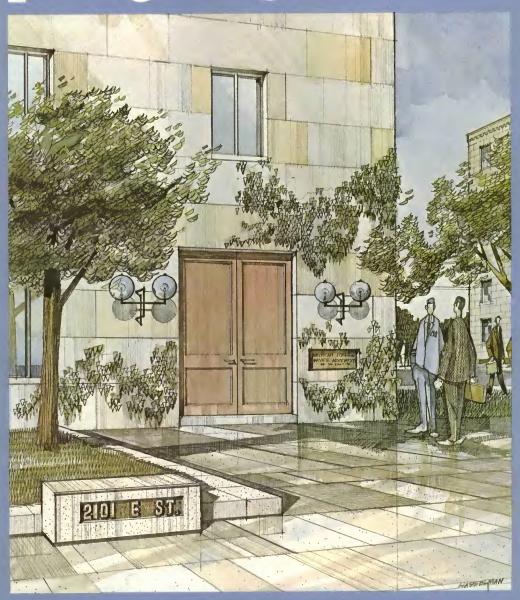
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FOREIGN SERVICE DAY

For this year's Foreign Service Day, which will take place on November 2 and 3 in the International Conference Areas of the Department, Secretary Rusk will be a participant. As in the first two conferences, the range of topics will be extensive and the speakers will be ideally selected to deal with them.

At the beginning, the platform will be occupied by George V. Allen. Later two speeches—guaranteed to be interesting—will deal with the broad outlines of the future: "A Look Ahead" by Idar Rimestad and "The Foreign Service" by John M. Steeves. The annual DACOR lecture will be given November 2 by Nicholas deB. Katzenbach in the West Auditorium.

Then there will be a number of talks on policy problems. These will be given by Foy D. Kohler, Leonard H. Marks, Zbigniew Brzezinski, William Bundy, Lucius D. Battle, Joseph Palmer, 2nd, Covey T. Oliver, John M. Leddy and Rutherford M. Poats.

Outstanding social events (participants appreciate the social events because they thus get a chance to see old friends) include the Secretary's Reception at 6 p.m. on November 3 in the John Quincy Adams Room, the American Forcign Service Association luncheon (members) in the John Quincy Adams Room, and the Association of American Foreign Service Women's luncheon (women) in the Mayflower Hotel (both on November 3) and the annual DACOR luncheon on November 2 at DACOR House.

This prospectus on Foreign Service Day 1967 should reach you during the first days of October. If you need more information there will be time to get in touch with the man who is master-minding the enterprise: Eric Kocher, Director of the Professional Placement Service.

PHOTOGRAPHS AND ILLUSTRATIONS FOR OCTOBER

Our cover is an architect's drawing of AFSA's new building, designed by the firm of Chloethiel Woodward Smith & Associates.

Department of State, photographs, page 23, and upper right and left of page 54.

S. I. Nadler, "Life and Love in the Foreign Scrvice," page 33.

Daybreak

The linner's first roulade
As crystal water, drops
One liquid trill and stops.
Throws
Echoes . . .
In the pool of dawn's clear silence:
Companion to the waking rose.

-SANDY WHITTINGHILL

The Foreign Service JOURNAL welcomes contributions and will pay for accepted material on publication. Photos should be black and white glossies and should be protected by cardboard. Color transparencies (4 x 5) may be submitted for possible cover use.

Please include full name and address on all material submitted and a stamped, self-addressed envelope if return is desired.

The JOURNAL also welcomes letters to the editor. Pseudonyms may be used only if the original letter includes the writer's correct name. All letters are subject to condensation.

Address material to: Foreign Service Journal, 2101 E St., N.W., Washington, D. C. 20037.

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Ambassadorial Nominations

WILLIAM A. COSTELLO, to Trinidad and Tobago
GEORGE J. FELDMAN, to Luxembourg
WILLIAM O. HALL, to Ethiopia
GEOFFREY W. LEWIS, to Central African Republic
FREDERIC R. MANN, to Barbados
ROBERT G. MINER, to Sierra Leone
ALBERT W. SHERER, Jr., to Republic of Togo

Marriages

VIGDERMAN-BAMBER. Linda Auster Vigderman, daughter of FSO and Mrs. A. G. Vigderman, was married to Frederick Boyd Bamber, Jr., on August 20, at the home of the bride's parents. Mr. Bamber is a Foreign Service officer on LWOP status pending completion of graduate studies at the Wharton School, University of Pennsylvania.

Births

Anderson. A son, Timothy Charles, born to Mr. and Mrs. Charles A. Anderson, on July 16, in Winnipeg.

Brown. A son, Eric Willard, born to Mr. and Mrs. Willard O. Brown, on July 18, in Washington.

ROGERS. A daughter, Julia Lundy, and a son, John Hitchcock, born to Mr. and Mrs. Stephen H. Rogers, on August 23, in Washington.

THOMAS. A son, Peter Christopher, born to Mr. and Mrs. Andrew G. Thoms, Jr., on July 24, in Mexico City.

Wolf. A son, Nicholas Christian, born to Mr. and Mrs. Victor Wolf, Jr., on September 7, in Washington.

Deaths

ALLEN. Mrs. Elizabeth Allen, mother of FSO-retired Edgar P. Allen, died on August 8, in Greenville, Pennsylvania.

HENRY. Frank Anderson Henry, FSO-retired, died on August 29, at Nutley, Sussex. Mr. Henry entered the Service in 1913 and served in Guadeloupe, Puerto Plata. Venezuela, The Canary Islands, Barcelona, Valparaiso, Nassau, Melbourne, Malta and Port Elizabeth. He was awarded the Medal of Freedom for wartime service in Malta. Mr. Henry was a charter member of the American Foreign Service Association.

Lewis. Anthony E. Lewis, FSR-resigned, died July 30, in Arlington. Mr. Lewis was appointed R-4, attache, in Cairo, in 1957, and served there until his resignation in 1967.

O'Neal. Emmet O'Neal, former Ambassador to the Philippines, died on July 18, in Washington. Mr. O'Neal was appointed Ambassador to the Philippines in 1947 and served until 1949.

ROSENBERG. Martin Rosenberg, FSO, died on September 2. in New York. Mr. Rosenberg entered the State Department in 1962 and served at Vientiane and in the Department. The family requests contributions go to the Sloane-Ketterling Fund.

SHANTZ. Harold Shantz, former minister to Rumania, died on September 3, in Washington. Mr. Shantz entered the Foreign Service in 1921 and served at Calcutta, Toronto, Hong Kong, Singapore, Monrovia, and London before his appointment as minister to Rumania in 1952. After retirement he served as a consultant to the Free Europe Committee.

Diplomatic coup(e) of the year

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AMONG OUR CONTRIBUTORS

THOMAS J. HIRSCHFIELD, who authored "To Accept Ourselves for What We Are," page 25, joined the Foreign Service in September, 1956. He has done political economic and consular work in Sweden and Cambodia. His Departmental assignments include INR, the Cambodia Desk and Personnel. He is now assigned to the Office of German Affairs.

WILLIAM D. Brewer, who wrote "Some Thoughts from a Selection Board," page 27, has been an FSO for the past 20 years. He spent his entire career in the Near East and is assigned as Country Director for the Arabian Peninsula States. Mr. Brewer received the Arthur S. Flemming Award in 1960. Following early Arabic training at FSI, his article on "Gesture Patterns Among Levantine Arabs," appeared in the AMERICAN ANTHROPOLOGIST. His article, prepared last winter, does not reflect changes in retirement and time-in-grade policy announced by the Foreign Service in February of this year. It is felt that the main argument will still be of interest to Journal readers.

JOHN DODGE was born in Evanston, Illinois in 1916 and joined the Foreign Service in 1947. He has served at Algicrs, Mexico City, San Jose, Paris, Managua, and Guadalajara. Mr. Dodge, whose article on "Rethinking the Small Post," appears on page 46, enjoys amateur theatricals and group and choral singing in his spare time.

The IMPARTIAL OBSERVER who authored the article "On Promotion and Non-Promotion," page 28, is an oldtime FSO who cannot speak for the Staff Corps, nor for USIA and AID whose promotion system may nevertheless invite similar reflections. He is sworn enemy of the present efficiency report

form on which he intends to write a more serious critique in the near future.

M. R. (DICK) BARNEBEY, who wrote "Dual Agency Carcer Opportunities," page 29, has served until recently as Country Director for Ecuador and Peru and has been transferred to Managua as Deputy Chief of Mission.

Donald S. Macdonald entered the Foreign Service by examination in 1947 after four years of motor trucking and teaching and five years in the Army. He joined the Bureau of Intelligence and Research last year after three years in Geneva with the US disarmament delegation. Nine of his Service years have been devoted to Korean affairs abroad and in Washington and the Far East continues to be his major interest. Mr. Macdonald asks "Quo Vadimus?" on page 18 of this issue.

FORTY YEARS AGO (or 125)

The JOURNAL of October 1927 reproduces in facsimile the commission to Thomas Carlile as Consul in San Francisco. The commission is dated March 10, 1842, and is signed by President John Tyler and Secretary of State Daniel Webster. Waddy Thompson, then American Minister to Mexico, mailed the commission to Mr. Carlile from the Legation in Mexico City with a letter dated November 19, 1842. On the back, the commission is approved by Antonio Lopez de Santa Ana. Below his signature is that of Bocanegra, who was Secretary of Foreign Relations. A son of Thomas Carlile died years later at San Luis Potosi, leaving the documents, which were sent to the consular agent at Nuevo Laredo and then on to the Consulate at Monterey. They were still there 40 years ago but are not there now.



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PREPARING FOR YOUR CHILDREN'S COLLEGE EDUCATION

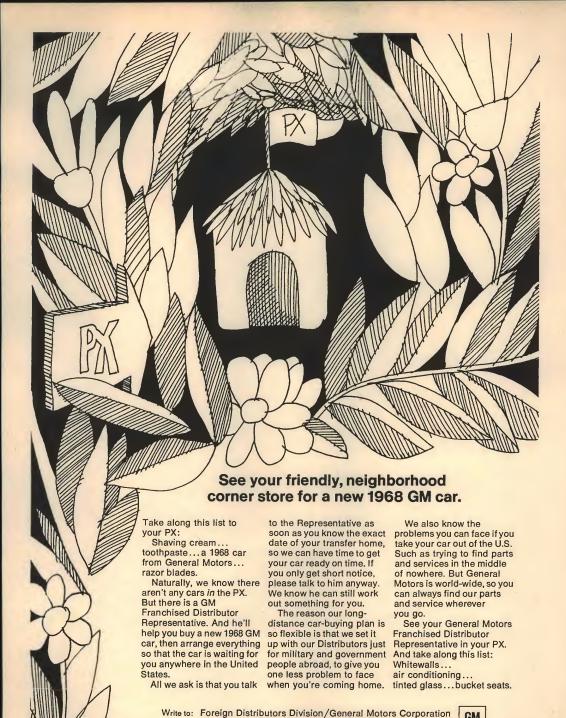
BY JAY VAWTER, Investment Counselor Loomis, Sayles & Company

Although we announced at the end of our last column in the August issue that this column would discuss the subject of investment counsel, we have decided to postpone that article and discuss instead the topic of preparing for educational costs. This subject should be timely with the new school term having just begun.

Education Costs Rise Rapidly

We have heard a great deal about inflation and the rising cost of living recently, but this is nothing new for education costs which have been among the most rapidly rising expenses over the past two decades. It is likely that only hospital costs have risen faster in the service area. At the present time the average cost of a college education in a public college in the student's own state runs over \$1,000 annually and for private colleges the average cost is over twice this, nearly \$2,500 annually. Both of these figures include tuition, room and board. Not included are such additional expenses as books, personal expenses and transportation. Thus, today, the cost of a college education represents a substantial outlay each year and the figures continue to rise at a rate of 5% to 10% annually and appear likely to do so indefinitely. It is evident that those of you with young children today can expect a

The annual report of the American Foreign Service Association has been prepared and will be sent upon request to interested members of the Association. Please send requests to the Association's new address, 2101 E Street, N.W., Washington, D. C. 20037.



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total expenditure ranging anywhere from \$8,000 to \$20,000 per child for four years, the exact figure depending on whether your children attend public or private colleges and on how soon they will enter college. In any case, college expenses are an important part of the family budget and a part that bears careful future planning.

How Can You Prepare For The High Cost of Educating Your Children?

The extent to which you can prepare for your children's college education will depend primarily on how soon they will be entering college. Obviously, if your children are very young you will have a considerably longer period of time to prepare for this than if they are in their teens and close to entering college.

If your children are still quite young, you can make adequate preparations today for this substantial future expense with only a nominal current outlay. There are several possible ways in which you can save now for your children's college expenses, any of which will provide you with a substantial amount of funds when they are needed.

One of the most often used, but somewhat less productive, ways of setting funds aside is through life insurance. This often takes the form of an endowment policy in which the insured, usually the father of the household, pays premiums annually which not only provide a certain amount of insurance (the face value) but also build up an endowment fund which will be distributed at a predetermined time, the time when the child involved actually enters college, While we find no fault with having an insurance policy for the purpose of assuring your children's education, we do question the use of an endowment policy which is a very expensive way in which to prepare for college expenses. The endowment aspect of the policy is usually figured at a very low rate of interest, often no more than 3% or 4% and of course the costs of setting up the policy must be taken into consideration as well. These costs consist primarily of the insurance salesman's commissions and the expenses of the insurance company of maintaining the policy and collecting future premiums. Thus, we would urge the careful consideration of using term insurance to assure a reserve fund for college expenses in the event of a premature death of the father, such policy to expire when the need for college expenses no longer exists. However, for the investment side of the coin, the building up of a fund which can actually be called upon when needed for college expenses, we think there are better alternatives.

In the case where younger children are involved, greater risks can be assumed in investing funds to build up a college fund because these funds will not be needed for many, many years and thus there is ample time to even out fluctuations in the economic cycle and the movements which correspondingly occur in the stock market. Thus, we feel that carefully selected and high quality common stocks are an excellent vehicle for building an education fund. Where the head of the household is a knowledgeable investor he may wish to invest annually in individual stocks of his own choosing. However, most investors are not so knowledgeable and furthermore the purchase of individual stocks in small amounts is an expensive procedure. The use of mutual funds probably is a better course. Most mutual funds have a Capital Accumulation Plan whereby money can be added each month or quarter during the year. This provides an element of self-discipline by encouraging the father to write a check each month as part of his ordinary living expenses to build up the college fund. Another advantage of using funds under this type of plan is the fact that all dividends can be automatically reinvested in additional shares, thus incorporating the principal of compound interest into the plan, an aspect that can bear heavily on the total amount available at the end of the period.

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AMOUNT INVESTED PER MONTH UNTIL CHILD IS 18 YEARS OF AGE

Age of Child Now	Investment Per Month	Education Fund At Age 18 Assuming Average Annual Rate of Return of:	
		6%	8%
New born	\$25	\$9,200	\$11,200
5 years old	40	9,300	10,300
10 years old	75	8,900	9,500

As the table illustrates, if you start an investment program for your children when they are born, an investment of only \$25 for each per month at 6% annual rate of return will provide you with approximately \$9,200 as each child enters college. If the rate of return is as high as 8%, the education fund would amount to \$11,200.

If your children are now approximately five years old, a monthly investment of \$40 would produce \$9,300 if invested at a rate of return of 6% annually and over \$10,000 at 8% annually.

Needless to say, if your children are within ten years of entering college, it takes a larger monthly investment today to provide the same amount of funds as would have been created had you started earlier. Thus, if your child is now ten years old it would take \$75 a month at 6% to build up a fund of approximately \$9,000, or \$9,500 if the rate of return was 8%.

It is interesting to note that even conservative no-load mutual funds, such as the Loomis-Sayles Mutual Fund, have shown an average rate of return on the order of 8—10% over their histories, so these rates which we have used are attainable although there is certainly no guarantee. A more aggressive fund such as the Loomis-Sayles Capital Development Fund or other growth funds might well provide an even larger fund when needed. This is why we emphasize the long-term nature of the education fund and the fact that it increases your ability to assume greater risk through stock investment.

Savings Accounts

Although not potentially as productive as stocks or mutual funds, a savings account could also be used to build an education fund. Currently rates of 4%-5% can be obtained on savings accounts and while this is lower than the potential rate of return on stocks (including growth), it is a safer investment, and still provides a cheaper method of building the fund than through a life insurance endowment policy. One real risk is that the rates paid on savings accounts, now historically high, may be reduced sometimes in the future to levels much lower than present rates.

What Can You Do When Your Children Are Already At Or Near College Age?

If your children are already in college or about to enter, the methods described above are not very practical. You simply would not have time to accumulate through saving an amount sufficient to fund your child's college education. However, there are other sources of assistance that can be very helpful. These take the form of grants, scholarships and loans. These can be especially important now when the heavy demands of academic work in our colleges often do not permit your child to take a part-time job and still keep up with his studies.

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FOREIGN SERVICE JOURNAL, October, 1967

certain circumstances from the Federal Government. If you are interested in any of those available through the Government we suggest that you pursue that question directly with the school. Most college registration offices can provide you with the information you would need.

Many Scholarships Available

Many parents do not apply for scholarships for their children either because they feel their children would not qualify or because they can afford to pay for their child's entire education and need not call upon scholarship help. However, most colleges report that many scholarships go unused every year simply because nobody bothers to apply for them. While many of these are tied directly to need or previous academic achievement, there are others that can be awarded to worthy students regardless of need or academic background. In any case, a parent has nothing to lose by applying for scholarships and may be pleasantly surprised when their child receives a nice stipend that had not been expected.

One excellent source of scholarship assistance is through your membership in the Foreign Service Association. The Association maintains a Scholarship Fund which stands ready to provide financial assistance to students who can demonstrate need and academic ability. This fund has been of considerable aid to hundred of students over the years and it is a possible source of assistance which you as foreign service personnel should look into, to find out whether your child might qualify.

Student Loans Readily Available

There was a time when it was very difficult for a student to borrow for college expenses. However, this is no longer the case and loan funds are usually easily obtainable either from your own bank or from the school your child is attending.

Banks have been especially helpful in this regard in recent years and are happy to consider student loan applications. They are not only able to perform a valuable public service in this manner but they are pleased at the opportunity of developing a potential new banking customer at an early age.

Most colleges and universities have loan funds available at extremely low and reasonable interest rates. Most students who can demonstrate need will qualify for these loans and it would pay parents who are having difficulty financing their children's college education to look into this possible source. Another attractive feature of these loans is the fact that most can be paid back over a rather long period of years after the student graduates and commences his career.

Summary

As we have mentioned, education costs continue to rise rapidly but this need not be a deterrent to assuring your children of a proper college education. If your children are young you can begin preparing now to meet their increasing needs for college expenses and if your children are already near or at the college age there are several means by which you can offset the heavy burden of a college education should funds not be readily available from your own current income.

The Douglas W. Coster Memorial Scholarship has been established by Doug's friends and colleagues, as the most fitting tribute to his devoted interest in the AFSA Scholarship program. If you would like to send a contribution in Doug's name, please mail it to the Committee on Education, American Foreign Service Association, 2101 E Street NW, Washington, D. C. 20037.

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25 YEARS AGO

OCTOBER, 1942

IN THE JOURNAL

by HENRY B. DAY

Train to Vichy

Gardner Richardson, then First Secretary in Bern, now retired and living in Woodstock, Connecticut, wrote to the JOURNAL in October 1942 about the attitude of French people among whom he traveled as diplomatic courier. He almost always found them friendly. On the train to Vichy one time an elderly man denounced him to the other passengers for bringing so much baggage when there was so little space that people had to stand in the corridors. But after he learned the baggage consisted of diplomatic pouches for the American Embassy in Vichy he turned into a friend. He offered to watch the pouches so Richardson could go off to get some lunch, an offer Richardson was obliged to decline. At Lyon another pouch was to be put on but there seemed to be absolutely no room for it. The Frenchman said "Here, we'll find a place." The pouch was passed through the window and placed on the compartment floor between Richardson and his friend. On arrival at Vichy the old gentleman lent a hand after whispering, "I will help you with the pouches if the Americans will save France."

General Clark in Algeria

It was on the night of October 21, 1942, that General Clark, General Lemnitzer, Colonel Hamblin, Colonel Holmes (Julius Holmes), and Captain Wright (Navy) paddled in four kayaks from a submarine to the Algerian shore and next day

in a farmhouse met with Robert Murphy, Ridgway Knight and French military officers for staff talks in preparation for the landings in North Africa. Ridgway Knight, now our Ambassador to Belgium, later wrote of the event for the JOURNAL. His account reminds us that the next night high seas caused failure of the first three attempts to launch the kayaks. Three hours later it seemed calm enough to try again. An hour and a half later, after seven more attempts and just before dawn, the two coast Guard officers, Ridgway Knight, and the owner of the farmhouse succeeded in launching the kayaks by lifting them over their heads with the passengers inside and carrying them out in the waves.

At Tabriz

Bertel E. Kuniholm opened the Consulate at Reykjavik in 1940 and in 1942 was transferred to Iran to open a Consulate in Tabriz. He has sent some recollections of the time when he was in constant touch with the Russian troops in occupation and, among them, General Melnik and the general staff officers of the Kuban Cossacks. They had recently left the eastern front for re-forming and rest. They described the fearful battles and how they had harassed the long column of German armor that bogged down in the winter of 1941-42 with deep snow piled up to the top of vehicles. Kuniholm writes—

Although the Germans were destined to advance much further eastwards the following year, it was obvious that, inexorably, there would be heavy losses of men and equipment which would in the end be fatal.

At one fateful moment in 1942 when the invasion of the Caucasus was in full spate I was summoned at 4 o'clock in the morning by General Melnik to the Cossack headquarters at Sheshkillen. In the operations room the general outlined the German front line with flag pins indicating that the forward elements of the German

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Foreign Service Office 1025 Vermont Ave., N.W., Suite 606 Washington, D. C. 20005 mountain divisions had dropped parachute troops during the night over both the Assetin and Georgian military highways into the Georgian valley. It was expected, he said, that the Germans were about to break through the Caucasus and then drive across the Iranian plateau down to Suez. There was nothing to stop the Germans in the Middle East except geography.

During the day the Soviet troops began to break camp for a move eastward over the mountains to Mazanderan and Ghilan and around the Caspian to Petrozavodsk and northward to Orenburg.

I tried without success to get our missionaries—mostly medical and teaching personnel—to move out. They were determined to stay put, come what may.

However, a short two days later, because of the stand of the Russians at Stalingrad the German army began to retreat from Grazny to Rostov. An entire German division was cut off and decimated before Armavin and the retreat became a rout. I drank some lusty toasts with the Cossacks when that news came in.

In our US Army staging area at Tabriz, one Russian activity was revealing. As soon as the US armored cars, trucks, etc., were checked out by our Army personnel, they were moved over to the Russian receiving center, where the Russian mechanics, with chisels and hammers, went to work feverishly to obliterate all American names, inscriptions or identification. The Russians were determined that their soldiers must not know that the equipment they were getting was of American origin.

