAID Vice President's Report: Sharon Wayne

### Unexpected Challenges



As a USAID Foreign Service officer, I find that one part of our yearly evaluation consistently leaves me grateful for the exercise. Okay, maybe two, if you count when it's over. What I'm referring to is the pride that emerges after pausing and reviewing the year, with all its challenges and accomplishments. The daily work life of any FSO is so fully engaging that its magnitude is often not appreciated until taking the time to reflect.

AFSA is the voice of the Foreign Service, striving to convey our story and serving as an ally for FSOs throughout their careers and beyond.

The year 2013 featured unexpected challenges for many. During Egypt's 4-month evacuation due to political and social unrest, AFSA helped guide evacuees through the uncertainties associated with extended evacuations. Egypt's situation was further complicated by the determination that the regional office—moved to Washington, D.C., during the evacuation—would remain in Washington, jeopardizing tenure for officers lacking their required time overseas. AFSA ensured that these FSOs received necessary overseas opportunities and guidance. Disruptions in work and its unsettling effects on officers and families was a reoccurring theme.

The August evacuation of Yemen followed a terrorist threat that triggered the mass shutdown of USAID missions throughout the Middle East and North Africa. The shutdowns were temporary, but the threats to security are not. The September terrorist attack at Westgate Shopping Mall in Nairobi again brought the threat home to many FSOs who had frequented the mall for the essentials of daily life abroad.

Consultations with AFSA during these times spiked, allowing bidding and career concerns to be addressed and added weight to AFSA's ongoing advocacy for increased security. The 16-day U.S. government shutdown in October brought the additional threat of a monetary disruption in which AFSA stayed robustly engaged.

In 2013, USAID AFSA championed the successful effort to add the names of two dedicated officers who died in the line of duty to the USAID Memorial Plaque—Mr. Dale Gredler and Mr. Eugene Sullivan. (Their names are already on the AFSA Memorial Plaque.) The ceremony took place at USAID following the AFSA Memorial Plaque Ceremony at the State Department. The names of three other USAID officers were added to the AFSA Memorial Plaque in 2013: Ragaei Said Abdelfattah, Joseph Gregory Fandino and Francis K. Savage.

USAID also saw numerous revisions of the Automated Directives System in 2013, as well as many office reorganizations. AFSA's engagement blocked proposed changes that could have adversely affected the Foreign Service—such as a revision that implied FSOs could not change backstops and proposed new ADS language that would have broadened the use of mid-level hiring and placement.

As always, please feel free to contact me at [swayne@usaid.gov](mailto:swayne@usaid.gov). ■

## FCS Vice President's Report: Steve Morrison

# A Year of Changes



The year 2013 was tumultuous, to say the least. Aside from the constant stream of kerfuffles and controversies coming out of Washington, the U.S. and Foreign Commercial Service went through a once-every-30-years organizational change. Yes, it has been 30-plus years since FCS was formed and now it has joined its country desk colleagues to form “Global Markets.” The goal is to better assist U.S. firms looking to export. Time will tell if these changes have been worthwhile. The new management team for Global Markets is doing everything it can to make it so.

Enormous leadership change also took place in and around FCS during 2013. Nearly the entire management team turned over. Gone are Acting Director General Chuck Ford (an FSO) and Deputy Assistant Secretary for International Operations Tom Moore (an FSO), and in are Acting Director General Judy Reinke (an FSO), Acting Assistant Secretary John Andersen (not FS), a newly-configured team of regional deputy assistant secretaries and executive directors, and some new Foreign Service senior advisers.

FCS AFSA helped ensure that the new team included Foreign Service officers. Henceforth, the Deputy Director General will be a Senior Foreign Service officer. In addition, management agreed to designate eight high-grade (SFS) positions in Washington as available for bidding. While AFSA did not get as many regional DAS positions dedicated as Foreign Service officer slots as we would have liked, DDG Reinke and new, permanent ITA Deputy Under Secretary Ken Hyatt have committed in writing to rectifying the situation as soon as possible.

Looking ahead, there are a number of issues that have been brought to the attention of FCS AFSA leadership, and we are working on those. One issue is the assignment process. Clearly management has the right to make assignments, but any deviation from past practice has to be agreed to or at least discussed with the union.

Another area that has caused FCS AFSA membership considerable “heartburn” is long-term language training reimbursement. In a nutshell, FCS management has been requiring officers to sign agreements to “work off” long-term language training at a rate of approximately three weeks of subsequent employment for every week of full-time language training. FCS management has recently agreed to discuss this issue with AFSA.

As this article is being prepared, the House and Senate have agreed to new two-year budget targets. Some here are calling this an end to government shutdowns—for now. Let’s hope this is a sign of good things to come. ■

## FAS Vice President's Report: David Mergen

# An Eventful Year for FAS



The government shutdown in October had a large impact on the Foreign Agricultural Service in 2013 because, unlike our colleagues at State and USAID, most FAS employees were furloughed. AFSA and its leadership were at the forefront of the successful effort by the “Federal-Postal Coalition” to lobby for approval of back pay for the affected employees. While we would have all preferred to continue doing our jobs, this mitigated the financial impact on employees.

The FAS system for performance awards was a major issue for 2013, starting with a decision by management to unilaterally change the policy on Meritorious Service Increases shortly before the promotion boards met in August. Management justified reducing the number of MSIs as necessary to bring the policy in line with changes made on the Civil Service side of FAS. The proposed change was dropped when we pointed out that the decision violated the FAS-AFSA contract.

Further complicating the situation on awards were sequester-related restrictions implemented by the Office of Management and Budget and the Office of Personnel Management in early 2013. FAS management was successful in avoiding furloughs due to the sequester, but was not able to make award payments. Management agreed to note the awards and MSIs for non-SFS employees in their performance files, without making any payments. The OMB/OPM prohibition was lifted in November 2013, and performance awards for the SFS have since been approved. We are still seeking approval for the awards and MSIs recommended for non-SFS employees.

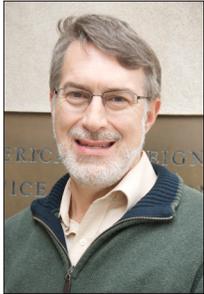
One of the most contentious issues was the direct assignment to the head of post in Ottawa. While the officer selected was well qualified (and eventually got the position), the decision to do this as a direct assignment, skipping the competitive process spelled out in the AFSA contract, threatened to undermine the entire overseas assignment process. The AFSA legal team played a key role in convincing management to withdraw the assignment and include it in the normal assignment process.

