

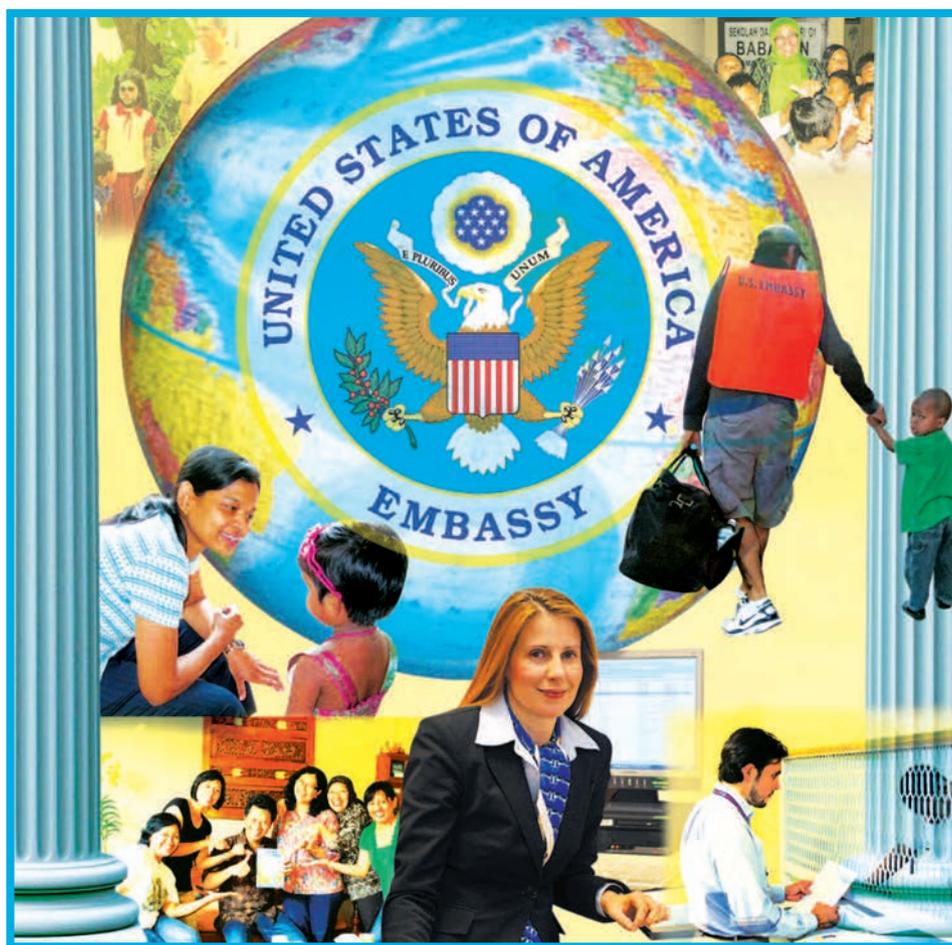
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Pictured on the cover, clockwise from top right: USAID Jakarta Foreign Service National Mimy Santika, with Indonesian elementary school students; Consulate General Tijuana FSN Edgar Zamudio in Haiti to assist with earthquake relief work; Zamudio helping an American in the Mexican state penitentiary complete documents for a prison transfer; Embassy Sofia FSN Political Specialist Galina Sabeva at work; a group of Embassy Jakarta FSNs from various departments; Consulate General Chennai FSN Priya Ann Francis at an event for orphans; Consulate General Chennai FSN Ram Raj Doraiswamy at the same event. (Chennai photos by FSO Sarah Talalay)

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# PRESIDENT'S VIEWS

## *Establishing the New AFSA Professionalism and Ethics Committee*

BY SUSAN R. JOHNSON

Last September the AFSA Governing Board identified five strategic goals for its term, which runs through July 2013. Strengthening professionalism and effectiveness in the context of diplomacy and the Foreign Service was one of the five goals they set.



Since then, a number of my columns have focused on facets of that broad topic. I have examined such questions as whether Marine Corps culture has any lessons for us; why a code of professional ethics and conduct is important for the Foreign Service, both as an institution and a profession; and whether the perception of the Foreign Service as elitist is justified, or accurately describes the nature of our profession and service.

The responses to those columns have been encouraging and show that several of these ideas resonate with members, both active-duty and retired. What emerges as the central question is this: How can we strengthen our diplomatic and development services?

If America wants to maintain a leadership role and real influence in global affairs in an ever more complex environment, it will need more instruments in its statecraft toolbox than a strong, well-resourced professional military force. It requires an equally strong, professional and well-resourced cadre of diplomatic and development professionals.

U.S. military interventions and diplomacy have both had a deep impact on world affairs. The outcome of diplomatic efforts may not be as visible and dramatic as that of military interventions but, in the words of

the diplomat and scholar Alan Hendrikson, it is often “consequential.” Our engagements in Iraq and Afghanistan provide the most recent and clearest examples of how military effort and diplomacy are intertwined.

Flowing from last fall's strategic planning retreat, the AFSA Governing Board approved the establishment of an AFSA Professionalism and Ethics Committee at its April meeting. The new committee has a broad mandate to develop and recommend programs, projects and initiatives to the Governing Board encompassing such issues as reinforcing the Foreign Service's identity, core values and esprit de corps; strengthening professional education and training, formulating a professional code of ethics and conduct; reviewing AFSA's constructive dissent awards program with a view to using it more effectively to improve professionalism; offering input on the content of exhibits and outreach of the Diplomacy Center/Museum of American Diplomacy, as well as other ideas our members suggest.

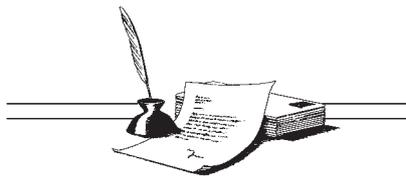
We are now in the process of standing up the AFSA Professionalism and Ethics Committee. This involves defin-

ing and formalizing its mandate in more detail, and adopting and implementing a work plan based on specific projects or practical initiatives. We anticipate its membership will come mostly from the active-duty Foreign Service, with some retiree participation and with a recently retired ambassador or senior officer as chair, given the time constraints on active-duty members.

AFSA will provide some staff support, but we expect, at least in the initial phase, that committee members will be able to engage substantively with time and ideas. Once organized and focused on a work plan and specific activities, the time commitment should be similar to that required of FSJ Editorial Board members.

The scope of the Professionalism and Ethics Committee's work will match the scope of its members' ambition and the Governing Board's support. Indeed, the number of AFSA members who have already expressed interest in participating and proposed areas to pursue suggests that this new committee will have a rich range of issues to explore. It may need to establish subunits or advisory and consultative groups to facilitate its work, but this is not cast in stone and we will adjust as we proceed.

If you would be interested in participating in some way in the committee's work, please contact me at [johnson@afsa.org](mailto:johnson@afsa.org). ■



# LETTERS

## Dynamic Hypocrisy?

The April edition of *Cybernotes* spotlighted a comment by Secretary of State Hillary Rodham Clinton vilifying and denigrating Russia and China for their veto of a United Nations Security Council resolution on Syria. Her statement should have generated nothing but entirely justifiable ridicule, and is shattering out of place in the “Magazine for Foreign Affairs Professionals,” whose editors (in theory, anyway) have some familiarity with foreign affairs. In that regard, are you really not aware that the United States has itself vetoed 28 resolutions in the Security Council?

The United Nations was created, with massive U.S. support and encouragement, to provide a forum where nations could discuss issues and express their opinions. It is recognized, and accepted, that they may have widely differing perceptions on how best to promote their national interests.

To unload insults and invective on other countries because they have taken an action that we ourselves have taken multiple times, and to do so in public, is not merely insulting and of-

fensive. It broadcasts employment of what can only be described as Dynamic Hypocrisy.

Reprinting such a statement in the *Journal* is regrettable and embarrassing.

*Edward Peck*  
*Ambassador, retired*  
*Chevy Chase, Md.*

*Russell J. Surber*  
*FSO, retired*  
*Paso Robles, Calif.*

## A PIT-iful Job

Your April issue focusing on spouse employment compels me to write. I was a career federal employee who retired in 2007 from the Defense Intelligence Agency as a GG-13 military intelligence officer. I did not achieve that position casually, but after attending night school at Northern Virginia Community College and American University for eight years.

Back in the early 1980s, I worked as an intelligence technician and personnel specialist for DIA. My husband, Richard Roark, an active-duty Marine, had previously served as a Marine Security Guard at Embassy

Ankara and applied for another posting without discussing it with me. Next thing I knew, he was preparing to go to Lagos as the gunnery sergeant, and told me that his position hinged on my accompanying him. I had no choice but to resign from DIA and discontinue my studies.

In Lagos, I immediately sought a job at the embassy and was delighted that the Personnel Office had a vacancy. The female incumbent was quite eager to leave, so she only taught me a few things. The personnel officer was “old school,” so he gave me no further training.

As a part-time intermittent temporary employee, popularly known as a PIT, my principal duties involved drafting cables and the embassy newsletter. I worked for months without hearing any complaints. I was there every day, never called in sick and did the job to the best of my ability. I was always polite to the State Department personnel and expressed interest in their careers.

One day, a Foreign Service National employee pulled some papers out of my inbox and asked why I had not processed the travel vouchers. I

replied that I didn't know they were my responsibility. The FSN lost his temper and went to the personnel officer. Neither bothered to get my side of the story or made any attempt to train me. Instead, they gave me no further work.

I was, in effect, fired in place; but they kept my situation under wraps in deference to my husband, the "Gunny." When my year was up, the personnel officer hired someone else, and I worked as a "floaters" at the commissary and several other offices in the embassy.

My experience as a PIT was toxic. Yes, I was the gunny's wife, but I was also my own person with my own career goals. I was as determined to get ahead in DIA as my spouse was to advance in the Marine Corps. But rather than being treated as a fellow fed, I was shunned. As a career woman with no children, I did not fit in; with one exception, the wives at post were unemployed homemakers. Most of them were members of the "Silent Generation."

I'm now 60 years old, and this happened when I was in my early 30s. Richard and I are still together and, when he retires from the U.S. Postal Service, we intend to move away from Northern Virginia and start fresh elsewhere. But my experience in Lagos still weighs on my enthusiasm to socialize and form new relationships.

Perhaps other young career women will learn something from my experience. I must say that I'm overjoyed the "Silent Generation" is long gone, and we Boomers are now in positions of authority. I can only hope things will get better.

*Eileen F. Roark*  
Woodbridge, Va.

### **The ADAMS Family**

Your focus on family member employment in the April issue brought back many memories, some fonder than others. In 1990 I said goodbye to

Washington, D.C., and my six-figure consulting business to follow my new wife to New Delhi, making me one of the earlier "male dependent spouses."

Fortunately there were two other male spouses at post, so together we formed the Association of Dependent American Male Spouses — the ADAMS, if you'll pardon the pun. I no longer recall everything we did, but I do remember how the Marines answered our query about the obvious multitude of antennas on the embassy roof: "What antennas?" We also took a field trip to the First International Conference on the Orgasm, conveniently held that year in New Delhi.

But not everyone at the embassy was so enlightened. During a senior staff meeting, my wife suggested that perhaps an upcoming invitation might better read "and spouses" instead of "and wives." Apparently, a pin-drop silence ensued, followed by an exasperated "Well, if you insist."

I was "allowed" to join the American Women's Association, but my suggestion to update the name to the American Spouses Association was met with icy stares and strained friendships. I still wonder what was so threatening about either of those obvious suggestions.

Hopefully these attitudes and behaviors have improved over the past 20 years. Male spouses and partners, as much as female ones, deserve our respect for the sacrifices and adjustments they make for the sake of their family's service to the United States.

*Michael Hendricks*  
Independent Consultant  
Hood River, Ore.

### **How Times Have Changed**

Shawn Zeller's article in your April issue describes the slow but steady progress that has been made in recent years on FS spousal employment. But in noting how much remains to be done, it reminded me of my own fam-

ily's experience.

In 1958, I married an FSO who had to resign her commission when I was assigned to Warsaw, as regulations required at that time. Writing to our embassy there, I asked if a job could be found for her, pointing out that she was fluent in French and Spanish, and was making good progress in Polish from studying it on her own. (Within six months of our arrival at post she had mastered the language, and she became similarly fluent in German and Russian during my future assignments in Vienna and Moscow.)

Several months after we got to Warsaw, I found my letter in the embassy files. Someone had written on it, "Let her teach school."

*Yale Richmond*  
FSO, retired  
Washington, D.C.

### **The Importance of Family Planning**

Your March focus on food security? Thrilling. Considerable mention of "integrated approaches"? Sensible. Emphasis on agriculture? Essential.

Not one word from any of your four experts about the key component of family planning? Appalling.

Multiple studies over many years have shown family planning to be the most cost-effective and beneficial public health effort in the last 60 years.

Fundamental to reducing hunger and poverty, it is also the cheapest way to minimize climate change, a key component of conserving the environment, and critical to reducing maternal and infant mortality.

Yet not one of one of your contributors even mentioned it.

I was thus greatly encouraged to see the excellent article on the subject, "Seven Billion and Counting," in your April issue. Bravo!

*Sue H. Patterson*  
FSO, retired  
Antigua, Guatemala ■



# CYBERNOTES

## FS Bloggers, Beware

The saga of FSO Peter Van Buren has taken several more twists and turns since we reviewed his book, *We Meant Well: How I Helped Lose the Battle for the Hearts and Minds of the Iraqi People*, in January ([www.afsa.org/fsj](http://www.afsa.org/fsj)).

After suspending Van Buren's security clearance for allegedly including classified material in his exposé, in March the State Department moved to separate him from the Foreign Service for cause. It alleges eight violations of department policy, including linking in his blog (<http://wemeantwell.com/blog>) to documents on WikiLeaks; failing to clear each blog posting with his bosses; displaying a "lack of candor" during interviews with diplomatic security officers; and exercising poor judgment by criticizing Secretary of State Hillary Rodham Clinton and then-presidential candidate Michelle Bachmann on his blog.

Van Buren and his defenders assert that these allegations are baseless, and ask why State is so focused on his blog when many other Foreign Service personnel and family members allegedly post similar material with impunity. They believe the charges mask the true motivation behind efforts to fire him: official anger in Foggy Bottom over his book.

In a March 19 commentary titled "State Dept. Throws Sink + All Fixtures but One at FSO Non Grata Peter

They [the United States] say we will give you money, but will not specify the amount. We say give us less, but write it down. We want them to write down that America will give for Afghanistan's security \$2 billion a year, or at least \$2 billion a year. If they want to give us more, they are welcome.

— Afghan President Hamid Karzai, speaking to a group of university professors and students in Kabul on April 17; Yahoo News ([www.yahoo.com](http://www.yahoo.com))

Van Buren," the *Diplopundit* blog ([diplopundit.net](http://diplopundit.net)) recalls that last fall Principal Deputy Secretary for Public Affairs Dana Shell Smith wrote Van Buren's publisher to request redactions of supposedly classified information from the book, which were not made.

Noting the curious fact that none of the eight new charges even references that episode, *Diplopundit* poses a multiple-choice quiz:

1. The folks over at HR forgot to include the allegation from PDAS Smith; even smart people sometimes forget, you know.

2. Somebody finally discovered that "Mogadishu" is not a classified item, and the government lawyers did not

want to be laughed at all the way to court.

3. The letter to the publisher was a scare tactic that did not work ... and should not have been sent.

4. All of the above.

In a March 21 follow-up posting, "Deadly Contagion Hits Foreign Service Blogosphere," *Diplopundit* lists nearly two dozen Foreign Service blogs that have suddenly gone dead in recent weeks — though it's not clear whether "the contagion was caused by a rogue virus, or the 'Peter Van Buren effect' on the FS blogosphere.

"It's not even that they just stopped blogging — there are no goodbyes, and the archives are gone. Some blogs were scrubbed clean. Some have become online parking lots. And some have been totally deleted from the cybersphere."

To help its members who blog, AFSA recently disseminated and posted on its Web site the following "Guidance on Personal Use of Social Media." It contains the following advice:

• **Read the Existing Regulations.** The current regulations regarding the use of social media can be found in 5 FAM 790, "Using Social Media." Although we understand that some of these rules with their cross-references to other Foreign Affairs Manual citations are confusing, we strongly recommend that any AFSA



member using social media — especially where the lines between professional, personal and private use may be blurred — read them and, if you don't understand something, ask.

• **Avoid Divulging Private and Confidential Information.** Here is where many people run afoul of the regulations. Be sure not to divulge any information that includes confidential or personally identifiable information. Examples include, but are not limited to, visa cases, information about other individuals or classified information (for example, linking to WikiLeaks).

• **Remember that You Are a Foreign Service U.S. Government Employee.** Even though you may have the required disclaimer on your blog, be aware that the public still may not differentiate between your official and private views. You should be mindful of the weight of your expressed views as a U.S. government official, particularly when your blog uses the “hook” of your Foreign Service connections to attract readers.

• **Review Your Privacy Settings.** Make sure you are aware of the privacy settings of the social media platform you are using and how to adjust them. Platforms such as Facebook often change these settings without informing users. Periodic review of these settings is important, and we recommend having them set to the highest levels. For blogs, you may even want to consider restricting access so that only your family, friends and colleagues have access.

• **Use Good Judgment.** We can't emphasize this enough. As we noted above, all forms of human communication require good judgment, tact, etc. What happens on the Internet, stays on the Internet. When in doubt, leave it out.

• **Contact Us If You Have Problems.** If you are an AFSA member and are approached by management or Diplomatic Security regarding your use of social media, be sure to contact us so that we can assist you. For assistance with issues related to social media, please contact our labor management office at (202) 647-8160 or e-mail AFSA's lead attorney on the issue, Raeka Safai, at SafaiR@state.gov.

— Steven Alan Honley, Editor

### Trouble in Timbuktu

After 20 years in existence, what most experts considered a successful democracy in Mali appears to be unraveling. The setback began on March 22 when a military mutiny turned into a coup d'état, ousting President Amadou Toumani Touré over what younger officers reportedly considered his government's unsatisfactory handling of a Tuareg rebellion in the country's north.

Tuareg rebels and separatists immediately took advantage of the turmoil to proclaim the independence of what they call the Azawad Nation, which reportedly has ties to the Islamist terror group Ansar Dine. The Tuaregs are also receiving weaponry and support from former supporters of the late Moammar Gaddafi in neighboring Libya.

Making matters worse, the rebels' northern stronghold, which includes the city of Timbuktu, has suffered major food shortages forcing close to 200,000 people from their homes ([www.tearfund.org](http://www.tearfund.org)).

Back in Bamako, the coup has actually worked against the military's stated goal of defeating the Tuareg rebellion. The Economic Community of West African States quickly imposed harsh sanctions, closing their borders and



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freezing Mali's bank accounts with support from the United States and France ([www.cnn.com](http://www.cnn.com)).

As a result of the international pressure, the junior officers behind the coup have been forced to step down and sign an accord returning Mali to constitutional rule. This does not presage a return to power by Pres. Touré, however, for he has now gone into exile in Senegal.

National Assembly leader Dioncounda Traore will serve as temporary president for a maximum of 40 days to organize elections, and has named former NASA astrophysicist Cheick Modibo Diarra as interim prime minister. (Microsoft named Diarra its "ambassador to Africa" in 2006.)

Nigeria's strong support for sanctions against Mali reflects widespread fears that it could suffer a similar coup, as has happened several times before. Blogging for the Council on Foreign Relations, Africa expert Jim Sanders points out that Nigeria also faces a rebel movement in its northern region that poses a real threat to stability. The frustration of younger officers who resent the inaction of their civilian leaders could trigger a similar reaction there ([www.blogs.cfr.org](http://www.blogs.cfr.org)).

Considered in a larger context, Mali may also stand as an example of both the fragility of African democracies

and the destabilizing potential of the Arab Spring. Writing in the *Eurasia Review*, Haverford College Professor Emeritus Harvey Glickman says that nearly every country in Africa with a large Muslim population faces similar challenges.

He adds that the Tuareg people are spread out over Algeria, Morocco, Western Sahara, Mauritania and Niger, and many of them have supported similar separatist movements in those countries ([www.eurasiareview.com](http://www.eurasiareview.com)).

— David J. Barton, *Editorial Intern*

### Your Council of Councils

The Council on Foreign Relations ([www.cfr.org](http://www.cfr.org)) recently launched a worldwide partnership made up of 19 of the world's leading foreign policy organizations. The purpose of the broad partnership, known as the Council of Councils, is to find common ground on shared threats, build support for innovative ideas, and inject remedies into the public debate and policymaking processes of member states.

The 18 nations from which members of the new organization hail are similar to those in the Group of 20. (The United Kingdom is the only nation to have fielded two think-tanks: Chatham House and the International Institute for Strategic Studies.) Many of the foreign policy bodies participat-

### 50 Years Ago...

Tyler Thompson, referring to the speaker at the Foreign Service luncheon on March 29, said: "Ed Murrow gave a witty and impressive talk to a capacity audience. He began by confessing that his voice had been described as a combination of a whisky baritone and an unfrocked bishop."



— From "Service Glimpses" by James B. Stewart, *FSJ*, June 1962.

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ing in the Council feature prominent scholars and former government officials with major influence.

On March 12-13 the Council of Councils convened its inaugural conference in Washington, D.C., to tackle four main issues: multilateral cooperation, the nuclear nonproliferation regime, the dollar's future as the world's reserve currency and the criteria for humanitarian intervention. Among the speakers were outgoing World Bank President Robert B. Zoellick and Under Secretary of State for Economic, Energy and Agricultural Affairs Robert D. Hormats.

CFR and the other 18 think-tanks plan to harness videoconferencing, wikis and mobile platforms to facilitate direct lines of communication between international fellows and experts during crises. This will add to the dialogue by supplementing existing intergovernmental and personal communications.

— David J. Barton, *Editorial Intern*

## Would Less Foreign Aid Be More Effective?

A May 8 report from the Center for American Progress ([www.americanprogress.org](http://www.americanprogress.org)) and the Center for Global Development ([www.cgdev.org](http://www.cgdev.org)) makes a case for greater selectivity in deciding where and how Washington should allocate foreign assistance. In "Engagement Amid Austerity: A Bipartisan Approach to Reorienting the International Affairs Budget" ([www.americanprogress.org/issues/2012/05/foreign\\_aid.html](http://www.americanprogress.org/issues/2012/05/foreign_aid.html)), John Norris and Connie Veillette propose four ways to reform U.S. foreign affairs institutions to better reflect national interests and reduce ineffective spending.

First and foremost, they advocate reallocating U.S. bilateral assistance to

about half the number of current recipients. Of the 146 nations that receive at least some funds, 103 get economic aid and 134 receive security assistance. Norton and Veillette recommend concentrating economic assistance programs on just 53 countries and providing security assistance to 72 countries.

The report makes three additional recommendations:

- Accelerate cost-sharing arrangements with upper-middle-income recipients of the President's Emergency Plan for AIDS Relief, including Botswana, the Dominican Republic, Namibia, South Africa, and several others in the Caribbean and Central America.
- Overhaul U.S. food aid laws and regulations to end U.S. cargo prefer-

ence, eliminate monetized food aid and allow for more local and regional food purchases.

- Establish an International Affairs Realignment Commission, akin to the Defense Base Realignment and Closure Commission, to overhaul U.S. foreign affairs agencies and operations. The IARC would present a package of institutional and program reforms for an up-or-down approval by the administration and Congress.

The report, based on input from a senior-level, bipartisan working group of international affairs experts, includes a country-by-country analysis of where the United States spends its economic and security assistance and an interactive map, "Ranking Our Foreign Aid Recipients." ■

— Steven Alan Honley, *Editor*

## SITE OF THE MONTH: [www.wrestlingroots.org](http://www.wrestlingroots.org)

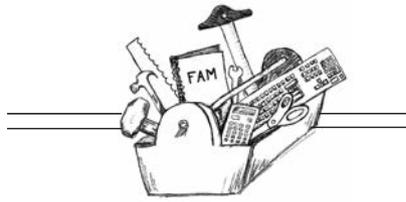
*Wrestling Roots* is a nonprofit project aimed at gathering information about indigenous forms of wrestling around the globe. Throughout history, many cultures have created their own versions of the sport; examples include Sumo in Japan, Kushti in India and Pakistan, Lutte in Senegal and Nuba in Sudan, to name just a few. Wrestling Roots' goal is to document and promote these traditional forms and explore how they are intertwined within the culture they were developed in.

Since many of these sports are taught according to oral traditions handed down from village elders to younger generations, they tend to lack written rules. To document them, the site brings together first-person essays by participants, reports on the history and cultural aspects of the sport in different cultures, and manuals detailing the different styles of indigenous wrestling.

