

THE **FOREIGN SERVICE** JOURNAL

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BEYOND THE FORTRESS EMBASSY



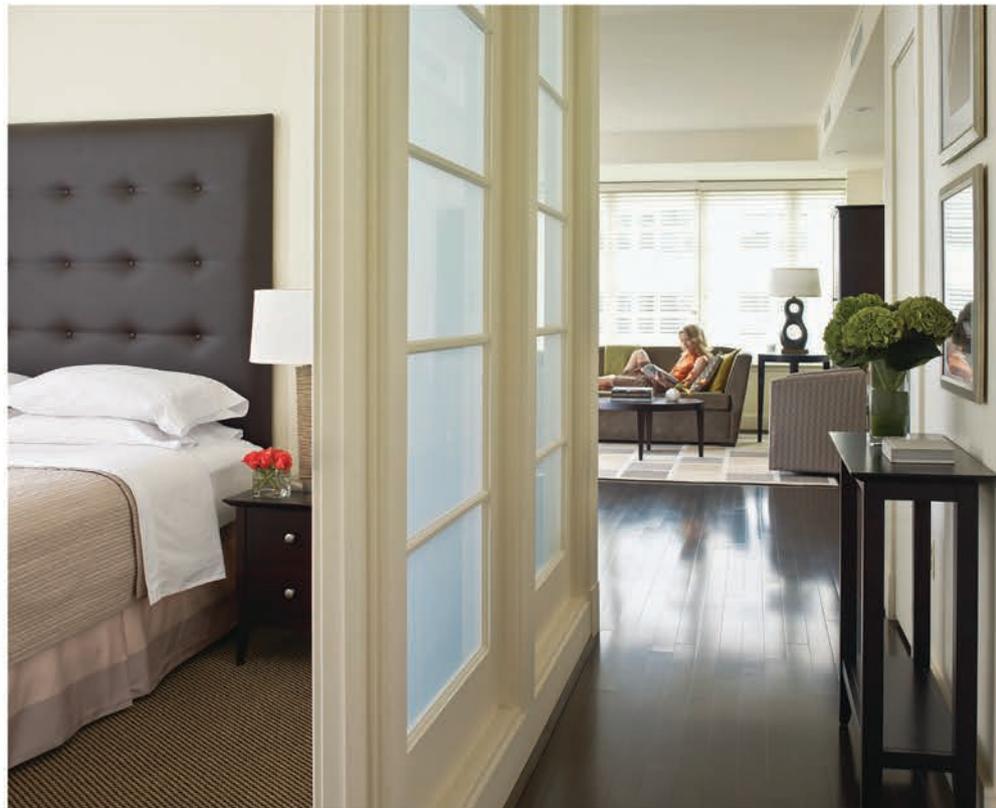
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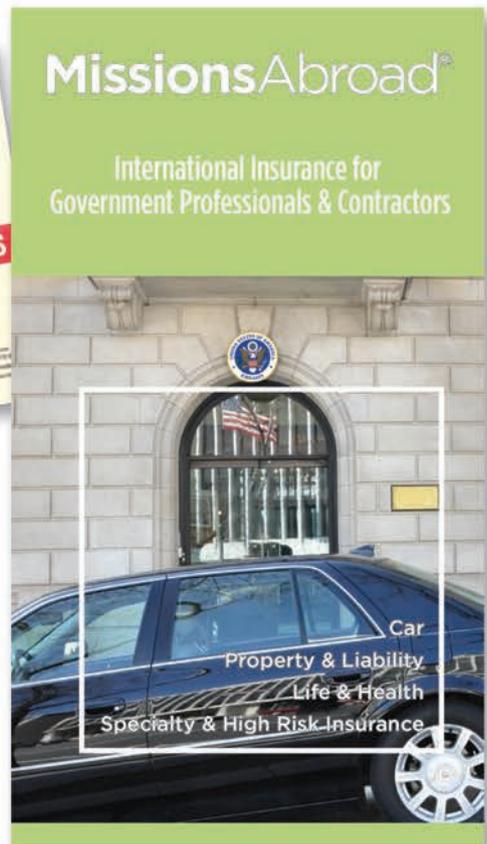
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On the Cover: Rendering of the competition-winning design for the new Embassy London by KieranTimberlake. Planned for a four-acre site in a redevelopment zone within the city, the embassy will set new standards for energy efficiency and sustainability. And instead of being walled off from the surrounding neighborhood, it will feature an open landscape, by OLIN, adjusted to provide needed defenses—much as the Washington Monument has been secured without the use of high walls or fences. Photo courtesy KieranTimberlake.

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J. KIRBY SIMON FOREIGN SERVICE TRUST

AN INVITATION TO PROPOSE PROJECTS FOR FUNDING

BY THE J. KIRBY SIMON FOREIGN SERVICE TRUST IN 2013

The J. Kirby Simon Foreign Service Trust is a charitable fund established in the memory of J. Kirby Simon, a Foreign Service officer who died in 1995 while serving in Taiwan. The Trust is committed to expanding the opportunities for professional fulfillment and community service of active Foreign Service officers and specialists and their families.

The principal activity of the Trust is to support projects that are initiated and carried out on an entirely unofficial, voluntary basis by Foreign Service personnel or members of their families, wherever located. The Trust will also consider projects of the same nature proposed by other U.S. government employees or members of their families, regardless of nationality, who are located at American diplomatic posts abroad. Only the foregoing persons are eligible applicants.

In 2012 the Trust made its sixteenth round of awards, approving a total of 54 grants that ranged from \$600 to \$3,000 (averaging \$2,052) for a total of \$110,785. These grants support the involvement of Foreign Service personnel in the projects described in the Trust announcement titled "Grants Awarded in 2012" and available at www.kirbysimontrust.org. To indicate the range of Trust grants, the following paragraphs set forth a sampling of projects supported by the Trust in recent years.

- **Education Projects:** School supplies for refugee and other conflict-afflicted children and for orphanages; English-language learning materials for high school students; day-care facilities for children of underprivileged women learning marketable skills; specialized education equipment for the disabled; kitchen and other equipment for occupational training programs.

- **Additional Projects for Young People:** Playground and sports training equipment, educational toys, furnishings, household appliances, toilet and shower facilities for special-needs schools and orphanages; cleanups to improve sanitation and create play spaces; school fees and food for abandoned children; materials for a re-entry program for returning Foreign Service teens.

- **Health and Safety-Related Projects:** Dental care for impoverished children; staff training for crisis shelters; health care equipment, security equipment and improved sanitation for maternity clinics and orphanages; a visual impairment survey among HIV-positive children; rebuilding homes of earthquake victims; photo documentation of murdered women set on fire by husbands or in-laws.

- **Revenue-Producing Projects:** Machines and materials for income-generating programs for sick and disadvantaged children and adults, including abused women, migrant workers, refugees, Roma and victims of sex-trafficking; a cooperative for deaf carpenters.

The Trust now invites the submission of proposals for support in 2013. It is anticipated that few of the new grants will exceed the average size of the 2012 awards, and that projects assisted by the Trust will reflect a variety of interests and approaches, as illustrated by the foregoing paragraphs and by the Web site description of 2012 grants.

Certain restrictions apply: (a) Funds from the Trust cannot be used to pay salaries or other compensation to U.S. Government employees or their family members. (b) The Trust does not support projects that have reasonable prospects of obtaining full funding from other sources. (c) The Trust will provide support for a project operated by a charitable or educational organization only where the individual applicant(s) play an active part in initiating and carrying out the project, apart from fundraising. (d) The Trust will support only projects in which each applicant's role is clearly separate from the applicant's official responsibilities.

A proposal should include a description of the project, its aims and the role to be played by the applicant(s); a preliminary plan for disseminating the results of the project; a budget; other available funding, if any; and a brief biography of the applicant(s). Proposals should be no longer than five double-spaced pages (exclusive of budget and biographical material). Please follow the application format available at www.kirbysimontrust.org/format_for_proposals.html or by communicating with the Trust (see below).

Proposals for projects to be funded during calendar year 2013 must be received by the Trust no later than March 1, 2013.

Proposals can be submitted by mail, by fax or (preferably) by e-mail to:

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E-mail: Send to (1) info@kirbysimontrust.org and (2) john.simon@yale.edu and (3) marguerite.camera@yale.edu

Further information about the Trust can be found at www.kirbysimontrust.org.

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Building a Truly Diverse, Professional Foreign Service

BY SUSAN R. JOHNSON

In adopting the Foreign Service Act of 1980, Congress declared that “members of the Foreign Service should be representative of the American people.” This language lays down an unmistakable marker that America’s diplomatic service should reflect the real face of a diverse nation.

At that time, the members of the Foreign Service were overwhelmingly white and male, and had often graduated from a handful of elite institutions. Three decades later, the Service has become largely representative of American diversity in terms of ethnicity/race, gender, geography, age, educational background and work experience.

This success is the result of a variety of recruitment measures adopted over the years (some more effective than others), which have steadily increased minority representation. A 2009 study commissioned by the Department of State concluded that the procedures currently in place for recruitment and testing attract a diverse pool of applicants, and that this diversity also characterizes those who qualify for entry. To preserve and build on this real progress we have made toward making the Foreign Service truly representative of American society, we need new approaches to attract qualified

African-Americans and Hispanics.

Congress also set out several other important

markers in the 1980 Act. It stipulated that “a career Foreign Service, characterized by excellence and professionalism, is essential to the national interest.” Toward that end, “the Foreign Service should be operated on a basis of merit promotion” and the Senior Foreign Service should be “characterized by strong policy formulation capabilities, outstanding leadership qualities, and highly developed functional, foreign language and area expertise.”

Clearly, Congress not only sought to create a more diverse and representative institution, but one staffed by a professional career service characterized by excellence and merit. But since the adoption of the act, what policies or programs have been put in place to ensure that progress would also be made on meeting those markers? Has the broader diversity achieved been accompanied by measures to ensure an integrated, cohesive Foreign Service with a strong sense of mission and of community, dedicated to excellence, based on merit and with the clear code of professional conduct that is the attribute of strong institutions?

Sadly, it is probably fair to say that the Foreign Service has lost (if it ever had) the professional framework needed to bind a diverse group of officers and specialists into a cohesive cadre. Nor do members of today’s Foreign Service seem to share a common understanding of their mission and of their role in achieving it, in

the manner so strongly emphasized and cultivated by our military services.

To rectify this, particularly in an increasingly complex and competitive global environment, State and the U.S. Agency for International Development need to undertake structural reforms such as the following:

First, they must “think big” about A-100 basic training, integrating professional education and training from the beginning and throughout a career with prospects for advancement. This new concept should aim to infuse a consistent, career-long ethos of excellence, discipline and professionalism.

Second, State should revisit the cone system, which has had such unintended consequences as encouraging overly narrow specializations within an officer corps that must be capable of thinking strategically, connecting dots and supplying the executive leadership of our diplomatic service.

We also need to honestly assess the impact of an increasingly heavy preponderance of transient, non-career leadership that is not organic to the Department of State or the Foreign Service, and understandably cannot relate to the requirements of institutional development.

This may appear to be an ambitious agenda. But such a vision is what the Foreign Service of the 21st century requires to fulfill the potential of the 1980 Act, by forging a common mission and building broad understanding of the key role each component plays in achieving it. ■



Susan R. Johnson is the president of the American Foreign Service Association.

Defending the Foreign Service

Congratulations to AFSA President Susan Johnson on using her latest column (“Diplomatic Capacity Needs Professional Institutional Leadership,” October President’s Views) to illuminate a pressing problem: the increasing politicization of the institutional leadership of the State Department and Foreign Service.

Ms. Johnson is absolutely correct that senior political leaders need the sound, candid and experienced advice on foreign policy that only comes from a strong, professional diplomatic service. Such advice will not come from their fellow partisans.

The American Academy of Diplomacy has just published its latest analysis of the personnel situation in the foreign affairs agencies, “Diplomacy in a Time of Scarcity.” In our research we came upon indications of very troubling trends in the State Department’s administration of its Civil Service system.

First, during Secretary of State Hillary Rodham Clinton’s tenure, Diplomacy 3.0 established more additional General Service positions (1,500) than either Foreign Service officer (1,200) or Foreign Service specialist (800) positions.

Are GS personnel—who are not available for worldwide service, do not compete for promotions, and are not subject to selection out for time-in-class or poor performance—increasingly occupying positions formerly filled by Foreign Service personnel?

If so, what will be the long-term impact on Foreign Service promotions and assignments? Are we headed for a Washington-field bifurcation, similar to the situation that led to “Wristonization” a half-century ago?



Even more ominous is the apparent blurring of the line between Schedule C political appointments and the Civil Service. Since (as I understand the situation) there is no longer a Civil Service

examination, GS appointments are made by matching job descriptions with submitted curricula vitae.

How difficult is it under those circumstances to write a job description that can only be filled by a deserving party member, or the son or daughter of the college roommate of a 7th-floor principal? Is our distinguished Civil Service component becoming a venue for political stay-behinds and cronies?

I do not have the data to answer these questions. I also understand that even raising them will elicit accusations of violating a code of bureaucratic political correctness, and prejudice against Civil Service colleagues. But these matters are simply too important and potentially damaging to the principle and practice of a career Foreign Service to be ignored.

I am sure that many other AFSA members are prepared to support efforts to address these critical issues. President Johnson’s column on the politicization of the Foreign Service is a worthy opening salvo in a necessary discussion.

*Tom Boyatt
Ambassador, retired
Great Falls, Va.*

The Promotion “System”

I have an issue with the promotion system at State. How many of you have heard this: “Promotions are based on potential, not on performance at grade,” or something similar? Since joining State as an FP-8 in 1985, I have heard that at

least 25 times, if not more.

Until I reached the FP-2 level, my average time-in-grade lasted 2.16 years. But now I have been an FP-2 for 14 years! Going by last year’s statistics, the average time-in-service and time-in-grade in my skill code were 19.6 and 5.6 years, respectively.

To be considered for promotion, we are frequently told, we must take ownership of our evaluations, ensure examples are solid and represent potential, and take on additional duties (e.g., serve on Employee Evaluation Report review panels and post housing boards, support recruitment efforts).

I have done all these things. Nor are there any black marks on my personnel jacket. Over the past 26 years I have been nominated for the Thomas Morrison Information Management Award three times, earned three Superior and five Meritorious Honor awards, and received two Franklin Awards. I also received a medal from the President’s Council on Y2K for my performance as a Y2K coordinator.

In addition, I’ve served in an FP-1 position, garnering evaluations attesting to successes. If performing well in a stretch position is not a sign of potential, I don’t know what the term means. I have also served successfully at several posts as the acting management counselor.

I have watched, with some measure of pride, employee after employee who reported to me being promoted to FP-1. They are all excellent employees, and I am proud to say I had something to do with their success. However, it also makes me question my worth to the department and the promotion system.

For those who made it, congratulations again. For those who suffer quietly as I have for the past few years, I recommend you exorcise your internal demons,

as I have done here. Then check your bank balance every two weeks and be happy you are gainfully employed, as there are many not as fortunate in today's economy.

I am grateful for all I've seen during the last 30 years, and for the people I've had a chance to meet along the way. Enjoy life, for you cannot change the system.

Richard E. McCormick
Assistant General Services Officer
U.S. Mission Iraq

The "3Ds" Revisited

In the face of growing instability, terrorism and assorted other international crises that threaten American interests and global security, a new U.S. strategic concept was introduced in 2004 that aimed to bring together the key elements of national power to prevent, mitigate or overcome these threats.

Known as the "3Ds" (defense, diplomacy and development), the strategy envisioned unified planning, coordination and implementation of responses to crises among co-equal partners: namely, the Department of Defense, Department of State and the Agency for International Development.

From 2003 to 2010, I worked for DOD, USAID and State developing and implementing mechanisms to enhance inter-agency coordination for crisis response, so I have seen the 3Ds up close. While the 3D strategy continues to be referred to as the operational mode for U.S. crisis planning, equality among the partners is far from a reality. DOD, whose global presence is far-reaching and growing, has assumed an ever-greater role in diplomacy and development and is perceived by many as the visible face of U.S. foreign policy abroad.

The Defense Department's expanded

mission is not just due to a larger budget (\$670 billion vs. \$51 billion for State and USAID combined in Fiscal Year 2012) or personnel base (1.2 million vs. 15,000 for State and USAID). It also stems from a decades-long perception among some in Congress and the executive branch that the military is better able to respond to crises.

If the 3D strategy is to succeed, there needs to be a better balance between our military and civilian agency partners—not only in terms of budgets, but in their respective roles in defining U.S. crisis-response measures and outcomes.

John Champagne
USAID FSO, retired
South Hadley, Mass.

Remembering Reginald Bartholomew

Reginald Bartholomew, who died of cancer in August in New York City, was a break-the-mold diplomat. "Reg" (one doubts he was ever addressed as "Reginald," at least not since his christening) was one of his generation's most talented diplomats.

Although he was not a come-up-from-the-ranks FSO, Bartholomew held multiple ambassadorships, directed the Political-Military Affairs Bureau, and served as under secretary for arms control and international security affairs. He was particularly noted for negotiating basing agreements and devising mechanisms for arms control. If there was a tough diplomatic problem, he was likely to be on the short list to handle it.

A consummate political survivor, Bartholomew endured through Presidents Carter, Reagan and Bush 41, leaving State following Bill Clinton's election. Key to his longevity was a powerful mentor, Larry Eagleburger, who held senior State positions and eventually became



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Secretary of State. When Secretary of State Alexander Haig sought expertise to address the Cyprus problem, Eagleburger selected Reg as the first special Cyprus coordinator in 1981.

Many at State were dubious about the appointment, assuming Bartholomew would stick with the make-the-dust-fly tactics that were his hallmark. Instead, he assessed the limits of the possible, met all players and only then determined the sides were irreconcilable.

Having proved he could control his energies and accept managing rather than resolving problems, Bartholomew was next assigned responsibility for securing a new defense economic cooperation agreement from an extremely hostile socialist government in Athens. The Greeks assumed that because they were Greeks, they knew the issues better than any American. But they were wrong: Reg totally outclassed them with innovative, creative tactics that co-opted senior U.S. military officials (who were convinced State wanted to negotiate their bases away) and coordinated his approaches with them.

As the negotiations ground on into 1984, Reg grew increasingly frustrated and insisted that the issue was “solved”—he just couldn’t get Athens to agree. But after some top-level nudges, he reached an accord, securing all U.S. objectives without having to deploy most of his “carrots.”

If previously he’d possessed strong negotiating credentials, now Bartholomew was positively scary for prospective opponents. However, that reputation may actually have undermined his mission to renegotiate our base agreements with Spain, where his interlocutors came to see hidden traps in every offer.

There was a dark side to Reg’s brilliance. He didn’t suffer fools gra-

ciously, and seemed to consign much of the world to that category. And as he rose bureaucratically, his hubris rose commensurately. A mercurial temper became volcanic.

He seemed to delight in “Darth Vader” management techniques, substituting outrage for discussion. One FSO, invited to apply for a position, arrived to overhear him screaming at some nameless victim. Quickly determining she already had enough children at home, she withdrew her bid.

Reg was the “man in full.” One regrets he left no memoir or oral history.

David T. Jones
FSO, retired
Arlington, Va.

Kudos for the Journal

As a former Foreign Service Journal Editorial Board member and longtime contributor, I congratulate you on a fine new product! Special kudos for the “Argo” article (“How Hollywood Does History,” Mark Lijek, October).

Hans Tuch
FSO, retired
Bethesda, Md.

No Thanks, Tehran

Not long after reading your October article, “How Hollywood Does History,” in the newly formatted *Foreign Service Journal*, I saw the exciting movie “Argo.” That reminded me of my own related history. (The new *Journal* deserves praise, too, but that’s another story.)

In mid-1979, after three years adjudicating non-immigrant visas in Manila, I came up for reassignment. Casablanca, Helsinki and Wellington were on the list, but the first two cities were not compatible with our children’s educational requirements. So I set my sights on Wellington.

While my family and I were on home leave in California that summer, State offered me other choices, noting, for instance, that "Tehran is available." However, I had little knowledge of the Middle East, had not served in the area, and preferred to remain in the Pacific. Thanks, I said, but no thanks: I decided to take my chances on waiting for New Zealand.

My gamble paid off: I was assigned as consul and first secretary, arriving in Wellington in late September 1979. But as much as I enjoyed the assignment, it wasn't completely idyllic: That November, shortly after Embassy Tehran was overrun, an Air New Zealand DC-10 with 257 persons aboard (including 25 Americans) crashed into the Antarctic Ocean. We were the nearest consular district, so it was our responsibility to respond.

Four years after leaving Wellington, I was posted to Toronto. There I served in the Citizens Services Unit with Richard Queen, a young officer whom the Iranians had released earlier than the rest of the hostages due to a medical condition. (Richard was not mentioned in the *Journal* article or in the film.)

Richard and I worked together in Toronto for several months. I found him a most likable colleague, but we never spoke of Tehran. His multiple sclerosis progressed until he returned to the department, where he served for some time before eventually passing away.

My 35-year Foreign Service career was filled with many adventures all over the world, but I am truly grateful that an assignment to Tehran in the fall of 1979 was not among them.

Donald R. Tremblay
FSO, retired
Santa Monica, Calif. ■

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American Foreign Service Association (AFSA)

Meet the Foreign Service Through FS Blogs

Every so often, we are reminded of just how little most Americans know about the Foreign Service and its work. The evident public shock and surprise following the tragic Sept. 11 Benghazi attack that killed Ambassador Chris Stevens, Sean Smith, Glen Doherty and Tyrone Woods was such a moment.

While there has been much talk of blame and questions about security in the media and political storm that followed, more Americans now know that the Foreign Service is at work in challenging, sometimes dangerous locales around the world.

As part of AFSA's mission to raise awareness of the Foreign Service within the United States, we've expanded our

Foreign Service Blogs Web page to include nearly 200 blogs by members of the FS community, who use them to share personal stories, perspectives and photos from their posts around the world.

These blogs offer a unique window into Foreign Service life for students, candidates and the general public. They also highlight the creative talent within the Foreign Service community and keep followers up to date on the whereabouts and activities of their friends and colleagues. Almost all of the blogs are unofficial and personal, and do not represent the views of AFSA or the U.S. government.

The *Journal's* effort to track and highlight this resource began with our March 2008 article, "Welcome to the FS Blogosphere," by editorial intern Marc Nielsen. He included helpful information

on starting a blog, some of which is still quite relevant today. A follow-up piece by intern Mark Hay in the November 2009 issue not only offered a new snapshot of the increasing variety of such sites, but offered readers more information on how to set up their own.

Editorial Intern Danielle Derbes' June 2011 article, "The FS Blogosphere in 2011," marked the debut of AFSA's online list of **Foreign Service Blogs**. Updated regularly, the FS Blogs page has become one of the most popular destinations on AFSA's Web site, averaging between 4,000 and 6,000 visits a month.

In addition to facilitating the process of finding these blogs, we also plan to add a new section of related foreign affairs blogs.

AFSA's blogs page got a boost in late September when the State Department's high-traffic careers site (www.careers.state.gov) added a link to it from State's Forums page, which all Foreign Service candidates must visit to sign up for the exams. State's site already gives the public a vehicle for interacting directly with Foreign Service personnel and getting firsthand answers to questions about



FS Blogosphere," by editorial intern Marc Nielsen. He included helpful information

SITE OF THE MONTH: The Iran Project

We reported in March that retired ambassadors William H. Luers and Thomas R. Pickering have been promoting direct dialogue between Washington and Tehran. Toward that end, the two are among the founders of The Iran Project, an initiative to encourage direct discussions between Washington and Tehran.

Founded in 2002, the Iran Project became an independent nongovernmental entity in 2009. Since then, the organization has concentrated on presenting various strategies for containing Tehran's nuclear program and engaging the regime in dialogue on regional issues. Its latest effort in that campaign, "Weighing the Benefits and Costs of Military Action Against

Iran," was co-signed by 35 regional experts and former senior U.S. government officials, including many retired career ambassadors.

As the study's executive summary states, the paper deliberately draws no conclusions and offers no recommendations. But it does aspire to provide "an objective description of some of the prerequisites for thinking about the use of military action against Iran," while remaining consistent with current U.S. policy: "maintaining pressure on Iran while holding open the possibility of reaching a political solution, without ruling out the use of military force."

