



ACADEMY REVIEW

December 2020



AAD SIMULATION BECOMES THE CORNERSTONE OF FSI'S AMBASSADORIAL TRAINING

This October the Academy has learned that its Pre-Crisis Ambassador Training Simulation, developed in partnership with the Una Chapman Cox Foundation, the McCain Institute and the Arizona State University, has been successfully integrated into FSI's Ambassadorial Seminar.

The simulation, which took nearly two years to complete with the help of more than a dozen of Academy members, ASU programmers and game designers, and the generous support from the Cox Foundation, Replogle Foundation, GardaWorld Federal, the Delavan Foundation and the Sisco Family Fund, aimed to prepare new ambassadors and DCMs for effective decision making in pre-crisis situations. Upon the completion of the project, the Academy donated the training to FSI in hopes that one day it may be used to train newly appointed ambassadors.

Following the transfer of the simulation, FSI has conducted several highly promising sessions. The most recent one included fifteen new ambassadors, 10 career and 5 non-career. According to the facilitators, it was a huge success. The most common feedback was "how useful it was to have a risk management exercise versus a crisis management exercise." FSI also noted that the training was designed in such a way that it presented equal opportunities for both career and non-career ambassadors to engage in a discussion since "non-career participants have just as much (sometimes more) experience weighing risk in their professional lives as we do, so they tended to add some interesting angles to the conversation."

Overall, the training has now moved from the pilot stage to one of the most highly evaluated sessions of the Ambassadorial seminar and there is now discussion of adapting it to the DCM training as well.

WE'VE REACHED 1 MILLION!

The Academy's major fundraising effort – 3-in-3 Capital Campaign – has finally reached its first-year goal of raising \$1 million from among our own members – great news but well short of our \$3 million in 3 year goal. **The \$150,000 Challenge Grant**, put together in June by a group of ten dedicated Academy members along with the remaining project funds from Hushang Ansary is still available for additional matches.

More than 68 members have stepped up since the beginning of June 2020 with new or additional contributions. We are enormously grateful to every one of them. What is more remarkable is that more than \$70,000 of these contributions honor pledges that have been made since June 2, 2020, which means that they are helping us not just meet our first-year goal but also get to the total amount of the Challenge Grant, which is a necessary step for the Academy to claim this generous match.

As we enter the 2020 holiday giving season and the end of the year, please consider making a contribution to the Academy. The gift you give will help us advance the mission of strengthening American Diplomacy as we prepare for the challenges of 2021. Whether it is a cash gift, a required retirement contribution, a donation of stock, or a plan for a future gift in your will – all of these efforts will greatly help us meet our goal and get closer to the total amount of the Challenge Grant. Please visit our website to pledge or contribute now:

<https://www.academyofdiplomacy.org/donate/3-in-3-capital-campaign/>



ONGOING PROJECTS

UPDATE ON THE ARB PROJECT

The Academy's project that aims to address the issue of pervasive risk aversion that keeps diplomats from being able to go out into the field and effectively perform their jobs has been moving full speed ahead despite the constraints imposed on it by the COVID-19 pandemic. The official rollout will be in early January – stay tuned for details.

The Director of the project Greg Starr has put together a detailed report that lays out the Academy's recommendations for how to address this problem along three strategic directions. The Academy's main recommendation is to enact legislative changes to the existing ARB statute in order to remove the proverbial "Sword of Damocles" that hangs over every Chief of Mission in a high threat post and heavily influences their decision to allow their staff to go beyond embassy walls. In addition to the ARB process, AAD recommends changes to the training of both FSOs and DS officers to include better tradecraft techniques that are currently being taught at other agencies. Finally, the Academy is calling for changes in the institutional culture that promotes risk aversion. Such changes would include viewing fallen diplomats as heroes rather than victims and building stronger support for a more balanced perception of risk from both State and congressional leadership.



In a parallel effort, the Academy continued to conduct congressional outreach in order to lay the preliminary groundwork for developing effective legislative recommendations for changing the current ARB process. At this point, the Academy has conducted 14 separate consultations with members and staff on the Senate side, and 7 consultations on the House side. Overall, the project has received a very favorable reception and response. Senators Mark Warner (D – Virginia) and Chris Murphy (D – Connecticut) have expressed a particularly strong interest in spearheading this effort. They also are helping to connect the Academy with some of their senior Republican colleagues in order to assist with the effort of making this a bipartisan effort. We have received a generally positive response but we know that moving legislation will require a great deal of work in the next session of Congress.

In the meantime, the project Advisory Group members have continued to gather high level military and diplomatic support for the general idea of amending the current ARB process. This project is implemented in partnership with the Una Chapman Cox Foundation.