Bert Kuniholm wrote the foregoing from Geneva, Switzerland, after returning from the Middle East. He is engaged in research on the non-Russian peoples of the Soviet Union, a subject that has been one of the paramount interests of his life.

School of Wartime Economic Work

In October 1942 a number of officials of the State Department and of other Departments cooperated in giving an intensive course in economic work arising from the war. Those attending were officers assigned to posts in Latin America: 18 called back from that area, 10 recently returned from the Far East, and 21 new Auxiliary officers. This course was expanded and repeated for successive groups of officers on consultation during the next year. Albert M. Doyle, Assistant Chief of the American Hemisphere Exports Office was in charge of the course.



Miss Mary June Kellogg and Edward Earl Rice were married on October 26, 1942, in Milwaukee, Wisconsin. Ed was then assigned Third Secretary at Chungking.

They suffered a long wartime separation while he was in China from 1942 to 1945. Now Consul General in Hong Kong, Ed writes that he can now see China from his veranda, when it isn't foggy.



A son, Bruce, was born to Mr. and Mrs. Bertel E. Kuniholm in Washington on October 4, 1942. His father was then in charge of the newly opened Consulate in Tabriz (see

above). Bruce prepared for college at Trinity in New York and in 1960 entered Portsmouth College. After graduating in 1964 he was appointed to the staff of Roberts College in Istanbul. He has been teaching there ever since. As of July 1967, however, he was in the United States on leave and on the point of being inducted into the armed forces, probably the Marine Corps, in which he has a reserve commission.





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QUO VADÍMUS

DONALD S. MACDONALD

ODAY'S Foreign Service suffers from a kind of collective hypochondria. There is hardly a member of the Service who doesn't feel that something is wrong with it. Any number of suggestions are constantly being advanced for treatment, but as with the individual hypochondriac, the treatments don't seem to remedy the complaint. Outside consultants don't help much either. Meantime, life and work go on; the collective patient isn't really all that sick, but lacks the buoyancy of well-being.

What's to be done?

The cure for an individual's hypochondria might be to separate the real from the imagined maladies, treating the real ones, and uncovering the reasons for the imaginary ones. This done, the assumption can be made that the patient has been cured, and with time and luck, the patient himself eventually agrees. If he then stops needlessly dosing himself, the cure is complete, provided other people don't insist on more treatment. Perhaps this approach could be applied to the Foreign Service.

What are the real maladies of the Service?

First are growing pains. It is true that the Service has not grown much in numbers of FSOs for over ten years; but it has grown in numbers of FSRs and FSSs, and the relations of the various Service groups have changed. Some of the fundamental Service attitudes were far better suited to the happy days George Kennan described some time ago, when every FSO knew every other FSO individually.

Second is a kind of indigestion which has resulted from the intake of large groups of people. Not only are there internal tensions, because of the differences in outlook between people who matured in different career environments, but there are serious imbalances between bodies and slots.

Third is the built-in difficulty that a career FSO has in competing effectively with men of different background and outlook at higher levels.

Fourth is the anxiety that yet another integration or merger or expansion may destroy the Foreign Service.

What are the imaginary maladies?

First is the belief that the Service is stultified because of deadwood at the top (or at all levels).

Second is the idea that FSOs are necessarily superior to

outside talent, and therefore the lateral entry of outside talent proves that the Service is becoming a political football.

Third is the faith that the principle of promotion by selection boards solely on the basis of written reports is valid up to the highest level of the Service; and the associated belief that placement should always be through panels of one's peers, or by some other mysteriously objective process.

Fourth is the belief that the Foreign Service is without political power and therefore defenseless before the on-slaughts of Congress and unsympathetic superior authority.

HE real maladies of the Foreign Service are serious, and there is no three-day antibiotic cure for them. They will have to be attacked slowly and suffered long, if the cure is not to kill the patient. Moreover, the course of treatment selected must be consistent and careful. There has been too much gimmickry already—too many things tried and changed and rejected. But total resistance to change would also bring organizational death. Change must come, but the organization itself must have faith in the treatment.

The problem of growing pains is qualitative as well as quantitative. Twenty-five years ago, the Foreign Service was a small, prestigious, even clubby group of mutually-acquainted people, primarily oriented toward observation and analysis and the bureaucratic routine of consular affairs, with a virtual monopoly of foreign-affairs interest and competence. Now the Foreign Service is many times larger, actively working (and in fact competing) with other governmental and private agencies in a foreign affairs field grown at once vastly more important to the national interest, vastly more complex, and under vastly greater pressure. The Service has not only had to grow and to develop new specialties: it has also spawned one independent group (USIA) and helped give birth to another (AID), to say nothing of its new administrative support responsibilities for these and other agencies. The working environment is qualitatively different.

Yet despite the passage of 25 years, and the associated change of people, many of the older attitudes still characterize the Service. Some of them are valid and stabilizing. But some things must change. For instance, no large group of people can do without conscious policies and techniques of internal management, nor can management in the larger sense be relegated to a lower caste of administrators. No one special activity—e.g., political reporting—can be regarded as the preferred or exclusive path to success, however important it

may be. Skill in drafting cannot be taken as a measure of skill in information-gathering, negotiation, or problem-solving, nor given more relative importance in evaluating a man's performance than it deserves. Brilliant cerebration cannot be preferred to effective action, though each has its place. Communication, information, and management techniques essential to a large organization-electronic data-processing, for example-cannot be excluded on the grounds that they depersonalize working relationships or cut off the exercise of judgment (although these dangers must of course be guarded against). The size and complexity of the task, the number of people necessary to meet it, the urgency of fast effective action-all these things require change, and set up extremely difficult organizational tensions until the changes are made. As a matter of fact, some tensions are unavoidable, and the Service must learn to live with them.

Yet some things endure, and should endure. There is a continuing Foreign Service style of behavior and action, and there should be. The Foreign Service has requirements peculiar to itself in degree if not in kind. In the first place, accredited diplomatic and consular officers symbolize the most powerful country on earth to the remaining fourteenfifteenths of the world's population. Quite apart from these officers' actions, their behavior is part of the ceremonial which always is a essential part of human affairs, and in which the general public take delight vicariously if they cannot themselves participate. Politics, after all, is a spectator sport for most folks. Hence there are special requirements for dignity, good manners, public poise, restraint, understanding, and-to put it bluntly-role-playing. Secondly, a Service whose members are scattered to the far corners of the earth needs a high degree of esprit de corps, mutual confidence, and mutual tolerance to sustain the man on a difficult assignment far from headquarters. It needs a special emphasis on communications, not only because of their substance, but because morale in these circumstances depends heavily on communications. Third, the Service must deal with problems of baffling complexity, and for which precise measures and indicators often hardly exist. At the same time, these problems are frequently of enormous importance to the nation; the price of a mistake may be measured not only in millions of dollars but in human lives. For these reasons, the development of a consensus among qualified officers as to the nature of the problem and the best means of solving it, developed by objective and dispassionate reason, is a natural and proper way of working. Not all officers work in this way; some of unique talent and insight can rely more on their own individual judgment; but there is never enough genius, and a considerable degree of interdependence must be accepted and indeed encouraged-provided, of course, that action is not needlessly delayed simply to diffuse responsibility. Fourth, the large number of foreign posts, many of very small size, and the need to rotate people from one post to another make it necessary for Foreign Service officers to be more versatile and less specialized than members of other large civilian organizations. These considerations also require a highly sophisticated and well-run placement system in which the entire Service has confidence. They require, too, enough uniformity and overtness in organization so that people can move into new jobs quickly.

N 1954, there were approximately 1300 Foreign Service officers, 200 Reserve officers, 1600 staff officers, and 2400 American Foreign Service Staff personnel. There are now about 3500 Foreign Service officers, 1800 Reserve officers, 2400 Staff officers, and 3100 American Foreign Service Staff personnel. The majority of the people who tripled the number of FSOs came from the Civil Service. Most of these were within the State Department, so that there was a large area of shared interest. Yet the perspectives of the two groups

differed in many respects. Both were dedicated to the nation's service, as well as to their own advancement; but very different advancement procedures and conditions of service had been accepted ways of life for each group from the beginning of its members' careers. The merger brought inescapable tensions, which are diminishing but still present.

At about the same time, two additional career classes were added to the bottom of the Foreign Service officer ladder; and while this added to the number of possible promotions, it also slowed a bright man's prospects for moving into higher-level jobs and made junior FSOs that much more readily interchangeable with clerks. At the other end of the ladder, the difficulty of interchanging high-ranking men among highranking jobs, taken together with the large number of senior Civil Service people integrated without field experience, led to a placement problem which has continued ever since. The problem has been aggravated by the tendency in recent years to appoint qualified men from outside the Service as Reserve officers at intermediate and senior levels, without any clear evidence of departures to match the arrivals. Unless matching new jobs are created in the Parkinsonian mode, the result is to reduce opportunities for career officers, however critically necessary the Reserve appointments.

The resultant symptoms of this indigestion are discontent and disillusion on the part of the senior officers, resentment of more junior officers at being held in jobs beneath their self-appraised level, and resultant general Service-wide malaise.

THE most subtle, yet perhaps the most significant, ailment of the Foreign Service lies in the difficulties of competing with men of differing background and action style.

As already pointed out, the Foreign Service has, and ought to have, a special style because of its special responsibilities and work requirements. As a small and highly-motivated public service corps, it puts relatively high emphasis on mutual trust and confidence, objectivity, and rational analysis. It tends to take for granted the approximate equivalence of ability, status, and authority, and the allocation of responsibilities, command channels, and work functions in a more or less orderly and overt fashion. Thus, the head of unit X tends to take it for granted that his primary responsibility is unit X; that as long as he does his job, his superior will deal with him whenever the responsibilities of unit X are involved; and that if he does his job well and shows growth potential, eventually he will be recognized and advanced by the operation of an objective evaluation and promotion system. Thus the idealand to some extent the typical-career Foreign Service officer de-emphasizes internal politics and trusts the system, however keen his understanding of external politics.

But in many spheres of human activity, intense internal competition for recognition and advancement is accepted and encouraged; it is up to each man to keep ahead of his fellows in a Darwinian world, else they will get ahead of him. In a competitive situation of this sort, organization charts and divisions of responsibility are points of departure, and the real organization and allocation are dynamic and constantly changing functions of the competitive standings and personal

relations of the key individuals.

Typically, a person accustomed to either of these types of working environment will be handicapped in dealing with the other; and when the dominant style outside the Foreign Service is intensely competitive, while the basic assumptions of the Service minimize competition inside, those senior officers whose duties require them to operate outside the comfortable Foreign Service environment will be at a severe disadvantage unless and until they learn to compensate.

THOSE who were in the Foreign Service at the time the War Manpower Act brought some 300 officers in at various levels will recall the fear and anxiety as to what this would do to the Service. It survived quite well. But the Service thereafter resisted the application of Section 517 of the Foreign Service Act, which would have made possible gradual continued growth through lateral entry. The extreme stresses of the McCarthy era—when originality and dissent were unforgivable offenses—were followed by the Wriston program, which tripled the officer corps in a space of about two years and again evoked fear and anxiety about the future of the Foreign Service, as well as resentment against the architects of the program and against the Wristonees (as a

group-rarely as individuals).

In the twelve years since then, there has been a steady stream of studies and reports, both internal and external, seeming to point toward more merger or more expansion or both. Meanwhile, rules about maximum time in grade have been changed; precepts of promotion boards have been repeatedly altered; the personnel administration system has been decentralized; the role of the Staff Corps has changed; and there have been many other fairly important modifications affecting conditions of Foreign Service life and work. With one outstanding exception—the strengthening of the office of Director General of the Foreign Service, for the first time since it was emasculated in 1949—the events of the past fifteen years appear to threaten, in greater or lesser degree, the survival of the Foreign Service as a select and highlymotivated professional corps, even though in many material respects the individual officer is far better off today than ever before.

This is probably the greatest worry of most Foreign Service officers today: that the Service as it was designed in 1946 will lose its identity in some kind of vaguely-defined but much larger group, which inevitably will function more in the Civil Service style than that of the Foreign Service, and with a larger susceptibility to outside pressures. Whether this fear is justified or not, whether the preservation of the 1946-style Foreign Service is desirable or not, this concern underlies most of what FSOs are currently thinking about their posi-

tions and futures.

NE of the favorite Foreign Service shibboleths is that too much deadwood exists at all levels, and that if a means could be found (such as accelerated selection-out) to jettison this ballast, the Service could straighten up and fly right.

There is deadwood in the Foreign Service, of course. No group of people is of equal competence, and there is always a residue of people who don't quite make it. But everyone who has served on a selection panel seems to agree that while there is a large group of men of average competence at each level, there are very few who are manifestly worthless. Even if a precise formula could be found to identify the least deserving individuals in each class, disposing of, say, 20 percent of them would not assure that the others would have the requisite degree of perfection, but it certainly would work a good deal of hardship on loyal and dedicated men. Junior officers would have better advancement chances because of the vacancies created; but how many of the junior officers would actually turn out to be as much better than their selected-out seniors as they always think they are?

The reason why the "deadwood" issue receives so much attention in the Foreign Service is very simple. On the one hand, the Service, as an elite group supposed to serve the nation, encourages high standards of service which sometimes approach the unrealistic. Thus men tend to judge themselves, their colleagues, and their seniors severely. At the same time, the degree of versatility required by the Service, with its large number of posts, its wide variety of living and working conditions, its range of interests, and its personnel rotation policy, is exceedingly high. Yet this versatility is a very difficult thing to measure or predict at the time a bright young

man enters the Service. So is the new entrant's growth potential. Who can say in advance what will happen to a man's brain and spirit between 25 and 50? And yet, though many men fall short of the ideal in these and other respects, they nonetheless have talent, experience, and devotion to contribute of a kind often difficult to duplicate. They are rarely "deadwood," however their unfeeling juniors may think they are.

Moreover, the Foreign Service is a very ingrown thing; it cannot be otherwise, when small groups are sent to far places with their families to work together and often, by force of circumstance, to live and play together. All these factors are currently aggravated by the fact—not generally referred to in public, but nevertheless all too true—that the placement of senior officers is exceedingly difficult. Too many of them are in reality either underemployed or overpaid in their present assignments, and this in turn pushes others further down the ladder of responsibility.

THERE are good reasons for thinking that the Foreign Service is a unique group of men with unique responsibilities. Some of these reasons have already been mentioned. It is very human for members of the Service to carry this statement one step further, and hold that a Foreign Service officer is *ipso facto* superior to any other American in any Foreign Service job, and that therefore the insertion of non-Foreign Service people into such jobs must be the result

of outside pressures or "politics."

This attitude, however understandable, is ridiculous. In a highly-developed nation of 200 million people, which is no longer a newcomer or an amateur on the international stage, it is obvious that there will be some non-Foreign Service people who are immeasurably better qualified than most of the 3500 FSOs for at least some Foreign Service jobs. This is particularly true of senior positions which stand between the Foreign Service and the country or government as a wholethe sub-cabinet positions, for example, and the chiefs of mission. It would be exceedingly bad for the Foreign Service to allow it a monopoly on these jobs, or any other jobs where it can be demonstrated that outsiders are particularly qualified to fill them. The Foreign Service will be stimulated by an influx of people with different career background (or at least provoked out of its always incipient ingrown-ness) and other professional groups will benefit by the resultant intercommunication. Such appointments do not at all mean that political pressures are at work. Nor is it political pressure of an unseemly sort when a non-Foreign Service individual, appointed to a high post in the Department of State or abroad, wants a particular non-Foreign Service person as his assistant.

On the other hand, there are real problems connected with appointments from outside the Service. The newcomer often becomes enamored of the Service, and doesn't want to leave. Often he may seek FSO status, and attract support from his associates both inside and outside the Service. This support may be entirely legitimate, based on competent performance. But it can be misguided, because the individual usually has proved himself in only one of a wide variety of situations in which an FSO is expected to perform. Moreover, his continuance in any status either takes a job away from another or deprives another of promotion; and these others contend that they have sweated it out the hard way. (In fact, their hardships may have been no greater within the Service than those suffered outside by the individual in question, but emotionally this point is rarely recognized.) Furthermore, it would be folly to deny that political pressures exist, and it would be just as foolish for the Service to resist all of them as to succumb to them. This is the real world.

One of the dearest beliefs of the career Foreign Service is the system of selection and promotion, which is credited

with mystical powers of ommiscience and perfection. In point of actual fact, one can demonstrate its obvious and serious defects simply from a priori reasoning, let alone experience.

The selection panels have to depend upon the accumulated written evaluations of the officers they consider, supplemented by spotty chance personal knowledge shared by panel members with their panels. Writing in the Foreign Service is a highly-developed skill, but evaluation of people by their superiors or peers is not; this is a legacy of the small-Service tradition. Moreover, the insistence by certain members of Congress that everything a superior writes about his subordinate must be read by him at the time of writing guarantees something less than frankness, even by the bravest of men. Thus the typical evaluation contains glowing adjectives of praise, and faint nuances of criticism.

True, the panel members know all this, and allow for it, but they are only human. Moreover, the art of efficiency report writing, like all other forms of art, is a very personal thing, practiced somewhat differently by each reporter. Eloquence may make more impact than insight. Post review panels can compensate for this variation somewhat, as can reports on the reporters; but there can be no way of assuring uniform perceptiveness and objectivity among three hundred overseas posts or hundreds of harried divisions and bureaus in Washington. Add to all these problems the extreme difficulty for the average man in measuring his subordinate's growth potential and versatility. The inescapable conclusion is that the present system by itself cannot assure the delivery into the highest grades only of those men who will respond brilliantly to all possible demands in those grades. On the contrary, a lot of men will be carried beyond their potential before they or anyone else knows what happened, and the results will be sorrowful.

Having said this, it must also be said that no better system than the present one has been devised to assure advancement in a way that is fair to the individual and beneficial to the Service. It must be said, further, that the procedure works surprisingly well, given its obvious shortcomings. But it works less well with each increase in class, because the assessment of capabilities against requirements is more difficult and the number of individuals concerned is fewer. Perhaps it is satisfactory up to Class Three, especially with the new functional divisions in the panels. Above that, the imperfections become far more serious. In fact, it hardly makes sense to use the same sort of form to evaluate a senior officer, theoretically eligible to be a chief of mission or his deputy, with the same headings and questions, as a junior or intermediate grade officer, because some of the responsibilities are (or should be) qualitatively different. Yet there must be an established procedure all the way to the top, if only to ensure against charges of favoritism from the lower ranks.

A FINAL imaginary Foreign Service ill is its illusion of utter political impotence.

It is true that the Foreign Service is a small group, about half of whom are out of the country at any given time. The Foreign Service does not control large numbers of jobs, or large amounts of money. Too many of its members don't even vote, whether their states have absentee ballots or not; and the typical Foreign Service officer interests himself relatively little in domestic affairs (especially if he has changed his state of residence, as many do). It is also true that the Foreign Service way of life tends to make its members a slightly peculiar breed. Their regional accents are blurred. Their interests are influenced by their special lives. They may even take on some of the superficial characteristics of their foreign environment, and they have an atypical sympathy with foreign viewpoints which follows from closer contact and better understanding. Moreover the trauma of the McCarthy era is still regarded by the Service as fearful evidence of what it can expect, and the scars of that period still linger under the surface.

But in actuality the Foreign Service is unique in the level of its domestic governmental contacts. How many men in any other group, in proportionate terms, see and work with Congressmen and senior officials of the Executive and Judicial Branches of government? It is unique, also in its area of competence, the gravity of its responsibility, and its access to information. If the Service recognized its political strengths, as well as its weaknesses, and if it showed more self-assurance in its dealings with Congress, it would not have so much to worry about. In fact, the record proves that the Foreign Service is not really the underdog which it thinks itself; if it is a convenient public whipping-boy, this is irritating but not by any means determining. The three requisites of power proposed by Tennyson apply also to the Foreign Service: self-reverence, self-knowledge, self-control.

This brief description of some of the real and imaginary ailments of the Foreign Service leads us back to the basic question. What's to be done?

First, the real ailments.

There must be changes in Foreign Service attitudes and behavior patterns, to cope with the new challenge of a larger organization and more complex tasks. Much has been done in the past few years to promote inquiry and find solutions. The trouble is that the Foreign Service, as such, has not been sufficiently brought into the process. Hence the inquiries and their results are suspect. Moreover, there has appeared to be a degree of cut-and-try, almost of playing with new schemes, even when the basic institutions of the Service are involved. The result has been to engender more anxiety than improvement.

One way of coping with this problem would be to use the annual selection panels and the Inspection Corps, together, as a sort of ad hoc Foreign Service "senate" to comment on proposed changes, suggest lines of internal inquiry, propose questions to the Secretary and senior officers, and agree on what needs to be explained to the Service as a whole. This process should not require more than a day or two each year additional to the time now spent. But a communication device of this sort, in the larger Foreign Service, is essential if the esprit and morale of the Service are to be preserved as a vital force for high-caliber performance. The first order of business of such a group should be to review the personnel placement system.

On the other hand, non-FSOs in Senior Departmental positions should recognize and accept that there is much of the Foreign Service style that is necessary and valuable. For instance, they should give due weight to the formal organization pattern of their offices, and take some initiative in seeing that the grease does not go only to the squeaking wheel in a group conditioned not to squeak. They should recognize that dedication and reflection often do serve a useful purpose, as well as brilliance, and often last longer.

As for the indigestion due to inflow of personnel, two lines of action—coupled with patience and the passage of time—might help. First, to deal with the oversupply of senior officers, maximum time in grade should be lowered, coupled if possible and appropriate with modifications in retirement benefits. Since there is now an effective organization to help retired officers find outside jobs, this procedure should relieve internal pressures without undue hardship. Second, the bottom two classes of Foreign Service officers should again be called "unclassified," as they were before 1947, to help people understand that their officer career really begins with Class Six and that prior to that point they are apprentices.

The capacity of Foreign Service career men to compete with men of other background is something that cannot be institutionally provided. A man either can compete or he

can't. However, it would help if this issue were more clearly understood for what it is, and if all Foreign Service officers from the time of their entry into the Service were put clearly on notice that the formal career advancement process by itself would not carry them beyond Class Three. It would deliver them to the launching pad for the top level, but would not blast them off. This understanding should be coupled with institutional arrangements to guarantee that men promoted to levels above Class Three had demonstrated their capability to take on the different environment that goes with senior policy and command responsibility. It also should be understood, once and for all—as Ambassador Johnson pointed out—that promotion at the highest levels involves a high degree of personal equation, properly and unavoidably: many are called, and few are chosen.

The endemic anxiety about the future of the Foreign Service can be considerably relieved through the operation of a "senate" such as above suggested, which would act as a brake on ill-considered change but would also explain necessary change to the whole Service, and might at times propose useful change. But beyond this, a basic policy decision is required: is an elite group, such as originally envisaged for the Service in 1946, the best answer to the problem? Or should we settle for less eliteness and small-group motivation, and more breadth and uniformity among foreign-affairs employees of the Government, with more reliance on individual competition and striving?