—Steven Alan Honley, Editor

“ [“Argo”] is, in part, a tribute to the dangers that our diplomats face, our Foreign Service people face, our clandestine service face, without any hope for recognition. Obviously, in Benghazi you saw tragic results there, and this is really something, in addition to your family, being away from your wife and kids—all of this tough stuff. And when I saw that stuff happening, a silver lining for me about this movie was that we were paying honor to these folks.

Actor Ben Affleck, discussing his new film, “Argo” (based on an incident during the 1979 Embassy Tehran hostage crisis), with “The Daily Show” host Jon Stewart, Oct. 9.

topics including family life, hiring, student programs and more, along with a special forum for veterans to pose questions.

By adding the AFSA FS Blogs link, State has exponentially increased the amount and variety of real-life information available to current and prospective applicants.

State introduces the link with the following note: “In addition to these career-focused Forums, you can find more information on life in the Foreign Service at the American Foreign Service Association Web site through their expansive list of blogs written by and about those living the Foreign Service life.”

There’s something for everyone on our blogs page. The list is divided into various categories, such as those written by State FSOs, State specialists, USAID FSOs, spouses and partners, families and retirees. If you would like us to add or remove your blog, please let us know by writing to FSblogs@afsa.org.

Those of you considering blogging may also want to check out Matt Keene’s December 2011 Speaking Out column, “FS Blogging: An Opportunity, Not a Threat.” In addition, the following posting on AFSA’s Web site offers useful tips to keep in mind about blogging: “AFSA Guidance on Personal Use of Social Media.”

—Shawn Dorman, Associate Editor

Recognizing Young Leaders in Foreign Policy

The *Diplomatic Courier* and Young Professionals in Foreign Policy have once again joined forces to release a list of “Top 99 Under 33 Foreign Policy Leaders,” which is highlighted in the *Diplomatic Courier’s* September/October issue. (The full list is available online.)

With projects as innovative as “The Stinky Peace Project,” which converts organic waste into fuel in some of the world’s poorest nations, the write-up catalogs the achievements and aspirations of the “Millennial” generation’s movers and shakers.

The selection committee sorted the peer-nominated “99ers” into seven different leadership archetypes (although

limiting each leader to one skill set proved challenging). State’s extensive influence in world affairs is most prominent in the “Practitioners” category of foreign policy leaders, defined as those who change foreign policy “from the inside through extraordinary professionalism and skill.” Here are some of the individuals the list spotlights:

FSO Zainab Zaid, currently serving on the Saudi Arabia desk, joined State in 2007 and has served as a political and consular officer in Amman, and as assistant public affairs officer in Dharan.

Nealin Parker, deputy director of USAID’s Office of Transition Initiatives, works on post-conflict assistance in Africa, Latin America and South East Asia. Her desire to lessen “the hell of war” around the world comes through clearly in her numerous publications on peace-keeping, development and the rule of law. Morgan Courtney, stability operations officer for Burma under State’s Bureau of Conflict and Stabilization Operations, has previously worked on Darfur policy, with the United Nations High Commission for Refugees at the Rwanda/Democratic Republic of the Congo border, and aided the re-establishment of the Peace Corps in Rwanda.

State’s other representatives on the

BY THE NUMBERS

Percentage of Career Ambassador Appointments by Region Since 1960

Western Europe	28.2	Eastern Europe	78.3
Oceania	52.7	South and Central Asia	81.1
North/Central America	59.1	Africa	85.4
East Asia	74.9	The Middle East	85.8
South America	77.6		

—Asgeir Sigfusson, AFSA Director of Marketing/Outreach

50 Years Ago

The specialist problem is only one facet of the broader problem of getting the best officers to the top at the optimum time and it would be difficult to maintain that it is the most important facet. It is clear, however, that if it is not satisfactorily resolved, the Service will hardly be able to meet the challenge of the Sixties effectively. If, on the other hand, the considerations discussed above are faced squarely and forthright decisions made about them, the effectiveness of other, more direct measures to improve the selection and promotion of FS officers will be greatly enhanced."

A single career service to handle American foreign relations is more than ever necessary today. Also more than ever today, one must admit the necessity for specialized training and experience. The only way to combine these two essentials successfully is through some such system as that outlined above.

—From "Still Another Look at Specialization" by James K. Penfield (an article in the series, "Is the Service Ready for the Sixties?"), FSJ, December 1962.

"Top 99 Under 33" list include foreign affairs officers Andrew Kim, Eric Maltzer and David Bargeño; Andrew Rabens, special adviser for youth engagement in the Near East; Special Assistant to the Ambassador-at-Large for Global Women's Issues Justin Sosne; and Leanne Erdberg and Andrea Walther, both employees of the Counterterrorism Bureau.

This compilation by Young Professionals in Foreign Policy and the *Diplomatic Courier* is part of a broader effort to foster a new generation of foreign policy leaders. The appointees for 2012 are certainly a credit to theirs. ■

—Emily A. Hawley,
Editorial Intern

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Reasons for Hope in the Israeli-Palestinian Conflict

BY KRISTIN K. LOKEN

In 1985 I was the first USAID officer to be assigned responsibility for managing and monitoring foreign assistance NGO programs in the West Bank and Gaza. In that capacity, I was the author and negotiator of the first U.S.-funded Palestinian-Israeli Cooperation Program.

The process involved a large number of people and organizations: the Israeli government, the State Department, the U.S. embassy in Tel Aviv, the U.S. consulate in East Jerusalem, USAID, the Palestinian leadership, various nongovernmental organizations in the West Bank, Gaza and Israel, and Jewish and Arab-American NGOs in the United States.

After two years of difficult negotiations, work finally began on the first activity, revising history textbooks for kindergarten through grade 12. Teams of Israeli and Palestinian academics, teachers and parents began development of mutually acceptable content for history textbooks.

Sticks and Stones...

About the same time, in 1987, the first intifada (Arabic for shaking off) commenced. Best known for boys throwing stones, the campaign also involved general strikes, boycotts, tax strikes, Molotov cocktails and, eventually, armed attacks against the harsh and inhumane

conditions of the Israeli occupation and the campaign by the Israelis to make life intolerable in the West Bank and Gaza so as to drive out the Palestinian population.

In August 1988, the level of violence within Israel escalated with the first suicide bomb attack on a crowded bus in West Jerusalem. Twenty-three Israelis were killed and more than 130 were wounded, many of them children. The Israeli forces responded with beatings (often breaking bones), home demolitions, extrajudicial killings, mass detentions (sometimes of thousands of Palestinians at a time), deportations, curfews and torture. Whatever the tactic, the Israeli strategy was always to hit back harder than they had been hit.

During my visits throughout Gaza and the West Bank to monitor USAID programs during this difficult period, I witnessed many encounters between Israeli soldiers and Palestinians. I once came upon a group of young boys (maybe 7 or 8 years old) throwing stones at Israel Defense Force members. The soldiers started to chase them and all got away except one boy, who was taken to a group of soldiers.

One of the soldiers seemed to be in charge and gave an order. The soldier holding the boy straightened out his arm; then another soldier raised his leg and

brought his boot down against the back of the elbow of the boy's arm with a force strong enough to break the bone. The boy screamed, broke free and ran.

The soldier who performed this act was young; I guessed maybe 17 or 18, with bright red hair. All these years later I still recall thinking about what trauma that boy would suffer—and the young soldier would suffer, too. For in this conflict, there were no winners: everyone lost, and all, including witnesses like me, were traumatized. It was years before I stopped seeing scenes like this in my dreams.

Though I kept trying to get our cooperation program going, I eventually came to question the value of our efforts in the Israeli-Palestinian context. Perhaps the power differential between the two sides was too great to expect that dialogue and cooperative efforts would have beneficial effects.

There were some committed individuals on both sides who worked very hard on cooperative efforts. But they seemed to burn out because over the years, on any level of analysis, they were seeing such meager positive results. And all the while the conflict became more intractable, violence on both sides increased, and living conditions for the Palestinians deteriorated.

Eventually, the violence became so horrible and pervasive that I saw little or no possibility for positive impact. I moved on to Foreign Service assignments in other parts of the world. When I did return to the region two decades later as a private citizen on a peace delegation

Kristin K. Loken was a Foreign Service officer with the U.S. Agency for International Development from 1979 to 2001. Since retiring from the Service, she has worked for the Center for Development and Population Activities, an American nongovernmental organization that promotes women's health and sustainable development, and writes from her home in Falling Waters, W. Va.

organized by the Interfaith Peace-Builders, I found the situation for all parties unimaginably worse.

Continuous Traumatic Stress Disorder

With determination, hard work and U.S. assistance, today Israelis enjoy a prosperous economy, high standard of living and a strong military. By contrast, Palestinians have one of the lowest per capita incomes in the world and a small police force, lack an effective government and have no military.

In terms of conflict resolution, neither the Israeli nor the Palestinian strategy is succeeding. Both sides live their lives in a continuous state of Post-Traumatic Stress Disorder—except there is no “post” in this conflict. It is *continuous* traumatic stress disorder: CTSD.

Israel appears to be stuck in victimhood, a perpetually defensive posture even though the country has the 22nd-highest gross domestic product per capita in the world (ahead of New Zealand, Finland, Denmark and Ireland) and is thought to have the 11th-strongest military in the world. For its part, the Palestinian “government” can hardly be said to govern, but the people work equally hard to remain “steadfast” to preserve what little remains for them in inhumane, intolerable conditions.

As an American citizen, I have come to see efforts to resolve the Palestinian-Israeli conflict as my obligation, since my tax dollars and my government are helping to support it. From what I have seen over the years, I am convinced that the conflict could have been resolved years ago were it not for U.S. intervention.

Our role has escalated and prolonged the agony of both peoples by providing Israel with funds and military equipment that not only free up resources to build

After 20 years of feeling despondent about, and demoralized by, this situation, I am becoming more optimistic about a resolution.

settlements and walls but deploy military equipment against civilian populations in Lebanon and Gaza, violating both U.S. and international law.

Causes for Hope

So why, after 20 years of feeling despondent and demoralized by this situation, do I now suddenly have hope for the future?

First, from what I’ve seen over the past decade, the Palestinian people have developed some nonviolent strategies that are beginning to have positive impact. An excellent example is the West Bank village of Bil’in, where the Israeli-built wall took away 50 percent of the town’s farmland. When the people of Bil’in took their case to the Israeli Supreme Court, it ruled that the wall needed to be moved to give the farmers access to their land.

That was five years ago and the ruling still has not been implemented. So every Friday, the people of Bil’in have organized nonviolent protests. These demonstrations include Palestinians, Israelis and people from around the world and use art, song, dance, theater and poetry. But they usually end the same way, with the Israelis using tear gas and rubber bullets against the protesters. As a consequence of the townspeople’s activism, almost nightly Bil’in suffers raids, arrests and beatings by the IDF.

But today most of my hope emanates from outside Israel and Palestine. In mid-August 2009, for example, Bil’in was

visited by the Elders. Organized by former South African President Nelson Mandela, this distinguished group of former world leaders have pledged their collective influence and experience to build peace and to address the major causes of suffering in the world. These human rights champions—Mandela, Desmond Tutu, Gro Brundtland, Jimmy and Rosalind Carter, Mary Robinson, Martti Ahtisaari and Ela Bhatt—came to recognize the nonviolent efforts of the people of Bil’in and to bring international attention to the conflict.

I am also encouraged that international civil society has taken a strong role in working to end the Israeli-Palestinian conflict. Organized in response to a call made by the Palestinian National Boycott, Divestment and Sanctions Committee, BDS programs and networks of resistance against the occupation are multiplying around the world.

Several European Union countries are boycotting Israeli products, and there have been reports of produce rotting on shelves. In 2010 the Israeli Manufacturers Association reported a 21-percent drop in demand due to boycotts.

Some European and international unions have become involved in BDS, as well. Several large investors, including the Norwegian government, have divested from the Africa-Israel firm owned by Lev Leviev that constructs settlements in the West Bank in violation of international law.

But the organization with possibly the

greatest potential impact on Israel (given the cultural valuation of education by Israelis and Palestinians) is the Palestinian Campaign for Academic and Cultural Boycott of Israel and its American sister organization (the U.S. Campaign for Academic and Cultural Boycott of Israel). The interest here is in discouraging academic and cultural cooperation and performances with Israel until the occupation ends.

In addition, many of the churches and civic organizations in the U.S. and Europe that reaffirm Israel's right to exist also boycott and divest from companies providing products or services (including financial) that support Israelis or Palestinians who attack civilians.

These nonviolent strategies are paying off. Many new solidarity groups have emerged during the last 10 years, such as the International Solidarity Movement and Women in Black. Professional organizations and human rights groups like Amnesty International and Oxfam, Code Pink, the U.S. Veterans for Peace and other peace groups, are also involved.

One State, Not Two

Lastly and most importantly, I am greatly encouraged by the increasing discussion of a one-state solution to the Israeli-Palestinian conflict. A Jewish taxi driver first introduced me to this idea in 1988, when I traveled with him from Hebron to Gaza City.

When I told him what I was doing there, he told me, "There is only one solution to our problem here, and we all know it. The Palestinians know it, we Israelis know it. That solution is one state with Jerusalem as the capital. You could call it the United States of Palestine with perhaps three states: Israel, Gaza and the West Bank.

"Our problem is that the Palestinian

I am optimistic because I believe the time has finally come for a one-state solution to this long-running crisis.

leadership does not want this solution and the Israeli government would never allow it. And even if we could overcome these two, your American government would never support it. So we are caught in a situation without resolution because our leaders cannot agree on the only solution that will ever work."

At the time, I thought to myself, "What does a taxi driver know?" Still, it was an interesting idea that I stored in the back of my mind.

I believe that idea's time has come. We now have 20 years of experience demonstrating the impossibility of a two-state solution or even of creating an effective government for the Palestinians. Many voices are calling for a one-state solution: a country in which Palestinians and Jews live together with equal rights and responsibilities. This would not necessarily be the end of Israel, but it would require a secular state, the end of the Jewish state.

This is a real stumbling block for Israelis and the Jewish diaspora, who have all seen a Jewish state as a fundamental sanctuary. It seems to me, however, that religious states, no matter how benevolent, are simply not viable—not Islamic states, not a Jewish state, not even a peaceful Quaker state (think colonial Pennsylvania). Religious states by definition discriminate against the minority (or minorities) and are therefore unstable and unsustainable. To date, Israel proves my point.

So, for all the reasons I've already noted, a one-state solution is the only

viable one. Under it, neither the Palestinians nor the Israelis get everything they want, but both sides get what they need. (For an excellent discussion of the one-state solution, read Ali Abunimah's 2007 book, *One Country: A Bold Proposal to End the Israeli-Palestinian Impasse*.)

Seeking a Win-Win Solution

For all these reasons, I have hope today. There are courageous Israelis and Palestinians who are getting beyond "us versus them" thinking and are moving into real, nonviolent conflict resolution. The Jewish, Christian and Muslim peoples of Palestine are learning that we are all imperfect human beings, and only through nonviolent means can they bring about a lasting resolution satisfactory to all parties. As Moshe Dayan said, the only way to achieve peace "is not to talk with my friends but to talk with my enemies."

We have learned not to rely on the paralyzed, self-interested and often co-opted U.S. and Israeli governments for answers or even to ask the important questions. As powerful as these governments are, people power, with international support, can still prevail, as it did in South Africa—eventually even with support from the U.S. government.

Today I see growing Israeli, Palestinian and international support for finding solutions that are winners for all the parties to the conflict. Only such an approach can finally end the intolerable suffering of both the Israeli and Palestinian peoples. ■



Davis Brody Bond Architects and Planners

BEYOND THE **FORTRESS** EMBASSY

State's new "Design Excellence" initiative is intended to improve America's presence abroad by embracing all elements of embassy construction.

BY JANE C. LOEFFLER

During the past decade, as the State Department built look-alike embassy compounds that were compared to citadels and high-security prisons, diplomats complained of isolation and impaired diplomacy; critics in and out of government objected to the negative image being conveyed by placeless and undistinguished architecture; and host governments protested the dismissive attitude that emanated from such facilities. All the while, the one-size-fits-all Standard Embassy Design was touted as the only viable option. Few critics expected change, let alone a full-scale course correction.

But in a move that has surprised and pleased critics, including this author, the department's Bureau of Overseas Buildings Operations has recently announced a sweeping "Design Excel-



Photo courtesy of Bureau of Overseas Buildings Operations, U.S. Department of State

lence” initiative that embraces all elements of embassy construction—from location to architect selection, design, engineering and building technology, sustainability and long-term maintenance needs.

The new program sees innovation as an opportunity to enhance security, still the top priority. It is the State Department’s first major statement of design policy since 1954 when, at the height of the Cold War, it greatly expanded its building program and turned to modern architecture to convey the optimism and future orientation of democracy.

What happened to bring about this dramatic shift to improve America’s foreign presence? Could it have happened without the

Jane C. Loeffler is an architectural historian and author of The Architecture of Diplomacy: Building America’s Embassies, reissued in an updated version in 2011. She has published numerous articles on related subjects and collaborated on books, including Villa Otium, A Diplomatic Home, published in 2012 by Embassy Oslo. In addition, she has testified as an expert witness before Congress, appeared regularly on panels and broadcasts, and published op-eds in the New York Times and the Washington Post. The State Department has acknowledged her contributions to its mission with a distinguished Public Service Award and a Recognition Award from its Bureau of Overseas Buildings Operations. Ms. Loeffler holds a Ph.D. in American civilization from The George Washington University, and is affiliated with the Honors College at the University of Maryland.

The design for the new Embassy Jakarta by Davis Brody Bond Architects and Planners, shown opposite, embodies many of the principles of the “Design Excellence” initiative. The project is expected to be completed in 2017. In contrast, Embassy Quito (Yost, Grube, Hall, 2008), above, is a Standard Embassy Design that features the prison-like look and high perimeter wall that is typical of SED structures.

SED, which seemed inevitable but proved so inadequate? What does the new program mean? Will more attacks on U.S. diplomatic facilities undermine or add impetus to the program? And how is it linked to broader foreign policy issues?

To begin to answer these questions, one has to first understand the rationale for the “fortress” model—an expedient solution to an urgent problem, to be sure, but one that narrowly defined an embassy as a protected workplace and overlooked its larger representational role.

Attacks Lead to Stringent Security Standards

In the aftermath of the 1983 terrorist attacks on the U.S. embassy and Marine barracks in Beirut, a bipartisan commission chaired by retired Navy Admiral Bobby R. Inman was the first to call for major embassy improvements. Inman called for an array of new security standards to be applied regardless of location. These included the 100-foot setback, selection of 10-to-15-acre sites, blast-resistant construction, high perimeter walls, rigorous public access controls and (almost) windowless



Fethi Belaid, AFP/Getty Images

The April 1983 terrorist attack on Embassy Beirut, shown at right, and the bombing of U.S. Marine barracks there six months later prompted efforts to improve embassy security. Above, demonstrations at Embassy Tunis on Sept. 14, 2012, turned violent. Such protests put all U.S. facilities at risk.

designs. “Inman” projects included Sanaa (1986), Santiago (1987) and Lima (1996). But plans to build more than 75 new embassies were not realized because the department encountered difficulty acquiring suitable sites. With delay, the urgency dissipated.

A year after terrorists destroyed U.S. embassies in Nairobi and Dar es Salaam in August 1998, however, Congress rallied to fund a multiyear \$21-billion Capital Security Construction Program that supplied the means to build some 201 new embassies and consulates. Congress also enacted the Secure Embassy Construction and Counterterrorism Act that codified the 100-foot setback and a co-location requirement. Both these requirements contributed directly to the need for larger sites, which were often only attainable at remote locations.

Gen. Charles Williams, a protégé of former Secretary of State Colin Powell, took the helm at OBO in 2001 and launched a vastly expanded building program. To control costs, save time and meet congressional expectations, he turned to design-build production and adopted a rigid standard model. His aim was to put the same structure, with minimal modification, in Ougadougou and Oslo. Dismissive of design, he also abolished the architectural advisory panel that had reviewed embassy plans



Françoise De Mulder, Roger Viollet/Getty Images

since 1954 and relied instead on approval from construction industry experts.

Critics Fault “Fortress Embassies”

Pushback against the “fortress” embassy concept originated even before Williams embraced the Standard Embassy Design. Senator Daniel P. Moynihan, D-N.Y., a former U.S. ambassador to India, was among the first to call attention to the already growing tension between openness and security and the fearsome attitude expressed by heavily fortified embassies and other public buildings. Speaking at a symposium co-sponsored by the General Services Administration and State in 1999, Moynihan advocated the idea of “acceptable risk” for buildings meant to mirror American values.

The “fortress” model was an expedient solution to an urgent problem.

At the same venue, security specialist Gavin de Becker said that government’s responsibility is to provide reasonable security in response to “warranted fear.” But he added that there is no way to protect against unwarranted fear without imprisoning ourselves.

Barbara Bodine, then-U.S. ambassador to Yemen, echoed those concerns. She lamented that the isolated location of her new embassy in Sanaa prevented diplomats from building “essential relationships,” and observed that the resulting long drive to work actually made them more vulnerable to terrorists. She pointed to “technology and innovative design” as the means to move beyond the model of the embassy as an isolated outpost. “Embassies should be integrated with their surroundings and culture,” she said.

During the years that followed, government reports continued to cite security deficiencies and unacceptable working conditions at diplomatic facilities, described in one Government Accountability Office report as “shockingly shabby.” And the State Department continued to chronicle active attempts, sometimes two or three a day, to target U.S. personnel and facilities around the world, particularly in the Middle East and Southwest Asia. So as SEDs proliferated from Phnom Penh (2005) to Astana (2006), Bamako (2006) and Quito (2008), it was hard for critics to fault them. They moved many thousands of workers to far more secure and modern workplaces in record time.

But it was not long before a chorus of concerned critics coalesced. It included members of Congress, diplomats, senior



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Photos courtesy of Bureau of Overseas Buildings Operations, U.S. Department of State



Embassy Bamako, above, is a Standard Embassy Design facility built in 2006. The SED model, below, came in Small, Medium and Large and was meant to be completely standardized, with each embassy built to the same specifications.

State Department officials and Foreign Service professionals, architects, historians, journalists and security experts, and even a future president. Chairman of the House National Security and Foreign Affairs Subcommittee John Tierney, D-Mass., held hearings on “Effective Diplomacy and the Future of U.S. Embassies” in 2008. “Some of us call them fortress embassies,” Tierney said, making his point of view clear as he introduced the proceedings.

Witnesses included Thomas Pickering and Marc Grossman, both former U.S. ambassadors who had served as under secretary of State for political affairs. The two cited the changing role of diplomacy, the negative impact of isolation and the added value of architecture that is site-specific and appropriately “symbolic.” In assessing security, Grossman—co-author of an influential report titled “The Embassy of the Future,” which the Center for Strategic and International Studies published in 2007—underscored the “need to shift from a culture of risk avoidance to risk management.”

Patrick Donovan, deputy assistant secretary for countermeasures at the Bureau of Diplomatic Security, reiterated that theme when he declared in 2009 that embassies “are not risk-free buildings.” Donovan explained the futility of trying to construct an embassy as a risk-free facility. He also criticized the OBO’s almost total commitment to design-build, which stifles innovation, he noted, by eliminating the competitive bidding that

encourages new ideas. He cited anti-ram barriers and blast-resistant cladding systems as components that could be more attractive and provide added security if better designed.

Architects hated the SED for the same reasons that they hated big-box stores. They were slow to take up the challenge of the security mandate (both here and abroad) and position themselves as professionals who could offer leadership and expertise in solving new and vexing design problems associated with security. And, of course, they lamented the loss of high-profile embassy commissions, once such “plums.” OBO did hire architects to design new embassies in Berlin and Beijing, but both were design-

bid-build jobs, and both were exceptions. What about London? Would that be an exception or another SED?

Criticism of the “fortress” model culminated when congressional critics joined diplomats and designers in condemning the mega-embassy compound in Baghdad for cost overruns, lateness, construction flaws and size. Even presidential candidate Barack Obama, campaigning in 2008, faulted the Baghdad project. To him, it signaled that the United States intended to be “a permanent occupier” and sent a mixed message about American intentions. The Baghdad fiasco led to the exit of Williams from OBO late in 2007.

