The Association for Diplomatic Studies and Training
Foreign Affairs Oral History Project

PAUL GOOD

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INTERVIEW

Q: Today is August 3, 2000. It's an interview with Paul L. Good, G-O-O-D. To start this

off, could you tell me when and where you were born?

GOOD: I was born in a house in Wilmore, Kentucky in the year 1939.

Q: Wilmore?

GOOD: Wilmore, with an e. W-I-L-M-O-R-E. My father was in divinity school at Asbury College. Mom had finished her bachelor's degree and they were about ready to go to the mission field. I was born in February. Dad left the seminary that spring and went out to raise money for his first assignment.

Q: Well, let's track a little bit. Could you give me the background of your father first?

GOOD: Dad comes from Oregon, the son of a farmer, grandson of a farmer, and had gone to a Bible school in Portland for his first formal education. Then he and Mom, who had at that point finished normal school, normal school being the first basic two years of university and all that's necessary to teach.

Q: Was she from Oregon?

GOOD: She was also from Oregon, although she was born up in Republic, Washington. Republic, at that time, was a town, that to get to the county seat, you had to go up through Canada.

Q: (Laughing)

GOOD: It's right up on the border. She and Dad had met in Monmouth, where she had been going to normal school, what's now Oregon State's College of Education, I guess. Dad was living on a farm in what later became, during World War II, Camp Adair. The military took it over for training purposes, just outside Monmouth to the east. They got married and decided to continue their education, get their college degrees. Dad went on to get his Divinity, although he didn't quite finish. He decided the missionary field was more important at that point, but he was within a few credit hours, I think, the rest of that quarter. Then he ended up getting a Doctor of Divinity from Cascade College later on.

Q: What denomination?

GOOD: It's from the Methodist branch, but specifically at that time, it was the Evangelical Church. The Evangelical Church was a branch of the Methodists, which had broken off in Germany about a century before. It later joined with the Brethren and those then joined with the Methodists and that's how you have the United Methodist Church today. His particular denominational branch in Oregon did not. It's now called the Evangelical Church of North America, but that's basically Methodist.

Q: Where did your father go to finish up his undergraduate study?

GOOD: He went to Asbury College in Wilmore, Kentucky. He and mother both finished up there and then he went on to Divinity School there

Q: What mission areas were there?

GOOD: China.

Q: China?

GOOD: It was an organization called the National Holiness Missionary Society, later changed its name to World Gospel Mission because they didn't want to be associated or identified with the Holy Rollers. But they had formed somewhere at the turn of the century. I can remember that when we were living in Chicago, the couple - Maude was a widow at that point with her daughter - living below us had gone out to China with this group in 1910. Above us in that apartment house, was a couple who had gone out in 1925. Dad went out in 1940.

Q: That's an interesting time to have taken off for China.

GOOD: It was a very interesting time to be taking off for China, but then I guess most any time was an interesting time to go off for China in the 50 years before that.

Q: You, of course, were very young now when your father went off in 1940. Did you and your mother go there?

GOOD: Yes, we did in what I've recently seen to be a very small steamer. We went docked in Seoul and then went on into Tientsin, where he was located for language training. I understand that Mom and I did not get up to Peking, as we called it then. Dad still has his pictures from his unit there and of course we vacationed in Betzha, which is, I gather, still the vacation spot for the elite of the Chinese.

Q: Yes, I think Mao and company used to head off there.

GOOD: Yes.

Q: Obviously this is when you were, I 'd say pretty young; you were very, very young. So what happened?

GOOD: Well, they didn't stay very long. Mom got sick. They weren't ever sure quite what she got, but it ended up giving her early death when she was 46 from subsequent developments. But they never knew what it was she got there. The story I remember hearing was that she was in the hospital and she heard a baby crying. She said, "That sounds like my baby." It turned out I was in for worms in the same hospital; they hadn't told her. From the pictures that we have, the motion pictures of the time, it was a very dirty, smoggy, or not clear, not many vehicles on the road, two-wheeled rickshaws of course, lots of bags of charcoal being carted around, and lots of people.

Q: This being the Shantung Peninsula, was it?

GOOD: Yes.

Q: This was under, by 1940s, would be under the Japanese, wasn't it?

GOOD: Yes, the pictures I've seen of the times showed barbed wire fences that were set up. Yes, they were in charge then. This was part of the reason of course for the return to the U.S. It wasn't just the illness, but they were beginning to move the missionaries out. We came back in 1941. Because of Mom's illness, Dad never went out again as a missionary, but he stayed with the missionary organization for most of his career, retired from it eventually, although he did take a few years as a pastor in Oregon before continuing with it.

Q: Where did you go?

GOOD: After we came back from China, we went to the San Francisco area where my grandfather was living in Novato, at that time just a very small town, then back to Chicago, where we stayed until 1944, when Dad took a pastorate back in Oregon for two years and worked for the conference for a year. Then we went back to Chicago in '47. In '47 we came back to Chicago, October, Columbus Day.

Q: In Chicago, this must have been about the time you were really starting school, wasn't it?

GOOD: I had started kindergarten before we left in 1944 and had done a first semester, if you have semesters in kindergarten. When I came back, I was in fourth grade.

Q: What do you recall, what sort of interested you, and what type of education were you getting in elementary school? In the first place, was it a public school?

GOOD: Yes, it was public. Although I had started kindergarten in Chicago, when I got to Oregon, my birthday put me over the hump, so I wasn't allowed to start first grade that next fall. Mom signed up for the Calvert course, being a teacher herself, and she gave me first grade at home. Although when I came to school in Sweet Home where we were assigned, they put me into first grade for a week and then decided that I'd had first grade already and put me into second. It was a public school. It was a town on the edge of the mountain passes. Three miles farther, you were in the mountains. It was a poor community, lumbering. I remember kids coming to school barefooted that September. That was probably as much because they were used to going barefooted, as not, but there was a factor in there of money, not wear the shoes out until you had to, outdoor toilets for the school, too.

Q: How was the education there do you think?

GOOD: I would think pretty good. I remember we had phonics, which I recommend, and which my children seem not to have had. It was the only place I ever went to where we had two-seat benches, two persons to a desk.

Q: Yes.

Good: Good old days!

Q: I talked to some people who have been in one and two room schoolhouses.

GOOD: No, we were not that small. It was a brick building, and we probably had a couple hundred kids.

Q: Yes, fun. In a way, I mean faith not in a way, but while you were there you were a PK (preacher's kid) weren't you, a preacher's kid?

GOOD: I was, yes, with all the problems of being a PK. I had been an MK (missionary's kid), now I was a PK. While I didn't know what that was all about, I knew that Dad preached on Sunday, I had to behave in church, people brought things for us, chickens and so forth as part of their offerings, I suppose, and there were lots of people around.

Q: Did that intrude on your play activities or anything like that?

GOOD: No, not really, no. Sundays was the only time it ever happened.

Q: Did you have brothers or sisters?

GOOD: Yes, by that time, I had two brothers. When we got back to Chicago, just before we left Oregon, I got a third brother. Mom had had two children that did not survive. I think one was stillborn, and the other one died shortly thereafter. Both of those were girls. There were more that came later; we had a total of seven.

Q: Oh! What about in the home, I'm talking about the elementary school period? Did you sit around and talk about events, or read books, or what sort of things?

GOOD: We always read. That was Mom's doing, I suspect.

Q: Good schoolteacher!

GOOD: She was a good schoolteacher. Yes, books were important, and we did a lot of reading. We didn't discuss current events that I remember. Dad wasn't the one that we communicated with, partly because I guess he was at work and Mom was always home. She didn't work at all. She had taught a bit before she got married, and she did some substitute teaching later in life, but she did not work when the kids were growing up.

Q: Do you recall any sort of books or subjects that in elementary school, pretty early on,

but any of these that sort of caught your attention?

GOOD: Well, being a preacher's kid, we were focused on religious books, small novels, short novels. I don't remember going to a library until we got back to Chicago and I was probably in the sixth grade. I didn't go to a library in Sweet Home in Oregon; I don't know that they had one. Of course, we weren't wealthy, and so books were not plentiful. We would get a book as a birthday present, perhaps one at Christmas. There were series of books; the Sugar Creek Gang comes to mind. These weren't the Hardy Boys Series; they were religiously oriented. Zondervan Press I think was the one putting them out. We would collect these series as new books would come out in the series, and we were interested in getting them, like the Harry Potter today; far less sophisticated, but the stories were there, they were interesting, and we liked them.

Q: What was the name, the?

GOOD: Sugar Creek Gang.

Q: Sugar Creek Gang, then.

GOOD: The situs for the stories was Michigan. I guess Zondervan Press is up there.

Q: It's sort of what, the men's side of the Little House on the Prairie, or equivalent thereof?

GOOD: Yes, they were kids. It wasn't as sophisticated as the Nancy Drew Series, although we did read that. That was okay. We didn't have the Hardy Boys; I don't know why.

Q: Tom Swift?

GOOD: We didn't have Tom Swift either. I heard about it later, but we didn't have them at home. I didn't really start going to the library heavily until I was in seventh grade I suppose. It was only down a couple blocks from us in Chicago, so it was easy.

Q: When you went to Chicago, as you say this is by the time you're in seventh grade, so you would have been what, about ten years old or so?

GOOD: Let's see, I finished grade school in 1951. I was 12 when I started high school. In '47 we got there, so I would have been eight. Started my paper route, at ten I guess. Back in the days when in Chicago, Mom would let me go downtown, when I was 12, all by myself. We were living in Austin, which was the West Side District, next to Oak Park.

Andrew Greeley, if you know that author priest, turned out to be growing up there. He is just a few years older than I. But I felt an affinity with his books without knowing at first why I felt comfortable with them. I'm not Catholic, but some of my classmates must have known him well as a kid because they went to the parish that he worshiped.

Q: This is who, the author?

GOOD: Andrew Greeley, the sociologist from the University of Chicago, who has done a number of types of work, a sociologist by profession, didn't get along well with the head of the church in Chicago. When he tried to give a million dollars to the Church there for educational purposes, the Cardinal wouldn't let them take it. (Laughing)

Q: (Laughing)

Good: Cardinal wouldn't take that kind of money, said it was coming from the wrong sources.

Q: (Laughing) What was the other one, it was the Studs Lonigan Series?

GOOD: Yes.

Q: This is a little older, I think.

GOOD: The school system in Chicago was fantastic. I remember Carl Sandburg came to our grade school to read poetry. We went down to a radio station to watch shows put on; we went to television stations to watch live shows. The White Stallion Series, Jim Farley, who was, I remember, one of the authors that they were interviewing the day we went down to watch the shows being produced on radio.