NEW PROJECT ON MULTILATERAL DIPLOMACY

In the New Year the Academy will begin a new project on Multilateral Diplomacy. Directed by Jo Ellen Powell, this project will gather information and insights to make the case that to successfully achieve priority U.S. foreign policy objectives in the coming decades, the Department will need to strengthen its commitment to multilateral diplomacy at the policy and operational levels. The project will seek to identify global best practices in training, assignments, and other operational aspects of multilateral diplomacy, assess the Department of State's current operational approach to multilateral diplomacy and make specific, actionable recommendations on staffing, assignments and organization to improve the State Department's ability to effectively manage multilateral diplomacy.

The project will gather interviews and input from current and former USG officials, and current and former foreign government and international organization officials with relevant policy and operational experience with multilateral diplomacy. If you are interested in being a part of the Advisory Group, please email Jo Ellen Powell at powellje@live.com.

AAD ON THE HILL

CONTINUED EFFORTS ON COMMERCIAL DIPLOMACY, CONSULAR AFFAIRS, AND DIVERSITY

The Academy has continued its Congressional cooperation throughout the year, working on several different efforts. After speaking with FSI, Commerce, and GAO, the Academy will be coordinating with Congress to help clarify the Championing American Business Act and to support funding for FSI to train Foreign Commercial Service Officers. The Academy has also consulted with Rep. Andy Levin and Sen. Tim Kaine on their proposed ambassadorial oversight bills; however, the drafts have not yet received bipartisan support and the Academy has taken no position on them.

In the coming months, the Academy will be increasing efforts to reach beyond the foreign affairs committees to groups such as the Congressional Black Caucus. These continued consultations are a testament to the growing recognition of the Academy expertise and impact on the Hill and beyond.

AAD RECOMMENDATIONS ON STATE D&I

On December 1, the Academy issued thirteen recommendations to foster diversity and inclusion at the Department of State, building on the five general recommendations made in the Academy's press release of June 9, 2020. The recommendations were developed through the work of a study group led by Ambassadors Deborah McCarthy and Peter Romero. After consultations with Academy members, State affinity groups, and directors of other reports on diversity, the Academy created recommendations with detailed proposals that go beyond general policies. The need for real accountability, not just symbolic box checks, a chief diversity officer at a very senior level, and a recurring need for cultural change were among the major findings.

Before releasing to the press, the Academy shared the recommendations with Director General Carol Perez and Principal Deputy Assistant Secretary Kenneth Merten. The meeting proved productive and the Academy will continue to follow up in the coming months to ensure progress is being made on diversity and inclusion efforts in the State Department.

OUTREACH PROJECTS

Joseph J. Sisco Memorial Forum

On September 14th, the Academy collaborated with Ambassador Barbara Stephenson, now the Vice Provost for Global Affairs at the University North Carolina, Chapel Hill to present the 2020 Joseph J. Sisco Memorial Forum: "Diplomacy in a World of Transnational Crisis." Ambassadors Ronald Neumann, Kathleen Stephens, Barbara Stephenson, and Dr. J Stephen Morrison contributed to a lively panel discussion touching on how the global nature of the COVID-19 pandemic will require international cooperation. Ambassador Thomas Pickering concluded the program by delivering an insightful keynote address that explored several issues the practice of diplomacy is facing today. The Academy looks forward to collaborating with the University of North Carolina, Chapel Hill next year for the 2021 Joseph J. Sisco Memorial Forum.

Ambassadors Forum – University of Nebraska at Omaha and Lincoln

In a two-part event with the University of Nebraska at Omaha and Lincoln on September 21st and 22nd, Ambassadors Molly Williamson, Deborah McCarthy, W. Robert Pearson - with Ronald Neumann moderating - examined, "Confrontation and Alliances in Europe." Discussing several issues such as combating Russian influence over NATO



and Europe and balancing U.S interests in trade, defense, and the health of Europe, the two events garnered nearly 150 attendees.

Virtual Panel on Careers in Diplomacy with Rice University's Baker Institute

On October 23rd, the Academy partnered with Rice University's Baker Institute for Public Policy for an event entitled "A Look Inside a Career in Diplomacy." The panel featured Ambassadors Chuck Ford, Tracey Jacobson, and Alonzo Fulgham as they discussed their entrance into the Foreign Service, applications of their academic studies to their professional endeavors, and prescient insight on contemporary issues in global affairs, including developments in commercial diplomacy and increased attention to diversity in U.S. government agencies.