The two people behind *Wrestling Roots* have earned bumps and bruises of their own along the way by entering indigenous wrestling festivals in Vietnam, China, Mongolia, Ethiopia and India. One, Mark Lovejoy, is a State Department Eligible Family Member; the other, Tim Foley, is a journalist based in Chicago. Wherever Mark's FSO spouse is posted, one of the ways he connects with the local community is by entering that particular country's indigenous wrestling festival.

To continue their journey, Lovejoy and Foley would appreciate feedback (and a couch to crash on) from any post that has a connection within the local traditional sports community. You can contact them through the site.

— Steven Alan Honley, *Editor*



# FS KNOW-HOW

## *Personal Record-Keeping in the Foreign Service*

BY STEPHEN H. THOMPSON

Specialized online tools have removed the need to travel with a briefcase crammed with important financial, estate planning and other documents. Still, maintaining key records can pose a real challenge for Foreign Service personnel when they transfer to new posts, as many *Journal* readers will do this summer.

Dependable access to financial documents, always important, becomes even more critical in situations like robbery, death, incapacity or illness. I still recall what ensued after a well-known FSO of my acquaintance passed away unexpectedly one evening almost a decade ago, leaving no financial records whatsoever for his foreign-born spouse. Making matters worse, he had never even discussed money matters with her.

Because his financial accounts were scattered all over the United States, it took several of us more than a year of digging to locate all his life insurance policies, investments and bank accounts. We ultimately found that he had provided well for his widow and young children. However, in the interim she suffered greatly, fearing the worst.

In this column, I first identify some of the key documents that establish the foundation of the financial planning framework for your future. I then review options for maintaining those records in a secure environment

*Peace of mind comes  
from keeping  
financial documents  
up to date, storing  
them securely and  
letting someone  
know where  
they are.*

where they are not only accessible, but also easy to update.

### **Types of Records to Keep**

Situations like the one the Foreign Service widow experienced can be avoided with appropriate planning and a small investment of time and money. The first step is to determine which documents are important and, then, how long they should be held.

The possible list is long and includes such obvious things as annual tax records, numbers of bank and financial accounts, insurance documents, wills, powers of attorney, etc.

Fortunately, several guides are available to help separate the essential from what should be shredded and tossed. These include IRS Publication 552: *Recordkeeping for Individuals* and the USAA Educational Foundation's *Managing Your Personal Records*. Alternatively, consult with your financial

planner and ask for help in reviewing your records from time to time.

Each person's situation is different, but key documents to retain are the following:

#### **Estate planning documents.**

These include wills, trusts, powers of attorney and medical directives. If you do not have them, get them. If you do have them, ensure they are up to date and still relevant to your situation.

#### **Financial accounts.**

Maintain a list with the name of the firm, contact information and account number. Do not rely on your memory alone. Include banks, credit unions, investment firms, financial planners, retirement plans, and insurance (life, long-term care, medical, auto and property). Fortunately, most financial institutions maintain online statements that are easily accessible, obviating the need to keep paper records.

#### **Final instructions.**

No one likes to think about their own death and the subsequent arrangements. But leaving guidance for surviving family members or colleagues will save them a great amount of stress. The instructions should also include a list of people to contact in the event of one's death.

#### **Legal documents.**

Consider what is important in your situation and include it in your records. You should keep birth certificates, property deeds and titles, death certificates, driver's li-



censes, passports, immigration papers, marriage and divorce documents, and military and Veterans Administration records.

**Medical records.** Even though the Department of State and other foreign affairs agencies maintain a medical file, you may want to keep your own database of records and documents. Examples of important documents are lists of current medications, vaccination records and past surgeries or treatments.

**Miscellaneous.** Other items you may wish to keep include appraisals of valuables, Social Security numbers, Tax Identification Numbers, security system codes, pet records, combinations, contact information (for your tax preparer, financial planner, attorney, etc.), and social networking site information.

**Tax returns.** Keep records of federal, state, and municipal returns for at least three years. Refer to IRS Publication 552 for guidance.

### Where to Store Records

The next decision is where and how to keep records. First and foremost, store them well away from your residence. Popular storage choices for physical documents include safe deposit boxes and fireproof safes. However, these have some drawbacks and may not make sense for Foreign Service employees over the long or even medium term.

For instance, some states may restrict or limit access to a safe deposit box upon the death of an owner. Furthermore, in the event of death or incapacity, your executor and others will want, and should have, convenient access to documents.

Electronic storage provides a good solution for those in the Foreign Service, offering security and access from

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***Electronic storage  
is a good solution for  
FS members, offering  
security and access from  
anywhere at any time.***

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anywhere at any time. There are many options, some better than others in terms of security and access; so review your choices carefully and calculate what the costs are, if any. But no matter which alternative you go with, please advise your spouse, trusted friend or colleague where you have stored these documents.

It is wise to ask your financial planning firm what storage services it offers. Our firm, for example, has a secure online vault for client investment reports, estate planning documents, etc.

Several private firms offer secure digital storage for individuals. Docubank® charges a monthly fee for digital storage of one's advance medical directives and other estate planning documents and makes them available on demand anywhere in the world. Individuals and some states utilize the U.S. Living Will Registry, an online site. Other digital storage options include Dropbox.com, Windows Live SkyDrive and AppleiCloud.

Some states offer repositories for their residents' advance medical directives either for free, or at a nominal charge. Neither the District of Columbia nor Maryland maintains a registry of those directives, but Virginia recently

launched an Advance Health Care Directives Registry ([www.virginiaregistry.org](http://www.virginiaregistry.org)).

A relatively new company, Manilla.com, might make sense for Foreign Service personnel who have to deal with bills while overseas. Firms deliver statements directly online to Manilla.com, where they can be paid and managed. There is no cost and apps make it easy to manage bill-paying on smartphones. Hearst owns Manilla.com, which is highly touted by the *New York Times*, CNN and *Forbes*, among others.

### The Password Is...

Passwords present another concern, due to their proliferation and increasing complexity. We all recognize the challenge of remembering passwords, but few of us have considered how to make them available to others in the event of incapacity or death.

One simple solution is to assemble a list of passwords and logon IDs and hold it in a secure place. Alternatively, many financial planners maintain online ID and password lists in a secure file for their clients.

For a nominal price, several specialized firms offer storage of passwords and other information so they can be easily obtained from anywhere if forgotten or required by others to manage one's financial affairs in the event of death or incapacity. Before making information available to beneficiaries, such firms generally use "verifiers" to determine if the client is incapacitated or has died. These companies include Legacy Locker, DataInherit and Planned Departure.

### Protect Your Property

Another challenge for many in the Foreign Service is how to protect



household effects as we move from post to post and live in different places. We never know when we might have to deal with a fire, a pipe break in our housing unit or robbery.

One great fear among many Foreign Service personnel is the complete loss of household effects at sea or elsewhere. Fortunately, we can mitigate that risk through appropriate insurance coverage, so long as we have acceptable documentation of what is insured.

My firm recommends that clients maintain an inventory of belongings in a safe location outside the home, possibly a safe deposit box or with a trusted friend or family member. Options for taking inventory range from Polaroid pictures and videos of be-

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***Don't forget to make  
your passwords  
available to others  
in the event of your  
incapacity or death.***

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longings to handwritten lists.

Now, however, software specifically designed for this task makes the process of listing and recording the property somewhat easier and far more ac-

cessible worldwide. Putting these lists in a secure area on the Web makes them available anywhere, anytime.

Some insurance companies offer inventory software to their customers. The companies generally link policyholders to free software available to anyone such as Know Your Stuff and StuffSafe. Other household inventory services such as DocuHome, Lockboxer, and Quicken Home Inventory Manager charge a fee, which can be monthly or yearly depending on the firm and service provided.

What these firms provide is a secure place to create an inventory of household belongings, photos of them and documents such as receipts, which can be used to substantiate their value. The process can become time-consuming when inputting model and serial numbers, as well as purchase information. However, such details may prove invaluable and worth the effort in the long run. Some software can accommodate belongings in more than one property, an ideal arrangement for those on unaccompanied tours.

Peace of mind for yourself and others comes from having the appropriate documents, keeping them up to date, putting them in a secure place, and letting someone know where they are. Explore the different options in terms of cost, security and access to determine the best fit for your situation.

But no matter what arrangement works out best for you, getting started is the most important step to take. ■

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*Stephen H. Thompson, a retired Foreign Service officer and longtime AFSA member, is an associate planner with KeatsConnelly, a cross-border financial planning and wealth management firm. The views expressed herein are the author's own.*

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# A DIPLOMATIC TROUBLE-SHOOTER: WILLIAM LACY SWING

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THIS MONTH AFSA RECOGNIZES THE SIX-TIME AMBASSADOR'S MANY CONTRIBUTIONS  
TO AMERICAN DIPLOMACY AND HIS LIFETIME OF PUBLIC SERVICE.

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BY STEVEN ALAN HONLEY

**O**n June 26 Ambassador William Lacy Swing will receive the American Foreign Service Association's award for Lifetime Contributions to American Diplomacy, in recognition of a distinguished 38-year Foreign Service career. Past recipients of the award include U. Alexis Johnson, Frank Carlucci, George H.W. Bush, Lawrence Eagleburger, Cyrus Vance, David Newsom, Lee Hamilton, Thomas Pickering, George Shultz, Richard Parker, Richard Lugar, Morton Abramowitz, Joan Clark, Tom Boyatt, Sam Nunn, Bruce Laingen and Rozanne Ridgway.

Bill Swing was born in Lexington, N.C., on Sept. 11, 1934. He graduated from Catawba College with a B.A. in history and international relations in 1956, and earned a bachelor of divinity degree from Yale University in 1960. After post-graduate studies at Tuebingen University in Germany and Harvard University, he taught at a private German boarding school before entering the Foreign Service in 1963.

Among other assignments, Ambassador Swing served as chief of mission in the Republic of the Congo (1979-1981), Liberia (1981-1985), South Africa (1989-1992), Nigeria (1992-1993), Haiti (1993-1998) and the Democratic Republic of the Congo (1998-2001).

After retiring from the Foreign Service in 2001, Amb. Swing served the United Nations for the next seven years. First, he was appointed Special Representative to the Secretary-General for Western Sahara and Chief of Mission for the U.N. Mission for the Referendum in Western Sahara. Then, from May 2003 until January 2008, he served as the Special

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



Representative of the Secretary-General for the Democratic Republic of the Congo. In that capacity, Amb. Swing successfully led all facets of the largest United Nations peacekeeping operation in history.

Amb. Swing was elected director general of the International Organization for Migration in October 2008, a position he continues to hold. In that position, he has worked tirelessly on behalf of the billion international migrants and internally displaced persons all over the world, one-seventh of the global population, to ensure they are treated with dignity. In the face of rising anti-immigrant attitudes as a result of the global financial crisis, he has sought to educate leaders, governments and the general public about the contributions immigrants make.

Fluent in French and German, Amb. Swing also speaks Afrikaans, Lingala and Creole. He is married to Yuen Cheong, with whom he has a son, Brian, and daughter, Gabrielle.

*Foreign Service Journal* Editor Steven Alan Honley interviewed Amb. Swing by e-mail.

**FSJ:** *First of all, congratulations on your award for lifetime contributions to American diplomacy. What would you say have been your main strengths as a diplomat?*

**WLS:** Establishing and motivating teams; building policy consensus and constituencies to support policy. The morale and esprit de corps of my colleagues have always been my

first priority, so I've looked for ways to let individual talent shine. (As President Ronald Reagan used to say: "We mustn't be afraid that someone on our staff is smarter than we are!")

The essence of leadership, in my view, is the ability to motivate and inspire others to accomplish a common task. One must be passionate about the issue at hand but level-headed in its presentation. With this in mind, I have sought throughout my several careers to build internal consensus on policy and mandate and to develop external constituencies to support (and finance) the policy.

As a congenital optimist, I believe that the hard work of diplomacy never ends, and that diplomacy is the indispensable public service.

**FSJ:** Which of your Foreign Service assignments stand out most in your memory, and why?

**WLS:** If I had to cite a single highlight, it would be serving as U.S. ambassador to South Africa when Nelson Mandela was released from prison. Soon after joining the Foreign Service in 1963, I headed off to South Africa — just a few months before Mr. Mandela was sentenced at Rivonia and imprisoned on Robben Island. I had no idea then, of course, that 26 years later I would return as ambassador, just five months before he was released.

I arrived a few weeks before Mr. De Klerk was elected president in September 1989, and was the first ambassador to present credentials to him. In June 1990 I accompanied Mandela to see President George H.W. Bush at the White House, having also arranged for Pres. Bush to be the first head of state to speak with him by phone the day he was released from prison.

Three months after Mr. Mandela's visit, I returned to Washington with Pres. De Klerk to see Pres. Bush. (The White House had made clear that he would get to come only after Mandela had done so.) Describing that pivotal period to me later, Mandela told me

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*“President John F. Kennedy was my inspiration for leaving my early career as a teacher to join the Foreign Service.”*

— Ambassador  
William Lacy Swing

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*Amb. Swing with Nelson Mandela.*

he'd had the sense of being "in physical contact with history."

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

**WLS:** First of all, President John F. Kennedy was my inspiration for leaving my early career as a teacher and joining the Foreign Service. One of my early role models was Assistant Secretary for African Affairs G. Mennen Williams, who insisted on personally briefing each FSO assigned to South Africa, even a junior officer such as myself, to explain the Kennedy administration's new South Africa policy: viz., multiracial representational functions, no further U.S. naval visits to Si-

mons Town and other restrictions.

Another early influence was Elwood Williams (no relation to G. Mennen Williams), known as "Mr. Germany," who had seen Adolf Hitler while a student in Germany and knew all the chancellors right up to Willy Brandt. Foreign Service Director General George S. Vest was the best boss I ever had and remains an inspiration and role model. Chester Crocker, as AF assistant secretary, introduced me to a new and challenging level of mental discipline and intellectual rigor; his successor, Herman J. Cohen, was also most supportive.

Ambassadors Edward J. Perkins, Princeton Lyman and Walter Cutler (whose desk officer I was), former AF Assistant Secretary Susan Rice, and current AF Assistant Secretary Johnnie Carson are colleagues and friends whom I admire. Others whom I admire but with whom I have not served include Ambassadors Thomas Pickering and Ryan Crocker, former Under Secretary Strobe Talbott and former National Security Adviser Tony Lake, with whom I worked particularly closely on Haiti.

**FSJ:** Growing up in North Carolina, did you meet any diplomats? How about during your undergraduate studies at Catawba College?

**WLS:** No, my first exposure to an American diplomat was during my postgraduate studies at Tuebingen University, when I attended a speech that the U.S. ambassador was giving. I left displeased because he did not speak German in addressing a German audience.

My first actual conversation with a Foreign Service officer came a year or so later while returning to the States on a ship; when it docked in Ponta Delgada in the Azores, I met the U.S. consul who boarded. Impressed with his work, I asked him for information about the Foreign Service exam, which I took and passed.

**FSJ:** Looking back, do you feel that

your initial Foreign Service assignment to Port Elizabeth, South Africa, as a vice consul in 1963 was a good introduction to your new career?

**WLS:** Yes, though it certainly did not seem so at the time! Everyone else in my A-100 class was assigned to high-profile diplomatic posts such as Paris, London, Tokyo and Buenos Aires. When my assignment was read out no one, including me, even knew where it was.

Although a two-person consulate might seem a rather odd first posting, Port Elizabeth turned out to be an excellent choice, at least for me. (At 29, I was the oldest member of my A-100 class and had already had a career.) First, within a month of my arrival I found myself in charge of the post for several weeks while the consul was away.

Second, it fell to me to do all the reporting on the heavy U.S. investment in the automobile industry in the East-

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***“To refuse to talk  
to someone is not a policy,  
and to talk to someone  
is not a political  
declaration.”***

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ern Cape. It was also my good fortune to cover the first two Transkei legislative elections, from which Washington quickly concluded that Prime Minister Hendrik Verwoerd’s “Bantustan” policy was inhumane and doomed to failure. That first assignment stood me in unusually good stead when I returned in 1989 as ambassador to find that apartheid and the Bantustans were,

sadly, still in place.

**FSJ:** Five of your six U.S. ambassadorships were to countries in Africa, and you have continued to be heavily involved there. Do you consider yourself an “Africa hand”? And if so, what about the continent do you find especially intriguing?

**WLS:** It has been my great good fortune, as you note, to be able to serve my government and the American people for nearly five decades in Africa. Whether this makes me an “Africa hand” or not, I don’t really know, especially since I still have more questions than answers about the continent. But I remain optimistic about the future of Africa, not only in terms of its being the “resource continent” of the 21st century and beyond, but also because of its overall evolution.

I have never subscribed to “Afropessimism,” and I believe that those who do misread developments and

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trends. Although I spent most of my career and adulthood in Africa, my experience has been much more about working in “societies in transition,” which is what the continent is all about — political and social evolution, and transition from autocracies to more participatory, humane forms of society. But transitions take time, and achieving policy objectives requires sustained diplomatic engagement.

**FSJ:** *Perhaps we could talk briefly about each of your tours as chief of mission, beginning with your tenure in what was then called the People’s Republic of the Congo (1979-1981). You arrived in Brazzaville not long after Denis Sassou-Nguesso became president following a military coup, correct? How did you approach your mission in such a challenging environment?*

**WLS:** I was actually the first American ambassador to serve there since Washington and Brazzaville had suspended relations in 1963. Shortly after his election, President Jimmy Carter had received an overture from then-President Joachim Yhomby-Opango, which had led to the sudden resumption of bilateral relations and the need to send an ambassador to Brazzaville. Although Pres. Yhomby-Opango accorded me agrément, by the time I arrived he had been deposed by Colonel Denis Sassou-Nguesso. It was the latter leader who received my credentials.

There were other rather intriguing aspects to my tour in the Congo. Russians were omnipresent, and the French were still a dominant force in the economy, with the newly arrived Americans somewhat suspect on all sides. I “lost” the Peace Corps within the first two months, but managed to use Brazzaville’s centennial in 1980 to put matters on a more promising trajectory. Pres. Carter sent a delegation to Brazzaville on Air Force One to mark the occasion, thereby opening up a much more friendly relationship.

**FSJ:** *Similarly, your tenure as ambassador in Monrovia (1981-1985)*

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*“I have never subscribed to ‘Afro-pessimism,’ I believe that those who do misread developments and trends.”*

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*began the year after Samuel Doe’s brutal coup d’etat. Despite Doe’s abysmal human rights record and political legitimacy, he managed to meet twice with President Ronald Reagan and enjoyed considerable U.S. financial support throughout the decade. How did you balance the competing objectives of promoting a return to democracy and the rule of law in Liberia with the desire to maintain traditionally strong ties with a longtime ally?*

**WLS:** Your question states very well the paradox I faced in Liberia. On the one hand, I was thrilled at the prospect of representing our country to one of its oldest African allies and friends. But on the other, I faced the prospect of helping to create a degree of political and economic stability in a country just taken over by a group of soldiers with no capacity to govern responsibly. It all started very badly: several days after presentation of my credentials, Doe had executed his vice head of state while I was delivering a five-hour demarche.

Doe’s initial meeting with Pres. Reagan, part of a 15-day official trip to the U.S., was designed to start a transition process to restore confidence in a country reeling from the coup d’etat — in particular, with regard to Liberia’s important maritime flag of convenience. After our return to Monrovia, matters worsened, to the point that the Doe government threatened to declare me persona non grata. I obviously hadn’t

done the diplomatic slalom very well!

During my fourth and final year at post, we seriously considered, but then backed away from, implementing a set of tight controls over Liberian financial transactions.

**FSJ:** *As if those assignments were not challenging enough, your next ambassadorship was in South Africa, where you served from 1989 to 1992. How did you pursue efforts to facilitate a peaceful end to apartheid and a transition to full democracy?*

**WLS:** In a word, it was a matter of building credibility and confidence with the African National Congress while convincing my government interlocutors that I was acting in their interest, as well. The African National Congress was extremely skeptical, if not hostile, about U.S. policy, so I took a step-by-step approach, sending signals. Several stand out in my recollection.

I began by inviting the ANC representative in Washington to my swearing-in ceremony at State, and formally recognized her presence. In my remarks, I tried to cast diplomacy as dialogue and was quoted the following week in *Time* magazine as saying: “To refuse to talk to someone is not a policy, and to talk to someone is not a political declaration.”

Next, while passing through London on my way to South Africa, I sought an appointment with Oliver Tambo. He was in Sweden recuperating, so I met with Adelaide Tambo, his wife. A brief meeting over tea led to dinner together with her and her son, the actor, who joined us. Afterward, she sent a message to the ANC office in Swaziland to tell them that it was all right to deal with me.

Then I began attending funerals in Soweto, which provided the easiest opportunity to meet Winnie Mandela and other leading ANC figures. In addition, I drew on my contacts with the ANC from my time in Liberia to invite Albertina Sisulu, the wife of Walter Sisulu, to dinner at the residence. She

came with a small entourage, further widening my circle of ANC contacts.

The fact that I'd spent most of my career in Africa enhanced my credibility, as did my maiden speech at a major Johannesburg gala evening of CEOs, in which I laid out in stark terms the disastrous course on which the apartheid leadership was taking the country and the need for dramatic change.

Although my relations with the apartheid government of Pres. De Klerk were correct, U.K. Ambassador Robin Renwick tended to take the lead in dealing with it, while we concentrated on cultivating ties to the black South African leadership. But to show sensitivity to Afrikaner culture, I took lessons in Afrikaans (helped by my fluency in German) and used it when I could, including at church — though I usually attended a different black African church each Sunday.

**FSJ:** Reflecting on your year as U.S.

*ambassador to Nigeria (1992-1993), you've been quoted as expressing regret that you were unable to dissuade President Gen. Ibrahim Babangida from canceling national elections, leading to a long delay in the country's return to democracy. Two decades later, how do you assess Nigeria's progress?*

**WLS:** Actually, the elections had already been held; it was the vote counting that Babangida did not like, because his opponent, M.K.O. Abiola, was well ahead. Street protests over the government's decision to annul the process caused many deaths in the streets of Lagos and other large cities, and led to the imprisonment of leading political figures like former President Olesegun Obasanjo. That unrest is why I recommended to Washington that we evacuate the embassy.

Over the past two decades, Nigeria has returned to elected leadership and an alternation of power. But the gov-

ernment now faces another kind of challenge: reconciling the various ethnic and religious communities within Africa's largest population, while striving to attract investment, boost the economy and create jobs to reduce the economic imbalances within Nigerian society.

Having led two United Nations peacekeeping missions, I want to applaud Nigeria's contributions to peacekeeping, both within the Economic Community of West African States regional framework and in missions on behalf of the U.N.

**FSJ:** You then spent five years as ambassador to Port-au-Prince, from 1993 to 1998. During that period, a U.S.-led multinational force returned exiled Haitian President Jean-Bertrand Aristide to office three years after a military coup had ousted him. Looking back, do you feel Aristide's return advanced democracy in Haiti?

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*Left: Amb. Swing meets with then-Senator Barack Obama, Sept. 2006. Top right: Amb. Swing with his wife, Yuen Cheong. Bottom right: Amb. Swing with U.N. Secretary-General Ban Ki Moon.*

**WLS:** Initially, yes. Though the illegal regime of General Raoul Cedras remained in power for most of my first year at post, we eschewed all contact with it — something Pres. Carter’s mission later criticized me for, even though it was Clinton administration policy, not mine.

On Sept. 19, 1994, we invaded Haiti with 21,000 troops and returned Aristide to office. But Aristide failed to take advantage of the historic opportunity that the invasion and strong Washington support had provided, so much of what we accomplished has withered on the vine.

This underscores one of the more frustrating aspects of my career: the absence of sustained engagement from so much of our diplomacy. At my Defense Department pre-departure briefing, for example, our military were so consumed by concern for an “exit strategy” that I had to interrupt to ask to be briefed about our “entry strategy” — about which nothing had been said up to that point. Each time we engage diplomatically, and then leave before there is a minimum of indigenous institutional capacity, our re-engagement is more costly and less likely to succeed.

**FSJ:** *Your final Foreign Service assignment was as ambassador to the*

*Democratic Republic of the Congo, from 1998 to 2001. And two years later, you returned as Special Representative of the Secretary-General for the Democratic Republic of the Congo, where you successfully led all facets of the largest U.N. peacekeeping operation in history from 2003 to 2008. How would you assess the country’s prospects after such a grim history?*

**WLS:** Looking at the Congo — and I often said this while in Haiti, as well — it seems that “Everything is broken but the human spirit.” The civil war there drew in troops from many other countries in Central and Southern Africa — so many, in fact, that the Congolese conflict is sometimes referred to as “Africa’s First World War.”