FAS moved up in ranking to 266 (from 282) out of 300 agencies in the 2013 ranking of best places to work in the federal government, but is still far below where it was even a few years ago. As was the case last year, improving the work environment in FAS will continue to be an AFSA priority in 2014.

Finally, I would like to welcome our agricultural colleagues in the Animal and Plant Health Inspection Service, who voted in 2013 to become members of the AFSA family. ■

## Retiree Vice President's Report: Lawrence Cohen

# AFSA Support for Retirees



As your vice president, I wish to highlight some of the retiree-related issues in which AFSA is involved. Retiree benefits remain a target of congressional cost-cutting. The move to a chained Consumer Price Index method for calculating retiree benefits would reduce annuity payments only slightly in a single year. However, over time the impact of the reduced payments rises. For younger and future retirees, the hit will be significant. AFSA joined with other federal employee associations to press for protection of these benefits.

Last August the State Department launched its new “centralized” WAE (when actually employed) registry. Unfortunately, the new program meets the needs of neither retirees seeking reemployment opportunities nor the bureaus. In short, it does not substitute for the current system. We continue to work collaboratively with the pertinent parts of the department to craft a better registry system. Note that Foreign Service retirees from the other foreign affairs agencies are also eligible to seek WAE work.

When visiting the State Department and its annexes, retirees ought to be afforded the dignity they earned by their decades of service. Retirees may obtain passcode access badges. Access for retirees to the Truman Building has improved in recent years. In some annexes, despite the badges, building access even to unclassified areas remains a hassle. We continue to press the department to facilitate retiree access in a dignified and hassle-free manner.

Unless one plans to expire at his or her desk—and a few of you may still be out there—all career members of the Foreign Service ultimately become retirees. Thus, how AFSA helps retirees today affects everyone, not just those who are no longer on active duty. Obviously, your involvement and membership is vital. However, upon retirement, membership in AFSA does not automatically transition. It must be renewed. HR and the Office of Retirement are helping ease the retirement paperwork so that AFSA membership is not disrupted.

To stay involved outside the Washington, D.C., region, consider joining one of the Foreign Service retiree associations around the country. AFSA updates the list of retiree associations on its website regularly, and publishes its annual Retiree Directory to help keep Foreign Service members connected.

By the close of 2013, we were in the process of bringing on Todd Thurwachter, retired FCS FSO, as retiree coordinator.

Lastly, I want to thank Bonnie Brown, who retired in November, for her dedicated support for Foreign Service retirees and many contributions to AFSA throughout 10 years of service. She provided members with a wealth of information and was always there to assist and advise. Her friendship and warmth will be missed. We wish her all the best in “retirement” from retirement. ■

## Awards: Recognizing Our Best

AFSA's awards are meant to highlight the best of the Foreign Service community, from those who have promoted American diplomacy for decades to entry-level officers on their first tours.

**Ambassador George W. Landau** received the 2013 **Lifetime Contributions to American Diplomacy Award**, honoring his many years of diplomatic service. With the help of the Tiny Jewel Box, AFSA designed a pin that combines an eagle and the AFSA seal in a small but beautiful design to be worn by the recipients of the Lifetime Contributions to American Diplomacy Award. Ambassador Landau became the first recipient of that pin.

AFSA strongly believes that our Foreign Service values a culture of honest and vigorous debate within each of the foreign affairs agencies. To that end, AFSA sponsors an annual awards program honoring those who have demonstrated the courage to dissent in a constructive manner on a matter of policy or management.

The 2013 **W. Averell Harriman Award**, given to an entry-level Foreign Service officer for constructive dissent, went to **James T. Rider**. His dissent changed and clarified the law that allowed U.S. citizenship given to children abroad whose parents lacked sufficient physical presence in the United States to transmit citizenship to their children.

**Theodore Lyng** received the 2013 **William R. Rivkin Award**, recognizing constructive dissent by a mid-level Foreign Service officer, for his advocacy of efforts to improve Embassy Jakarta's relations with the local Muslim community.

The **Avis Bohlen Award** 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. The 2013 winner was **Leah Evans**, who created a website for “Kids in Kyiv.”

The **M. Juanita Guess Award** recognizes outstanding leadership and initiative in assisting official Americans and their family members serving overseas. AFSA conferred this award on two recipients in 2013, **Elizabeth Jenkins** (Caracas) and **Jessica McVay** (Khartoum).

The 2013 winner of the **Nelson B. Delavan Award**, recognizing an Office Management Specialist's contributions to effectiveness and morale, was **Mikkela V. Thompson** (Dhaka).

Last year's **Sinclair Language Awards** were conferred on **Anne Casper** (Kinshasa), **Vanna Chan** (Lithuanian), **Rebecca Danis** (Pashto), **Spencer Fields** (Albanian), **Christina Le** (Greek), **Dan McCandless** (Dari), **Robert Mearkle** (Arabic), **Nina Murray** (Lithuanian), **Roshni Nirody** (Japanese) and **Kristen Pisani** (Greek).

The 2013 **George Kennan Writing Award**, honoring the best paper by a State employee enrolled at the National War College, went to FSO **Christina Higgins**.



# A Look at 2013: Working on Behalf of Members

Throughout the American Foreign Service Association's 90 years of existence, we have taken to heart our calling to advocate on behalf of all members, whether active-duty or retired; entry-level, mid-level or senior; specialists or generalists; in Washington or overseas; and working for the Department of State, U.S. Agency for International Development, Foreign Commercial Service, Foreign Agricultural Service, International Broadcasting Bureau or the Animal and Plant Health Inspection Service.

During 2013, AFSA worked diligently to respond to the needs of members and keep them informed about the work being done on their behalf, whether it took place on Capitol Hill or within the six foreign affairs agencies. We also educated the public about the important contributions of the Foreign Service and sought new ways to support and recognize AFSA members.

## ADVOCACY DEPARTMENT

### Progress on Multiple Fronts

In 2013, AFSA's advocacy department developed an issue-driven strategic outreach plan to educate key stakeholders—on Capitol Hill, administration officials, senior management at the foreign affairs agencies and third-party influencers—on how the Foreign Service consistently contributes to national security, economic prosperity and job creation. By increasing AFSA's presence on Capitol Hill through meetings and educational events, we have been able to present AFSA as an attractive partner to congressional offices seeking new and innovative ways to inform their constituents about American diplomacy and development efforts. We also initiated a regular column in the *AFSA News* section of *The Foreign Service Journal* dedicated to legislative updates and advocacy tips and, in November, held AFSA's first-ever



AFSA's Senior Legislative Assistant David Murimi meets with Sen. Tim Scott, R-S.C. on Capitol Hill in June 2013.

congressional reception to build relationships with Hill staff and members of Congress.