I personally believe that a career Foreign Service, as it was conceived in 1946 but with updated procedures, is still the best instrument for the conduct of foreign relations. It should be paralleled by the necessary number of separate but equal bodies, among which the Foreign Service might properly be the bellwether, because of its seniority and experience as a group. This is not only because small groups are more highly motivated, but also because the Foreign Service type of personnel system works less well as the variety of work types increases. There should be reasonable, but not unnecessarily constraining, uniformity among the various groups. There should be a reasonable degree of personnel interchange among them, but not so much as to weaken their separate identities or to prevent a reasonable degree of selfadministration. Some inter-group rivalry and competition would be healthy, even at the risk of the inevitable backbiting and parochialism. There could be more personnel interchange at the senior levels of all services, where top-management capabilities would be more important than specialized experience. To promote such interchange, there should be closer interrelation of promotion decisions as among career groups at top levels than at lower ones. In any event, a policy decision should be reached. If the Foreign Service in essentially its present form will be maintained and fostered, this should be announced, and once announced, validated by caution in subsequent changes of Service procedures, as well as by support at top Government levels.

Turning now to the more imaginary Foreign Service ills, how can the notion of deadwood be disposed of? Again, the "senate," if it fully understood the problem, could help promote general understanding of it. But there are some mechanical arrangements which would help. For instance, if a man reached Class Three through a specialty in which he did well, but did indifferently in Class Three, he might in appropriate cases be offered a limited-term Reserve appointment at the next higher grade, with retention of full retirement rights, to work within his specialty at a senior level. His competence would be kept for the Service, but he would not face the stress of competing in a wider field. Again, a reduced maximum time in grade would help by reducing somewhat the pressures retarding advancement (which are the real cause of much of the "deadwood" feeling).

As for the problem of appointments from outside the

Service, the present system permits Chiefs of Mission and Bureau heads to propose candidates for appointment as reserve officers, or to request recruitment of such individuals, to meet an anticipated vacancy, providing that no Foreign Service officer of suitable qualifications is available. This procedure is sound and sensible. But such appointments should be held pretty strictly to their stipulated time limit—the old five-year maximum still seems sound—and there should be an over-all percentage ceiling on reserve appointments which was maintained with utmost rigidity, while permitting a reasonable amount of integration into the career service by competition with FSOs of the same class. It would be understood, of course, that appropriate examination procedures for reserve officers would continue.

The promotion system needs to be supplemented at the point where the Foreign Service officer must operate in top-management terms. Every Foreign Service officer of Class Three should be required to serve with distinction in a managerial Class Two position before promotion to Class Two. By "managerial" I mean one in which management is more important than professional speciality. Virtually all DCM and major Principal Officer positions would fall in this category, and no doubt a number of other positions; the determination should be made by an appropriate working group, and periodically reviewed. A candidate for promotion should have been evaluated, not only by his superior, but by an inspector; and the inspector should apply agreed special criteria over and above the usual ones in making his recommendations. It should be possible for a Class Three officer from one career service to pass his trial managerial assignment in another agency or service; indeed it might even be desirable to require a successful tour in another agency (but not necessarily the qualifying tour) for promotion except when waived for cause; but performance in another agency would have to be evaluated by a Foreign Service inspector to qualify. It might also be worth while to have all Class Two prospects detailed to such jobs as defending appropriations or legislative proposals before Congressional committees, or perhaps appear personally before such a body as the Business Advisory Council.

The final Foreign Service problem, its illusion of impotence, must be dealt with both by the Service itself and by those whom it serves. There is, of course, nothing in the position or role of the Service which guarantees power to it, nor will there ever be. But it can develop power enough to meet its relatively modest needs. It must regain its vigor and self-confidence as a group doing a valuable job in a competent manner. It must maintain the mutual confidence and mutual support among its members which are the fundamental strength of any organization, but without becoming a closed and frozen group. It must improve its capacity for selfcriticism and for credible internal two-way communication, informal even more than formal (house-organs and official pronouncements tend to be suspect in any organization). It must improve its capacity to deal, both individually and collectively, with other governmental and private men and groups-to express itself and, where necessary, to assert itself.

Judged by any material standard, the Foreign Service has on the whole done very well for itself in recent years. Pay, allowances, conditions of work have all improved. It is in the non-material area that the severe shocks of the last fifteen years have left their mark. If it can be definitively decided that a career diplomatic and consular service is here to stay; if its personnel are kept to a reasonable number, and its functions limited to an area within which interchange, mutual understanding, effective performance evaluation, and a reasonable degree of autonomy are possible; if the Service can rise to its challenge of change; then there is no reason why the hypochondria of the present cannot give way to the assured sense of well-being which makes for top performance.

The Two Crucial Things

o have been very closely associated with the Foreign Service has been a wonderful thing in my life—in the first place, when I was on the Senate Foreign Relations Committee, then for eight years at the United Nations, and about three years in Vietnam. So I think I have earned the right to express the great admiration which I feel for the Foreign Service. Let me say here what I say publicly on every possible occasion: that we have a marvelous Foreign Service, that it is a tremendous asset to the country, that it is in a very real sense—figuratively and physically—in the front line, and that it has been a proud thing for me to be associated with you.

When you come back from Vietnam, the thing that surprises you is the gloom. If you have been there almost three years as I have been, you remember how things were when you first arrived and you see how things are now and you know progress has been made. Nevertheless you get off at the airport in the United States and right away you are submerged in this gloom. This may be because Americans in



Ambassador Henry Cabot Lodge speaks to the American Foreign Service Association at the June 29 luncheon. Excerpts from his address appear below.

America do not have an opportunity to see the progress or to read much about it. Americans at home thus tend to compare Vietnam with conditions in some place which they know or with World War II which they also know. Yet neither of these have a valid relationship with what goes on in Vietnam.

We who were there can remember the things that used to worry us and that don't worry us anymore.

I used to worry about whether Vietnam would be cut in two at Highway 19. I used to think about it just before I went to bed and I would wake up in the morning and think about it. I never think about it anymore.

I used to worry that the Viet Cong would take a town out in the country and make it a Viet Cong capital and accredit Communist Ambassadors. This is now out of the question; it absolutely cannot be done.

I frequently used to worry that the Viet Cong would subvert the government from inside and have a coup d'état and some morning a man would come and tell me I had 48 hours to get out of town because the Communists had taken over the government. Nobody thinks that is possible today.

I used to worry that the Viet Cong would attempt to provoke a runaway wildcat inflation which would raise prices so high that the average man could not get enough to eat. Certainly, we have a creeping inflation in Saigon. We even have a creeping inflation in New York City. But we do not have a runaway inflation and there has never been a time that people were without enough food.

I also used to worry about an unending wave of governmental instability which, of course, means that nobody has a chance to learn his job and the Viet Cong can constantly put spies and agents into a government where the Ministers are changing all the time. Well, we have had the same government in power for two years.

Then we have some other good things. The "Chieu Hoi" rate ("Chieu Hoi" means "open arms" in Vietnamese—it is the program for returnees from the Viet Cong) has doubled this year over last year and had doubled in 1966 over what it was in 1965. The desertions from the Vietnamese Army are way down. The weapons lost by the Vietnamese Army are way down. The congestion at the Port of Saigon which used to be a constant, unbelievable, unmitigated headache has been virtually eliminated.

The result of all this has been that the percentage of people living under the protection of the government of Vietnam went from 52 percent in December of 1965 to 58 percent in December, 1966. The percentage living under domination of the Viet Cong went from 22 percent to 17 percent and the rest is free in the day time and dominated by the Viet Cong at night and so on. This means that a million people have come under protection of the government.

Well, if I were to stop right here and leave the room, you would think everything was going pretty well. Now candor requires me to say that infiltration still continues and terrorism continues to be great. A high North Vietnamese official is reported to have said that when the Americans and the South Vietnamese learn how to overcome the "guerrilla infrastructure," that will be decisive. When he says "guerrilla infrastructure," he means the hardcore terrorist: the man whom you cannot replace because he is an indoctrinated professional terrorist, a leader. I assume that their names are all on a list in Hanoi and that when one of them disappears it is a cause for concern. As long as this infiltration continues, as long as this terrorism continues, the job has not been finished. In fact, the job has been done only when solid local political institutions have been established under which a police program can be conducted. Until that has happened, you have not really done it.

I have been giving you the progress up to now within South Vietnam. Now let us look for a minute outside of Vietnam, because Vietnam has repercussions and implications for most other countries. Take what I call the "edge" of East Asia—Korea, Japan, Taiwan, the Philippines, and then Southeast Asia over to Burma and then down to Malaysia, Indonesia, Australia, New Zealand—370 million people, independent countries, none of them under any kind of external domination, many of them having unprecedented economic booms and prosperity. Burma has been able, as it were, to "reinforce" her neutrality and Indonesia, the fifth biggest country in the world with a hundred million people, has definitely turned away from Communism. Here in this great area 370 million people have been denied to the expansionism of

Peking which would not have been the case if we had abandoned Vietnam or been driven out. Incidentally, this keeps the fighting off Waikiki Beach.

Now let me say a word or two on the peculiar nature of this problem—what makes it so different.

I am told by people who are linguists that there is a close relationship between Vietnamese and Cantonese Chinese and that if you take a word like "individualism," without which it is very hard to understand anything in the Western world, it comes out "license," or "licentiousness," or you want to take a word like "liberty," it comes out as meaning "every man for himself and devil take the hindmost." This partly illustrates the extreme difficulty of applying Western terminology to a situation like this.

Another difference is in the kind of war this is. In World War II you beat the German Army and the war was over. In this war you try to split up the Army of North Vietnam and keep it off balance so that you can go ahead and do your nation building and your pacification and your police work. It is this last which is decisive.

There is another peculiar feature. Seventy percent of the surface of this country is jungle and brush and Savannah grass—made for concealment. That gives the Viet Cong an enormous advantage. Forty percent of it is totally unpopulated. This is the part that you often seen in certain Sunday supplements marked solid black for the Viet Cong. But there is nobody there.

And 80 percent of the people of Vietnam live in 40 percent of the territory, that is, the Northeast coastal strip and Saigon and about 60 miles to the Southwest.

The Viet Cong use of terrorism is their great weapon. Hardly a week went by that I didn't get a report that four or five terrorists had jumped a policeman, chopped off his arms with a hatchet, opened up his abdomen, and taken his stomach out right on the street so that they could impress young males into the service of the Viet Cong. And I say young "males" rather than young men because they are fourteen or fifteen years old. Now the press is not there when that happens. Yet here is a weapon that the Viet Cong has which we could not possibly use. This is why I never can bring myself to understand why if it is all right for them to do the things that we do well, it is not all right for us to do the things that we do well with airplanes and boats and mechanized warfare.

So you see we have a very peculiar problem and it does not fit our American Governmental structure because helping this nation-building-military-economic-police-social-psychological program is not purely military or purely Foreign Service or purely AID economists or AID social workers; neither is it a colonial service because this is how we help a free people after they have liberated themselves from colonialism.

So we have helped to create these Vietnamese "revolutionary development" teams which go into insecure areas and act as political or community organizers in the villages.

We ourselves have developed an advisory corps of splendid public servants, some from the military, some from the Foreign Service, some from AID who have learned new techniques for combating this guerrilla-terrorist operation which you see at its most virulent form in Vietnam but which certainly exists in slightly different form in Latin America and Africa. It comes down to this—that he who can win the people will win the war.

There are two things which are crucial in bringing this war to a close (which means persuading Ho Chi Minh and his three or four associates to decide to leave South Vietnam alone). These two things are: to destroy the "guerrilla infrastructure" within South Vietnam. And, outside of South Vietnam, to convince Ho Chi Minh that here in America we are steadfast, neither divided nor weak of will. And, above all, that his propaganda here doesn't work.

"To accept ourselves for what we are"

THOMAS J. HIRSCHFELD

RE WE OBSOLETE? published in the November issue of the JOURNAL, "Computers in the Department's Future" (and several related pieces) in the October Newsletter, and especially Mr. Fisher Howe's lucid and thought provoking "The Computer and Foreign Affairs" should prove a hearty, nourishing, if not entirely digestible, meal for Foreign Service officers. To the faint of heart, the almost simultaneous appearance of these items in official and quasi-official print might suggest a degree of orchestration, another assault on the permanently beleaguered center, the practitioners of classical diplomacy.

Nevertheless, the content of these pieces and the assumptions that they reflect should provoke more thought than anxiety. The writings themselves are more important than whatever motivations may be imputed to their authors by cynics; they provide an opportunity for a healthy dialogue on the roles of the Service and the Department faced with a proliferation of responsibilities and the apparent need to adapt and use new and not entirely understood technology.

Over the past few years the Service has been regaled with articles, speeches, Congressional reprints and other materials suggesting that the Foreign Service created by the Acts of 1924 and 1946 is no longer able to cope with problems that are, or have become, its province.

The central assumptions of the apostles of change appear to be: 1) the manner in which foreign affairs are conducted has changed with the development of new "tools"; 2) the "discoveries" of "management science," used to good effect by industry, are ignored or resisted by the Foreign Service; 3) the principal "tools" or perhaps considerations of foreign affairs today are military, technical and financial; 4) the Foreign Service, which should be in control of our foreign affairs, does not possess the technical skills necessary to exercise direction; 5) the Service must either develop the managerial skills and technical competence to maintain control or wither away; 6) to survive, the Service must base its recruitment program on attracting persons of an "executive" bent with an understanding of the new technology; 8) the morale problem in today's Service is primarily a reflection of the allegedly smaller role the Service plays in foreign affairs; 9) computer technology has an immediate and central relevance to foreign policy formulation and execution.

In considering these assumptions, we might look at what the Department and the Service are, how they relate to each other and, by extension, what functions are central and which are ancillary. Before we accept the now ten-year-old (and nowhere clearly defined) conception that there is a "New Diplomacy" and proceed to restructure ourselves on this assumption, let us examine what the diplomatic profession does.

Jules Cambon, whom Harold Nicolson called "perhaps the best professional diplomatist of this century," writes: "Expressions such as old diplomacy and new diplomacy bear no relation to reality. It is the outward forms—if you like the adornments of diplomacy—that are undergoing a change. The substance must remain the same, . . since there exists no other method of regulating international differences, and since the best instrument at the disposal of a government wishing to persuade another government will always remain the spoken word of a decent man."

The "decent man" whose "spoken word" is the best instrument at the government's disposal is, in normal international practice, the Ambassador. On his role, Nicolson himself writes:

An Ambassador in a foreign capital must always be the main source of information, above all the interpreter regarding political conditions, trends and opinions in the country in which he resides. . . . Power at any given moment rests with three or four individuals only. Nobody but a resident Ambassador can get to know these individuals intimately or be able to assess the increase or decrease of their influence. It must always be on his reports that the Government base its decisions on what policy is at the moment practicable, and what is not . . . the Ambassador also remains the chief channel of communication between his own government and that to which he is accredited. He alone can decide at what moment and in what terms his instructions can best be executed. It is he who, as Demosthenes remarked, is in control of occasions and therefore, to a large extent, of events. Moreover he remains the intermediary who alone can explain the purposes and motives of one government to another. . . . Important results may depend upon the relations that during his residence he has been able to cultivate and maintain, upon the degree of confidence with which he is regarded, upon his skill and tact even in the most incidental negotiation.... I do not agree, therefore, that improvements in means of communication have essentially diminished the responsibility of an Ambassador, or to any important extent altered the nature of his functions.*

The first purpose of an Embassy is to provide support for the Ambassador in the execution of his principal functions. It follows that the officers thereof are the Ambassador's staff. Structurally, the Embassy may be a microcosm of the government, but functionally, its work is relevant to the degree that it supports the Ambassador in his. In a world of rapid communications, where the Ambassador's personal relationships (and those of his staff) become all important as means of implementing decisions or obtaining information, a call on the Ambassador's attention or time that detracts from the execution of his primary responsibilities is generally counter-productive. This reason alone calls into question the concept that the Ambassador should run the Embassy and the corollary that his skills should be primarily managerial. If the management of "2500 Americans"** detracts from the Ambassador's principal tasks then maybe they shouldn't

No cavalier dismissal of other agencies' important and often statutory functions is intended; only the suggestion that there is no necessary connection between the size of an establishment and its success (often the reverse is true), and, more importantly, that the Ambassador's diplomatic function is central to the American effort and that his energies are diffused at the Nation's peril. From this we can conclude that the analogies often drawn between overseas operations of business establishments and diplomatic missions are not precise. The skills needed to manage a tube and steel plant abroad, essentially managerial and partly inward looking, are not the same as those needed for diplomacy which should be focused to the extent possible on the host country.

Let us make one further value judgment about the central (political-diplomatic) function and its relationship to other efforts. Programs such as information and military and economic assistance, for instance, are important and probably permanent contributions to our efforts abroad. Indeed, in many parts of the world these programs are vital to our relations with a particular country or area. Nevertheless, they are means to achieve policy goals, an influence on orderly political relations between states, and not ends in themselves. We should not conclude from the cost of these programs and the number of persons needed to staff them that they are the American effort simply because they pose the principal problem of coordination and administration, or if you prefer, management.

Recent federal budgets do not support the contention that the principal considerations in foreign affairs are military, technical and financial. Globally, military assistance appears to be on the decline and budgets for economic assistance have been decreasing. Furthermore, formal military arrangements are in a state of flux all over the world. Both these considerations suggest that there is at least a question as to whether these "program" activities, which involve the largest expenditures and the greatest number of Americans abroad, and therefore the most difficult "management" problems, are the wave of the future after all.

Again, no denigration of other agencies' efforts is intended -simply a definition and reassertion of what is primary. Nor is any avoidance intended of the problems which concerned the authors of "Are We Obsolete": how to relate the various efforts of the American teams abroad to Washington policy, how to assure, both in Washington and in the field, that everyone is pulling in the same direction.

The authors of "Are We Obsolete" contend that the Service should remain "in charge," and that the officers of the future should play executive roles for which they need training. They

*Nicolson, Harold, The Evolution of Diplomacy, Collier Books,

1953, pp. 111-112.

**Howe, Fisher, "The Computer and Foreign Affairs," p. 61.

add that FSO appointments should be restricted to persons who, inter alia, "have demonstrated unusual competence in the technical functions of classic and modern diplomacy" or have "demonstrated ability in the diplomatic arts." They note, however, that in order to manage, the "executive" leaders must have a grasp of what is to be managed, and, therefore, require training in economics, mathematics and the theory and technique of management. This is a tall order, especially when viewed against the background of previously suggested qualifications: i.e., that officers should: 1) have a thorough grounding in the statutory Consular function; 2) know one, preferably two world languages, and, if possible, an esoteric one; 3) be familiar with the history, sociology, demography, and geography of several areas of the world; 4) have a functional speciality, a field in which the officer is expected to rise through the middle grades, with whose minutiae he should be exhaustively familiar; 5) have administrative grasp and experience; 6) be familiar with the operations of his own government; 7) serve with another agency, etc. To add "management science," Boolian algebra and advanced economic training, I am afraid, staggers the imagination.

May I suggest that the answer to our management problem lies primarily in Washington, and, furthermore, in the Department of State rather than with the Foreign Service. As has been suggested, the officers of the Service are often placed in the position of gifted amateurs in a government of professionals. The experts or technicians in other agencies can only be dealt with by persons of like competence, with a foreign affairs orientation. Let us admit that such competence requires deep technical expertise and lengthy experience in place, advantages enjoyed by officers of other agencies. The conclusion seems inescapable that the Department has a real need for the officers it integrated into the Service ten years ago, in those fields where deep technical competence is a necessity. In other words, we should recognize the inadequacy of the Wriston program and reconstitute in Washington a strong Departmental Civil Service.

Let us recognize that the Department's ability to impose its will at the working level is a function of bureaucratic muscle, a quality which can be developed only by persons in place, on the job, over long periods of time.

Aside from the strain of accommodating three "broads" in one sentence, the difficult to identify but often touted "Foreign Service of the United States broad enough to further the broad interest of the United States abroad," appears to be a well-nigh impossible goal. Exhortations notwithstanding, some 6000-odd applicants oriented toward the classical diplomacy present themselves year after year for the same 200-odd positions. Some of these find satisfaction in the economic, administrative or consular fields; others, bringing needed specialized skills desired by the Service, ultimately want political work anyway. Why not recognize the wisdom of the framers of the Acts of 1924 and 1946 and accept the Service as the expression of its central function, the Diplomatic and Consular arm of the United States abroad. Those field positions which could not be filled from the Officer Corps could be held by Departmental Civil Servants on an exchange basis with those FSOs who do possess the necessary skills. These same Civil Servants, if supported by the politically appointed executive level of the Department, could presumably be counted on to keep ancillary mission staffs at reasonable levels, thereby providing at least a partial solution to the "management" problem in the field.

If we could learn to accept ourselves for what we are, it might, in addition, have a positive affect on morale. Present unhappiness in the FSO Corps results more from the anxieties about recurring threats to the career structure and conditions of service than from any fears about the Service's ostensibly diminished role. Many officers seem more disturbed by: 1)

(Continued on page 44)

Some Thoughts from a Selection Board

Focus: Junior Officers

WILLIAM D. BREWER

ELECTION BOARD duty is at once both an exhilarating and a humbling experience. It is unsettling to find how really good those junior officers are. Looking through such refreshing files cannot help but make one wonder whether the Service is even now sufficiently well constituted to maintain their interest and commitment through the years. Fortunately there is much current discussion on the subject, and many proposals are actively being studied.

One obvious focus of concern is the careers of junior officers themselves. Their first assignments and advancements must be such as to keep them as stimulated and relatively well-paid as the early rewards found in a number of competing careers. But it is all one Service. The "middle-aged spread" in the more senior grades must also be reduced to provide for more promotional opportunities later on.

There seem to be two main schools on the question of junior officer promotions. The first believes that a high percentage of those eligible should be promoted, as has been the case in the last few years, but that this need not require the tedious and costly Selection Board procedure, since so many go up so soon. The second favors continuation of the present thorough, annual Selection Board scrutiny under which officers are eligible for promotion from Class 7, for example, for nine consecutive years.

After two months' musing in an over-heated office looking at the Service's future, this writer believes that a combination of both methods is preferable. Promotions at the junior level should indeed be rapid, but continued close evaluation by duly constituted Selection Boards is still desirable. The present Selection Board procedure affords the only opportunity available to the Department for looking at a class as a whole. This is especially desirable at the more junior grades, where it can serve as a most useful check on how types of assignment, language capabilities, specialization preferences, and similar questions are being administered.

In recent years many improvements have served to increase the attractiveness of the Service to the junior group that will be with it longest, but other steps are needed. The most important is to find some way to provide more stimulating substantive work on initial assignments. The Junior Officer Division struggles manfully with this problem, but there are a lot of other necessary slots to fill. Some imaginative Principal Officers have initiated programs under which the Assistant

GSO, for example, is made responsible for political reporting in one part of a large consular district. This approach could well be made more widespread. There is a limit, however, to the opportunities which many of our single-purpose posts can provide. To help on this problem, funds should be sufficient to permit more rapid transfers of junior officers between posts. This would carry the Department's excellent rotation program a step further and assure that all young officers receive experience in all types of Foreign Service work at one of their first two posts.