But we were very white. We had lots of ethnic groups. The area where we moved to in Chicago, Austin, had been Scandinavian, Swedish; it was becoming Italian. The last time I went back it was black. One Swede still lived across the alley from where we had lived, and I was talking to a fellow that lived in our apartment. He said, "They're taking good care of her, an old lady now." I suppose the Latins are on their way, because they move out from the center of town. Now north of us, above Augusta Avenue, you had Eastern Europeans, you had the Poles and the Czechs. But they didn't come across Augusta, so we didn't have them in our school.

Q: So there were real sorts of racial ethnic in all divides, sort of in there?

GOOD: Yes, color was not an issue, because we didn't have any colored, but Jews were picked on. I can remember seeing one of our Jewish classmates being harassed. I didn't know why they were doing it, because I hadn't had any involvement with that before. I'd been a small town boy up to that point and I didn't know why they were picking on him. His father was a banker, he was young for his grade as well and a little bit overweight, and it all came together. He was the one to pick on.

Q: How did you find your teachers?

GOOD: They were excellent, tough, and all female in Chicago. I can't remember having

a male teacher until high school. The female teacher that I first remember was in fourth grade.

I came back, as I said, to Chicago and started fourth, 1947, a little bit late that year because we had to wait for my third brother to be born, and we could transfer back. So I had started that year in Hood River, Oregon, with my aunt. Then I'd moved down for a week of school before we left in Oak Grove, just outside Portland. After Columbus Day I joined in with the class in Byford Elementary. It was about two blocks from the house, to which we could walk, past the car-painting garage, which was pumping out that wonderful smell.

Q: Oh, yes.

GOOD: Paint.

Q: Yes.

GOOD: Then we didn't get highs on it.

Q: (Laughing)

GOOD: But I can see why people were going to it later.

My teacher had a personal tragedy. I guess her husband died. In my naive way, I thought that what she did then must have come as a result of that in some way, some sympathy, or something. She double promoted me. A double promotion in Chicago meant a half year increase, not a full year.

Q: Yes, there were A and B classes.

GOOD: A and B classes and so you could start in September and you could start in January. So I hopped. Instead of going to four A, I went to five B I guess, which put me on a half year off base. The second teacher that I really remember is the one I had in summer school to finish eighth grade to get back in synch, so I could go off to boarding school for high school. She had been instructor at the navy facility during World War II there in…

Q: Oh, yes, the Treasury Pier or whatever it was.

GOOD: The Treasury Pier, yes, right out into Lake Michigan. Actually the University of Illinois has a campus there now.

She was used to discipline problems. Now the summer school class, now this is Chicago and you know how hot it is in Chicago in the summer, brick buildings and no air conditioning, was made up mostly of losers, kids who had failed their last year. The fellow behind me in my row was 18, and I was 12. He would collect papers. One day I

noticed that he didn't turn mine or his in. He was using mine to do his. I said to the teacher I didn't think this was right. She said, "Never mind, he needs help,"

Q: (Laughing)

Good: "So he needs to get through." But she was a tough teacher. This was the kind of place where, in the breaks, the recess in the morning, we'd go out and these guys would pitch, not pennies, they'd pitch quarters!

Q: Oh, they had big money, huh!

GOOD: They had some big money, that's right. You know what pitching means, with the cracks in the sidewalk and so forth.

Q: Yes.

GOOD: Otherwise the most impressive remembrance of adults in school was the policeman on the corner. I was a patrol boy. We would come from our various stations, and he would be there to take us all across the final street to school. Every payday he would flip quarters. I think he would give out two, and you had to call it right three times in a row to get your quarter. But I grew up with a very positive feeling toward police.

Q: (Chuckle) What about Chicago politics in that period of time?

GOOD: Didn't have anything to do with it

Q: Did it intrude at all?

GOOD: No. I don't remember that at all. I remember everything was smooth. We didn't have any problems. My paper route took me out to Cicero and Bell Park on the west side. I don't remember politics at all.

Q: What paper were you delivering?

GOOD: The Daily News.

Q: Yes.

GOOD: The Tribune was too heavy!

Q: The Daily News is a tabloid, wasn't it?

GOOD: Not really, no, it wasn't. It was probably as good in the foreign news department as The Tribune; it was certainly more balanced. It wasn't tabloid; there was The Sun Times, which was tabloid.

Q: That's what I was thinking. That's Ingersoll's paper, wasn't that?

GOOD: The Sun Times? I don't remember.

Q: I can't remember whom, yes.

GOOD: Except on Thursdays, the paper was okay; Thursday's was a heavy day. I remember that well, because although we didn't have many papers, 50, 55, something like that, when it was a snowy time you could not take those papers in a bike. You couldn't have stood up on the bike. So you had these sleds, and these papers would fill a small sled, which you had to pull along. The only street that gave us trouble was Washington Boulevard, which had enough traffic to keep it cleared. Hauling a sled with papers across a cleared street was not always so easy.

Q: When you went to Cicero, did the reputation live up to its name? In those days, I mean, one thinks of Al Capone living in or working out of Cicero. Was it a pretty quiet place?

GOOD: It was very quiet; I didn't go in very far. You went across Madison Avenue where the electrified trolleys, ran to get across there. I didn't go in farther. It seemed a little bit more genteel than the part just north of it in Chicago. Washington Park was what I followed along on the right. The west side of that road going south were high rise apartments, to which I'd have to try to throw papers up on the third floor back balconies.

Q: Just a little sociological note, was there a problem being a small boy and wandering around the city in those days?

GOOD: None, whatsoever, none. Now that caused problems for my brother. I remember when we got to Marion, Indiana. The people there were scandalized that my mother would let my five-year-old brother walk downtown by himself. She didn't think twice about it, because she knew that he had street smarts from being in Chicago, because we lived in an urban area. There weren't all that many streets to cross in Chicago. If you know the Chicago blocks, it takes eight of them to make a mile; they're pretty long. So your neighborhood had just a couple of streets involved. I've gone back and we found we had been about four blocks from the el (elevated train). We were close to Chicago and Central. That's not a very great distance now, but as a kid to go to the el was a trip. We also could get to the ice-skating ponds. They would fill a park depression in wintertime and you'd go ice skate. It was quite an adventure.

Q: Yes.

GOOD: You had to get across Chicago, which was one of the streets that we didn't want to get across if we could help it. Central wasn't as bad. It was just, for a kid, quite a ways.

Q: You said you were ready to go away to school. Where did you go to school in high school?

GOOD: In the fall of 1950, Dad took me with him on a deputation trip, as they called it, or a fund raising trip, speaking of churches. In the South, we went down as far as Houston, and came back as far as Atlanta, and then returned to Chicago. But on the way back we stopped at a place called Mount Carmel, which is a Christian, protestant, fundamentalist boarding school. It had been set up in about 1925 to reach the United Scotch Irish - people who were living in isolated "hollers," as they called them in Kentucky. Some of the founders Dad knew, and some of the ones that had come after, had been classmates of his at Asbury. So he was really stopping there to see his old friends.

I saw the place, and I liked it for two reasons. One, in Chicago, there was the beginning of some crime, minor at that point, except for one tale, and I've never been back to check it. But we were told that a girl had been killed, dropped off of a railroad trestle after a high school game. I think it was in 1950. I was 12, and although I was of a size, I was larger than the normal 12 I suppose, I didn't look forward to that kind of environment; I was scared. Two, I guess being the oldest in an increasingly large family; my first sister came in fall of '51; I was looking to get out of the house. Now that wasn't fair to my parents, but it was a small apartment. We had two bedrooms and an enclosed porch large enough for a double bed or bunk bed. Here we are getting more crowded and to get away sounded like a wonderful idea! Dad didn't have much money, and they didn't charge much. It was only, I think, $20 a month for school, and he was able to eke that out. There were other missionary associations. My first roommate was an MK.

Q: Yes. MK is a missionary kid?

GOOD: Missionary kid, yes.

Q: As opposed to PK, which is preacher's kid?

GOOD: That's right. Those are well understood by other MKs and PKs.

Q: Oh. Were these two rather distinct societies, the missionaries and the preachers? The preachers sticking to the States…

GOOD: Yes, yes.

Q: And the missionaries, I mean I think this would...

GOOD: Yes, because when you saw the missionaries, the missionaries were divorced from their place of occupation. They were sophisticated world travelers. They'd bring me things like an elephant skin wallet, or a stuffed baby alligator. Preachers were people who were leaders in a community and under the eyes of the parishioners, so the kids had to behave. Missionary kids that I saw and met were away from their communities. They were expected to behave obviously, but they did bring with them an aura of having been there, someplace, that the rest of us didn't know about. A couple of my roommates in high school, when they wanted to talk, they were brothers, to each other on something

private, they switched to Swahili. Very annoying.

Q: (Laughing) Yes. What was the name of the school you went to?

GOOD: Mount Carmel High School. It's located near Jackson, Kentucky in the hills north of Harlan County, which of course might be remembered as "the place of summit rest" under John L. Lewis. Jackson is in "bloody Breathitt County," Breathitt County. Bloody Breathitt got its reputation from family feuds.

Q: This was the McCoy?

GOOD: Yes, Hatfields and McCoys.

Q: Hatfields and McCoys, yes. You were there from when?

GOOD: 1951 to '55.

Q: 1951 to '55?

GOOD: September 1951 to May of '55.

Q: How would you characterize the school when you went there at that time?

GOOD: It was very disciplined, very gender conscious, very religious, very regimented, good teachers, and dedicated teachers. Some of them, most of them were very well qualified. They had a good engineer there teaching math. My favorite teacher who just died this year was from Wisconsin. Good education in Wisconsin, he taught humanities. One of Dad's old classmates taught typing and shorthand; she was the executive secretary for the organization. There was a Bible school attached to the cluster, radio station, and a farm made up the group. It's still there. My 45th high school reunion was this month. It was small. We had about 125 students in total.

Q: Male, female?

GOOD: Both, but we lived on different sides of the campus. There were a few day students, not very many. Most were boarding, girls and boys never the twain should meet. We sat on opposite sides of the table in the dining hall; we sat on opposite sides of the classroom, opposite sides of the chapel. There was no dating of course. We didn't have pepper. The story was that pepper made you flirtatious. I think it was more likely the cost.

Q: Yes, I suppose the saltpeter in the food and all that.

GOOD: Yes.

Q: I mean this is (laughing)

GOOD: As seniors you could, if you were legally in a public place like the front of the dining hall practicing the piano, maybe able to carry out a conversation with one of your classmates who was also a senior. But it was very segregated.

The fellows worked; we had to work one day a week. Monday was workday, Saturday was a school day; the only place I've been like that. We'd work on the rock pile. They'd blast and take the rock out, and put it in the rock crusher, and then they'd take it to use it on the roads, because we were isolated. We had a strongly supported swinging bridge, which was just wide enough to pass a Crosley car across. You remember the Crosleys from Muncie, Indiana?

Q: Oh, yes, oh, yes, very little.