In October, the advocacy and communications departments collaborated to provide almost-daily, detailed legislative updates to AFSA members during the federal government shutdown.

### HEARINGS AND MARKUPS

In 2013, we covered a record number of hearings and markups and, working with AFSA's communications department, issued more than 30 customized electronic alerts to members on each hearing's subject, witnesses, time, related links and, where useful, a call to action.

### COALITIONS

As part of efforts to raise awareness about the needs and challenges of Foreign Service employees and their families, AFSA increased its presence in the Federal-Postal Coalition and the U.S. Global Leadership Coalition. With the Federal-Postal Coalition, AFSA took a leading role during the 2013 federal government shutdown, coordinating rallies and mobilizing members to ensure that active-duty federal employees were able to go back to work and were given retroactive pay.



AFSA President Bob Silverman addresses the crowd at an October Federal-Postal Coalition rally against cuts to federal benefits.

## On the Issues

### INTERNATIONAL AFFAIRS BUDGET

AFSA worked closely with the foreign affairs agencies and members of Congress in the authorization and appropriations committees to ensure that the final version of any new bill or continuing resolution did not have a negative impact on the pay and benefits of Foreign Service employees, their ability to carry out their duties or their working conditions. Although the House Committee on Foreign Affairs passed H.R. 2848, the Department of State Operations and Embassy Security Authorization Act, Fiscal Year 2014, on Sept. 29, the Senate went home without acting on it. The Senate concentrated on S. 1386, the Chris Stevens, Sean Smith, Tyrone Woods and Glen Doherty Embassy Security, Threat Mitigation and Personnel Protection Act of 2013. The two bills are expected to go to conference if S. 1386 passes the Senate. AFSA has also been monitoring H.R. 2855, the Department of State, Foreign Operations and Related Programs Appropriations Act of 2014, and its Senate version, S. 1372.

On January 17, 2014, President Barack Obama signed the \$1.1 trillion omnibus appropriations bill. The bill includes language similar to H.R. 2848.

## CONSUMER AFFAIRS

The advocacy department has supported the efforts of our colleagues in labor management to ensure that companies and government agencies alike recognize the unique situation of Foreign Service employees and their families, and honor existing programs that grant them waivers and other opportunities available to members of the military and other federal employees. Examples include air travel, health, real estate, taxes and telecommunications.

## DIVERSITY AND EQUALITY

As part of its commitment to protect all Americans against discrimination in the workplace, AFSA supported S. 815, the Employment Non-Discrimination Act of 2013. Introduced by Senator Jeff Merkley, D-Ore., the bill to prohibit employment discrimination on the basis of sexual orientation or gender identity was approved by the U.S. Senate on Nov. 12 and was referred to the following House committees: Education and the Workforce; House Administration; Oversight and Government Reform; and the Judiciary.

## FAMILY/DEPENDENT ISSUES

AFSA has been an outspoken supporter of work-life balance and family-oriented legislation that will benefit federal employees. AFSA has lobbied for passage of the Federal Employees Paid Parental Leave Act (currently H.R. 517) ever since it was first introduced in 2005.

## PERSONNEL SECURITY

AFSA continues to emphasize that the best way Congress can honor the memories of those we lost in Benghazi is to implement ways to better manage the risks all overseas Foreign Service staff and their families face. We have reiterated our strong support for the recommendations of the State Department's Accountability Review Board Report on Benghazi, led by Ambassador Thomas R. Pickering and Admiral Michael Mullen. In line with our longstanding conviction that training is key to security, we have sought congressional support for increased funding to enable the Department of State to increase employee language and security awareness



From AFSA's November reception on Capitol Hill: Barbara Farrar, Chuck Fee, Ian Houston, Nancy Rios-Brooks, Rep. Eliot Engel, D-N.Y., Bob Silverman, Sharon Wayne, Steve Morrison.

training (as noted in ARB recommendations 15, 16 and 17) so that employees are able to carry out their duties, engage the local population and better recognize, avoid or manage risky situations.

## IRAN HOSTAGES COMPENSATION

The 1979-1981 Iranian hostage crisis is an unforgettable part of Foreign Service and U.S. diplomatic history. Although the former hostages and their families received a number of benefits under various federal programs, in addition to a cash payment of \$50 a day for each day held hostage, they never received any compensation from Iran through court action. Having lost their bids in the judicial system to obtain such compensation, the former hostages have turned to Congress for relief. AFSA has strongly supported financial compensation for these brave men and women through a letter-writing campaign and meetings with members of Congress. Three bills have been introduced to rectify this issue: S. 559, Justice for Former American Hostages in Iran Act of 2013; H.R. 904, Justice for the American Diplomats Held Hostage in Tehran Act; and H.R. 3200, Justice for Former American Hostages in Iran Act of 2013.

## PERSONNEL SUPPORT

AFSA has been the leading voice in support of the immediate passage of H.R. 1781, the Mustafa Akarsu Local Guard Force Support Act. The act was approved by the Senate in June 2013 as part of S. 744, the Border Security, Economic Opportunity and Immigration Modernization Act. The original bill was introduced in the House by Committee on Homeland Security Chairman Michael McCaul, R-Texas, and seeks to amend the Immigration and Nationality Act to provide special immigrant status for the surviving spouse or child of a U.S. government employee killed abroad in the line of duty, provided that: (1) the employee had performed faithful service for at least 15 years; and (2) the principal officer of a Foreign Service establishment recommends, and the Secretary of State approves, the granting of such status. The bill states that this Act shall have retroactive effect. Although it was approved by the Senate and the bill seems to have the support of key House Majority leaders, its future is tied to the larger immigration debate in the House of Representatives. AFSA will continue advocating for it during 2014.

## STATE/LOCAL ACTION

Recognizing that some of our casework at the state and local levels can be addressed through executive orders and state legislation, we are now working on a series of state-focused initiatives to ensure that our members in every state are on equal footing with their brothers and sisters in the military in areas such as driver's licenses, residency and taxes, among others. ■

# LABOR MANAGEMENT

## Looking Out for Our Members

### **BENGHAZI ACCOUNTABILITY REVIEW BOARD**

State Department labor management represented several employees who were interviewed by members or staff of the House Foreign Affairs Committee, the Committee on Oversight and Government Reform and the Senate Select Committee on Intelligence in connection with the Sept. 11, 2012, attack on our mission in Benghazi, Libya. We also assisted in a case that is currently pending before the Foreign Service Grievance Board related to an individual who was placed on administrative leave, without due process, following publication of the Benghazi Accountability Review Board Report.