Another area concerns representation. It makes sense to continue the present practice of devoting most of the Department's limited funds to helping meet the expenses of senior officers on whom the main burden falls. Most junior officers have young families, smaller quarters and are less free to entertain at home, though all, of course, do some. Particularly since the "Emphasis-on-Youth" Program, however, they have had increasingly important contact responsibilities. In many posts a local setting is more helpful for such work than a diplomatic home. Facilities of social clubs are often available, but their fees are usually beyond the limited budgets of young officers. Consideration should be given to seeking additional representational funds so that designated junior officers could take advantage of such social meeting-places to develop broader ranges of middle-level contacts.

In addition to spotting such possible class-wide improvements, there is an added reason why Selection Board consideration of junior officers should be continued. To put it baldly, this permits early operation of the selection out system. This is where its major impact should be. The optimum time to determine that a particular individual has little potential for the Service is when he is still young enough to embark on another career. So-called automatic schemes for advancing junior officers rapidly would sacrifice the foregoing benefits without achieving any corresponding gain other than the financial savings represented by the abolition of the Boards. To the present writer, this is money well spent.

The selection out system need not be operative to the same extent at middle and senior grades. There is much to be said for the argument that an officer who has reached Class 4 can probably continue to do at least acceptable work at that level for a considerable period. Unless such officers are found to be doing clearly substandard work, on an absolute rather than the present relative basis, they should be permitted to remain in class until the maximum time-in-class is reached.

It is argued that such a proposal would clog the middle level of the service even more than at present and that the quality of the FSO Corps cannot be preserved unless those falling more than once in the low five percent are separated. But this line of reasoning overlooks several factors. In the first place, high rate of selection out at the middle and upper grades, to conform to some pure geometric design, such as a pyramid, takes insufficient account of the large number and high classification of the jobs we have at those levels. If the Foreign Service officer pyramid were drawn on the basis of the 313 FSO-1s we now have, it would require an intake of even more officers lower down. But if a pyramid were based on the lowest two classes, which now number 451, substantial numbers of more senior officers would have to be separated. Neither of these propositions is realistic.

There is, moreover, a moral issue. The various administrative measures which have produced the present middle-age spread in the Service were not the fault of the officers who now make up that bulge. Were selection out to be instituted, to help assure juniors a continuing rapid rate of advancement, this middle group would suffer.

To get at this problem of the "bulge," to streamline the Service and assure that required rapid advancement of today's junior officers will not lead to the creation of yet another

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ON AND PROMOTION

By "AN IMPARTIAL OBSERVER"

PVERY YEAR, some 3,500 Foreign Service officers are either promoted or not promoted, and most of them have strong feelings about that fact; so it is appropriate that we should make a scientific examination of the mores of the Foreign Service with respect to promotions, and also of some of the emotional factors involved.

For both mores and emotions are involved. Take, for instance, the FSO who has just learned that he has been promoted. Obviously, he will be happy about that fact. Just as obviously, however, he must not show it. That would be poor form. The proper form is to exclaim, like Professor Higgins, "it's nothing, it's nothing" when he is congratulated on his triumph. The ideal prototype of the FSO must show no feeling of victory. On the contrary, he should exclaim that it was sheer luck and unaccountable caprice on the part of the Selection Board. That will make his peers feel better.

As for those who have not been promoted, there is no reason for envy, worry, or disappointment. When the right time comes to be promoted, every FSO can count on it; and if he didn't get the accolade, that can only have been because the Boards knew more, saw more of the big picture, than those of us who lack their broad overview of the Foreign Service. One may mutter, occasionally, about a particular Selection Board, but it would be exceedingly bad form to question the system or to impugn the judgment or good faith of those who made the selections. The Boards are paragons of even-handed judgment. At least, most of those who have just been promoted will feel that way.

Nevertheless, there are such things as early promotions, promotions at the right time, and late promotions—at least in the minds of those of us who are still subject to human frailty and who, in moments of doubt, wonder if the system really works that even-handedly.

The early promotion, in a sense, really surprises no FSO. After all, since all Foreign Service officers are models of efficiency and all-round capability, they may be forgiven for feeling in their innermost hearts that the Selection Board might just possibly recognize their abilities even after only one or two years in grade. Furthermore, are there not cases on record when some officers have been promoted after such a short interval? Surely this cannot have anything to do with the fact that they may have happened to work for people in very high places, or may have benefited from special circumstances such as being p.n.g.'d or being in a place where there was a

revolution, coup d'état or international crisis? Since such special circumstances obviously do not sway Selection Boards, every officer is entitled to think that his true worth will be recognized sooner rather than later. And since this is so, those who are promoted early should show a special display of surprise, bewilderment and modesty.

So we come to the next category, the man (or woman) who is promoted at the right time. It will never do for him to say that he fully expected to be promoted since it represents no more than his just deserts. One good way for the promotee to show that he doesn't really pay much attention to such things is to say he didn't expect to be promoted so soon. Then, when asked how many years he had been in grade, the best answer is to say: "I don't know. Let's see, maybe four years, maybe five, or was it three?" This shows how unconcerned he has been about the matter and how, by living up to the precept "pas trop de zèle," he really deserved his preferment.

Nothing makes a worse impression than the promotion-hound, the man who, whether or not he was promoted this time, can immediately state that "this year only 19 per cent of officers over X years were promoted whereas last year there were 23 per cent, and this year there were more officers promoted who had been in class for Z years than officers who had been in class for Y years." Nobody else really cares about such matters, and the person uttering such statistics immediately betrays his interest in promotions. Secretary Marshall is supposed to have remarked that he didn't like officers who were anxious for promotion. What he meant, no doubt, was that he didn't like ambition to be too obvious.

It will never do, for instance, to exclaim: "What, that dunderhead A has been promoted too? And that rond-decuir bureaucrat B? How did they ever get on the list? And that apple-polisher, C! My God! What is the Foreign Service coming to!" Such remarks are not only unseemly but uncalled-for. Selection Boards never make mistakes. The efficiency report form has been gone over by experts, Obviously, if A, B, and C are on the list, they deserved to be promoted.

Late promotions are a tragedy that everyone in the Foreign Service experiences at one time or another, simply because it is statistically almost impossible to be constantly at the head of every time-in-grade group to which one belongs. Unhappiness of some officers begins to give way to a sense of tragedy when they reach the middle grades a little bit too late, and deeper drama is apt to be experienced when one sees the icy cliffs of the upper ranks scaled by others while one is unable to get a purchase on those slippery slopes.

This involves a great deal of soul-searching and reflection on the vagaries of personalities, special circumstances, mistakes (usually those made by one's superiors), and the perversity of particular Selection Boards. There are bitter moments of self-doubt and thoughts about early retirement. Some also experience the dismaying worry that a letter threatening or announcing selection-out may be on the way. Publicly, however, the best stance is to say that one didn't really expect to be promoted, even though the taste of gall and wormwood may be in one's mouth. But there are mitigating factors.

For one, it always helps to look at the list of all those who were similarly not promoted at the right time. After all, only a fraction of those eligible are moved up in any year in our system.

The real poignancy of non-promotion comes from the delayed and cumulative effect it has on the non-promotee. Just as an aging bachelor may still think of himself as marriageable even after most of his friends have taken the marriage vows, just as a person will for a long time refuse to think of his own death even though a friend here and a

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Dual Agency Career Opportunities

M. R. BARNEBEY

s a professional corps engaged in the whole array of US foreign affairs abroad and in Washington, Foreign Service officers should increasingly come to expect—and I would say welcome—assignments with other agencies in the "family of foreign affairs agencies." What I would urge, and what is described in the following paragraphs, is that the Department set out to train a substantial number of its FSOs to be State/AID or State/USIA or State/Peace Corps specialists—who would serve, say, two-thirds or three-fourths of their careers in State positions and devote the remainder of their time and efforts to the work of AID, USIA, or the Peace Corps.

There are significant and challenging jobs for FSOs-if they are able enough and if they are conversant enough with policies of the agency in question-in AID, USIA, and the Peace Corps (not to mention other agencies with which State has entered into personnel exchange programs). This is equally the case for junior, mid-career and senior officers; there are responsible positions at each of these levels for FSOs whose professional interests are broad enough to encompass public affairs, economic assistance programs, or the work of the Peace Corps. It is probably true, as others have remarked in the Journal's pages, that more responsibility is often given earlier in one's career in AID, for example, than in the average State assignment in the field or in Washington. Moreover, the operating agencies often make a major and direct contribution to the attitudes and policies of a given foreign people and their government, and this is particularly the case in the great majority of the world's nations which are traveling the long hard road toward their economic and social development.

Thus there are opportunities for many officers, through assignments with our operational programs, to make valuable contributions to the fulfillment of our central policy goals. The Department has concluded that distinguished service with the operating agencies is much to an officer's credit, and is important to his career potential in the Foreign Service. A single citation can demonstrate this—one taken from the precepts for the Twentieth Selection Boards for consideration of Career Minister qualifications:

As he [an FSO-1 being considered for promotion to Career Minister] approached the senior levels of the Foreign Service, the officer would normally have been assigned responsibilities of an executive and policy nature requiring synthesis of the several functional areas. At one point in his career development, he would probably have been assigned to another department or agency, such as Defense, Commerce, Labor, AID, USIA, or ACDA, which has major programs or is otherwise heavily involved in the international field.

Nor is this question of career potential solely a matter for senior officers. USIA has junior and mid-career positions which qualified FSOs can fill in the information and cultural fields. AID has positions which qualified FSOs can fill in the program, capital development, administrative and other fields. The Peace Corps has positions which qualified FSOs can fill as country representatives and assistant representatives. Moreover, in my experience and that of others with whom I have

talked on this point, I find there is a readiness on the part of the operating agencies to accept FSOs on reimbursable detail and to assign them to handle significant and responsible work, both in Washington and in the field. Indeed there seems to be very real interest in agreeing to such assignments on the part of Mr. Gaud, Mr. Marks, and Mr. Vaughn. Rather the obstacles to such assignments for FSOs who might be interested in them seem to be on the side of State—which in my view has yet to face up to the full implications for personnel policies in its role in leading the "family of foreign affairs agencies."

For example, junior FSOs are not yet assigned on a regular basis to jobs in the operating agencies. The Junior Officer Division has taken one useful, if hesitant, step forward to include a six-month stint with a USIS program during the first tour abroad of a number of our central complement officers. This is not yet done on a regular basis for all junior FSOs, nor are more than a handful assigned to AID and Peace Corps responsibilities.

Mid-career officers—who, it might be argued, should be preparing themselves for future executive direction responsibilities for US Government programs overseas and in Washington—are even less likely to be detailed to the operating agencies. I have no doubt that our personnel planners have devoted considerable thought to this problem, but the plain fact is that few mid-career FSOs have been or are now assigned to work in USIA, AID and the Peace Corps.

Turning to the case of senior FSOs—and we are all aware of the current abundance of FSO-1s and FSO-2s—we find that only a relative few serve with the operating agencies. There are opportunities for such officers—as Public Affairs Officers in USIA, as Mission Directors and Deputies in AID, and in key positions in the Peace Corps. But the unfortunate fact is that the great majority of our senior FSOs have little or no experience or expertise in the work of any operating agency and in many cases lack even an understanding of its goals and programs, and consequently they often have little to offer to the agency in question. I might add, parenthetically, that the operating agencies may well continue to question State's leadership role through the SIG and IRG mechanism until senior FSOs can demonstrate that they fully understand these agencies' problems and aspirations.

The point of all this is that until State consciously and consistently moves toward a dual-agency orientation for a sizeable number of its officers, the potential contribution of FSOs will be meager indeed in working with those of our central policy goals which are carried out by the operating agencies.

There are remedies for this problem, and they lie well within the Department's statutory and administrative authority. My own recommendations, in brief, are these:

- 1. That all central complement officers during the course of their initial tour be given a six months' training assignment to a USIS or USAID operation, or be assigned for a full tour on detail to the Peace Corps (with the junior officer permitted to the extent feasible to choose the agency with which he would serve).
 - 2. That many junior and mid-career officers be assigned as (Continued on page 46)

ANNUAL REPORT OF THE CHAIRMAN OF THE BOARD

... future vitality and usefulness ... bold initiative ... renewed interest ... professionalism of the service ... sharper more effective instrument ... seed bed of ideas

s Chairman of the Board it is my privilege to report to you on activities during the past year. First, however, I wish to compliment my predecessor, Mr. John H. Stutesman, Jr., who served as Chairman of the Board of Directors until October of last year when he became Chairman of the Editorial Board of the Foreign Service Journal. Under his leadership several new programs were started, not the least of which was a successful membership drive planned in the summer and put into effect in autumn. Thanks largely to this drive, the total membership now approximates 7,600 as compared with 6,300 a year ago. Much credit for this great leap forward toward Association membership of everyone in the foreign affairs community also goes to Mr. William D. Blair, Jr., Chairman of our Public Relations Committee, who served as head of the ad hoc group which conducted the membership drive.

Secondly, I wish to thank the Association's officers and my colleagues on the Board for their support and hard work to increase our effectiveness as a professional organization. This has been a year of innovation and increased activity in the Association's affairs. I also wish to thank most warmly those of our members who worked so diligently on committees dealing with various phases of the Association's work. Members of the standing committees are listed in this report, but many more assisted in ad hoc working groups on specific problems. To them I extend my sincere appreciation.

During the year Ambassador U. Alexis Johnson was succeeded as President by Ambassador Douglas MacArthur, II, and then by Ambassador Foy D. Kohler, who has been President since last spring. New Vice Presidents were Outerbridge Horsey and L. Dean Brown. There was also considerable turnover of Board Members, as is usually the case because of the nature of our members' activities.

The Board in the period under review has striven to carry on giving new directions to the Association and invigorating old ones. We have sought to widen the basis of interest and participation in the Association through associate membership of those who have assisted us in the Foreign Service as public members or on whose wisdom and counsel the Department has been able to call on in their capacity as consultants. We have looked anew at the problem of the individual versus the bureaucracy, a relationship which Daniel Bell, Chairman of the Commission of the Year 2,000, notes will become increasingly strained as we approach the new millennium. Feeling that the membership would not wish the Board to await that date before concerning itself more vigorously with this problem, the Board, in thought and action, has worked to hone the Association into a sharper, more effective instrument for promoting the individual interests of the membership. And lastly, we have cultivated the role of the Association as a seed bed of ideas, a function which John Gardener, in his provocative book on the self-renewal of organizations, stresses is indispensable to the continued vigor of any group. Mention of some specific activities I think will illustrate the directions by which our course has been plotted.

Early in the year the Board decided to invite as Associate Members various persons who had served in the Department of State as "Public Members" of the various selection boards and inspection teams. Some 26 persons accepted the invitation which went out over the President's signature. Subsequently, one of them, Mr. R. Wallace McClenahan, has been working to organize a Public Members Association with encouragement from the Department and such help and assistance as the Association can provide. Similarly the Board recently decided to invite to associate membership some 200 persons around the country who were listed as consultants to the various substantive bureaus in the Department of State. Some 57 of these people already have accepted such membership.

During the year, the Board expressed the views of the Association a number of times to the Congress in matters pertaining to pending legislation of interest to our members. In June, Vice President Outerbridge Horsey appeared before a House Sub-Committee headed by Representative Udall and

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EDITORIALS

Striking a Balance

In this issue we are publishing a number of articles about aspects of the Foreign Service personnel system. These are thoughtful, constructive commentaries which should

be exposed to general view.

One of the primary purposes of the Foreign Service Journal is, and must continue to be, to offer a forum for comment and debate on issues of concern to professionals in the foreign affairs community. We have to be careful, however, not to overdo discussion of purely administrative matters. There is a remarkable tendency among Foreign Service officers to comment upon administrative practices, although many of them shrink from service in that important side of our profession. On the other hand, we have found that it can be quite difficult to persuade an officer to publish a commentary on the Vietnam problem—even though it may be a subject of the greatest professional concern to him. Administrative problems are important, but the Journal must establish a balance with discussion of other professional concerns.

Also we must bear in mind that many of our members are not particularly interested in the administration of Foreign Service officers. Our readers include personnel in AID, USIA, the Peace Corps, and in the Reserve, Staff and Civil Service personnel systems of the State Department. When they see an issue of the Journal stuffed with articles about the FSO Corps alone, they can legitimately wonder if we a concerned only with one element of the foreign affairs community. The Journal must and will be concerned about all issues of significance to the members of the Foreign Service Associa-

tion.

We are pleased to give publication to the views of the authors presented in this issue; but we serve due notice that it is not our intention to emphasize discussion of administrative matters in general nor of FSO concerns in particular. This is perhaps the moment to repeat one of our recurrent obiter dicta: that the JOURNAL welcomes articles on a wide variety of subjects not only from people in the Foreign Service, AID and USIA but from writers outside the government.

A Building of Our Own

NLY a couple of years ago, a sardonic colleague described the Foreign Service Association as an effete club of elderly gentlemen whose headquarters could not be located and who took care never to fight for any cause.

He was wrong; but we had to prove him wrong. First, we went after increased membership and signed up nearly 2,000 more. Then we encouraged more youthful involvement; and succeeded so well that a Young Turk Revolt is about to take over the Association, actively politicking for leadership.

We sent an open letter to Senator Gore opposing an Administration bill—much changed from its original terms—on the amalgamation of other personnel systems in the foreign affairs community. We joined with a lobby pressing for pay raises for our personnel on a "comparable" basis rather than the classic postal workers' formula of across-the-board raises. We have worked closely with the Deputy Under Secretary for Administration on matters affecting the welfare of our membership. We are developing in many different directions all sorts of projects which can be advantageous to our members.

And now we have a building of our own. Members can walk across a few yards from the Department and actually find the offices of the Association where they can ask questions, levy complaints, demand assistance, press for ac-

tion, and offer to be helpful. We hope that they will also soon be able to have a drink there.

This has been an objective for many years. Even in 1919 the Consular Bulletin forerunner of the Foreign Service Journal, was reporting that "...the Association has not lost sight of the importance of obtaining quarters in Washington

... "Today, that objective has been won.

We believe that we express the voice of the membership when we compliment the officers of the Association on their imagination and energy. And we consider it proper to add a specific reference to a fact which may not be widely known among our readers. Gardner Palmer, the genial, hardworking General Manager of the Association can truly be given the main credit for this achievement. Tirelessly, patiently he has spent the past year studying sites, dickering with owners, arranging estimates, acquiring loans and, finally, presenting to the Board of the Association a deal which could be met financially and which gives us a headquarters of our own for the first time in our history.

Gardner, we salute you.

Do You Know Where We Are Going?

His issue features the inquisitive article, "Quo Vadimus." How often has or will each of us inquire of ourselves, of colleagues, or of others about the state of the Foreign Service? Often, has been this editor's experience. Perhaps it is maturity, or cynicism, that conditions me to be centripetal—to avoid the extremes either of "nothing is really

wrong," or "things have never been so bad."

Do you know what to make of the differing, sometimes contrary or contradictory assertions (usually unsupported by data) about our Service? Some junior officers say the Foreign Service faces a continuing crisis of noncompetitiveness with private and other public international service careers. Yet members at all grades are impressed with the rising quality of our incoming talent. Nonetheless, one hears from top to bottom ranks the increasingly distinct comment that some of our most respected colleagues are resigning or plan to resign at the earliest opportunity. Others respond that our resignation rates are lower than before, or well below average, or "not bad at all."

In "Quo Vadimus," Mr. Macdonald diagnoses two quartets—one real, the other, imaginary—of what troubles the Foreign Service. Various readers, like this one, will have their own reaction to the validity of these symptoms as well as the treatments

This observer notices particularly one recurrent theme throughout. That refrain concerns what may be the gut question—What kind of Foreign Service do we need, do we want? Does it depend, as this editor thinks, on who "we" are? If "we" means some of us, then we want the small elite Foreign Service officer corps steeped in what we call "substantive" skills and experience, with no small disdain for what certain call the "new diplomacy."

If "we" means others of us, then we want a, perhaps larger, Foreign Service that more rationally encompasses the action-oriented programs of other agencies. This latter "we" also wish to explore fully and without prejudice the modern techniques and tools of management and of data-based analysis, and to adopt our findings to the conduct of the entire spectrum of our foreign affairs.

At any given instances, this observer finds it difficult, near impossible, to gauge where "we" are going. Do you know?

WASHINGTON LETTER

by LOREN CARROLL

Back in the days when Washington's Union Station was a proud, affluent gateway to the Capital, people used to be reminded of something specific in Rome. And well they might, for, whenever they happened to go mooching around the Stazione Termini or the Ministera della Guerra, they ran into the Baths of Diocletian which provided the inspiration for the central pavilion of the Union Station's central facade. The whole building fitted in admirably with the rest of Washington's official buildings. It was designed by Daniel H. Burnham and was completed in 1908 at a cost of \$5 million dollars. The concourse was designed to handle such huge crowds as those of an Inauguration Day. During World War II, 100,000 to 120,000 people passed through the station every day. There was room for all. The building covers 25 acres, covering almost as much space as New York's Grand Central and Pennsylvania put together.

But now Union Station has fallen on evil days. It looks shabby. At certain hours it looks like a depopulated Chippewa burial ground. And if you have some odd errand such as running down a lost trunk in the cavernous rear regions of the station you forget the Baths of Diocletian and start thinking of the lowest diggings of the Palace of Knossos in Crete. These stories usually end on a dingy note: the wrecking squad. Indeed many people accepted the fact that the decline in passenger railway traffic spelled the doom of the imposing sta-

But now good news: representatives of the government and the station's owners, the Baltimore and Ohio and Pennsylvania Railroads have reached a tentative agreement to transform the station into a National Visitors' Center. The railroads would spend \$20 million in the next two years on the transformation. At this point the National Park Service would lease the Center for about \$2.6 million yearly with an option to buy. The new establishment would contain more restaurants, four theatres, exhibit halls and other facilities. The new center would be one of the major stops for the Tourmobiles (designed to keep tourists' cars from strangling Washington traffic). There would be a helicopter station and a station of the new subway system to be erected in the next few years.

What then of the railways? A new and smaller station north of the present station will be built. This would provide parking space for 4,000 cars.

Aside from saving Union Station, the new plan has another merit. It would keep tourists from getting tangled up with the locals. Most tourist sights lie south of Pennsylvania Avenue and many Washingtonians, let us say inhabitants of Georgetown, Spring Valley, Chevy Chase, Bethesda, etc., hardly ever penetrate this tourist preserve (perhaps they should be more attentive to Washington's historical attractions but they aren't). Anyway the new scheme will keep them from mingling and cluttering up the landscape.

Award

The curator of a museum in a French university city is packing them in because he installed a sensational baby's skull in a glass case. The sign says La Crâne de Charlemagne enfant. (The skull of Charlemagne as a child.) A thinker of this quality richly deserves the October award.

The Sky on its Back

"The bluebird," said Thoreau in a blithe moment, "carries the sky on its back." Because they are so beautiful, because they have always been known as harbingers of spring and symbols of happiness, they have drawn more tributes than any other birds, more, perhaps than the scarlet tanagers and the orioles. But for all their beauty. bluebirds are problem birds. They are fragile, they are easy prey to rigorous winters and insecticides. The bluebird population has declined so steadily in the last quarter of a century that a recent issue of the ATLANTIC NATU-RALIST devoted a long article to the troubles of the birds with suggestions for helping them.