GOOD: Very little, and it could squeeze across. They had built it, I think, to fit a Crosley so they could have some way of bringing it to school, because the back road, which today is paved very nicely. You could bring a four-wheel drive, three-quarter ton truck through the backroad. The school maintained it. That is one of the reasons for the gravel. The school put in culverts and tried to get the road standard up. Today, the swinging bridge is no longer used. A female governor of Kentucky for some reason brought in a good bridge about 150 feet up the river from where the swinging bridge was. So you can drive in easily now, from both directions. The town is actually located in Lawson, Kentucky. The Lawsons were a family, maybe ten or 12 people I guess, and they had a post office, and they donated the land to the school.

Q: There must have been an awful lot of passing of notes to the girls and back and forth, wasn't there?

GOOD: No.

Q: Really?

GOOD: No, no, no. There was very, very little. I don't remember any of that. We'd mildly flirt across the room before class would start, but no notes.

I had a date with one of my classmates who was in nursing school in Ohio, one Thanksgiving a couple of years later. I saw her once more after I'd started teaching.

I saw my roommate, one of my roommates from high school, down in Bolivia. When I was assigned to Chile, I went up to see them. His wife and I went on a date in college in Oregon. She was the daughter of the American missionary I mentioned earlier who'd gone out in 1925. I sent her a nickel in 1945, and she sent me back over 2,000,000 yuan. There was a bit of inflation.

Q: Yes. How fundamental, and could you explain what fundamental meant, was this school?

GOOD: Well, there are five basic rules that define the fundamentalists. In general, it's someone who takes the Bible literally; who believes the second work of grace is a distinct act, not something you grow into, like the Baptists believe. They also believe that Jesus is the true Son of God, that Mary was a virgin at Jesus' birth, and that at communion the wine turns to blood. Although at the time I didn't focus on it, I imagine creationism was their line as well. It was disciplined; it was many services a week, prayer at every possible occasion, where speakers tended to be religious, visiting missionaries for example, inspirational talks, we had testimony services on Wednesday evening especially for that, although they could happen at any time. They were very literate, but and you weren't encouraged to have any different ideas. Now they weren't fanatical, in the sense that they weren't into snake worship as was not uncommon in that area of the country. They were not opposed, however, to speaking in tongues. I can remember at least one instance in which that or manifestation of that took place in one of our Bible services. It scared me.

Q: It could particularly if you're a young kid, I mean this is-

GOOD: They were definitely death on masturbation. That was quite the work of Satan.

Q: Yes, ah, particularly young boys at that age, that must have not been the happiest of times.

GOOD: No, because we never really knew what was going on at that point. We didn't have female counselors. Our dorm associates were all male and fairly young, in their early mid-20s, except for the engineer who was older. He felt ancient to us at that time; I suppose he was in his mid-40s!

Q: Yes, oh, my! (Laughing)

GOOD: My dad was ancient - 45 - when I got married!

Q: (Laughing) Yes.

GOOD: But they were very strict, and we were isolated, so we had no contact with town. We, on occasion, set out into the woods. Chestnuts were dying and could be pushed over and brought back to be cut up for fence posts. We were too far to walk to town. It was unsettled country; it was just hills. It would have taken you a good while to get town if you tried; we didn't try. We were at the end of a road; there was no way out for us; we had no vehicles. It was really too far to go out, because if you got out to the highway from where you were, you were at the highway! You weren't in town and you had another number of miles to go to get into town.

Q: Yes.

GOOD: But prayer and the Bible were what we spent a lot of time at. School activities, if

you were a leader, then that was the thing you aimed for, to be student body president. The equivalent was to be the youth organization president, which involved running the church service on Sundays. The chance to be that was the major reason I returned for a fourth year.

We worked at other things, mashing potatoes for example. I'd get out early from the service to go down and get the potatoes ready for the lunch meal on Sundays.

Q: Were they training preachers?

GOOD: Yes, preachers and farmers. We had a contingent of kids from northern Ohio farming area. We had some from Indiana, some from Michigan, as was evident when I went to the last reunion. One of my classmates is a teacher, another retired as a steelmaker. My last roommate became a county clerk. He's the county clerk for Breathitt County now.

Q: Yes. You know, that's always an age when kids love to challenge, and I would think that a fundamental school would be a great place to sort of say was, "Well, was Jonah really swallowed by a whale?" and that sort of thing.

GOOD: Didn't have that. I had a roommate that probably had a propensity for that. He was from Georgia, I think, and he just never could shut up. But I don't remember any of that. Some of the kids came back and talked about having back slid during the summer and had a lot of fun. Clearly what was fun was bad; no question about that. If you liked it, you shouldn't do it.

Q: (laughing) Yes.

GOOD: Of course, back sliding generally involved girls somewhere.

Q: Yes, well, you're talking about kids who... The hormone levels are running probably at full speed at that time.

GOOD: Yes, well, I know I'm warped from the experience.

Q: I went through an all male Episcopalian prep school run by Episcopalian monks. We did have a dance once for our senior year.

GOOD: (Laughing)

Q: That was it. And the rest of the time...

GOOD: Was this boarding school or day school?

Q: Yes, it was boarding school. It was a place called Kent and was run by Episcopalian monks. You know, church once a day and twice on Sundays.

GOOD: That leads the young.

Q: I must say that girls entered into our thoughts a great deal. There were no girls around there at that time.

GOOD: You didn't even have a cluster school?

Q: No, I went back for my 50th reunion, and remember going into the dorm, where we stayed, with my wife. I went in there in the bathroom or something, and in the toilet group was a sanitary napkin dispenser, and I thought, "My God, (laughing) life has gone, really changed."

GOOD: Yes, well, high school was the first time I'd seen a shower. We got three-minute showers with the water supply.

Q: '51 to '55 the Cold War was really heating up. We're talking about the Korean War and all. Were you getting any newspapers or following things?

GOOD: I don't remember any newspapers or magazines at school.

Q: Good God, that's a great training for a...

GOOD: A diplomat.

Q: A diplomat.

GOOD: Yes, though that had to wait till later. We were aware of the world only to the extent that we heard about it from some of the missionary kids who were students at the school and missionaries who might come in to talk about their experiences.

We got fooled, or the school got fooled once. I must have been a senior that year. A missionary, a speaker, a native Lebanese, came through on a fund raising trip and apparently absconded with $350,000 that he collected during his tour. It had nothing to do with world politics, but it certainly didn't do the Lebanese reputation in the U.S. any good

Q: (Laughing)

Good: No, we didn't have radios; we didn't have any tape recorders. Of course, television wasn't around; it wouldn't have been able to be received in those mountains anyway. I remember that transistor radios existed. Somebody had one or had at least a transistor to show us what a transistor was, but we were not allowed to have radios. The dorm master had a radio in his room of course. Movies? Of course, we didn't have movies at all; film strips, no filmstrips. We had no audiovisual materials. In the science we had a primitive lab, not much there. It was really the professor's, (teacher's) table to do some

experiments on. We didn't have hands on stuff at all.

Q: What about social studies, international studies, and all that? History, what were you getting?

GOOD: I have no memories of anything like that. I have memories of shorthand and typing, physics, Latin, that's all.

Q: What about reading?

GOOD: We read all the time. There was a library there, which we used. We were busy though. If you've got to get up and go get on your knees first off, and then you've got to go to breakfast and have some more spiritual time, and then you're going to classes, and then you might have to put in some work after school, some manual labor that you needed to do, and then you had study hall, supervised study hall two hours a night over in the classroom building, then there wasn't a lot of extra time. We had to work eight hours a week or pay ten cents for each you failed to work.

Q: What sports?

GOOD: We had an unpaved basketball court, one hoop, I think, basically none.

Q: You either thrive or don't thrive in an environment like this. How did you take to it?

GOOD: I loved it, after my first month. Dad came down, I was too homesick my first month, and he came down to visit at the end the month and reassured me. Then it was okay to the extent that although I had completed my credits necessary for graduation at the end of the third year, I insisted on taking the fourth. To have missed out on the senior year was to have missed out on the culmination of what the school is all about. I also, of course, had some courses I felt I should have taken, like physics. My folks didn't object really because at that point I'd be 15 and a little bit young to be going to college. But I had entrance into the school I did go to the next year, Cascade College out on the West Coast, with a scholarship, because the administration out there were old friends of Dad's.

Q: You graduated from Mt. Carmel High in 1955?

GOOD: Yes?

Q: Where did you apply for?

GOOD: I didn't apply. Dad got me an invitation to go to Cascade College. That was all.

Q: Oh! Where is Cascade College?

GOOD: Cascade was in Portland, Oregon on Killingsworth Avenue, across from Jefferson High School. The campus is now a part of the community college system in

Portland. It had been the Bible school originally that Dad had gone to; it expanded to a four year college. It was certainly not a class school, but it was a friendly school. As I said, many of the teachers and administration were friends of Dad's or were affiliated with the churches that Dad had been familiar with. So I didn't feel out of place. It collected students from Washington, Idaho, and Oregon, mostly.

Q: Yes.

GOOD: Cascade had ties with the Methodist organization. Dad's connection with its teachers and administrators had been built at Asbury College, the Methodists' school in Kentucky. Although Cascade wasn't, as far I know, affiliated with either the Methodist church or the Evangelical church, which was sort of a Methodist church in Oregon.. I don't remember it being associated with any particular church. It had active connections, affiliations in the sense that speakers would come from various mission organizations and churches, and certainly they expected all the students to be going to church. It wasn't a religious school, but nobody who went there didn't know what being saved meant. They presumed that almost everybody was.

Q: Did you find you'd been going at Mount Carmel to, as you said, a rather restrictive school? Was this an opening up school?

GOOD: Well, I got myself fully prepared for Cascade academically, but that wasn't the problem. I again was still young, and my classmates were not coming from boarding schools. They were coming from public high schools, and were more worldly wise than I. I didn't mention that by the time I came home from my first year at high school, Dad and his organization had moved, from Chicago to Marion, Indiana, and I came home to nobody, except my immediate family, of course. I knew no one and I really didn't have a chance to meet very many, other than a couple kids from church, for all the time I lived there. Ultimately I go a Master's degree in the area at Ball State. I did go to a year of Taylor University in Upland, Indiana for my second year of college, and I met people that were commuting with me. But I was not a part of the Marion public school scene until I did student teaching in 1959. I hadn't had any real contact with public high schools. I didn't fit in that well at first with the students at Cascade.

Q: Oh. Was it a coed school?

GOOD: It was a coed school. It wasn't large. I don't know, probably a few hundred.

Q: Again now, what were your interests there?