### **DISCIPLINARY ACTION FOR OFF-DUTY CONDUCT**

For several years, the Department of State has sought to discipline employees for certain types of private, off-duty conduct that it characterizes as “notoriously disgraceful conduct.” In one case, State sought to suspend an employee for allegedly creating the appearance of prostitution by giving a woman money to facilitate her departure from a hotel after having had sexual relations with her the night before. The Foreign Service Grievance Board overturned the charge, finding that “a broad-brushed application of the ‘appearance is enough’ principle is not applicable where the only source of information is from the grievant, whose statements contradict the finding, and there is no other evidence.”

The Foreign Service Grievance Board also examined whether the department could discipline an employee whose allegedly offensive e-mails—sent to his friends from his private computer on his own time—were hacked and published in a public, online forum, causing embarrassment

to the State Department. The board upheld the charge of notoriously disgraceful conduct, finding that Foreign Service employees serving overseas are on duty at all times and must conduct themselves in a manner that does not reflect negatively on the department. But it ruled that the penalty (a 30-day suspension) was too harsh, and mitigated it to a five-day suspension.

### **ENTRY-LEVEL TRAINING AND LOCALITY PAY**

AFSA assisted an entry-level employee with a grievance regarding entitlement to locality pay. The Foreign Service Grievance Board held that State Department regulations and procedures supersede a 1998 Office of Personnel Management memo designating all entry-level officers as having “in-transit” status before going overseas for their first assignment. In light of the FSGB ruling, AFSA has begun discussions with the Department to enable local hires to be assigned to FSI in accordance with Department regulations, thus making them eligible for locality pay.

### **DETRIMENTAL RELIANCE**

Labor management represented six Bureau of Diplomatic Security agents who, relying on erroneous advice from the department and their travel orders, had filed for per diem at the locality rate for their house-hunting trips. Though new guidance from the General Services Administration authorized reimbursement only at the lower continental U.S. per diem rate, the Foreign Service Grievance Board ruled in favor of the grievants. Finding that “the grievants’ detrimental reliance on the erroneous information contained in their travel orders was reasonable,” the board ordered that all six be paid per diem at the locality rate.

### **COLLECTIVE BARGAINING AGREEMENT VIOLATION**

Labor management worked with AFSA’s Foreign Agricultural Service vice president to block the agency’s attempt to directly assign an employee to an overseas position without opening the position up for bidding by other Foreign Service

employees, in violation of the collective bargaining agreement. Similarly, the AFSA Foreign Commercial Service VP was advised on that agency’s collective bargaining obligations during the consolidation of headquarters and field activities of the U.S. and Foreign Commercial Service and the Market Access and Compliance Division.

### **ANIMAL AND PLANT HEALTH INSPECTION SERVICE**

AFSA and APHIS signed a charter to establish a forum for cooperative and productive labor management relations. AFSA hopes to appoint an APHIS member to the AFSA Governing Board in 2014. To be eligible, the member must be occupying a bargaining unit position in the D.C. area.

### **USAID LABOR MANAGEMENT**

AFSA worked with the U.S. Agency for International Development to revise ADS 459, which outlines the mandatory policies and required procedures for newly hired employees entering USAID as Foreign Service Career Candidates, and the New Officer Reference Manual. USAID labor management also began negotiations with the agency on a reasonable repayment schedule for 11 employees who were overpaid for their service in East Timor. AFSA is also in the process of developing an AIDList for State Department employees, which provides a voluntary service for use by personnel of USAID and State to sell, rent, buy or exchange personally-owned items or services such as apartments, rooms, sublets and temporary housing, furniture and other items in both overseas missions and D.C. ■

# MEMBER SERVICES

## Busier than Ever

### AFSA GOVERNING BOARD

From April to June 2013, AFSA held its biennial election. Thirty-six eligible candidates campaigned for 29 spots on the AFSA Governing Board (eight officer and 21 representative positions). For the first time, AFSA members were given the option to vote online or via paper ballot. With more than 3,500 votes cast and a 39.5 percent increase in participation compared to 2011, it drew more participation than in any election in the last 25 years.

### POST REPRESENTATIVES

AFSA certified 85 new post representatives in 2013, bringing the yearly total to 143 post reps around the world (136 from State, six from USAID and one from FCS).

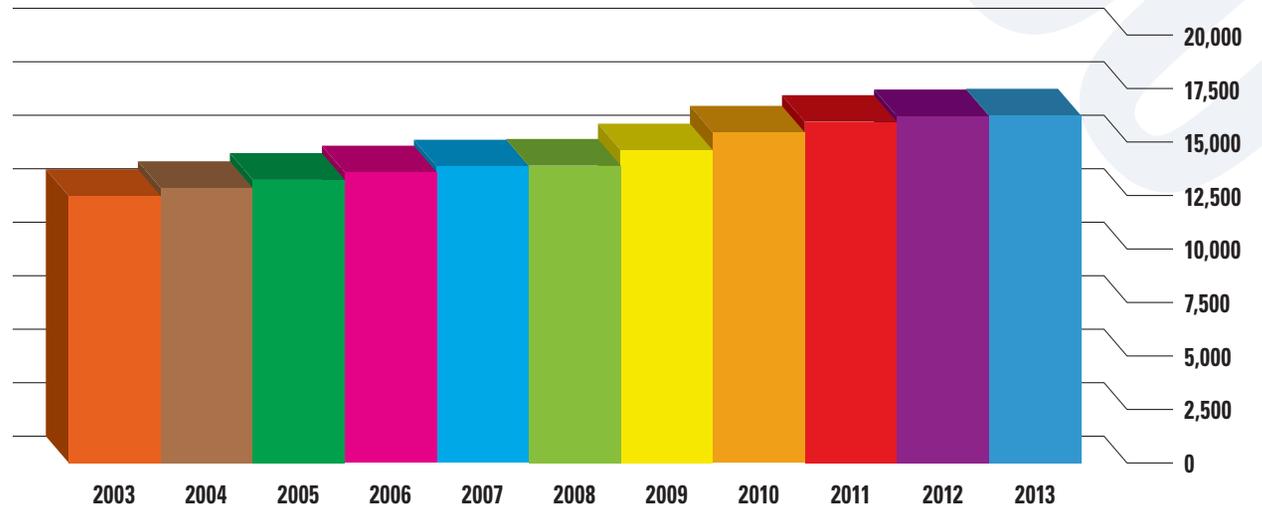
### NEW AND IMPROVED DATABASE

AFSA spent much of the year preparing to move to a new association management software (AMS) system, which was inaugurated in late January 2014. The new AMS, NetForum Enterprise, replaces the system that has been in place since 2005. Among other features, it will offer substantially improved e-commerce options, e-marketing and a social networking application. The cloud-based software will enable members to update their profile information, addresses, contacts and areas of interest; register for AFSA events; make donations; pay membership dues; and search the online membership database.