But helping bluebirds is not an easy task. They are flighty and timorous by nature and they are easily put off by the agressive behavior of sparrows, starlings, pigeons and crows. Rather late in the season a flock of bluebirds, perhaps ten in all, arrived in Chevy Chase, Maryland, on a real estate tour. What they wanted was a series of bird houses suitable for them, but

designed to repel the sparrows etc. Many householders tried earnestly to co-operate by obtaining the precise kind of boxes bluebirds seemed to favor in the past. The birds in a most unserious way seemed to jiffle away most of their hours instead of studying the houses offered to them. After observing their capricious behavior for days one is led to the sad conclusion that if the bluebird census continues to decline, the bluebirds themselves must share part of the blame.

From A-A-A- to Z-Z-Z

If you waddled down Madison Avenue from 95th Street to 42nd Street, prowling into every art gallery in your path, you couldn't find a wider span of artistic impulse than what presented itself at the Annual Recreation Association Art Show (it took place in the Department's Exhibition Hall from August 14 to 25).

It would be a slight exaggeration to say that you could half shut your eyes and think of Perugino or Gerard van Honthorst but it is no exaggeration at all to say that John Singer Sargent would have regarded "Richard" by Robert W. Ades with perfect equamity and Cezanne would certainly not have reproached Adelaide Kummer for her "Yellow Door." And as for the "Japanese Cottage" by James F. McCabe, it would have fitted perfectly into the last Biennale at the Corcoran.

But on the other hand: "The Last Goodbye" by George Payne is way out and "Paranoia" by Thomas G. Tobey is way out-outer-outest. Both of these would have set Dali back on his heels

If you want to keep up with the latest capers in the art world you must put the Annual Recreation Association Art Show on your permanent agenda.

Honing up the Vocabulary

If you want to be with it, here are two words you must insert into your speech without a moment's delay.

- 1. Speed E.g. "Getting up to speed"... "Just to bring you up to speed." Formerly people said laboriously, "Here's what happened while you were out of the room" or "I'll give you a fill-in."
- 2. Clout. Meaning influence or power. E.g. "David McGuire hasn't got a clout in the White House."

Evening Frolic

Now that you have returned from holiday and got the bills all paid up, here's a chance to work in some fun for a small outlay. The Association of American Foreign Service Women and the American Foreign Service Association have chartered the M. V. Diplomat for a sail on the Potomac. The vessel will leave the Wilson Line Pier (Maine Avenue and N Street, S.W.) at 7:30 P.M., on Sunday, October 8. Boarding starts at 7:00 P.M.

In addition to the ride on the Potomac, the evening will feature taped music for dancing, a cash bar and refreshment stand, and an opportunity for the gifted among you to show your skill with guitar, accordion or whatever.

Tickets at a modest \$2.50 per person. Unfortunately, the vessel is not the largest, and only the first 300 can be accommodated.

Peaks on Parnassus

The soul's dark cottage, battered and decayed,

Lets in new light through chinks that Time has made.

-Edmund Waller

The French in the Supermarkets

The news is hard to believe. A dispatch from Paris says that the French have taken up supermarkets. There are already 7,500 of them in existence and the rate is expanding every hour. The supermarkets already account for 13 per cent of all food sales. Incredible news! As hard to believe as a story that all the people in Missouri have given up motor cars in favor of jinrikishas.

Up to a few years ago shopping for food in France was a stylized, rigid ritual. The shopper picked up a net bag and went off to a vast series of small specialty shops—the fishmonger, the butcher, the dairy, the bread shop, the cake shop, fruit and vegetable shop, possibly a rotisserie. This tour conformed to certain basic French traits, a gift for bumping and shoving, a gift for muscling ahead of other people in queues, a gift for creating bustle and agitation. Sometimes a shopkeeper (in France the shopkeeper is always right, not the customer) ticked off a customer for unsuitable behavior. But the customers would never take this kind of thing lying down. Many enjoyable splashes of repartee were to be heard. But the final prize was, of course, one could get the gossip. In the meanwhile the net bag got filled up. This brought out another French trait. The French like to pinch and jab to see if the chicken or the melon measures up. They abhor wrapped food or frozen food. One distinguished cook, also a distinguished thinker on countries she had not visited, said that all the stuff the American eat—"all the packaged goods" and "all the frigo" (cold storage or frozen food) accounted for the "high death rate in America." . . . "Over there they drop off in the street like flies."

But how hard it is to imagine the French swarming around supermarkets! Aren't they frustrated if they can't pinch and jab? What makes them stand in those infernal queues? Then think of those pushcarts. The French are naturally reckless drivers and all those buggies careening around must be a menace to life and limb. Why can't we have a movie of a French supermarket?

Holiday Note

Overheard in the lobby of the Francis Scott Key Hotel:

Pert young girl to matron: "But what do you and your husband do on vour vacation?"

"For the first three days we just sit and on the fourth day we start to

Prose in Orbit

A sample of LSD prose taken from an educational manual: "A move into the suburbs is environmental manipulation to solve ultra-psychic conflicts."

Verbum Sap. Sat.

One of those Italian weeklies that specializes in features for women, including a "Dear Abby" column, received a letter from an Italian air hostess. The hostess said she had met a young American naval officer in San Francisco, had had a satisfactory romp with him, and a flourishing correspondence was now in progress. However, he had left off all mention of marriage. What to do?

The Italian Abby let her have it in one sentence: "Did the opera, Madama Butterfly, teach you nothing?"

Life and Love in the Foreign Service

S. I. Nadler



"'An interesting and challenging assignment for a young man' is the way they put it."

1967-68 AWARDS FOR STUDENT EXCELLENCE

These students were judged so outstanding as regards scholastic achievement, leadership qualities, character, motivation, and potential as to warrant special recognition. Five of the special award winners also received financial aid.



DAVID FREDERIC ARMSTRONG (late Frederic S. Armstrong); University of Pennsylvania.



RICHARD VINCENT BOREN (James H. Boren); Stanford University.



DELBERT LIONEL HILLGARTNER (William L. Hillgartner); Massachusetts Institute of Technology.



KATHLEEN FERRIS JONES (William C. Jones III); Massachusetts Institute of Technology.



STEPHEN THORNTON LONG (Edward T. Long); Princeton University.



MILTON HUI-MING LOUIE (Willie Way Louie); University of



DAVID LUDWIG MAR-TIN (James V. Martin, Jr.); University of Chl-



MARTHA LOUISE NAK-AMURA (George T. Nakamura); Cornell University



TERLY (Howard E. Shetterly); Bard College.



HAROLD LANDES TAY-LOR (Henry L. Taylor); Dartmouth College.



REBECCA JANET TIGER (M. Gordon Tiger); Brandeis University.



MARCIA SARA WEIN-TRAUB (Sidney Weintraub); Radcliffe Col-

AFSA Recipients of Scholarship Awards for 1967-1968

In 1967 eighty-three scholarships were awarded, totaling \$47,900. Of these, forty-three were awarded to children of State Department personnel (FSO's, FSR's, FSS's), seventeen to children of USIA personnel, twelve to children of AID personnel, and eleven to others (including deceased and retired officers, and officers of other agencies).

Armstrong, David (the late Frederic Armstrong), University of Pennsylvania, N.Y. Times Foundation.

Armstrong, Susan (the late Frederic Armstrong), University of Maryland, 'AFSA, '64-'66; AFSA/John Cambell White, '66-'68.

Ausland, Anne (John C. Ausland), University of Wisconsin, AFSA/Stewart. Balestrieri, Prudence (Philip J. Balestrieri), Dunbarton College, AFSA/Benton.

Barrett, Grainger (Raymond J. Barrett), University of North Carolina, AFSA/Carr, '66-'68.

Blowers, Penny Sue (Jay H. Blowers), University of Florida, AFSA/Benton. Boggs, Robert K., Jr. (Robert K. Boggs), University of Michigan, AFSA/Else Norden.

Borup, Eric (Edgar S. Borup), University of Illinois, American Women's Group-Bad Godesberg/Bonn.

Brennan, Denise (Edward T. Brennan), Kent Place School, FS JOURNAL.

Brennan, Kevin (Edward T. Brennan), Georgetown University, AFSA/Paris, '66-'68.

Cariddi, Alan (Charles A. Cariddi), Georgetown University, Oliver Bishop Harriman, '66-'68.

Churchill, Robert Paul (George T. Churchill), Johns Hopkins University, AAFSW, '65-'68.

Ernst, Phyllis (Philip Ernst), Colorado College, AAFSW '66-'68.

Fisher, Gordon (Francis Fisher), Earlham College, AFSA, '64-'65; American Consulate Women's Group-Munich, '66-'67; AAFSW.

Forman, Amy (Douglas N. Forman), College of Wooster, AFSA/Stewart, '64-'66; AFSA/Selden Chapin, '66-'68. Forman, Catherine (Douglas N. Forman), Oberlin College, AFSA/Carr, '65-'68.

Forman, Margaret (Douglas N. Forman), Carleton College, AFSA/Stewart.

French, Leslie (Graham K. French), Northern Arizona University, AFSA/ Bruce.

Fries, Robert T., Jr. (Robert T. Fries), Stanford University, AFSA/Benton, '65-'66; Benton, "Raymond A. Hare," '66-'67; AFSA/Benton.

Gibbons, Linda (Robert J. Gibbons), University of California at Santa Barbara, AAFSW, '65-'68.

Harris, Maureen (Donald S. Harris), George Washington University, AFSA/Stewart.

Hatcher, Patrick (Pierce E. Hatcher), North Carolina State University, Merrill, '66-68.

Hofmann, Edward (John R. Hofmann), College of Wooster, AFSA '64-'66; AFSA/Benton, '66-'68.

Holm, Arne (Arvid G. Holm), University of Washington, Merrill.

Horner, Judith (the late Dwight Horner), Ottawa University, AFSA.

Jones, Kathleen (William C. Jones), Massachusetts Institute of Technology, AFSA/John Foster Dulles.

Kardas, Edward, Jr. (Edward P. Kardas), Johns Hopkins University, AFSA/Bruce.

Karp, Daniel (Samuel Karp), St. Andrew's School, Boca Raton, Merrill,

Kent, Michael (Robert J. Kent), Yale University, AFSA/Chapin, '64-'65; AFSA/Emmons, '65-'66; AAFSW, '66-'68.

Kent, Stephen (Robert J. Kent), University of Maryland, Merrill, '66-'68.

LaFreniere, John (Alfred LaFreniere), Cornell University, AFSA/Howard Fyfe.

Lindahl, Thomas (Eric G. Lindahl), University of Michigan, AFSA/Stewart, '66-'68. Lopatkiewicz, Stafan (Teodor J. Lopatkiewicz), University of Virginia, AAFSW, '66-'68.

Lubensky, J. Christopher (Earl H. Lubensky), Hobart College, Berlin/"John F. Kennedy," '65-'66, AFSA/Carr, '66-'68.

Ludy, David (Albert K. Ludy), American University, AFSA/Bruce.

Macdonald, Kathleen (Frank J. Macdonald), Georgetown University, AAFSW.

Mannix, Kevin (John W. Mannix, Sr.), University of Virginia, AAFSW.

Mays, Stuart (James O. Mays),
Amherst College, AFSA/Paris,
'66-'68.

McKinnon, Barbara (the late Robert A. McKinnon), Pratt Institute, AAFSW, '65-'66; AFSA/Stewart.

McTyre, Leslie Joseph (Samuel A. McTyre), University of Pennsylvania, American Women's Group — Bad Godesberg/Bonn.

Mendez, Marquita (Marcos A. Mendez), University of New Mexico, AAFSW.

Murphrey, Ernest (Isaac G. Murphrey), University of North Carolina, American Consulate Women's Group—Munich.

Nagoski, Nancy (Joseph P. Nagoski), Memphis State University, AFSA.

Nakamura, Martha (George T. Nakamura), Cornell University, AFSA/-Maurice L. Stafford.

Nelson, Bruce (Norman N. Nelson), Northern Arizona University, AFSA. Noland, Mary (John E. Noland, Sr.), Swarthmore College, AFSA.

Ondiak, Wayne (John Ondiak), Tulane University, Merrill.

Parker, James A., Jr. (James A. Parker), Stanford University, Merrill.

Patterson, John (John Patterson), Harvard College, AFSA.

Patterson, Joseph (John Patterson), Harvard College, AFSA/Charles B. Hosmer.

Penhollow, Grenda (Mrs. Arlene Penhollow), Colorado State University, AAFSW.

Penkowsky, Stephen (William Penkowsky), Washington University, AAFSW '66-'67; American Women's Club-Berlin, "John F. Kennedy."

Phelan, George (George R. Phelan, Jr.), University of Miami, AFSA.

Rabin, Margaret (Kenneth M. Rabin), Oberlin College, AAFSW.

Rodriguez, Jose A., Jr., (Jose A. Rodriguez), University of Florida, AFSA.
Rossow, Peter (Robert Rossow), Massachusetts Institute of Technology, AFSA/Stewart.

Rotundo, Richard (Vincent Rotundo), Purdue University, AFSA.

Ruyle, Margaret (Benjamin J. Ruyle), University of Washington, AFSA/ Stewart, '66-'67; AAFSW. Sanders, Roger (Everette N. Sanders), Baylor University, AFSA/Hosmer, '66-'67; AAFSW.

Schmader, Mark (Gordon F. Schmader), University of Maryland, AAFSW. Sega, Carolyn (Anthony E. Sega), Middlebury College, AFSA/Arthur B. Emmons.

Shaffer, Paul (Harrison L. Shaffer, Jr.,), University of Colorado, AFSA. Shefterly, Anna Maria (Howard E. Shetterly), Bard College, AAFSW.

Slutz, Painela Jo (Robert F. Slutz, Jr.) Hollins College, AFSA/Stewart, '66-'67; AAFSW.

Smith, Scott (Phillip D. Smith), Johns Hopkins University, AFSA.

Staggs, C. Dian (W. Earl Staggs), College of William and Mary, AAFSW.

Stanger, Merida (George J. Stanger), George Washington University, AFSA.

Strunz, Harry (George H. Strunz), George Washington University, AFSA/Chapin, '65-'66; AFSA/Stewart, '66-'67; AFSA.

Swihart, James, Jr. (James W. Swihart), Columbia University, AAFSW, '64-'66; AFSA/Benton, '66-'67; Benton, "Llewellyn E. Thompson."

Taylor, Wayne W., Jr. (Wayne W. Taylor), Ohio State University, Merrill, '64-'65; AFSA.

Thomas, Richard M. (Richard M. Thomas), Earlham College, AFSA, '65-'67; AAFSW, '67-'68.

Tienken, Judy (Arthur T. Tienken), Carleton College, AFSA/"Thomas Tait."

Turner, Judith (Philip A. Turner), Guilford College, AFSA/Bruce.

Vettel, Virginia (Thelma E. Vettel), Massachusetts Institute of Technology, AFSA/William O. Anderson, '66-'68.

Wagner, Bobbie Jo (Otto H. Wagner), University of Maryland, AFSA.

Waters, Lyssa (Charles K. Waters), Barnard College, AAFSW, '66-'68.

Watson, Katherine (Albert S. Watson), Radcliffe College, AAFSW.

Weintraub, Marcia (Sidney Weintraub), Radcliffe College, AFSA/Benton.

Winship, Michael (Stephen Winship), Phillips Academy, Andover, AFSA/ Charles C. Stelle, '66-'68.

Wittstock, Mary Jane (Thomas M. Wittstock), Emory University, American Consulate General Ladies' Club—Frankfurt am Main.

Wolfe, Harold (Mack C. Wolfe), Virginia Polytechnic Institute, AAFSW. Wolfe, Pierre (Mack C. Wolfe), Brigham Young University, Merrill.

Wooton, Laurel (Charles G. Wooton), Middlebury College, AFSA.

Awards and Scholarships for 1968-1969

for Foreign Service Youth

Association is pleased to announce that the scholarship awards listed below will be available to unmarried children of Foreign Service personnel for the scholastic year 1968-1969. Eighty-one scholarships were awarded by the Education Committee for 1967-68, as well as twelve Awards for Student Excellence.

Now is the time to apply for awards and scholarships for 1968-69 by writing to the Committee on Education, American Foreign Service Association, 2101 E Street N.W., Washington, D. C. 20037.

Fully completed applications, including all supporting papers, must be in the hands of the Committee on Education by March 1, 1968. Because of the increasing number of applications, the Committee will be unable to consider applications received after this date.

Students now receiving AFSA scholarships are reminded that the awards are for one year only and that, if continued scholarship aid is desired, a new application including supporting documents must be submitted each year.

Applicants are free to choose any school or college in the United States they wish. In general scholarships are not available for study outside the US. The Committee assumes that the applicant has in fact applied to the institution indicated as his or her first choice. Applications are considered for all of the scholarships for which the applicant is eligible rather than for a particular scholarship. Scholarship payments are made to the institution and not to the individual.

AFSA Award for Student Excellence

This award was established to provide special recognition to the most outstanding scholarship applicants each year, regardless of financial need. Students are judged on scholastic achievement, leadership qualities, character, motivation, and potential. Application is made in the same way as for scholarship assistance, except that parents need not submit confidential financial information.

AFSA Sponsored Scholarships:

Oliver Bishop Harriman Foreign Service Scholarship: approximately \$1,000. Established in 1927 by the late Mrs. Elizabeth T. Harriman in memory of her son and increased in 1959 by Mrs. Lecomte du Noüy, sister of Oliver Bishop Harriman.

Applications for the Harriman award are considered by an Advisory Committee composed of two officers of the Manufacturers Hanover Trust Company in New York City and two of the high ranking officials of the Department of State who are or who have been Foreign Service officers.

The requirements for this scholarship are as follows:

(a) Recipients shall be children of persons who are or have been Foreign Service officers of the United States.

(b) Funds are available for study at an American university, college, seminary, conservatory, professional, scientific, or other school (does not include preparatory schools).

American Foreign Service Association Scholarships (including the John Foster Dulles, Howard Fyfe, Selden Chapin, John Campbell White and other memorial scholarships). The number of these scholarships awarded each year depends upon revenues and donations received. These awards are available to unmarried children of Members and of deceased former Active Members of the American Foreign Service Association for undergraduate study at a college or university within the United States.

Foreign Service Journal Scholarship. Established in 1936. Available to children of members of the American Foreign Service Association. This award is for students attending preparatory schools in the United States, preference being given to those entering the final year in such schools.

The American Foreign Service Association Active membership is open to Foreign Service personnel of AID, USIA and Peace Corps as well as the State Department. The Committee on Education encourages unmarried children of members and of retired or deceased members of AFSA to apply for these scholarships.

William Benton Scholarships: Established in 1946 by the Honorable William Benton. One is named for a distinguished member of the Foreign Service. This year the scholarship honors the Honorable Foy D. Kohler.

These scholarships are available to children of any officer or American employee of the Foreign Service of the Department of State in active service, and are for undergraduate or graduate study at a college or university in the United States.

Bruce Scholarships: These scholarships have the same eligibility requirements as the AFSA awards.

Gertrude Stewart Mcmorial Scholarships. Established in 1955 by the late Mr. Francis R. Stewart, retired Foreign Service officer, in memory of his wife.

Wilbur J. Carr Memorial Scholarships: Established in 1957 by the late Mrs. Wilbur J. Carr in memory of her husband.

The Stewart and Carr scholarships have the same eligibility requirements. They are available to children of career Foreign Service officers, for study at a university, college, seminary, conservatory, professional, scientific, or preparatory school in the United States.

Association of American Foreign Service Women Scholarships: These scholarships are available to children

of active, retired, and deceased FSOs, FSRs and FSSs as well as those of active members of AAFSW and AFSA, and are for study at preparatory schools and colleges.

Merrill Trust Scholarships: Available to children of Foreign Service personnel for study at the secondary school, college or graduate school level.

Paris Scholarship Fund: Approximately \$2,000 available, in the first instance, to qualified applicants who are children of employees formerly or currently assigned or attached to a diplomatic mission or consular post in France, including the secretariats of NATO, OECD and UNESCO in France.

Charles C. Stelle Scholarship: Available for a son of a Foreign Service officer, preferably one attending Phillips Academy, Andover, Massachusetts. However, if no Foreign Service child at Andover qualifies, the fund can be made available to a qualified applicant attending another preparatory school.

New York Times Foundation Foreign Service Scholarships: Under the new program inaugurated last year, the Committee will award two TIMES Scholarships for 1968-69. The maximum stipend of each award (depending on need) will be \$3,000, plus the cost of one round-trip to the parents' foreign post of assignment if not already provided for by the govern-ment. The scholarships may be used for undergraduate study at any accredited college in the United States. They are awarded for one year, but are renewable if the holder reapplies and has maintained a good academic record. Eligible to compete are the unmarried children of active, retired, or deceased Foreign Service officers of career (FSO), Foreign Service Career Reserve officers of the United States Information Agency (FSCR), and Foreign Service Staff officers (FSS) who have served at least ten consecutive years overseas and at

Applications should be made directly to the AFSA Committee on Education in the same manner as for other AFSA-sponsored scholarships.

Other Scholarships

Applicants may wish also to consider the possibility of applying for one or more of the following scholarships:

S. Pinkney Tuck Scholarship: A scholarship of up to \$1,000 at Dartmouth College for sons of career FSOs. Established in 1948 by the late S. Pinkney Tuck, a Dartmouth graduate, who served 35 years in the Foreign Service, retired as US Ambassador to Egypt. For further information write to the Director of the Office of Financial Aid, Hanover, N. H. 03755.

The Norris S. Haselton Scholarship. St. Andrew's School, Middletown, Delaware, awarded to the son of a Foreign Service officer of career. The scholarship is based on need and ability. The maximum amount available is approximately \$1,000. Application must be made by December 1 to Admissions Officer, St. Andrew's School. Other scholarships are available.

Middlesex School Scholarship: Middlesex School, Concord, Massachusetts, offers a scholarship on a competitive basis for which the son of an FS family is eligible for entrance to grades 8 through 10. For further in-

formation write directly to the Director of Admissions.

St. Albans School will give priority to the son of an FSO in the award of a scholarship in memory of Phillip Funkhouser. For further information apply to St. Albans School, Washington, D. C.

Vassar College Scholarship: A Scholarship given by an anonymous donor, to be awarded each year to the daughter of an American Foreign Service officer, or, if none such qualifies, the scholarship may be awarded to the daughter of a member of the United States military services, or of an employee of the Federal or a State Government. Applications for admission and scholarship for the year 1968-69 are due on January 1, 1968. Complete information may be obtained from the Director of Admissions, Vassar College, Poughkeepsie, New York.

The Polly Richardson Lukens Memorial Scholarship, at Vassar, established in 1961, is also available for daughters of Foreign Service personnel. Apply as above.

Yale University Scholarship: A scholarship given by an anonymous donor,

to be awarded each year to the son of an American Foreign Service officer or alternates as listed in the case of the Vassar College Scholarship. Complete information is obtainable from Director of Admissions, Freshman Scholarships, Yale University, New Haven, Connecticut 06520.