GOOD: Well, for some reason I'd gotten the idea that I was called to be a doctor, a missionary doctor, of course. I was soon disabused of any interest in science. That was probably the major lesson of my first year; I didn't like it. My teammate in biology class, zoology class was a Korean vet, quite a bit older. He went on to become a Ph D, professor in New Jersey, science being such fun for him. He just walked circles around me. I just felt totally unprepared. I think he'd been a medic. So I tuned out of that idea, it

had been sort of a brainwashing thing.

The idea that you had a calling was something that you wanted to attain in a high school like Mount Carmel. If you didn't have a calling, you must have done something, or were doing something wrong, probably weren't even a Christian. So that's what I went there to do. I didn't go to Cascade my second year.

I went back to Indiana. I went to a university. The summers before and after my freshman year at college, I went to work on a farm for a high school classmate of Dad's; I didn't have a lot of drive. On the way home after the summer, I left I think in mid August, at the time that they were having the Republican National Convention in the Cow Palace at San Francisco that year, which is '56.

Q: This was Barry Goldwater then, wasn't it? No.

GOOD: No, long before that.

Q: No, no.

GOOD: '56 would have been Eisenhower…

Q: Eisenhower's second term then, yes.

GOOD: My roommate's father was a caretaker of a ranch outside of Davis, California and I stopped to see him on the way back to Indiana, went down by train, continued on by train. That was a political event I remembered.

Q: Yes.

GOOD: The only political events I remember from grade school were the firing of MacArthur and the death of Roosevelt. I think I remember the death of Roosevelt. I can't think of anything else it could have been.

Q: The death of Roosevelt would have come, of course, when you were in elementary school?

GOOD: I was in elementary school in Sweet Home, Oregon, yes.

Q: Yes, well now, when you stand in this…

GOOD: The Soldiers' Field where Truman, where MacArthur came through Chicago was a big event in Chicago.

Q: Yes, oh, yes, yes, that's right.

GOOD: There were some very angry vets in the apartment house next door. The father of

one of my classmates was very upset about this action of Truman, so it forced its way into my mind.

Q: While you were at Cascade your freshman year, were you getting, reading the San Francisco papers, or getting a feel for the world outside there?

GOOD: No, I don't remember reading a paper in Portland, normally. It wasn't until I was, I think, teaching that I began to educate myself by thorough filing of Time Magazine articles, current events, no.

Q: When you went to Taylor your second year, your sophomore year, what were you doing there, getting away from the sciences?

GOOD: No, I think I probably was interested in home. I missed Mom, I hadn't lived at home for five years. I guess I needed to have a little bit of home, and we had a little more room there than we had had in Chicago. Not a lot more, but we had a house instead of an apartment. We had two doors and a back yard. So, yes, it was.

Dad bought me a 1949 Ford to drive to school. Taylor was about 15 miles away from Marion. Taylor was a more serious school and it was a more sophisticated. There were teachers that had a little bit more trained. I think the school certainly had been around longer and more tradition to it, but it was still Christian. Still, they tried to get you to go to chapel, but because I was commuting, I didn't go much. I sort of, at that point, tuned out of religion.

Q: Yes. Was there sort of a divide between the "Christians" and "non-Christians?" I'm not talking about, I mean, those that were saved and those that maybe went to church on Sundays. Now then, did you feel you were part of an elect group or not?

GOOD: At Taylor, no, I think everyone there was considered Christian, or they wouldn't have been going there. It wasn't, as far as I know at that time, affiliated with any church; it may have been some time in the past. But it was certainly involved in missionaries and preachers. Most if not all of our student body, unless they had been living in the town of Upland itself, would probably have come from really the same Christian background. Certainly the people I commuted with from Marion had been brought up to be at church. One of my Mt. Caramal roommates has been a professor there for decades. He was the Swahili speaking one who was brought up an MK [missionary kid] in East Africa. He went to grade school with one of our recent ambassadors in Rwanda, also and MK.

After Taylor, I went back to Cascade and finished my degree after three years of college.. I had taken correspondent courses after my first summer and my second summer, and then took summer school my third summer.

Q: Did you go back to Cascade?

GOOD: I went back to Cascade. I didn't graduate that June (1958), because I didn't have

enough credits, but I had enough credits by the end of the summer. I started my Master's program that fall living at home in Marion, IN and went to Ball State. I returned for graduation ceremonies with my Cascade classmates in the spring of '59.

Q: By the time you were getting ready to get out of Cascade, time to graduate, did you have a major?

GOOD: In Cascade I was going toward history. It didn't matter the freshman year, but my sophomore year I was pushing toward history, and certainly my senior year I did, with a minor in English.

Q: Any particular field of history?

GOOD: No, generally American history, not much foreign history. I remember a class in medieval history World history, of course, I took in correspondent courses.

Q: At any point was there any part of the world you were looking at, for example China or elsewhere, or was this not?

GOOD: Well, China would be the place I looked at, if I looked anywhere. I was, of course, overwhelmed by the depth of the knowledge necessary to know China. I'd steered away from focusing on Chinese history or anything to do it, especially in Asia, all the way through because I felt that it was too late to learn. You needed to have the language and to know as much as you needed to know; it was a never-ending fight. I remember Dad's friend Jack Trachsel, whose daughter I dated at Cascade, and who married a Cascade roommate, had wonderful Chinese. I think he'd spent 50 years over there. But he said he never felt that he was fluent, really fluent. He could preach in the language, but he said there's so much more to know. I remember talking to a professor at the University of Washington when I was teaching high school in Oregon (1959-1961). He was just overwhelmed. The Japanese were publishing a volume a day from the archives of ancient books in Chinese. And he said, "Look at those shelves. I'm getting a new book a day. How am I supposed to read all that information? I can't read it. It's too much." Now he had his Ph.D. (Doctor of Philosophy) in Chinese Studies, so I never felt that I was capable of becoming what I thought you had to become to be a specialist.

Q: Yes. You graduated actually; did you intend you went back to Cascade to graduate?

GOOD: Well, after my Ball State year, I went back to get married and do a summer of courses to finish my credits for the Master's program. I started teaching that fall of '59. I had spent that year of '58-'59 at Balls State, doing my Master's program.

Q: Where did you meet your wife?

GOOD: She was the daughter of the preacher at a church where I played the organ on Sundays my freshman year. It was my German church. He was a German professor at Cascade. I had met her my freshman year but hadn't dated. Then the second time I went

back to Cascade I sought her out, dated, courted and got engaged..

Q: What was her background?

GOOD: They had migrated from Germany around '52. She had been 12 when they came; she had no accent. Her father had a Ph.D. from Leipzig. Her mother was a gymnasium teacher in high school. As you may know, when you get past what we call the Master's level, you split. If you go for your Ph.D., you go one way and do a thesis. If you go for gymnasium teaching, you go the other way and are expected to be qualified to teach every subject in the curriculum. When it came to translating her background to the American education system, she was credited with only a MA.

So she didn't teach, although she was a far better teacher than her husband, who was a preacher and had been a missionary as well in Tanzania, or Tanganyika, as it was at the time. He'd been an officer in the German army in WWII, drafted to do that as the language specialist. He told me that the Army told him that he had 90 days to learn Italian and go down to Italy to be a translator, interpreter for the forces. He'd spent time in concentration camp in Scotland (1945-1947), where they put their educated prisoners, and they really turned it into a university. He had a great time. He didn't get out until '47, I think. Back in Germany as a pastor he filled in for Pastor Niemoeller on a trip to the U.S.

Q: Niemoeller, yes.

GOOD: He came and saw what he liked. He particularly liked the sunshine, blue skies in Arizona. Of course, he ended up in Michigan and Oregon, so he didn't really get what he was after, but he decided to migrate and brought the kids over.

Q: You got your Master's degree in what, history?

GOOD: Social science.

Q: Social Science? What were you planning to do?

GOOD: Teach.

Q: Teach?

GOOD: I mean what did I know about? See, my background was teaching, preaching, farming, nursing, and that was all. We'd had no contact with anything else.

Q: No temptation to be a farmer or a preacher?

GOOD: No, no, certainly not a farmer. I had never felt called, if you will, to get into the talking business in the sense of orating. You've got to talk as a teacher of course, but teaching seemed to be a union card. I didn't really plan to be a teacher so much as I felt I

needed to have something I could earn a living with. So I got my teaching credentials. I actually taught full time the last semester of my Master's year. A lady got sick and was dying, so they asked if I'd come in. I taught Latin and French, which I'd never had, and I think some English for the rest of the semester.

Q: Where were you teaching?

GOOD: Indiana. College courses were all at night.

Q: Yes.

GOOD: Because they were aimed at teachers mostly, who had to have an MA within ten years or quit teaching.

Q: Gradually you got your Master's at, where did you get it?

GOOD: Ball State.

Q: Ball State?

GOOD: My major professor was a nephew of Senator LaFollette and his specialty was German history, although that's not what I was looking for. He had a photographic memory. I remember that he came in one Monday morning and said, "There's a new book that just came out in German." He read us some parts of it in English. He read it off the back wall. He was just looking at the wall and translating. To me it was as if he saw it in English on the back wall.

Q: What year did you finally get your Master's?

GOOD: I finished my Master's; August 15, '59. Technically, I graduated with the class of '60.

Q: Where did you go then?

GOOD: I started teaching in the Milwaukee High School District just outside Portland.

Q: Milwaukee High School, but this is Milwaukee in-

GOOD: Milwaukee High School District. I was teaching at Clackamas High, which was a new school in the district. That's Milwaukee with an I-E, not a double E.

Q: Ahh!

GOOD: This is a town that is between Portland and Oregon City. Oregon City being the town south of Portland where the falls are located, where navigation stopped. There was a paper mill, still is a paper mill there. The Hudson Bay Company had a posting there in

the 1850s. McLoughlin was the factor.

He'd retired by the fall, because that was near where the dividing line was supposed to be between the U.S. and Canada.

Q: Yes, "the 54-40 or fight."

GOOD: The 54-40 or fight. The route through the Columbia was supposed to be the dividing line. He'd actually settled along the line just a few miles south of the Colombia river and south of that border.

I started teaching and I taught two years at Clackamas High. It was a new school. It was the second year of its existence. Journalism, English, geography, I was the advisor for the yearbook and the newspaper.

Q: Where were the students from? What sort of background were they coming to there?

GOOD: We had a speckling of poor from the 82nd Street Corridor and the rest were working class, middle class. Milwaukee would have had a higher economic level. We were in the suburbs of Milwaukee. I guess it's come up a ways since. Of course the whole area's increased in size so they have two more high schools now. I taught two years. I got my General Certificate for teaching in Oregon, good for five years. To do that I had to take a few courses at Portland State to fulfill those requirements.

Q: What was your wife doing?

GOOD: She was finishing nursing school. She had done two years at Cascade pre-nursing, and then gone to the University of Oregon to finish the nursing degree, a Bachelor of Science, RN (Registered Nurse), Public Health Nursing, which was a three year program on top of the two, so five years altogether. She's actually back there now as the supervisory nurse in the VA (Veterans Administration) Hospital, which is a part of what is now a medical school. We lived two blocks from the nursing school. I committed to Clackamas High.