More than four million people lost their lives during the conflict, most from indirect causes. Another three million people were displaced, and nearly a million became refugees. Yet the war got sparse public attention at best.

The country’s size, and the trauma associated with the United Nations’ first peacekeeping mission there at independence in the 1960s, made the Security Council reluctant to re-enter the Congo some four decades later. That hesitancy was reflected in the inadequate troop levels it authorized for the

U.N. Peacekeeping Mission in the Congo, known as MONUC.

Even so, the Security Council did support the peace process by passing successive resolutions prolonging MONUC’s mandate. That commitment has helped the Congo make genuine progress, but the country still has a long, difficult road ahead. Gender-based violence remains rampant, and there are few new faces on the political landscape. On the whole, though, the atmosphere was more positive than at the time of my departure.

Paradoxically, in some ways the DRC’s riches have kept it on the bottom rung of the development ladder. But as a nation of 53 million people bordering nine countries in the heart of Africa, a stable Congo could become one of Africa’s richest countries and a natural political center of gravity. That potential is precisely why ongoing diplomatic efforts there are so important.

**FSJ:** *Shortly after retiring from the Foreign Service in 2001 after a 38-year career, you took up the first of two United Nations positions, as Special Representative to the Secretary-General for Western Sahara and Chief of Mission for the U.N. Mission for the Referendum in Western Sahara. How did that appointment come about, and do you see any way that long-running conflict can be resolved?*

**WLS:** I had just retired, and the SRS/Chief of Mission position in Western Sahara had just become vacant. Based on my African experience and expressed interest, both Secretary Colin Powell and U.S. Ambassador to the United Nations John Negroponte actively supported me for the position with Secretary-General Kofi Annan. Thus only two months after retiring, I found myself on my way back to Africa, although this time in the greater Maghreb.

The Western Sahara remains one of the world’s most intractable issues, despite my efforts over two years and

those of many others, including Ambassador Chris Ross today. During my mandate, the only issue on which there had been even a modicum of agreement was a truncated, extremely limited program of confidence-building measures (one-way phone service and two-way mail service between the refugee camps and the communities of origin), using MINURSO communications and transport assets.

**FSJ:** *In October 2008 you assumed your current duties as director-general of the International Organization for Migration. What successes would you cite in that position?<sup>9</sup> And what are the main challenges the IOM still faces?*

**WLS:** We have a paradoxical situation in the migrant world today. There are more people on the move than at any other time in recorded history: about 215 million international and 740 million domestic migrants moving within their own territory. That means that about one out of every seven people in the world is on the move.

You would think at a time like this that migration would be something that is very welcome. But instead, more and more industrialized nations are turning inward, borders are being closed, visa regimes are being tightened and there is less and less opportunity for migration to occur on a legal basis. So a lot of people are being pushed into the hands of human traffickers.

We at IOM believe that a major part of the problem is miscommunication or non-communication about the overwhelmingly positive contribution of migrants, historically and at present. So I try to ensure that our organization has a “voice in every conversation and a seat at every table” at which migration is discussed. I want to ensure that migration, as a cross-cutting issue, is included in debates relating to development, climate change, health and virtually all other areas.

**FSJ:** *What changes do you think are needed to the FS personnel system to ensure that the Service has the abilities,*

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*“Looking at the Congo and Haiti, it seems that everything is broken but the human spirit.”*

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*outlooks and organizational structure to effectively discharge its role in the active promotion of U.S. interests abroad?*

**WLS:** I spent four years in the Personnel Bureau at State, more than half of that as principal deputy assistant secretary under George S. Vest — who, for me, was our finest director general. Of course, that was 25 years ago.

Since then, both the world and the profession of diplomacy have changed dramatically due to the end of the Cold War and the onset of globalization; the rise of non-state-sponsored terrorism; the digital revolution; climate change and other environmental concerns; the proliferation of U.S. agencies abroad; and a serious decline in public trust of government.

Yet some fundamentals don't change, and shouldn't. The United States still requires a diplomatic service second to none: one that is disciplined, voluntarily shares the burden, is passionate about its mandate and our national interests and calm in their advancement, and is committed to maintaining the highest professional standards and personal conduct. The Foreign Service must be truly representative in terms of gender and overall profile, and its members must constantly strengthen and expand their skills.

Toward this end, we must continue to recruit and develop those who are or can become the “whole person” — combining intellectual and operational ability with a commitment to excellence in performance and comport-

ment, while also remaining compassionate “people persons” with the ability to lead and inspire.

Over the past two decades, security has assumed a disproportionate role in our lives. As a result, we have perhaps become too risk-averse. Foreign Service personnel need to spend more time on Capitol Hill, in board rooms, and engaged with civil society, even if it means spending less time in executive branch offices.

**FSJ:** *What do you see as the principal challenges for U.S. diplomacy today?*

**WLS:** It seems self-evident that diplomatic resource requirements are in no way commensurate with the enormous stake our country has in the field of international affairs. The potential of “soft power” to advance our national interests has been traditionally underestimated, as have peacemaking, peacekeeping and nationbuilding.

Moreover, as career diplomats we have not done enough to enable our lawmakers to help their constituents appreciate how diplomatic engagement — especially in the distant, little-known, crisis-prone countries in which I have served — protects and advances our national interests, as well as their own.

**FSJ:** *Are you optimistic about the future of diplomacy?*

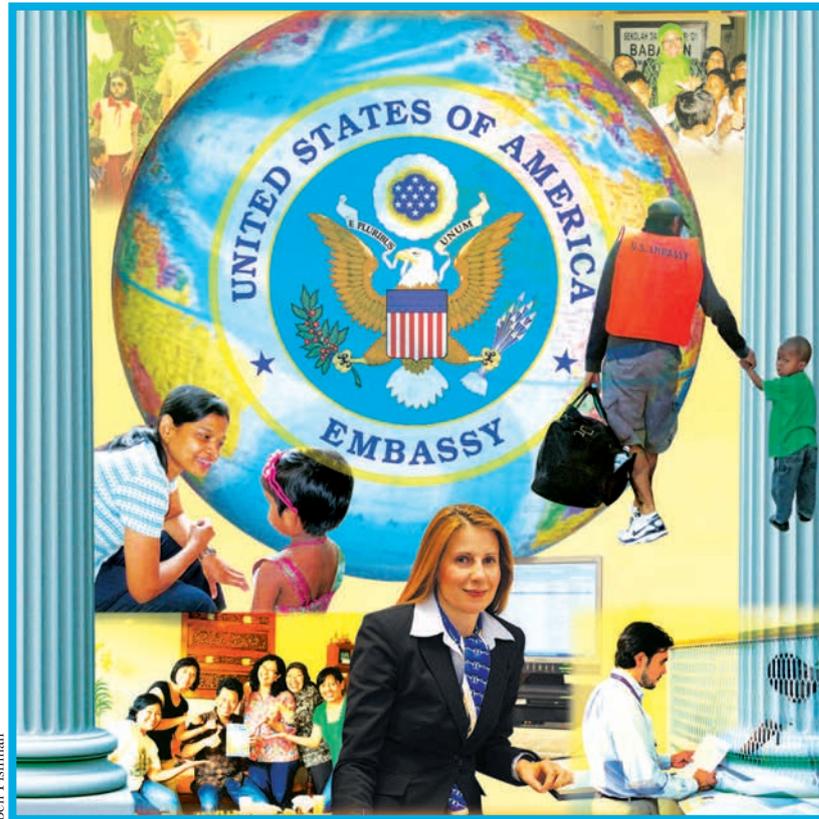
**WLS:** My half-century “love affair” with diplomacy, Africa and societies in transition makes me a congenital optimist about the future of our profession. That, in turn, leads to several purely personal conclusions.

First, I consider diplomacy an indispensable public service, a noble undertaking to which a privileged few are called. Second, diplomacy requires sustained engagement to succeed.

And third, such a long-term process must be buttressed by a corresponding policy consensus, a commensurate constituency and adequate resource mobilization.

**FSJ:** Thank you, Amb. Swing. ■

# LOCAL EMPLOYEES SEEK A DIALOGUE WITH WASHINGTON



Ben Fishman

A MINIATURE UNITED NATIONS, LOCALLY EMPLOYED STAFF HAVE CREATED THE INTERNATIONAL FOREIGN SERVICE ASSOCIATION TO ADVOCATE ON THEIR BEHALF.

*By EDDY OLISLAEGER AND WENDY LUBETKIN*

**I**n late 2008, a group of around 100 American and international local staff members at a U.S. diplomatic post in Western Europe received a rude awakening. An administrative notice announced that the handbook setting forth the terms and conditions for LES employment had been “updated” as part of a “modernization” effort. Management had unilaterally reduced sick leave and annual leave for locally hired employees, and had eroded workplace protections by changing the rules and procedures for termination of employment.

The employees consulted the Foreign Affairs Manual, the regulations that govern the State Department's operations. The rules outlined in its third chapter, known as 3 FAM, embody honorable policies designed to make the U.S. Department of State a fair and competitive employer of local staff at diplomatic posts.

The employees became convinced that the changes to their benefits and working conditions did not reflect the intent of 3 FAM or State's declared management philosophy. The group's efforts to appeal the issue were cut short, however, when the ambassador informed the staff that they had to consent in writing to the new terms of employment within two weeks, or see their contracts with the mission terminated.

Under duress, the LES employees signed, but wrote to the State Department's legal adviser in Washington, D.C., asking whether the changes that had been made — and the procedure used to impose them — were in accordance with the FAM. Nearly four years later, they are still waiting for a response.

In fact, Washington rarely replies to, or even acknowledges, any LES communications on employment issues. That is mainly because no one within the existing organizational structure of State has the authority to do so. There is no mechanism for LES, the State Department's largest employee group, to engage in a dialogue with Washington on workplace issues or appeal decisions taken at embassies. The absence of a channel to headquarters makes it difficult

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*Eddy Olislaeger founded the International Foreign Service Association in 2009 and became its first elected chairman in 2011, a position he still holds. He worked for more than 40 years as a public affairs specialist at Embassy Brussels before retiring from the Department of State in March. On that occasion he received the Secretary's Career Achievement Award for his many contributions to the field of public diplomacy*

*Wendy Lubetkin, a senior adviser on media affairs at the U.S. Mission to the United Nations in Geneva, is vice chairman of IFSA. She is one of the first U.S. citizens to have been hired under the Rockefeller Amendment, which opened Locally Employed Staff positions to Americans. Her previous employers include Time magazine and the World Economic Forum.*

***At nearly every  
U.S. diplomatic post,  
local staff constitute  
the largest component  
of the work force.***

to ensure trust and accountability in a global employment context.

### **The Backbone of the Embassy**

Locally Employed Staff, who work overseas for U.S. agencies, comprise both Foreign Service Nationals (which is what many of them still prefer to be called) and local American citizens hired under the Rockefeller Amendment (sometimes known as “Rockies”). At last count, local employees numbered some 53,000.

At virtually every diplomatic post, local employees working for the five foreign affairs agencies — State, the U.S. Agency for International Development, the Departments of Commerce and Agriculture and the International Broadcasting Bureau — significantly outnumber their American Foreign Service and Civil Service colleagues.

As one might surmise, there is no single “typical” LES profile. A miniature United Nations, local employees all over the world work as drivers, guards, senior medical and legal professionals, cooks, cleaners, engineers, mechanics, webmasters, social media coordinators and trusted political, economic and press advisers (often at senior levels).

This corps of local experts — often called the backbone of the embassy — is one of the great strengths of the U.S. foreign policy establishment. Even so, it has yet to be recognized as a major component of the State Department work force, much less given access to a transparent and clearly codified human resources process and a credible system of justice in Washington. This is true even though the Office of the Inspector General urged State to do so five years ago.

Specifically, in May 2007 the OIG issued an important report (ISP-I-07-16) that called on the Bureau of Human Resources to “codify in one place and strengthen its commitment to” Locally Employed Staff. Although fewer than 10 of the report's 80 pages focus on LES employment, they include these three key recommendations:

- Create an LES Bill of Rights
- Appoint an ombudsman for LES issues in Washington, D.C.
- Address inadequate staffing in the Human Resources Bureau's Office of Overseas Employment.

The OIG found that it is difficult for local staff to defend their rights, both because it is unclear which body of law and practice governs their employment and because guidance on their rights “is not always easily found in one location.” If Foreign Service Nationals are unaware of their rights and options, the report notes, “they may not act in their own best interests and thus may be effectively denied their rights.”

The report also notes that unlike Foreign Service, Civil Service and Eligible Family Member employees, local employees “do not have a mechanism for advocating on issues of fairness.” An appeals process that ends at the diplomatic post with no recourse to headquarters is vulnerable to potential abuse: “If a complaint is against the chief of mission, the chief of mission cannot be the final level of appeal without a conflict of interest.”

The OIG also highlighted the nearly unimaginable situation in which approximately 20 employees in the Human Resources Office of Overseas Employment were struggling to function as the equivalent of the federal Office of Personnel Management, with responsibility for more than 50,000 employees. For instance, federal law requires that embassies base local compensation plans on “prevailing practice.” To comply, HR/OE must keep up to date with local employee benefits — from salaries and allowances to insurance and pensions — in more than 170 different countries.

Compounding the problem, over the past decade almost the entire compensation decision-making and analysis machinery has been centralized in Washington. While the Foreign Affairs Manual describes a fair and transparent process in which post management and LES employees work together to evaluate, develop and monitor local compensation plans, the State Department has abandoned that approach.

Instead, Washington now uses off-the-shelf data to analyze local compensation plans with little input from posts. Decisions are made behind closed doors without any opportunity for LES personnel to contribute their expertise or air their concerns. Even overseas human resource officers rarely see the actual data on which Washington bases its decisions.

It is little wonder, therefore, that an April 2009 report by the Office of the Inspector General (ISP-I-09-44, Lo-

***Washington rarely replies to, or even acknowledges, any communications from local staff on employment issues.***

cally Employed Staff Compensation Issues) found that the U.S. is “falling behind in providing a competitive compensation package for LE staff that is commensurate with their experience, technical skills and responsibilities.”

Specifically the OIG’s survey data revealed that the U.S. was implementing average salary increases that were only around 60 percent of what could be termed “prevailing practice.” Since then, budgetary constraints — including, most recently, the imposition of a salary freeze — have contributed to a further decline in competitiveness.

### **The Need for Transparency**

At the core of the Foreign Affairs Manual is the principle that “posts must adhere to local labor, employment and Social Security laws to the maximum extent practicable in matters that affect Foreign Service Nationals.” However, anyone who has ever sought Washington’s approval for adjustments to LES benefits knows that trying to ensure a local compensation plan corresponds to “prevailing practice” is like running an obstacle course blindfolded.

The decisions that emanate from Foggy Bottom often seem arbitrary and detached from local realities at the post. This is not for lack of effort by skillful human resources officers around the world. What FSN hasn’t experienced the deep frustration at seeing their human resources officer shrug and utter the dreaded words: “Washington has turned down our request”?

In the case cited at the beginning of this article, local staff saw their sick leave entitlement dramatically cut, leaving them with no safety net in case of serious accident or long-term illness. Citing the FAM, they proposed replacing that benefit with an equivalent one: a “loss of income” insurance policy. It was easy to document that such policies were a “prevailing practice,” covering the vast majority of the nation’s work force at a reasonable cost. Even so, the department would not even consider the request.

FSNs are grateful to the many Foreign Service officers around the world who have spoken out about this situation. Several embassies have expressed concern to the OIG about the current Locally Employed Staff compensation review process, particularly the department’s use of unreliable, off-the-shelf survey data, and the lack of transparency of the entire process. They asserted that HR/OE

provided inaccurate information and confusing and inadequate responses, required lengthy processing times for requests, and demonstrated bureaucratic attitudes that appeared to be “obstructionist.”

In 2010 the State Department announced that it was modernizing its compensation methodology and had increased the number of staff at HR/OE to 30. However the changes described in a November 2010 *State* magazine article about HR/OE titled “LE Staff Advocates” did not include the essential element: a channel for active embassy and LES input into the process.

For many decades, the State Department has enjoyed a proud reputation as a fair and competitive employer of overseas staff. That reputation has now been seriously eroded, and conflicts with the objectives of President Barack Obama’s much-touted Open Government Directive, which calls for an “unprecedented and sustained level of openness and accountability in every agency.”

Left in the dark about employment decisions that directly affect them, LES employees are experiencing mounting frustration. They wonder whether the FAM still has the force of law and if “prevailing practice” has any meaning when there is no accountability on compliance.

### **IFSA: A Global Voice**

Though the two OIG reports heartened local employees of U.S. diplomatic missions around the world, FSNs were disappointed that neither study called for involving local employees in the decision-making process. That oversight reflects the top-down, “let us fix that for you” attitude Washington too often displays when it comes to LES management.

Despite that cold shoulder, elected employee associations at U.S. diplomatic posts had begun to speak out. By the time the 2007 OIG report appeared, many of those associations were already comparing notes about experiences, policies and practices. They were eager to pursue discussions about the creation of an LES ombudsman and the issuance of a Locally Employed Staff Bill of Rights.

Expanding their efforts, in 2009 LES committees from around the world joined forces to create the first global local employee group: the International Foreign Service Association. IFSA has elected a 13-member board made up of representatives from each region, and 78 local committees have endorsed the following core objectives:

- To protect the interests and the rights of the locally employed staff on a worldwide basis and to be a com-

munication channel through which they can engage in a permanent dialogue with the foreign affairs agencies in Washington.

- To represent employees who take deep pride in working for United States government offices engaged in the front line of the effort to improve America’s bilateral and multilateral relationships with other nations around the world. It seeks to ensure that America’s foreign affairs agencies are exemplary in terms of sound administration, so that they enjoy the utmost credibility with staff and the public alike.
- To improve staff morale, promote better working conditions, and strengthen the status of the locally employed staff within the foreign affairs community.

### **Outreach to State**

In November 2009, IFSA wrote to Ambassador Nancy Powell, then the director general of the Foreign Service, seeking her help in formalizing a working relationship between IFSA and the Department of State:

“We hope that in the future IFSA will play a representative and advocacy role for LES similar to that which AFSA provides for Foreign Service officers. We realize that there are differences. We agree with the principle that LES compensation plans should be based on locally prevailing practice, and accept the resulting diversity in salaries and benefits around the world.

“There are, however, a number of important management and structural issues related to overseas employment which are clearly of common concern to LES worldwide. LES seek a voice in decisions on global personnel policies and practices with a view to improving working conditions, increasing transparency, promoting FAM compliance and protecting basic rights in the workplace.”

The State Department declined IFSA’s request on the basis that it was an attempt to establish a union. LES employees were stunned at the dismissal of what they saw as a straightforward, constructive proposal. In a letter explaining the decision, Bureau of Human Resources Deputy Assistant Secretary Robert Manzanares wrote that embassies must abide by the Vienna Convention on Diplomatic Relations and its tenets, “which are applicable to the diplomatic missions of every nation in the world.”

The application of the Vienna Convention to labor relations is a complex legal issue, which IFSA hopes to explore further. It appears the restrictions are aimed at preventing host-nation unions from gaining jurisdiction

over embassy operations. However, it is not clear how such a policy would apply to an international employee association that might eventually have its headquarters in the United States and be governed in full accordance with U.S. law.

Furthermore, to describe IFSA as a union overstates the aims of the organization at this stage. It has not sought collective bargaining or benefits negotiations. Instead, its proposals are focused on transparency and dialogue; for example, by convening a regular conference of LES delegates in Washington.

In an effort to keep communications open, IFSA has applied for Employee Affinity Group status. It should be possible to define and structure a global LES association in a way that enables recognition by and collaboration with the Department of State.

The letter from Deputy Assistant Secretary Manzanares contained a second piece of bad news: rejection of the creation of an ombudsman's office for LES.

"Chief-of-mission authority, based on U.S. congressional law and annual instructions from the U.S. president, gives the chief of mission full responsibility for the direction, coordination and supervision of all U.S. government executive branch employees, including foreign nationals. These are historic and longstanding principles of international diplomacy. This is also why a previous OIG recommendation to create an ombudsman for LE staff was determined to be in violation of chief-of-mission authority."

LES were shocked by this outcome. COM authority has not prevented their colleagues in the Foreign and

Civil Service from being able to access a system of justice and appeals in Washington, D.C. Nor should "historic and longstanding principles" be allowed to stand in the way of the U.S. government's ability to reform internal practices that are out of date and fail to conform with its own publicly stated objectives on open government and fair global labor practices.

Whether on simple issues of fairness or broader issues of discrimination and other basic rights, the internal and external legal remedies open to LES employees are unclear. As the OIG pointed out, LES rights may be specified in existing U.S. law, regulations, local compensation plans and staff handbooks, or in local labor laws and prevailing practices.

This lack of clarity is in itself an obstacle to attainment of due process. IFSA's board is particularly concerned by reports that some embassies are evoking "diplomatic immunity" when labor disputes are brought before local courts or arbitration panels.

The State Department's approach to labor relations with Locally Employed Staff has fallen behind the standards of other international employers, and appears disconnected from the government's own international policies. The United States supports many international declarations and agreements that uphold the right of workers to organize, underscore the importance of social dialogue and affirm access to systems of internal justice and judicial due process.

In 2008, for example, the United States led the way in strongly supporting important management reforms at

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## FOCUS

the United Nations. Central to the effort was ensuring that all U.N. staff — including 60,000 locally-hired “Field Staff,” a group approximately analogous to LES in number and situation — had access to an ombudsman and the United Nations Dispute Tribunal at headquarters.

### **All on the Same Team**

IFSA members seek the same fundamental justice in the workplace for LES employees that their Foreign and Civil Service colleagues already enjoy. Many have devoted their entire careers to the State Department and other foreign affairs agencies, and should be treated as full members of the team.

Since the major management decisions that affect LES employees come from Washington, a dialogue that

***In May 2007 the Office of the Inspector General urged State to codify in one place and strengthen its commitment to LES.***

***It still has not done so.***

is limited to exchanges with post management is not sufficient to secure their rights. Structural reforms, including access to an appeals system in Washington and a transparent dialogue between the State Department and LES staff, are essential to management accountability and maintaining trust in the fairness of the workplace.

Integration of local employees as partners in the decisions that most affect them will strengthen

the foundations for constructive partnerships across the foreign affairs community. Together with AFSA and other allies, IFSA hopes to encourage the U.S. State Department to move toward an enlightened, modern and transparent employment policy that furthers the goals of U.S. diplomacy and serves all of our interests.

Such an approach is long overdue. ■



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# FOREIGN SERVICE NATIONALS SPEAK OUT

MEMBERS OF THE INTERNATIONAL FOREIGN SERVICE  
ASSOCIATION REFLECT ON THEIR WORK AT U.S.  
MISSIONS ACROSS THE GLOBE.

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*BY STEVEN ALAN HONLEY*

## **A TRULY GLOBAL INITIATIVE**

*By Jon Miracle, Brussels*

As an American who permanently resides in Belgium and has worked for the U.S. embassy for 12 years, I have always striven to become as integrated into the community as possible. It helps that I speak Dutch and French well enough to make me a good contributing partner in most aspects concerning our local employment contracts, benefits and work environment.

My U.S. government service actually began when I served in the U.S. Marine Corps for eight years, the last three of them as a Marine Security Guard. That is where I first came into contact with Foreign Service Nationals and observed the disparity in how they were viewed and treated, both by post management and their American colleagues.

After that, I spent seven years working as a civil servant at an Army base in Belgium. My daily contact with more than 500 local staff furthered my appreciation for the important work they do and how they interact with their American counterparts.

For six years now I have been involved with the Tri-

Mission National Employee Association, the FSN committee in Brussels, and became its chairman three years ago. TRINEA is unique in bringing together local employees from three distinct posts: the U.S. Mission to the European Union, the U.S. Mission to the North Atlantic Treaty Organization, and the bilateral U.S. mission to Belgium.

TRINEA has been blessed with a very active membership and an excellent working relationship with post management. Every time we have engaged management on work-related issues, they have listened to our suggestions. Very often, they agreed with our analysis and supported our proposals, only to have them go nowhere. It soon became clear that the important decisions were all being made back in Washington, with little local input, leaving us more and more frustrated.

Then TRINEA's founder and former chairman, Eddy Olislaeager, began reaching out to other FSN associations throughout Europe to compare notes. He quickly discovered the same pattern in other U.S. embassies: post management teams listened, and often agreed with local employees' concerns, but could not act on them without Washington's approval, which often was denied.

Eddy became convinced that the global Locally Employed Staff community needed an organization that

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*Steven Alan Honley is the editor of the Journal.*

would speak on our behalf and raise issues with the only interlocutor capable of getting things done: the Department of State. And so the International Foreign Service Association was born in 2009.

