



THE AMERICAN ACADEMY OF DIPLOMACY

September 18, 2017

Chairman
THOMAS R. PICKERING
Vice Chairman
MARC GROSSMAN
President
RONALD E. NEUMANN
Treasurer
NICHOLAS A. VELIOTES
Secretary
MOLLY WILLIAMSON
Managing Director
ISABEL DE PRADO

Board of Directors
THOMAS BOYATT
KENNETH BRILL
KATE CANAVAN
FRANCES COOK
LORNE CRANER
RUTH DAVIS
PAULA DOBRIANSKY
SHAUN DONNELLY
NANCY ELY-RAPHEL
CHARLES FORD
ALONZO FULGHAM
JAMES GADSDEN
ROBERT GALLUCCI
HARRY GEISEL
WILLIAM HARROP
DEBORAH MCCARTHY
TIBOR NAGY
JOHN NEGROPONTE
NANCY POWELL
CHARLES RAY
ARLENE RENDER
MARCIE RIES
PETER ROMERO
EDWARD ROWELL
HOWARD B. SCHAFFER
PATRICK THEROS
MIKE VAN DUSEN
FRANK WISNER

Former Chairmen
JOSEPH J. SISCO
MAX M. KAMPELMAN
LAWRENCE S. EAGLEBURGER
FRANK C. CARLUCCI
SOL M. LINOWITZ
ELLIOT RICHARDSON

Ex-Officio
TIMOTHY A. CHORBA, Council of
American Ambassadors
LINO GUTIÉRREZ, Una Chapman
Cox Foundation
L. BRUCE LAINGEN
SUSAN JOHNSON, Association for
Diplomatic Studies & Training

Counsel
PHILLIP FLETCHER, Milbank,
Tweed, Hadley & McCloy, LLP

Friends of the Academy
BLACK & VEATCH CORPORATION
THE DELAVAN FOUNDATION
JOHNSTON-HANSON FOUNDATION
UNA CHAPMAN COX FOUNDATION
SISCO FAMILY FUND
GARDAWORLD

Program Contributors
THE ANNENBERG FOUNDATION
ARTHUR ROSS FOUNDATION
THE DILLON FUND
SISCO FAMILY FUND

The Honorable Rex W. Tillerson
Secretary of State
Department of State
2201 C. St. NW
Washington, DC 20520

Dear Mr. Secretary,

We understand that the State Department reorganization plan forwarded to OMB has been deemed "pre-decisional" and will therefore not be made public.

On behalf of the Board of the American Academy of Diplomacy, a non-partisan and non-governmental organization comprising senior former career and non-career diplomatic practitioners, we ask that you reconsider this decision and make your recommendations available for public comment. The Academy, whose only interest is in strengthening American diplomacy, is already on record supporting many needed changes in the State Department's structure and staffing. Indeed, we would hope to make the Academy's extensive experience available and relevant to any conversations about the future of the Department so that we might be able to support the outcome of this process, just as we supported your decision on reducing special envoys. We cannot do so if your vision and plans remain publicly unavailable.

As the recent report prepared by your consultants very properly highlighted, the Civil Service and Foreign Service employees who work for you are patriotic, dedicated, public servants. Many have gone in harm's way and more will do so. For nearly eight months these employees, and many of their families, have lived in a state of suspended animation, not knowing how reorganization will affect their lives and careers. In light of their sacrifices for our Country, it strikes us as unfair to ask them to remain in this limbo for additional months while the Administration considers in private your recommendations for change.

Keeping your decisions from public view will only fuel the suspicion and low morale which now affects so many in the Department. We ask that you be transparent with those most affected by your efforts to build efficiency and expertise. Not doing so prejudices their future support. Your leadership and America's diplomacy would be better served by allowing public comment. It is on that basis that we respectfully ask that you reconsider this decision.

Sincerely,

Thomas R. Pickering
Chairman

Ronald E. Neumann
President

Strengthening American Diplomacy