OBO Shifts Direction

Williams was succeeded first by Richard Shinnick and then by Adam Namm, both career Foreign Service officers. Both quickly introduced a new openness at OBO and reached out to critics for input. The bureau also proclaimed its new direction in 2008 by announcing a competition to select an architect for a new London embassy to replace the Grosvenor Square chancery, which is functionally obsolete. The competition guidelines and the selection of KieranTimberlake’s dramatic winning design in 2010 revealed a new focus on innovation and civic engagement.

The American Institute of Architects responded to OBO’s outreach by forming a multidisciplinary task force to assess the 21st-century embassy. Its 2009 report recommended an initiative comparable to the Design Excellence program that the General Services Administration had launched in 1994 to improve the quality and civic value of domestic federal buildings. Lydia Muniz joined OBO in 2009 and took on the task of crafting a

Architects were slow to take up the challenge of the security mandate.

similar program tailored to the specific needs of embassies and other diplomatic facilities.

According to Ed Feiner, the architect who created GSA's much-celebrated program, the goal of Design Excellence was to build not just high-performance workplaces, but distinguished civic landmarks of "lasting and inspirational" value. He calls these buildings "keepers." In 2012, when Namm left to become U.S. ambassador to Ecuador and Muniz succeeded him as OBO director, she was already committed to finding ways to build embassies that could also be called "keepers."

Muniz came to OBO from New York University, where she had a key role in management of an extensive real estate program that included branch campuses abroad. Before that, her

experience in international and public affairs included positions on Capitol Hill, with the Office of Management and Budget, and with the Organization for Security and Cooperation in Europe.

Beyond her management experience, she brought with her what she describes as "a strong belief in public architecture." "This has always been important to me," she says, "and it is one reason why I was brought in to OBO in the first place."

What Muniz encountered on arrival, however, was a Standard Embassy Design that came in three sizes (small, medium and large)—"like T-shirts at The Gap," as she puts it. There was little emphasis on design, she says, and even that was "antithetical to what architecture should be." In her view, architecture should be tailored to context. Good design is not about "prettifying" or



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SOM | ©Timothy Hursley

At Embassy Beijing, left, Skidmore, Owings & Merrill LLP integrated American hi-tech design with Chinese landscape tradition. The 10-acre walled compound, completed in 2008, features a 15-story office tower. Art in Embassies has installed Jeff Koons' sculpture, "Tulips," in the water garden. The embassy reflects precepts of the "Design Excellence" program, as does U.S. Consulate Guangzhou, also by SOM and shown, below, in the rendering of a view from the street. The consulate is due for completion in 2013.



Photos courtesy of Skidmore, Owings & Merrill LLP

ornamenting a standard box; rather, it is about quality work at every level so that new buildings are engineered and constructed "for easy and economical maintenance over generations," Muniz says. Architecture should harness the best in American talent and know-how, she continues, "because it conveys who we are."

Muniz is quick to point out that her views have also been shaped by the opinions of many who questioned "the look of fortress America"—some on the Hill, some within the State Department and many on her own staff. Senators John Kerry, D-Mass., and Richard Lugar, R-Ind., are among those she singles out in that regard.

And she was particularly influenced by the example of the new U.S. embassy in Beijing (2008). "If [Embassy] Beijing could work so well and look so good," she asked, "why couldn't we do the same elsewhere?" She ascertained that DS was more than willing to encourage innovative solutions by setting security requirements based on performance criteria, then moved to develop guiding principles for the new program.

Guiding Principles Define Design Excellence

Those guiding principles include: construction of embassies and consulates that are maximally safe, secure, functional and attractive; acquisition of (smaller) sites in urban areas, where possible, to enhance symbolism and accessibility; selection of designs that are cost-effective, contextual, flexible and enduring; use of the latest engineering techniques to maximize sustainability and energy-efficiency and to minimize long-term costs and maintenance issues; the hiring of the best designers and contractors; integration of art (local and American) to showcase cultural exchange and enhance buildings and grounds; and care and preservation of historic properties and other cultural assets.

In describing the new Design Excellence program, Muniz makes it clear that its overall purpose is to further diplomacy, as

broadly defined by Secretary of State Hillary Rodham Clinton. Although projects now underway—such as London, Jakarta and Guangzhou—will incorporate many of the same principles, the embassy compound in Mexico City will be the first fully completed under the new program. Its architects, just selected, will be Tod Williams Billie Tsien Architects/Davis Brody Bond Architects; the project will go out for bid in 2015 and is scheduled for completion by 2019.

Mixing design-bid-build with design-build projects, Muniz hopes to reinstate architects and landscape architects as key OBO partners to stimulate innovation. With architect Casey Jones, her director of Design Excellence, she is making presentations to groups of architects in cities across the country. Asked why she is trying so hard to introduce a program to architects who already have such a vested interest in it, Muniz replies: "Many talented architects won't bother with OBO work for fear of its complexity, and they are reluctant to be sidelined in the overall process."

Muniz wants them "on board," and she wants them to see OBO as a "good client." OBO is also thinking about modifying the Industry Advisory Panel to create more opportunities for peer review.

Building a Constituency

If the Design Excellence initiative is to succeed and future embassies are to function effectively in a rapidly changing diplomatic landscape, OBO will have to build a constituency that extends far beyond architects. That is a daunting challenge.

Widening the pool of designers and builders willing and able to compete for this work is a good thing, but it overlooks the value of experience. Moreover, getting buy-in from leaders across the political spectrum is quite another matter. The same is true for users, ranging from State Department diplomats, who may want to be more accessible, to detailed employees from an array of government agencies, who may not.

Susan Johnson, president of the American Foreign Service Association, represents many users and personally applauds the new program. A career diplomat who has served in such challenging security environments such as Iraq, Bosnia and Herzegovina, Mauritius and Russia, she agrees that fortress embassies have “impaired the conduct of diplomacy” in many places.

An embassy is often the first and only contact with America, Johnson notes, so its message carries particular impact. While there are locales where any traces of U.S. presence become “targets for ire,” she adds, no amount of security is adequate “where

the host government cannot or will not protect us.”

Despite the constancy of threats, Johnson suggests the need for more “diplomatic discretion,” now often severely constrained by security regulations, and recognition of “acceptable risk,” understood by diplomats but hard for the public to tolerate. No one suggests confining all city police officers to walled compounds, she says, but the risk of dying in the line of duty for a Foreign Service officer is roughly equal to the risk facing a D.C. police officer. “Are we ready to accept that?” she asks.

In the location and design of its embassies, the State Department aspires not just to build diplomatic workplaces, but to introduce America to a curious and eager, but often hostile audience. Public diplomacy programs aspire to do the very same thing by speaking directly to citizens around the world, not indirectly through high- or low-profile architecture. It might be useful to establish a dialogue between PD initiatives and the Design Excellence program, bearing in mind the fact that inno-



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Mohammed Hweis, AFP/Getty Images

Recent attacks on U.S. facilities in Sanaa (shown above), Cairo and Benghazi raise questions about overall security and diplomatic discretion.

To what extent are we willing to acknowledge that diplomacy is not risk-free?

bombs, not mob attacks. It is certainly possible to add to local guard forces, provide them with better equipment and training, augment military coverage for diplomatic posts, and increase security upgrades. But Congress is not really interested in paying for such measures, judging by how it has cut the State Department budget over the past two years, and calls from key leaders for further reductions.

Twenty-five years ago, it made good sense to introduce some standardization because embassies share so many features and complex

variations in technology also affect diplomatic practice.

If the Internet has made the world more interconnected and given us new ways to communicate, for example, it is also likely to have an impact on embassy design. Some federal agencies may no longer need to operate out of embassies abroad if what they do can be handled from Washington via the Internet. So there are many ways in which planning for the future of these facilities hinges on planning that spans the State Department.

There is also a need to strengthen ties between users and builders. A small step toward bridging that gap would be to add a representative of the Foreign Service to the OBO advisory panel, as in its original 1954 incarnation.

The Limits of Physical Security

Recent attacks on U.S. facilities in Cairo, Sanaa and Benghazi prompt questions about overall security and diplomatic discretion. But instead of leading to calls for more physical security, they suggest a need for more intelligence and other sorts of security that cannot be built of brick or stone. Those attacks should not impede the new program. Rather they underscore the importance of “being there,” and the value of design flexibility to match changing circumstances.

They also argue for more focus on rehabilitation of older structures at all locations. Existing buildings rarely meet new standards, yet it is impossible to replace them all. And these latest incidents remind us that blast-resistant construction and setback requirements are designed to minimize damage from

systems, but the one-size-fits-all fortress approach was not appropriate for symbolically significant facilities that needed to be right-sized to locale and purpose. Moreover, suggestions that workplaces could be made “secure” by the application of robust construction standards fail to acknowledge the reality that diplomats, like Ambassador Chris Stevens, killed in the Sept. 11 attack in Benghazi, have to travel about to do their jobs well, embassy personnel have to shop and eat and sleep outside of most embassy confines—and host governments vary widely in their willingness and ability to protect foreign missions from attack.

To what extent will our foreign policy maintain its commitment to diplomacy as a way of furthering America’s global interests? To what extent are we willing to acknowledge that diplomacy is not risk-free? Answers to these questions will shape our embassy architecture.

As Nicholas Burns, former U.S. ambassador and under secretary of State for political affairs, points out: “While security is critical, we cannot let it rule everything we do or else we might as well just close up shop in many parts of the world.” Pulling out of danger zones may be a real option to many, but it is unacceptable to most. Instead, seeking a “rational balance” should be our goal, Burns says.

For the Design Excellence program to realize its potential, there will have to be a shared commitment to enhancing America’s foreign presence, maintaining engagement—and finding that balance. ■

BUILDING THE BONDS OF TRUST

Now it is more important than ever to maintain our tradition of open diplomacy all over the world.

BY JOSHUA W. POLACHECK

We are in the midst of an important but undeclared debate about how America engages with the world. In the Foreign Service, we are the ones on the front lines of engagement, and how we choose to conduct diplomacy in today's world will have long-term strategic implications.

The second half of the 20th century witnessed repeated attacks on diplomatic facilities by criminals and terrorists of all stripes—communist, nationalist, Islamist and narcoterrorist. In most of the world since the end of the Cold War, that violence has faded. But ideologies that reject modernity and use violence to advance political aims continue to fester in some regions.

As a result, we face the temptation to pull away when a tiny minority defames their society through an act of violence against our colleagues or our diplomatic facilities. This is one of the major

Joshua W. Polacheck, a mid-level public diplomacy officer, is currently the senior policy adviser for Near Eastern affairs to Ambassador-at-Large Melanne Verveer in the Office of Global Women's Issues. After joining the Foreign Service in 2003, Polacheck first served in Harare and Santo Domingo, then on the Provincial Reconstruction Team in Ninewah and in Beirut. In his most recent overseas assignment, he was a deputy border coordinator in Islamabad, where he traveled regularly to Afghanistan. He was this year's winner of AFSA's William R. Rivkin Award for constructive dissent by a mid-level Foreign Service officer.

challenges of the new century. Fortunately, our first Secretary of State, Thomas Jefferson, gave us pretty solid guidance on how to handle it in a 1797 letter to Elbridge Gerry: "Nothing but good can result from an exchange of information and opinions between those whose circumstances and morals admit no doubt of the integrity of their views."

Indeed, American diplomacy has a long history of openness. Our ideals and engagement have helped nurture freedom around the world, from the early 19th-century revolutions of independence throughout the Western Hemisphere to our outposts of uncensored thought throughout the Soviet bloc, and on to our moral support of the Arab Spring's struggles for dignity.

Our embassies and cultural centers have long been not only symbols of our values but physical incubators of those values. We have offered gathering places and uncensored information because we understand that free societies, no matter where or who, are in our long-term interests. And just as importantly, we engaged the people and societies of our host countries, showing the world the best of America and learning to understand each unique culture in which we found ourselves.

Earlier this year I received AFSA's William R. Rivkin Award for constructive dissent by a mid-level Foreign Service officer. This honor recognized my dissent cable asking the Department of State's leadership to reconsider policy decisions on security which, I believe, are having negative strategic consequences for our foreign policy. In that cable, I suggested that our zero-risk policies would make us less secure. In particular, I questioned the move toward the fortress architecture that characterizes the

standard New Embassy Compound, with its abandonment of city centers and our historic embassies there.

What most worried me was how the isolation and separation embodied in these tactical choices impedes our ability to truly understand host countries—leading, for instance, to the deep surprise of the Arab revolutions. My assessment was that this approach to security can run counter to our core values of openness and democracy.

Honoring Ambassador Stevens' Memory

The Sept. 11 Benghazi tragedy, as well as the other events that week, gave me real pause. Although I did not know all four men who died there, I'd had the privilege of engaging with Ambassador Chris Stevens on aspects of our post-Qaddafi policy for Libya, and I very much want to honor their memories.

While wrestling with the decision as to whether I should still write this article after this tragedy, I had some very painful conversations with friends and colleagues about these events. Ultimately, I decided that this is a critical time for our profession to continue to pursue the debate about how to maintain our tradition of open diplomacy—not just in revolutionary contexts, but in every country around the world.

I acknowledge that I am not a security expert, so I worked from a set of first principles as I thought about the delicate balance between security and openness, and between prudence and ineffectiveness.

First, the United States is unique because it is both a country with interests that span the globe and an idea with universal aspirations. We are still the most powerful nation at this point in history, and our ideals of democracy and freedom are the due of every human being, from Pittsburgh to Pyongyang.

Second, I believe that America is on the right side of history, and it is our mission as Foreign Service officers to both advance our interests and spread our values. We carry a heavy responsibility to serve the American people.

Third, we need to pursue a multifaceted approach to security, one that recognizes that all protective measures have costs and benefits, and that none are infallible or universally applicable.

As we just saw in Libya, today we face a terrible threat to our mission as diplomats. Criminals seek to kill our colleagues to effect political change in their own societies and around the

Our embassies and cultural centers have long been not only symbols of our values but physical incubators of those values.

world. In a handful of countries, politicians have been willing to set up America as a hated straw man to score cheap political points.

The proper response to such crimes and hate is for peaceful people to come together; after all, there are

more of us than there are of them. Conversely, forcing us to keep our embassies, consulates and missions under a permanent state of siege and isolated from host societies is the explicit goal of many terrorist organizations, including al-Qaida and Hezbollah.

In her Oct. 17 piece in the *Washington Post* discussing the official U.S. reaction to the tragedy in Benghazi, Pulitzer Prize-winner Anne Applebaum wrote: "To my mind, there is only one truly disturbing element of this discussion: the underlying assumptions—made by almost everyone participating in the argument—that no American diplomats should ever be exposed to any risk whatsoever, and that it is always better to have too much security than too little."

A Terrible Dilemma

The reality that there are still people who want to attack American targets overseas confronts those whose job it is to keep us safe with a terrible dilemma. They cannot harden every conceivable target, or restrict movement to ever-shrinking permissive areas. And they have repeatedly seen that an individual or group with sufficient opportunity, dedication and willingness to die for their cause can succeed in killing and injuring our colleagues.

At the same time, as internal security measures mount, they reduce our ability to engage the people of our host countries, sending them a clear message that America distrusts and fears them. Whenever we abandon city centers and close our cultural centers, we lose vital links and means of influence. This is not the message the fearless champion of justice and freedom should be sending to the world, especially in the capitals of our closest allies in Ottawa and London, Berlin and Tokyo. We should not build bunkers in such countries.

It is important that the Foreign Service as a whole honestly and frankly discuss and assess the benefits and costs of these difficult decisions. Whatever security measures we take must be rational, effective and sustainable. As Secretary of State Hillary Rodham Clinton said in October: "We will never prevent every act of violence or terrorism or achieve perfect security. Our people cannot live in bunkers and do their jobs. But it is our solemn

responsibility to constantly improve, to reduce the risks our people face, and make sure they have the resources they need to do those jobs we expect from them.”

The ship of State is slow to turn, and it is clear that fortified embassies will remain the norm, at least for the near future. So it is our responsibility as diplomatic professionals to make additional efforts to get out from embassies and to engage the people of the world—especially in the very places where security is tight.

Above all, we must continue to build the bonds of trust between the United States and other countries. As we saw with the communist terrorism of the Cold War, the best way to counter such threats is through concerted cooperation between law

We should pursue a multifaceted approach to security, recognizing that all protective measures have costs and benefits, and none are infallible or universally applicable.

enforcement and intelligence professionals around the world to investigate, target and prosecute violent fringe groups to the fullest extent of the law.

Toward that end, it falls on us as diplomats to help and encourage countries to disrupt the root causes of this violence. One day—and I hope it comes soon—we

can then begin to dismantle the barricades and take down the barbed wire, to make our embassies anew the symbols of trust, democracy and freedom the world over.

To return to Jefferson, nothing but good can come from the exchange of ideas, especially in places where people do not always agree with us. We must not let anything get in the way of this extraordinary mission. ■

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BACKFLIP TO FREEDOM

Between 1968 and 1975, 33 U.S. government officials abroad were targeted for kidnapping. Here is one of those stories.

BY ANN B. SIDES

Gordon Jones is a lucky man. Now 68 and retired from the Foreign Service, he was kidnapped by the Uruguayan guerrilla organization known as the Tupamaros in 1970, escaping in an astonishing feat of physical agility and quick thinking.

Diplomats have long been targets of assassins with a grudge against the government the diplomat represents. However, many of the terrorist movements that proliferated in the late 1960s and early 1970s had a more pragmatic motive. They abducted diplomats of many nationalities to extort money or political concessions from host governments.

Jones, then 27 and the father of newborn twins, was an up-and-coming economic and commercial officer at the U.S. embassy in Montevideo. On a chilly morning, July 31, 1970, he and cultural attaché Nathan Rosenfeld were in a parking garage beneath the apartment building where they both lived, preparing to share a ride to work. A snatch squad of masked urban guerrillas pounced on the two colleagues, stunning them with blows to the back of the neck.

“They didn’t know either of us by sight, so they checked our

Ann B. Sides was a Foreign Service consular officer from 1983 to 2011. Her overseas assignments included Niamey, Dakar, Oran, Belgrade (twice), Zagreb, Dublin, Sarajevo and Athens, where she was consul general from 2004 to 2008.

diplomatic ID cards. It was me they wanted. They left Nathan on the garage floor, knocked me out—or so they thought—tied me up and shoved me into the back of the car. Soon, by some prearrangement, we met a pickup truck and I was transferred to the flatbed at the back of the truck. They rolled me in a blanket and hog-tied me, hand to foot.”

One captor stayed in the back of the pickup with Jones, while the other three got into the cab of the truck. Despite the blow to his head, Jones never totally lost consciousness. Intensely alert, he “played possum” to deceive his captors, his mind racing through possible escape scenarios.

Going with Plan B

“Plan A was that I’d find an opportunity to throw myself off the truck. Plan B was that I’d yell to attract attention, and people would help me,” Jones recalls.

“As the truck picked up speed on Avenida Italia, the only fast road out of the city, I discarded Plan A and began focusing on Plan B. As long as we were going fast, there wasn’t much I could do.

“But then the truck began to slow down again, and I realized we were passing through a little suburb. I could hear the voices of shoppers. We were coming into a plaza, a shopping area where there were crowds. I started calling out, yelling for help.”

As Jones shouted frantically for assistance, his captor slugged him with the butt of a 45-caliber pistol. “They’d seen too many

movies,” Jones says. “The guy really thought that one blow was enough. I was bleeding a lot and there was an enormous ringing in my ears, but I wasn’t knocked out. I lay still.”

At that point the pickup was threading its way slowly through the throngs in the plaza. Some of them had seen what happened. Jones’ guard turned away from his captive and went to the back window of the pickup, apparently to talk to those in the cabin. Jones seized the moment. He managed to hook his legs over the side of the pickup and flip himself out of the flatbed and into the street.

Astonished passers-by helped Jones to his feet. He glanced at the still-moving pickup and had a bad moment as the brake lights went on. After a brief pause, the abductors apparently decided against trying to recapture Jones, and sped away.

“Would You Care to Be Untied Now?”

People from the crowd in the plaza led Jones to a nearby bodega and lowered him into a chair. The proprietor gave his surprise guest what Jones remembers as a “very welcome” shot of cognac, and helped him place a phone call to the embassy

hoped to trade their hostages for 150 prisoners held by the Uruguayan government, but the Uruguayan authorities refused. On Aug. 9, 1970, the Tupamaros killed Mitrione.

Fly and the Brazilian consul spent long months in captivity, along with the subsequently kidnapped British ambassador, but all three were eventually freed.

On His Own

What motivated Gordon Jones to make his desperate escape from a moving truck? “The Department of State made no bones about the fact that they would not ransom us if we were taken,” he recalls. “I knew there was no point in waiting passively to be traded for. Escape, if I could, was the best strategy.”

Between August 1968 and June 1975, 33 U.S. government officials abroad were the victims of attempted or successful kidnappings. Six of them were killed. Diplomats of many other nationalities were also victims of politically-motivated abductions.

U.S. policy did not rule out negotiations with hostage-takers, nor did the U.S. consistently object to prisoner releases or

Two plainclothes police officers walked into the store and asked, with exquisite courtesy, “Señor, would you care to be untied now?”

while the proprietor’s wife applied a towel to his bleeding head.

Soon afterward, two plainclothes police officers walked into the store and asked, with exquisite courtesy, “Señor, would you care to be untied now?”

When he was brought back to the embassy, Jones found the mission in crisis mode. He wasn’t the only kidnap victim that day. At almost the same time, another snatch squad had seized Dan Mitrione, a USAID law enforcement adviser who worked with the Uruguayan police. Brazilian consul Aloisio Mares Dias Gomide was also kidnapped.

A week later the captors upped the pressure by seizing Dr. Claude Fly, a USAID-sponsored agronomist. The Tupamaros

ransom payments made by host governments to kidnapers of diplomats. For instance, Brazil freed a number of prisoners to secure the release of U.S. Ambassador C. Burke Elbrick in 1969. However, Washington did not itself make concessions or press other governments to do so.

After his escape became public knowledge, Jones’ assignment to Uruguay was curtailed, and he was transferred to Mexico. He rose through the Foreign Service and was economic counselor at four embassies before retiring.

Jones now lives in Florida, but commutes to Washington from time to time to work on an intermittent basis declassifying documents for the department. ■

NITUN KUNDU: A SUCCESS

Those of us who were touched by this great Bangladeshi artist's personal warmth will always remember his many achievements.

BY MICHAEL KRISTULA

Nitun Kundu (1935-2006) was an artist, designer and sculptor whose soft way of speaking and gentle manner immediately impressed everyone who met him. Our paths first crossed in 1959 at the U.S. Information Service office in Embassy Dhaka (then known as Dacca), where I was a young Foreign Service officer.

Kundu had just begun working for USIS, designing exhibits and graphics. His paintings consisted primarily of country landscapes that featured rivers, boat scenes and indigenous people. Whatever he painted, he depicted scenes with an impressionistic flair. Sometimes the colors flowed over the canvas as if soaked up to create the scene.

Long after my wife, Harriet, and I departed Dhaka in 1961 for our next Foreign Service posting, Kundu continued to work for USIS. Harriet and I frequently reminisced about him, wondering how he managed after we left. During that period, East Pakistan, as it was then known, began to break away from Islamabad. Following various social and political upheavals, the country finally won its independence as Bangladesh in 1971.

Throughout this chaotic decade, civil disorder was rampant throughout the region. Because Kundu was a member of the minority Hindu population in a predominantly Muslim country, we couldn't help but wonder how he had survived those catastrophic events—if, indeed, he had.

Michael Kristula is a retired Foreign Service officer who served with the U.S. Information Agency for 30 years in Dhaka, La Paz, Cali, Bogota, Poznan, Mexico City and Washington, D.C. He received a Superior Honor Award for his role in establishing a worldwide television network for USIA posts.

STORY

A Joyous Reunion

By 1991, 30 years after we had last seen Nitun, we had retired from the Foreign Service and were living in Annandale, Va. One day Bangladeshi friends of ours—Wahed Hossaini and his wife, Arzina, who lived in nearby Springfield—told us that the artist was scheduled to travel through Washington, D.C., with his family. He was on his way to Syracuse University to enroll his daughter before continuing to London on business. Would we care to attend a small informal gathering to greet and meet Kundu, his wife and daughter?