Washington has always shied away from having a true dialogue with the global Locally Employed Staff community, claiming that FSN committees from different countries would never agree to a united position on these issues. But despite distinct benefits packages based on local prevailing practice, we do indeed have common interests. TRINEA, because it brings together three distinct groups of LES in the same country, is a potential model for a global approach.

In just a few years of existence, IFSA has already proven that its members around the world can agree on issues that transcend the local level, and that they are ready to work directly with Washington. We are confident that a partnership between the Department of State and IFSA will benefit both sides.

*Jon Miracle joined the Embassy Brussels staff as a computer specialist in 2000. He has been a member of TRINEA, the embassy's FSN association, for six years and its chairman for three.*



## **FASCINATION AND FRUSTRATION**

*By Aneta Stefanova, Sofia*

My experience as a Foreign Service National working at the U.S. embassy in Sofia can be summarized in two words: fascination and frustration. On good days, it's a dollop of fascination and a pinch of frustration. And on bad days? On bad days, there is nothing fun or fascinating about our deep frustration as members of the embassy's local staff.

In many ways, the embassy is like my family. I started as the mission's switchboard operator at the age of 19, while most of my friends were emigrating from Bulgaria. Some of the Americans I first met at the embassy bonded with me despite the lingering cold shadow of the Iron Curtain.

My Foreign Service colleagues were there for me when

***It soon became clear  
that the important decisions  
were all being made back  
in Washington with  
little local input.***

my father passed away suddenly and when my mother fell ill soon afterward. They offered everything from emotional support to hot meals, and even medical care for my suffering family. They are still the most amazing, kind and supportive people I have ever met, and epitomize the best of what America offers to the world.

The embassy has also given me an unprecedented opportunity to develop professionally. I have seen many of my Bulgarian colleagues move up through the ranks, supported by adequate professional training and mentoring. My fellow FSNs deserve special mention for their unsurpassed hard work, professionalism, expertise and passion for working for the United States, despite the cultural differences and institutional lines that separate us from our American colleagues.

As a press specialist, my day starts at the break of dawn with reading the local press and briefing the ambassador and the country team on the news of the day. It then speeds through attending ribbon-cutting ceremonies for humanitarian assistance projects, answering press inquiries, analyzing media sector developments and providing a cogent explanation of my country's complicated past, with its political and economic implications, to my American colleagues.

After so many years at the embassy, I sometimes take my fascinating work for granted. But 20 years of fantastic, sometimes funny and occasionally stressful memories still remind me of how special the institution I work for truly is.

And this is where that healthy dose of frustration comes in. My Foreign Service National colleagues and I appreciate the special place the U.S. holds in the world, and defend and promote it every day. We do so not just at work but also in our social lives, when our job becomes our identity as people.

We do it because we are loyal to a country which, since the start of the 20th century, has been a force for good, despite widespread, simplistic and unfair criticism for being the "world's policeman."

Yet America's uniqueness also creates a sense of exceptionalism among some Foreign Service personnel that frustrates us in our everyday work on many occasions. It means we are not "like everyone else" in our country, in

terms of legal protection from dismissal or unfair treatment by supervisors. We know that at any point in the day we can suddenly be escorted out by the Regional Security Officer and have the locks changed behind us, without any meaningful legal recourse or even a chance to say goodbye to our colleagues.

Teaching each new supervisor their job every three years is by now second nature to us. But it still leaves a bitter aftertaste, as well, because we know that while our American colleagues have the incentive of career development, we stay cemented in our current career paths and pay, despite our valuable contributions and fantastic wealth of knowledge.

Finally, what has been most frustrating to me, personally, is watching the slow shift of priorities for our American colleagues as the Department of State grows into a mammoth bureaucracy. The open-minded, inspired and hard-working diplomats whose job it is to soak up local culture and life, gaining a deep understanding of the host nation's issues to better inform U.S. government policies, have slowly been replaced by increasingly harried bureaucrats. They have precious little time to think and analyze because of the stupefying amount of administration they (and we) contend with, which many of us have taken to calling "e-hell."

We've also experienced the cycle of bad moods and changing attitudes of our supervisors come evaluation time, when the rating and the next job prospect loom larger than the substance of the job and relations with the local staff that supports them in everything they do.

The United States deserves better, and we are here to help as much as we can. Our hope as FSNs is that our American colleagues all over the world will always keep in mind that the statement, "FSNs are the backbone of the Foreign Service," is not another hollow award-ceremony cliché. We also hope that our loyalty to the United States government's goals and interests will be rewarded with full respect and loyalty, in return.

*Aneta Stefanova has worked as a Foreign Service National for Embassy Sofia since 1991. Currently an information specialist, she previously worked as the embassy switchboard operator and a secretary/receptionist in the U.S. Information Service section.*

*My experience as a  
Foreign Service National  
can be summarized in  
two words: fascination  
and frustration.*



**FSNS ARE NOT "LES"  
— IN ANY SENSE**

*By Pedro R. Pires, Sao Paulo*

A few years back, the Department of State decided to change the term for its local overseas employees from Foreign Service Nationals to Locally Employed Staff.

This might seem insignificant, but coming at a time when we already felt that our status was being downgraded and diminished, it seemed sad and ironic to be given a new acronym which, when spoken, sounded like the English word "less."

In fact, FSNs are not less than anyone. Part of the fundamental operations of U.S. embassies and consulates around the world, we are on the front lines in dealing with host country civil society, press and private sectors. We are deeply proud to work side by side with Foreign Service personnel to coordinate important aid and foreign policy work.

Without FSNs, U.S. embassies would lose their institutional memories, the ability to integrate into local society, and effective communication with their most important audiences. In short, without us you could not function.

The change in nomenclature from FSN to LES is the type of decision that often comes from Washington, without any consultation with the persons most concerned. It reveals ignorance of the fact that "Foreign Service National" is a term denoting someone who is fully involved in carrying out U.S. foreign policy. It shares the words "Foreign Service" with our American colleagues, embodying the significant role we all play.

By contrast, "Locally Employed Staff" sounds like an insignificant part-time worker, someone who is not really integrated into the overall effort. To many of us, the term LES sounds derogatory, symbolizing the growing number of restrictions we face that create unnecessary and harmful "us and them" distinctions in the workplace.

*Pedro R. Pires is a network administrator at Consulate General Sao Paulo, which issues more visas than any other post in the world. He started working for the consular section in 1996, and was promoted to the Information Re-*

## FOCUS

source Management team the following year. He is the chairman of the consulate general's FSN Committee.



### SMALL BUT MIGHTY

By Priya Beegun, Port Louis

Have you ever heard the African proverb, “A roaring lion kills no game”? In other words, you cannot achieve anything by sitting around talking about it; you must get up and work for it.

Well, that insight is what brought me to the embassy of the United States of America in Port Louis, Mauritius, almost six years ago. After years as a reporter, followed by two transitory professional experiences as an academic and a training executive in an investment company, I finally found what many would depict as the dream job.

But wait! Did I say six years? This seems a remarkably long time, at least to me — until I consider that when I joined the public affairs section as a cultural affairs assistant, I stepped into the shoes of an amazing retiree with more than 25 years of experience.

I was expected to walk around in them comfortably right away, but it took me a year or so to grasp the gist of my position and, above all, what it means to work for the U.S. Department of State. But from then on, everything gradually started to fall into place.

Almost six years later, I look back with a big smile. I sailed through some rough waters, but I grew. I sometimes learned the hard way, but I have become more knowledgeable. I moved from being a cultural affairs assistant to a cultural affairs specialist, taking on additional responsibilities and new challenges as the years went by.

Along the way, I sent out plenty of SOS messages to unknown counterparts in Africa and Washington, D.C., asking for help. Many of these people, formerly complete



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strangers, are now my friends and trust me. They are still the first persons I run to when I need advice on exchange programs, alumni affairs, speaker programs — you name it.

And thanks to the training programs I benefited from, this network extends beyond African and American frontiers. Today, I can put a familiar face on an array of countries from Africa to Asia. If it so happens that I need urgent advice from a fellow LES, I only need to calculate the time difference. It really works!

Mission Port Louis is a small post with a talented, loyal and dedicated work force. Every time I attend a training course, I listen to my counterparts talking about how big their missions are. Some public affairs departments have more than 20 employees. I admit, that bemused me at first, but slowly I realized that those of us in Mission Port Louis and other small posts ought to be proud of ourselves, as well.

I view my colleagues and myself as trained acrobats. Give us any challenge and we shall meet it with panache. Yes, we are a small mission, a little ember in the Indian Ocean ... but with a mighty flame.

*Priya Beegun serves as the senior Locally Engaged Staff adviser in the public affairs section of Embassy Port Louis. As a cultural affairs specialist, she is responsible for planning, developing and administering cultural and educational programs designed to provide better understanding of U.S. policies and cultural achievements among key audiences in Mauritius and the Seychelles.*



## THE GAS TANK IS HALF FULL

*By Paola Arozamena, Mexico City*

Mission Mexico is one of the biggest U.S. diplomatic missions anywhere in the world. Besides the embassy, it comprises nine consulates, 13 consular agencies and around 1,500 local employees. As such, we have a wide variety of agencies, ideas and beliefs. It is this mixture that makes the experience so rich and exasperating (sometimes).

I was once asked to describe what it felt like to work for

***The change in nomenclature from FSN to LES is the type of decision that often comes from Washington without any consultation with the persons most concerned.***

the U.S. government. (At the time I was working in the non-immigrant visa section.) My response was this: “Working for the U.S. is like having someone hand you the keys to a red Lamborghini Diablo or a red Ferrari, but when you get inside you discover that you only have the reserve of the gas tank.”

Almost seven years later, I now believe that we are up to about half a tank of gas. The main reason

I say this stems from the short rotation periods that the Foreign Service officers have. It is hard to have an officer (mainly from State) here for only two years, when it takes them about six months to learn the full scope of their activities and a year to hit full production mode. Then, for the last six months of their tour, they are busy with all the preparations for their departure. Sometimes it's like being in a car with a student driver!

Still, the fact is that we are the links to our respective countries' relationship. The jobs we do are all important, no matter how small they seem to us.

During my time with the embassy I have known excellent officers (Scott Renner, John Boyle, Jessie and William Scheibner, Mike Garcia and Rima Sorges, to name just a few), and great Foreign Service Nationals from different consulates. And yes, there have been some not-so-nice officers and co-workers, too. But they are all part of this huge melting pot that makes up foreign relations.

I have been able to help people in extreme distress, cultural groups, artists and other special people. I have also had the pleasure to work for both State and Homeland Security. Throughout my time, I have been challenged to work at the best of my abilities and under stress. But above all, I have had the pleasure of meeting amazing individuals who also seek knowledge, growth and new experiences.

I can say with conviction that while not everything is perfect, those of in Mission Mexico are proud of our work and contributing our two cents to the relationship between the United States and Mexico.

*Paola Arozamena has worked for Embassy Mexico City for 10 years, both for the Department of State and the Department of Homeland Security. She has been a member of the local FSN association for eight of those 10 years, the*

*last three as president. She is also the current secretary of the International Foreign Service Association board.*



### **AN INTEGRAL PART OF U.S. DIPLOMACY**

*By Ravindran Manickam, Kuala Lumpur*

On the day that I joined the staff of the U.S. embassy in Kuala Lumpur in 1989, I took an oath before the consul general that I would never go on strike. Later in the day, the Regional Security Officer informed me that I would be fired on the spot if I were ever caught on certain floors of the embassy without an American escort.

Twenty-three years later, the memory of that first day is still very vivid. And I continue to be fascinated by some of the things my American colleagues say.

Of course, it is not just Americans who say strange things. My fellow Malaysians sometimes ask me questions like these: “Why are you working for the U.S. government?”

Why don’t you use your skills for the Malaysian government instead?” And this perennial query: “When are you going for training at Langley?” I take these comments in stride, but they do make me chuckle.

I love my job, and feel passionate about the issues I work on. I’ve had the good fortune never to have had a bad boss or colleagues in the political section. In fact, I believe that I’ve worked with some of the finest diplomats in the U.S. Foreign Service. Quite a few of them have gone on to the Senior Foreign Service, and some have served as ambassadors.

Every time I see a familiar name on the State Department promotion list, I feel truly proud to see another FSO who served here advance. Yes, the constant rotation can be frustrating. It often seems that just when you get comfortable working with an American officer, he or she departs for a new post, leaving you to start over with a brand-new officer. But overall, I love the relationships I’ve developed.

I think the State Department knows how valuable local

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Foreign Service staff can be. Ambassadors and visiting U.S. officials frequently describe us as “the institutional memory,” as “the most important human resource at the embassy and at the State Department,” and as “pillars of the embassy.”

I also believe that many people at State genuinely appreciate the challenges that Foreign Service Nationals face. Even so, sometimes the department issues policies that seem to increase the sense of separation between us and Americans, undermining morale. Here are two examples.

First, we are now called Locally Employed Staff, not Foreign Service Nationals, the term used when I first began working for the U.S. government. Many senior staff at Embassy Kuala Lumpur find this change discouraging.

The term “Foreign Service National” has elements of pride and authority. It makes the local employees feel truly like parts of a global community, and full members of the Department of State. By contrast, the term “Locally Employed Staff” has an element of segregation. It emphasizes that we are simply “locals,” separated from the global structure.

It also does not help that the acronym, LES, sounds like “less.”

The Interagency Mission Awards Program — introduced this year to replace State Department legacy awards with a new set of awards for locally employed staff — has been another source of frustration. The cable announcing IMAP said that the department had consulted “all major stakeholders,” and that there had not been any objections. However the most important stakeholders in the exercise — the country-based staff who would receive the awards — were never consulted.

It is very telling that one of the highest honors in the new system is the “LES of the Year Award.” If the department truly believes that we are an integral part of U.S. diplomacy, and wants to enhance solidarity among all its employees, then it should reconsider policies that make us feel “LES” appreciated.

*Ravindran Manickam is Embassy Kuala Lumpur’s political specialist. An embassy employee since 1989, he is president of its Malaysian Employees Association. ■*

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The November 2012 issue of the *Foreign Service Journal* will include a list of recently published books written by Foreign Service-affiliated authors.

FS authors whose books have been published in 2011 or 2012, and have not been featured in the roundup, are invited to send a copy of the book, along with a press release or backgrounder on the book and author to:

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# FROM RUSK TO RICE: 39 YEARS COVERING STATE

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EVEN IN A SETTING AS CONTROLLED AS FOGGY BOTTOM,  
ONE MEETS VIVID CHARACTERS AND WITNESSES REMARKABLE DEVELOPMENTS.

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BY GEORGE GEDDA

**I**n September 1968 my employer, the Associated Press, transferred me from its New York City headquarters to the Washington, D.C., bureau to help out with coverage of Latin American issues. I was quickly issued a State Department building pass at the tender age of 27, making me one of the youngest passholders there.

When I retired in 2007, almost 39 years later, I was one of the oldest. During my tenure, I visited 87 countries on trips with nine Secretaries of State and made 31 visits to Cuba, almost all on reporting trips for AP. Unfortunately, I never got to travel with the most powerful Secretary of State in modern times, Henry Kissinger. But I saw enough to recognize him as the meanest (to his staff, at least), smartest and funniest of them all.

If one stays in the same place for almost 40 years, you almost can't help encountering vivid characters and witnessing remarkable developments, even in a setting as controlled as the State Department. In 1985, an angry teen entered the department with a concealed fold-up rifle, went to the seventh floor and killed his mother, a secretary who was sitting not far from the office of Secretary of State George P. Shultz. (As the child of an employee, he had automatic access to the building.)

A few years before that, police had entered State's second-floor press room to arrest a Middle Eastern journalist wanted

on charges of embezzlement. Lars Nelson, a Reuters reporter, witnessed the arrest from his cubicle just a few feet away and fired off a story that soon traveled around the world. The journalist was convicted and sentenced to a 13-year prison term.

Other episodes were less dramatic but still raised eyebrows. Several weeks before President Ronald Reagan took office in 1981, a Republican transition team was visiting the State Department. Upset by communist gains in Central America, they zeroed in on President Jimmy Carter's top aide for Latin America, William Bowdler, as a symbol of what they perceived to be a failed policy. The transition aides gave him 24 hours to pack up and leave. Friends said Bowdler, a three-time ambassador and 30-year Foreign Service veteran, was devastated by the experience. He deserved much better.

Fortunately, most of the vignettes I'd like to share here are less grim!

## From Haig to Shultz

Pres. Reagan picked General Alexander Haig as his first Secretary of State (1981-1982). Haig was known for his rhetorical flights, once referring to the Middle East as "the vortex of cruciality." Asked if American military intervention in blood-drenched El Salvador was inevitable, Haig could have said "No." Instead, he said, "It would serve no useful purpose to put fences around options that would preclude the formulation of new pathways."

In 1982, as Haig was flying to London near the end of a European tour, his spokesman, Dean Fisher, casually offered the press a delicious news nugget: Haig's tailor, Peter Tarpey, was flying to London from Paris to measure the Secretary for

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*George Gedda retired in 2007 after 39 years as an Associated Press State Department correspondent. A longtime contributor to the Foreign Service Journal, he is the author of Cuba: The Audacious Revolution (CreateSpace, 2011).*

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*One spokesman  
had a habit of  
practicing his golf swing  
during particularly  
long-winded questions.*

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some suits. Always the jester, NBC's State Department correspondent, Bernie Kalb, replied: "No big deal. My shoemaker will be flying in from Trieste!"

It is not clear that Haig got to wear the suits that Tarpey presumably created for him, at least as Secretary of State, for Pres. Reagan fired him just six weeks later without explanation.

Haig broke a self-imposed silence about the mysterious circumstances of his departure from Foggy Bottom two months later, while delivering a speech to a private group on "the four pillars of American foreign policy." Informed that Haig had been paid \$25,000 for the speech, Bernie Kalb said, "Gee, I would have given them eight pillars for half that!"

Not long after succeeding Haig as Secretary of State, George P. Shultz took off for Europe. Ahead of his stop in Germany, Embassy Bonn put out a booklet welcoming "Secretary of State Charles Schultz." It was probably the only publication of its kind that ever became a collector's item.

A few years later, Shultz traveled to Uruguay to attend a presidential inauguration. After a meeting at the Hotel Plaza Victoria, Assistant Secretary for Latin American Affairs Tony Motley was unable to find his boss's limousine. He became frantic, shouting, "This reminds me of the time when I was trying to start a war [in Grenada in 1983]

and couldn't because I was standing at the corner of 20th and Pennsylvania Avenue and couldn't get a cab!"

During the Shultz era (1982-1989), Deputy Spokesperson Phyllis Oakley conducted many of the noon briefings. One day she was asked about a rumor that Shultz had a tiger tattoo on his posterior. "I have no way of knowing," Oakley answered, a line that followed her around for years. (Shultz was a graduate of Princeton and a fan of its Tigers football team.)

### Stuck in the Mud

I found traveling abroad with Secretaries of State was often overrated. No matter how interesting the venue, I seemed to spend most of my time locked in a hotel press room grinding out stories on deadline. And even if there was an opportunity to see the country, sometimes a crisis elsewhere would cut short the visit.

One adventure that went ahead as planned was a Shultz safari in Africa, back in January 1987. Two hours into a Sunday outing at the Masai Mara game preserve in Tanzania, the Secretary's jeep (one of several on the expedition) got stuck in the mud.

While aides tried to extract the vehicle, Shultz wandered over the muddy turf to a grassy area where I was standing. We observed the messy situation before us. "A metaphor for U.S. foreign policy?" I jokingly asked. "Stuck in the mud," he replied, smilingly.

Secretary of State Madeleine Albright (1997-2001) had a habit of scheduling visits to exotic places and then having to cancel because of unanticipated developments. Examples were Timbuktu (in northern Mali) and the Taj Majal.

### Kalb vs. Kalb

Accomplished as Bernie Kalb was, he always lived in the shadow of his brother, Marvin. Bernie told me about the time their mother called the CBS

switchboard in Washington, when both brothers were working for that network. She said: “This is Marvin Kalb’s mother. Is my son Bernie there?”

After Bernie left NBC in 1984, Marvin shared the NBC booth with Ann Garrels, a young newcomer who joked about rooming with such a renowned, erudite figure. She liked to show off a sweatshirt she had received as a wedding present. Across the front, it said, “Marvin Who?”

Bernie once told the story of a visit he and columnist Joe Kraft made to Vietnamese President Nguyen Van Thieu in Saigon, on the eve of a groundbreaking presidential election there in 1967. It was a key period of the Vietnam War. Thieu, seeking reelection, was frustrated by allegations of irregularities. “How can I convince people that the election will be fair?” he asked. “Lose,” Kalb deadpanned. It was a one-liner that Kraft treasured

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*I sometimes found  
traveling abroad with  
Secretaries of State  
overrated.*

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— and repeated — for years.

### **Madeleine Plays Ball**

Secretary of State Albright visited Moscow early in her tenure to call on Russian President Boris Yeltsin, who had been suffering health problems. When she emerged, my AP colleague, Barry Schweid, asked her how Yeltsin was feeling. “Oh, he was at the top of his game,” she said. Schweid followed up: “What game was that? Senior

shuffleboard?” Albright laughed loudly.

Weeks later, she was called on to throw out the first pitch of the season opener at Baltimore’s Camden Yards. With the State Department media watching from the press box, Albright bounced the ball in front of home plate. Her spokesman, Jamie Rubin, said the pitch “broke too fast” — as if Albright had a curve ball in her meager arsenal. We all laughed.

### **Tales from the Press Room**

When I began covering State for the Associated Press, the main point of interaction between the department and the press was the noon briefing. Reporters were only permitted to use a pen and paper — no cameras or recording devices. Instead of grandstanding, respectful exchanges between the press and the spokesman (Robert J. McCloskey in those days) were common.

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This came to an end in 1977, when Hodding Carter, spokesman for Secretary of State Cyrus Vance (1977-1980), decided to allow the broadcast media to bring their cameras and sound equipment to the briefing room. Overnight, the informality of the briefing was gone. Spokesmen stopped smoking at the podium, smiled more and dressed better.

Perhaps to set a good example, Hodding himself ceased practicing his golf swing during long-winded questions. But he did once fire a rubber chicken at the tirelessly combative Lester Kinsolving, a stringer for radio stations who was also a Protestant minister.

More importantly, the new audio and video devices had a chilling effect. Spokesmen could no longer go on background, the procedure that had allowed them to explain more and give out sensitive information on the condition that they not be named. Instead,



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## *Most of the spokesmen*

*I saw in action over my*

*39 years served*

*State very well.*

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they were identifiable only as a “U.S. official” or “administration official.”

This permitted more candor on the part of the briefer and more in-depth stories. But subsequent attempts by spokesmen to provide clarity on background after the briefing with cameras off have never worked well. As a result, briefings became a chore, producing less meat and more plabum.

The downside of the old system, of course, was that promiscuous use of background comments opened the way for manipulation of the press without accountability, an obvious danger. As a result, media outlets grew increasingly wary of any use of background quotes in any story.

### **The Decline of the Press Briefing**

Some Secretaries of State were more finicky than others about spokesmen sticking strictly to the script handed to them. During the 14 or so months that he served as Al Haig’s spokesman, Dean Fisher, a former *Time* magazine reporter, said he deviated just three times from the exact wording of the official guidance. And each time, he said, his superiors “rapped me on the knuckles” for his transgression.

In October 1998, 21 years after cameras had first been allowed into the briefing room, an electrical problem meant that no functioning cameras or microphones were present for a noon briefing by Albright’s spokes-

man, Jamie Rubin. He was almost giddy about being able to horse around at the podium and, more importantly, go on background at will. A weight had been lifted from his shoulders. The next day, electricity having been restored, it was business — or blandness — as usual.

David Passage was a State Department press officer and briefer during the Carter administration. He developed the habit of making up answers if there was nothing official at hand on a particular subject during a briefing.

I always knew when he was winging it. Instead of using the normal dodge — “I have nothing for you on that” — he would begin, “The United States believes....” He would follow that with an off-the-cuff account of what he thought the United States believed. (I was grateful, though, for all the times David was helpful to me over the years by phone or in his office.)

With the computer era, attendance at State Department briefings declined sharply because transcripts were available within an hour after their conclusion. Gone were the days when the networks routinely had two big-name, on-air reporters on duty daily at the department, and TV cameramen jostled for space at the rear of the briefing room. Also absent were correspondents from prominent newspapers and much of the foreign press, including Arab and Israeli reporters.