Q: How did you take to teaching?

GOOD: I liked it, I think I did all right with it, but I felt that I didn't know enough. I knew I hadn't gone to first-rate schools, and I knew that I hadn't any first hand experience. What I knew was from books. I'd gone to school; after schooling, I came directly to teach. We had a drama teacher, who had spent twenty years I think it was in the Merchant Marines, and he had all kinds of stories and experience, and I was jealous. I didn't feel I was doing the best for the students because I didn't have first hand knowledge.

I first decided to go back to the university to get a Ph.D. and went to the University of Arizona on a fellowship in Tucson after two years at Clackamas and did a doctoral year. I

had originally thought of doing my doctorate at the University of Oregon. Actually, I had even had my room ready to rent down there after I had finished college, but changed my mind at the last minute and went back to Ball State. But U of A offered me the scholarship or fellowship.

My wife had one quarter to go to finish her program, because she had to take out a quarter to have our first child. So she stayed up in Portland to finish that. Grandma helped take care of the baby. At Christmas I went back, and we drove back down, and I finished the year.

That spring I took the Foreign Service exam in Phoenix. I took the oral in Los Angeles. I went over to LA (Los Angeles) to take that oral by going on Highway Two across northern Mexico. A buddy and I weren't sure about gas stations, so we carried a can of gas with us. It was a station wagon, so I had to leave the back window open a hair to keep the fumes out. Shifting from the dry air of the Arizona desert with that air coming into the car all the way across the mountains over Tijuana, I had upper laryngitis like you wouldn't believe. I got to the oral exam the next morning; I literally had to restart sentences. But they were understanding. We spent a good deal of time talking about German Methodism and for some reason or other I guess one of the guys on our panel, had just come back from a tour in Germany. After an hour the panel told me to wait while they made their determination and then told me I'd passed.

But meanwhile, not having received an offer, I signed a contract to go back to Clackamas to teach. Then came the offer to start in September 1962, but I felt obligated to teach at least till Christmas that year. I came in January of '63.

Q: A couple questions, one is, why the Foreign Service? How did you hear about it and all?

GOOD: Well, Foreign Service, in the sense of living abroad, was something that I had been hearing about all my life, because of missionary kids, so it was enticing. I felt that going overseas to learn more social science was as reasonable as learning in the States. I remember that there was some propaganda. I had taken my first Foreign Service exam when I was an undergrad my second year of Cascade, third year of college. I was just a kid, 19 years old, but there must have been some propaganda advertising the test, so I took it.

In my first year of teaching, I took the CIA (Central Intelligence Agency) exam. The brought me to D.C. for an interview. A CIA officer showed up at my first Foreign Service exam to pitch their option. I went down to their office in the federal building downtown, this unlocked door, knocked, and a lady said, "Well, let's take the test." And then they sent me back to D.C. for interviews. The psychology interview took place on the hill above state and what's now the valley for the Kennedy Center. The medical annex or... They had an office up there; the psychologist wanted to know when I had first had sex. I did interview down on the flats on the mall where they still had the old barracks.

Q: Temporary buildings.

GOOD: Temporary buildings, yes. The CIA obviously had some of those. How many? I have no idea.

But to show you parochialism, I was asked by one of the officers down there, because they were loaded with East Coast guys, about Robert Frost. I had no clue. Who was Robert Frost? It's like somebody in the exam asked me, "What year was Anthony Adverse published?

First of all, I hadn't read Anthony Adverse at that time. What he said was, "A year after Gone With the Wind." Well I knew Gone With the Wind, but I couldn't remember the year..

Apparently the examiner liked Anthony Adverse, and I did too when I went back read it afterward. But the East Coast was clearly the place where they were getting most of their officers.

Q: Oh, yes!

GOOD: When I went looking for someone in Portland to ask about an oral exam, I could find nobody who had taken a Foreign Service oral. I found someone at the Portland State University who had worked with CIA for a while; he gave me some idea of what they were after in an oral, but he didn't know anything about Foreign Service oral. (I now know there were retired R50s in Portland.

Q: I would have thought that, from the background you told you, you would have been right to flunk the written exam to begin with. The Foreign Service is supposed to pick up people who pick up all sorts of small little items. Now where was your strength?

GOOD: I don't know; I passed the FS exam when I was 19.

Q: Good God.

GOOD: I didn't pass the oral that year.

Q: Oh!

GOOD: They thought I was too young.

Q: You had to wait till you were 21 to come in anyway, I think.

GOOD: I think you're right. But I passed the oral the second time without difficulty in 1962..

Q: Do you recall where your strengths were, analytical, grammar?

GOOD: I remember the test was not as rough then as it is now. We didn't have much in the way of marketing, or math, or that sort of thing, but it was beginning to sneak in the second time I took the exam. I must have been strong in social science and English is all I can say. But I didn't have trouble passing it. When I came into Foreign Service, to find somebody from the West Coast was, you had to really scratch. It just didn't happen.

Q: Well, it was worrying still that... When did you take the oral exam that you passed? What year was that?

GOOD: That was in 1962. I took the written in Phoenix and the oral in Los Angeles.

Q: Were you picking up, when you went there and were taking the exam, the sort of the, I don't know how you want to call it, but the Kennedy spirit inspired you or anything? We're talking about, you know, government service as a good thing. "Ask not what your country can do for you, ask what you can do for your country."

GOOD: I was teaching when Kennedy was running. He came to our school, Clackamas High, he did. I asked him a question. We all were of course in the gymnasium and he was down at the end. We were up on the bleachers. Yes, I asked him a question. He was very impressive. I remember I was able to get a television set into the classroom for the Election Day. We focused on the election that year, because it was a change. I remember the debate, the first debate between Nixon and Kennedy. I was outside my house, I don't know what day, and it must have been a weekend, because I would have been teaching otherwise. I was changing oil in the car, and I had the car radio on. I was listening to the debate there. It was clear that Nixon won. But I wasn't watching. TV (television) of course turned it the other way. But on the radio, no problem, Nixon had him flat.

Q: Nixon was almost a professional debater.

GOOD: Yes.

Q: But Kennedy had the charisma or whatever you want to call it, the personality to come across.

GOOD: He could project. He really could project. A young fellow, very stiff as I remember him walking into the school that day, because of his back problem, I suppose he had a brace on. But he was athletic, he was trim, he was outgoing, he was pleasant, he had a sense of humor, and he dressed fashionably. He didn't have that five o'clock shadow.

Q: (laughing) Poor Nixon. (Laughing)

GOOD: He really had a problem right there. Yes, because when I was sworn in, Edward R. Murrow shook my hand. He was our director then at USIA (United States Information

Agency). It was impressive. It was a new sense.

Q: When you took the exam, particularly the oral exam, were you given a choice of USIA or State (Department) or how did that work out?

GOOD: That selection seems to have been made at the written exam time. There were two versions of the test. As I remember it, there was an additional portion for an optional portion that was focused for those who wanted to be Information Agency. I have no idea, really, what one was as opposed to the other. I don't remember why I made one selection over another. I have no memory. But I believe it was at the Phoenix site that I saw that choice. It might have been when I did the application for that, I could be wrong.

Q: I take it they told you at the exam that you'd been accepted?

GOOD: At the oral exam, they said subject of course to security and medical clearances, but yes, they kept me waiting outside until they had made a decision.

Q: What did you think, when you started to sweat, did you and your wife think about this?

GOOD: My wife was of the normal generation at that time, who went where her husband went. Of course, having been born and raised in Germany, she was not at all skittish about going overseas. The children, we had two by that time, were not a consideration. Kids weren't what you put your life around; kids were part of your life, unlike today, unlike my children's children. They went where you went. They adapted wherever you went. My wife was a nurse and we didn't expect her to work overseas. She didn't work overseas. Well she gave some English lessons occasionally, but she was a wife and a mother. She raised the kids. She did do some teaching of our oldest when we were in a country, Thailand. They didn't have views of a …

Q: Calvert system?

GOOD: We'd use the Calvert system again. Although he went to the local school, it was more of a kindergarten type thing for him. They used him more as an English resource than they taught him anything. He didn't really start school till we got back to Bangkok, where he went to the American school. But no, I don't remember any discussion. I wanted to join the Foreign Service, fine.

Now, one thing at the exam which was interesting, they, looking at my records, seeing that I come from a religious background, asked me if I would serve drinks. They didn't ask me if I could drive a car. They were more interested in the drinks. And what did I give up? Drinks, who cares, but driving car was important. I did more driving a car my first five years in the Foreign Service than I did anything else.

Q: Yes. I think this is always a shocker when you run across somebody who can't type or can't drive a car. I mean in today's computer age this is almost unheard of.

GOOD: But we have it.

Q: But we have people who couldn't drive a car and who…

GOOD: Who still can't drive a car!

Q: Still can't drive a car!

GOOD: I know one that's at State right now who can't drive a car!

Q: I barely could drive a car. I had control of my first car at my first host.

GOOD: Is that right?

Q: Well, I came from, I mean, not a bad background. I went to very good schools, but never had a car. I mean it wasn't

GOOD: Yes, well I had a car only for college because I had to commute to Taylor University.

Q: Yes.

GOOD: Then I got married and I needed a car to go to work.

Q: But we expected people to type, too.

GOOD: Of course.

Q: This used to shock some of our local plays. You know, I went my first post was Germany, and they said, "You know, when we had something to do, you'd want to pull up a typewriter and start typing away."

I said, "You know in Germany the boss or whatever it is would sit there and look at the typewriter and expect somebody else to type it out."

GOOD: Yes, just as we in the USIS (United States Information Service) were expected to be able to run a movie projector.

Q: Yes.

GOOD: Run a generator.

Q: Yes.

GOOD: Repair cars.

Q: Yes.

GOOD: It's all part of it. To some extent I think that the problems I had were European oriented. There really hadn't yet been that much developmental country experience at that level.

Q: It was time that great effort was going into America houses and that sort of thing.

GOOD: Yes, and the older diplomats hadn't had chances at most of these countries because we hadn't had posts there. They were colonies. '60 was the start of African independence '58 for Guinea, but '60 for Nigeria. This was an era I was taking exams to come into the foreign service. No, these people hadn't had the chances in underdeveloped countrie.

Q: But when you came in, you went to the Foreign Service Institute that we call A100 course in the basic art. This is a new world for you. How did you, why did you feel you placed, and then what was the class like?

GOOD: Well, before you get to the class you have to talk Washington. We drove across, did Christmas with her folks in Oregon, and then came across and stopped to see my folks in Indiana. Everything we owned was in the car. We arrived on a Friday evening here in Washington. We must have found someplace that night and we went apartment looking. We didn't have any money. We scraped enough together to pay a security deposit on the apartment we got.