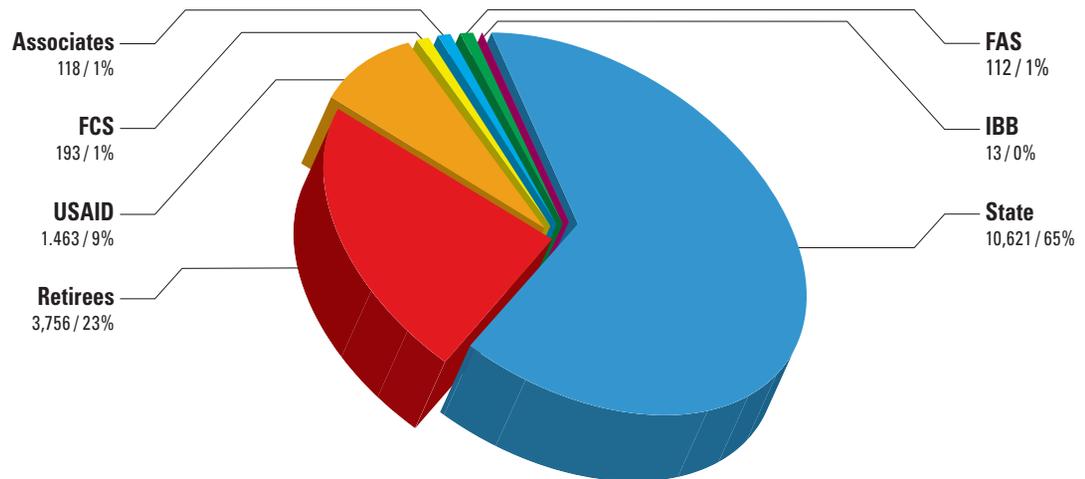
### AFSA NEWSLETTER

This product underwent its first redesign since 2008, but continued to deliver relevant content on federal retirement benefits, the Cost of Living Allowance, Social Security, Thrift Savings Plan, Medicare and health benefits. AFSA published nine editions of the *Newsletter* in 2013, the most ever.

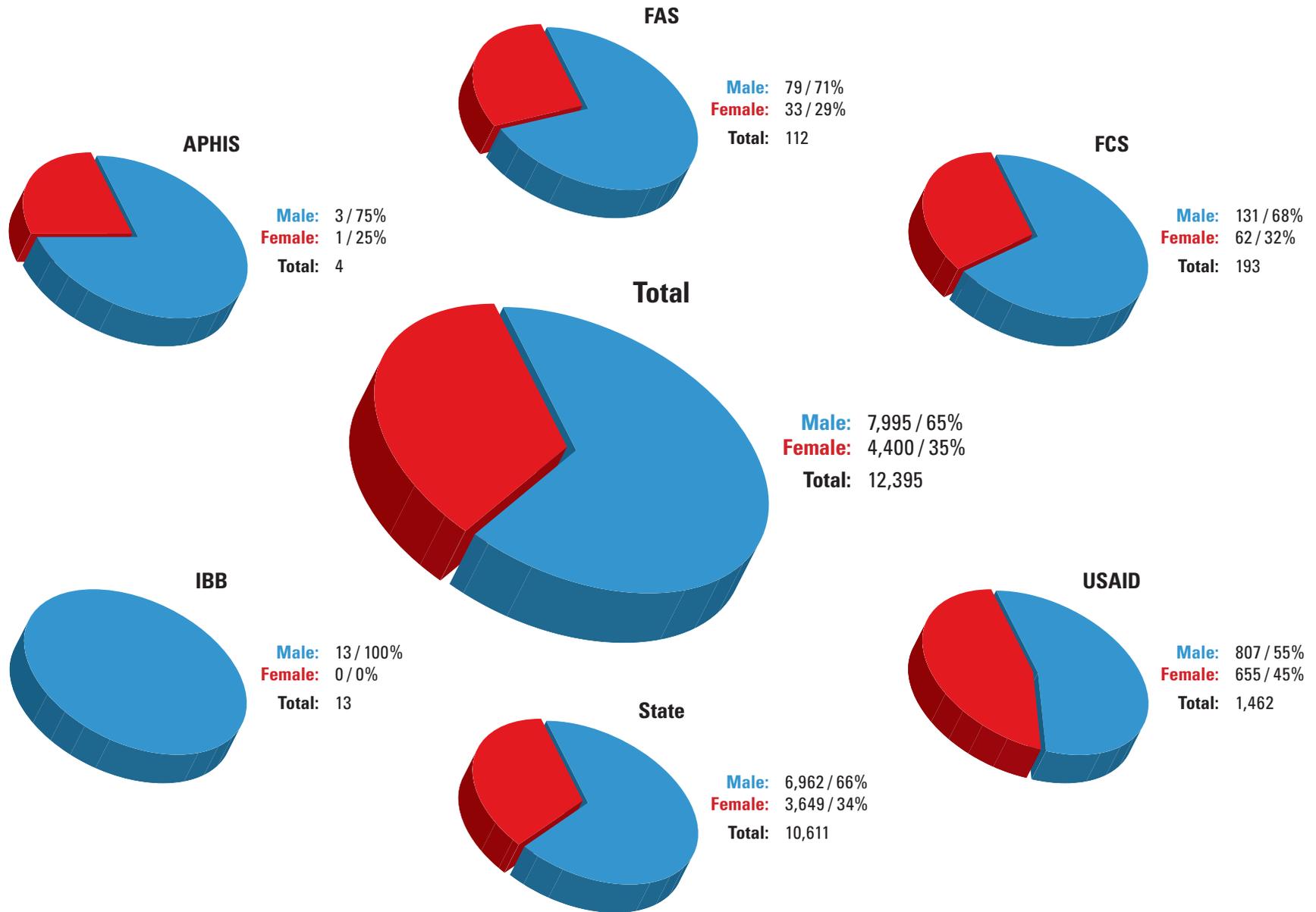
## AFSA Membership



## Membership by Constituency (as of 12/31/13)



## Statistics for Active-Duty AFSA Members



## EVENTS

AFSA hosted 10 new member lunches in 2013, which signed up 527 new AFSA members (an 80.9-percent join rate). We also held four events in our Federal Benefits Speaker Series in 2013: a seminar on the Thrift Savings Plan and presentations on geriatric care, divorce in the Foreign Service and Social Security. All seminars are recorded and available online at [www.afsa.org/video](http://www.afsa.org/video).