Meeting Kundu at the reception was a true pleasure. We talked about his career and what he had been doing since we last saw him. His accomplishments were extraordinary. Kundu talked about the work habits he developed while working for the embassy and how he had applied this knowledge and the art of dealing with foreigners to his endeavors in the commercial and business world. It was this focus that had most contributed to his success, he told us.

In 1971, after serving 12 years with USIS, Kundu had left to take part in East Pakistan's war of liberation. This was the inspiration for his most famous work, "Shabash Bangladesh" ("Bravo, Bangladesh"), the largest sculpture anywhere in the country. Kundu refused to accept any remuneration for the work, which is installed on the campus of Rajshahi University, the country's second-largest university.

Over the next quarter-century Kundu won many prestigious national awards for his art, including the Ekushey Padak (for which he received the very gold medal he had designed to be conferred on its recipients), the National Film Award, the President Gold Cup and the Natun Kuri Award (given by Bangladesh Television).

As if his creative endeavors were not impressive enough, in 1975 Kundu launched a highly successful commercial venture,



Inspired by the 1971 Liberation War, "Shabash Bangladesh" is Nitun Kundu's most famous work. The structure at Rajshahi University, a tribute to the fallen freedom fighters of the Mukti Bahini, is the largest sculpture in Bangladesh.

When I met Kundu in 1959, he had just begun working for Embassy Dhaka, designing exhibits and graphics.

Otobi Limited, that continues to manufacture modern furniture for home and office use.

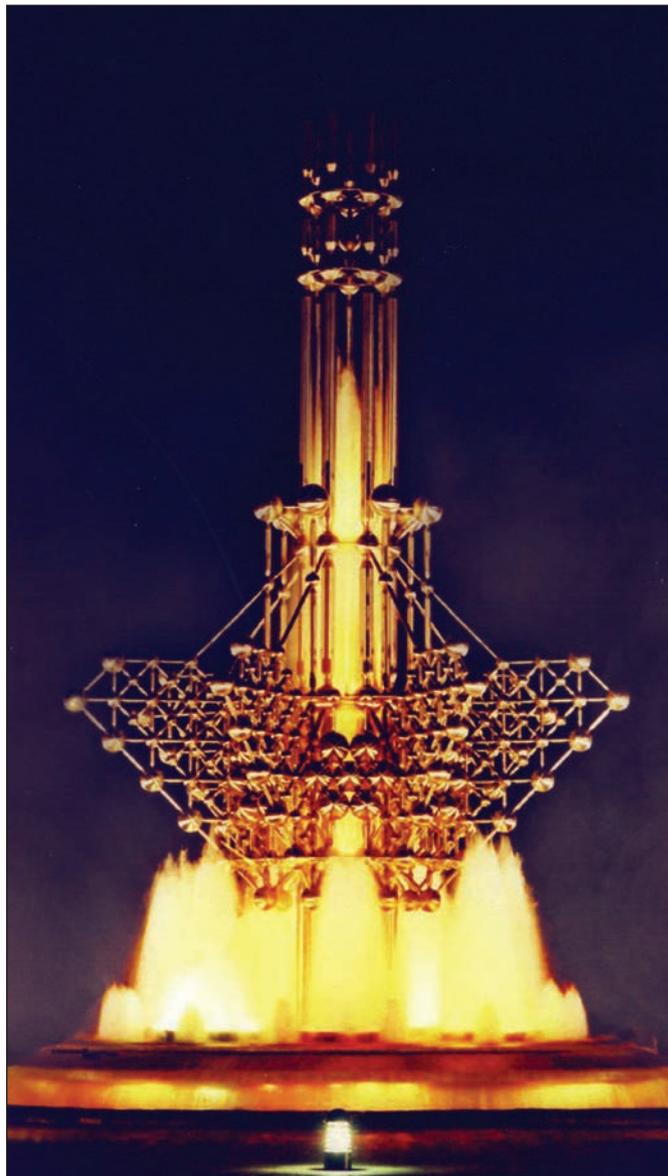
Recalling a Great Man

Going from humble beginnings to international success and wealth is a road rarely traveled by even the most sophisticated citizens of advanced Western countries. Considering that Kundu was a Hindu artist living in a majority-Muslim, underdeveloped country, the magnitude of his achievement can only be attributed to his character, imagination and individualism. Equally remarkable, no matter how successful he became, he continued to balance his penchant for the artistic with conscientious concern for the underprivileged.

Kundu continued to come up with innovative ideas until he died of cardiac arrest on Sept. 15, 2006, at the age of 70. As part of a national commemoration, an arts council sponsored a panel discussion to celebrate the artist's life and works, which led to publication of a tribute, *Nitun Kundu: The Creative Mind*. As one contributor to the volume recalled, "Whenever a client was in need of a particular product, they came to Kundu; he never refused them."

Many of his paintings are held in private collections, but perhaps the most enduring of his artistic achievements are his large sculptures and monuments. In 1992, for example, he completed a 35-foot-tall modern sculpture that served as a bonding symbol for the seven member-states that attended the summit meeting of the South Asian Association for Regional Cooperation. It is situated in front of the large international Hotel Sonargaon, at the crossroad junction in the heart of the city.

However, "Sabash Bangladesh" (already discussed above) is widely regarded as his crowning achievement. This sculpture, according to the *Bangladesh Observer* newspaper, depicts not



Kundu completed this 35-foot steel fountain sculpture for the Seventh Summit of the South Asian Association for Regional Cooperation held in Dhaka in 1993. It is situated in the center of the city.

only the history of the war of independence and the future of the country, but also the struggle against human abuse. "Days will come and days will go, but the monument...will last for generations," the newspaper predicted.

And so it is with Nitun Kundu. "Days will come and days will go," but those of us who have been touched by his art, by his personality and human warmth will always remember the humble artist's many achievements. ■

THE IMPACT OF TRANSITIONS ON FOREIGN SERVICE FAMILIES

Those who work overseas, particularly Foreign Service members, experience frequent transitions. Here are some tips on coping with the disruptions they can cause.

BY T. DHYAN SUMMERS

Nobody knows more about transitions than Foreign Service employees, except perhaps their children and spouses.

Career FS members become quite adept at scoping out schools, housing and amenities when they are bidding for postings. Information regarding their concrete needs is readily available. What are not as readily addressed are the emotional needs of family members before, during and after a major transition.

According to a worldwide study conducted in 2010 by HDFC Bank on expat preferences and issues, the factor of greatest concern to expatriate spouses was not what kind of hous-

T. Dhyan Summers, an American psychotherapist based in New Delhi, is the founder and clinical director of Expat Counseling and Coaching Services. She uses Skype to provide individual counseling and psychotherapy, marriage counseling and career coaching services for the English-speaking expatriate community worldwide.

ing they would have or even the schools their children would attend, but the kind of emotional support they would receive once at their new post. This was also the single most important factor in determining whether an expatriate employee remained at his or her posting.

The State Department provides information on posts through the Overseas Transition Center. To balance the positive spin found in many post reports, written to attract bidders, FS members also consult alternative sites that tell it more like it is, such as www.talesmag.com. But even this information, while informative and helpful, doesn't necessarily prepare families and individuals for what lies ahead.

To help Foreign Service families more effectively negotiate the emotional and psychological phases of the expatriate life-cycle and, in particular, to evaluate the "soft side" of a potential posting, I have developed what I call the "4S System"—situation, self, support and strategies.

The life of those who work overseas—especially members

of the Foreign Service, who move to a new post every couple of years—is all about transitions. It is useful to map their terrain to know what to expect.

Preparing for these phases requires emotional intelligence and resilience.

rienced as inhospitable, particularly in developing countries. Even at work, all the newness can be overwhelming. If the employee has been recently pro-

The Expat Lifecycle

Phase 1: Preparation. This is in some ways the most crucial stage of the cycle. It begins with bidding for posts, which usually happens six months to a year prior to the move. It is essential for Foreign Service members to gather as much information as possible about the posting, through both formal and informal networks. The waiting period between bidding for posts and receiving notification of acceptance can be a time of stress, as well as anticipation.

Phase 2: Disengagement. Once the individual has been chosen for and accepts a posting, another phase begins: disengagement. The typical FS employee has a large portfolio and is emotionally invested in his or her work. Because they will probably be at their old post for another six to nine months, it is important for outgoing FSOs to start disengaging emotionally and preparing to hand the work over to the next person. Yet if disengagement occurs too abruptly, the quality of work may suffer. This is a challenge that benefits from being discussed openly.

For expatriate spouses, there may be the added issue of leaving a job or career. Usually it is the employee who is given most of the information by the State Department. The HSBC 2011 Expat Explorer International Study found that there is a direct correlation between how much information is accurately given to the spouse and the incidence of spousal depression—which, in turn, is directly correlated with how long the employee stays in the job.

Phase 3: The Honeymoon. During the first few weeks in a new country, it's like being a tourist who explores new sights and sounds and is excited by the newness. The same euphoria can happen at the workplace, as well. New responsibilities and surroundings feel exciting and full of promise, and the FSO can feel like everything and anything is possible professionally.

Phase 4: Culture Shock. Once it hits home that the individual is not a tourist, but is living and working in the country, the next phase sets in. This generally happens after the first few weeks and can last anywhere from six months to a year.

Instead of everything looking new and exciting, the rose-colored glasses come off and the environment can be expe-

rienced as inhospitable, particularly in developing countries. Even at work, all the newness can be overwhelming. If the employee has been recently promoted, there is the added stress of more responsibility at a time when there is already a huge learning curve on all fronts.

Expat spouses may experience an overwhelming feeling of isolation during this phase, which underscores the importance of building support networks in the new environment as soon as possible. It is a time when the working spouse and children need a lot of support and the non-working spouse may feel discouraged. Spouses may feel a lack of identity, particularly if they were working in their home country or at their previous post.

During this period, keeping in touch with close friends and family via Skype is very helpful. If the feelings persist, it can be helpful to talk with the embassy psychiatrist, or a professional counselor outside the embassy.

Phase 5: Adaptation. Finally, after about a year, most Foreign Service employees and their spouses find that the highs and lows of adjusting to a new culture have evened out, and they feel more at peace. They have learned how to maneuver around their new environment and have made some friends, and their children are usually adjusted to their new school.

This phase can also be a time for the nonworking spouse to reinvent him or herself by finding something that creates passion and pursuing it—whether it is taking a class, learning a new skill or simply preparing for an inspiring new career.

This time is often experienced as “coasting,” after having put a lot of energy into getting the rocket launched. This is the time to reap the benefits of the last year and enjoy—at least for another year or two, when the process begins all over again!

The 4S System

Preparing for and negotiating these phases again and again requires emotional intelligence and resilience, and this is where the 4S System can help FS families.

Situation. It is important to realistically assess the situation at the new post. The first consideration is how much input you've had in the decision to be there. If FS members get the first or second choice on their bid list, they will be more motivated to make the posting work. Hopefully, the bid list was developed on the basis of thorough research, and reflects the

input of the spouse or partner and older children, too.

Having a say in a decision gives us a sense of ownership, which, in turn, has a positive correlation with a successful outcome. Conversely, the more limited

our say in the matter, the more we are likely to feel resentment, anger and a sense of powerlessness.

There are, however, times in every diplomat's career when the employee or spouse will be disappointed by a posting. It is then important to honor feelings of disappointment, resentment or powerlessness as a normal response to a difficult situation, and to allow them to be expressed safely in order to let go of them and move on to the business of fully living life.

One way to do this is to engage in strenuous physical activity while occupying the mind with something other than the negative emotion—such as running up and down the stairs while counting backward from 100 by threes.

Alternatively, one can do breathing exercises, slowing down the body to release those feelings. One basic drill is to close the eyes, breathe normally and put the hands on the abdomen. Then feel the belly expand on the inhale and contract on the exhale. Once there is a rhythm going, a count is added for each complete breath. So it would be one, inhale, belly expands, exhale contracts; two, inhale, exhale and so on. Try this for 10 breaths and you will definitely feel less attached to the negative emotion than you were before you started.

It is also important to get involved in activities where a certain amount of personal power can be exercised. For the employee, this can often be found in the workplace. For the accompanying spouse, getting involved with a child's school or volunteering in a place where he or she is valued, or doing something one feels passionate about can help alleviate feelings of powerlessness.

Timing is also crucial when evaluating the situation. During relatively stable periods in our lives, transitions can be made more smoothly. When there is upheaval in another area, such as a physical illness, a rocky relationship, an aging parent or a troubled teen, the stress will be exacerbated. It may be necessary in these situations to give ourselves time and permission to address the other, more pressing issues before we can even think about adapting to the posting.

Another pertinent aspect of the situation for an employee is whether he or she is married or single. There is much talk

The 4S System—situation, self, support and strategies—helps FS families manage transfers.

about “family friendly” posts, which is necessary. But single people also need to know that there are other single people around, or they are likely to feel lonely and lack support. This is particularly true for young

women who are aware of their biological clocks ticking. Like families, singles need to gather as much “soft information” as possible when evaluating a potential posting.

The Self

The second ‘S’ refers to the self, and one's general outlook on life. It's the old question of whether the glass is half-full or half-empty. Whether we have a generally optimistic or pessimistic “take” on life involves deeply held attitudes and beliefs that we probably learned at an early age, or toward which we have a genetic predisposition. On closer examination, we may find that we hold a negative view of life, or some particular aspect of it—for example, our ability to be happy in the workplace.

For instance, we might see a choice between two postings as a choice between two negative alternatives. If we are brave enough to recognize (without judging ourselves) that we may be hanging on to an outworn negative belief, such as “I can never be happy” or “I'm not good enough,” the first step is to look at the situation in a more realistic light and see what is actually true.

If one can lift the veil of a pessimistic overlay, it is possible to see the positive side of a particular situation, and change fear into excitement.

Support Systems

The importance of having a network of a spouse or partner, family members, friends and colleagues to whom we can turn in times of stress cannot be overemphasized.

Unfortunately, during major expat transitions, our support system is often disrupted. It then becomes imperative to begin to build a new one as soon as we can. Fortunately, the Foreign Service assigns a sponsor to new families. And in some cities there are now organizations for expatriates to meet others in the same boat.

Just knowing that there is someone we can call when we're about to “lose it” can be a lifesaver. Foreign Service spouses who feel isolated may have a tendency to dump everything on

the working spouse as soon as he or she comes home. The working spouse often has had his or her own share of problems during the day. Both partners may be looking to the other as a source of emotional nourishment, when neither feels they have much to give.

When we don't have support outside our primary relationship, we run the risk of putting too much strain on our marriage. One or both partners can become alienated from the other at a time when support and comfort is needed most.

So what to do in a new city without your usual support system in place? You might make a call, meet someone new for coffee, and get involved in something you feel passionate about. If you find you are still feeling alienated or isolated, it may be helpful to seek out professional help, either within the

The waiting period between bidding for posts and receiving notification of acceptance can be a time of stress, as well as anticipation.

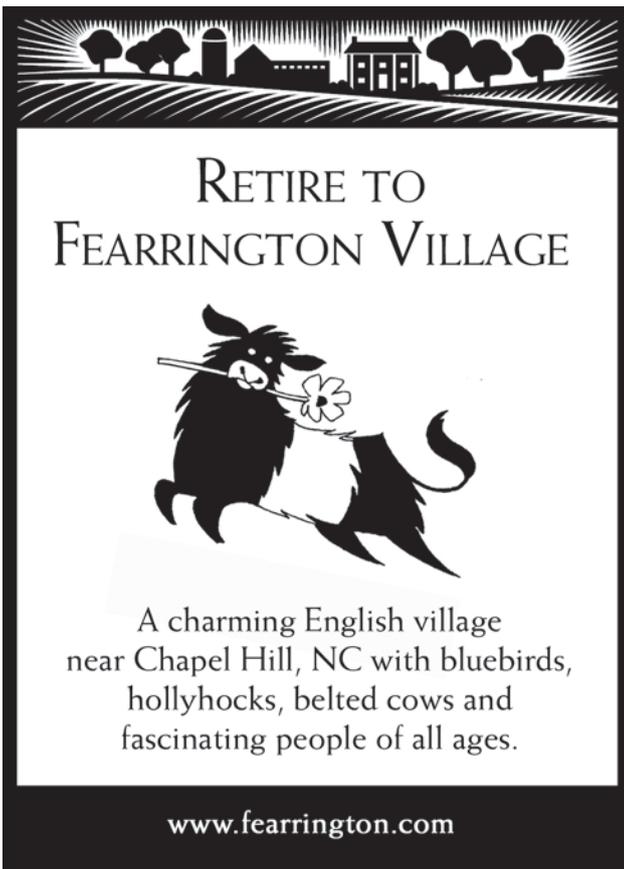
State Department or outside of it.

Coping Strategies

Finally, to happily manage the cycles of transition of a Foreign Service career, we need to hone coping strategies that have worked in the past and on which

we can draw again. A few examples include negotiating, taking optimistic action, seeking advice, asserting ourselves, using humor, suspending judgment, accepting change and rearranging our priorities.

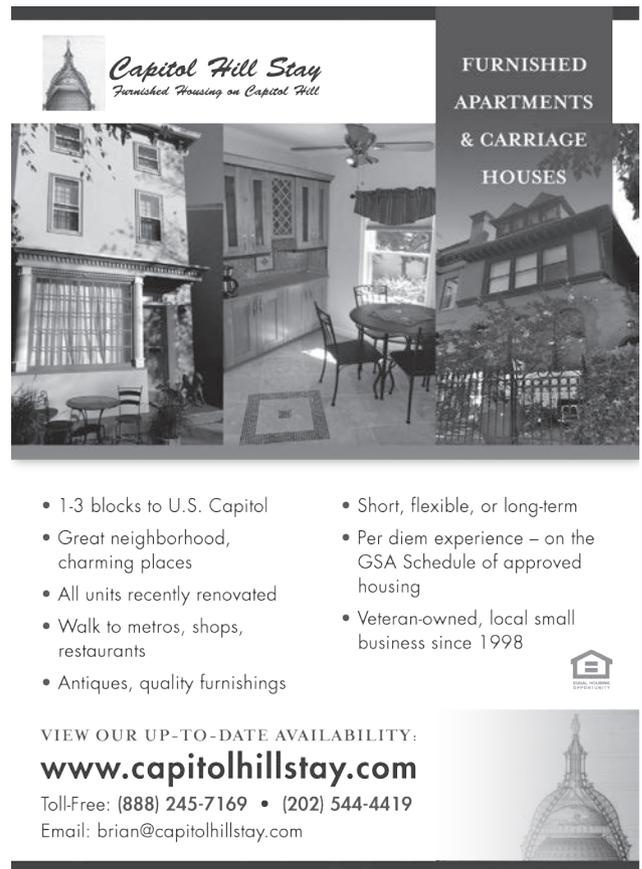
If we've not used particularly effective strategies in the past, we may want to seek help to develop new methods of coping with difficult situations. By learning new coping strategies, we can move beyond returning to homeostasis and can allow real growth to take place. ■



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The Longest Yard

The Last Three Feet: Case Studies in Public Diplomacy (Public Diplomacy Council Series)

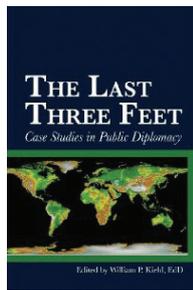
William P. Kiehl, editor, CreateSpace Independent Publishing Platform, 2012, \$14.99/paperback, \$4.99 Kindle Edition. REVIEWED BY PATRICIA KUSHLIS

As editor William P. Kiehl points out in his introduction to *The Last Three Feet*, not a single one of the countless volumes written about American public diplomacy since the demise of the U.S. Information Agency in 1999 and the 9/11 attacks has focused on what public diplomacy officers actually do in the field. This small, readable volume seeks to fill that gap.

The Last Three Feet is not about Washington operations, or what academics think public diplomacy is. It simply explains how some experienced State Department public diplomacy officers have dealt with PD challenges all over the world.

Several of these case studies are atypical, to be sure. How often is the consul general located in a city where a world expo is about to open, only to find herself faced with an intransigent Washington bureaucracy and politicians hesitant to move outside an outdated congressionally limited funding box? How many embassies make a small youth exchange program a top priority? And how often does a U.S. mission transfer public affairs from the military to Foreign Service officers with a civil war still in progress? In all three cases, the answer is: rarely.

Even so, most of these studies usefully discuss how embassy public diplomacy officers have used, or attempted to use, social media to reach across fortress embassy walls, despite the loss of many



American Centers in the 1990s.

Truth be told, I think the centers' closures have proven to be a penny-wise, pound-foolish approach, especially consider-

ing their potential for communicating with local youth. Their replacement by American Corners, or other small installations without American staff—consisting of books, periodicals and Internet access ensconced in someone else's library, or even a shopping mall—just doesn't cut it.

Many of these studies usefully discuss how to use social media to reach across fortress embassy walls.

As cultural affairs officer in the Philippines from 1992 to 1994, I evaluated a raft of such installations just as fewer resources became available to devote to them. The ultimate solution, implemented after I left post, was to close the popular U.S. cultural center in the heart of Manila's commercial district and donate its 30,000 well-read volumes to a private suburban university.

This was done, I understand, for financial, not security reasons. The result? An 85-percent drop in use of the facility's remaining offerings: a tiny collection of reference works, a skeleton staff and some Internet-accessible computers. By then Filipinos already had the Internet, but not books or current American periodicals.

The main thread that runs through this book is the fact that social media

(providing social media are important in a country) interactions cannot be handled "staff-lite." They require at least one full-time American officer and two locally hired staff with sophisticated knowledge of U.S. policy and the ability to rapidly articulate it, both in writing and orally (think YouTube), in the country's vernacular.

These case studies also make a compelling argument that embassy care and feeding of the social media should not be spread around like grass seed in the fall on already overworked public affairs officers, with the low priority of watering it as time permits.

Furthermore, social media units cannot be hamstrung by cumbersome bureaucratic clearances. Blogging, tweeting, interacting and listening are the crux of the job in today's high-speed media environment. Of course, this kind of flexibility and nimbleness requires faith on the part of risk-averse senior officers, as well as policy and cultural savvy on the part of the staff.

Kudos to the Public Diplomacy Council for supporting this book, to the speakers and interviewers whose work is included—and, most of all, to editor William P. Kiehl for producing this badly needed volume.

If you want to know what public diplomacy officers do—and you should if you've gotten this far—read this book.

Patricia H. Kushlis was an FSO with the U.S. Information Agency from 1970 to 1998. A longer version of this review is available on Whirled View, the world politics, public diplomacy and national security blog she co-writes with former FSO Patricia Lee Sharpe.

The Physical Is the Political

The Revenge of Geography: What the Map Tells Us about Coming Conflicts and the Battle Against Fate

Robert D. Kaplan, Random House, 2012, \$28, hardcover, 433 pages.

REVIEWED BY GORDON S. BROWN

When did the sad level of instruction in our schools make it necessary for us to be reminded how crucial geography is to forming cultures and cultural interchanges—and that those, in turn, are important in forming politics?

And yet it is not Americans' poor understanding of geographical facts that Robert Kaplan is critiquing in this fasci-

Kaplan foresees a future shaped by the emergence of China as a would-be regional hegemon, competing with an insecure and revanchist Russia.

nating book. (I trust that Foreign Service employees, at least, would be exempted from his disdain in that regard.)

Rather, Kaplan has in his sights the recent proclivity among political analysts to argue that modern communications technology and globalization have made the world a place where markets, as well as international grounds for intervention, have become all but universal. Not so, Kaplan argues: the world most decidedly is not flat. Nor are the factors that drive policy in the different regions of our world.

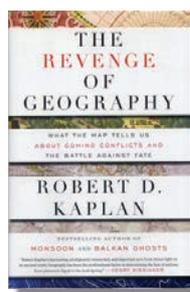
After making that broad point, he then moves on to the particulars. He first takes the reader through a crash course on the theories of the great Western geopolitical strategists, in which he tries to set the frames of reference for the detailed, region-by-region analysis that follows.

Taking as his starting point the idea that states (even non-states) act in the long term on the basis of their geographic determinants, he concentrates his analysis on the Eurasian land mass, that historical generator of struggle and war.

He foresees a future shaped by the emergence of China as a would-be regional hegemon, competing with an insecure and revanchist Russia seeking to regain its sphere of predominance.