Arthur Ross Discussions at Monticello

On October 24, the Academy, the Robert H. Smith International Center for Jefferson Studies and the University of Virginia Center for Politics co-hosted yet another successful discussion of American diplomacy, albeit virtually. This year's conference brought together a diverse group of experts, with the panel discussion featuring the Ambassadors Pamela Spratlen, Robert Hunter, and Shaun Donnelly exploring the importance of European and American trade, Russian policy, diplomatic relations, and how American diplomacy fits into a post-Brexit European Union. Ambassador Charles H. Rivkin delivered the keynote address and Tyson Reeder, Associate Editor at the Papers of James Madison at the University of Virginia joined as this year's Thomas Jefferson Foundation speaker. More than 100 attendees, including Academy members, community members, and high school and university students, participated in the event.



Intern event with American University's IR Society

As part of his internship with the Academy during the Summer term, Danny Lehmann organized an event with the Academy and American University's International Relations Society on October 28th. The discussion, moderated by Ronald Neumann, featured Ambassadors Deborah McCarthy, Barbara Bodine, and Reuben Brigety, and explored the relationship between academia and real-world application of diplomacy and international relations.

Ambassadors Forum - University of Michigan

With the success of last year's program, the Academy and the University of Michigan's Gerald R. Ford School of Public Policy hosted the second annual Ambassadors Forum in early December. Sandy Vershbow, Dawn Liberi, Hugo Llorens, and Ronald Neumann spoke on African, Latin American, Middle Eastern and European issues to both University students and community members.

UPCOMING 2021 OUTREACH PROGRAMS

TEXAS TECH UNIVERSITY AMBASSADORS FORUM

Next year's Ambassadors Forum at Texas Tech University will take place on March 2 and will be held virtually. Moderated by Ronald Neumann, the discussion will explore *Foreign Perception of the US in the post COVID World: What is reality? What is myth? And does it matter?* Ambassadors Harry Thomas, C. Lawrence Greenwood, and Jimmy Kolker will attend sessions with Texas Tech students and faculty, local high school students, and community members.



ENGAGE AMERICA: STATE OF STATE 2020-2021 SPEAKER SERIES



The Academy has renewed its collaboration with the World Affairs Councils of America in an effort to engage broader and more diverse audiences on the topic of the importance of American diplomacy. Following a competitive proposal review process, the Academy chose to partner with four local World Affairs Councils – in Anchorage, AK, Cincinnati, OH, Colorado Springs, CO, and Greenville, SC. The Colorado Springs program was held virtually, with the others being rescheduled when COVID-19 permits. At each location, a day-long program will include a public discussion featuring an Academy member, as well as a media appearance, a school visit and a separate community roundtable.

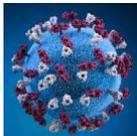
PODCASTS

The *American Diplomat* and *The General and the Ambassador* podcasts have continued to grow their listener base in the past few months, collectively reaching more than 300,000 downloads and releasing 211 episodes to-date. With listeners in more than 160 countries, both podcasts have featured several guests tackling a variety of diverse issues and topics.

Since the summer, *American Diplomat* has explored the stories of the spouses of Foreign Service Officers, harassment of diplomats by Customs and Border Patrol, and how the COVID-19 pandemic has affected the work of the State Department, producing 18 episodes and reaching a total of nearly 284,000 downloads. *The General and the Ambassador* has now produced 51 episodes in total and has just surpassed 50,000 downloads. In September, the podcast welcomed USAID Senior Leaders Alonzo Fulgham and James Bever to discuss the role of development as a tool of national security.



With the funding from the Cox Foundation approaching an end, the Academy and the podcast hosts have been working to identify alternative sources of funding to ensure that these podcasts continue as they have proven to be invaluable resources in advocating for the importance of American diplomacy. *The General and the Ambassador* has set up a 6-month pilot program in collaboration with the University of North Carolina – Chapel Hill to complement their Peace, War and Defense major. The *American Diplomat* has raised funds for another year of operation from a number of various sources, including Texas A&M University, AFSA, and several small foundations and donors. Also, make sure to check out the latest and future podcast episodes, which can be found on [American Diplomat](#) and [The General and the Ambassador](#) websites.



AAD DURING COVID-19

Annual Awards Ceremony

Due to the COVID-19 pandemic, this year's Awards Ceremony was held virtually with members and guests joining from around the world. Despite not being able to host the event in the Benjamin Franklin Room this year, the Ceremony welcomed nearly 200 Academy members and guests, making this year's Awards Luncheon the most attended Awards Luncheon since its inception. This year, the Ceremony welcomed remarks from the Under Secretary of State for Political Affairs, Ambassador David Hale, and honored President Jimmy Carter with the Walter and Leonore Annenberg Award for Excellence in Diplomacy. In his acceptance remarks, read by Carter Center CEO, Paige Alexander, President Carter recounted his time working with several Academy members during his Presidency noting, "No country can rival the commitment and effectiveness of the men and women of the U.S. Foreign Service."