To many reporters, repetition was often the most insufferable part of noon briefings. One day in 2003, a briefer urged an end to Israeli-Palestinian violence 29 times in 30 minutes. All the while the cameras rolled, and so did the eyes of correspondents.

Despite all these constraints, most of the spokesmen I saw in action over my 39 years at State served the department very well. I would put Hodding Carter, Chuck Redman and Richard Boucher at the top of my list. ■

# REMEMBERING THE INF TREATY

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ELIMINATING INTERMEDIATE-RANGE NUCLEAR MISSILES PAVED THE WAY FOR OTHER ARMS CONTROL AGREEMENTS EMBRACING BOTH STRATEGIC AND CONVENTIONAL WEAPONRY.

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BY DAVID T. JONES

**L**ater this year — Dec. 8, to be precise — we will mark the 25th anniversary of the signing of the “Treaty between the United States and Soviet Union on the Elimination of their Intermediate-Range and Shorter-Range Missiles” (to give the full title). The INF Treaty, as it is generally known, committed the United States and the Union of Soviet Socialist Republics to eliminating all nuclear-armed ground-launched ballistic and cruise missiles with ranges between 500 and 5,500 kilometers (about 300 to 3,400 miles) and their infrastructure.

Pursuant to that agreement, between 1987 and 1991 the United States destroyed 846 missile systems, including the Pershing II, while the Soviet Union got rid of 1,846 comparable missile systems, including the SS-20 missiles. This removed a very specific threat for members of the North Atlantic Treaty Organization, who felt under the gun, so to speak, because of Moscow’s SS-20 deployments. The scope of the treaty also alleviated the concern of our Asian allies that the Soviets could build or move SS-20s to threaten them, as might have happened had the provision been limited to Europe.

Even so, the provision’s main significance was political, not military. Neither Washington nor Moscow needed these systems, for defense or offense.

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*David T. Jones, a retired Senior FSO, is a frequent contributor to the Journal. He is the co-author of *Uneasy Neighbor(s): Canada, the USA and the Dynamics of State, Industry and Culture* (Wiley, 2007), a study of U.S.-Canadian relations.*

## Black and Green Spots

Moscow’s SS-20 deployments, which began in 1977, badly spooked NATO members. Many Europeans did not believe that the U.S. strategic systems then in place were sufficient counterweights to the SS-20. In their view, only INF missile deployments would give Washington enough “skin in the game” to avoid responding to Soviet aggression with short-range nuclear systems.

Whatever the military outcome of such a clash, the result would make Western Europe a “black spot between two green spots” — to use jargon colorfully but inaccurately attributed to NATO. Should war come, the Europeans preferred to be “a green spot between two black spots,” following a U.S. strategic response to Soviet attack. Toward that end, only modern U.S. INF systems based in Europe would guarantee an American response against Soviet homeland targets — thereby deterring Moscow from thinking a Europe-only war was possible.

After a certain amount of talking past one another regarding how to counter the SS-20, NATO leaders started discussions of U.S. deployments in the late 1970s. There was a great deal of debate over whether to deploy ground-launched cruise missiles, ballistic missiles or both, and where.

While Moscow stoked the European peace lobby to agitate against any INF deployments, West Germany demanded that it not be the only NATO member in Western Europe with such missiles in its backyard (those based in the United Kingdom didn’t count, in their view). They extolled the value of leverage and “risk sharing,” with the NATO alliance in the balance. To our substantial surprise and relief,

the Italians stepped forward to meet German desiderata despite the political weight of their domestic communist party.

The first stage of the negotiations ended on Dec. 12, 1979, when NATO defense and foreign ministers met in Brussels to confirm the agreement. Only then did it become evident that there wasn't an agreement. The proceedings quickly devolved into a chaotic effort to overcome Belgian and Dutch demurrals and permit publication of an official communiqué; it wasn't hammered out until mid-evening. (As a consequence, I celebrated my 15th-wedding anniversary at midnight with chocolates and a bottle of liberated champagne originally designated for a never-held celebratory *vin d'honneur*.)

It was now clear that a singular INF deployment track could never be sold to European publics. Thus, a parallel negotiation track became part of the communiqué package. NATO's essential negotiation proposal was "zero-zero": NATO would not deploy if the Soviets withdrew or destroyed their SS-20s. Fat chance.

The NATO proposal was the equivalent of offering to trade a bucket of ashes for a bucket of diamonds. Moscow was betting it could break the questionable unity of the prospective basing countries because each government faced elections prior to INF deployment dates.

### **Crunch Time**

While the various electoral scenarios were being fought out, Washington began negotiations with Moscow in November 1981. Led by senior statesman Paul Nitze, these were ritualized time-fillers, as both sides advanced proposals for freezes and reductions (including Nitze's famous "walk in the woods" with his Soviet counterpart). But the baseline question remained: would NATO remain unified enough to carry out actual INF deployments?

At least the American delegation had time to relax, with flag football games pitting "INF" against "START" (Strategic Arms Limitation Treaty). In one of these encounters, Nitze (then 76) asked for the ball, but the quarterback declined, saying that if Nitze were injured, NATO would collapse, and he — not Nitze — would suffer the consequences. Other participants still remember a party at which the least salacious element was consuming an alcoholic beverage from the shoe of one of the delegation wives. Diplomacy can be serious without being dry.

NATO didn't crumble, even when the first ground-launched cruise missiles to arrive in Britain, in November 1983, generated furious protests by women from the Greenham Common Peace Camp. They persisted in demonstrations until 2000 — nine years after the last of the missiles had been removed. (Occupy Wall Street protesters are kindergarteners in comparison.)

The Soviets ignored the U.K. deployments, but shortly thereafter, when Pershing IIs arrived in Germany, their delegation walked out. This was a classic error by Moscow, for those absent are always wrong. Adroit NATO commentary pointed up the Soviet refusal to negotiate as further rationale for deployments.

Still, Moscow kept pressing, hoping to break one of the other basing countries from NATO's consensus. It was not until the last of the recipients had accepted missiles on the ground (and the West had paid the very substantial "treasure" and political "cred" to do it) that the Soviets decided to resume negotiations.

On March 11, 1985, Mikhail Gorbachev was elected general secretary by the Politburo, three hours after Konstantin Chernenko's death. It was presumably coincidental, but still significant, that the arms control negotiations resumed in Geneva the very next day.

### **Negotiations with Moscow — and Washington**

The revived INF Treaty process now had a new leader. Paul Nitze had retired from the fray and was succeeded by his deputy, Mike Glitman, who had been present at the creation during NATO's deployment negotiations and the chaotic Dec. 12, 1979, ministerial. Ambassador Glitman was imbued with a creative energy that turned a sometimes-fractious group into a coherent team focused on getting an agreement that would hit NATO objectives (e.g., equal missile levels) with effective verifiability.

That said, the U.S. team's most difficult negotiations frequently took place back in Washington rather than with the Soviets. Substantial elements within the Reagan administration clearly wanted no obtainable agreement to be reached, and consequently argued for positions such as "anywhere, anytime" inspections that were deliberately unrealistic. Imagine Soviet inspectors rummaging through the White House basement or commercial laboratories.

For two years, pressure-cooker intensity mounted as we inched toward agreement. In November 1987, U.S. and Soviet officials announced that the treaty was completed — except it wasn't. Yes, we agreed on many vital basics, such as the global elimination of INF and shorter-range missiles. But the devil truly was in the details scattered throughout the text, each of which extracted its share of anguish from the negotiators. With delegation members working 20 hours a day, the atmosphere was akin to a series of pre-final exam college "all-nighters."

While our commitment to completing the agreement was absolute, equally absolute was a commitment to letting the treaty fail rather than ending up with an unworkable or unrati-fiable text. Epitomizing this attitude was a photograph of the "delegation in exile" with bags over their heads in

case they should conclude the treaty could not be worked out. There were no delegation “doves,” just variations of hawkish plumage.

Eventually, though, the treaty was completed. A midnight, champagne-soaked initializing ceremony on Dec. 6-7, 1987, was mixed with tears of relief and exhaustion as Glitman signed each page. The flight to Washington in an Air Force C-130 also carried the Soviet delegation leaders, along with their copy of the treaty text in a refrigerator-size computer and the secretary who reportedly typed every word. Our own copies were on “high-tech” floppy disks of the era (with extra U.S. copies FedEx-ed to Washington in case the C-130 didn’t make it).

The Dec. 8, 1987, signing ceremony was heavy on Washington bigshots and light on delegation action officers. Still, we counted it as a success that we had been able to move the signing ceremony from Dec. 7 to Dec. 8, despite the objections of those so bereft of historical perspective that they would have signed the agreement on Pearl Harbor Day.

We must give Gorbachev credit for jump-starting the negotiations into a three-headed INF, START and defense/space process. It took considerable effort by the Soviets to convince the West that they were serious about seeking an obtainable agreement. Ensuring that was the case would be epitomized by the “trust but verify” theme of President Ronald Reagan’s signing speech.

### **On to the Senate**

We were painfully aware of treaties that had hit the shoals of the U.S. Senate and sunk without a trace. So throughout the negotiations, we engaged a core group of INF-cognizant senators to facilitate the prospective ratification. Unfortunately, the process didn’t lend itself to casual congressional engagement, so until

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*Substantial  
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the endgame in Geneva the negotiations often appeared to be on a slow road to nowhere.

But now interest on Capitol Hill ramped up, particularly because 1988 was an election year. Republicans wanted a successful arms control treaty to illustrate the theme of “peace through strength” (and military spending) that characterized the Reagan presidency. The Democrats also wanted the treaty, but also wished to deny the GOP credit for securing it.

How to square the circle? How to prevent axiomatic opponents to any deal with the devil (Moscow) — e.g., political Neanderthals such as Senator Jesse Helms, R-N.C. — from scuttling the treaty without giving Vice President George H.W. Bush a leg up in the presidential campaign?

The answer was twofold. First, Senate Democrats claimed that the treaty was flawed — not fatally so, but sufficiently to require their support to fix it. Simultaneously, they sought to extract commitments from the Reagan administration on other matters in return for letting the treaty proceed to a floor vote.

The “fix it” element was led by Senator Sam Nunn, D-Ga., who insisted that linguistic inadequacies (such as a double-negative in one clause) would leave the Soviets free to

produce a key element of the SS-20. Despite extensive rebuttals of such claims, ultimately the INF negotiators returned to Geneva for a marathon session with puzzled but intensely irritated Soviets that “fixed” the point, garnering Nunn’s vote.

The “pound of flesh” approach bombarded the administration with hundreds of questions in dozens of “packages,” many of them of mind-numbing complexity. One key issue was the “Sofaer Doctrine,” under which the administration claimed it could interpret a treaty (notably the Antiballistic Missile Treaty) based on material in the negotiating record, but not released to the Senate. In response, the Senate demanded the entire INF negotiating record — a massive and tediously time-consuming compilation that one doubts any senator ever reviewed.

Meanwhile, the ratification process dragged on. Amb. Glitman repeatedly testified before the Senate and House, and the packages of congressional questions floundered in a slough of clearances. Fears began to mount that election politics would push the agreement into the “too hard” box, which meant action would be deferred until 1989.

Fortunately, the forcing event of a Reagan-Gorbachev summit in Moscow at the end of May 1988 stopped the Senate’s reindeer games. Taking a deep breath, the Senate dashed through scripted floor speeches and voted 93-5 to ratify the INF Treaty. Reagan and Gorbachev exchanged ratified texts in Moscow, and the agreement entered into force on June 1, 1988.

There was much work ahead to structure the manner of inspection and destruction, but by 1991 the last INF missile had been decommissioned. And that achievement cleared the road for serious arms control agreements embracing both strategic and conventional weaponry. ■

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# AFSA NEWS

American Foreign Service Association • June 2012

## Memorial Plaque Ceremony Honors Sharon S. Clark

BY PAUL J. CARTER, AFSA STAFF

**A** FSA's annual Memorial Plaque Ceremony is an opportunity to celebrate and recognize Foreign Service employees who have given their lives in service to the United States. Held in the C Street lobby, it is AFSA's official Foreign Affairs Day event each year.

On May 4, Sharon S. Clark's name was added to AFSA's Memorial Plaques. Sharon died of cerebral malaria on Dec. 26, 2010, while assigned to the U.S. embassy's regional security office in Abuja.

U.S. Ambassador to Nigeria Terence McCulley, speaking for all at the U.S. mission, said recently that Sharon's death was a blow to the entire American community: "She worked in the Regional Security Office, perhaps the busiest section of the mission," McCulley said. "But she was never too busy to offer a friendly word to a co-worker or a discreet bit of advice to her younger colleagues, or pitch in and contribute to the work of another section when leave or senior visits pulled folks away from the office."

Opening the Plaque Ceremony, AFSA President Susan Johnson said, "To the families and friends gathered here, I express our deepest sympathy for your loss and gratitude for Sharon's service. Sadly, her tragic death has cut short what could have been."

Johnson went on to read President Barack Obama's message commending the work of Foreign Service professionals from all foreign affairs agencies. By etching Sharon's name into the Memorial Plaques, Pres. Obama said, we are "commemorating her legacy and the legacy of all who made the ultimate sacrifice in pursuit of creating



PHOTOS BY DONNA AVEIST



(Top) Family and friends of Sharon S. Clark stand for the Pledge of Allegiance, opening AFSA's Memorial Plaque Ceremony on May 4. (Bottom) A U.S. Marine lays AFSA's memorial wreath, as AFSA President Susan Johnson looks on.

a better world."

Under Secretary of State for Civilian Security, Democracy and Human Rights Maria Otero spoke next. "Sharon was a cherished member of the Embassy Abuja family. In addition to her role as an adoptive grandmother to local Nigerian children, Sharon opened her heart and home to members of the embassy community," Under Secretary Otero said. "I hope you'll indulge me in reading a note I received from Corporal Thomas 'Fish' Fischetti, who

served with Sharon in Abuja, and who is now in La Paz.

"One of my favorite memories was when Sharon threw me a surprise birthday dinner for my 21st birthday. I had no idea what was going on; nor did I expect anything. She invited all the Marines over and made my favorite

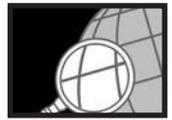
foods, including homemade ice cream. It's a memory I will always treasure. From then on the Marines and I got random e-mails from her, inviting us to 'Sunday dinner at Mom's,' and all the Marines just called her 'Mom.' She was one of the kindest and most genuine people I have known. I am glad I had the privilege of getting to know her."

Sharon was born in Indiana on May 17, 1953. She married Timothy V. Clark in 1973, and together they raised a family of three children: Michelle, David and Melissa. Once the children were grown, Sharon pursued a government career, which ultimately led her to the Foreign Service. In February 2008, she was sworn in as an Office Management Specialist and assigned to Abuja. Her colleagues remember her as a "consummate professional."

"My mother had a love of nature and the outdoors and would always encourage us to do things outside. She was an eternal optimist and kept an infectious

Continued on page 49

# AFSA NEWS BRIEFS



## AFSA's Annual Awards Ceremony Recognizes Dissent and Performance

AFSA's Awards Ceremony will take place on Tuesday, June 26, from 4 to 5:30 p.m., in the Benjamin Franklin Room of the Department of State.

This year, AFSA will honor Ambassador William L. Swing with the Lifetime Contributions to American Diplomacy Award. Dissent and performance awards will also be presented at the event. Profiles of the award winners will appear in the July-August edition of *AFSA News*.

AFSA members and anyone with a valid State ID are welcome to attend the ceremony. The event will begin promptly at 4 p.m. Please arrive in the Benjamin Franklin Room no later than 3:55 p.m.

## FSYF Career Planning Workshop

The Foreign Service Youth Foundation is presenting "How to Choose and Prepare a Career for a Lifetime of Satisfaction and Success." Nicholas Lore, an author and innovator in the field of career design, will present the workshop on Sunday, June 24, from 2 to 3:30 p.m. in the "State Room" at the Oakwood Apartments in Falls Church, Va.

The workshop is open to rising high school juniors to college sophomores. Parents are encouraged to attend, as well. The fee for this workshop is \$10 for FSYF family members and \$30 for family non-members. To register, please e-mail [fsyf@fsyf.org](mailto:fsyf@fsyf.org) no later than Saturday, June 16. (Please note that space is limited and payment must be received in advance). For more information on the workshop, please see [www.rockportinstitute.com/what-career](http://www.rockportinstitute.com/what-career).

## Donate to AFSA's Legislative Action Fund

AFSA recently sent members a letter soliciting donations to the Legislative Action Fund. This fund allows AFSA's legislative office to continue its advocacy on behalf of the Foreign Service on issues ranging from overseas comparability pay to Foreign Service pets. In addition to using the response card included in the mailing, you may also donate securely online at [www.afsa.org/legislative\\_action\\_fund.aspx](http://www.afsa.org/legislative_action_fund.aspx).

## Welcome to the 2012 AFSA/TLG Intern

For 20 years, AFSA and the Thursday Luncheon Group have jointly sponsored a minority college student for a summer internship at the Department of State. This year's AFSA/TLG intern is Angela Addae.

Angela is a graduate student enrolled in a Ph.D. program in sociology at the University of Arizona. She has a bachelor's degree in sociology from Fisk University. A native of Vicksburg, Miss., Angela's accomplishments include a two-year Mellon-Mays Undergraduate Fellowship and a semester abroad in Ghana, during which she volunteered as a mentor for children who had been the victims of trafficking and child labor.

Angela will spend the summer working in the Bureau of South and Central Asian Affairs. AFSA and TLG very much appreciate the role SCA/INSA has played in hosting the AFSA/TLG intern in the last few years, and we hope to continue that partnership for years to come. Angela's stipend of \$2,250 will help defray living costs during her time in Washington. AFSA and TLG will also provide her with social and networking opportunities during the summer.

**Correction:** In the article, "Traveling with Our Pets," on page 47 of the May issue of *AFSA News*, please note that United Airlines will charge its PetSafe (cargo) rate — NOT the quoted \$250 rate — for a pet and kennel with a combined weight of less than 99.9 lbs. that is traveling as accompanied baggage in the cargo hold.

**The V.P. Voice column by FCS VP Keith Curtis on page 44 of the May print edition of *AFSA News* was inadvertently identified as USAID.**

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## The Cost of Workplace Bullying

The United States Foreign Service is no place for wimps, wusses, whiners or dorks. We play in the big leagues. We play hardball. And if you can't play hardball, you should not be on our team.

For many FS members, particularly those of a certain age, that understanding is a key component of our culture. It derives from the fact that the work we do is important, demanding and visible. Our star "players" are senior executives of our nation's government; our personnel system is highly competitive. The Service is no place for the weak or the timid or the lazy. And that can sometimes obscure a significant threat to Foreign Service morale.

In the membership surveys I have overseen — and in grievances, complaints and requests for AFSA assistance — significant numbers of members complain about "toxic" bosses, "aggressive" colleagues, "shouters," "throwers" and other subspecies of *Tyrannus locus operari*, the common workplace bully.

Typically, these people are managers but they could also be colleagues or subordinates. Also typically, they are nasty to everyone, though they could also have one or more carefully selected victims. They are more likely to bully women than men — even when the bully is female herself. They are likely to bully people different than themselves. And they are very likely to justify their bullying in the terms stated at the beginning of this article: this is a difficult business, and the victim of their aggression is somehow not living up to the legitimate demands of the workplace.

Some see their subordinates' suffering as dues, which all must pay on their way up the career ladder. Some see themselves in a developmental role, as the tough drill sergeant determined to whip a problem employee into shape. And some are either oblivious of their own actions, or consider their curmudgeonly crustiness to be an integral part of their own lovable personalities.

There is nothing lovable about bullies. Nor do they serve any laudable function for the organization. Considerable research and evidence indicate that when people are bullied, their productivity drops and they lose their motivation to perform well. The stress of being bullied has physiological effects, reducing the victim's ability to concentrate, communicate or remember tasks. Bullying also reduces the victim's energy level.

Targets of bullying become less productive, less creative, less committed to their work, less loyal, less accommodating to clients or customers and less likely to assist other colleagues. They go out of their way to avoid their tormentor, sometimes choosing to stay at home to avoid their hostile work environment. And because they are stressed, they are more likely to become sick and remain sick for longer periods than their less-stressed colleagues.

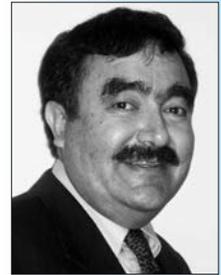
Bullying can have morale and productivity effects throughout an entire office — including for those who are not bullied themselves. At one small post, where the ambassador was allegedly a bully, AFSA assisted roughly a quarter of the post with curtailments; this not only reduced the effectiveness of the mission, but cost the department time, money and energy. When a problem reaches that level, it can affect the ability to recruit, the morale of locally employed staff, the tenure of affected entry-level officers and even the U.S. government's image among local contacts and host country officials.

AFSA is addressing the issue in a number of ways:

- We are working with the department to separate workplace bullying from other forms of malfeasance in an effort to increase the likelihood that bullies can be identified, disciplined or removed.
- We helped develop online training and guidance for supervisors.
- We negotiated the core precepts to require all employees at all levels to avoid hostile work environments, reward those who report a hostile work environment and punish those who create it.
- We are encouraging the Office of Medical Services and the Bureau of Diplomatic Security to guarantee that careers will not be harmed as a result of receiving counseling for stress.
- We regularly help clients seek new positions or take other actions to separate or protect themselves from bullies.
- We are urging the department to develop better ways to monitor bullying behavior by tracking such symptoms as a high rate of curtailment, similar grievances against specific supervisors and broader use of 360-degree evaluations.

Still, much more remains to be done. I ask for your suggestions and insights to reduce the damage to morale and efficiency caused by bullying in the workplace. □

*Views and opinions expressed in this column are solely those of the AFSA USAID VP.*



## Before You Open Your Mouth, Know Your Rights

*This month, I have invited Douglas Broome, AFSA/USAID senior labor management adviser, to share the following critical information.*

Since January 2001, my principal responsibility in AFSA has involved helping USAID Foreign Service officers deal with job-related problems. These range from discipline cases (including separation for cause and suspensions) to problems with evaluations, money, vouchers, investigations, supervisory relationships and medical issues, among others.

And for six years before that, I worked at the Foreign Service Grievance Board, where employee appeals of forcible terminations, discipline, financial issues and unfavorable evaluations are adjudicated. So not much surprises me anymore in terms of the problems employees experience.

What does surprise me, though, is how often employees compound their own problems. Even after realizing that something is amiss, they all too often dig their hole deeper. It is only then that they turn to AFSA for help.

The Office of the Inspector General investigates employee behavior regularly. These investigations usually, but not always, lead to proposals by the Office of Human Resources for disciplinary action. They may also be sent to the U.S. Department of Justice for criminal or civil prosecution consideration.

It is not unusual for an employee to have no forewarning before an OIG investigator walks into his or her office, flashes a badge and wants to talk. Typically, the employee's first reaction is a gut-wrenching jolt of anxiety. The second is to talk too much.

Foreign Service employees are in the wordsmith business, so frequently, their first instinct is to try to talk their way out of the situation. But without consultation with AFSA (or others in a position to help), such loquaciousness usually backfires.

Employees need to know their specific rights and obligations during an investigation. AFSA's authoritative document, "Guidance for Employees Involved in Investigations," is just what you need. It's on AFSA's Web site at [www.afsa.org/ig\\_and\\_ds\\_investigation\\_guidance.aspx](http://www.afsa.org/ig_and_ds_investigation_guidance.aspx). Memorize it.

Keep in mind that the OIG investigator is not obliged to inform you of your rights when initiating an interview. You must already know what your rights are and invoke them.

Another thing to consider is that sometimes OIG reports

may contain flaws of fact, interpretation and even omission of exculpatory information. Regardless, one must defend against these reports.

Questioning by agents of the Department of State's Bureau of Diplomatic Security happens not only to State employees, but to those at the U.S. Agency for International Development, as well. USAID's Office of Security functions similarly to DS in most respects.

Ever heard of a "Garrity Warning"? How about a "Kalkines Warning"? Google them both now! In addition, see the excellent article "Security Clearances: Know Your Rights," by Michael J. Hannon, in the September 2005 *Foreign Service Journal* ([www.afsa.org/Portals/0/knowyourrights.pdf](http://www.afsa.org/Portals/0/knowyourrights.pdf)).

Defense against a discipline proposal gets very expensive, very fast. The government does not reimburse for employees' legal expenses.

Fortunately, AFSA offers a Professional Liability Insurance Plan, whose annual premium costs less than one hour of an attorney's consultation time. For some employees, USAID will even share the annual premium cost (see ADS 537). Information about the policy is found on the AFSA Web site at [www.afsa.org/insurance\\_plans.aspx](http://www.afsa.org/insurance_plans.aspx). You can also check out the ads in the *FSJ* for other options.