This competition, inevitable because of the two countries' geographic requirements, will be played out indirectly in the Eurasian "rimland"—that great swath of restless states and people between Egypt and Bangladesh, extending into Central Asia. There, Kaplan argues, Turkey, India and, especially, the "pivot" state of Iran will play key roles. These will be based on their own geopolitical needs but nonetheless not predetermined.

And what of America? Wealthy and secure as we are on our continental island, Kaplan broods, we nonetheless are vulnerable. This is both because of the overextension of our strategic deployments, and because we ignore the hidden threat arising from the possible failure of our southern neighbor.



Kaplan's extensive travels through the areas he discusses are evident in this sometimes absorbing, occasionally wandering exposition. He brings a wealth of detail to the analysis, and while the reader may occasionally question specific connections or conclusions, his presentation is consistently thought-provoking and persuasive.

Although this reviewer missed some of the highly entertaining descriptions and local color found in Kaplan's other books, his purpose here is different: to get us to focus on the physical determinants of national policy, in addition to global factors or local sociopolitical ones.

He has succeeded well in that mission, and *The Revenge of Geography* is a thoughtful and valuable addition to foreign policy literature. ■

Gordon Brown capped a 35-year Foreign Service career by serving as ambassador to Mauritania. Since retiring from the Service in 1996, he has written five books: Coalition, Coercion and Compromise (Georgetown University Press, 1997), The Norman Conquest of Southern Italy and Sicily (McFarland, 2003), Toussaint's Clause: The Founding Fathers and the Haitian Revolution (University of Mississippi Press, 2005), Incidental Architect: William Thornton and the Cultural Life of Early Washington (University of Ohio Press, 2009), and The Captain Who Burned His Ships (Naval Institute Press, 2012). He is a member of the Foreign Service Journal Editorial Board.

■ **Melvin T.L. Ang**, 68, a retired Foreign Service officer, died on March 6 in San Rafael, Calif., following a long battle with cancer.

Mr. Ang was born on July 29, 1943, and grew up in a family of Chinese restaurateurs and laundrymen in the Roxbury area of Boston, Mass. He earned a place at Boston Latin School and then won a scholarship to attend Dartmouth College. After graduating in 1965, he taught at Chung Chi College in Hong Kong for two years, where he met his future wife, Wende Tsang.

Mr. Ang earned an M.A. in East Asian studies from the University of Michigan in 1969 and embarked on a career as a college professor at Salisbury State University in Maryland. He earned his Ph.D. in history from the University of Pennsylvania in 1983.

Mr. Ang joined the Foreign Service in 1987. His 23-year career included overseas postings in Shenyang, Baghdad, Riyadh, Beirut, Guangzhou and Taipei. He served twice in Baghdad, from 1989 to 1990 and again from 2009 to 2010; on the first occasion, he received the first of two Superior Honor Awards for his courageous work in evacuating civilians from Kuwait during the Persian Gulf War.

He also served in various roles at the State Department; as a congressional fellow in the office of Senator Diane Feinstein, D-Calif.; and as a political adviser to the U.S. Mission to the United Nations.

Mr. Ang intended to return to teaching after retirement, but was not able to realize that aspiration because he was diagnosed with cancer while serving his final tour in Baghdad in June 2010. He was a faithful Red Sox fan, always enjoyed a good meal and is fondly remembered for his wide-ranging curiosity, self-deprecating manner and dry sense of humor.

Mr. Ang is survived by his wife of 42

years, Wende (Tsang) Ang, of San Rafael, Calif.; their daughter and son-in-law, Jennifer Ang and Ewan Stein of Edinburgh, Scotland; and their granddaughters, Maisie and Rosemary.

■ **Peter P. Bielak Sr.**, 91, a retired FSO with the United States Information Agency, died on Oct. 10 at Carteret General Hospital in Morehead City, N.C.

Mr. Bielak was born to Frances and Michael J. Bielak on June 29, 1921, in Rockville, Conn. An extreme fever at age 17 caused him to lose all of his hair, and he remained bald for the rest of his life.

Trained in Texas, he was a B-24 Air Force pilot during World War II. Following the war, he graduated from the University of Nebraska with a bachelor's degree in journalism, later earning a master's degree in public affairs at the University of Oklahoma. He worked as a reporter in Wyoming and Connecticut before joining the State Department and USIA in 1955. He married Helen Grabowski of Manchester, Conn., shortly thereafter.

Mr. Bielak's first Foreign Service posting was Kabul, where he served until 1959. His next assignment was Addis Ababa, where he worked with then-ruler Haile Selassie until 1962. Rosario, Argentina, where he served from 1962 to 1965, was one of his favorite posts. From 1965 to 1967, he had an unaccompanied assignment in Saigon where, among other responsibilities, he was an escort for the actor John Wayne, who was there filming "The Green Berets."

After serving in Panama City (1968-1970), he returned to Washington, D.C., to help with the Vietnamese relocation program (1970-1973) and then was posted to Guayaquil, where he survived a kidnapping threat from an extremist group. From 1977 to 1980, he served

as chargé d'affaires in Maseru, covering Kenya, the Congo, Swaziland and Botswana.

He returned to Washington, D.C., for what he thought was his final posting, working with the Organization of American States until 1983. But on the strength of his extensive experience in South and Central America, he was asked one week before his retirement to accept a two-year posting to San Salvador, which he did.

After retiring in 1984, Mr. Bielak settled in Chevy Chase, Md., where he worked with his son at International Trophy. He was affiliated with the International Lions Club, Boy Scouts, Miami Shell Club, N.E. Covered Bridge Preservation Association, various journalist organizations and the Catholic Church, and enjoyed flea marketing and stamp collecting.

Mr. Bielak's wife, Helen, passed away in 1996. He moved to North Carolina to be with his daughter in 2008.

He is survived by his son, Peter P. Bielak of Bethesda, Md., and his daughter, Elizabeth Mary Bielak of Morehead City, N.C.

■ **Samuel V. Brock**, 60, a 29-year veteran of the Foreign Service and minister counselor for political affairs at Embassy Ottawa, died on Oct. 24.

A native of Virginia, Mr. Brock joined the State Department in 1983 and served overseas in Seoul, Praia, Algiers, Mexico City, Cotonou, Marseille and Kinshasa.

Assignments in Washington, D.C., included service as director of North American affairs at the National Security Council from 2002 to 2003 and four tours in the Bureau of International Organization Affairs, including assignments as interim director of the Office of United Nations Political Affairs and as director of the Office of United Nations Educational,

Scientific and Cultural Organization Affairs. Mr. Brock was also assigned to the U.S. Mission to the Organization of American States.

An enthusiast of all types of music, Mr. Brock was a pianist and organist. He performed at numerous concerts in the Washington, D.C., area and overseas as an accompanist to vocalists, instrumentalists and choral groups. In 2007 he recorded a compact disc of Negro spirituals with Natalie Carter, a prominent Washington-area contralto.

Mr. Brock spoke fluent French and Spanish and had lived in Puerto Rico and Jamaica before joining the Foreign Service. He won numerous State Department awards, as well as the Ordre du Mérite from the French government and the Cruz de Caballero de la Orden de Isabel la Católica from the Spanish government.

Family, friends and colleagues remember his keen intelligence, gentlemanly demeanor, devotion to his family and commitment to serving his country.

Mr. Brock is survived by his wife, Odile; four daughters, Gabrielle, Charlotte, Sophie and Odette; and three grandchildren, Zahraa, Gabriel and Leila; as well as his mother, Susan Goodykoontz; brothers Matthew Brock, Clement Brock and Bill Goodykoontz; and sister Mary Susan Gilmore.

For those wishing to honor Mr. Brock, the family welcomes donations in his name to the Crohn's and Colitis Foundation of America (www.cdfa.org).

■ **Marjorie Coffin**, 63, a retired FSO, died on Sept. 8 at her mother's home in Hagerstown, Md., after an 18-month struggle with ovarian cancer.

Born in El Paso, Texas, Ms. Coffin attended South Hagerstown High School and Susquehanna College in Pennsylva-

nia. She went on to graduate from American University in Washington, D.C., with a degree in theater arts.

Ms. Coffin joined the Foreign Service in 1975. Her postings included Japan, Guatemala, Costa Rica, Spain, Turkey, El Salvador, Mexico and Washington, D.C. She worked primarily in the cultural affairs arena with the U.S. Information Agency, to which she transferred in 1988, and the public diplomacy sector of the State Department.

At USIA, she was director of the Cuba, Mexico and Panama office from 1996 to 1998. Before the agency was folded into the State Department in 1999, Ms. Coffin served as the public affairs officer in El Salvador.

From 2002 to 2006, she was the cultural affairs officer in Mexico. During this posting, she also served on the Fulbright Commission Board, which helps facilitate educational and cultural exchanges. Ms. Coffin received multiple Meritorious Service Awards for her government service.

She was an enthusiastic supporter of cross-cultural exchange to expand the understanding between peoples of the United States and other countries, and took great pride in organizing programs and projects that brought American culture to far-flung corners of the world.

Ms. Coffin retired in 2007 as deputy director of the State Department's Office of Public Diplomacy and Public Affairs, and settled in Arlington County, Va.

Wherever she was posted during her Foreign Service career, Ms. Coffin enjoyed singing in choruses and participating in community theater. She was a soprano with the Capitol Hill Chorale during the 1990s. A skilled knitter and crocheter who donated most of her work to charity, she also served as a volunteer at Inova Alexandria Hospital.

An enthusiastic traveler, she had

visited every continent and had hoped to spend much of her retirement exploring them in more detail.

Ms. Coffin's father, A.E. (Jeff) Coffin, died in 1973. She is survived by her mother, Doris B. Dillon of Hagerstown, Md.; a stepbrother, Dan Dillon of Triangle, Va.; and two cousins in Brazil.

■ **Roger Melvin Currier IV**, 77, a retired Foreign Service specialist, died at home in Palm Beach Gardens, Fla., on Sept. 22 after a long battle with colon cancer.

The son of General and Mrs. Roger Currier, Mr. Currier was a West Point Military Academy graduate (class of 1957) with a master's degree in engineering from Texas A&M University. He was commissioned in the U.S. Army Corps of Engineers, and worked with the Army Corps and the State Department throughout his career.

Mr. Currier joined the State Department Office of Building Operations in the mid-1980s, and traveled extensively for the department as project director for upgrading and fortifying diplomatic and consular establishments.

He will be most prominently remembered for his four-year tenure as project director for renovation of the Embassy Tirana compound, and for his accomplishments in the final demolition of the embassy building in Kenya following the 1998 terrorist bombing.

All who knew him admired his brilliance, sparkling wit and his proven ability to get things done.

Born in Chicago, Ill., Mr. Currier lived in Hawaii, Alaska, Japan, England, Albania, Kenya and the U.S. Virgin Islands, before settling in Florida.

He is survived by his wife, Shirley Anne, of Palm Beach Gardens, Fla.; his children, Nina Gadsdon of the United

Kingdom, Annemarie Geneser and Liz Sibley of Texas, Victoria Fahey Ehr of Florida and Timothy Fahey of Kodiak, Alaska; his many grandchildren, to whom he was known affectionately as "Grumpy": Sarah, Nicholas, Jenny, Elizabeth, Rachel, Alexandra, Chris, Julian, Maximilian and Richard; two great-grandchildren, Ryder and Imogen; and two nephews, Clifford and Roger Currier.

Donations in his memory may be made to Hospice of Palm Beach County, Fla.

■ **Frances Terry Lide**, 81, of Washington, D.C., and Atlanta, Ga., died on Oct. 17 after a brief illness.

Frances Lide was the daughter of

Brooks Smith Lide and Frances Sturges Lide, both of Meridian, Miss. She was a graduate of Meridian High School and Vanderbilt University, where she graduated Phi Beta Kappa with a degree in Spanish.

Ms. Lide joined the Foreign Service as a secretary and rose through the ranks to become a consul, retiring after 45 years of service to her country. She served in many countries, including Bolivia, Niger, France, Germany, Ireland, England, Japan and Canada, before completing her final assignment in Washington, D.C.

After retirement Ms. Lide eventually moved to St. Anne's Terrace in Atlanta to be nearer her family. She was a voracious reader and an avid member of the Jane

Austen Society. She loved to visit with her friends and family, telling stories of her many foreign adventures.

She is survived by her brother and sister-in-law, Brooks and Cary Lide, her nephews Brooks (Connie) Lide and Bill (Heidi) Lide, nieces Caroline (Kerry) Ketchum and Courtney (Bill) Dickey, and nine great-nephews and nieces.

In lieu of flowers, a donation can be made in Frances Lide's name to Hospice Atlanta, 1244 Park Vista Drive, Atlanta GA 30319. Online condolences may be expressed at hmpattersonspringhill.com.

■ **Maideh Mazda Magee**, 90, the wife of retired Ambassador Charles T. Magee, died of natural causes at Sibley Memorial



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Hospital in Washington, D.C., on Aug. 7.

A professor of several languages, popular cookbook author, accomplished dancer and museum docent, Maideh Magee was born in Baku, Azerbaijan, on May 28, 1922, to Persian parents. She grew up in a large household where four languages—Azeri, Persian, Turkish and Russian—were commonly spoken. After her parents returned to Iran, she attended an English-language high school in Tehran operated by American Presbyterian missionaries.

In late 1943, during World War II, she decided to further her education in the United States and traveled alone from Tehran to Cairo and then to Alexandria, Egypt, where she boarded a merchant ship which sailed through Nazi U-boat-infested waters in a convoy across the Atlantic.

In 1947 she earned a bachelor's degree in history and political science from Douglass College; two years later she received a master's degree in international relations from the University of California at Berkeley.

During the 1950s and 1960s Ms. Magee taught Persian, Turkish and Russian, and English as a Second Language, at the Navy Language School of Georgetown University's Defense Language Institute and at Michigan's Wayne State University. She also spoke French and Bulgarian.

From 1991 to 2010, Ms. Magee was a docent at the Hillwood Museum, where she lectured in several languages about Marjorie Merriweather Post's extensive collections of Russian and French art.

A recognized authority on the art of Russian lacquer box painting, she lectured internationally on Russian cuisine, customs, art and folk dancing. She also assembled a noteworthy private collection of Russian art.

Ms. Magee accompanied her husband on assignments to the Soviet Union, France, Bulgaria, Canada, Switzerland, Latvia and Ukraine. Later she traveled with him on international election monitoring missions to various East European countries and parts of the former Soviet Union. Her fame as a skilled hostess of all sorts of diplomatic functions grew steadily.

In 1960, Ms. Magee published a cookbook on Persian cuisine, *In a Persian Kitchen*, which was praised by critics. "Maideh Mazda Adds Extras to Paradise" was how the *Washington Post* headlined its review, which began: "When Omar Khayyam wrote the *Rubaiyat*, his 'thou' must have been a prototype of Maideh Mazda." After 19 hardback editions, the book is now in its seventh paperback printing.

As she wrote in the book, Ms. Magee first tried her hand at Persian cooking in 1944 to bring the tastes and aromas of their native dinner tables back to homesick Persian students in the United States. *New York Times* food critic Craig Claiborne called the book "at once a fascinating collection of recipes and, for anyone interested in the foods of other lands, a pleasure to read."

At Claiborne's request, Ms. Magee took a train to New York to prepare a meal for him. As he suggested, she brought her own favorite pots, pans and utensils and her own food. "He made me undercook everything, so it would look better in the photographs," Mr. Magee recalls his wife saying on her return to Washington.

In 2009, Ms. Magee was particularly pleased to receive an award from *Encyclopaedia Iranica* honoring her "for her efforts to introduce Persian culinary art to the non-Iranian public," her husband recalls.

In addition to her deep interest in art and cooking, Ms. Magee greatly enjoyed world travel and reading. She was an active member of Friends of Hillwood, the Arbremont Book Club and Welcome to Washington, as well as the Sibley Hospital Senior Association, Kennedy Center, World Affairs Council, Meridian International Center, Washington Performing Arts Society and the Lively Foundation.

Besides her husband of 53 years, Maideh Magee is survived by her daughter, Maya Magee of Washington, D.C., and two nieces. Her granddaughter, Jessica Miller, died in 2011.

■ **James Donaldson Mason**, 89, a retired member of the Foreign Service, died on April 3 at his home in Fort Myers, Fla.

Mr. Mason was born on Dec. 24, 1922, in Elwood, Ind. After several years in the private sector, he joined the State Department in 1943. His 40-year career in the Foreign Service included postings to Accra, Trieste, Nanjing, Manila (twice), Hong Kong, Tunis, Brussels, Paris, Nice, Asuncion, Guadalajara and Toronto, in addition to assignments at the State Department in Washington, D.C.

After retiring from the Foreign Service in 1983, Mr. Mason settled with his wife and their two daughters in Silverspring, Md., where he continued studies at the University of Maryland and earned a bachelor of science degree. Mr. Mason had a great love of baseball and rooted for the Indiana Cubs. In 1987, the couple moved to Fort Myers.

Mr. Mason is survived by his wife, Nanette Mason; two daughters, Carmen and Maria; and many grandchildren.

■ **Carroll Russell Sherer**, 89, wife of the late Ambassador Albert W. Sherer Jr.,

died on Oct. 7 at her home in Greenwich, Conn.

Mrs. Sherer was 19 and studying anthropology at the University of Chicago when she met her future husband, Albert, known to everyone as Bud. He was seven years older and just out of Harvard Law School. The couple married in October 1944, after his return from 30 missions as a navigator over the central Pacific with the Army Air Corps.

Mr. Sherer then joined the Foreign Service, and they began a 30-year diplomatic life abroad which Mrs. Sherer recounted in her memoir, *A Great Adventure*, self-published in 2007.

The couple's first overseas posting was Tangier, where they embarked with their infant son Peter and where their daughter, Susan, was born.

Next they were assigned to Budapest, but in 1951 the local government accused Albert of spying, and gave the family 24 hours to leave the country. The story made the papers at home beneath the headline "Reds Boot Yanks" and a photograph of an innocent-looking young family.

Then it was on to Washington, D.C., where their son Tony was born in 1953. Assignments in Prague, Warsaw and Lome, where Mr. Sherer served as the ambassador, followed.

In Togo, Mrs. Sherer raised money for local students by gathering crafts from all over the country for sale in a store on the main coastal road between Nigeria and Ghana. She named the shop "Togo a Gogo," and added an atelier to make clothes from African fabrics for passing tourists. The *New York Times* called it "the best boutique in West Africa" despite "an awful name."

Mr. Sherer served as U.S. ambassador to Guinea (1970-1971) and to Czechoslovakia (1972-1975) before retiring. Later,

the couple settled in Chicago, where Mr. Sherer died in 1986. Mrs. Sherer studied interior design and opened her own business, CS Designs, running the company until 2001. She returned to Greenwich to live near her family, which included burgeoning numbers of grandchildren and, then, great-grandchildren who called her MaMere.

Not long ago, as family members recall, her great-grandsons Ben and Pete bounded over to her house in their boxers at dawn to wish her a happy birthday. When they asked what she would like to mark the occasion, she said, "I want you two to put on some pants."

Despite her peripatetic life, Mrs. Sherer understood the importance of tradition, and especially those that were so much fun that no one could really resist. In Michigan, she revived the summer theatricals of her childhood, encouraging kids of all ages to participate in elaborate productions such as "Snow White and Rose Red," "The Princess and the Pea" and "Rapunzel." Those not old enough to memorize lines could always serve as assorted village folk or perhaps sheep.

In Greenwich, she also invented Cousins Weekend, initially for homesick cousins marooned on the East Coast at school in the winter. They would come together around a theme requiring costumes, perhaps toasts or poems. Those weekends persist today, with a greater mix of generations and a bit less poetry.

Mrs. Sherer never officially stopped traveling; she just eased up. Well into her 80s, she kept a set of Spanish-language tapes next to her bed so she could brush up. Last year, at the age of 88 she told her son Peter and his wife, Marilu, that she wanted to stay healthy because she was planning on going to her great-granddaughter Mae's wedding. Mae at the time was 4 years old.

Friends and family recall Mrs. Sherer as a woman who understood the thrill of going far, far away and the importance of coming back where you belong. Though she spent much of her life in faraway places, at the end she was in a room she designed, in a house she had known for 70 years, with four generations in her orbit.

Carroll Russell Sherer is survived by her sons, Peter (and his wife, Marilu) of Washington, D.C., and Anthony of Bethlehem, Conn.; her daughter, Susan Osnos (and her husband, Peter) of Greenwich, Conn.; five grandchildren; and three great-grandchildren. ■



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AFSA Governing Board 2013-2015 Position Openings: An Opportunity to Contribute to a Stronger Foreign Service

Do you want to represent your colleagues, contribute to a stronger Foreign Service and ensure its voice is heard on the Hill and around the country? Does participating in the management and modernization of a multi-million dollar organization with a large staff and real impact in Washington interest you?

If so, consider joining the next AFSA leadership team by running for a position on the 2013-2015 AFSA Governing Board.

Please look at the positions available and consider putting your name forward or nominating a colleague. This election is for the Board that will take office July 15, 2013, and serve for two years. Below are instructions on how to run and be nominated for the 2013-2015 AFSA Governing Board.

IMPORTANT DATES:

Feb. 1—Deadline for Nominations

April 15—Ballots and Candidate Statements Mailed

June 6—Ballots Counted

July 15—New Board Takes Office

AFSA CALL FOR NOMINATIONS

This election call, issued in accordance with Article VII (2)(a) of the AFSA bylaws, constitutes a formal notice

to all AFSA members of the opportunity to participate in the nomination and election of a new Governing Board. All of the officer and representative positions listed below are for two-year terms beginning July 15, 2013.

POSITIONS TO BE FILLED:

AFSA bylaws require that all Governing Board members must be resident in the Washington area within 60 days of taking office on July 15 and must remain resident in the Washington area throughout their term in office. The **officer positions** to be filled in this election are:

- President
- Vice President for State
- Vice President for USAID
- Vice President for FCS
- Vice President for FAS
- Vice President for Retirees
- Secretary
- Treasurer

The president and State, USAID, FCS and FAS vice presidents are full-time positions detailed to AFSA. These employees are assigned over complement and are eligible for time-in class extensions. Article V (4)(b) of the AFSA bylaws authorizes a constituency vice president for each constituency with a minimum of 100 members and one constituency representative position for every 1,000 members or fraction thereof.

Representatives are required to attend monthly lunchtime board meetings and may volunteer to serve on additional committees.

CONSTITUENCY REPRESENTATIVE POSITIONS:

To be filled in this election are:

- State Department Representatives (11 positions)
- USAID Representatives (two positions)
- FCS Representative (one position)
- FAS Representative (one position)
- IBB Representative (one position)
- APHIS Representative (one position)
- Retired Member Representatives (four positions)

NOMINATION PROCEDURES:

1. Any AFSA regular member in good standing (i.e., a member whose dues are automatically deducted or who has paid dues as of February 1, 2013) may submit names (including his or her own name) in nomination for any of the above-mentioned positions for which the nominee is eligible. No member may nominate more than one person for each officer position or more than the

Board, Continued on Page 57

CALENDAR

12/5/2012
12:00 - 2:00 PM
AFSA Governing Board Meeting

12/7/2012
1:00 - 2:30 PM
Symposium: 25th Anniversary of the INF Treaty

12/25/2012
8:00 AM - 5:00 PM
Christmas:
AFSA Offices Closed

1/1/2013
8:00 AM - 5:00 PM
New Year's Day:
AFSA Offices Closed

1/9/2013
12:00 - 2:00 PM
AFSA Governing Board Meeting

1/21/2013
8:00 AM - 5:00 PM
MLK/Inauguration Day:
AFSA Offices Closed

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

2/11 - 2/13/2013
8th Annual Conflict Prevention, Peacekeeping & Stability Conference

2/18/2013
8:00 AM - 5:00 PM
Presidents Day:
AFSA Office Closed



AFSA Has Your Back When You Need It Most

Close to 85 percent of the active-duty Foreign Service are members of the American Foreign Service Association, which serves both as the professional association and the union for the Foreign Service. Of the 15 percent or so who don't join AFSA, many object to its role as a union. While some are against the entire concept of unions, others feel that membership in one is somehow out of sync with their role as professionals.

To quote one AFSA critic, "AFSA fosters a trade-union mentality among the Foreign Service, and promotes a 'management-labor' relationship between the Department of State's leadership and the Foreign Service, instead of the professional-to-professional relationship that I think would be more appropriate."