Q: I paid $75; I remember that.

GOOD: I think I had to pay $125.

Q: Ooh! My first time in '55.

GOOD: Well, that was the first place I'd ever lived where there was air conditioning.

Q: Yes.

GOOD: We had a water cooler in the house in Arizona when I was at the University of Arizona. But that's not air conditioning; that's just a cooler.

Q: No.

GOOD: So getting settled, we were sworn in, I think, on the seventh of January…

Q: '63?

GOOD: Of '63.

Q: '63.

GOOD: We had five months of orientation at USIS, during which we of course did the A100 course. An oddity of the time was that there was a lack of coordination in the training, or there was a limited number of speakers available. I'm not sure which; maybe it was a combination. We had some speakers three times, different courses, same lecture. They came, of course. We got the fellow who talked about the UN (United Nations) three times, how close people got to…

Q: Yes, this is Jim Bostain.

GOOD: Bostain, yes.

We had the guy that spent as much time in his pipe filling as he did anything else. No sooner had he got it lit than it went out, and he starts the procedure again.

We had the guy with the glass eye from the CIA who talked about swallowing the baby moose, well, he didn't have to, but the chief did. This guy was in Burma with the OSS (Office of Strategic Services), and they were laying the plans for the troops possibly coming in. And he was smoozingy with the village leader in this house. A little mouse fell out of the thatched roof and the village leader popped it in his mouth and he knew that if another one fell, it was his. He was also a science fiction writer under pseudonym. His involvement was propaganda. I guess he was a psychologist.

We thought it was too much orientation. We wanted to get out. So we circulated a petition, which suggested that they get with it, cut out this duplication. If they cut out the duplication, we'd get out that much sooner. I guess that it took course, had effect, but it was delayed effect. It didn't do us any good. We were located for the A100 course in the basement of River Place with the dripping pipes of…

Q: It was in the garage?

GOOD: CIA was in the garage. We were in the basement. I didn't know the CIA was in the garage until later. That was the A100 course. I guess we had a couple of counter insurgency courses over there. A lot of our stuff was in a row house on New York Avenue between 17th and 18th, across from the Octagon. It's where that union building is now located, back of the corporate row houses at that time, we had a couple there. The first mainframe computer for the agency was located in one of those buildings. It was able to crank out payroll. That was it. And one day they posted our assignments on the board.

Q: Had you by the way been asking for anything?

GOOD: They offered us a chance to put down preferences. And it was at that point that I learned that you should put down your preference as maybe third or fourth choice, because they're not going to give you your first. I didn't get any of mine. I'd had some

Spanish, and I was hoping to get down to South America. Of course, I didn't get that. They put me into a place called Bangkok, I had no idea where it was. I had to go to the map to find it.

But they sent me off to language training at post, which was an experiment that year. They sent off, I believe, four of us to try it to see if it would work overseas. It didn't. The FSI (Foreign Service Institute) was jealous. They resisted it. It also turned out to be a bit more expensive than they felt they should afford. One went to Pakistan; I went to Thailand, one to Iran. Can't remember where the fourth one went. I pretty well escaped the clutches of the office by having my language lessons at the missionary school there in Bangkok.

Q: Did you have any feel for USIA during your A100 course and all that?

GOOD: Well, a little bit, yes. They talked to us or gave us some demonstrations of SPIN (Situation, Problem, Implication, Need-payoff) they call it now, although they didn't call it that back then. They gave us some practice in how to deal with unfriendly audiences. We, of course, were propagandized on the Cold War. This was at the time when De Gaulle was trying to set up his separate force. Kennedy's counterinsurgency I said was a sexy thing.

Our class you asked me about earlier was fairly diverse. I think we were about 20. It was Class 24 I think. About a third of the class had Master's degrees. There were two in the class who didn't have a Bachelor's degree, one lady and one former navy, noncom. Some were over 25, and that's when I learned there was an unwritten rule. They wouldn't bring you in as a seven [RS-7] if you were under 25. It didn't matter what your qualifications were.

Q: Yes.

GOOD: So Paul Blackburn and I, who were under 25, I was 23, he was almost 24, with Master's degrees were brought in as aides. The person who had no college degree was brought in as a seven because he was older and had some experience. But the rule was 25. I didn't find that out till later. It was like that rule that if you were a woman, you couldn't remain in the service if you were married.

Q: Yes, there was no...

GOOD: There was no rhyme or reason to that, and it wasn't really written down that I ever saw, but it was there. One of our JOTs (Junior Officers of Trainees) in Bangkok came in as a courtesy to the office, told the PAO (public affairs officer) that she was going to get married in May. This was in December. She thought that the agency might want to know so they could do some forward planning. Washington instantly accepted her resignation, even though the post did not want her gone. She was there. She was going to stay there until her fiancé came out and they got married. All of the women from my class were gone within five years. One of them didn't get married. She shifted over to

OAS (Organization of American States) and is still working there. But the others got married and disappeared.

Of the men, a good share of them made it a career. I was the last one to retire. When I retired, the only person who had been in with more years in USIS' Foreign Service was Paul Blackburn. He'd come in September 1962. I took off three years to go to the university to get my doctorate in law.

But one member of Paul's class is still on active service. She's our ambassador designate to Yemen. But she of course had gotten married and so was out on forced retirement for years…

Q: She's married to your interviewer, he was ambassador of Iran?

GOOD: Yes, he had been a DCM (Deputy Chief of Mission) in Cairo, had been a DCM in Sanaa. Marjorie's, I haven't heard that she's confirmed, I don't know.

Q: Yes, I guess it was hanging fire, I think.

GOOD: Then she got it now.

Q: I think she did it somehow.

GOOD: Otherwise she was going to retire.

Q: Yes.

GOOD: We went out to lots of places; they scanned us pretty well. I was going to a country which needed people. I stayed on for my post-training assignment and my follow-up assignment in Thailand as well.

Q: Well, then you were in Thailand from '63?

GOOD: To '68.

Q: '68? My goodness.

GOOD: That was back when USIA was trying to do what they thought State was going to do before State did it, and then State didn't do it. That was to build a three-year posting. So I was out there three years before I got home leave. State was only out for two. It was too long the first time around; it was. It was a traumatic time because I'd done that JOT and I was sent out of country to-

Q: Let's talk about your JOT.

GOOD: They only gave us five months overseas in language training, and we did our

exam on tape, sent back for evaluation at FSI, and I got two-two plus I guess, which is what they were expecting from the 10-month course back here. My classmates, the missionaries, and I were going to missionary school in Blue House there on North Satorn and were expected to do two years of language, so when they came out, they were preaching in the language. We should have had more. But I don't know whether it was Washington's decision or the post's decision, probably a combination of pressure from the post to get this body and Washington looking at the figures and the cost of having to pay differential and to pay for your R&R somewhere overseas. I was then put into JO training, JOT training as we called it in Bangkok. We were a large post; we ended up with 45 officers, largest USIS post I've ever been in, and with 240 local employees, just in USIS. It was easy to bicycle us around, for there was so much in the information section, and so much in the field office, and so much in the culture section.

Q: Who was the head of public affairs officer in…?

GOOD: We had Jack O'Brien, followed by Lewis Schmidt. We had actually one week of PAO, who just died a year ago I think it was Howard Garnish. I remember the roast that USIS gave Garnish at the Oriental Hotel, on the river. I'd never been to a roast before. I hadn't been in Bangkok five days, I think, they had it Friday night. One of the officers, whose wife was teaching the queen's daughter ballet, really tore this PAO apart. Now I got the impression that it was more than a roast for him. He was venting some steam as well. The roaster, poor fellow, never left Thailand. He sort of retired in place, living at the palace on the Queen's money. He came down with a paralyzing disease, and the Queen was most puzzled that the American government didn't have any medical plans for him. So she had to pay for his whole medical problem. I think he died at post. But the roast was amazing. I thought the PAO was an inoffensive, pleasant, short, jolly, geographer, had a Ph.D., But I only saw him for a week, so what did I know.

Arriving in the country on Pan Am, we arrived in the evening of course, and met by the USIS field operations officer was designated to go out and pick me up. Two kids, one on my back, one walking by me; it was humid. We were dumped in the Erawan Hotel, no air conditioning, chin-chucks (lizards) on the walls; it was foreign.

Q: (Laughing)

GOOD: I hadn't ever had a papaya before. Breakfast the next morning. What they served was papaya. It's an acquired taste. It's okay, but the first time around I didn't think I liked it.

The post was quite nice. The post was located in what had been the embassy at the end of WWII. Our main building was one that had been used as the combination embassy and ambassador residence. They had some other buildings, all of which changed over the years. We bought a new little warehouse out of petty cash, while I was in the exec (executive) office there later on.

I was able to study in the afternoons up on the unairconditioned porch in one of the

buildings, the audiovisual building. I had a chance to practice my language around town. This is what I'd spend my weekends doing, so I got a lot of use. We had a fair number of language-trained officers. Only had one fellow who was a four-four. I thought that I'd had a three-three by the time I finished, but when I came back here I found out how wonderful FSI was. They really had a memory. They didn't want this experimental program to be able to show real potential. They knew very well that we had been under orders in Thailand by the ambassador not to speak about race relations, so we didn't have vocabulary built up on that. So what did they have a test on? Race relations. So I came up with the same score I'd had four years before. Never forgave Warren Yates for that.

Q: (Chuckle) Who was ambassador when you were there?

GOOD: Sullivan, not Sullivan. Who was the fellow that was ruler in Vietnam at the end?

Q: Graham Martin?

GOOD: Graham Martin, yes. He was there much of my time. At my arrival our Ambassador who was still sick from hepatitis. Martin was the one that was ambassador when I was up country. His wife was the sister of the Marine Commandant back here in Washington. She had a lot of her brother's characteristics. Green was her name, his name. Of course, she ran the embassy women like women were run in those days, charitable activities, wrapped those bandages, visited those orphanages, do what you're told.

Q: What was your impression of relations between the United States and Thailand when you got there in '63.

GOOD: Fine. We weren't into Vietnam yet. I mean, we were there; it wasn't yet a major conflict. The Tonkin Gulf took place in November of '63?

Q: It was a little later than that. November of '63 was the assassination.

GOOD: '64. No, not '63. '64.

Q: Yes.

GOOD: Because, yes, I got over there in June if 1963, yes '64.

Q: Had Kennedy been assassinated?

GOOD: Kennedy was assassinated when I was a language student, I heard the news while I was getting a haircut. I had gone out to look at one of the historical sites southwest of Bangkok that day. I'd stopped to get a haircut on the way back, and they had the radio on. I was not far advanced as a language student, couldn't believe what I thought I was hearing. I thought, "Can they really be saying what I think I'm hearing, the president of the United States, dead?" I had a long wave radio in the car, had to have both in Bangkok at that time. I had both on my radio, so that when I got closer to Bangkok I

got the English version and found out it'd happened.