Facing suspension or separation for cause, such representation can be essential to saving one's professional hide. One recent separation-for-cause proposal by USAID resulted in a reversal. The employee got his job and promotion back. As a bonus, his \$100,000+ legal fees were fully covered by the policy.

Without paid-for attorney fees, employees face financial evisceration. I have seen many cases like this. By the way, know that USAID may not separate a Foreign Service employee for cause — it may only propose separation to the Foreign Service Grievance Board, which approves or disapproves the separation.

Something else worth remembering: for good reason or bad, any disgruntled employee, former employee, contractor, former spouse, spurned paramour or other interlocutor, can, by dint of a mere anonymous phone call, turn your life into hell — a very expensive one.

If you have any questions, feel free to contact me at (202) 712-0947 or [dbroome@usaid.gov](mailto:dbroome@usaid.gov). □

Plaque • Continued from page 45



PHOTOS BY DONNA AYERST

Sharon S. Clark's family meets with AFSA and department officials before the Plaque Ceremony on May 4.

smile on her face," her daughter, Melissa, fondly recalls. "She was our teacher, disciplinarian, comforter and adviser. She impressed upon us to do our best in everything. She was a very compassionate and giving person who especially enjoyed cooking, traveling, long walks, riding bikes and playing soccer. She was also a devout Christian."

Sharon was happy with her new life in Nigeria. She particularly enjoyed cooking and baking for her co-workers and newfound friends, including host-country nationals. She also loved her visits to neighboring villages to read to the children.

Melissa's last conversation with her mother took place via Skype on Dec. 20,



Savana Rushing and a friend pay tribute at the AFSA Memorial Plaque bearing her grandmother's name.

2010. "We spoke of her upcoming visit and how excited she was to meet my third child, who was due in January 2011. She was looking forward to her upcoming assignment. We ended our conversation by saying, 'I love you.' My mother would have wanted me to tell each and every one of you thank you for your love and friendship."

Sharon's name joins the 235 other names inscribed on AFSA's memorial plaques, which honor Foreign Service employees who have given their lives in the line of duty. We salute their lives and their service. □

## Kiang Fund for Excellence Scholarship Established

BY LORI DEC, AFSA SCHOLARSHIP DIRECTOR

In July 2011, Daniel Kiang, 67, a retired State Department Foreign Service officer, lost his life to lung cancer. His will established the "Kiang Fund for Excellence" with a \$100,000 gift. The fund benefits AFSA's financial aid scholarship program, bestowing a scholarship annually in perpetuity beginning with the 2012-2013 school year. These need-based scholarships are open to children of Foreign Service employees pursuing their undergraduate college degree.

Mr. Kiang was born in Shanghai. He spent his childhood in Tokyo and Okinawa, where he graduated from a U.S. Department of Defense high school. He went on to receive his undergraduate degree at Dartmouth College, followed by advanced degrees in international relations and Chinese history from Columbia University.

Following university, Mr. Kiang served in the U.S. Army for three years. He joined the Foreign Service in 1979 as a political officer in the Department of State, spending most of his career in the East Asia and Pacific Bureau. He was assigned to London, Beijing, Shenyang (where he was a member of the team that opened the consulate in May 1984), Taipei, Hong Kong and Kuala Lumpur. Mr. Kiang retired in 2004.

A longtime devotee of classical music, he studied piano in high school and, while a student at Columbia, attended the Metropolitan Opera as a standee. He frequented London's West End theater district, subscribed to the Washington Opera and patronized the city's ballet.

Throughout his illness, Mr. Kiang greatly appreciated the kindness of his friends who went out of their way to make



PATRICK BRADLEY

AFSA President Susan Johnson (left); Lori Dec, AFSA scholarship director; Ian Houston, AFSA executive director; and AFSA Scholarship Committee Chairwoman Ambassador Lange Schermerhorn accept the Kiang Fund for Excellence scholarship gift.

his remaining time more comfortable. He established the scholarship program in recognition of the positive impact the Foreign Service had on his life. Ms. Laura Melanes, an FSO colleague, will coordinate Mr. Kiang's award with AFSA. □

## AFSA Hosts Panel on Third Culture Kids

BY DAVID J. BARTON, AFSA STAFF

On April 2, AFSA hosted a panel of four experts on the challenges and rewards of raising and nurturing children while living mostly overseas. Foreign Service families obviously account for a large percentage of these young people, known as Third Culture Kids, but many others fall into that category, as well.



As insightful as all the panelists were, what truly made the event so special was the camaraderie among dozens of former Third Culture Kids in the audience.

The panel consisted of Ruth Van Reken, co-author with David C. Pollock of *Third Culture Kids: Growing Up Among Worlds* (Nicholas Brealey Publishing, 2009); curriculum design specialist and teacher Rebecca Oden; author and edu-

cator Julia Simens; and Rebecca Grappo, founder of RNG International Educational Consultants. AFSA President Susan Johnson moderated the lively discussion.

Gearing their conversation toward the large Foreign Service crowd in attendance, each panelist drew on a wealth of personal and professional experience in educating children brought up in a mobile lifestyle. Ruth Van Reken, for instance, noted that her father, himself a TCK, had imparted lessons he had learned while growing up in numerous countries around the world.

“One of the things that was very important in my family was imported traditions, things that we did no matter where we were,” she recalled. For instance, while posted in Africa her family always shared a cup of Kool-Aid every weekend, an American symbol of something that could not be purchased locally.

Rebecca Grappo encouraged Foreign Service parents to focus on the strengths of their children. “You will find they become more resilient as a result,” she observed.



PHOTO BY DONNA AYERST

As insightful as all the panelists were, what truly made the event so special was the camaraderie among dozens of former Third Culture Kids in the audience, many of whom have TCKs of their own. They shared experiences, asked thoughtful and sometimes poignant questions, and carried on a fascinating dialogue about how best to nurture these special young people.

If you would like to view the discussion, please visit [www.afsa.org/AFSAVideos.aspx](http://www.afsa.org/AFSAVideos.aspx). □



(Clockwise, top left) AFSA's panel on TCKs drew a crowd of note-takers, busy parents and one child. During the Q&A session, members of the audience lined up to ask the panelists questions, and peppered them with more at the end of the discussion.

## AFSPA VP Speaks on FEHB and Medicare

BY MATTHEW SUMRAK, ASSOCIATE COORDINATOR FOR RETIREES



ASGER SIGFUSSON

On April 23, AFSA welcomed Paula S. Jakub, executive vice president of the American Foreign Service Protective Association, to speak to AFSA members on the Federal Employees Health Benefits program and Medicare. The full house attested to the importance of the subject for federal employees nearing retirement.

Jakub's presentation covered how FEHB and Medicare work together. She started off by pointing out that for those who choose to retire overseas, "Medicare and overseas are like oil and water — they do not mix." As Medicare does not cover overseas claims, retirees must rely solely on their FEHB coverage.

She helped to alleviate the confusion surrounding the four parts of the Medicare program and how they relate to FEHB:

- Part A is free hospital insurance available to all once they turn 65. Enrollment in Part A is automatic once you have enrolled in Medicare.
- Part B is medical insurance, which covers your doctor visits and has a premium.
- Part C is a Health Maintenance Organization, providing comprehensive medical coverage. To enroll, you must be enrolled in Part A and Part B.
- Part D offers prescription drug coverage. The FEHB plan provides the same minimum coverage for prescription drugs as Part D.

Jakub highlighted the following considerations to take note of:

- Medicare has a specific enrollment

On April 23, Paula Jakub, AFSPA executive vice president, addresses AFSA members on coordinating the FEHB program and Medicare.

period and if you fail to enroll during this time, you will be penalized. The initial enrollment period covers seven months: three months before your 65th birthday, your birthday month and the three months after it. If you fail to enroll in Medicare during that period, you will have to pay a penalty.

- Your doctor may or may not accept Medicare, with consequences to your pocketbook if not.

- If your doctor does participate in Medicare, then Medicare becomes your primary coverage for most services, with FEHB picking up the remaining costs.

- Enrolling in Medicare Part B is a personal decision, depending on how much risk you are willing to take, your overall health and your income. The following Web site will help you calculate your Medicare costs: [www.medicare.gov/navigation/medicare-basics/eligibility-and-enrollment.aspx](http://www.medicare.gov/navigation/medicare-basics/eligibility-and-enrollment.aspx).

The presentation ended with Jakub answering an abundance of questions from the packed room. If you would like more information on this topic, or have your own questions, please feel free to contact Paula Jakub at (202) 833-4910 or [paula.jakub@AFSPA.org](mailto:paula.jakub@AFSPA.org).

The video of the seminar is posted on AFSA's Web site at [www.afsa.org/AFSAVideos.aspx](http://www.afsa.org/AFSAVideos.aspx). □

THIS MONTH IN DIPLOMATIC HISTORY:

## State's Roll of Honor

BY GREG NAARDEN

On June 16, 1976, U.S. Ambassador to Lebanon Francis E. Meloy Jr. set out to present his credentials to the country's newly elected president, Elias Sarkis. Riding with him in his car were the economic counselor, Robert Waring, and an embassy driver, Zouhier Moghrabi. The Lebanese civil war had erupted the year before, and Beirut's downtown commercial center had become the dividing line between the Muslim and Christian communities.

Shortly after hearing the news of the deaths, President Ford addressed reporters at the White House.

Members of the Popular Front for the Liberation of Palestine stopped the embassy vehicle as it crossed the Green Line and kidnapped the three men. Their bullet-riddled bodies were found shortly thereafter on a nearby beach.

Meloy was a career Foreign Service officer who had served in the U.S. Navy during World War II. He joined the State Department in 1946, serving in Dhahran, Paris, Saigon and Washington. Prior to his assignment to Beirut, he had been the U.S. ambassador to the Dominican Republic and Guatemala. Waring had also joined State after the war, and had served in several European countries and Morocco before taking up his position in Beirut.

Shortly after hearing the news of the deaths, President Gerald Ford addressed reporters at the White House. "These men had lived in danger for many weeks and did so with dedication and disregard for personal safety, as we have come to expect of the Foreign Service."

Continued on page 53

# Announcing the Foreign Service Memorial Marker

BY BONNIE BROWN

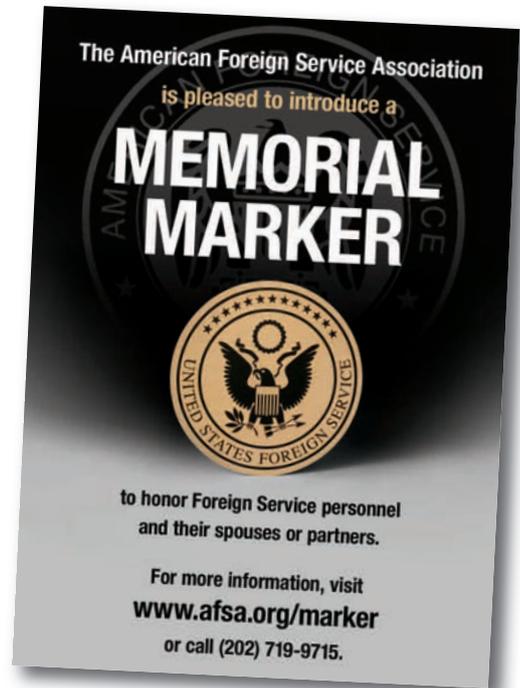
AFSA RETIREE COUNSELING AND LEGISLATION COORDINATOR

**A**FSA is pleased to inaugurate the “Foreign Service Memorial Marker.” Similar to medallions available to military personnel, our markers celebrate and commemorate the service rendered by Foreign Service members and their spouses or partners.

The original idea for the marker came from Georgette Garner, widow of Foreign Service officer John Garner, and their son, U.S. Air Force Lt. Col. Robert Garner, as a way to recognize John Garner’s life of service. Like the military, Foreign Service members swear to uphold the Constitution of the United States, play a vital role in our country’s national security and serve in dangerous posts around the world.

AFSA’s elegant marker is made of architectural bronze and is 5-1/2 inches in diameter. It is etched with a modified Great Seal and the words “United States Foreign Service.” The marker was designed by Chris Fairchild, son of retired FSO Al Fairchild.

The marker can be affixed to gravestones or used for other presentation and commemorative purposes. It is of the highest quality and comes in a velvet presentation box. For more information or to purchase the marker, please go to [www.afsa.org/marker](http://www.afsa.org/marker). Order forms are also available by calling (202) 719-9715. □



## Talking FS Careers in New York City

BY DONNA AYERST, AFSA NEWS EDITOR

**S**hawn Dorman, AFSA’s FS Books publisher, took *Inside a U.S. Embassy* and the *Foreign Service Journal* to New York City for several speaking events. On April 2, she spoke on Foreign Service careers to approximately 25 students at Columbia University. Her talk was sponsored by the U.S. Military Veterans of Columbia University. Tom Ambruster, Diplomat-in-Residence for the New York region, joined Dorman for the Q&A session and everyone benefited from his participation.

The next day, Dorman participated in a teach-in program on “Women and Girls in the World” at The Spence School in New York City. An impressive array of sessions filled the day, including talks on “Women and the Media,” “Women in Finance,” “Women and Girls and Math,” “Sex Trafficking Today” and “Unlocking the Clubhouse.” Dorman led three sessions on “Women in Diplomacy,” two for high school students and one for middle-schoolers. Each session included from 15 to 20 students.

According to Dorman, the students were great: interested in the topic, enthusiastic and full of questions.

“The middle school group (grades 5 through 7) was the most fun,” she says. “They were falling over each other to ask, and answer,



On April 2, Shawn Dorman (far left) and Diplomat-in-Residence for the New York region Tom Ambruster (far right) join a group of students from the U.S. Military Veterans of Columbia University.

questions the whole time. It was inspiring to see the enthusiasm. I left convinced that even this young age group should hear about diplomacy and the Foreign Service, and they are ready to listen and to remember.” □

## Terence Flannery Memorial Scholarship

In March, *AFSA News* announced a one-time annual scholarship established by Mrs. Laurence Flannery in honor of her husband, Terence Flannery, who passed away in 2009. We are thrilled to report that Mrs. Flannery has decided to increase the award amount and to continue funding the scholarship into the foreseeable future.

"It is very important to give aid to young people so that they can carry on their studies. AFSA has helped our family over the years, and it only seems fitting that AFSA members' children should benefit from Terence's award," she explains.

Terence Flannery joined the Foreign Commercial Service in 1984 and served in Paris, Algiers, London and Brussels. After retiring from the Foreign Service in 1997, he worked for a consulting firm in Paris and Brussels. Mrs. Flannery resides in Paris.

Children of Foreign Service employees who are members of AFSA are eligible for the Terence Flannery Memorial Scholarship. For information on AFSA's scholarship program, to apply for a scholarship or to establish a scholarship, please visit [www.afsa.org/scholar](http://www.afsa.org/scholar) or contact Lori Dec, AFSA scholarship director, at (202) 944-5504 or [dec@afsa.org](mailto:dec@afsa.org). □

### History • Continued from page 51

A few days later, a memorial service was held at the Washington National Cathedral. Ambassador Philip Habib delivered the official eulogy. After noting that most of the diplomats who had died in the Foreign Service were victims of disease or natural disaster, Amb. Habib observed that the preceding two decades had seen an inordinate number of victims of violent conflict. "More than ever before, peace is the profession of the diplomat. The roll of honor in the Department of State tragically records the sacrifice exacted by this new meaning of Foreign Service." □

*Greg Naarden, an FSO since 2004, is a member of the FSJ Editorial Board and Friends of the USDC, a support group for the U.S. Diplomacy Center ([diplomacy.state.gov](http://diplomacy.state.gov)).*

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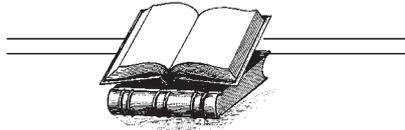
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# BOOKS

## A Man of Many Parts

**The Unquiet American: Richard Holbrooke in the World**  
Derek Chollet and Samantha Power,  
Public Affairs Books, 2011, \$30,  
hardcover, 353 pages.

REVIEWED BY DAVID CASAVIS

Everyone has a Richard Holbrooke story, for he seems to have crossed nearly everyone's path: Foreign Service officers, reporters, foreign diplomats, politicians and many others. That is certainly true of this compilation of reminiscences and vignettes, which brilliantly illuminates the life of this feisty, brash and highly successful diplomat.

Adding to the already considerable value of these essays by people who knew and worked with "the Bulldozer" (just one of many nicknames he collected over the years), editors Derek Chollet and Samantha Power have interspersed various articles written by Dick Holbrooke himself over the years, reprinted from major publications.

*The Unquiet American* reminds us that the young Holbrooke had several huge strokes of luck, such as when Averell Harriman took him to Paris for the Vietnam Peace Talks and when Jimmy Carter and Cyrus Vance named him assistant secretary of State for East Asian and Pacific affairs, at the tender age of 36. Yet his trademark combina-

*This tribute reminds us that any history of late 20th-century diplomacy will treat Holbrooke kindly.*

tion of brilliance and bluster did not dictate a career of inevitable triumphs.

As several of these essayists note, Holbrooke lived "life on the edge." He barged into meetings and offices on Capitol Hill, and constantly worked the telephone, keeping each call under 10 minutes so he could fit more of them into his already jam-packed days and nights.

In the same spirit, he took diplomatic risks no one else would take. As U.S. ambassador to the United Nations, he got Senator Jesse Helms, R-N.C., an implacable foe of diplomacy, an invitation to address the body. That initiative was mainly responsible for settling the contentious issue of American dues. And as assistant secretary of State for Europe, he took on the issue of Bosnia and peace in the former Yugoslavia, famously packing up his bags in Dayton to shock the participants into serious negotiations. Such victories were the product of audacity, determination and gambler's luck.

For all these reasons, any history of

late 20th-century diplomacy will treat Holbrooke kindly. Yet as the book's excerpts from his voluminous writings make clear, Holbrooke also deserves to be remembered as a keen journalist.

Assessing a centenarian George Kennan, Holbrooke calls him an eloquent skeptic. Writing in *Foreign Policy* magazine, he criticizes FSOs as experts not in any specific area or functional area, but in "surviving bureaucracy." And even during his first posting, in Vietnam, he immediately gravitated to the press corps.

Allow me to end this review with my own Holbrooke story. After he'd concluded a speech to Foreign Service candidates at the New School in New York City, the dean asked him what jobs he had been offered upon graduation. It was the only time I ever witnessed Holbrooke brought up short. He said, "None." Unlike all his friends, he had not secured a position until he passed the Foreign Service Oral Exam.

He confessed to being particularly displeased that he had failed to land the job he most desired at the time: reporting for the *New York Times*. For all his successes, that rejection bothered him for the rest of his life.

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*David Casavis teaches at the State University of New York at Old Westbury. He is writing a book about the 1971 murder of Foreign Service officer Donald Leahy in Equatorial Guinea.*



## A Movable Feast

### Exceptional People: How Migration Shaped Our World and Will Define Our Future

Ian Goldin, Geoffrey Cameron and Meera Balarajan, Princeton University Press, 2011, \$31, hardcover, 371 pages.

REVIEWED BY DAVID BOYLE

In *Exceptional People*, Ian Goldin, Geoffrey Cameron and Meera Balarajan make a compelling case that international migration will play a fundamental role in shaping global human and economic development in the 21st century.

They describe the social forces driving the movement of individuals across borders, arguing that mass migration is a phenomenon that can be understood and managed, but never fully controlled. Fortunately, it serves the interests of emerging and developed nations alike as a powerful force for the continued dynamism of the world economy.

Drawing on numerous sources, the authors describe how individual decisions to migrate are “nested within a broader set of family considerations, social networks, and political and economic conditions.” This complexity means that explanations for migration that rely on economic disparities between countries are simplistic and overlook the more important role social networks play in prompting and sustaining migration.

Government policy also shapes the general framework in which individuals and groups make decisions. But international population movements are ultimately autonomous from the intentions of states.

Citing the costs and abuses involved in controlling national frontiers, the au-

*Consular officers adjudicating visa cases should take heart in the value Exceptional People assigns to their work.*

thors advocate a return to the open borders of the 19th century, when massive flows of immigrants set the foundation for the economic development of the modern world. They note that between 1820 and 1920, 60 million persons left Europe for the New World. And between 1846 and 1940, 100 million Chinese, Indian and Russian immigrants moved to Central and South-east Asia. These migratory flows proved decisive in creating the social dynamism and entrepreneurial innovation necessary for economic growth in the 20th century.

The authors believe that a return to a global open border policy would produce enormous benefits. According to the studies they cite, such a policy could generate economic activity worth \$39 trillion over the next 25 years alone, for both poor and rich countries — a benefit dwarfing the \$70 billion the developed world currently devotes to foreign assistance each year.

Even small changes would have dramatic results: a World Bank study estimates migration equal to 3 percent of the work force in developed countries would produce global economic growth of \$356 billion by 2025.

Freer migration also would provide a counterweight to the increasing authority wielded by the nation-state. *Exceptional People* reminds us that the United States did not require passports until 1919, and Thomas Jefferson considered migration an inalienable right.

The authors argue that nation-states can no longer manage — on their own, at least — large population movements. Moreover, emerging international norms favor the moral claims of individuals over the absolute sovereignty of nations, as in cases of ethnic cleansing. Demographic changes, globalization and technological advances, they aver, will spur even higher levels of immigration in the 21st century, renewing debate over the right of individuals to choose their place of abode.

*Exceptional People* breaks no new ground, but successfully synthesizes a wide range of sources to drive home its central point: “Migration is a natural and irrepressible force that will only intensify in the coming decades.”

To be sure, the authors acknowledge the problems associated with mass migration, including the outbreak of disease, social conflict and the loss of educated elites (colloquially known as “brain drain”). But they observe that isolated countries like North Korea and Cuba simply cannot compete in the modern world.

Consular officers adjudicating visa applications should take heart in the value *Exceptional People* assigns to their work. And U.S. policymakers would do well to take note of an issue likely to be at the forefront of international debate for years to come. ■

*David Boyle is deputy chief of the political section in San Salvador. He has also served in Toronto, Malabo, Manila, Lagos, Lima and Kinshasa.*

# TELEPRACTICE: ANSWER TO THE SPECIAL ED PUZZLE OVERSEAS?

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THE IDEA OF GETTING PROFESSIONAL THERAPY OR REHABILITATIVE SERVICES ONLINE MAY SEEM IMPROBABLE, BUT THE FIELD OF TELEPRACTICE IS PROVEN AND GROWING.

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BY ERIN LONG

One day in the summer of 2006, my husband came home from work and told me about an e-mail he had received from a fellow Foreign Service officer. The officer asked my husband if I could provide speech therapy for his daughter if they came to post. The answer, of course, was yes. But what interested me was how this family had found me.

Facing a move to a new post with a child who had recently been identified as needing speech therapy; this little girl's mother had been scouring the world for professional assistance. I cannot imagine how much time she put into this search, but she must have persevered for many hours and days.

Somehow she happened to read an old newsletter from Consulate Monterrey. And in that particular newsletter she came upon my husband's self-introduction, in which he mentioned that his wife was a speech pathologist.

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*Erin Long is a speech-language pathologist and founder of Worldwide Speech ([www.worldwidespeech.com](http://www.worldwidespeech.com)), an online speech therapy company. She has provided speech and language therapy for many Foreign Service families. She currently works with public and charter schools in the Washington, D.C., area, and conducts online therapy with clients outside the United States. Her husband, Jeremy Long, joined the Foreign Service in 2005. The couple was previously posted in Mexico and Brazil.*

It seemed a difficult and haphazard approach to finding a speech pathologist, or any special education service for that matter. But I soon came to understand that this is typical of the kind of effort Foreign Service families with a child needing special education services have to undertake before every overseas posting. And it is even more complicated for families that need more than one type of special education provider.