Everyone is entitled to his or her own point of view on the subject, of course. Here is mine.

The Foreign Service is indeed a profession, and a noble one, at that. Like doctors and lawyers, our tools are knowledge, experience and analytical ability, and our work product is based on a unique combination of those resources. Like military officers, we serve the most important interests of our nation, and have an ethical obligation to put our nation's interests ahead of our own. It is a way of life, a higher

calling, and a great deal more than a job.

Unlike doctors and lawyers, however, we work for a monopoly employer. If a doctor disagrees with the personnel practices of a given hospital, he can change hospitals or put out a shingle and go into private practice. A lawyer or architect could do the same. We cannot.

Unlike the military, we do not enjoy the due process protections afforded soldiers under the Uniform Code of Military Justice, nor those soldiers and veterans enjoy under other laws. Key issues affecting our careers—such as retention of a security clearance, selection for assignments and promotion—are decided with little or no transparency, and in some cases, less opportunity for appeal than our colleagues in uniform have.

Moreover, the military has millions of voters defending its interests with Congress. Lacking the size and constituency of the military and Civil Service, we are a much more frequent target for political attacks than either.

The Foreign Service Act gives our employer broad leeway to establish and change the terms of our employment, and broader leeway than the military or Civil Service employers to investigate us, discipline us or terminate our employment. That is one reason why the legislation specifically empowers AFSA

to negotiate with management on these issues.

Congress, representing the American people whom we serve, felt that fairness required giving us a voice in decisions affecting the terms of our service. Consequently, AFSA's authority does not derive from its membership, but from law; and every FS member, whether they join AFSA or not, is represented when AFSA carries out its legally mandated role as the voice of the Foreign Service to management.

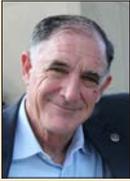
That role is usually carried out collaboratively. Because most of our senior interlocutors are Foreign Service members, and many are AFSA members themselves, the interaction is clearly between members of the same profession, occupying different roles in a process intended to make management aware of the opinions of the practitioners of our profession. The vast majority of our meetings are collegial, usually aimed at seeking fair, practical ways to achieve mutually agreed-upon objectives. We discuss terms of employment and service—not salary—and we seek to ensure fairness and due process in systems that are often far from perfect.

A key component of that process is AFSA's ability to represent clients in dealings with their employer, ranging from disputes over reimbursement for travel or

medical expenses, assistance with assignments issues, grievances over evaluations, to responding to allegations in security clearance or disciplinary matters.

To be clear: employees who choose not to join AFSA do not diminish AFSA's role as the voice of the Foreign Service. They merely eliminate their own ability to seek AFSA assistance in the event that they themselves, as individuals, require help in dealing with their employer. A number of such issues involve executive branch authorities not challengeable in court, and most involve regulations specific to the Foreign Service. Without AFSA membership, any career issue that may arise must be dealt with on one's own, or with the costly assistance of one of a handful of attorneys knowledgeable about the Foreign Affairs Manual.

The decision to join AFSA, or any bargaining unit, is a personal one. However, it is clear that those who wrote the laws creating the Foreign Service foresaw the need for collective bargaining to inform the broad authorities granted agency officials. The vast majority of our colleagues understand that their own interests as professionals are protected by having recourse to knowledgeable assistance when it is most needed. ■



Loose Change

I write this column at an uncertain moment in time—one week before the election, and with the proposed reorganization of FCS still hanging over us. And no doubt, even with the election decided as you read this, most of the major issues are still before us.

This is one more reminder that part of the new normal is living with uncertainty. If anyone should do well in an age of uncertainty, it should be Foreign Service members. After all, we live a lifetime of constant change. But even for us, this has been a challenging year. We have wrestled with a proposed reorganization, dealt with repositioning, introduced and moved regionalization along, begun the transition to a new deputy under secretary, and dealt with all the usual uncertainties of new leadership, new posts and constant moves.

I am reminded of the Serenity Prayer: “God, grant me the serenity to accept the things I cannot change, the courage to change the things I can, and the wisdom to know the difference.”

It is the last part that is the hardest. One of the refrains those of us in Washington hear is that the world has changed and we have not. It is simply not true. We have regionalized the field; we have changed our services, our systems and Web sites; regularly reviewed our

strategy and strategic statement; and, reorganized the International Trade Administration more than once (who remembers TD and IEP?).

Hopefully, the careful approach of analyzing what our clients want and where we add value—championed by change-experienced leaders like Ken Hyatt—will have prevailed by the time you read this allowing us to concentrate on looking at the really effective and exciting things we could be doing. We could develop an effective way to allow people from the three ITA units to rotate or switch jobs. We could prioritize the work of the agency and shift resources to trade promotion, where it should be. This would allow people who want to work in the field to do so. We could develop innovative cross teams and spend our time working on common metrics so that we could pull our oars together, but allow for different contributions and open sharing of successes. Or we could move a bunch of organizational boxes around.

With the fiscal pressures still out there, regardless of who has won the election, we are headed for more change in government. FCS may well deal with much bigger questions for our future: Is there a trade agency? Should we return to State?

As we wrap up this year and head into the new one, let us be thankful that under

Chuck and Tom’s able leadership we have implemented many new programs and, especially with Chuck’s foresight, assigned a team of leaders that can continue and grow the organization under these programs as well

as under the new challenges ahead.

I thank all of you in the field for dealing with these uncertainties while still doing a brilliant job of serving the client and getting the job done. ■

Dissent: Making a Difference

BY KATHRYN KISER, 2010 W. AVERELL HARRIMAN AWARD WINNER

I still remember the moment I decided to dissent. I’d just come back to my desk from the American Citizens Services window after confiscating someone’s passport based on a possible name hit—maybe the third time in two weeks I’d done that to a traveling American. Seeing I was upset, the consul general walked over, and I told her bluntly, “This isn’t right; I’m thinking of writing a dissent cable.” I didn’t want to sit by while our policy put people in danger; I wanted to at least be able to say that I’d tried to fix things.

One lesson I learned from the experience was that people are eager to help improve a flawed system once you clearly identify the problem and show you’ve given it due consideration. My front office and consul general treated the cable as something necessary and important—worth my time and theirs. The end product was the result of a lot of research and talking things through and making sure that my position was

firmly grounded in fact. I’m still grateful to them.

I honestly didn’t know what to expect by way of Department response, so I was surprised by the detailed attention Washington gave the issue. They obviously couldn’t change the law, but they offered to change the way clearances were handled, giving traveling Americans priority. After the award was announced, ACS officers from other posts wrote to me saying the policy had bothered them, too, and thanking me for raising it. Those emails were gratifying and humbling all at once.

Winning the dissent award hasn’t impacted my career positively or negatively in the least, which is exactly as it should be. I’m proud to work for an organization that honors constructive dissent and directs us to look for ways to make things better for the people around us and those who come after us. It’s something I see happening in the State Department every day. ■

AFSA Membership Dues Adjustment in 2013

BY JANET HEDRICK,
DIRECTOR OF MEMBER
SERVICES

In accordance with AFSA bylaws, AFSA has increased dues for 2013 by 1.7 percent for all individual membership categories. This increase will provide the association with a stable and predictable income source, which allows AFSA to continue offering excellent member services and benefits.

This modest adjustment, just pennies per pay period, correlates to the 3rd quarter Consumer Price Index increase published by the Department of Labor used by the Social Security Administration to calculate the 2013 Cost of Living Adjustment increases.

Active-duty and retired members paying dues via payroll and annuity deduction will see a small, automatic increase in the amount deducted from their paychecks and annuities. Those paying annually will be billed the new rate on their regularly scheduled renewal date. ■

ACTIVE-DUTY*

Category	2013 Annual	2013 Bi-Weekly
SFS	\$384.40	\$14.80
FS 1, 2, 3	\$297.20	\$11.45
FS 4, 5, 6	\$170.15	\$6.55
FS 7, 8, 9	\$89.95	\$3.45

RETIREE*

Category	2013 Annual	2013 Bi-Weekly
Annuity under \$25,000	\$66.05	\$5.50
Annuity of \$25-50,000	\$103.75	\$8.65
Annuity of \$50-75,000	\$138.55	\$11.55
Annuity over \$75,000	\$173.45	\$14.45
Retiree Spouse	\$51.85	\$4.32

ASSOCIATE*

Category	2013 Annual
Associate Membership	\$106.60
Retired Associate	\$65.25

*Dues for 2013 reflect a small increase of 1.7 percent for all individual membership categories.

Keep Your Membership Active or Become an AFSA Member

Since 1924 the foreign affairs community has relied on AFSA, the voice of the Foreign Service. By joining AFSA, you will be adding to the collective strength of the

only organization dedicated specifically to preserving and enhancing the integrity of the U.S. Foreign Service.

Whether you are an active-duty member of the Foreign Service, a retiree, a

FS spouse, or someone interested in learning more about diplomacy and foreign affairs, membership in AFSA offers a wide variety of benefits.

To learn more, please go

to www.afsa.org/become_a_member.aspx or contact Janet Hedrick, director of member services, at hedrick@afsa.org. ■

Don't Let Good Work Go Unnoticed: Nominations for 2013 AFSA Awards for Exemplary Performance Now Accepted

BY PERRI GREEN,
AFSA COORDINATOR
FOR SPECIAL AWARDS

AFSA encourages all members of the Foreign Service community to consider nominating a deserving colleague or family member for one of the association's three annual awards for exemplary performance. Deadline for nominations is Feb. 28.

AFSA Performance Awards honor Foreign Service employees and family members alike.

The **Nelson B. Delavan Award**, for a Foreign Service office management specialist who has made a significant contribution to post or office effectiveness and morale beyond the framework of his or her job responsibilities. The 2012 winner was James Velez, serving in Mazar-e-Sharif.

The **M. Juanita Guess Award**, for a community liaison officer who has demonstrated outstanding leadership, dedication, initiative or imagination in assisting the families of Americans serving at an overseas post. The 2012 winner was Sara Hurst Butler, serving in Port-au-Prince.

The **Avis Bohlen Award**, for a Foreign Service eligible 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 2012 win-



DONNA AHERST

ner was Leila Gupta, serving in Nairobi.

AFSA's 2012 dissent and performance award winners gather with AFSA staff and other officials during the awards ceremony in the Benjamin Franklin Diplomatic Reception Room in June.

ner was Leila Gupta, serving in Nairobi.

Winners are chosen by panels of judges from within the Foreign Service community. All winners will be honored at AFSA's awards ceremony held in late June 2013, in the Department of State's Benjamin Franklin Diplomatic Reception Room. Each winner will receive a cash prize of \$2,500.

To submit a nomination for the 2013 performance awards, please visit www.afsa.org/performance_awards.aspx. For more information, please contact AFSA's Coordinator for Special Awards and Outreach, Perri Green, at green@afsa.org or (202) 719-9700. ■

NEWS BRIEF

Support the Fund for American Diplomacy with a CFC Donation

Please consider supporting AFSA's Fund for American Diplomacy with a pledge to CFC #10646, listed under "Diplomacy Matters – AFSA." The FAD helps promote AFSA's mission of bringing American diplomacy and the Foreign Service to the public through various outreach programs, including AFSA's Memorial Plaque in the State Department lobby, the Road Scholar Program, the Speakers Bureau, the Sinclair Awards and the High School Essay Contest. It also provides funding for events, such as AFSA's speaker series, book notes programs and panels, and honors members of the Foreign Service community who have performed courageous and exemplary service. For information on FAD, please go to www.afsa.org/fad or contact Tom Switzer, AFSA director of communications, at switzer@afsa.org or (202) 944-5501.

AFSA Celebrates the New *Foreign Service Journal* Design

BY ÁSGEIR SIGFÚSSON, MANAGER OF MARKETING AND OUTREACH



On Oct. 11, guests mingle in the splendor of the Benjamin Franklin Diplomatic Reception Room as they listen to speeches and accolades are accorded for the *Foreign Service Journal's* relaunch of the long-running magazine's new design, the first since 1994.

More than 200 guests joined AFSA staff and Governing Board members at the Benjamin Franklin Diplomatic Reception Room on Oct. 11 for the official relaunch of the completely redesigned *Foreign Service Journal*—its first since 1994.

Working with local design firm Eason Associates, an advisory committee comprised members of AFSA's Governing Board, AFSA staff and the *Journal's* editorial board. After more than a year of collaboration, *The Foreign Service Journal*, with its new look and top-notch content, was launched.

AFSA President Susan Johnson welcomed the guests and acknowledged those whose hard work had contributed to the success of the new design. Johnson also read from a congratulatory note from Secretary of State

Hillary Rodham Clinton, in which she wished the *Journal* another 100 years of success.

Deputy Secretary of State William Burns reminisced about having been a *Journal* reader for his entire 30-year Foreign Service career. He thanked the magazine for serving as the historical memory of the diplomatic profession throughout its 88-year existence, and for connecting Foreign Service members around the world, reminding them they are indeed more than just a collection of professionals but rather a family.

Ambassador Linda Thomas-Greenfield, the director general of the Foreign Service, entertained the audience with a recollection of the difficulty she and her tandem FS husband faced when trying to get only one

copy, not two, of the *Journal*. Their attempts were in vain, as two copies of the magazine continued to be delivered to post. The lesson here is that there can never be too much of a good thing (for other tandem couples out there, we suggest donating your second copy to a local library, hospital or university).

The final speaker was Ted Wilkinson, the only person to have served as both president of AFSA (from 1989 to 1991) and as chairman of the *Foreign Service Journal* editorial board (from 2005 to 2011). Ted spoke of the importance of ensuring that the magazine is more than just an insider's chronicle and must be relevant to outside audiences such as members of Congress and their staff, academia, think tanks and members of the

public. He commended the *Journal* for doing this well.

Attendees enjoyed champagne and hors d'oeuvres as they mingled in the majestic room and took in the view of the National Mall and Potomac River from the 8th-floor terrace. Following the official portion of the event, guests were able to look at a collection of historical covers from throughout the *Journal's* history, including the first *American Consular Bulletin* cover from 1919, and the first *American Foreign Service Journal* cover from 1924. Guests received a commemorative poster depicting 12 historical covers from the magazine's history—one from each decade. Posters are still available at AFSA's reception desk.

To view the event online, please go to <http://alturl.com/jg2ye>. ■



THE SECRETARY OF STATE
WASHINGTON

American Foreign Service Association
Foreign Service Journal Launch Ceremony
October 11, 2012

Dear Friends:

I am delighted to extend my congratulations to all those gathered to mark the launch of the newly redesigned *Foreign Service Journal*. While I regret my schedule does not permit me to be with you on this special occasion, I did not want to miss an opportunity to commend all those involved in the production and redesign of this celebrated institution.

As Secretary of State, I have become intimately familiar with the outstanding content of the *Foreign Service Journal*. Indeed, my colleagues and I look forward to the varying viewpoints represented in the wide-ranging articles that are a hallmark of the magazine, representing the views and experiences of our colleagues in the field, whether Foreign Service, Civil Service, or Locally Employed staff, as well as the opinions of past and present colleagues. A publication of this magnitude that has been in existence since the 1920s is due for a little refurbishment every once in a while, and I am confident that the new design and format will only serve to enhance the visual experience and amplify the already enlightening content.

I am constantly reminded of the many great services that the American Foreign Service Association (AFSA) offers to its members, both current employees and retirees. The *Foreign Service Journal* is a fine example of one of the many ways in which AFSA contributes to the greater good of the Foreign Service and the Department of State as a whole. I am confident that it will always be cherished by those who have the opportunity – and the good sense – to enjoy its substance. Here's to another 100 years of success!


Hillary Rodham Clinton

AFSA's High School Essay Contest Enters Fifteenth Year

BY PERRI GREEN, AWARDS AND OUTREACH COORDINATOR

On Nov. 29, the fifteenth annual AFSA National High School Essay Contest got underway with the unveiling of this year's topic on AFSA's Web site. This year, students are being asked to assume the role of a U.S. ambassador to one of six countries—Haiti, Greece*, Libya, India*, Kenya or Burma*. Using the resources available to an ambassador at post, they must address the current major foreign policy issues between their chosen nation and the United States.

The essay contest is one of AFSA's premier outreach programs, which attracts hundreds of submissions from all over the world and reaches the eyes of thousands of teachers and high school students. This is

*A few of Semester at Sea's destinations.



On Nov. 20, U.S. Ambassador to Brazil, Thomas Shannon, Jr., boarded Semester at Sea's *MV Explorer* to address the relationship between the U.S. and Brazil during a Global Studies program in the floating campus's student union. Amb. Shannon and members of his staff spent two days on board lecturing students as the ship sailed to Manaus.

borne out by the fact that the essay contest page on the AFSA Web site is consistently in the top three for page views each year. It is a tre-

mendous opportunity to educate America's youth about the importance of the work carried out by our diplomats and development profession-

als around the world.

We are grateful to our partner, the Institute for Shipboard Education's Semester at Sea program for supporting this important contest by providing a fully-funded, educational semester to the winning student once they enroll in an accredited college. The first place winner will also receive \$2,500 and will travel with their family to Washington, D.C. to meet with the Secretary of State.

For more on the Semester at Sea program, please visit www.semesteratsea.org. For contest details, please visit www.afsa.org/essaycontest or contact Perri Green at green@afsa.org or (202) 719-9700. The submission deadline is April 15, 2013. ■

NEWS BRIEF

AFSA Governing Board Adds Two Members

At its Nov. 6 meeting, the AFSA Governing Board approved the appointment of two new members to fill the remaining terms ending in July 2013 of two departing members. Andrew Levin and Jason Singer replace USAID GB Reps Michael Henning and Iris Young. Mr. Henning served on the board for 6 years, while Ms. Young returned to her obligations at work. We thank them for their service.

Andrew and Jason bring years of USAID and Foreign Service experience to the table. We welcome them to the team!

NEWS BRIEF

AFSA Scholarship Applications Are Now Being Accepted

Applications for AFSA scholarships—Academic and Art Merit Awards for high school seniors (top prizes are \$2,000), and need-based Financial Aid Scholarships for undergraduate college study (aid ranges from \$1,000 to \$4,000)—are now being accepted.

Children of AFSA and AAFSW members are eligible (please note that grandchildren of Foreign Service employees are ineligible). For more information, please visit www.afsa.org/scholar or contact Lori Dec at (202) 944-5504 or dec@afsa.org.

Board, continued from page 49

number of representatives established for each constituency. No member's name may appear on the ballot for more than one position.

2. In order to be nominated, a person must be a regular member in good standing by February 1, 2013, and remain in good standing through the election process and, if elected, for his or her term of office.

Section 1017(3) of the Foreign Service Act restricts employees occupying certain positions in the foreign affairs agencies from participating in labor-management issues while serving on the Governing Board. Individuals who will be serving as management officials and confidential employees, as well as those serving in positions that may raise a conflict of interest or apparent conflict of interest (as defined below) when the new board takes office on July 15, 2013, may not participate in Governing Board discussion, deliberations or decisions which relate to collective bargaining. They may participate in most other activities of the AFSA Board related to AFSA as an organization and the Foreign Service as a professional association. The Foreign Service Act also imposes a two-year, pre and post AFSA "cooling off period" on employees who have or will occupy posi-

tions within their agency that require them to engage in labor management relations or the formulation of personnel policies and programs of a foreign affairs agency.

Section 1017(e) of the Act, 22 USC 4117(e) states:

Participation in labor organizations restricted. (1) Notwithstanding any other provision of this subchapter - (A) participation in the management of a labor organization for purposes of collective bargaining or acting as a representative of a labor organization for such purposes is prohibited under this subchapter - (i) on the part of any management official or confidential employee; (ii) on the part of any individual who has served as a management official or confidential employee during the preceding two years; or (iii) on the part of any other employee if the participation or activity would result in a conflict of interest or apparent conflict of interest or would otherwise be incompatible with law or with the official functions of such employee; and (B) service as a management official or confidential employee is prohibited on the part of any individual having participated in the management of a labor organization for purposes of collective bargaining or having acted as a representative of a labor organization during the preceding two years. (2) For

the purposes of paragraph (1)(A)(ii) and paragraph (1) (B), the term "management official" does not include - (A) any chief of mission; (B) any principal officer or deputy principal officer; (C) any administrative or personnel officer abroad; or (D) any individual described in section 4102(12)(B), (C), or (D) of this title who is not involved in the administration of this subchapter or in the formulation of the personnel policies and programs of the State Department.

3. Section 1002 (12), 22 USC 4102(12) of the Foreign Service Act defines

a *management official* as an individual who: is a chief of mission or principal officer; occupies a position of comparable importance to chief of mission or principal officer; is serving as a deputy to the foregoing positions; is assigned to the Office of the Inspector General; or is engaged in labor management relations or the formulation of personnel policies and programs of a foreign affairs agency. Section 1002 (6), 22 USC 4102(6) of the Act defines a *confidential employee* as an employee who acts in a confidential capacity with respect to an individual who formulates or carries out management policies in labor-management relations. Employees who may have a conflict of interest or

potential conflict of interest include those who are engaged in personnel work in other than a purely clerical capacity (for example, employees assigned to non-clerical positions within the HR Bureau) and employees (such as, employees assigned to DS/ICI/CI and DS/ICI/SID) engaged in criminal or national security investigations of other employees or who audit the work of individuals to ensure that their functions are discharged honestly and with integrity (such as employees assigned to OIG). See Section 1012(1) and (2), 22 USC 4112(1) and (2) of the Act. As discussed above, the Act precludes these categories of individuals from participating in labor-management issues while serving on the Governing Board.

4. As noted above, the Foreign Service Act also places a two-year restriction on the movement of Foreign Service employees between the AFSA Governing Board and certain Washington-based jobs in the foreign affairs agencies. The pre-AFSA restrictions: Any individual who has served: 1) in a management position in Washington in which he or she has engaged in labor-management relations or the formulation of personnel policies

Board, continued on page 58

Board, continued from page 57

and programs; or 2) as a confidential employee to one of these management officials within two years prior to taking office in AFSA, is precluded from participating in labor-management issues while serving on the Governing Board. Post-AFSA restrictions: In addition, employees who have participated in collective bargaining while serving on the AFSA Governing Board may not serve: 1) in a management position in Washington that involves labor management relations or the formulation of personnel policies and programs; or 2) as a confidential employee to such management positions, for two years after leaving AFSA. Members should consider these restrictions before deciding whether to run for AFSA Governing Board positions covered by these restrictions. Please direct questions regarding this issue to Sharon Papp, General Counsel, by e-mail: papps@state.gov.

5. Nominations may be submitted individually or in slates. To qualify as a slate, a proposed slate must have a minimum of four candidates from at least two constituencies. Slate designations will be noted on the ballot.

6. All nominations must be submitted in writing by

letter, cable, fax or e-mail. All written nominations must be addressed to the AFSA Elections Committee, 2101 E Street NW, Washington, DC 20037. To be valid, they must, without exception, be received at this address no later than 5 p.m. on Feb. 1, 2013. Members overseas can send "AFSA channel" cables marked for delivery to the AFSA Elections Committee. They must be received in the State Department's Communications Center within the same time limit. Faxes can be sent to (202) 338-6820 and e-mail sent to election@afsa.org. Alternatively, nominations can be hand-delivered to an AFSA Elections Committee representative who will be in the AFSA office, Room 1251, Department of State, from 11 a.m. to 12 noon on Feb. 1, or to an Elections Committee representative at AFSA headquarters, at 2101 E Street, NW, during that same time period.

7. A nominee can indicate his or her acceptance of a nomination by appending a letter to the letter of nomination or by appropriate notation on that letter, or by communicating with the AFSA Elections Committee at the addresses, fax and e-mail noted above. Otherwise, an authorized representative of the AFSA Elections Committee will communicate with each nominee

(excluding members who nominate themselves) as quickly as possible after the receipt of each nomination to determine whether the nominee wishes to be a candidate. Any member who so accepts the nomination must confirm his or her acceptance in writing through one of the channels described above to the AFSA Elections Committee. Any nominee whose written acceptance of nomination is not received by the AFSA Elections Committee will be considered to have declined candidacy.