So that would have been, let's see and get it straight. I finished language training in November of '63, went out to post. Something happened in November of '63.

Q: '63 was also when Diem was killed, and there was a coup in Saigon, and things started to go downhill.

GOOD: Yes, that's what it was, and then the Gulf was in fall of '64.

Q: Yes, because Johnson was president at that time.

GOOD: Because I was just arriving in Ubol when that took place, my first assignment (November '64). So I was in JOT training from the end of the year, December 1963 I suppose, until the next November.

Q: Yes, well, then your first actual post was what?

GOOD: Assistant Branch Post Officer Ubol.

Q: What did that mean?

GOOD: That's spelled U-B-O-L. L is pronounced N. Ubol Ratchathani, and that was up in the Northeast. If you think of Thailand as an elephant, that was in the ear. It's over next to Laos and just above Cambodia. There was a small JUSMAG (Joint U.S. Military Affairs Group) contingent there, about 15 people. We had a branch officer, Rob Nevitt. We had a few Australian military there as well. A little later an army detachment communications group came in across the river. There was also a listening post there. You know those bright young guys that cause all kinds of trouble with the girls, undisciplined, but they were very bright, and had languages, and they would listen. So that was what we had. But the Australians were fun. The American contingent went from these 15 to about 5,000 troops by the time I left 18 months later.

Q: Good God!

GOOD: They built up because we had an F-104 repair shop there for F-104 that were assisting were doing rescue missions over North Vietnam, which is rescue missions for sighting people and they'd direct helicopters in on the downed pilots. I was living two blocks away from the field, and at night, if you're having a cocktail party, you had to stop when they roared up the jets to check their repair work. Those are loud planes.

Q: What sort of work were you doing?

GOOD: We had a program which had been instituted with the purpose of solidifying the ties behind their king. This, by the time Lewis Schmidt left, had been pretty well been scotched by Washington because they didn't feel that this was the kind of thing we

should be doing. We were in effect a PR (public relations) unit for the Thai government. We would pass out pictures of the king. We would put up posters which had public health themes. We had comic books, which had anticommunist themes. All of which were being printed in Manila by our publishing house there.

We were doing "molam" movies. Molam is a musical form, folk singing type thing. We would hire teams to do molam films with an anticommunist, pro Thai government theme, and then we would take these films with us when we went on our trips. I would spend 80 percent of my time in the field. We had a fleet of cars, CJ6s, that's a stretch Jeep. My car was a Jeep station wagon. These CJ6s had a platform on top. They had a large water container, and they had extra gas tanks. They had a generator that was tied down, screwed down in the back, because we had lost a local employee, the year before I got there, when he hit a tree. The generator was loose and landed on him, and he was done. So we had to carefully secure the generator by nuts and bolts. We had a container for our poles on which we would put up a screen, which was visible of course from both sides. We had audiences on both sides of the sheet. One of my favorites was "New York, New York," a propaganda film from New York. It didn't have any words; it had some music. It was a great crowd gatherer, because it was nothing they'd ever seen before.

Q: Yes.

GOOD: Then we'd go into molam, which pushed the message. I was programmed to fall asleep when molam came on because we were working long hot days.

We were up at 6:30, then 6:00, trying to find something to eat. We had hard tack with us if we were desperate. But we tried to go on the open economy, and there wasn't much in the villages. We were up in the Northeast, and in the dry season it's dry and not much growing. The villagers are poor, and so what you'd have, I can remember one meal in March, we had one chicken for the whole day for the whole crew. So you had chicken, essence of chicken if you will; you had leaves that were in this sauce, and that gave it a little flavoring; then you'd have sticky rice in the baskets, which you would give to the villagers. They had a top on the basket, so that when you finished what you wanted, you put the top back on. It was on the string, so that you couldn't separate it from the bottom. That was better because if you were full you could put the top on. But if you were being served regular rice, your timing had to be just right because it was offensive if you left anything, and if you cleaned it up at the wrong moment, they'd put more on! Now that was bad, not only because you didn't want anymore probably, but because they didn't really have enough rice to go around anyway. So the sticky rice was a better deal, but you had to wash your hands quickly because that became like glue. It would hours to get off if it dried on your fingers. But it was very good.

So we would be out for about 10 days on a trip, probably two vehicles, my station wagon, in which I would carry district officials, from the amphur or district led by the "nac amphoe." There might be a doctor from the provincial headquarters. There could be some inspector; they had a cultural inspector. They would do their thing during the day, and we'd show our movies at night. We'd put up our posters during the day. Occasionally we

would have some sports equipment to hand out, not often, but occasionally. We'd visit, pay our respects to the monk or the monks at the local temple. We usually were camped out on what would be a bandstand, if you will; it was a wooden platform. It was adjacent to the temple, if you're lucky. We, of course, slept in our sleeping bags. We didn't have tents. We would usually have a folding canvas cot. You'd put your sleeping bag on that. So you didn't sleep past dawn because the village began to have life. You learned how to take a shower with dipped water with a "pahama" (rectangular cloth) around your waist and with the villagers all around you watching, and how to take off that wet one and put on a dry one with the crowd there watching, too. Pahamas are great. They're a six by three foot cloth that you can use for any number of things. Swimming, it's swimming trunks in the Mekong River; you can wrap things in it; you carry things with it; it's a belt; I still wear them often, because they're so comfortable.

Q: Was there a guerilla or communist movement going on while you were doing this?

GOOD: Well, certainly there was in Laos. Word had it that there were infiltrators in northeast Thailand and north Thailand as well. I can't say that I ever identified any. But I did get a meritorious honor award for serving in an area which was under threat. We watched to be sure that there might not be mines on the road. If we saw something on the road, we'd make sure we went around it. We had Vietnamese refugees in a camp near Vientiane, which were an annoyance and a worry to the Thai government. These were foreigners and they didn't particularly like foreigners. They were coming from an area that had communists, so they didn't know what the connections might still be. So they pretty well kept them under lock and key at that camp.

Q: These would be from the North Vietnam?

GOOD: Probably. At that time possibly I wouldn't swear to it. Probably they were, but they were coming across Laos. They could have been coming from any number of places.

We still were able to go over into Laos for R& R (rest and relaxation) if you could call it that, because you had highlands over there. You'd go across to Pakse and then drive up into the hill country. Tom Dooley had some health units up there, Philippine doctors, nurses. You couldn't drive from Pakse to Xiangkhoang on the Laos side. That had been possible in '62 still. But about '63 that was closed down, because it was insecure in the area to the northeast. Up, of course across the Mekong, in the narrowest section of Laos, they just couldn't keep it secure, so we couldn't do the driving. But we could go across at Savannakhet where we had a branch post and at Pakse.

I remember visiting over in Laos one night and one of the USIS local employees was telling me how he was handing out ammunition. I don't know why. But somehow or other we'd get involved in things that we weren't supposed to be involved with.

We had Air America over there. We had AID (Agency for International Development) of course. Air America was U.S. cargo operation. One of their employees created a pornographic novel about Air American activities. I had a copy one time; some one stole

it.

We traveled a lot. We had in Ubol a reading room, small library. There were two of us officers. When Rob left, I moved into his job as branch officer and I got a new assistant.

My wife had a child in Ubol, our fourth. That was the sad part. He was born in February of 1965. The night before we left, we had a farewell party at the house. We invited Australian friends over for the party. They'd just had a dengue fever outbreak in the camp. For adults of course, it was painful for some, but they survived. But they still were infected. A mosquito bit one of them, and then our son. We went on the morning train back to Bangkok. It's a 12-hour ride. That Saturday night he was crying already, and he cried all Sunday. We finally took him to the hospital and he never recovered, because he was a kid. He had none of the immunity that doctors at the SEATO (South East Asia Treaty Organization) medical unit considered kids that were born here in the States had. But the Caucasian kids born in Thailand apparently didn't. They did an autopsy on him to make sure that they knew what he had.

Q: Oh, how tragic!

GOOD: Yes, terrible! Just absolutely devastated! There wasn't anything that you could do! I mean, it was better that he died, because there was no treatment. All they could do was give him intravenous feeding, liquids.

Q: Yes.

GOOD: He lasted until Thursday. My wife was down there most of the time. They told her on Thursday. "You can go home and get some rest." Ten that evening they called us, said, "Come back quickly." By the time we got there, he was dead.

The embassy came through though, marvelously at that point, just laid it out. They took care of all the problems. They made sure that costs were covered. They took care of the cremation. The problem is what to do with the urn. I still have it. I have no idea what to do with it. That was a sad ending to our up country stay. Actually I had been down to Bangkok for a month before that because they needed help at the field operations office. We were expanding our posts to 13. They needed someone with experience to set them up. I returned to Ubol to get my family. Shortly thereafter we went on home leave for a couple of months, then came back to Bangkok.

Q: Okay, well, this is fairly a good place to stop. And I'll put at the end here where we were, so we'll know where to pick it up. So we got you coming back to Bangkok from home leave, is that right?

GOOD: Yes.

Q: What year, when did you come back?

GOOD: ‘66, the year that Johnson visited Thailand. I was fortunate enough to miss that visit while I was on home leave. I did get to see the paved streets in Manila that they had done up for his visit there. We even got some benefits that I’ll go into later on from his visit that we were allowed to piggyback on…

Q: Well, we’ll pick this up in ‘66, and we’ll cover what you were doing from ‘66 to ‘68 in Thailand, and then we’ll move on, okay?

Remember a talk about Ubol?

GOOD: Living in Ubol in 1965, 1966, ‘64 to ‘66, my boss had only two children, and one was a baby. His house was smaller. I don’t know whether there had been anything more available when he went up there or not. He found me a larger house, a more imposing house, no better built. It had been a Chinese merchant’s house, which meant that it was wooden with bars on the windows and screen. Obviously not perfect screen, because of the problem that I told you earlier. It was located with some yard; there was a lawn. They ultimately put up a bowling alley next door before we left.

The interesting thing about the location, I was half a block from the governor’s house. The governor was paid about the same as I was paid. He had a few more perks of course that I didn’t have, like a Mercedes to use, and entertainment expenses, and I’m sure there was a little bit of corruption in there somewhere too, but he was a nice guy. But one night I decided to survey the area two blocks radius from my house, my house being the center. There were 19 whorehouses within that two-block radius. Now that area was off limits to the troops. These weren’t great whorehouses, they were shacks, and there would be a small waiting room, and then like, you know, areas in back. But this kind of a location so close to the governor’s house astounded me. We were a block from the hospital, which had been set up by the Seventh Day Adventists, and then they were kicked out because the community felt that now that they had the hospital, they didn’t need these pushy missionaries who were buying their converts. They’d give them a dollar attendance on a week’s meeting. Ubol had been a center for the Koreans working for the Japanese back in World War II. Prostitution had been a big thing there. They had a section of town they called the A-frame, because that’s where the prostitution houses that had been frequented by the Korean soldiers had been set. The Koreans carry their loads on A-frames.