Each year AFSA co-hosts the Job Search Program Reception at FSI with DACOR. This year's receptions for the March, August and October classes resulted in 55 new retiree members. AFSA also hosted its first-ever happy hour, drawing more than 150 members and guests. Rock Bottom Brewery donated beer, wine, non-alcoholic beverages and hors d'oeuvres were served.

## MEMBER INQUIRIES

During 2013 we assisted more than 1,000 active-duty members on issues ranging from renewing membership or joining AFSA to updating addresses, certifying post representatives and many more. AFSA retiree counselors counseled more than 400 members on their benefits and other concerns.

## MEMORIAL MARKER

The markers were introduced in 2011 as a way of honoring members of the Foreign Service. AFSA sold 78 Foreign Service Commemorative Markers during 2013. ■



Ed Zurndorfer's presentation to members on Social Security draws a record crowd to AFSA.

# COMMUNICATIONS

## Telling Our Story

In 2013, AFSA was pleased to consolidate its outreach efforts in a new communications department under the guidance of Kristen Fernekes, who became AFSA's new communications director in August. The new department encompasses AFSA's website, social media, events, Foreign Service Books, *The Foreign Service Journal*, *AFSA News*, Speakers Bureau, Road Scholar, editing, marketing and development, and press. The new department also works closely with member services and advocacy to enhance outreach to members and stakeholders.

We have already seen a marked increase in efficiency and use of content across all our communications channels, benefiting AFSA members and enhancing the public's understanding of the important work the Foreign Service does.

### THE FOREIGN SERVICE JOURNAL

After the excitement of launching the rebranded *Foreign Service Journal* in October 2012, the past year was largely devoted to exploring the full potential of the magazine's new design, both in print and online. Reflecting an increased emphasis on social media, by year's end the *Journal's* Facebook page had received nearly 5,300 likes. An upgraded *FSJ* mobile app is under development, and the *Journal* page of AFSA's website saw several upgrades during the year to make content more accessible and easier to share. We have ramped up efforts to identify ancillary audiences for specific articles using suggestions from members of the *FSJ* Editorial Board and others.

### AFSA NEWS

*AFSA News*, the union's newsletter, is the platform for AFSA's constituency vice presidents, who used their columns to highlight the difficulties, joys, frustrations and

issues each foreign affairs agency and its employees face. It also presented timely articles on outreach efforts, coverage of the many events we offer our members and features on Foreign Service life. The column, "Active After Active-Duty," gave retirees an outlet for their stories, while a new column, "AFSA on the Hill," provided readers with a look at the efforts made by our advocacy department.

## FOREIGN SERVICE BOOKS

On the Foreign Service Books front, we have exciting news to report. By the end of 2013, author and former FSO Harry Kopp had completed drafts of the first seven (out of nine) chapters of the first-ever history of AFSA. We expect to publish the book in the fall of 2014 as part of AFSA's 90th-anniversary celebrations.

Sales for the 2011 third edition of *Inside a U.S. Embassy: Diplomacy at Work* remained strong, totaling approximately 10,000 copies in 2013, including hard copies and digital editions. An audiobook edition will be introduced in 2014. Expansion of the use of *Inside a U.S. Embassy* by the U.S. military continued, as well, with its adoption as part of a pilot interagency course at the U.S. European Command in Stuttgart, Germany. At EUCOM's invitation, Editor/Publisher Shawn Dorman presented "Embassy 101" as part of the course in July.

*Inside a U.S. Embassy* was also excerpted as a reference for an April issue of *The Mini Page* educational newspaper for



FS Books Publisher Shawn Dorman visits European Command in Germany where *Inside a U.S. Embassy* is used in the "Embassy 101" course for members of the military.



Amb. Jonathan Addleton signs books following an Book Notes event.

children. Through a grant from Embassy Risk Management, AFSA was able to send copies of the book to 500 U.S. public high schools in low-income communities to promote awareness of the Foreign Service among students. And in February, the 2005 edition of *Inside a U.S. Embassy* became available to a potentially huge new audience with the publication of a Chinese translation.

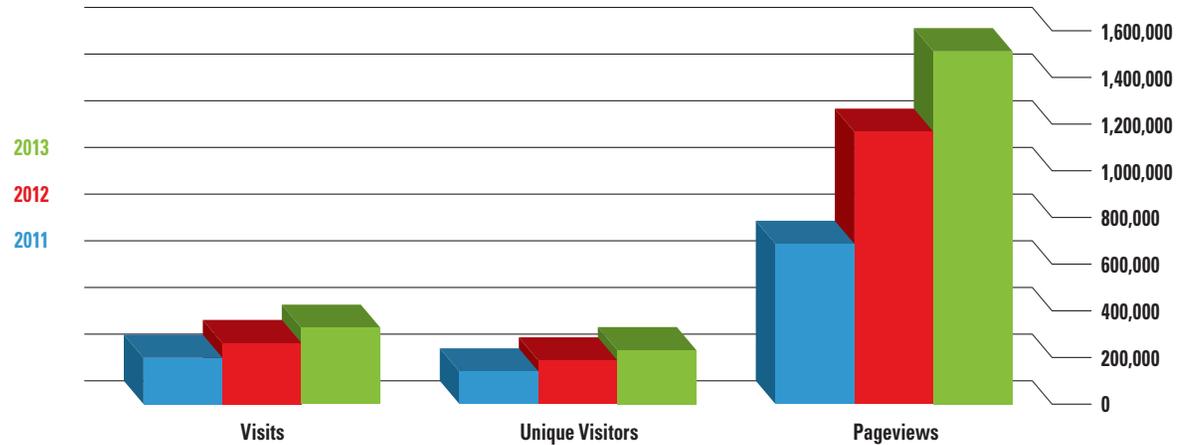
### AFSA EVENTS

AFSA continued to host speakers, panel discussion, Book Notes events and other special programs at our headquarters and other locations, attracting nearly 2,000 people in 2013. We also offered 10 Road Scholar educational programs on the Foreign Service, in Washington, D.C., and Chautauqua, N.Y., drawing more than 500 attendees.