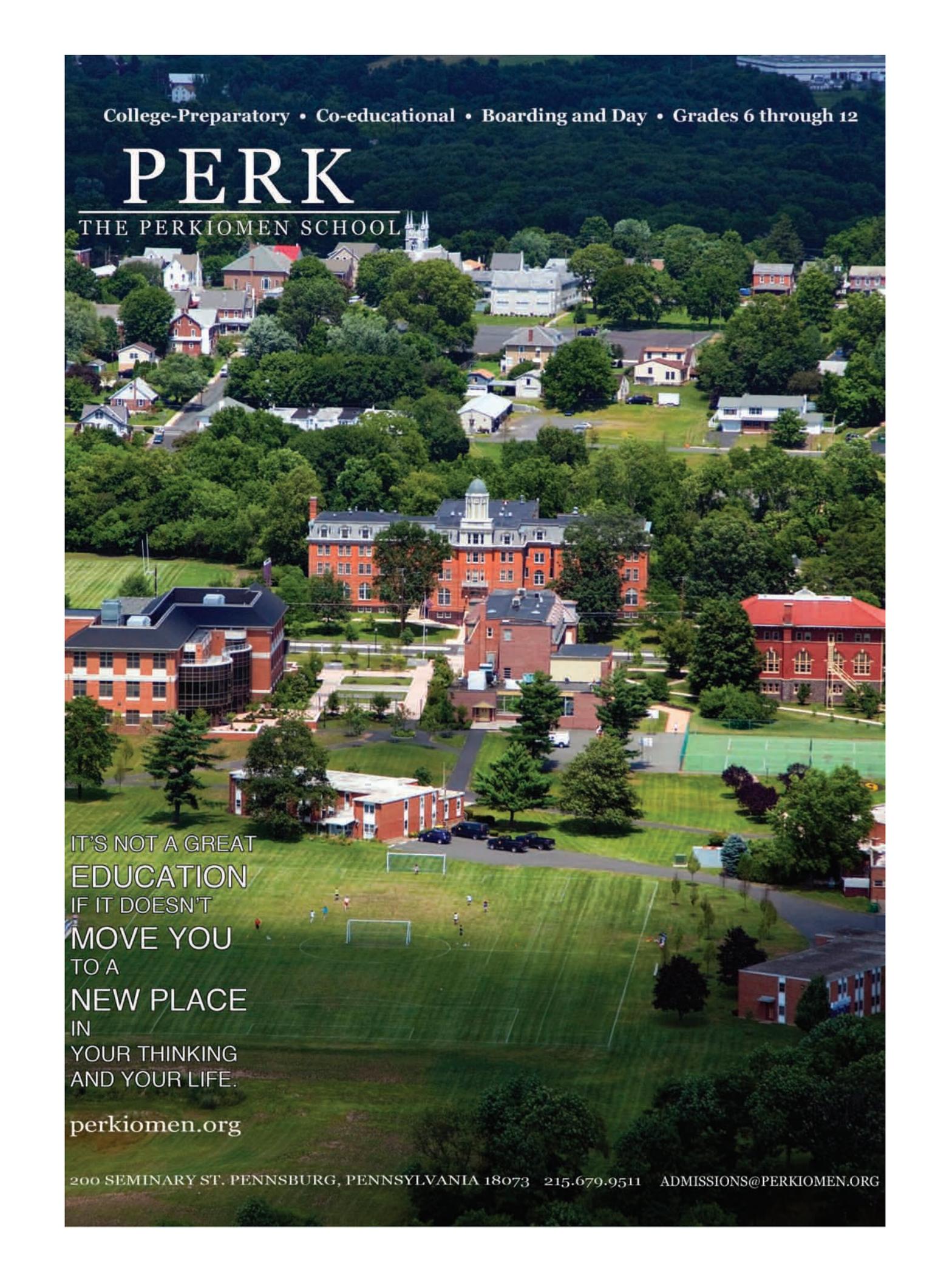
Sometimes appropriate local therapists and teachers are readily available. More often, a family finds some of what they need and patches together the rest, with help from a local teacher or therapist who is not a fluent speaker of English. Whatever the result, the approach is time-consuming, and completely "hit or miss."

The emerging field of telepractice may be the answer for Foreign Service families. Some FS families have already started using the Internet for educational purposes, but the idea of getting professional therapeutic or rehabilitative services online is new and may seem improbable.

The following is an overview of this promising new area and a look at its potential to meet Foreign Service families' needs. In addition to offering you a window into what online therapy actually looks like from my experience as a professional speech therapist and teleprovider, I hope to be able to answer some questions and inspire you to look into it for yourself.

## Cyberbridges

A product of the revolution in communications technology, telepractice has only recently come into its own.



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During the 1980s, doctors and nurses pioneered the delivery of medical care to patients who were not in the same physical location — a practice called “telehealth.” With leaps in Internet service and other broadband technologies during the past three decades, people in rural communities can now access sophisticated medical care online.

From telehealth, telepractice (or telerehabilitation and telemedicine, as it’s also called) evolved naturally, as therapists in various disciplines began experimenting with the idea of providing services online and documenting their effectiveness. In the world of special education, speech pathologists have led the way in taking advantage of the potential of telepractice, making it an important topic of discussion in the field as a whole.

The Individuals with Disabilities Act mandates that all children with

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*In the world of  
special education,  
speech pathologists have  
led the way in taking  
advantage of the  
potential of telepractice.*

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disabilities receive a free and appropriate education. Public schools in the United States must therefore provide special education services to meet the specific academic needs of each individual child with a disability.

Many schools in the United States are located in rural or otherwise

remote locations and cannot find the right special education service providers or enough of them. Telepractice has offered a solution, providing real-time intervention programs where none existed before.

Groups such as the American Occupational Therapy Association, American Physical Therapy Association, and the American Speech and Hearing Association quickly began to research telepractice therapy outcomes. They sought to determine the legitimacy of telepractice in the particular areas of occupational therapy, physical therapy, speech therapy and aural rehabilitation. These associations have now established it as an accepted form of service delivery.

Importantly for Foreign Service families, the State Department’s Employee Consultative Services also accepts telepractice as a means to fulfill the special education needs of



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dependents going abroad.

Research continues to prove that telepractice is an equally effective model when compared with traditional face-to-face therapy. ASHA's position is: "Telepractice is an appropriate model of service delivery for the professions of speech-language pathology (and audiology). Telepractice may be used to overcome barriers of access to services caused by distance, unavailability of specialists and/or subspecialists, and impaired mobility."

### Coming into Its Own

Companies and individuals have developed online programs that deliver services to students and other clients that include occupational therapy, physical therapy, speech therapy and aural rehabilitation, as well as regular and special education. There are differences in the way they operate, but what these companies and indi-

*Telepractice is tearing  
down the barriers  
between full access  
and no access for  
children with special  
educational needs.*

viduals share is that they offer access to therapy and educational services over the Internet with a live person, in real time that focuses on the individual's particular needs, regardless of where he or she physically resides.

Just like the special education teacher or speech therapist in a

school, online providers target specific deficits that impair an individual's ability to succeed in social or academic situations. For example, an occupational therapist may assist a child with handwriting, directly increasing that child's ability to progress successfully in any school. Online teachers teach via a virtual classroom, providing remedial academic instruction online.

Through networking, I have met educational consultants who provide special education services, both in person and online. They work with schools to assist in the development of curriculum modifications that a child might need to succeed in the regular education classroom of, say, an international school.

Many early intervention programs and schools that find themselves unable to fill special education vacancies are now turning to telepractice. Dr. Jana Cason of Spalding

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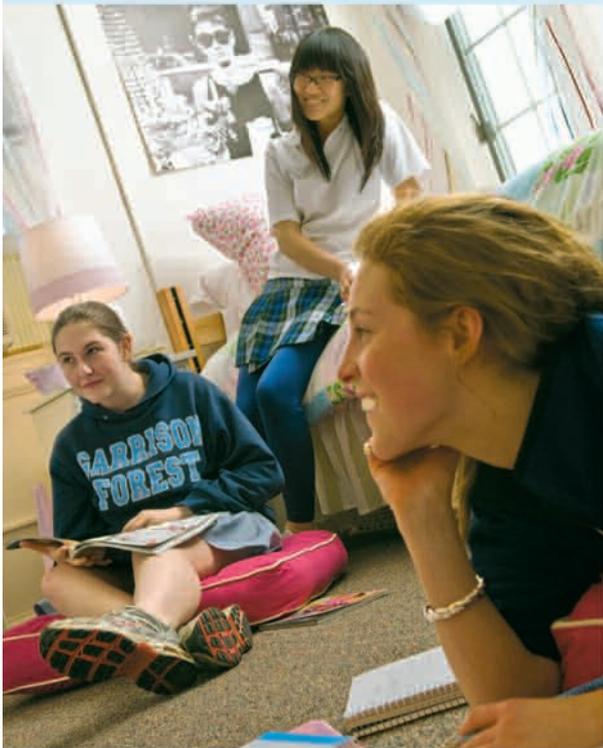


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FROM THE JUNE 2010 FSJ SCHOOLS SUPPLEMENT

## Online Education: Unprecedented Opportunities

Just as today's Foreign Service families cannot imagine how their predecessors lived without the Internet, we may soon be wondering how we ever got along without online education. Distance learning, as it is sometimes called, offers an unparalleled opportunity for FS family members to target and tailor their educational needs to their circumstances.

Last year nearly five million students took at least one online course from a degree-granting institution of higher education in the United States. The technology for delivering online courses and degree programs is rapidly growing more sophisticated. Professors are becoming more adept at teaching online. And most propitious of all, postsecondary institutions are passionate about the opportunity to present educational opportunities to a global "campus."

Universities offer online undergraduate degrees in nearly every possible topic — from interior design to accounting. Online master's degrees cover the fields of business, health care, management, government, human services, legal studies, education and information technology. Online doctorate programs include education, public policy, business administration, religion — and more.

In fact, the plethora of opportunities for online students means that the buyer must beware. The online student must identify his or her educational goals clearly — a degree? a postgraduate degree? a certificate? continuing education credits? — and then carefully choose the appropriate institution and program.

*This is excerpted from the article of the same title by Kristi Streiffert, a Foreign Service spouse and freelance writer, that was published in the June 2010 issue of the Foreign Service Journal. The complete article can be accessed online at [www.afsa.org/fsj](http://www.afsa.org/fsj).*

## The Employee

*Consultative Services  
also accepts telepractice  
as a means to fulfill  
the special education  
needs of dependents  
going abroad.*

University has reported extensively on her experience using telerehabilitation with a pediatric population in Kentucky. Through the use of videoconferencing, she was able to provide effective help on a regular basis to children who had only been receiving occupational therapy on a monthly basis due to the remoteness of their location.

As stated earlier, speech therapy is the most widely available online service today. In 2007, the Ohio Master's Network Initiatives in Education, Speech-Language Pathology & Educational Audiology project launched a program to determine the efficacy of delivering speech therapy via telepractice.

The program, designed in response to the shortage of speech pathologists in the state, began with 30 students and grew to 190 in five years. The results have been overwhelmingly positive, with children, speech therapists and parents reporting that they are happy and satisfied.

## My Experience

My own venture into telepractice began two years ago, when my husband's posting in Brazil came to an end, and I faced leaving behind yet another private practice in speech therapy. I'd heard of online therapy companies, but never gave them any



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***Just like the special education teacher in a school, online providers target specific deficits that impair an individual's ability to succeed in social or academic situations.***

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serious thought. Then it dawned on me: it would make sense to continue seeing my clients online. I saw no reason why it would not work with clients with whom I had already established rapport.

At 4:50 a.m. on July 6, 2011, I turned on my computer, logged onto my newly built therapy Web site, ready for my first telepractice session — and hoped! All I could think to myself was: What will I do with a whole 30 minutes if I can't see or hear my client properly? What if she can't understand me?

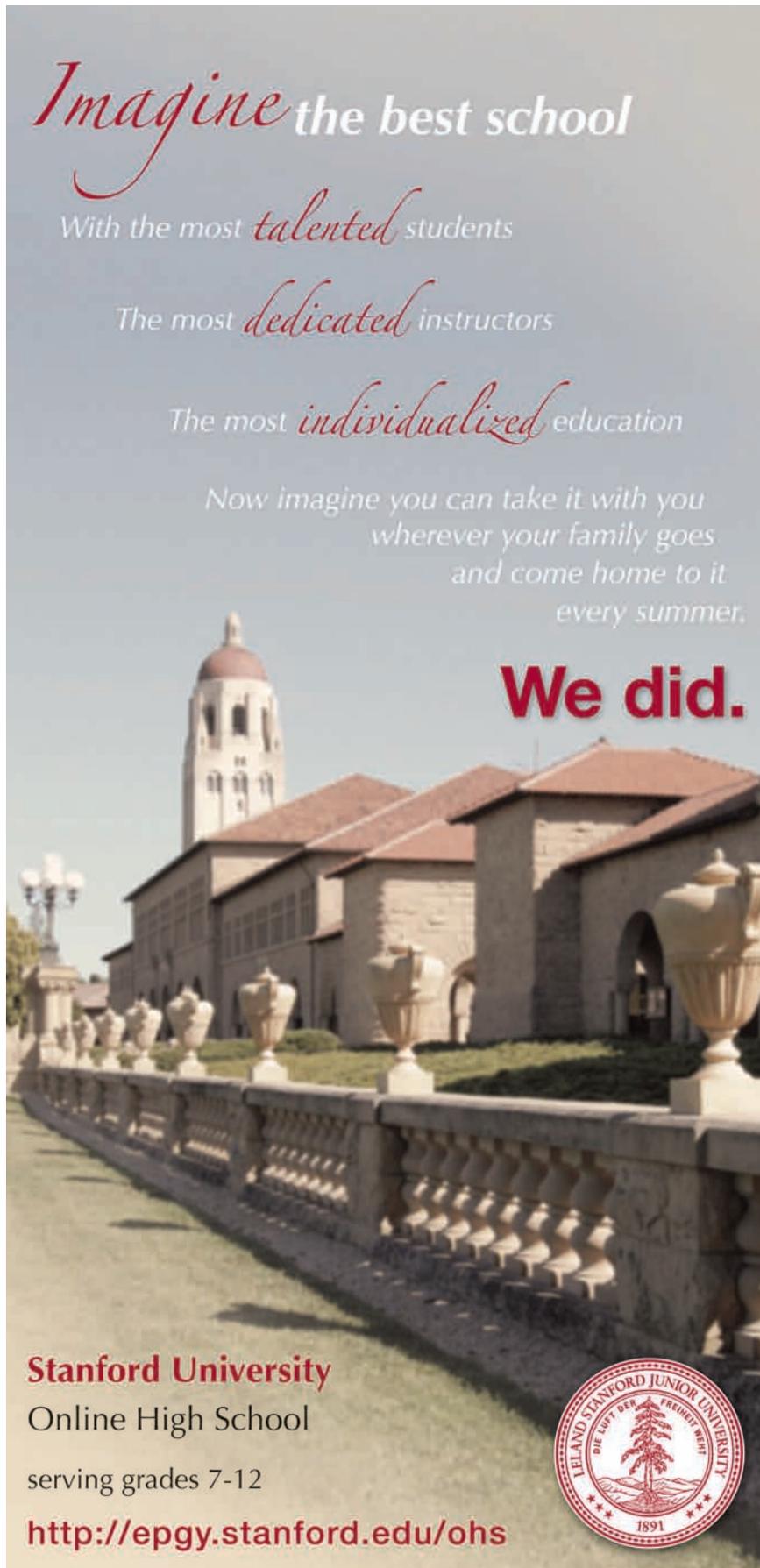
Then I saw her name come onto the screen; she had signed on. Okay, I thought: that worked. Then up popped her cute little face. Oh, it's great to see her again, I thought. But my heart was still racing.

I began to speak, and she smiled. I finally exhaled; if all else failed, she would at least be able to see and hear me.

And she did — she never missed a beat during our session. We understood each other, and together we accomplished the same tasks that we had so many times before, sitting in her family's front room in Brazil.

Was it the same? Not quite. I couldn't give her a sticker for her good

*Continued on page 72*



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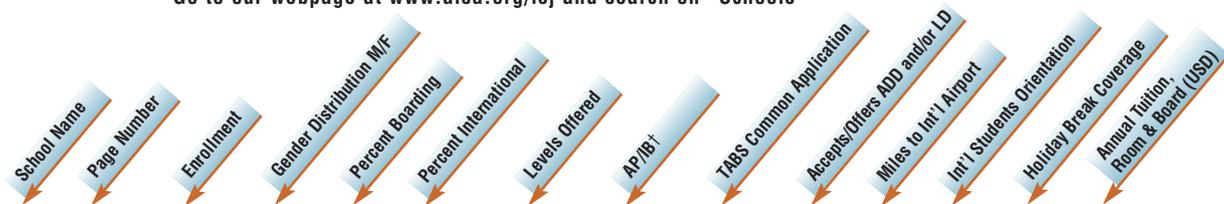
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## ELEMENTARY/JUNIOR/SENIOR HIGH

School Name	Page Number	Enrollment	Gender Distribution M/F	Percent Boarding	Percent International	Levels Offered	AP/IB+	TABS Common Application	Accepts/Others ADD and/or LD	Miles to Int'l Airport	Int'l Students Orientation	Holiday Break Coverage	Annual Tuition, Room & Board (USD)
American Cooperative School in Bolivia	60	374	50/50	NA	30	Pre-K-12	Y/N	N	Limited	NA	NA	NA	NA
Fairfax Christian School, The	78	330	50/50	20	30	Pre-K-12	Y/N	NA	NA	10	Y	N	48,000**
Hampshire Country School	73	25	All boys	100	0	3-12	N/N	N	Y	65	NA	N	49,000

## JUNIOR HIGH/SENIOR HIGH

Florida Air Academy	65	265	75/25	66	33	6-12	Y/N	N	Y	1.5	Y	Y	40,000
Grier School	82	265	All girls	95	50	7-12	Y/N	Y	Y	120	Y	Y	46,800
Knox School, The	85	145	55/45	87	60	6-12, PG		N	Limited	40	Y	Y	45,017
New York Military Academy	71	125	75/25	88	10	7-12		NA	N	10	Y	N	35,210
Stoneleigh-Burnham School	73	140	All girls	74	38	7-12, PG	N/Y	Y	Limited	100	Y	N	48,443
Perkiomen School	59	300	58/42	65	45	6-12, PG	Y/Y	Y	Y	55	Y	N	45,525
Riverside Military Academy	75	410	All boys	90	24	7-12		Y	Y	60	Y	Y	29,750
St. Margaret's School	68	150	All girls	75	15	8-12		Y	Limited	50	Y	N	34,500
Storm King School, The	74	145	55/45	80	45	8-12	Y/N	Y	Y	60	Y	N	42,500

## SENIOR HIGH

Asheville School, The	83	275	50/50	75	19	9-12	Y/N	Y	N	76	Y	Y	43,800
Canyonville Christian Academy	61	120	60/40	90	75	9-12	Y/N	Y	Call	75	Y	N	24,500
Episcopal High School	61	430	50/50	100	7	9-12	Y/N	Y	N	15	Y	N	46,600
Garrison Forest School	63	298	All girls	28	12	8-12	Y/N	Y	N	35	Y	N	46,945
Hebron Academy	79	233	66/34	70	30	9-12, PG	N/N	Y	Y	45	Y	Y	49,900
Interlochen Arts Academy	82	474	37/63	96	21	9-12, PG		N	N	16	Y	N	46,540
Marine Military Academy	84	250	All boys	100	20	8-12, PG		N	Limited	1	Y	N	33,000
Marvelwood School	84	170	64/36	95	28	9-12, PG	Y/N	Y	Y	80	Y		48,200
Wasatch Academy	71	302	55/45	85	50	7-12, PG	Y/N	Y	Limited	90	Y	Y	44,700
White Mountain School, The	74	114	52/48	80	30	9-12, PG	NA	Y	Y	110	Y	N	46,900

## SPECIAL NEEDS

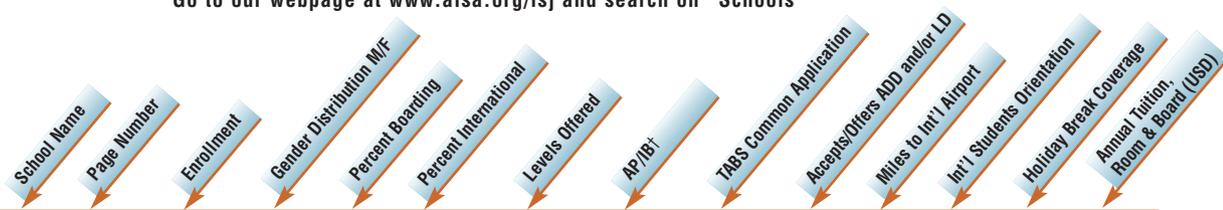
Benedictine School, The	72	92	73/27	85	5	Ages 5-21		NA	Y	60	Y	N	Call
Gow School, The	81	140	All boys	100	31	7-12, PG		N	Y	20	Y	N	55,400
Heartspring	77	52	80/20	90	0	K-12	N/N	Y	Y	18	Y	NA	Call
Landmark School	64	460	60/40	35	3	2-12, PG	N/N	N	Y	25	N	N	48,200-64,200
Riverview School	79	200	50/50	88	4	6-12, PG		N	Y	75	Y	N	71,145
Summit Preparatory School	78	60	60/40	100	5-10	9-12	N/N	N	Y ***	10	Y	N	83,796

## OTHER

Family Liaison Office Dept. of State	82, 86	Information and resources for Foreign Service families. Go to <a href="http://www.state.gov/m/dghr/flo/c1958.htm">www.state.gov/m/dghr/flo/c1958.htm</a>											
Foreign Service Youth Foundation	66	A support network for U.S. For Foreign Service Youth worldwide. Go to <a href="http://www.fsyf.org">www.fsyf.org</a>											

# SCHOOLS AT A GLANCE

Go to our webpage at [www.afsa.org/fsj](http://www.afsa.org/fsj) and search on "Schools"



CONTINUED FROM PAGE 69

## MILITARY

Chamberlain-Hunt Academy	81	100	All boys	95	2	7-12		Y	NA	68	Y	N	20,500
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## OVERSEAS

American International School of Kuwait, The	61	1,800	57/43	40	60/40	K-12	N/Y	NA	N	14	Y	NA	6,196-14,503
Berlin Brandenburg International School	84	240	50/50	15	65	9-12	N/Y	N	Y	15	Y	N	45,000*
Escuela Campo Alegre	72	610	50/50	NA	80	N-12	N/Y	NA	Limited	20	Y	N	26,863
John F. Kennedy School Berlin	73	1,709	50/50	NA	58	K-12	Y/N	N	Limited	15	Y	N	None
Leysin American School in Switzerland	66	350	53/47	100	75	8-12, PG		Y	Limited	75	Y	N	45,000
Shawnigan Lake School	75	459	56/44	90	20	8-12	Y/N	NA	Limited	36	Y	Y	43,500-52,500*
St. Stephen's School	80	250	46/54	16	67	9-12, PG	Y/Y	N	N	12	NA	N	43,348*
TASIS, The American School in England	86	750	50/50	25	45	PK-12	Y/Y	Y	Limited	8	Y	N	53,500*

## POST-SECONDARY

New School, The	88	10,797	28/72	20	28	B.A., M.A. Continuing Edu	Y/Y	Y	NA	18	Y	Y	Call
St. Mary's University	87	3,893	40/60	55	3	B.A., M.A., Ph.D.		NA	Y	13	Y	N	30,120
University of South Florida	89	39,629	44/56	10	4	B.A., M.A., Ph.D.	N/N	NA	NA	19	Y	Y	29,780
Wilson College	87	800	all girls	69	13	A.A., B.A., B.S., M.A.	Y/Y	Y	Y	64	Y	Y	38,893

## DISTANCE LEARNING

Blueprint Academy	62	Blueprint Academy is a private distance learning school open to anyone, anywhere who is seeking an accredited high school diploma. Grades 7-12. Tuition: 149 per 0.5 credit course, add'l registration fee.											
University of Nebraska Independent Study High School	79	Accredited online high school. Certified teachers. Single courses or diploma. Open enrollment. Core, elective, AP. Not-for-profit, affordable. See: <a href="http://highschool.unl.edu">highschool.unl.edu</a>											
Stanford University Online High School EPGY	67	Accredited, diploma-granting independent school (grades 7-12). Single course, part-time, or full-time. Advanced academic program (AP and university-level courses). Real-time seminars. Advanced Placement. <a href="http://epgy.stanford.edu/ohs">epgy.stanford.edu/ohs</a>											

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Continued from page 67

work; so, instead, I sent her a Slinky in the mail. But after that session, I thought to myself, voila! It worked!

As a speech pathologist, I was determined to pursue this delivery option. In developing my own telepractice, I have found that it is an area of great interest to many practitioners. Health and rehabilitative professionals are now making their services available to clients who otherwise would have had no access to therapy.

### The Foreign Service Family, In Particular

What about Foreign Service families? For some, telepractice might mean getting a single therapist; for others it could mean receiving a variety of therapies and academic support. If you think of a child with a learning disability requiring several types of services to address his educational needs, you can begin to see

*Many early intervention programs and schools that find themselves unable to fill special education vacancies are now turning to telepractice.*

how this might work.