ELECTION CAMPAIGN

1. All candidates nominated under the procedure outlined above will be given the opportunity to submit campaign statements for dissemination to the AFSA membership with the election ballots. Further information regarding such statements and editorial deadlines will be contained in the "Instructions to Candidates," which will be posted by the AFSA Elections Committee on the AFSA Web site at www.afsa.org/elections by Dec. 10, 2012.

2. The AFSA bylaws provide that, should candidates wish to mail supplementary statements to the membership, the association will make available to them

on request, and at their expense, the membership mailing list or address labels. Further information on this and other campaign procedures will be included in the "Instructions to Candidates" mentioned above.

VOTING

Ballots will be distributed on or about April 15, 2013, to each person who is a regular AFSA member as of March 15, 2013. Candidates or their representatives may observe the ballot distribution process if they so desire. Each member may cast one vote for President, Secretary, Treasurer and, in addition, one vote for a constituency Vice President and each Representative position in the member's constituency. Votes may be cast by voting for candidates listed on the official ballot, or by writing in the name(s) of member(s) eligible as of March 15, 2013, or by doing both. To be valid, a ballot must be received by 8:00 a.m. on June 6, 2013, at the address indicated on the envelope accompanying the ballot or by online vote. More detailed balloting instructions will accompany the ballots.

Documenting Individual Experiences with Atrocity Response

The U.S. Agency for International Development needs your help documenting the firsthand experiences of USAID personnel who have worked in-country with USAID during periods of mass atrocities or extremely high levels of violence.

As the agency develops new training materials and other resources to support field officers serving in high risk posts, USAID intends to have that process driven by the voices, perspectives and insights of those who have personal experience with atrocity prevention and response.

In April 2012, President Barack Obama announced a comprehensive strategy to prevent and respond to mass atrocities during remarks

delivered at the U.S. Holocaust Memorial Museum. The strategy was the culmination of Presidential Study Directive 10, which declares that “preventing mass atrocities and genocide is a core national security interest and a core moral responsibility of the United States of America.”

Individuals interested in sharing their experiences will be interviewed in person, or virtually, by staff in the Center of Excellence on Democracy, Human Rights and Governance and the Office of Conflict Management and Mitigation. Interviews will

be recorded for the purpose of developing multimedia training materials, though experiences can also be documented with limited attribution, if requested.

In terms of the focus of the new resources being developed, USAID is not only interested in describing what programmatic actions might help with early

warning, protection and related issues, but the operational issues and constraints that USAID personnel face in these contexts.

The interagency does not have a singular definition of mass atrocities, as

PSD10 intentionally avoided a threshold definition that might constrain policymakers. That said, the most relevant examples are ones with large-scale and/or systematic violence against civilians. While the atrocities in Rwanda, Sudan and the former Yugoslavia are oft cited examples, USAID is also interested in learning about similar experiences in Burundi, East Timor, Guatemala, Kenya, Kyrgyzstan and Sri Lanka.

To volunteer for an interview, or for more information or questions, please contact Mark Goldenbaum at mgoldenbaum@usaid.gov or (202) 712-0729. ■



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COUNTING VOTES AND ANNOUNCEMENT OF RESULTS

On or about June 6, 2013, the Elections Committee will count the ballots and declare elected the candidate receiving the greatest number of votes for each position. Candidates or their representatives may be present during the tally and may challenge the validity of any vote or the eligibility of any voter. The committee will inform candidates individu-

Elections Committee Members

Hon. Robert W. Farrand, Chair	pamichko@aol.com	(703) 241-0816
Denise Jobin Welch	jobinwelchdi@state.gov	(202) 632-9365
Michael Conlon	michael.conlon@fas.usda.gov	(202) 690-4057
Richard Thompson	risath@aol.com	(301) 229-6442

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Janet Hedrick, Director, Member Services	hedrick@afsa.org	(703) 203-9002
Donna Ayerst, AFSA News Editor	ayerst@afsa.org	(202) 338-4045

ally of the election results by the swiftest possible means and will publish the names

of all elected candidates in the next issue of *The Foreign Service Journal*. The elected

candidates will take office on July 15, 2013, as provided in the bylaws. ■

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AFSA NEWS

NEWS BRIEF

Anonymous Donor Contributes to the “U.S. Diplomats Slain in Libya” Scholarship

An anonymous donor has made a key donation toward establishing AFSA’s “U.S. Diplomats Slain in Libya” scholarship. This new award will be a need-based financial aid scholarship honoring Ambassador Chris Stevens, Sean Smith, Glen Doherty and Tyrone Woods, who were killed by terrorists on Sept. 11, in Benghazi. AFSA members’ children engaged in undergraduate college study are eligible.

AFSA continues to accept tax-deductible donations to the “U.S. Diplomats Slain in Libya” scholarship. Checks should be made payable to the “AFSA Scholarship Fund” with “U.S. Diplomats Slain in Libya” written in the memo field. Please send your contribution to AFSA, 2101 E Street NW, Washington, D.C., 20037. For more information or questions, please contact AFSA Scholarship Director Lori Dec, at (202) 944-5504 or dec@afsa.org.

NEWS BRIEF

AFSA Welcomes New Staff Member

AFSA is pleased to welcome Javier S. Cuebas as our new director of advocacy. Prior to joining AFSA, he was the managing director at Amelia Consulting Group, where he worked on consumer affairs, education, environment, financial literacy, health, retirement and telecommunications campaigns.

Javier previously served as associate director at the Puerto Rico Federal Affairs Administration; as aide to Congresswoman Barbara Lee, D-Calif., and to former Congresswoman Barbara Kennelly, D-Conn.; as an adviser to political campaigns; and as director of development for American Women in Radio and Television and the League of United Latin American Citizens.

Javier attended the University of Puerto Rico, Mayagüez, and the University of Denver’s Graduate School of International Studies. He can be reached at cuebas@afsa.org or (202) 944-5517.

NEWS BRIEF

Nominate a Deserving Colleague for an AFSA Dissent Award

For more than 40 years AFSA has sponsored the Dissent Award program to recognize and encourage constructive dissent and risk-taking in the Foreign Service. This is unique within the U.S. Government.

Four awards are offered: The F. Allen "Tex" Harris Award for a Foreign Service Specialist; the W. Averell Harriman Award for a junior officer (FS 7-FS 4), the William R. Rivkin Award for a mid-level officer, (FS 3-FS 1), and the Christian A. Herter Award for a member of the Senior Foreign Service (FE OC-FE CA).

Deadline for the 2013 Dissent Awards is Feb. 28. For more information or questions, please contact Perri Green, AFSA Coordinator for Special Awards and Outreach, at green@afsa.org or (202) 719-9700.

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HOMESCHOOLING IN THE FOREIGN SERVICE

When they are out and about in the middle of a weekday, my three kids are routinely asked by confused and curious strangers, “What are you doing out of school?” Their confusion only grows when my kids answer proudly, “We don’t go to school—we homeschool.”

We are one of many Foreign Service families that have made the choice to educate their children at home over the years, following a general trend in the U.S. population. The number of homeschoolers in the U.S. is difficult to track, but estimates indicate that homeschooled students increased from about 850,000 in 1999 to approximately two million in 2010.

While there are no hard and fast numbers for the Foreign Service population either, anecdotal evidence indicates that there has been similar increased interest among the FS community in homeschooling over the last five years. The Family Liaison Office estimates that approximately 1,000 Foreign Service children are currently homeschooled overseas, with more families choosing to educate their children at home each year.

Homeschooling is a growing trend within the Foreign Service, as it is in the general U.S. population.

BY ELIZABETH POWER

Homeschooling can include a wide variety of educational styles and practices. They range from establishing a very structured, traditional school-at-home approach, where a parent serves as the formal teacher, to technology-reliant participation in an online school or distance learning program, to a more eclectic or unstructured approach such as “unschooling.”

Foreign Service families participate in all of these types of homeschooling, with the support of the State Department’s education allowance to help cover the costs of their chosen education program.

Why Homeschool?

Although some families choose homeschooling due to a specific situation at post, such as dissatisfaction with the local school options, many families choose it as a way of life, regardless of where they are posted, because of its well-documented benefits.

Numerous studies have shown that homeschooled students match or exceed the academic performance of their traditionally-schooled peers. In addition, homeschooling offers the ability to adjust instruction to meet a child’s particular need or follow a specific interest—which can be much harder to do in a traditional school setting. Homeschooling families often spend more time together as a family, and less time stressing over homework and other school requirements.

There are also a number of benefits specific to Foreign Service life. Bidding on posts becomes much easier when you don’t have to factor in the local school options; all of a sudden, places that you would not have considered become more attractive.

At a post where most of the Foreign Service population is trying to transfer within the same eight-week break in the school calendar, homeschooling families have the flexibility to arrive at or depart on a different timeline. Similarly, those families can schedule their vacations

Elizabeth Power and her husband, Conor, homeschool their three children in Lima, where she is consul general. They have also been posted to Lagos, Montevideo, Ciudad Juarez, Maseru and Washington, D.C.



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There are as many different ways to homeschool as there are families doing it—no one way will meet every family’s needs.

outside local school holidays, which is often both cheaper and more convenient for the working parent trying to get leave approved.

And as a bonus, working late nights might be offset by seeing the family at lunchtime or by enjoying a leisurely breakfast, since no one has to run out the door to catch a school bus.

How to Homeschool?

There are as many different ways to homeschool as there are families doing it—no one option will meet every family’s needs. You may hear about certain “musts,” but what works for other children might not be successful with yours. So it is a good idea to experiment with different curricula or structures to find a style that works for you.

For some families, homeschooling is purely a situational decision. They decide to try it for a limited time because a child is struggling in the classroom or with other students; the school cannot offer the support a child needs; or the family has other commitments, such as participation in a sports program, that cannot be accommodated within the school schedule. In such cases, many families will choose to create a homeschool curriculum similar to what their child might have in an American or international school, to facilitate the student’s later re-entry to traditional school.



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Other families also choose a very structured educational program, even if they do not intend to have their children enter a traditional school at some point. For these families, there is a wide variety of “school in a box” curricula, which offer a full educational program for a child’s grade in school. This can encompass everything from language arts and math to social studies and advanced sciences, depending on the grade. Families choosing such a structured educational approach often have regular daily hours set aside as school time, and the parent might take on the formal role of teacher.

Some homeschoolers experience a similarly structured educational program by enrolling in an online school, complete with curriculum, interaction with teach-

Under the Department of State Standardized Regulations (Chapter 270), homeschooling parents may be reimbursed for educational expenses.

ers and other students, and coursework graded by the school, not the parent. However, online school programs often require a good Internet connection for the interaction components of the courses, so they may not work in every Foreign Service location.

Differences in time zones with the online school’s headquarters can also be an issue for some posts. Families using online programs often appreciate the formal transcript that the child receives

as evidence of his or her progress, and the fact that the parents don’t have to choose the curriculum or act as the teacher.

At the other end of the spectrum are Foreign Service “unschoolers.” Unschooling has been defined in many different ways, but generally it is a practice that encourages learning through life experiences, in areas that the child chooses according to his or her own interests. The parent might step in and provide guidance when the child wants or needs it,

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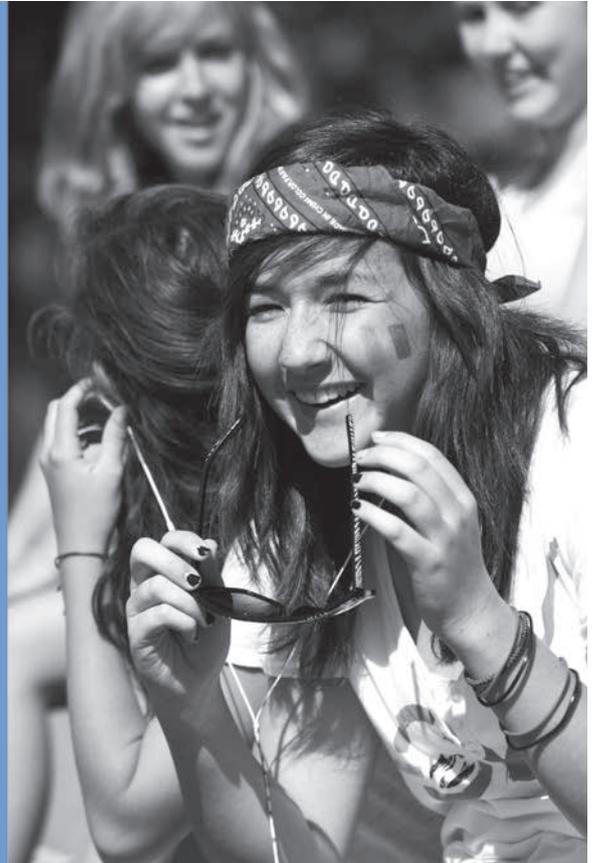
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There are many Web sites and blogs with detailed guidance on preparing transcripts and portfolios with an eye toward college applications.

but does not formally instruct the child as in the traditional school model. A child might take classes if interested in a particular subject, but the family recognizes that learning happens in any situation that the child might encounter.

There are also many points in between the very structured approach and unschooling, so a number of Foreign Service homeschoolers describe themselves as having an eclectic educational style. These families often agree with

unschoolers that the everyday experiences of life, particularly those specific to their overseas postings, provide a rich and varied environment for learning, but supplement the child’s experiential learning with some formal studies or guided learning sessions in specific areas.

All that said, most homeschoolers mix and match learning styles and experiences to some degree, using a “take what suits us and leave the rest” approach to guide their educational philosophy.

The Nuts and Bolts of Homeschooling

The Education Allowance. Under the guidelines outlined in the Department of State’s Standardized Regulations (Chapter 270), homeschooling parents may be reimbursed for educational expenses up to \$5,700 per year for each child in grades K-8, and up to \$7,700 per year for children in grades 9-12. The amount reimbursed cannot exceed the post’s “at post” education allowance if the school there is considered adequate, but children with special needs are allowed additional funding for home study or instruction.

Many families think broadly about how to use these funds beyond traditional curriculum materials and are reimbursed for such expenses as art or

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Resources for Exploring the Homeschooling Option

Homeschooling programs have greatly expanded in the last 10 years. Many programs are easily accessible online. Some Foreign Service families choose to homeschool their children, an option that can provide educational continuity when making frequent moves.

The Family Liaison Office has an Education and Youth Team to provide guidance and information on various homeschooling programs and allowances. Remember, there is no homeschooling allowance when your family is posted to the United States.

Here are a few resources:

- Peterson's: www.petersons.com/ (see their Independent Study Guide)
- Eduhound.com/ (K-12 education information, including links to homeschooling sites)
- *Home Education Magazine*: <http://homeedmag.com/>
- ERIC Clearinghouse on Disabilities and Gifted Education: www.ericec.org
- WorldWideLearn: www.worldwidelearn.com/online-degrees/ (links to numerous online courses and diploma programs that can be used by high school students)

If you have questions about homeschooling programs, contact FLO at FLOAskEducation@state.gov or (202) 647-1076. Or visit the FLO Web site at: www.state.gov/m/dghr/flo.



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For many families, finding support for their homeschooling lifestyle can be a real challenge overseas.

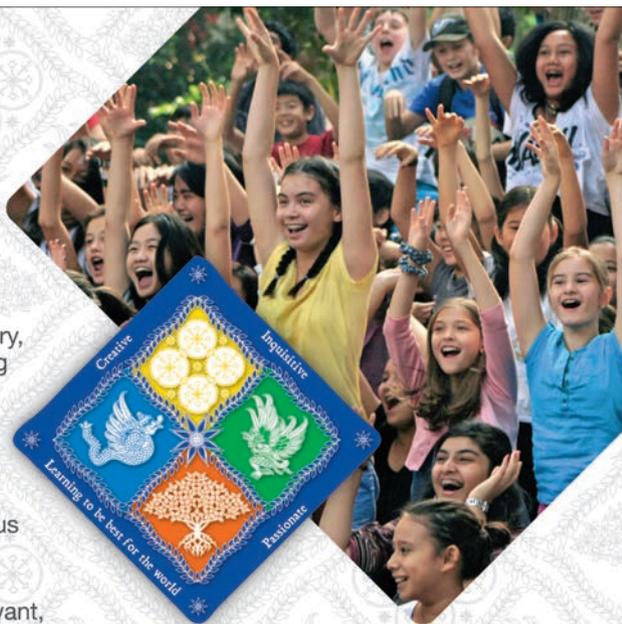
music classes; science materials, such as microscopes or magnets; or games that promote learning using manipulatives or logic. Items that could have a non-educational application, such as personal computers or electronic readers, may not be reimbursed under current guidance, although the purchase of computer software and e-books can be covered.

Homeschooling families need to keep their receipts for all education-related expenses and provide justification during the voucher process, as needed. The Family Liaison Office's education officer can be a helpful link between families and the Office of Allowances, which makes the final determination about what expenses are allowed.

Documentation. Many parents ask what sort of proof of schooling is required, particularly for middle school and high school students. The State Department itself does not require any records beyond the reimbursement voucher and confirmation of which U.S. state's homeschooling guidelines a student is following.

The DSSR simply directs homeschooling parents to comply with the regulations of the state where they are resident or "another relevant state." And if the state requires regular testing of the student's abilities, the cost of testing is covered by the allowance.

Documenting a child's studies, therefore, is more focused on what his or her plans are for the future. Here, too, the Family Liaison Office can be useful, assisting families in figuring out the



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requirements for documenting a student's progress or for returning to a stateside school after a period of homeschooling overseas. A student preparing for college might need to keep detailed records of programs completed or ensure that he or she has a full portfolio of work to demonstrate achievement.

Many U.S. colleges and universities have a growing number of applications from homeschooled students, and they are familiar with the less-standardized transcripts that may be prepared by a homeschooling parent. There are many Web sites and blogs with detailed guidance on preparing transcripts and portfolios with an eye toward college applications. But keep in mind that each college will have its own set of requirements for

Issues relating to work-life balance may be more easily resolved if the only constraint that a family has to adjust to is a parent's work schedule.

homeschooled students who are not able to provide a transcript for an online school or distance learning program.

Finding Support

For many families, finding support for their homeschooling lifestyle can be a real challenge overseas. Depending on the post, there may be few or no other homeschooling families, either in the official post population or in the local community. In many countries, homeschooling is

almost completely unheard of.

Communities that have serious sports training programs, such as gymnastics, or expatriate religious missionary populations might be more likely to also have homeschooling families. And that can be a big help to Foreign Service homeschoolers looking for other like-minded home educators.

There is a wide variety of online support groups, blogs and other resources, including an active Yahoo Group for For-



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There are many points in between the very structured approach and unschooling, so a number of Foreign Service homeschoolers describe themselves as having an eclectic educational style.

eign Service families (<http://yahoo.com/group/FShomeschool/>), which can be a great resource for managing the allowance reimbursement process and other aspects of homeschooling in the Foreign Service. (See sidebar, p. 69.)

Connecting with other homeschooling families certainly is not a requirement for a successful experience, but it can be nice to have a break from the seemingly interminable questions about your family's lifestyle and your child's level of learning—not to mention the ever-present, and often irritating, questions about how homeschooled children will ever learn to socialize.

Fortunately, as homeschooling moves from the fringe more into the American mainstream, finding support within the Foreign Service community has become easier, both with other homeschooling families and with those who choose a more traditional route.

For my family, the choice is clear: the freedom and flexibility we enjoy in choosing our structure and curriculum, the quality of education and the experiences we share together all make homeschooling the perfect fit. ■



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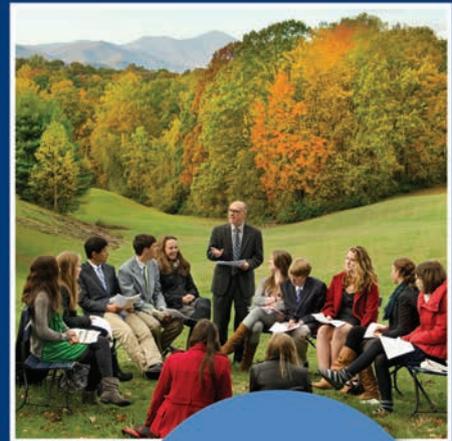
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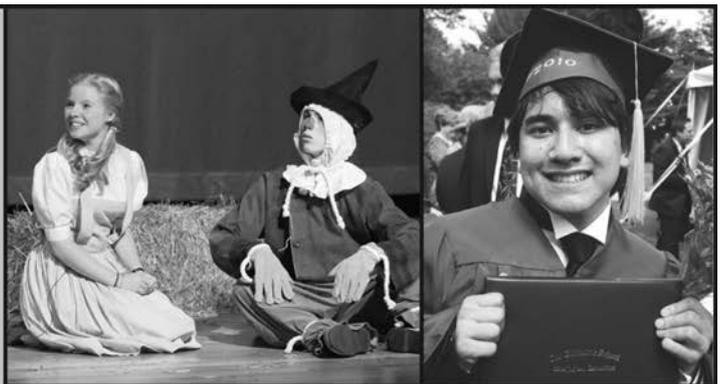
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EDUCATION CHART



Elementary/Junior/Senior High

Bement School	84	219	49/51	17	14	K, 1-9	NA	Y	N	53	Y	N	46,225
Fairfax Christian School, The	88	330	50/50	20	30	PK-12	Y/N	N	N	10	Y	N	48,000*
Hampshire Country School	84	25	All boys	100	NA	3-12	N/N	N	Y	65	N	N	49,000
Langley School, The	92	503	51/49	NA	NA	PS-8	NA	N	N	15	N	NA	14,550-29,620
Montverde Academy	74	973	52/48	32	37	PK, 3-12	Y/N	Y		25	Y	N	35,000

Junior High/Senior High

Florida Air Academy	62	265	75/25	66	33	6-12	Y/N	N	Y	15	Y	Y	40,000
Grier School	91	265	All girls	95	50	7-12	Y/N	Y	Y	120	Y	Y	46,800
Hargrave Military Academy	64	310	All boys	92	10	7-12, PG	Y/N	Limited	N	76	Y	N	33,795
Knox School, The	70	145	55/45	87	60	6-12, PG	Y/N	N	Limited	40	Y	Y	45,017
Riverside Military Academy	87	430	All boys	90	24	7-12	Y/N	Y	Y	60	Y	Y	29,750
St. Andrew's Sewanee	82	250	49/51	44	16	6-12	Y/Y	Y	Y	90	Y	N	40,000
St. John's Preparatory School	80	313	53/47	28	25	6-12, PG	Y/Y	Y	N	90	Y	N	32,348-38,090
Stoneleigh-Burnham School	85	155	All girls	71	40	7-12, PG	N/Y	Y	Limited	100	Y	N	48,443
Thomas Jefferson School	72	91	50/50	60	25	7-12, PG	Y/Y	Y	N	12	Y	N	38,000
Wasatch Academy	71	310	55/45	80	45	8-12, PG	Y/Y	N	Limited	90	Y	Y	45,000

Senior High

Annie Wright Schools	79	172	All girls	51	30	9-12	N/Y	Y	Y	27	Y	Y	44,000
Asheville School	73	275	50/50	75	19	9-12	Y/N	Y	N	76	Y	Y	43,800 Scholarship**
Hebron Academy	82	233	66/34	70	30	9-12, PG	N/N	Y	Y	45	Y	Y	47,900
Interlochen Arts Academy	88	475	40/60	89	18	9-12, PG	Y/N	N	N	16	Y	N	44,750
Marine Military Academy	69	250	All boys	100	20	8-12, PG	Y/N	N	Limited	1	Y	N	33,000
St. Mark's School	91	340	55/45	80	18	9-12	Y/N	N	N	30	Y	N	45,100
St. Timothy's School	67	157	All girls	70	20	9-12	N/Y	Y	Limited	19	Y	Limited	45,200

Senior High Continued on page 77

†Advanced Placement/International Baccalaureate. ††Dec.25 - Jan. 1. *Estimate, please visit the Web site. **One scholarship for federal employee overseas.