Amherst College Scholarship: A scholarship of up to \$2800 available to the son of a Foreign Service officer entering as a freshman in 1968 and renewable for each of the three upperclass years upon maintenance of a satisfactory record and demonstration of continued financial need. For information write to Dean of Admissions, Amherst College, Amherst, Massachusetts 01002. Deadline for receipt of admission applications and scholarship forms is March 1, 1968.

Carleton College: The Robert L. Ouverson Memorial Scholarship. Two at \$750 each for four years. Available to a son or daughter of an FSO for the academic year 1968-69. Complete information regarding this scholarship is obtainable from the Director of Admissions, Carleton College, Northfield, Minnesota.

Procedures for Awards and Scholarship Applications

The following notes have been prepared to assist applicants and should be studied by all who intend to apply for the Award for Student Excellence or for AFSA scholarship assistance.

1. AFSA Award for Student Excellence

This award was established to provide recognition for Foreign Service children completing the final year of secondary school, who are judged outstanding as regards scholastic achievement, leadership qualities, character, motivation and potential. Application is made in the same way as for scholarship assistance, except that parents need not submit confidential financial information.

2. Amount of Scholarship Awards

Awards are made on a sliding scale basis varying between \$300 and \$1000 depending on the relative degree of need of the successful applicant, as determined by the Educational Consultant's confidential review of financial statements. This means that the Committee on Education makes its decisions as to which applicants will receive a scholarship on the basis of scholastic record, leadership qualities, character, motivation and development potential, with a sympathetic understanding of any special problems caused by Foreign Service upbringing. The degree of financial need is then considered and the amount of the award to successful candidates fixed.

The amount of scholarship funds available to the Association for awards each year as well as the relative need of successful applicants will determine the figure of individual awards.

While scholarship winners will be announced, the amount of each award will remain confidential.

3. Preparatory School Scholarships

A limited number of scholarships are available for preparatory school as well as college education. However, the Committee believes preparatory school scholarships should be awarded only under special circumstances. Such circumstances might include unavailability of adequate secondary schools at the parents' post of assignment or unusual educational problems indicating the need for a particular type of schooling for an individual child. Parents should provide a statement for the Committee explaining why preparatory school scholarship assistance is requested.

4. Graduate Education and Education Abroad

The Committee believes that the limited funds available to it should be utilized to assist as many qualified Foreign Service children as possible to obtain an undergraduate college education in the US. For this reason, applications for assistance at the graduate level will be considered only when justified by very special circumstances, which should be presented in an accompanying statement.

Similarly, the Committee feels that assistance should as a rule be provided only for study at institutions in the United States. If an applicant feels that exceptional circumstances justify Committee consideration of a scholarship for study abroad, an explanatory statement from both the student and the college should be provided.

5. Continuity of Scholarship assist-

An AFSA scholarship is awarded for one academic year, and recipients who wish continued support must fill out a new application with all supporting documents each year for consideration in competition with other applicants.

6. CEEB Scores

Results of the Preliminary Scholastic Aptitude Test, and the Achievement Tests of the College Entrance Examination Board are very useful to the Committee in its review of applications. These tests can be taken virtually anywhere in the world and are essential for entry into many colleges. Results of other standardized tests are also acceptable. Many secondary schools provide such test scores as an entry in the transcript of grades.

7. Other Scholarship Assistance

In reviewing applications, the Committee has noted that a great many applicants seem to be applying for scholarship help only to AFSA. Families should not confine their efforts to obtain scholarship assistance to AFSA's limited program. The Committee is favorably impressed by applicants who are applying for scholarship aid elsewhere and are carrying on self-help programs.

Some Old Young Friends

HENRY B. DAY

T has seemed appropriate to accompany the announcement of the Foreign Service scholarships that will be available for the 1968-69 academic year with some information about people who were granted Foreign Service scholarships in the past: a sort of "Where are they now?" covering typical former beneficiaries. The help of many parents and many of their children who had scholarships is gratefully acknowledged. The Scholarship Committee did not feel that the effort of research should be stretched to the extent necessary to find the addresses of children who have dropped out of sight and whose parents have died. Therefore, the information obtained covers mainly Foreign Service children who have only fairly recently embarked on their life work. Some of them in fact are still doing research or have barely had time to catch their breath since biting into their first regular jobs.

Those who have reviewed scholarship applications will recall the difficulty of determining the order of merit. It is fortunate that one's weaknesses are best known to one's family and close friends and least known to strangers like busybody researchers and statisticians. The data about former recipients glowed with virtues and achievements, and, no doubt, justifiably so. Anyone who worked on the Committees that granted scholarships and recalls any of the names that follow will feel

that his judgment has been vindicated.

The cases are but samples. There is not enough room for all the children. First come a few people connected in one way or another with the Department of State. Then come some of the boys, then some of the girls. Preceding the names is the year in which each finished his undergraduate studies. By this method the people are listed in order of seniority or experience. The number of persons about whom information was obtainable without extensive search is too small for percentages or tables that could be defended as demonstrating any special proclivities or trends. This report will be concluded in the November JOURNAL.

Entered Foreign Service or State

1943-Howard C. Bowman, son of Howard A. Bowman. Attended secondary schools in Calexico, California, and Glasgow, Scotland, studied at Glasgow University 1940-41, entered Swarthmore, and earned a B.A. in 1943-a wartime graduation. He volunteered for Army service and was in Europe with General Patton's army after the landings in France. He was awarded a Bronze Star. After the war he remained with the occupation forces in Germany until 1946, attaining the rank of First Lieutenant, Combat Military Intelligence. Then he returned to Swarthmore and completed his studies, winning membership in Phi Beta Kappa. While working for a Master's degree in economics he married a student at Swarthmore and soon after took a government position in Washington. From 1948 to 1956 he served with the Foreign Service in Bern. In 1958 he became a Foreign Service Reserve officer and until 1965 was stationed in Vienna. He was recently detailed to service with the Department of the Army and sent to Athens. He is married and has four sons.

1945—Genevieve Scott, daughter of Albert W. Scott. After going to schools in Belfast and Jerusalem she had a year at the University of Kansas City and then entered the University of Virginia. She graduated in 1945 with a B.S. She took a position in the office of Near Eastern and African Affairs. Later she married Sir Peter Bell, Q. B. While stationed with him at Dar-es-Salaam she had a position at the American Consulate. At the time of his death in 1957 Sir Peter was Chief Justice of Northern Rhodesia. Lady Bell returned to the United States. Until 1965 she held a position in the Office of African Affairs. She is now an assistant to the Deputy Legal Adviser in the Department of State.

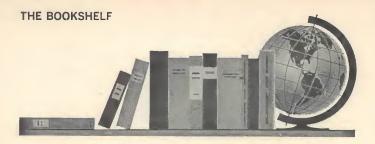
1949—David R. Thomson, son of Alfred R. Thomson. Attended the Peddie School in Hightstown, New Jersey. At that early time he had the Foreign Service in mind as a career. He graduated as valedictorian in 1942. Then he went to Princeton and there won membership in Phi Beta Kappa. He graduated with a B.A. in 1949. In 1945 and 1946 he was in the United States Army and served overseas. He had the rank of Second Lieutenant. In 1949 and 1950 he was a Research Assistant in the State Department. In 1950 he joined the Foreign Service. He has served in Saigon, Vientiane, Port-au-Prince and the Department. In Vientiane, 1950-53, he was Chargé d'Affaires. He is now Counslor of Embassy for Economic Affairs in Kabul. In 1965 he married Barbara C. Fagan.

1951—George T. Colman Jr. After three years of school in São Paulo and one in Springfield, Illinois, he entered Lawrence College in Appleton, Wisconsin. He studied for the Foreign Service and received a B.A. in 1951. He was on the swimming team and busy with musical activities (piano, organ, and choir). He is now a Foreign Service Reserve officer and has been in the Service since 1952. He has served in Guayaquil, Rio de Janeiro, Porto Alegre, the Department and Luanda. He speaks Portuguese with the same facility as English. He is married.

1961—Donald K. Emmerson, son of John K. Emmerson. He went to the Woodstock School in India and the American Community School in Beirut and was an undergraduate at Princeton for four years. There he was Vice President of the Whig-Clio Society. He received his B.A. in 1961 and since then has been engaged in graduate study at Yale for a Ph.D. in political science. He spent one summer in Vietnam with the World Universities Service. He has passed the written and oral examination for the Foreign Service.

1963—Roberta J. Stevenson, daughter of Robert A. Stevenson. She graduated with a B.S. from Beloit College in Wisconsin in 1963. From February to June 1962 she participated in a Beloit Seminar in Spain. Then she joined her parents in Santiago. She worked as a staff assistant in the local

(Continued on page 50)



1975: Baleful Year?

THE thesis of this book is that by 1975 (as opposed to the Department of Agriculture's prediction of 1984) total world food production will be unable to cope with the population increase and severe famine will be inevitable in some food deficit countries. The authors specifically consider and reject the possibility that any likely measures to increase food production or limit population growth will avert the crisis. When the famines start, the dilemma for the United States will be which countries to feed and which to let starve.

The book recommends a system of triage whereby we sort out the hopeless cases, which cannot be saved, and the walking wounded, who will survive anyway, and concentrate on those countries which need help and can be saved. It recommends that we not dissipate our resources on the hopeless cases except where there are overriding political or economic considerations. To illustrate their approach, the authors place Haiti, Egypt and India in the hopeless category, while they believe Tunisia and Pakistan can be saved and should receive food

One of the authors is a retired FSO and the other is an agronomist-plant pathologist. Both have had extensive experience in the Third World. One is instinctively inclined to give them credence and they make a good case for their choice of 1975 as the year of famine. They are guessing, however, just as everyone else is. Their guess is an educated one and should be given full weight, and they give a useful warning that there are no scientific miracles in sight which will prevent the famine from coming. They also do a good job of describing present Congressional, administration and private attitudes on PL-480.

The book suffers from a journalistic style and an unimpressive degree of scholarship outside the field of agriculture. It contains a lot of extraneous political-sociological speculation and a good deal of naive reliance on sources which are hardly authoritative. Thus,

the New York Times, Drew Pearson and John Crosby are quoted for authoritative comment on what is really going on inside Egypt. The Times is sometimes not too far off the mark, but Pearson and Crosby are hardly primary sources.

-RICHARD B. PARKER

FAMINE 1975! AMERICA'S DECISION: WHO WILL SURVIVE? by William and Paul Paddock. Little, Brown, \$6.50.

China After Mao

AFTER his first experience of seeing Hamlet on stage, a college student said, "Gripping, but that guy Shakespeare was sure cliché prone."

When A. Doak Barnett was preparing the October 1966 Walter E. Edge Lectures, he was sifting from refugee interrogations and the mountains of Hong Kong Consulate printed materials confirmation for his shrewd suspicion of dramatic tensions within a Chinese Communist System which then presented to the world appearance of indestructible solidarity and single-minded purpose. He arranged his findings of latent conflict, and potential for disorder, under three headings: Unresolved Problems and Dilemmas; Mao's Prescription for the Future; and The Succession and Generational Change. Between August 1966, when the Red Guards were placed under Lin Piao's direction, and October, there came some intimation of the correctness of his insights. By January, Red Guard clamor and the stunning revelations of altercation by wall poster had converted Mr. Barnett's modest identification of the realities behind Communist China's familiar appearance into what is today the best available exposure of the basic issues underlying the passionate working out of Mao's Great Cultural Revolution. The world press has devoted tens of thousands of words to reinforce the accuracy of Mr. Barnett's analysis, some of which now has the ring of cliché. However, excepting perhaps Snow's "Red Star Over China," no book on China, at time of

publication, has been more relevant to public desire and need for illumination of the meaning of the changes we observe in the China scene. The book offers additional virtues. It is brief. Its writing is lean, no nonsense, alive. And there are four invaluable appendices: Peking's own apologia for turmoil. Fault the book on one score: it is not about China After Mao, but about what goes into China's present anguish with Mao still very much alive.

-ROBERT W. BARNETT

CHINA AFTER MAO, by A. Doak Barnett, with Selected Documents. Princeton University Press, \$6.00.

The Old Reliable

THE STATESMAN'S YEAR-BOOK does not need, of course, a review. It is enough to say that the 1966-67 edition of this classic among reference books has just appeared. Its 1732 pages contain a summary of every country on the planet, including Guyana and Lesotho (Basutoland). There is a good index and two topical maps, one for the Congo, the other for the oil-lines and refineries of Europe. Anyone who has used this book feels a special attachment to it because any fact, date or spelling may be lifted from its pages with utter confidence: it seems never to err.

-DONALD HAMMOND

THE STATESMAN'S YEAR-BOOK, 1966-67. Edited by S. H. Steinberg. St. Martin's Press, \$12.50.

"Forty-three Yardsticks" for Measuring Presidents

Professor Balley, whose "Diplomatic History of the American People" is a standard reference work in the Department of State, pursues further his interest in the relationship of public opinion to American history in this brisk, lively, and thought-provoking re-examination and re-evaluation of the Presidents of the United States.

The book consists of two parts, the first on "The Making of Presidential Reputations," which examines the reputations, whether deserved or not, as they have evolved to the present time, and the second on "The Testing of Presidential Reputations," which seeks to determine whether the existing reputations are deserved. In the last three chapters, which are the meat of the book, the author provides "forty-three yardsticks" for measuring presidential greatness, touches appropriately on "subjective objectivity," and summarizes his own evaluation of each President. There are some surprises here—which please this reviewer, however, because they come close to his own views.

The author displays exhaustive and thorough knowledge of the lives, careers, and characters of the Presidents. Despite the abundance of his material, he handles it in an orderly, coherent, and logical manner that gives his narrative direction, movement, and a measure of suspense. He offers the reader the exhilarating experience of watching a keen and scholarly mind examine, sort, and evaluate evidence fairly, impartially, and objectively and then draw conclusions precisely and courageously. He clothes his thoughts, moreover, in the graceful prose of a master artista skill all too rare among historians. The style is fresh, animated, and vigorous, colorfully embroidered with metaphor, alliteration, irony, humor, and wit. The book is so delightfully readable that one knows the author enjoyed writing it.

The volume includes four appendices, two of them bibliographical (both of which should be useful to students), and an eight-page index. Good technical editing, typography, and binding give pleasing form to sound substance. A few blemishes, including typographical errors on pages 148 and 289, emphasize by contrast the excellence of the work as

a whole.

-RICHARD S. PATTERSON

PRESIDENTIAL GREATNESS; the Image and the Man from George Washington to the Present, by Thomas A. Bailey. Appleton-Century, \$6.95.

Economics is Indeed a Difficult Subject

This book was written in dispraise of the mathematical models of economic growth which have for so many years bemused observers of the "north-south problem." It is an amplydocumented argument against thinking and writing which goes from assumptions about capital output ratios, savings rates, import coefficients, and the like, to "gap" analyses that purport to evaluate economic assistance requirements of l.d.c.'s. Dr. Currie explains underdevelopment in terms of excessively low consumption per capita. His proposed remedy runs along Kevnesian lines: to increase consumer purchasing power by means of large public works programs, and by tax and other policies contributing to a more equitable distribution of consumer demand. Once consumption begins to expand, he believes that saving and investment would follow almost as a matter of course.

All of this reviews the arguments of underconsumptionist economists of a generation ago, which have become conventional wisdom. Dr. Currie makes economics sound somewhat more polemical than usual by firing broadsides at liberal and conservative writers in turn, and by attacking several strongly-held points such as land reform, import liberalization, and common markets. Dr. Currie would substitute "technification" of commercial agriculture for land reform, multiple exchange rates and strategic import licensing for import liberalization, and mass high consumption for markets. common discriminatory These positions are of a piece, and the only way to appreciate the depth of the analysis in the book is to read it!

This book makes two major contributions: (1) vigorous attack on the ECLA-Prebisch (and one might add the PC-Chenery) approach to programing economic growth; (2) an ample discussion of the policy implications of Dr. Currie's alternative approach—designated at one point as the "wily parrot approach," the wily parrot climbing upward, making sure of his new grip before relaxing his old one. It abounds in paradoxes and controversy, and by smiting development planners it provides much justification, indirectly for what J. K. Galbraith once called "the sterile games, which for lack of economic insight are played in embassies and consulates."

-Francis G. Masson

ACCELERATING DEVELOPMENT, by Lauchlin Currie. McGraw-Hill, \$7.50.

Good Novel, Worthwhile Message

ASLYN WILLIAMS is deeply concerned with the impact of civilized societies on primitive peoples and anyone who reads his book will be too.

It is a fast-paced adventure concerning a government patrol making initial contact with stone age tribes in the mountainous heartland of New Guinea—a country where Mr. Williams has worked and explored over a ten year period as producer-writer with the Australian Commonwealth film unit. He states that the book is not entirely fiction and certainly it has a compelling ring of authenticity.

The tribal chieftain, whose final action triggers the dramatic climax, is not a neat stereotype. For all his paint and feathers he is a man of dignity, instinctively aware of the inevitability

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Where in the World? F.S.-Retired Addresses

THE list of retired Foreign Service personnel together with their addresses which in recent years has accompanied the September JOURNAL will be prepared again this year, but will be distributed to JOURNAL readers only upon request. The list was ready for mailing in late September and will be furnished without charge to those who ask for it as long as the supply lasts.

Yes, I would like to receive the list of retired F.S. personnel

to: AFSA, 2101 E St., N.W., Washington, D. C. 20037 of change, and of the heartbreaking imperfections implicit in crucial decision-making. Mr. Williams does not want Western emissaries to overlook this poignant fact nor the moral and philosophical implications of their missions.

-LUREE MILLER

THE FAR SIDE OF THE SKY, by Maslyn Williams. Morrow, \$4.95.

About the Swedes

For anyone who wishes to learn a great deal about Sweden in 264 pages, this will be a valuable book. The author, Dr. Stewart Oakley, Lecturer in Modern History at the University of Edinburgh, the possessor of an eloquent style, covers the country from the time (between 10,000 and 8,000 BC) when the great ice sheet began rolling toward the North Pole, to the present day. He has covered the history of the country, its social and economic evolution, and its arts without giving any undue sense of compression. He is a fervent admirer of Sweden, but he does not avoid strictures: "One of the worst faults of the Swedes as a whole is a certain bourgeois smugness which has come with riches and success." The book has a

good index, an ample bibliography, pictures, maps and geneological charts.

-JEREMY HOSMER

A SHORT HISTORY OF SWEDEN, by Stewart Oakley. Praeger, \$6.50.

Diplomacy a la Roosevelt

TILIZING more fully than any other scholar available US materials and drawing upon those of the Japanese Ministry of Foreign Affairs (exposed by our victory in World War II), Raymond A. Esthus has produced a superb study of Theodore Roosevelt's Japanese diplomacy. This display of the art of international maneuver by TR has long been deemed by professionals to be as worthy of step-by-step analysis as Stonewall Jackson's Valley campaign by the military. But until the Japanese materials became available and Professor Esthus published, each student has had to dig it out as best he could. Now we have as thoroughly researched a study as anyone could

In the process, a number of reputable American scholars are shown to have been something less than thorough even with respect to available US materials, A. Whitney Griswold, Harley Farnsworth McNair and Donald F. Lach among them. Scholars of lesser stature, including Roger Daniels, who was so superficial as to call Roosevelt a "racist," stand reprimanded by this study. Unfortunately, shallowness has characterized a good deal of so-called "scholarship" in this country.

As one peruses this account of the astute diplomacy of a President regarded by some of his contemporaries as an exuberant sort of swashbuckling Chief Executive, he cannot but admire the care with which Roosevelt thought out his moves, consulted knowledgeable people, including foreign ambassadors in Washington, and laid the needed groundwork for every maneuver. TR was, of course, a man of great courage, willing to lay both his popularity and the unity of his party on the line. But he was also a born politician, with an instinct for maneuver. He was also exceedingly well read. He was not so foolish as to assume that current events could give him the needed understanding to deal successfully with great events. He did not assume that he could simply learn "on the job." It was this quality of the cultivated mind

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that gave him stature among diplomats and freed him from needless error.

Apart from the quality and techniques of Rooseveltian diplomacy, this study throws much fascinating light on the quality and techniques of Japanese politics and diplomacy. It is not generally known, for instance, that the Japanese Government engaged American advisers for its Ministry of Foreign Affairs and Residency General in Korea to help improve its understanding of the United States, its culture, its politics, its objectives. How many governments have ever been this enlightened? Better known is the interesting technique of the Elder Statesmen, by which the Japanese Government achieved both wisdom and continuity of foreign policy and an integration of foreign with domestic policy.

-R. SMITH SIMPSON

THEODORE ROOSEVELT AND JAPAN, by Raymond A. Esthus, University of Washington Press, \$7.95.

Portrait of the Nordic Countries

In "The Scandinavians," the author, a magazine correspondent and social observer, gives us a fascinating

account of his visits to and observations of the Scandinavian countries over the past eighteen years.

Donald Connery has done for Scandinavia what Max Lerner did for the United States in his "America as a Civilization." He has combined personal observation and interpretation with selected findings of research scholars to portray what each Nordic country is like today and how it came to be.

After four general chapters in which he discusses such topics as national differences, the standard of living, sex, suicide and socialism, the author presents Denmark as "The Cozy Country," the Norwegians are "The Rugged Individualists," Swedes become "The Perfectionists," Finns are described as "The Fatalists" and Icelanders are referred to as "The Ultimate Vikings." Contrary to the widely held notion that these are socialist countries, the author prefers to call them "socialized communities that attack social inequalities and rely heavily on private enterprise to build their prosperity." In the process, he presents brief accounts of each country's foreign policy, profiles of its leading politicans and vivid descriptions of Nordic industrial and social

life. This could make for dull and uninteresting reading, but it doesn't.

Since the author is concerned with Scandinavian civilization, culture, education and urbanization also receive considerable attention. One learns of the Nordic passion for newspapers and books, of Danish Folk Schools, of Swedish university life and of the Finnish thirst for education. Icelandic egalitarianism is described along with recent developments in technology and housing. On the aesthetic side, the Nordic talent for design is discussed and short profiles of leading architects, artists and craftsmen appear.

One of the striking features of Connery's book is the lucid and lively presentation of the economic, political and social problems of the area. There are no difficult abstractions or technical analyses to perplex the reader. The facts are there, but in intelligible and readable form. The book should appeal to the general reader, the Foreign Service officer seeking orientation, or the traveler about to embark on a visit to this highly civilized corner of our globe.

-FRANK J. LEWAND

THE SCANDINAVIANS, by Donald S. Connery. Simon and Schuster, \$7,95,



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TO ACCEPT OURSELVES (Continued from page 26)

loss of apparent job opportunity flowing from job-rank inflation; 2) the bulges in the senior grades, inhibiting assignment and promotion; 3) attempts to shunt them into positions outside the mainstream diplomatic effort; 4) a sense of outrage flowing from the Department's repeated attempts to alter their conditions of service by suggesting mass integrations or other basic convulsions in the career structure, which appear to work to the immediate disadvantage of the "examination officer."