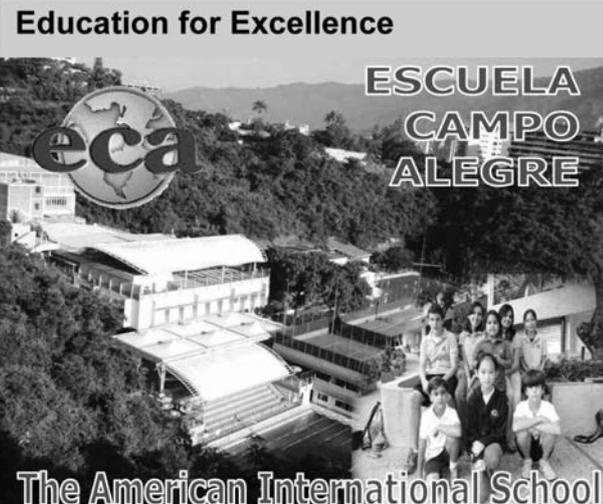
By examining the child's performance scores on standardized tests and school performance records, a special education teacher might

develop an Individual Education Plan or help implement an existing IEP from a school in the United States via telepractice. (An IEP is a document that stipulates the special education goals for a student, and is a requirement for students who qualify for special education.)

The special education teacher can also advise the school on modifications to the curriculum for that child. To ensure proper implementation of the IEP, he or she can provide guidance to the local teacher in the form of online training seminars and consultations, and assist in the development of materials.

A speech pathologist can provide online therapy for an articulation or language disorder. An occupational therapist may be needed to address fine and gross motor problems through direct therapy or consultation. Specialist services like speech or

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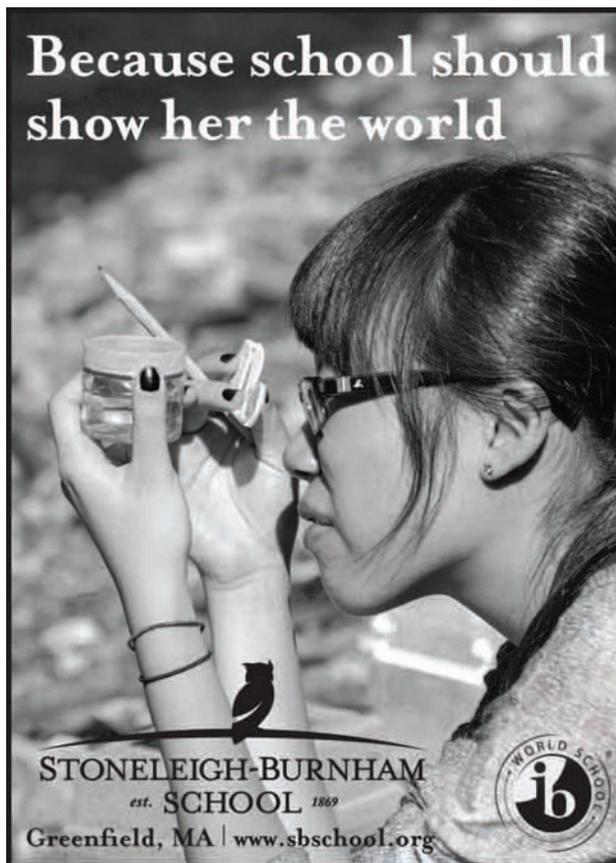


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occupational therapy can be delivered during the child's school day or after school, depending on the resources and preferences of each school.

Telepractice offers the opportunity not only to formalize a special education plan, but to ensure its carryover from one school to the next. Moreover, it ensures that services are provided by a native speaker of English. Very few Foreign Service families would opt to have their children educated by non-native English speakers; why would we accept this for children who require special services?

For FS families, the need to find a professional with the appropriate specialization is an additional serious challenge. For example, every speech pathologist offers therapy, but some have specialties. A child with autism might benefit from having a speech pathologist who specializes in autism

*Telepractice offers the opportunity to both formalize a special education plan and ensure its carryover from one school to the next.*

or nonverbal communication, or an occupational therapist who thoroughly understands the attention deficits and sensory needs of a child with autism. Here, too, telepractice can provide the answer.

### Caveats?

Sounds good, right? Well, like anything new, there are naysayers. In my research for this article I found very few opponents of telepractice, but I did encounter warnings.

Many therapists are simply not convinced that their skills could possibly be as effective when delivered online. I know speech pathologists who think that while telepractice is probably better than nothing, it's definitely not the best option. Others believe that special training is required to do online therapy, or that it is only viable with certain populations. For the most part, however, these concerns have proved unfounded.

ASHA has clearly demonstrated that therapy delivered via telepractice is just as beneficial as traditional in-person therapy. ASHA does not require its therapists to have special training, although there is no denying



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# FSJ's Guide to Education & Family Service Providers

Readers are advised to make appropriate inquiries and take appropriate advice.

Company	Contact Person	Phone	Location	Certification / Experience	Practice
<b>Alderton Educational Consulting</b> www.alderton-edu.com	<b>Meagan Alderton</b> Dickerson_564@msn.com	(240) 416-0310	VA	M.A. in Special Education, 9 years	Advocacy and Program Planning for Special Needs Students
<b>American College Admission Consultants, LLC</b> www.american-college-tours.com	<b>Marsha Evans</b> evans.acac@gmail.com	(703) 655-7456	VA	LPC, UCLA certificate	U.S. College Admission Consulting & U.S. College Tours
<b>ArborBridge</b> www.arborbridge.com	<b>Sallie Oto, Director</b> sallie@arborbridge.com	(800) 734-1799	Los Angeles, New York		Online Test Prep SAT/ACT/SAT Subject Tests/TOEFL
<b>Cross Cultural Consulting</b> www.crossculture-training.be	<b>Elizabeth Kelly</b> e.kelly@crossculture-training.be	[32] (0)474 211912	USA & W. Europe	11 years	Business Practices, Interview Preparation, Cultural Competence
<b>Erin Long, Speech Pathologist</b> www.worldwidespeech.com	<b>Erin Long</b> ecslong@gmail.com	(571) 247-4246	Global	M.A., SLP-CCC	Speech-Language Pathology Assessment Therapy
<b>Expat Teens Talk</b> www.expateenstalk.blogspot.com	<b>Dr. Lisa Pittman &amp; Diana Smit</b> pittman_smit@yahoo.com	(414) 208-7369 E-mail contact preferred	DC, Singapore	Ph.D. in Psych. M.Ed. in Special Education	Therapeutic Services for Adolescents
<b>Jenn Cohen Tutoring</b> www.jenncohentutoring.com	<b>Jenn Cohen</b> jenn@jenncohentutoring.com	(214) 521-1543	Global	15 years	Online SAT/ACT/PSAT Tutoring, Particular Expertise in ADHD
<b>RNG Int'l Educational Consultants</b> www.rebeccagrappo.com	<b>Rebecca Grappo, M.Ed.</b> becky.grappo@gmail.com	(703) 887-8072	CA	Cert. Educational Planner, Member IECA	Boarding Schools, Therapeutic Schools, TCK College Advising
<b>School Choice International</b> www.schoolchoiceintl.com	<b>Jean Mann</b> info@schoolchoiceintl.com	(914) 328-3000 (866) 889-5959	NY, DC, HK, NYC	M.A., IECA, GMS	School Placement Worldwide Gifted, Special Needs, Boarding
<b>Solutions for Families in Transition</b> www.solutionsforfamilies.com	<b>Heather Dickmeyer</b> heather.dickmeyer@gmail.com	(703) 474-9837	VA	10 years	Educ. Planning for Families, Org. Training for Schools
<b>Transitional Learning Curves</b> www.transitionalllearning.com	<b>Jill Kristal, Ph.D.</b> jill@transitionalllearning.com	(914) 374-7497	Global	20 years	Professional Consultations to Families and Service Providers

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*Studies so far have found that there is no specific population that will respond particularly well, or poorly, to telepractice.*

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that a therapist must be comfortable with the technology he or she uses.

Studies so far have found that there is no specific population that will respond particularly well, or poorly, to telepractice. I myself once thought it would be impossible to use with very young children, only to find out that early intervention programs are already using it successfully with children from ages 2 through 4.

As with any other business transaction, be sure that you engage a reputable company and have a therapist who is credentialed and qualified. The American Telemedicine Association is working diligently to establish guidelines and ensure the effective delivery of distance care. But the ATA does not license telepractitioners because telepractice is a method of service delivery, not a profession.

Individual therapists are licensed at the state level for their area of practice and, commonly, with their professional associations. Most states make the status of a therapist's license available to the public online.

### **Tearing Down Barriers**

Simply put, telepractice is tearing down the barriers between full access and no access for children with special educational needs. Access and affordability are what the Internet has brought to us, and I know very few Foreign Service families that aren't



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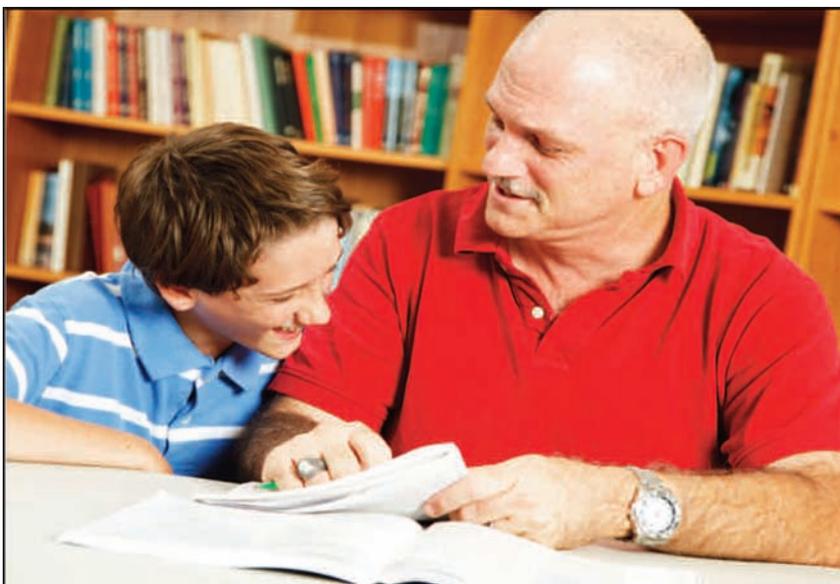
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*The International Baccalaureate Program: A Primer* by Francesca Huemer Kelly

*Study Abroad: Take The Plunge* by Brooke Deal

taking full advantage of it.

Online services have made keeping in contact with family members possible and affordable. The Internet allows us to order many of the staples we need while living abroad, manage our bank accounts and, for many Foreign Service spouses, run a business or develop a career while moving from post to post.

So why shouldn't we embrace technological advances that ensure a more promising future for our special needs children?

To be sure, there is no guarantee that telepractice is going to be the answer for everyone. Each individual Foreign Service family and State's Employee Consultative Services will have to make that determination.

But to those who wonder whether it really works, I like to point out: If surgeons can direct delicate operations taking place in remote African villages, as they are, online; then I can certainly use telepractice to teach your kid how to make an "r." ■

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FROM THE DECEMBER 2009 FSJ SCHOOLS SUPPLEMENT

## The ABCs of Education Allowances

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

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

An allowance covers only expenses for those services usually available without cost in American public schools, including tuition, transportation and textbooks. Fees for lunches, trips, computers and school uniforms are not covered, even if required by the school.

If a foreign post does not have a secular, English-language

school with an American curriculum, or has such a school that goes only through certain grades, an away-from-post or “boarding school” allowance is provided.

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

Although these offices are part of the Department of State, the same allowances apply to most civilian federal employees under chief-of-mission authority overseas.

For information or assistance, e-mail [FLOAskEducation@state.gov](mailto:FLOAskEducation@state.gov) or call (202) 647-1076.

*This is excerpted from an article by Pamela Ward, a regional education officer in the State Department's Office of Overseas Schools, that was published in the December 2009 Foreign Service Journal. The complete article can be accessed online at [www.afsa.org/fsj](http://www.afsa.org/fsj).*

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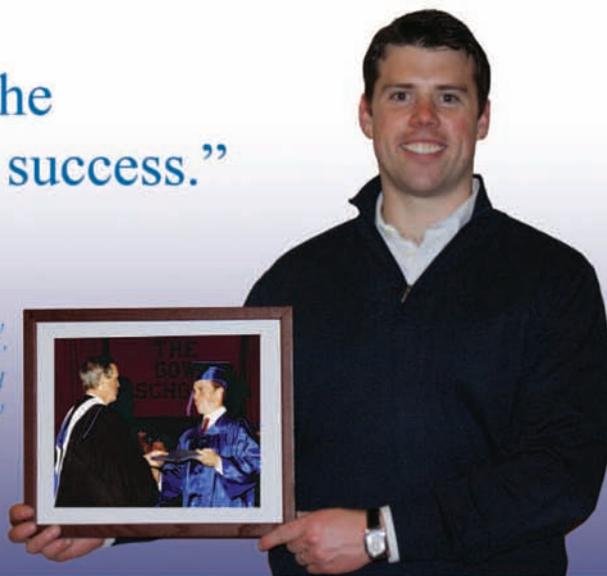
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Visit our website at: <http://www.state.gov/m/dghr/flo/>  
Click 'Education & Youth'

Leah Wallace, Education and Youth Officer  
Elizabeth Robertson, Education and Youth Specialist

FROM THE JUNE 2011 FSJ SCHOOLS SUPPLEMENT

## Promoting Your Child's Emotional Health

At one time or another, most Foreign Service parents ask themselves the same questions: What am I doing to my kid? Is this globally nomadic lifestyle a good thing or a bad thing? There are no right or wrong answers to these questions; but there are ways to protect and promote the emotional well-being and resilience of internationally mobile children.

Let's begin by quickly examining some of the major characteristics of a TCK. As first laid out in the book *Third Culture Kids: Growing Up Among Worlds* by David C. Pollock and Ruth Van Reken, most TCKs grow up to be resilient, flexible, adaptable and open to other cultures and ways of thinking as a result of their experiences.

They usually love travel, adventure and diversity. Living abroad usually leads to intellectual curiosity about how the world is interconnected.

Many of these kids also grow up to be multilingual, and have a life-long interest in all things international.

However, TCKs can also be rootless and restless, knowing that home can be everywhere but may not be anywhere in particular. They often deal with problems in their lives by moving on instead of resolv-

ing them; and they often wonder where they are really from and where they fit in, leading to questions about identity.

Frequent moves mean that kids must also deal with what Van Reken calls "the chronic cycle of separation" from people and things they love — in other words, repeated loss and a sense of grief are inevitable.

Based on my own experience with kids and the conversations I have had with other experts on global mobility and child and adolescent psychology, the emotional well-being and resilience of TCKs are based on relationships — positive, nurturing relationships with families, and with peers, and at school.

*This is excerpted from an article by Rebecca Grappo, a certified educational planner and the founder of RNG International Educational Consultants who works with Third Culture Kids around the world and is a frequent presenter on the topic of global mobility and its impact on children. Married to a career Foreign Service officer, she has raised their three children internationally. The article was published in the December 2011 Foreign Service Journal and can be accessed online at [www.afsa.org/fsj](http://www.afsa.org/fsj).*

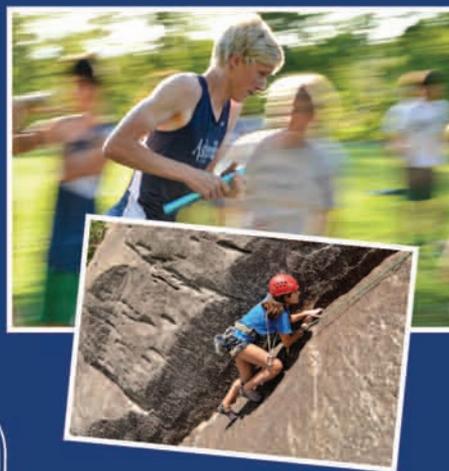
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**College Applications: Books**

*Barron's Profiles of American Colleges with CD-Rom.* Barron's Educational Series, 2011. Comprehensive reference book with statistics on all four-year accredited institutions in the United States.

*The Best 376 Colleges, 2012 Edition.* Princeton Review, 2011. Excellent all-around guide that weeds out the top ten percent universities for you, including humorous best-and-worst lists.

*Colleges That Change Lives: 40 Schools That Will Change the Way You Think About Colleges.* Pope, Loren. Penguin, 2006. Although it has not been revised since the author's death, this book is still a good resource for those interested in small liberal arts colleges that don't necessarily have "big name status" but offer an excellent education.

*The Insider's Guide to the Colleges, 2012: Students on Campus Tell You What You Really Want to Know, 38th Edition.* Yale Daily News Staff, ed. St. Martins Griffin, 2011. One of the most interesting college admissions books out there because of its emphasis on student feedback quotes about their colleges.

*Cracking the SAT with DVD, 2012 Edition.* Princeton Review, 2011.

*The Official SAT Study Guide, 2nd edition.* The College Board, 2009.

*Crash Course for the ACT, 4th edition.* Princeton Review, 2012.



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**Leah Wallace, Education and Youth Officer**  
**Elizabeth Robertson, Education and Youth Specialist**

FROM THE DECEMBER 2011 FSJ SCHOOLS SUPPLEMENT

## The Boarding School Option

In recent years, the Family Liaison Office has fielded an increasing number of inquiries about boarding school options, especially for high school students. This education choice often provides much-needed continuity for students, both academically and socially.

Boarding school is also an attractive alternative when students are looking for special programs (e.g., sports, arts, or music) that may not be available at international schools overseas. And quite often, the boarding school option works well for children with special needs when there are not adequate educational programs overseas.

The FLO Education and Youth team has a wealth of information and resources available to help guide Foreign Service families in researching boarding schools that may be good matches for their children.

*This is excerpted from an article by Leah Wallace, of the Family Liaison Office, published in the December 2011 issue of the Foreign Service Journal. The complete article can be viewed online at [www.afsa.org/fsj](http://www.afsa.org/fsj).*



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Sam plans to one day become curator of a museum. Meanwhile, she will continue her work at Hillyer and is also working toward a master's degree in art history at American University.

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### Stages of Emotional Transition

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Involvement is the stage when life is humming along, before a move. Reinvolved happens when, after a move, the family is once again back on track — feeling happy and in control of life. It's what happens in the middle of this cycle — the leaving, chaos/crisis and entering part — that is the great challenge!

Awareness of these stages helps parents and schools respond appropriately. The goal is to guide our families through the transition in a way that enhances each member's resiliency.

— Rebecca Grappo,  
from "Building Resiliency in Global Nomads," FSJ Schools Supplement,  
December 2008

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[www.act.org](http://www.act.org) — register and prep here for the ACT.

[www.princetonreview.com](http://www.princetonreview.com) — find information about the top 10-percent institutions, a good basic overview of application process and test prep advice.

[www.collegeconfidential.com](http://www.collegeconfidential.com) — play with fun interactive features such as Ask the Dean and College Vibe.

[www.mycollegeguide.org](http://www.mycollegeguide.org) — submit questions to "Ask the Guru."

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[www.state.gov/m/dghr/flo/c21963.htm](http://www.state.gov/m/dghr/flo/c21963.htm) — visit the State Department's comprehensive list of FS-related scholarships.

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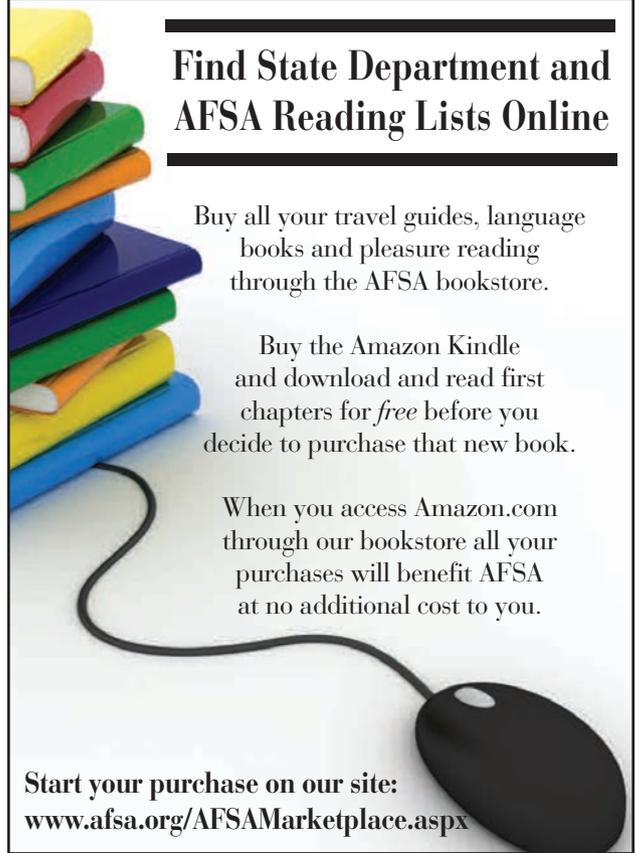
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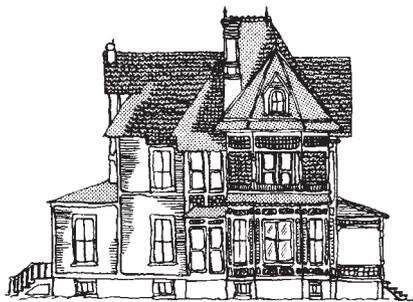
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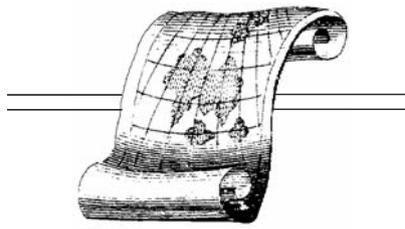


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# REFLECTIONS

## *A Diplomat's Wife*

BY KATE MATHESON

I have a confession to make: I'm not a diplomat, or a diplomat's wife or spouse or partner or significant other. I'm not even a diplomat's child.

I am a published, post-doctoral researcher at a United Kingdom university, a mother of three, a thwarted half-marathon runner and an eager consumer of political media.

Except things are about to change. This summer, my husband will take up a diplomatic post in Washington, D.C. I will come, too, as will our three boys. Two are school age and one is a toddler. Here in the U.K., they go to school and nursery, while my husband and I go to work.

While we pack up our house, our home, our lives, it feels like I might also be packing up my identity — which, in the U.K., is finely balanced between my roles as a professional and as a mother, and has taken eight years to hone.

To be honest, I'm not sure I know what a diplomat's wife is or what is expected of her. I don't know any diplomats or diplomatic families, so I visualize put-upon but incredibly brave Victorian women, in corsets despite the tropical heat, sending their children home to boarding school from the colonies in the service of Britannia.

And I imagine impeccably coiffed women with multilingual children blogging about their experiences of cultural differences, managing staff and having to rustle up halal banquets for 70 during a power outage.

These women are diplomats' wives. I am not. I can't play bridge or mah-

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identity.*

jong. I won't play golf or tennis. I don't own any white gloves.

After unpacking, I will take the children to school. I will locate the shops and the park, a swimming pool, running routes. But then what?

The thought of endless, empty days, stretching out to 2015, terrifies me; the idea of garden parties and receptions, even more so. There is, I hear, a sewing group — a prospect that strikes terror in my heart. There is charity work, volunteering, working as a secretary or tour guide in the embassy. It all sounds like selling myself short for the sake of my husband's career.

Then there is the "lifestyle": shopping, gin, affairs, leisurely lunches. Languid days softened around the edges with a fug of cocktail hour among expatriates, harking on about marmite, driving on the left and cut-glass accents. Flower arranging classes, interior design work, elocution lessons: teaching the world to speak the Queen's English. But I'm not sure any of that is for me, even as a diplomat's wife.

There is also the opportunity to rein-

vent myself, to find a new identity as a British woman abroad. Life in a capital city, a world city with international institutions, prestigious universities, policy, politics, power. The chance to approach the corridors of power not as a tourist, but with a view to walking them myself as a policy analyst, researcher, consultant, advocate or visiting fellow. The chance that my husband would be defined by his relationship to me, "the analyst's husband."

And there is another opportunity: to be a stay-at-home mother to my boys, the one who does the school run, takes them to tea at people's houses, bakes cakes and puts the washing out to dry. I could dig in the sand with the little one, cycle with the big ones. Watch them grow and change with the seasons, and trade their British accents and football for Americanisms and baseball.

Finally, there is the reality. We are all more than a single facet of our identities. My husband, the diplomat, is also a father, physicist and ardent cyclist. I am a researcher, a professional, a runner and a mother. I can work. I can join the PTA. I could even join the sewing circle. I can run and read and write and do all the things I do in the U.K.

I can do all these things and be a diplomat's wife. ■

---

*Kate Matheson, a published academic and mother of three young children, will be coming to Washington this summer with her husband, the new defense attaché at the British Embassy.*

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