The Arthur Ross Media Award for reporter was awarded to Nick Schiffrin of PBS News Hour, while Nicholas Kristof of the New York Times received the Ross Award in the commentary category.



Paul Richter and Elizabeth Shackelford both received the Douglas Dillon Book Award for *The Ambassadors: America's Diplomats on the Front Lines* and *The Dissent Channel: American Diplomacy in a Dishonest Age*, respectively.

Virtual Academy Events

Since launching the Academy's Virtual Speaker Series at the start of the pandemic, the discussions have explored a variety of different subjects and have offered a new opportunity for members in all corners of the world to connect.

The Academy's Speaker Series has featured several members including Paula Dobriansky on Russia-China Alignment, Susan Page on South Sudan, Robert Zoellick on his book, "America in the World, A History of U.S. Diplomacy and Foreign Policy", Jake Waller on the Israel-UAE Peace Agreement, and Molly Williamson on Energy and Environment in Post-COVID World.

Until the COVID-19 vaccine is distributed and Washington D.C. is able to safely reopen for large gatherings, the Virtual Speaker Series will continue to be the main opportunity for member engagement. Once we are able to host in-person events again, the Academy is looking to integrate a virtual component in most of our member events to ensure that all Academy members can attend.

Academy Welcomes New Vice Chair Alonzo Fulgham



In December, the Board of Directors unanimously appointed the Honorable Alonzo Fulgham to replace Ambassador Marc Grossman as the Vice Chair of the Academy. With his broad background in diplomacy and foreign assistance, as well as his active involvement in numerous Academy projects, Alonzo will be well-suited for his new role.

Upon his appointment, Alonzo stated, "I am anxious to join Ambassador Neumann and our exceptional membership as we seek to expand our reach, diversify our ranks, and set a global standard for diplomatic engagement in a rapidly changing world." We thank Marc Grossman for his thirteen years of service to the Academy as Vice Chair, and we look forward to Alonzo's support as the Academy continues to work to strengthen American Diplomacy.

UPCOMING EVENTS

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| Jan. 8 | <i>Trump Administration Middle East Policy</i> with James Jeffrey |
| Jan. 15 | <i>Perspectives on North Africa</i> with Gordon Gray |
| Feb. 2 | <i>US and Azerbaijan relations</i> with Robert Cekuta |
| Feb. 17 | <i>Zimbabwe</i> with Harry Thomas |

2020 New Members

In November 2020 the Academy welcomed 31 new members into its ranks. The Membership Committee, chaired by Janice Jacobs, received and reviewed numerous nominations, ultimately approving 36 to be put to a vote by the Academy's membership. In their decision, the Committee identified exceptionally qualified candidates and focused on increasing the overall diversity of the membership by professional background as well as gender and ethnicity.

Nearly 64% of the Academy's membership voted in this election, which was a substantial increase compared to the 58% turnout from last year's election. We congratulate Janice, the Membership Committee members, and to the Academy's newly elected members for another great year!

NEW MEMBERS AT A GLANCE

- 31 New Members
- 45% Women and 19% African Americans
- U.S Agencies: State, USAID, National Security Council, Defense, Energy, Homeland Security, U.S. Navy, AmeriCorps
- International Agencies: UN, NATO, OSCE, APEC

Academy Staff

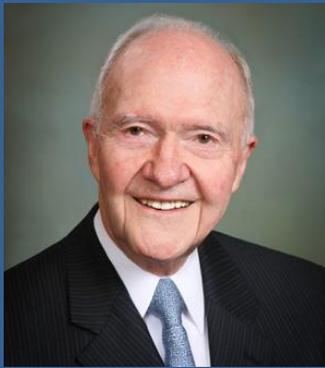
The Academy team has continued to operate remotely since shifting to the virtual format in mid-March. In September, the Academy welcomed two new interns for the fall term – Sydney Taub, a junior at Brown University, and Colby Harriman, a master’s candidate at American University.

AAD’s Program Director, Maria Reissaus, welcomed her baby girl Elizabeth Joan Reissaus on November 13. While Maria is on her maternity leave, our Program Associate, Destiny Clements, will be helping manage the Academy.



In Memoriam

Since our July issue, the Academy has lost three great friends and colleagues – Brent Scowcroft on August 6, 2020, James Leonard on August 29, 2020, and Edward Perkins on November 7, 2020. We thank them for their friendship and service and honor their memory.



Brent Scowcroft



James Leonard



Edward Perkins

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