The challenge and opportunity of the computer also suggests the need for permanent personnel in Washington: Civil Servants. Not only engineers and maintenance people are needed, but rather a profession which may become unique to the Department-a category of men and women familiar at once with foreign affairs considerations and programing techniques, the future operators of Foreign Affairs "software" (software, according to Mr. Howe, encompasses all the processes which bring a problem, no matter what its nature, into a form which the computer can accept). I do not mean to imply that Foreign Service officers, especially those assigned to the Department, should not have an important role in adapting and using computer technology. Initially, however, it would appear that the adaptation of the computer to the Department's needs would proceed most effectively through the efforts of people who regard this activity as a permanent occupation.

Furthermore, logic, economy, and for that matter, Mr. Howe's excellent pamphlet seem to imply that the adaptation of the computer to the Department's operations should proceed from those areas of immediate and obvious utility which involve the computer's ability to store and compute, to the more sophisticated and complex operations such as program evaluation.

It remains to be clearly demonstrated that the computer has a useful application in the operational policy areas of the Department. Much as we might deplore the absence of "managerial strategy" in the Department, or talk about the "exciting possibilities" of "gaming" or "modeling," the fact remains, as Mr. Howe points out, that the busiest substantive officers are the very ones who must be given familiarity with computer techniques before the machine can become useful in those areas. Nevertheless, the computer and its applications is a pioneer area outside the mainstream of policy flow and implementation. To gain acceptance, like anything else new, it must prove itself.

If Departmental officers had rapid and useful information retrieval at their disposal, this admittedly limited use of the machine's talents would in itself go far to convince the very officers the Department is trying to interest that the computer is useful and worthy of study. Once convinced, the next step—advanced training and volunteers for it—should come without difficulty. Alternative methods—exhortation (get on the bandwagon the computer is here to stay), threats (those who don't understand or use the machine won't survive), bribery (the boards shall give special consideration to those officers who have expressed an interest in and mastered . . .)—won't work, since the officers the Department is trying to involve would probably be relatively immune. Acceptance follows acceptability—the machine is no exception.

At the same time, education about the computer would seem worthwhile. If Mr. Howe's monograph is typical of what can be expected from the Department's new Center for International Systems Research, we should await the next "Occasional Paper" with keen interest. Furthermore, Mr. Howe's suggestion of a two-week training segment, perhaps in connection with a Departmental assignment for selected middle grade officers, would seem useful indeed. It could provide needed exposure, dispel anxieties, and promote ideas.

bulge tomorrow, the carrot would seem preferable to the stick. It is surprising to find, for example, at a time when we are said to have too many middle grade and senior officers, that the regulations militate against early retirement. The present bar to retirement before the age of 50 should be removed, and retirement permitted simply after 20 years' service. This would end the present situation which discriminates between those officers who join the Service young and those who do not. This would seem to be an aspect of an officer's record of which the Department need not take cognizance.

Such a system is now followed by the military services. Retirement is authorized after 20 years' service regardless of age, even though an officer who attended a service academy might still be in his thirties. A good many officers take advantage of this early retirement, and no stigma is attached thereto. There appear, in fact, to be two peak periods for military retirement, one in the early 40s and the other at 60. Retirement at the younger age is often attractive, since the retiree is still young enough to embark upon another satisfying, full career.

To prevent retirement until age 50, as we now do, makes it impossible to take advantage of such attractive dual career possibilities. At 50, many officers correctly believe they are better off to continue in the Service as long as they can, since they no longer have the same interest to potential employers as a decade earlier. Some of these, perhaps tired from the frantic pace, with families at an age which makes travel as a unit difficult, or aware that they have reached their ceiling, might well have welcomed 20 year retirement when they could have still, at age 40-45, looked forward to an equally satisfying second career.

An added inducement might be given to early retirement which should receive thorough examination. Present rules base retirement pay on the average salary over the final five years of an officer's service. Clearly, there is considerable inducement to soldier on. If retirement pay could be based on the last full year's salary, this encouragement to remain on active duty would disappear. It is recognized that this would raise actuarial problems, but these might not prove insurmountable. It is, in any case, illogical to gear retirement pay to staying in the Service longer when there is a general agreement that the careers of some should be shorter. If this proposal proved workable, there should probably be some provisions against voluntary retirement in less than two years after a class promotion.

These inducements should prove as effective in reducing the present "bulge" as resort to any program of accelerated selection out, without the heart-burning personnel problems the latter would entail. An added change would help. Some reduction in the maximum time in class seems clearly in the wind. Those reaching the new, shorter maximum time in class could be offered an alternative to leaving the service which would not be available to those selected out, namely transfer to the FSSO Corps. Experienced specialists would thus not be lost to the Service even though they might have reached their promotability ceiling as FSOs.

promotability ceiling as FSOs.

Steps such as the foregoing would help achieve three objectives which are important to the future vitality of the Service as a whole. First, they would reduce the present problem of the "bulge" in the upper grades in a manner satisfactory to both the Service and its many loyal officers. Secondly, opportunities would be increased for more rapid advancement of promising juniors and, equally importantly, for them to do more satisfying types of work. Thirdly, all young officers would have greater confidence in their futures, either to the top of the FSO Corps or into early, but honorable, retirement when still young enough to embark upon other useful careers.

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DUAL AGENCY (Continued from page 29)

one of their first three or four tours in the field or in Washington to work at an appropriate level of responsibility on detail to USIA, AID or the Peace Corps. (Once again the demonstrated skills and preferences of the officers being assigned should be taken into account in determining the agency with which he would serve.)

3. That once aptitudes and professional interests are clearly established, FSOs on reaching the senior level should be considered—on the basis of their State experience, their prior operating agency assignments, and the reputations they have built for themselves over the years in those agencies—for assignment to senior positions in USIA, AID and the Peace Corps.

Such assignments would of course have to be tailored to meet the needs of the operating agencies, and also to take into account the career interests and advancement potential of the FSOs concerned. Inter-agency agreements would have to be worked out beforehand for this systematic utilization of FSOs in operating agency positions—presumably drawing upon the experience gained over the last three years in staffing the combined State/AID bureau for Latin America. Moreover, the personnel assignment processes of State and of the operating agencies would have to be geared together to a greater extent than is presently the case. But these are hardly insuperable problems if the will is present to carry through such a personnel policy.

A FOOTNOTE is in order to comment on dual-agency assignment opportunities in State for USIA, AID and Peace Corps officers. This subject intentionally has not been covered in this article, but in my view if the dual-agency service principle were to be adopted it could be applied as well to officers of the operating agencies who might qualify for

assignments on reimbursable detail to State positions at suitable levels of responsibility—not to exclude the most senior positions which are open to FSOs. Moreover, such assignments on detail to State would, I believe, be both legally and administratively feasible, and this would be so whether or not the Hays bill or something like it is ever enacted into law by the Congress. The principle of dual-agency service should work well for personnel assignments in either direction—and for the same reasons.

Rethinking the Small Post

JOHN DODGE

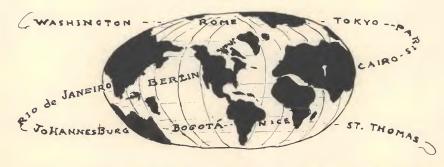
N the last twenty years, which have seen the United Nations expand its membership from 51 to 122, the number of Foreign Service posts has only grown from about 270 to the present 278. Obviously, as we have been opening embassies in newly independent nations, we have been closing small posts elsewhere.

The closing of some of these posts was probably no loss to the Service or to the execution of our foreign policy. There would seem to be no need to reopen consulates at St. Stephen and Sarnia in Canada, at Florianopolis and Fortaleza in Brazil, at Guayanas in Mexico, or at Bradford in the UK. But what of Hamilton, Victoria, and others in Canada; Bahia and Natal in Brazil; Bristol, Southampton, Birmingham, Glasgow, and Hull in the UK? Should we have an office in a port the size of Cherbourg (closed in 1958)? Beyond the obvious explanation for the closing of the smallest posts in time of budgetary stringency, no consistent pattern of post justification or non-justification seems to have been applied.

This may well be due, at least in part, to the customary

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Cable Address BEGG, Washington tendency to think of a consulate in terms of its traditional functions rather than the need or lack of need for them in their particular location. Where the smaller posts are concerned, we tend to think automatically of passports, visas, notarials, protection, etc., without thought as to whether they could be furnished by a larger, adjacent post.

Over the last year a program of restructuring consular posts has been developed with the object of defining in specific terms what is expected of each consular establishment and to reorganize the work at each post so as to eliminate marginal or unneeded functions. In many places, carrying out this program entails establishment of a kind of post substantially different from the traditional consulate.

Such a post never has more than three officers; seldom more than one. Two local employees usually suffice. The prime function of the officer (or officers) is representation to local and provincial officials, to the press, and to leaders in business, politics, labor, education, and the Church. He assists American businessmen and tourists. His reporting is highly selective, and his parent post will discourage "made" or "busy" work done merely to avoid the impression that the officer has insufficient work to do. He will issue visas, if at all, nly to officials and Very Important Persons. He does not ssue passports. He performs protection and welfare services, but probably does no estate work. If he does any of the latter, records and files are kept at the parent post.

His post receives no official communications of any kind from anywhere other than his parent post. He has no mail and file room and does no pouching. He either has no classified files at all, or none higher than "Confidential." His parent post distributes to him only such appropriate Departmental material as major regulation changes, the News Letter, etc. He has minimum filing and storage requirements, a minimum of reading to do, and a minimum of communications requiring action.

He keeps a petty cash account and banks any fees received; otherwise, his parent post performs all his fiscal functions for him just as it does all his personnel and general services work. His administrative reporting and administrative work generally are minimal.

He does not handle any normal encrypted communications. For emergency situations, special arrangements are made for him. To avoid giving him the feeling that he is being left out of the mainstream of things, the parent post makes particular efforts to keep him up to date (though not with acres of paper). He is in frequent, even daily, telephonic communication with his parent post, and he visits his parent post often.

His post requires an officer with a well-rounded background of experience, who needs no daily direction and little supervision, and who can perform a variety of functions personally, without reliance on a staff of juniors and assistants.

The restructuring of the consular posts in Mexico is nearing completion. Here, one-officer posts of the kind described above have been established at Matamoros, Piedras Negras, Nogales, San Luis Potosi, and Morelia, the last two being new posts. Duties of the officers at these posts are confined to representation, protection, welfare, and such political and economic reporting as may be appropriate.

The program in Mexico would seem to have been entirely successful. Through a greatly improved distribution of manpower and resources, the Ambassador has obtained broader representation and reporting, while services have been extended to areas not adequately covered before.

Establishment of more such posts will enable the Department to operate additional posts without substantial changes in personnel or funds, since some posts can be reduced while others are being opened, or reopened. It will increase our operations while offering scope and challenge to the "self-starting" kind of officer who functions best on a long leash.

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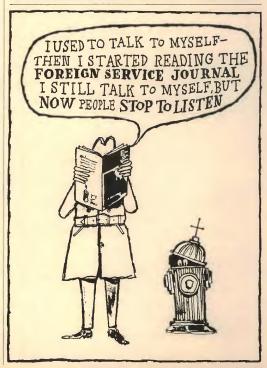
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ON PROMOTION (Continued from page 28)

colleague there continue to drop away from time to time; so a non-promotee will at first go on thinking of himself as able to reach the top even though others steadily pull ahead of him-until there comes the awful shock of recognition, the feeling that "failure" is staring him in the face, that a radical scaling-down of his aspirations is in order, that the dreams he has been dreaming have been just that and nothing more.

Then comes the time for a few well-chosen words of solace and perspective. Did one, indeed, enter the Foreign Service only, or primarily, for the top rewards it has in store? Or didn't one enter it rather because of the satisfactions of the work itself, the contribution it enables one to make, the life of variety and stimulation and service and challenge that it offers to all of us? Is the success of a man's life truly measured by the ranks and honors he obtains, or isn't there a more subtle scale of values involved, a scale of values that concerns the inner man? Is life really a race, or isn't it something more complex and multi-colored in which not promotion lists but many, many other things are the true indices of years well lived?

These may be the thoughts of the wise non-promotee, but no objective poll can ever be taken to determine how many truly feel the indifference that they affect toward the built-in success scale of their chosen career. While it is foolish, it is only too human to gauge one's happiness in comparison to that of one's neighbor. Is not almost everything in life relative?

But the community in which we live is not, like that of most other people, a widely differentiated one with thousands of status and success symbols, but our community is the career ladder itself. The rewards and penalties of a rigorously competitive service such as ours, in which length of service and time-in-grade ("longevity") play such a relatively minor role in determining advancement, are thus quite unusual. And so, therefore, must be the frustrations of the non-promotees who, after all, are inevitably always the majority. Junior nonpromotees do not experience this as they still lack perspective. But as one moves up the career ladder, these frustrations gradually increase as promotions become, again inevitably, more selective.

But all, or most of these frustrations are happily forgotten when the late promotee receives his overdue deserts. He then experiences a feeling of relief in addition to the general euphoria that is felt by any promotee. The dark clouds are finally lifting and the goals, hitherto felt to be unattainable or at least shrouded by uncertainty, suddenly re-emerge brilliantly into view. One wonders why one has been worrying so much, One finds that one isn't as old as one had thought, that things do average out in the end, and that the waiting really has not been as difficult as one had felt it to be. In a sense the late promotee can thus savor his advancement even more than those in other categories as it involves also the final redress of earlier inequities.

It remains to say a word about the FSOs who have written efficiency reports on whose basis other officers have been promoted or not promoted. There are some who display their joy that those whom they judged favorably made the grade. There are even senior officers who acquire a reputation for pushing their subordinates higher, and others who acquire a reputation for rarely accomplishing that result. Obviously, such reputations are undeserved.

Is not the system, as explained initially, one of even-handed objectivity? Have not definitions of the numerical ratings been introduced which assure, without a scintilla of doubt, that every officer will be rated exactly as he deserves? Surely the ability to analyze and describe and explain the strengths and weaknesses of one's subordinates is given in equal measure to rating officers. The system of review statements and panels assures that bias will be instantly exposed.



by HELEN K. BEHRENS

Hummus, A Different Dip

Chick-peas are as common on Mediterranean shores as fish, so you can imagine how silly I felt when my household goods reached Algiers to find six carefully wrapped cans of them. It happened to me because I wanted to make Cocido Madrileno-that fragrant Spanish combination of chicken, pork, beef, and vegetables, including chick-peas (garbanzos) -while we were still in Washington. But my neighborhood supermarket managers didn't know about a funnily-shapped round bean that's called a pea. (In fact, they didn't have any stewing hens either, so I changed my menu.) But when I discovered rows of canned ceci in a pizza parlor on River Road, I cagily stocked up on them-only to unpack them later in Algiers, where they are available, pre-soaked and by the glassful, on every street corner. Every kind of soup and couscous requires a handful. I must point out in defense of this bad management that one Foreign Service friend took a case of canned blueberries, which she had obtained at great expense from S.S. Pierce, to Sweden, only to find wild blueberries in her back yard. And there is the officer who brought a case of Hawaiian pineapple to the Congo, land of juicily sweet fresh pineapple the year around.

If your next post has an abundance of chick-peas, here is the Middle-Eastern version of Hummus, one of the world's first dips. If you live near River Road, stock up (not too heavily-you, too, may be transferred soon) so that you can offer this different dip at your next cocktail party.

Hummus should be dipped with Syrian flat cakes, but thinly-sliced French bread is good, or any of the firmer (dippable) crackers such as the sesame seed types will do.

- 1 cup dry chick-peas or 1 can prepared ceci.
- 1/2 cup olive oil; have more handy to obtain a smooth consistency.
- 2 teaspoons salt
- 2 cloves crushed garlic
- 4 tablespoons lemon juice, or 2 tablespoons vinegar
- 1 tablespoon sesame oil or more to taste
- 3 good twists of freshly ground pepper

lettuce, chopped parsley

Soak the dried chick peas overnight. Drain, cook in salted water to cover until tender, about 45 minutes. Drain again, then pass through a food mill or put in your blender with the salt, pepper, garlic, lemon juice, and sesame oil. Gradually add the olive oil until the consistency of the dip is right for the crackers. Adjust seasoning to suit yourself. Serve hummus on a bed of lettuce, garnished with chopped parsley.

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OLD YOUNG FRIENDS (Continued from page 39)

headquarters of the Peace Corps until her marriage to William F. Schrage. He passed the examinations for the Foreign Service while working in the African Division of the Department of Commerce and studying at American University for an M.A. After entering the Foreign Service William was assigned to Buenos Aires. Before they left for B.A. Robin worked first at the English Language Institute and then as Editorial Assistant on the Volunteer, the Peace Corps publication. They have one son, born this year.

1963—Peter E. Jones, son of the Honorable J. Wesley Jones. After attending Mercersburg Academy and the Landon School he entered Williams College and graduated from there with a B.A. in 1963. He majored in political science. In the summers of 1959-1962 he took the United States Marine Corps Platoon Leaders Course at Quantico, Virginia. He served in the Marine Corps from June 1963 to February 1967. This included 13 months in Vietnam (1965-1966). He advanced from Second Lieutenant to Captain. He joined the Foreign Service as an FSO-7 in March 1967 and was assigned as Third Secretary and Vice Consul at the Embassy at Masero, Lesotho. He is married, His wife is the daughter of Gaspare Biondo, the Consul General of Italy in Valparaiso, Chile. They have a daughter and a son.

1964—Elizabeth F. O'Brien, daughter of Richard C. O'Brien. After two years of high school in Berlin and two in Rockville, Maryland she entered George Washington University, where she was President of the Newman Club. She held a position as assistant in the office of the School of Government, International Affairs and Business at the University and later became a staff aide at the Arms Control and Disarmament Agency. One summer job was Library Assistant of the Educational Testing Service in Princeton. She graduated in 1964 with a B.A. and took on work as a Management Intern in the Bureau of the Budget. In March 1965 she was appointed FSO-8 and assigned Third Secretary and Vice Consul in Katmandu, Her duties in Nepal have required her to travel now and then, sometimes over rugged terrain.

Engaged in Other Pursuits

1946—Pierre Scott, son of Albert W. Scott. After secondary schools in Belfast, Jeruselum, and Kansas City he graduated No. 1 in his class at Staunton Military Academy. He majored in pre-med at the University of Virginia and after receiving his B.A. entered the School of Medicine there. He received his M. D. in 1953, was an intern in Seattle, and became Resident Physician in the Eye and Ear Infirmary of the University of Illinois. He passed the American Boards of Ophthalmology in 1958. From 1946 to 1948 he served in the United States Army in Japan. He is now practicing in Alexandria, Virginia. His hobby is astronomy. His wife, Concetta, was a professional artist and Art Director of Woodward & Lothrop in Washington before marriage.

1947—Clifton R. Wharton, Jr., son of the Honorable Clifton R. Wharton. Graduated with a B. A. from Harvard, earned an M.A. in 1948 from the School of Advanced International Studies at Johns Hopkins, an M. A. in economics in 1956 from the University of Chicago, and a Ph. D. in economics in 1958 at Chicago. At Harvard he was active in the Harvard Crimson (radio) Network. In 1947 he was Secretary to the founding convention of the National Student Association. At Chicago he was President of the Chicago Political Economy Club. Until 1953 he was with the American International Association for Economic and Social Development as analyst and head of the Reports and Analysis Section. In 1953 he held a like position with International Development Services, Inc. From 1953 to 1957 he was on the staff of the National Planning Association project evaluating assistance to Latin America and was Research Associate in Economic Development at the University of Chicago. Since 1957 he has been with the Agricultural Development Council, Inc., a foundation headed by John D. Rockefeller, 3rd, which supports teaching and research related to agricultural development, primarily in Asia. In 1966 he became Acting Executive Director. He taught at the University of Singapore 1958-1960 and the University of Malaya 1960-64 and Stanford 1964-65. He has been busy with other tasks of an advisory and consultive nature, many of them relating to projects in Southeast Asia such as the lower Mekong Basin Development. He is on the Editorial Advisory Board of the Journal of Asian Studies and has written many articles and papers on economic development.

His wife, the former Dolores M. Duncan, has been active for many years in art and in modern dance. She is a member of the Junior Council of the Museum of Modern Art and is serving as Secretary of the Malaysia Council of the Asia

Society.

1951—Dabney M. Altaffer, son of Maurice W. Altaffer. Graduated with a B. A. from Swarthmore after serving as a Corporal in U. S. Army Intelligence in Germany 1951-53. He studied law at the University of Arizona and secured his law degree in 1956. He is a partner in the law firm of Strickland, Altaffer, Davis & Eppstein in Tucson, Chairman of the Board of the Arizona Heart Association and a member of the University of Arizona Foundation.

1954—David T. Styles, son of Francis H. Styles. Graduated from Yale with a B. A., magna cum laude. He rowed on the light weight crew. He served as a pilot-naviagator in the U. S. Navy 1948-52, with the rank of Ensign and saw duty in the Korean war. He studied law at the University of Virginia and received his LL. B. in 1957. There he was made a member of the Order of the Coif. Since then he has been associated with the law firm of Thelen, Marrin, Johnson and Bridges in San Francisco, which specializes in corporate law. He is married and has two sons and two daughters.

1957—John A. Washington, son of S. Walter Washington. Graduated from the University of Virginia with a B.A. with distinction. He was on the Glee Club and Year Book and in other campus activities and became a Phi Beta Kappa. He studied medicine at Johns Hopkins and received his M. D. in 1961. For three summers a Public Health Service Fellowship enabled him to work on renal physiology. From 1963-67 he served as a Lieutenant Commander in the Public Health Service and was stationed at the National Institutes of Health. The final two years of this service were in the Department of Clinical Pathology. He has accepted a position as Assistant to the staff at the Mayo Clinic to work in the section on microbiology. He is married. His wife is active in the American Association of University Women.

1960—Arthur S. Warner, son of Gerald Warner. He studied at Washington and Lee 1954-57, then transferred to M. I. T., specializing in electrical engineering. After graduating with a B.S. from M.I.T. he joined IBM, New Products and Research. In 1965 he was transferred from Poughkeepsie to Raleigh. Along with his regular job he is working for a Ph.D. in electrical engineering. In college he was active in the R.O.T.C. and in track, golf and baseball. He married Jacqueline Potter in 1960. They have two sons and a daughter.

1961—Joseph W. Richardson, son of W. Garland Richardson. He graduated with a B.A. cum laude from Amherst where he sang on the Glee Club, was a foreign student advisor, joined the Philosophy Club, wrestled, played soccer, and helped a civil rights organization. He studied political science at the New School for Social Research and then business administration and operations research at New York University. He is working for an M.B.A., after which he plans to join a management consulting firm. Also he is working as a Senior Programmer in the electronic data processing department of IBM. He is married. His wife was a

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teacher in high school and has worked for the New York Association for the Blind as a home teacher and information specialist.

1961—Howard D. Orebaugh, son of Walter W. Orebaugh. Graduated with a B. A. from Vanderbilt where he was on the debating team and President of Theta Chi. He hopes to get a Master's degree in business administration. He is now Branch Manager at Wisconsin Avenue of the Washington Permanent Savings and Loan Association and Treasurer of the Georgetown Kiwanis Club. He is married and has a son and daughter.