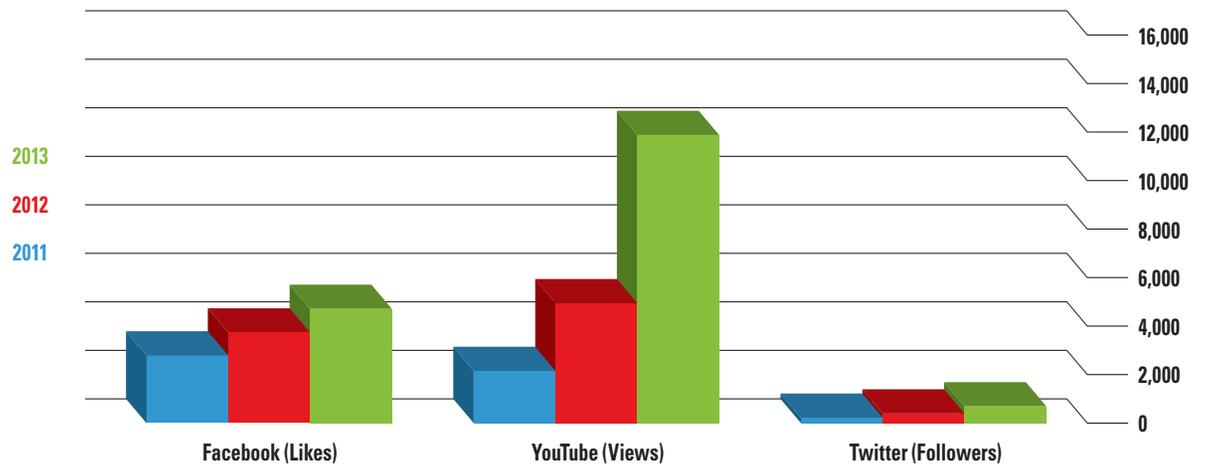
### SOCIAL MEDIA

AFSA continued its expansion into online outlets in 2013, and is building a robust social media presence, allowing us to engage directly with our members and the public. Our Facebook audience increased by 25 percent last year; the number of Twitter followers rose 71 percent, and our YouTube views rose by an astonishing 120 percent. All of this growth is organic, as we do not actively promote our social media presence through paid advertising or targeted promotions. The Facebook pages for *The Foreign Service Journal* and *Inside a U.S. Embassy* have also done very well, and we continue to utilize them mostly to engage with a narrower, more specific audience.

## Website User Data



## Social Media Engagement



## AFSA WEBSITE

Traffic to the AFSA website ([www.afsa.org](http://www.afsa.org)) grew by 23 percent last year, much of it coming from outside the AFSA membership. Our High School Essay Contest, *The Foreign Service Journal*, *Inside a U.S. Embassy*, our ambassador tracker and AFSA's internship page drew the most visitors. The *FSJ*, in particular, has seen a jump in traffic after AFSA began making articles available in an HTML format, making them easier to read and share via social media.

We also created several new sections on the website to increase the variety of resources available to our members. For instance, we created an archive of "Foreign Service Know-How" columns from *The Foreign Service Journal* dating back to 2003, which provides advice on unique Foreign Service challenges ranging from dealing with dietary restrictions overseas to retirement planning.

## SPEAKERS BUREAU

One of AFSA's most effective outreach elements is our Speakers Bureau. In 2013 the Bureau deployed nearly 400 Foreign Service speakers to explain the critical importance of U.S. diplomacy in advancing vital American interests around the globe to more than 23,000 professional and academic opinion leader attendees in 44 states and Washington. Audiences ranged from leading universities and think-tanks, to civic organizations, town meetings, adult education and high schools.



Former Deputy Secretary of State John Negroponte (right) is introduced at St. Thomas University in Houston.

AFSA also developed partnerships with the international studies faculties of several universities, beginning in March with St. Thomas University in Houston. Former Deputy Secretary of State John Negroponte's addressed an audience of more than 300. ■

# SCHOLARSHIPS AND YOUTH

## AFSA Scholarship Program



Omar Sykes

In 2013, the AFSA Scholarship Program disbursed \$240,375 in academic and merit awards as well as financial aid scholarships and other awards to 93 children of AFSA members. Friends and family members established two new memorial perpetual financial aid scholarships in the names of Omar Sykes and Christopher and Eliza Van Hollen.

The AFSA Scholarship Committee's chairman, Ambassador Lange Schermerhorn, agreed to serve for a second year, and the committee also added representatives from the four largest Foreign Service agencies: State, USAID, FAS and FCS. A total of 21 Foreign Service employees (active-duty and retirees) served as merit award judges, adjudicating 128 applications. ■



AFSA merit award winners jump for joy.

## AFSA National High School Essay Contest



Secretary of State John Kerry and AFSA President Bob Silverman congratulate the 2013 winner, Kailee Pedersen.

This unique program encourages students to think critically about a topic of global significance and the key role diplomacy plays in connecting people and ideas. The 2013 contest drew some 500 entries from 42 states and abroad.

The 2013 winner, Kailee Marie Pedersen of Lincoln, Neb., received \$2,500, an all-expenses-paid trip to Washington, D.C., and the opportunity to meet Secretary

of State John Kerry—and thanks to AFSA's partnership with Semester at Sea, a free semester-long educational voyage.

We also welcomed a new partner, the National Student Leadership Conference, which provides a free International Diplomacy summer program for the runner-up.

AFSA significantly increased our outreach on this program, connecting with educators and students at conferences, via social media, direct mail and in-person meetings. Our large increase in submissions over the last two years is in many ways attributable to those additional efforts.

## The AFSA Memorial Plaques



Vice President Biden and Secretary of State Kerry at the Memorial Plaque Ceremony in May 2013.

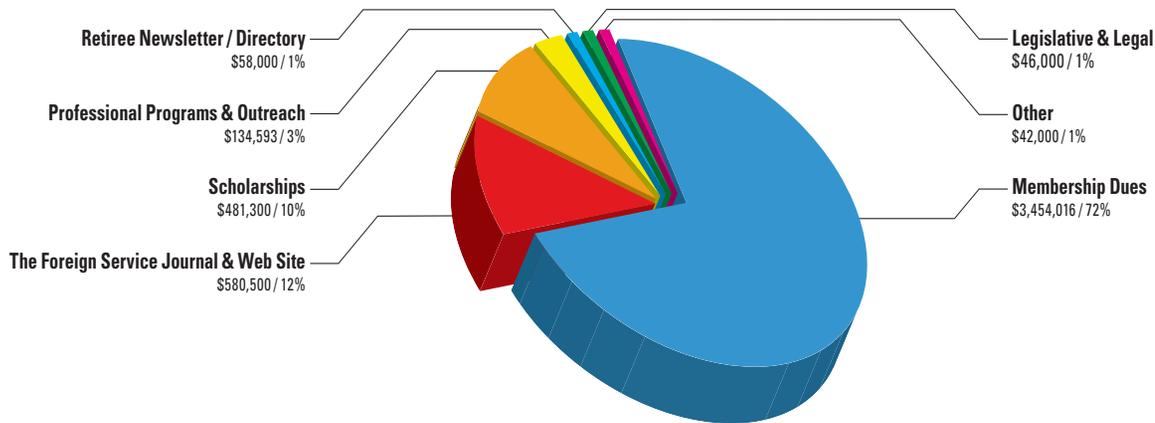
The AFSA Memorial Plaques, housed in the C Street Lobby of the Department of State, honor Foreign Service members who gave their lives in the line of duty. The 2013 Memorial Plaque Ceremony, AFSA's 80th, honored eight fallen Foreign Service personnel, bringing the number of names inscribed to 244. Vice President Joseph Biden and Secretary of State John Kerry attended this ceremony and delivered eloquent tributes to those honored.