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EDUCATION CHART



Senior High • Continued

Storm King School, The	92	135	55/45	80	45	8-12	Y/N	Y	Y	60	Y	N	42,500
White Mountain School, The	90	100	50/50	80	30	9-12, PG	Y/Y	Y	Y	110	Y	Y	43,600

Military

Missouri Military Academy	83	218	All boys	100	25	6-12	Y/N	N	Y/N	115	Y	Limited	27,500
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Special Needs

Bachman Academy	90	55	66/33	75	11	6-12	NA	N	Y/Y	20	Y	N	48,275
Benedictine School, The	92	92	73/27	85	5	Ages 5-21	NA	N	Y	60	Y	N	Call
Brehm School	83	80	54/46	98	7	6-12	NA	N	Y	118	Y	N	66,900
Glenholme School, The	73	120	70/30	98	6	5-12, PG	NA	N	Y	30	N	Y	Call
Gow School, The	80	150	All boys	100	31	7-12, PG	NA	N	Y	20	Y	N	55,400
Landmark School	72	460	60/40	35	3	2-12, PG	NA	N	Y	25	N	N	48,200-64,200
Oakland School	88	60	60/40	50	10	1-9	NA	N	Y	75	Y	N	46,500

Other

Baruch Summer Leadership Academy	NA	The Global Finance and Economics Program, presented by Baruch Leadership Academy Summer Program in New York City for High School Students, July 7-27.											
Family Liaison Office, Education & Youth Dept. of State	NA	Information and resources for Foreign Service families. www.state.gov/m/dghr/flo/ Click "Education & Youth."											
Foreign Service Youth Foundation	NA	A support network for U.S. Foreign Service Youth worldwide. www.fsyf.org											
Junior Boarding School Association	89	A network of northeast U.S. boarding middle schools.											

Overseas

Berlin Brandenburg International School	67	680	50/50	15	65	K-12	N/Y	N	Y	15	Y	N	43,290
Carlucci American International School of Lisbon	66	540	50/50	NA	50	PK-12	Y/Y	N	Limited	22	Y	NA	7,280-16,980
Escuela Campo Alegre	88	610	50/50	NA	80	N-12	N/Y	N	Limited	20	Y	N	26,863
International School of Berne	4, 92	250	57/43	NA	93	PK-12	Y/Y	N	NA	NA	Y	NA	15,106-29,953
Jakarta International School	70	2,400	50/50	NA	85	K-12	Y/Y	N	Limited	30	Y	N	12,960-20,900
John F. Kennedy School Berlin	68	1,655	50/50	NA	53	K-12	Y/N	N	Limited	15	Y	N	None

Overseas Continued on page 79

†Advanced Placement/International Baccalaureate. ††Dec.25 - Jan. 1.



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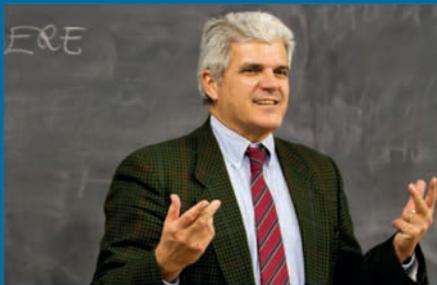
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EDUCATION CHART



Overseas • Continued

Leysin American School in Switzerland	86	360	53/47	100	75	8-12, PG	Y/Y	Y	Limited	75	Y	N	45,000
St. John's International School	76	905	50/50	NA	NA	PK-13	Y/Y	Y	Y	5	NA	NA	9,000-32,000
St. Stephen's School Rome	90	255	46/54	16	67	9-12, PG	Y/Y	N	N	12	NA	N	42,156*
TASIS The American School in England	78	760	50/50	24	46	PK-12, PG	Y/Y	N	Limited	8	Y	N	53,500*
TASIS the American School in Switzerland	78	645	49/51	75	100	PK-12, PG	Y/Y	Limited	Limited	3	N	N	74,500
Yew Chung International School of Beijing	87	850	50/50	NA	100	K2-12	N/Y	N	Limited	20	Y	N	36,430

Post-Secondary

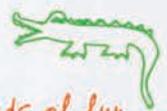
New School, The	93	10,797	28/72	20	28	B.A., M.A., Cont. Edu	Y/Y	Y	N	18	Y	Y	15,260-39,530
Wilson College	94	800	All girls	69	13	A.A., B.A., B.S., M.A.	Y/Y	Y	Y	64	Y	Y	38,893
William Jewell College	94	1,050	45/55	90	16	B.A., B.S.	Y/Y	Y	Y	20	Y	y	38,589

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Stanford University Online High School EPGY	65	Accredited, diploma-granting independent school (grades 7-12). Advanced academic program (AP and university-level courses).											
University of Nebraska ISHS	89	Accredited, online, NCAA approved. Foundational through AP courses. Individual courses or full diploma. Open enrollment. Five to 52 weeks to complete a course.											

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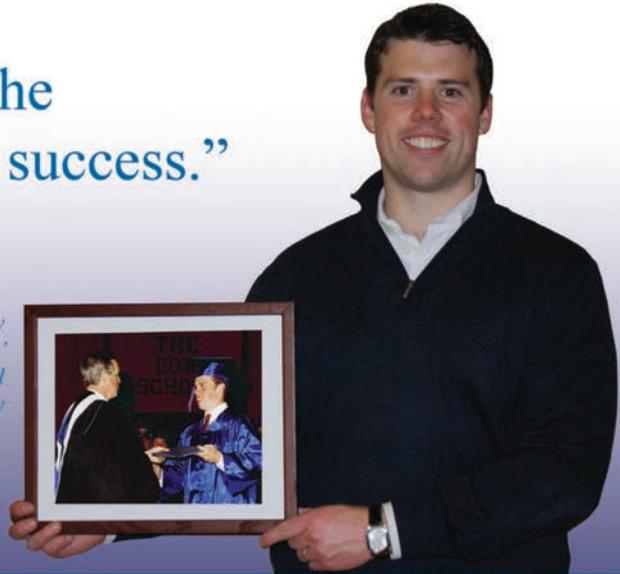


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MOVING FORWARD WHEN BOUNCING BACK

Returning “home” can be the toughest assignment of all.

BY LEAH WALLACE

Transitioning back to the United States is often the most difficult move for Foreign Service kids. “We tend to think the move back to the United States is the easy move,” says Connie Hansen, a former coordinator of the Overseas Briefing Center at FSI’s Transition Center. “But, in fact, everyone will say that the hardest assignment of all is coming back to Washington, D.C.”

It can be a big culture shock because going “home” is expected to be easy, yet it requires preparation just like moving abroad. Eventually, of course, as with any move, kids develop friendships and find activities and interests. But awareness that returning to the States is different from other moves helps to manage expectations.

To say my son was excited to come back to the United States in ninth grade would be an understatement. He had already envisioned our house, neighborhood and old friends just waiting for him. “This move will be different,” I kept telling him. After being overseas for

eight years, “home” would be different—not bad, but different.

A Tip Sheet

As a seasoned Foreign Service parent and the Education and Youth Officer in the Family Liaison Office, let me recommend some tried and tested things you can do to ease your children’s transition:

Help your children set realistic expectations about friendships, “home” and school.

1. Prepare for the move by doing research. Check out homes, neighborhoods and educational options as a family if you can. Sometimes doing this together will help your kids get excited about their move and allow them to feel that they have “buy in” about what’s

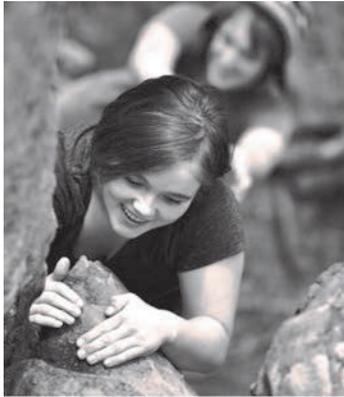
coming next. Involve your kids when you have already narrowed down the options, but know that ultimately, it is okay to make an executive decision.

2. Anticipate that before, during and after the move your children may seem hesitant or frustrated at times. Try to avoid taking this personally; it is a part of the adjustment that your kids must go through. Keep the lines of communication open.

3. Talk to other Foreign Service parents—consider joining the FS Parents Yahoo Group (<http://groups.yahoo.com/group/FSparent/>). Remember, you are not alone, and you are not the only family undertaking this transition.

4. Help your kids manage their expectations about life in the U.S. Your children may anticipate that their neighborhood friends from first grade will be knocking on their door the day you move in (even though eight years have passed). Help them set realistic

Leah Wallace is the Education & Youth Officer in the State Department’s Family Liaison Office.



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expectations about friendships, "home" and school.

5. Read up on how to support your family during this transition. *Bouncing Back*, an online transition and re-entry resource for Foreign Service parents, details how you can plan to help ease this transition. You can find *Bouncing Back* on the Family Liaison Office Web site (<http://www.state.gov/m/dghr/flo/c1958.htm>).

6. Encourage your children to get involved in some activities that they may have missed overseas. They should take advantage of opportunities to get involved.

Contact FLO at Any Time

Don't hesitate to contact FLO for support at any time during your transition. Our Education and Youth Team can help you plan your next steps and connect you with resources on public and private schools in Washington, child care and preschool information, college planning and special needs information.

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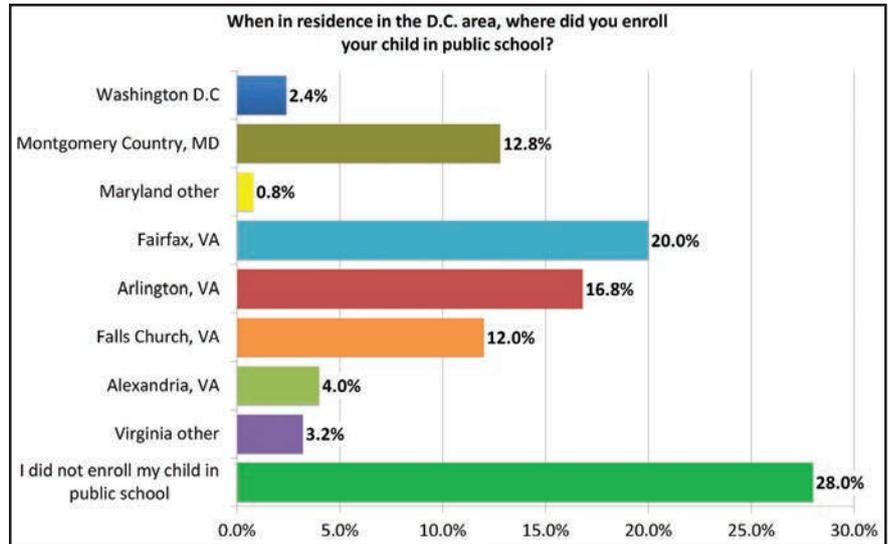
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Other Resources

Other excellent resources are also available, of course. For example, the Foreign Service Institute’s Transition Center provides information, training, guidance and referral services to U.S. government foreign affairs employees and their families who are preparing for an overseas assignment or returning to the United States. One of their newest courses is “Encouraging Resilience in the Foreign Service Child,” which FLO helped to develop. For more information, visit www.state.gov/m/fsi/tc/index.htm.

Foreign Service family support organizations are also active in the Washington, D.C., area. They include the Foreign Service Youth Foundation and

Prepare for the move by doing research.



Source: FSJ Annual Marketing Survey, 2012

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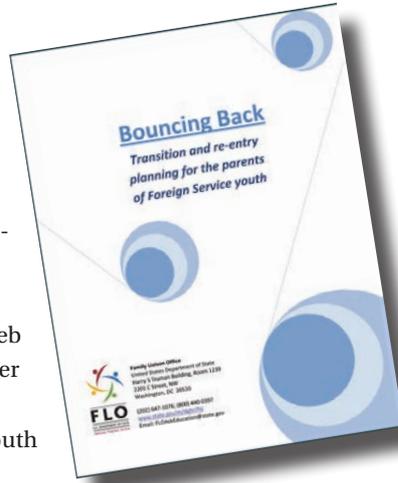
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Don't forget to join one or more of the many Foreign Service listservs where families share resources and information: FSfamilies@yahoo.com, FSSpecialNeeds@yahoo.com, FSHomeSchooling@yahoo.com, FSparents@yahoo.com.

Each move in the Foreign Service is different. The FLO Web site provides a variety of information on education in the Foreign Service. In addition to *Bouncing Back*, the Web site also has some other new resources:

- Education and Youth Brochure (www.state.gov/documents/organization/195676.pdf)
- Frequently Asked Questions on Education Issues (www.state.gov/m/dghr/flo/c51517.htm)



It is important to plan for educational continuity in your child's Foreign Service life. Whether you are looking for boarding schools for your kids, considering a home school program or sending your child to the base school, the Education and

Youth Team is available to help you with educational transitions at any time in your Foreign Service life.

Please contact us at FLOAskEducation@state.gov or (202) 647-1076. ■

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From the *FSJ* Education Supplement
December 2009

The ABCs of Education Allowances

BY PAMELA WARD

Employees of government agencies assigned overseas are granted allowances to help defray the cost of education for their children in kindergarten through 12th grade, one equivalent to that provided by public school systems in the United States.

The allowances for a specific post are determined by the fees charged by a school identified as providing a basic U.S.-type education. Parents may use this allowance to send their children to a different school of their choice, say a parochial or foreign-language institution, as long as the cost does not exceed that of the "base" school. If the alternative school is more expensive than the "base" model, the difference would be an out-of-pocket expense for the parents.

An allowance covers only expenses for those services usually available without cost in American public schools, including tuition, transportation and textbooks.

There are several offices in the Department of State prepared to help you understand how the educational allowances work. These include the Office of Overseas Schools (www.state.gov/m/a/os), the Office of Allowances (<http://aoprals.state.gov>) and the Family Liaison Office (www.state.gov/m/dghr/flo/c1958.htm).

Excerpted from the article by Pamela Ward, a regional education officer in the State Department's Office of Overseas Schools, in the December 2009 FSJ. The complete article is available online at www.afsa.org/fsj.

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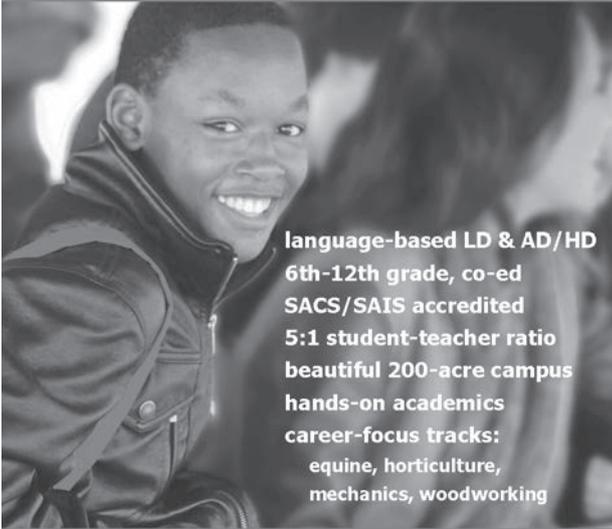
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ARCHIVE OF FSJ EDUCATION ARTICLES

Go to www.afsa.org/educationarticles

The ABCs of Education Allowances by Pamela Ward

Online Education: Unprecedented Opportunities by Kristi Streiffert

Flying Solo — Going to College from Overseas: A Guide for Parents by Rebecca Grappo

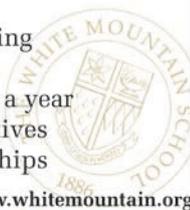
The Boarding School Option: A Tent for a Global Nomad by Pamela Ward

Applying to U.S. Colleges: A Primer for FS Teens by Francesca Huemer Kelly



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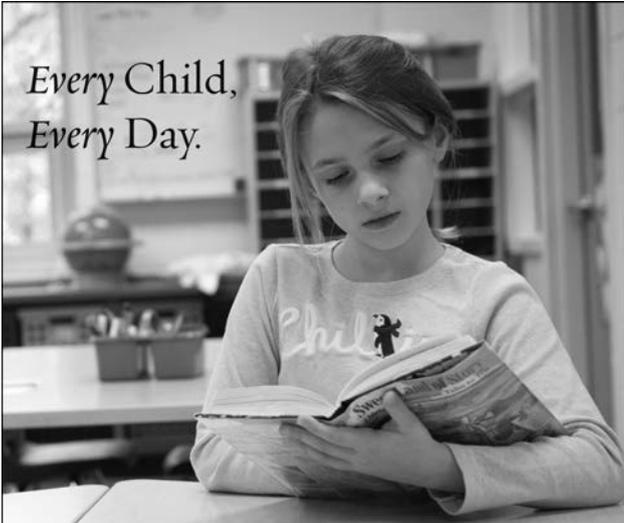
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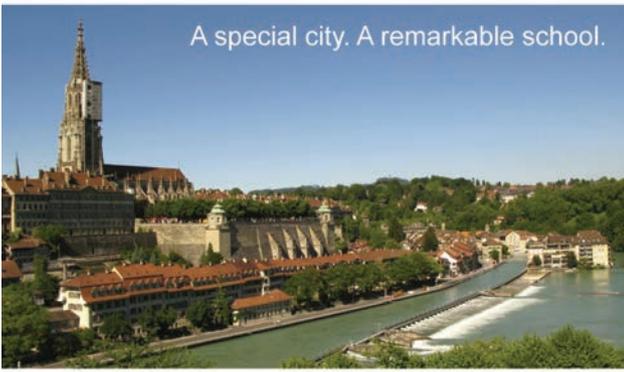


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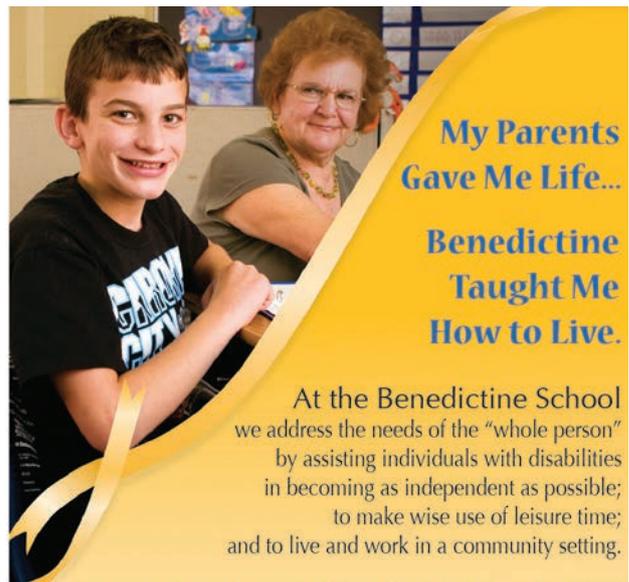


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Putting College Rankings into Perspective

Annual college rankings is a cut-throat business that has led many schools to shun student needs and the needs of society in favour of maintaining or increasing “prestige.” According to Rachel Fishman and Robert Kelchen in the September/October *Washington Monthly*, many schools have moved up the *U.S. News & World Report* rankings by increasing their spending and raising admissions standards and tuition rates to recruit “a better sort” of student, abandoning all but the most privileged students.

In response to this trend, in 2005 the *Washington Monthly* began publishing its own ranking system to evaluate schools’ effectiveness rather than their status. *WM*’s “different kind of college ranking” looks at how well a school performs with the students it has in terms of metrics that measure the widely shared national goal of increasing social mobility, producing research and inspiring public service. “What are colleges doing for the country?” *WM* asks.

This year, with the cost of education becoming an ever more serious crisis, *WM* has introduced a new factor into its unique rankings that evaluates a school’s cost-effectiveness. The “cost-adjusted graduation rate” gives the highest rankings to schools that have not only better-than-expected graduation rates (measured by comparing the school’s expected and actual graduation rate) but at the same time keep the prices low.

WM’s complete 2012 college rankings, as well as insightful discussion of the most recent trends in education, can be found online in the College Guide section of the publication’s Web site (WashingtonMonthly.com/College_Guide).

—Susan Brady Maitra, Senior Editor



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From the December 2011 FSJ Education Supplement

**College Applications
Checklist for 11th-Graders**

BY FRANCESCA KELLY

When it comes to college admissions, junior year of high school is crunch time. This is when you're expected to take the most challenging courses, get the best grades and start racking up those SAT or ACT scores. Junior year is the last full academic year that factors into acceptance decisions from colleges. It also provides an opportunity to bring up a mediocre grade point average and polish your resumé.

In addition, you can finish—yes, finish—a whole swath of the applications process in 11th grade so that you do not get hit with a ton of pressure the next fall.

This no-nonsense, month-by-month guide from December through August of your junior year will help you get a head start on the college application process and sail through your senior year.

Francesca Kelly, a Foreign Service spouse, is a college applications essay tutor and writes frequently on educational issues. The college applications checklist for 11th-graders in the December 2012 issue of the FSJ is available online at www.afsa.org/fsj.

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Finding Home

BY AMANDA GARDNER

The Albuquerque jail is as far west as you can go and still be in the city. Keep west on Interstate 40 and go further west on the front-age road, then south past the speedway. Go past the city dump and past the big, blue garbage trucks headed back to the city, until you round a corner and reach a large, low-slung granite structure.

I had never been to a correctional facility before this visit in 2005. In fact, I had only lived in Albuquerque for a few months when I started volunteering at the jail as a creative writing teacher.

It was another new city in a long line of new cities sprinkled over a lifetime. For, you see, I am what is known as a “Third Culture Kid.”

My father, Paul Gardner, was a Foreign Service officer whose career led us to Indonesia, Thailand, Australia, Cambodia and Turkey, then back to Indonesia and to Papua New Guinea, his last post, where he was U.S. ambassador from 1984 to 1986.

“A person who has spent a significant part of his or her developmental years outside the parents’ culture” is how David C. Pollock defines a Third Culture Kid. Though TCKs can build relationships with all the cultures they encounter, Pollock notes: “The sense of belonging is most often in relationship to others of similar background.”

Surprisingly, in my case “others of

I felt immediately connected to the sense of dislocation these people wrote about so eloquently.

similar background” have turned out to be incarcerated women and homeless people. I first began teaching creative writing at a homeless shelter in Hoboken, N.J., in 1995 and continued there for nine years.

Although I have never experienced the tragedy of actually being homeless, I felt immediately connected to the sense of dislocation these people wrote about so eloquently. Their words evoked my own childhood memories as a rootless global nomad.

One of the most profound lines from the New Jersey workshop, by a man named Patryck Greene, read simply: “I move because not to move is to loiter, and that is a misdemeanor.” It reminded me of the unquestioning relocation that organizes Foreign Service life. My family never thought about “if” we would be moving, just “where.” And sometimes we wouldn’t even know “when.”

Most of the 1,000 women I have met at the Albuquerque jail experience chronic homelessness. At a moment’s notice, they

can be ordered to pack up their belongings and leave where they are—for home or prison or the streets.

And life inside the jail is no less transient than life on the streets. Women are routinely shifted from pod to pod (the large living spaces where they eat, sleep and pass time).

As with many TCKs, “home” can be a complicated topic for these women. One, a young woman named Athena, expressed her ambivalence about leaving jail:

“Going home...if I had the chance to get out and go home, will I or will I not? Everyone wants out of this place. Sometimes I want to stay, call me crazy if you like. I have my reasons though, cuz before I got here I didn’t have a home, so if I would get out right now I don’t know where I’d go!”

For me, the designation of home, once complicated, has become simple. Walking to and from the homeless shelter and driving to and from the jail, the familiar ritual of guards and gatekeepers, reinforced doors and metal detectors—this takes me home every week. ■

Amanda Gardner is the daughter of Paul Gardner, a retired Foreign Service officer who served as ambassador to Papua New Guinea and the Solomon Islands from 1984 to 1986, among many other assignments. A professional writer, she works for cnn.com as well as HealthDay, a wire service distributed by the New York Times Syndicate.

BY MEREDITH HIEMSTRA ■ THIS UNEDITED PHOTO WAS TAKEN WITH A CANON POWERSHOT SD780 IS, A SIMPLE POCKET CAMERA.



Cemetery Beach, in Timor-Leste's capital city, Dili, is where expat families often gather for evening picnics to enjoy the shallow, calm, clean and temperate waters. On this day in May 2012, I had taken a morning hike with a French friend in the Bebonuk neighborhood. The colorful, carved canoes with bamboo outriggers are used by local fisherman who cast their nets in the Banda Sea. The beach's namesake is an adjacent village cemetery. Behind my camera, our kids were wading in a natural pool, after we ensured no crocodiles were lurking in the vicinity. ■

Meredith Hiemstra joined the Foreign Service in 2003. She served as the information management officer in Timor-Leste from 2009 to 2012, and is now working remotely for the Information Resources Management Bureau while accompanying her FS husband, Diplomatic Security officer Jan Hiemstra, who is on assignment to the Navy War College in Newport, R.I.

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