1961-Robert A. Falck, son of L. James Falck. In 1956-57 he studied at the Stäatliche Hochschule für Musik in Cologne and in 1957-58 at the Munich branch of Maryland University. In 1961 he received the degree of Bachelor of Music with honors, from the New England Conservatory of Music in Boston after majoring in composition. Since 1962 he has been doing graduate study. He received the degree of Master of Fine Arts from Brandeis in 1965 and then was awarded a Fulbright scholarship which enabled him to study at Goettingen University in Germany and prepare a doctoral dissertation. For two summers he worked on the musical instrument collection at the Smithsonian Institution. In 1964-65 he reviewed some fifteen concerts for the Boston GLOBE. He has lectured in Hanover, Nüremberg and Frankfort on electronic music using tape recordings of concerts which included some music he had composed. He has been awarded a Rockefeller grant for 1967-68 to help finish his dissertation. He plans to teach musicology at college level.

1963—David B. Atkinson, son of Kenneth B. Atkinson. Went to Princeton, where he received a B. A. degree with honors, rowed on the freshman crew, and with the senior crew squad, and was a member of the Charter Club. He worked as Manager of the Student Center at Princeton and had summer jobs with AID. In 1963 he entered the Fletcher School of Law and Diplomacy and received his M. A. in 1964 and M.A.L.D. in 1965. In the summer of 1966 he served in Mexico with the Society of Friends Aid Program. He is now Loan Officer (Mexico) at the Inter American Development Bank. He is

married and has one child.

1964—John P. Sullivan, son of John W. Sullivan. He went to schools in Naples, Italy, and Wheaton, Maryland, and from 1959 to 1961 was at the Georgetown University School of Foreign Service. From March 1961 to December 1964 he studied at the University of the Americas in Mexico City and graduated there with a B. A. He was on the Student Council and in the Delta Sigma Pi International Business Fraternity. From January 1965 and until recently he was Plant Manager for Industrial Sunor, S. A., in Mexico City, affiliated with Halcon International/Scientific Design, New York. He had responsibility for a plastic extrusion plant. He has recently begun military service and was in Officer Candidate School, 63d Company, Student Batallion, Infantry, Fort Benning, Georgia. He was to be commissioned Second Lieutenant in June 1967.

1964—Tommy C. Lubensky, son of Earl H. Lubensky. Graduated with honors (4 years) and a B. S. from the California Institute of Technology. He majored in physics and was President of the Caltech Band. He took up graduate study and research in theoretical physics at Harvard where he had a Harvard fellowship 1964-66. He is now working under a Science Foundation fellowship. He received an M. A. at Harvard in 1965. He worked for two summers at the Laser Development Division of the Hughes Aircraft Corporation and one summer with the Raytheon Company. He has a teaching assistantship at Harvard and envisages a career of college teaching. His hobby is the classical guitar.

1964—Sherman E. Eddy, son of Donald B. Eddy. After four years at the American High School in Izmir he entered Middlebury College, where he graduated with a B. A. He did one year of graduate study in engineering at the University of

Kansas and one of oceanography at the University of Miami. He is now attending officer candidate school, United States Coast Guard, Yorktown, Virginia. After Coast Guard service he hopes to continue in oceanography. He is an expert scuba diver. He is married. His wife has been employed as a lab technician at the International Oceanographic Foundation in Miami.

1964—William B. Ford, son of William J. Ford. He went to schools in Kuala Lumpur and Rotterdam and graduated with a B. A. cum laude from Yale. He then entered the Fletcher School of Law and Diplomacy and received an M. A. in 1956 and an M.A.L.D. the year after. For three summers during college days he did research with the Research Analysis Corporation and assembled electronic instruments for radio astronomy. He is now a financial analyst in the Treasurer's Department of Esso Standard Eastern, Inc. He is married and has a son.

1964—John H. Kissick, son of Harold G. Kissick. Graduated from Yale with a B.A. During summers he did office work in the Department (NEA) and library work at Yale. In September 1964 he went to Navy Officers' Training School and became an officer. He is still in the Navy, has the rank of Lieutenant, j.g., and has been stationed at San Diego. He plans to do graduate study in business administration after his naval service.

1964—Leland C. Barrows, son of the Honorable Leland J. Barrows. Graduated with a B. A. from Columbia and began post graduate studies in history at U.C.L.A. He has received his M. A., is working for a Ph. D., and has a teaching fellowship. A Fulbright grant will enable him to do research in Paris. He has specialized in African history and French colonial history.

1964—Gerard A. Feffer, son of Louis C. Feffer. After schooling in Switzerland and Italy he entered Lehigh University and majored in foreign trade. He was Vice President of the Student Council. He graduated with a B.A. with honors and then began study of law at the University of Virginia where he was President of his first year class and Executive Editor of the Virginia Journal of International Law. To meet expenses he has held a wide variety of jobs. Just before graduation, scheduled for June 1967, he accepted a position with a Wall Street law firm. He is married.

1965—David J. Molineaux, son of Cyril L. Molineaux. Attended Georgetown School of Foreign Service for three years and since then has studied at Catholic University. He received a B. A. magna cum laude in 1965 and began post graduate studies in philosophy and theology. He is working toward a licentiate in theology and plans to become a missionary priest in Latin America.

1965—Christopher W. S. Ross, son of the Honorable Claude G. Ross. After finishing at the American Community School in Beirut he entered Princeton and majored in studies of the Near East. He graduated with a B. A. summa cum laude. He was Chairman of the Junior Board, President of the Arabic Club and active with work at radio station WPRB and the University Theatre. He then began post graduate studies in international relations and the Middle East and received his M.A. in June 1967. For the future he envisages a career in the Foreign Service or in college teaching.

1965—William J. Waylet, Jr. After two years of school in Ankara and two in Albany he entered Cornell and majored in chemical engineering. He received a B. S. and was awarded a sword by N.R.O.T.C. for the highest average in naval science courses over the four years. Summers he went on NROTC cruises. He spent one more year at Cornell and earned an M. S. in chemical engineering. In June 1966 he was commissioned an Ensign. Now he is on active duty and is training in nuclear engineering for duty on nuclear submarines. He was at the head of his class in Nuclear Prototype School. He is married and has a son and a daughter.

testified on behalf of the Association's position in strong support of salaries commensurate with those obtaining in private industry as called for by the Federal Salary Reform Act of 1962. I believe that this was the first time the Association has testified on the Hill but that it will not be its last. By letter, the Association supported legislation which would change the method of calculating retirement annuities in relation to the cost of living and placing it on a comparable basis to Civil Service. This bill was passed by the Senate and is now awaiting House action. The Association also sent letters supporting administration proposals permitting AID career employees to be retired under the Foreign Service Retirement System and creating a career service for the United States Information Agency.

Vis-a-vis the administrative area of the Department, the Board has endeavored to be kept fully informed of developments affecting Association members and to consult if necessary. The Association inquired into arrangements made to cope with problems confronting colleagues evacuated in the Middle East emergency and offered its assistance. More, however, can be done in establishing closer working relations between O and the Association.

The Board's hope for the Association to become a more productive generator of new ideas and policy concepts has been heightened by the increased use of the Foreign Service Journat, under John Stutesman's dedicated and imaginative chairmanship, as a forum for discussion and presentation of views, substantive and administrative. If the membership fails to respond to the opportunities offered, it will be due to its own inertia.

Two committees have also been actively engaged in hard thinking about the roles both of the Association and the foreign affairs community as a whole. An enlarged and activated Career Principles Committee under the able chairmanship of Ambassador William Leonhart, the activities of which are reported elsewhere, is still at work on problems that vitally concern all of us. The Board has high hopes for the final report to come from this group as a basis for Association action to enhance the well-being of its membership and the professionalism of the Service.

Early in the year it was agreed that the Association should organize an ad hoc Planning Committee to make recommendations to the Board on the functions of the Association itself. This Committee was to make assumptions as to what a foreign service might be like ten years hence and develop how the Association should shape itself the better to serve its members—what its objectives should be, working back to the present. This work proceeded under Ambassador E. Allan Lightner, Jr.'s experienced guidance and resulted in a report which was published in full in the August Foreign Service Journal.

A milestone of significance in its history was the Association's purchase of its own headquarters building located at 2101 E Street, N. W., directly opposite from the State Department. To our energetic and determined General Manager, Gardner Palmer, and former Board member Frank Ortiz should go a full vote of thanks for the realization of a long desired objective providing a physical manifestation of the Association's being. This property consists of a relatively small building on valuable land, which is adequate to provide office space for the Association as well as a club facility for the membership, now under active consideration. The location of the property is far more convenient for the members than the present offices in the Transportation Building and should provide an increasingly valuable equity.

For an encouraging picture of the Association's finances, I

commend to your attention the report of the Secretary-Treasurer*, which shows that operating revenues and expenses were approximately in balance. This is the first time since 1960 that comparable figures did not show substantial losses. Favorable as this may sound, however, we do face serious fiscal problems which leave no room for complacency. Higher operating expenses this year are a certainty. It is imperative that revenues be increased before the next fiscal year to cover anticipated deficits and to finance new programs.**

Largely because of contributions to the Scholarship Fund, total assets of the Association exceeded one-half million dollars for the first time. During the year some 83 students were awarded scholarships and funds were adequate to take care of the most needy applicants. Applications for scholarships this year were at an all time high. Much of this success was attributable to the tireless efforts of the late Douglas W. Coster. The financial contribution of the Foreign Service Women's Association with proceeds from their annual Book Fair constituted about a quarter of the income spent for scholarships. To the ladies for literally their backbreaking efforts must go our profound thanks. Nor can we be unappreciative of the time and brawn contributed by the Association's Men's Committee to Aid the Book Fair.

One of the innovations of the Board taken during the year was an effort to involve Junior Officers more deeply in the affairs of the Association. The President of the Junior Foreign Service Officers Club was asked to sit with the Board of Directors as an ex-officio non-voting member on a comparable basis to the Chairman of the Editorial Board of the Journal. Junior officers were also invited to participate on the Editorial Board and on several standing and ad hoc committees of the Association.

Melville Blake's Entertainment Committee, besides providing a roster of thought-provoking speakers for our luncheons, also experimented with ways and means of attracting a larger number of our junior colleagues to participate in our social activities. A citation—well done!—to that Committee for the cheerful execution of thankless tasks.

And finally an event that I strongly believe bodes well for the future vitality and usefulness of the Association. This year for the first time in the Association's biannual elections, a group of eighteen officers banded together, agreed on a progressive platform, and campaigned to be elected to serve on the Electoral College of the Association with the promise that they would elect the Board and all but the President from among their own group. Four of this group were already members of the Board, having been selected to fill vacancies during the year. This bold initiative could be attributed to despair with the performance of the outgoing Board. But it can also be attributed to a renewed interest in the potentialities of the Association aroused by the innovating spirit of that Board. I personally am biased in favor of the latter conclusion. In any case, the new Board has indeed a mandate to pursue a forward and dynamic policy for the benefit of our members. I am completely confident that it will succeed in doing so.

-DAVID H. MCKILLOP

^{*}The complete Annual Report of the Association is available upon request of members.

^{**}RESOLVED: That the Board approves the report of the Finance Committee and notes that operating revenues and expenditures were in approximate balance for the fiscal year ending hune 30, 1967; also that a deficit is forecast for the current fiscal year based on both increased regular operating expenses and extraordinary expenses. It therefore recommends in the strongest terms that the incoming Board of Directors take action to increase revenues to cover adequately such expenditures at the earliest opportune time,



Washington. It was what the French call "un tour d'horizon." The speaker was Eugene V. Rostow, Under Secretary of State for Political Affairs, and the occasion was the June 1, 1967, luncheon of the American Foreign Service Association.



Washington. A man of wide experience in foreign affairs, The Honorable Wayne L. Hays, Member of Congress from Ohio, addressed the American Foreign Service Association at a luncheon on May 3, 1967. Congressman Hays is Chairman of the Foreign Affairs Subcommittee on State Dept. Organization and Foreign Operations.

Service Glimpses



Angers. Howard R. Simpson was decorated recently with the Officer's Rosette of the Order of French Military Engineers. The decoration was presented by Colonel Lucien Barret, president of the Order and World War II Resistance leader. The citation mentioned Simpson's World War II service in France and the seven major campaigns he covered as a correspondent during the Indo-China War.

Below:

Yaounde. Marie Jose Metereau, FSS-9, is escorted down the aisle by Ambassador Robert L. Payton on the occasion of her marriage to Jerome Wessels, Sergeant in the Military Attache Office in Yaounde.







Colombo. The new Ambassador to Ceylon, Andrew V. Corry, is shown signing the visitors' book at the Queen's House after presenting his credentials to the Governor General, His Excellency William Gopallawa. Major Allan Nugawela, Principal Aide-de-Camp to the Governor General, looks on.



Expanding Ambassador Steeves' Ideas

was greatly pleased with Director General of the Foreign Service John Steeves' article in the August Issue of the Foreign Service Jour-NAL entitled "New Responsibilities for an Old Service. I agree wholeheartedly with Ambassador Steeves' central thesis favoring the maintenance of a carefully selected, professionally trained, merit-oriented, highly-motivated career Service. I believe that only such a Service can provide the broad-gauged, highly qualified leadership in foreign affairs at home and in foreign representation abroad that we must have. Many of the Service's present problems derive, I believe, from dilution of the quality of its personnel and of its mission by incorporation into it of too many people neither qualified nor motivated for broad leadership in foreign affairs and of too many jobs of the type which either drive from it or stultify those so qualified and motivated.

I further agree with Mr. Steeves' statement that the Service of the future will have to maintain on the average a higher standard of intellect and will require more special skills to merit the position of leadership which it should have. To strengthen the Service for its responsibilities of the future

I would recommend:

(1) Continuation of the practice of assigning Foreign Service officers to Washington for a significant portion of their careers. The establishment of this practice was the major positive accomplishment of the Wriston program, which was so unfortunate in other respects.

(2) Progressive reduction of the number of housekeeping and routine consular positions designated to be occupied by Foreign Scrvice officers at such high cost to morale and per-

sonnel development.

(3) Progressive increase in the number of Foreign Service officer assignments to program-type jobs in foreign affairs operating agencies, particularly AID. One of the half-dozen most important foreign policy issues of the last third of this century-ranking with Russia, China, unity versus contention for political primacy in Eu-

rope, arms control, world trade and monetary policies, and elderly political leaders who wish to partition Canada-will be relations with the developing world, whether or not we continue throughout that period to carry out a large bilateral aid program. There is no better way to learn about development issues and our stake in them than by working in AID programs. One of the anomalies of our time is that many of our most exciting foreign affairs jobs are with AID, which has a perennial problem recruiting qualified personnel, while the Foreign Service effectively selects and recruits top-notch young people and then wastes so many of them in dull assignments having little to do with foreign policy.

(4) A greatly stepped-up inservice training program. Because so much of our foreign affairs is economic, most Foreign Service officers should go to the excellent FSI 22-week economics training course and/or have a year of advanced economic training in a university, Our Service should be better trained in social psychology and human motivation, not so much to be able to manage itself better as to be able to manage our relations with other human communities better. More of our officers should have the opportunity for sabbaticals to think and study on a broad range of foreign policy issuesto recharge their batteries, to broaden their perspectives and to practice thinking further into the future. The investment required for expanded inservice training would be large compared to the present size of our training budget, but the returns would outweigh the cost in an extraordinary manner.

SAMUEL D. EATON

Washington

In Praise of the Mid-Career Courses

7 E hear much these days about professionalism in the Foreign Service and wonder what we can do to maintain and increase it. This concern is all to the good and perhaps may be warranted as the expansion of the Service has brought changes to which we have perhaps not yet fully adjusted. There is, however, one program administered by the Department which is, in its own way, as significant a contribution to the strengthening of the professional quality of the Foreign Service and indeed of the entire foreign affairs community as can be found. I refer to the trilogy of Mid-Career Courses offered by the Foreign Service Institute on its invitation to officers it selects.

Beginning in early 1966 and ending

just last May, I took the three courses, "The Executive Management Seminar," "Communism" and "Economics and Modern Diplomacy." I was struck by the high level of instruction and the emphasis on expanding the professional dimensions of the FSOs who took the courses. Although the nature of the material dictated the lecture-seminar structure for these courses, the key point seemed to me to be the emphasis on intellectual excellence. Obviously, the formulators of the program and in particular the staff of the School of Professional Studies were working for the intellectual development of the Foreign Servce Officer Corps on the theorywhich none are likely to refute and all should clearly support-that there is a direct relationship between intellectual excellence and professional skill.

In writing these words, do not believe that I think all the Service's problems can be solved by excellent training programs such as these. This is clearly not so. However, candor and honesty compel acknowledgement of these useful things that are being done and they should encourage us to search for ideas to stimulate further the professional quality of the Service

in other areas and ways.

VICTOR WOLF

Washington

Based on 31 Years of Experience

Your lead editorial in the August speed and scope of the Department's evacuation of 30,000 Americans from the Middle East during the June crisis, but is masterfully silent about the concurrent departure from the Middle East of American influence, built up so carefully and lovingly for almost two hundred years by American missionaries, educators, business men and diplomats. Although it is an open secret that many Foreign Service officers take issue with official policy in the Middle East, one listens in vain for even a still, small voice of dissent. Has the Service been made so timid. so overawed by the vicious and relentless pressures of expedient diplomacy as to abdicate entirely any idea of foreign policy debate without which the public will continue to be badly informed? One observes no such reluctance on the part of the American military, where dissent is quick and vocal when high officials, active or retired, disagree with official policy or actions.

Personally, I have been dismayed, during my fourteen years of retirement during which I have made a living rubbing shoulders with the people, to observe the almost universal negative attitude of the American public toward us in the foreign relations field. Part, at least, is due to our reluctance to speak out, usually described as timidity. What is needed now is not self congratulation or agitation for pay raises, but honest introspection. The issue is, in fact, whether our chosen instrument for the conduct of foreign policy has not become so dulled and blunted by its own failures and by the evident unwillingness of the government and public to make use of its obvious abilities as to suggest the need for a new instrument.

Now, to put into practice my own preaching about speaking out, I declare for the thousandth time that our policies in the Middle East are a distortion of the national interest and are leading us to certain disaster in a part of the world which is much more vital to us than is South Asia. I lay claim to some right to speak on this subject after 31 years of endeavor there, both public and private, and after having predicted that our policies would lead to eventual domination of the Arab world by the Soviet Union. If you want a further prediction (foolish question) let me predict that our present policies, especially any policy based on divide and rule, will fail and that the Russians will sit ever more firmly astride the Middle East in fulfillment of their age-old dream and to the detriment of vital, long-term American interests. Speaking of policy, what became of that oft-repeated American declaration that we are dedicated to the protection of the integrity of all the nations of the Middle East? The answer to this question might help David Raynolds answer his own question raised in the Journal for August as to who makes foreign policy in this country. But, be of good cheer, for we still have Israel and the bomb.

HAROLD B. MINOR
FSO (Ambassador) Retired
Boca Raton

Tribute To Clarke Slade

I am writing from Kinshasa just to express in a few lines the deep appreciation which I feel for the services of Mr. Clarke Slade, Educational Consultant of the Foreign Service Association.

In an outpost as remote as this, one is at an enormous disadvantage insofar as the schooling of one's children is concerned. It is a genuine source of comfort to know that the Foreign Service Association has available someone as efficient, prompt and devoted as Mr. Slade. He obviously has wide and excellent connections in the academic world, and I believe the contribution which he has made to the

well-being of the Foreign Service and its children is enormous.

In our own case, he has twice rendered valuable aid and I am personally deeply grateful to him. I am not in the habit of writing testimonial letters but I feel that Mr. Slade's services are so valuable to all of us abroad that there should be some recognition of this fact.

ROBERT H. McBride Ambassador

Kinshasa, Republic of the Congo

Paris Taxi Drivers

FEEL constrained to rise to the defense of the Paris taxicab chauffeur, who was severely treated in the Washington Letter, March issue.

Circumstances having deposited me in Paris, the same circumstances having kept me here long enough to learn my way around and pick up some of the language, I have great confidence in the Paris taxi driver, I have found him to be among the most warmhearted, courteous, considerate, honest, to be found anywhere in the world.

Even if this should go against the grain, his profession forces him to be polite. The French people, in Paris, are genteel and peace loving until "crossed"—then they fight like mad. Your taxicab driver may swear at the motorist who blocks his way or (God forbid!) scratches his precious vehicle. He may even get out in the street, shake his fist at his opponent and threaten him with dire consequences. He cannot go further.

He is the safest and most careful driver on the street. Two main requisites guarantee this: His car is a prized jewel. He will not allow recklessness to endanger it or other drivers to mar it; he keeps his distance. Moreover, even with a slight traffic accident, he risks the withdrawal of his license and the means of his livelihood. He has every reason to be careful and cautious.

It is my understanding that all taxi drivers in Paris undergo a physical examination each year.

Of course, a little bit of French helps with understanding. The driver cannot be expected to know the foreign brogue of all his passengers. But an address written on a piece of paper, indicated on a map or shown in a guidebook gets you to your exact destination with despatch. The taxi driver is rare who does not know all the streets of Paris. If he's stuck, he has his own guidebook.

In contrast, the most uncourteous, even uncivil, taxicab drivers I have ever seen are those of New York City. Well I remember the nightmare of arriving at the pier, loaded with luggage, waiting hour on end, in the rain, for a taxi, while others went out into the street, trying to attract them by waving \$10 and \$20 bills. Finally, persuading a taxi to pay attention, too late for train connections out of town and forced to spend the night in the city, the driver, too imperious to lift a finger to help with the luggage, deposited me in front of a hotel and angrily spurned as insignificant what I considered a substantial tip.

In Paris taxi fares are low. The regulation tip is 15 percent of the fare recorded on the meter (the same system is in vogue in restaurants and other establishments). I have yet to hear a Paris taxi driver grumble at the receipt of this minimum amount; give him a little more and his face illuminates with pleasure.

Are there still those who recall the screeching, careening Paris taxis of former times? Be assured that that era is past. Horns are not blown in Paris without just and good reason. Touch your horn, even slightly (or accidentally) without cause, you will find a

policeman at your elbow, post haste.

When in San Francisco last summer, it seemed to me that the young taxi driver purposely went out of his way to take us, as fast as the law would allow, over the most devious and precarious streets in the city—testing the mettle of out-of-towners, perhaps.

The reliable, trustworthy Paris taxicab driver is my friend. He has not failed me yet.

B. B.

Paris

Retirement "Spot"

COME of the JOURNAL'S readers may be approaching that point in their careers where they are beginning to think about a "spot" for retirement. I can offer an ideal one. I own 20 acres of land, ten miles west of Charlottesville, Virginia, which is now more than I can use. I would like to sell half of it, which includes a wooded knoll as a home site with a view of 85 miles of the Blue Ridge Mountains, Half of the acreage is in woods and half in hayfields. It fronts on a paved road which leads in one direction and one mile to the Farmington Hunt Club. The Farmington Country Club is five miles nearer town.

If anyone is interested, come have a look-see when you are in the States. Would enjoy having a retired colleague to share the property.

PERRY N. JESTER

Bonnie Highlands Star Route #1, Charlottesville, Va.



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