# FINANCE AND ACCOUNTING

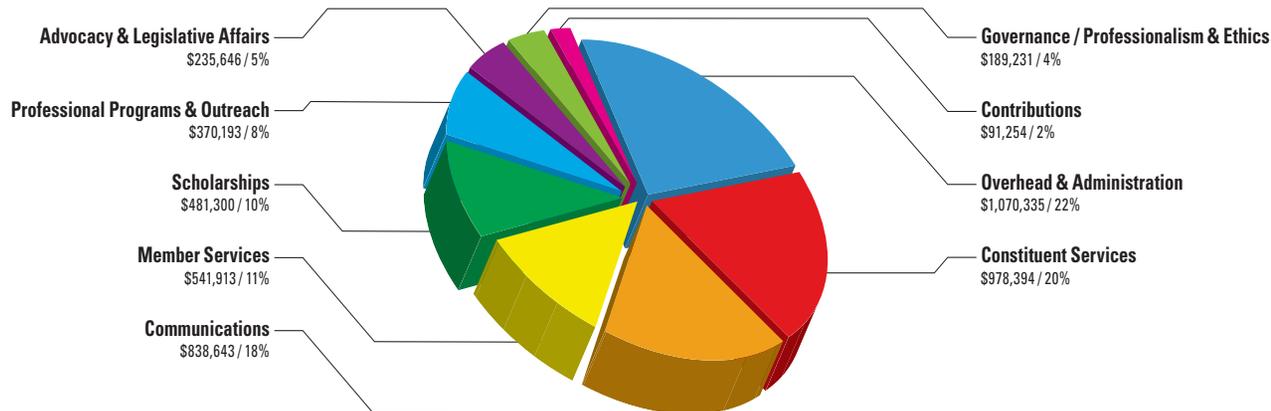
## Steady Stewardship

Through careful stewardship, AFSA continues to be an organization with a solid financial posture. The long-term strategic goal has been to manage our resources and investments in a manner that would allow AFSA to deepen our services to membership and modernize the organization. Over the last several years, the AFSA budget has been managed judiciously, our investment reserve value has increased and the scholarship endowment has grown. Sound fiduciary oversight is a fundamental tenet of producing healthy financials, and AFSA will aim to maintain that value going forward. The bottom line is that strong financial management has advanced AFSA's ability to serve the membership, and positioned us to have options for the future. ■

### Revenue Budget 2013



### Expenses Budget 2013



# AFSA PROFESSIONAL STAFF



**Communications:** *FSJ* Senior Editor Susan Maitra, Advertising and Circulation Manager Ed Miltenberger, Speakers Bureau Director Tom Switzer, Online Communications Specialist Jeff Lau, Director of Communications Kristen Fernekas, Director of New Media Ásgeir Sigfússon, *FSJ* Associate Editor and *FS* Books Publisher Shawn Dorman, *AFSA* News Editor Donna Ayerst, *FSJ* Editor-in-Chief Steve Honley.



**Labor Management Office:** Staff Attorney Andrew Large, Senior Staff Attorney Neera Parikh, Deputy General Counsel Zlatana Badrich, Executive Assistant Elizabeth Lee, Law Clerk Alex Nostro, General Counsel Sharon Papp, Labor Management Counselor John D. Long. (Not pictured: Staff Attorney Raeka Safai, Senior Labor Management Advisor James Yorke, USAID Senior Labor Management Advisor Doug Broome.)



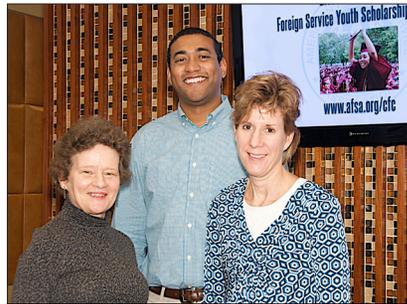
**Executive Office:** Executive Director Ian Houston (left). Executive Assistant to the President Patrick Bradley (Not pictured: USAID Staff Assistant Chioma Dike.)



From top left clockwise:

**Advocacy:** Legislative Assistant David Murimi, Director of Advocacy Javier S. Cuebas.

**Member Services:** Membership Representative Kristy Pomes, Associate Coordinator for Retiree Benefits and Legislation Matthew Sumrak, Member Services Director Janet Hedrick, Administrative Assistant and Office Manager Ana Lopez. (Not pictured: Retiree Counselor Todd Thurwachter, former Retiree Counselor Bonnie Brown.)



**Business and Accounting Department:** Controller Kalpna Srimal, Director of Finance Femi Oshobukola, Assistant Controller Cory Nishi.

**Scholarship and Youth:** Coordinator for Special Awards and Outreach Perri Green, Scholarship Assistant Jonathan Crawford, Scholarship Director Lori Dec.



# How YOU Can Support AFSA!

## VOLUNTEER

Run for the AFSA Governing Board. Join one of our committees. Participate in a judging panel. Your expertise is valuable to AFSA!

## ADVOCATE

Help us increase support for the Foreign Service with decision-makers across the country. Write your representatives. Visit a local office. Participate in a call to action. E-mail [cuebas@afsa.org](mailto:cuebas@afsa.org) for more information.

## DONATE

AFSA has five special funds that depend greatly on contributions from members. They are the Fund for American Diplomacy, the Scholarship Fund, the Legislative Action Fund, the Legal Defense Fund, and our political action committee, AFSA-PAC. Learn more about each and ways to give at [www.afsa.org/donate](http://www.afsa.org/donate).

## WRITE

Contribute to *The Foreign Service Journal*. Write a column for *AFSA News*. Share your expertise in the *AFSA Newsletter*. Your experience is an amazing resource.

**We truly appreciate your support and dedication to AFSA.  
Please continue to stay involved.**



[www.afsa.org](http://www.afsa.org)

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