Q: A-frames, yes.

GOOD: That’s how it got that name. Of course these whorehouses were of all styles, they did have whorehouses that specialized in preteen, if you will, child prostitution. They had some that specialized in pregnant women. The costs that I remember, they tell me, probably 50 cents.

Q: Yes, well, it’s a different society.

GOOD: A very different society, yes. One of the interesting things on these trips that we were traveling on, when we’d get to a village there wasn’t a hotel. If there was a hotel, it

would close down by nine o'clock. Well, you weren't ready for bed at that time usually, in town, and there were people that you wanted to meet. There would be experts who were out building dams here, places that you didn't have time to go visit. They came to town in the evening and the only place you could meet was the whorehouse. Now we didn't go there for the whores. In fact, I can remember, few were using the facility for that.

Q: It was the place you had a beer.

GOOD: It was the place where you talked and had a beer, met your contacts, and it was an information gathering location. The police chief might get a freebie, but we weren't into that. I remember my boss's wife had told me when I got to post. She said, "Now look. This is gonna (going to) be a part of your travel experience." She said, " My husband does this all the time, and I don't have any problem with it. It's not something he's using."

But the whole problem of the GIs (general infantry) as they were coming up, airmen I guess it was, not GIs, was that many of them were coming to find this as a first experience. They would come into the office and, because we didn't have a consulate in Ubol, wanting to know how they could get their girlfriends, who they were wanting to marry, official and back home. Well, they thought that they had compromised these girls, and it was their duty to marry them. Of course, the girls ran a business. When these guys left, even if they ultimately did get to the States, they were carrying on their business, even though the guys were sending money back for them while they were gone. Very tough girls, there was nothing wrong with the trade. It was a way they could earn their dowry, get themselves set up for marriage by themselves, a perfectly acceptable part of society. The health facility on Fridays would have them all come in; they'd be checked over. But it was certainly startling for me, certainly (laughing), and certainly for the airmen who didn't have as much contact with the local society. They didn't understand that this was to be treated a certain way. You went to the girls at night; you didn't squire them around the town. Some of them did that and it was offensive to the community.

Basically it didn't matter what level of society you were in, you did not go out with your wife, and you didn't go together to the restaurant. The district attorney did. He was an oddball. He and his wife would go out to the restaurant in public and eat. If you went to a party, the men went to one place; the women went to another house. Wives didn't go to the same parties. It was just the way it was done.

I remember once up in the Nakhon Panom on the river, the GIs, the airmen were just coming in. They were setting up a base. I saw these fellows in winter uniforms walking down the main street one night and I walked up to visit them. I talked to one of them and I said, "Where are you coming from?"

He said, "Michigan. They loaded us on a plane, and they passed us through Travis Air Force Base in California, and here we are." He didn't know where he was. He had just been engaged and he was all worried. He says, "I'm gonna be faithful."

I don't know, I never saw him again, but the odds were against him.

Q: Well, this is very difficult. Well, then we'll pick this up again, 1966 to '68 after home leave.

GOOD: In 1966, yes.

Q: It was the 31st of August 2000. So where are we now? You're leaving Thailand?

GOOD: No, not leaving Thailand.

Q: No, you're...

GOOD: No, I was leaving Ubol Ratchathani, up in the ear of the elephant as you're looking at Thailand as the shape of an elephant's head, close to the border with Laos, and just north of the border of Cambodia. I left there in May of 1966 and went to Bangkok for TDY (temporary duty), went back up to bring my family down. We had an incident, tragic one at that point.

Q: You told me about your son.

GOOD: Yes. My son picked up a mosquito bite and died of encephalitis the next week. We stayed there in Bangkok for a couple of more months before we went on our first home leave. This was a illustration of the USIA versus State, and one-upmanship, and the agency said, "Well by golly, State's gonna (going) to start doing the three year tours now. So we're going to jump first, we're in the three year tours." Well State never jumped, at least in that decade. But I think for first two or three years out was too long. But anyway...

Q: I think so, too, yes.

GOOD: I came back on home leave, the only home leave I ever got that was a full home leave because I was going back to the same post. I managed to miss Johnson's presidential visit to Thailand.

Q: Aw, shucks.

GOOD: Shucks. I did get to enjoy the benefits of that visit however, because the post sneaked in some better cars and some typewriters, although they had to send the typewriters back later because they hadn't gotten permission from Washington to buy them. I came through the Philippines on the way back in and enjoyed the paved streets that had been prepared for the Johnson visit in Manila. I came back to the job I had been brought down from Ubol to take, which was field support officer. We had or were in the process of expanding to 13 branch posts in Thailand, and they'd wanted someone who had both executive office experience and field experience. I had both, having been in the

executive office for a bit before I went out up country, to service, make sure the personnel was running well, to make sure the supply lines were in shape, make sure that the housing was fine, the offices were rented, cars were provided and the regulations were adhered to. So it meant a lot of traveling, but by the time I'd finished, I had been to all the provinces of Thailand, whether or not they were part of the official itinerary or not.

Q: You were doing this when, was it '66?

GOOD: '66 to '68. It was a two-year tour. We did not completely staff all 13 posts in the end. We had the facilities rented. We had everything ready to go, but they ultimately after I left, finally didn't get people into two of them as I remember. Now of course it's way down to perhaps one; I'm not sure what the latest statistic is. The basic ones when I got there were Udorn in the north, which had a consulate at that time, Chiang Mai, of course, in the north with a consulate, Songkhla in the south which had had a consulate, but I think by the time I got there it was closed, and Korat which was the starting off point for the northeast area and the location for storage of a battalion's worth of military equipment, in case of its need.

It was also the base for the major road construction project through northeast to the Laos border, which it had been completed shortly before I arrived in '63. It was a contract operation. They brought Chinese in, to work on it. It was a paved, all weather, two lane road, which was a marvelous addition to the northeast. It was the only length of paved road that they had in the northeast. Now I understand that all the provincial capitals are connected, and the laterite roads have disappeared on the main stretches.

Q: With these posts, what was the rationale for having so many in this country? What were you up to?

GOOD: Washington began to back away from this about this time, although of course inertia kept things going for a while. Vietnam had started effectively in about '64, '65. We were looking for dependable allies in the region. We were going to do everything we could to make sure that Thailand was one of those. We were constantly out while I was up in Ubol and of course after I left Ubol, supporting the branch posts, taking teams, and sponsoring teams of Thai government officials from the district level with specialist doctors, agricultural officers, and so forth. The purpose was to show the people that the King was thinking of them and taking care of them and interested in listening to what they had to say, on the theory that if the people were supportive of the King, that he would be the binding force, the focal point for all attention, and there wouldn't be any susceptibility to the communist influence which was coming in on the Laotian and Cambodian sides from Vietnam. That was the theory. We pinned up a lot of pictures of the King, which were printed in our Manila printing plant, we distributed lots of propaganda in the form of comic books, some of this was on health, and some of it was on security, we had molam, which were groups of singers who sort of chanted. It wasn't just a song, but chanted stories which had propaganda themes of the good guy wins, the good guy is a good guy because for example he brought health facilities to them, and just generally tried to bring the country together. Washington thought we were spending too

much money on something that wasn't direct enough for their feelings. However, our PAO was very senior and he held the area director at bay while he was still there. The shouting matches on the telephone could be heard through the entire building however..

Well this is the usual thing. Washington, wanting something much more direct or policy oriented, "You fight communists," that sort of thing. We were trying to say, "Well, that's not the way to do it. You say, 'You support the king.'"

Well, obviously, there had been agreement initially in Washington about how to do this, but then a new area director arrived who ultimately bombed out of the agency because he became in India somewhat like a MacArthur. He didn't listen. It was his first area director job and he was looking to make a mark. Of course you make marks in two ways, you cut back or you expand. He took the cutback route in the case of Thailand.

Q: As you were looking over this whole thing, as you're looking at the map, were there areas in Thailand where you felt that we needed to concentrate more or that were more dubious as far as supporting their cause?

GOOD: You mean who might be approaching the borders?

Q: Yes.

GOOD: There were three areas, one of which, well, four I suppose, although for different reasons, of which two were not communistic in their threats. The border with Malaysia, the Malaysian uprising or revolution or submersion, was...

Q: Insurgency.

GOOD: Insurgency they called it, yes. It was really finished by '63, but that didn't mean that there wasn't concern that it might start up again on the Thai side and then work its way south. There was some concern down there, and as a result, we opened up another post in Yala, which was closer to the border of Malaysia on the east side.

The border with Burma was not of the concern it is today, although across from Victoria there was a little bit of concern, because you had water communication, communication between the Thai port and the Burmese port.

The two areas of real concern were up in the Chiang Rai area bordering with Laos and fairly close to China and, of course, in the northeast, bordering with Laos along the Mekong, where we were fairly close to the Ho Chi Minh Trail, almost shooting distance at points. So close, that by the time I got up to Ubol in '64, you no longer could take the river side road that ran from Pakse up to Vientiane. It wasn't secure. Any communications were being done by plane at that point. Air America was acting up then.

It was still safe enough in the south of Laos because the trail moved closer to Vietnam at that point and Laos became wider. So we were still able to go up into the hills across the

Mekong, where the climate was a little bit milder. The Philippines had a missionary, a Tom Dooley mission up there, medical mission.

I was just reading the other day, a story of an American who's currently teaching English somewhere in Thailand and he talks about a stay he made in Ubol. There was a town, Phibun; it was about 15, 20 miles to the east, on the way to the border of Laos. He talks about it as being a major center these days. It was on an interesting rapids, white water area, on the river. When I was there, it was not unknown as a tourist attraction, but it wasn't connected by a paved road. It wasn't really geared up for tourists. The way he talks about this, it's the biggest thing since sliced bread in northeast Thailand. (Laughing) It was interesting to see how it had changed. It was a vacation spot for prostitutes for example, who would take a two-week shift in a house in Phibun in order to be able to enjoy some neighborhood entertainments during the day, and then go back to wherever they were based. But aside from prostitutes, and an occasional family I guess going down to enjoy, a local family, not coming from any distance, it was not a major tourist attraction.

But during these two years that I was in the field support job, I, as I said, had a great deal of travel to do. It was easier travel than when I'd been at post because I was going between provincial capitals, mostly traveling by train, but on occasion delivering vehicles. We took a caravan out of there once, dropped cars off as we went south on the Kra Peninsula. Occasionally driving north, I remember taking a truck trip with a buddy who was based in Bangkok also. We climbed on a bus truck if you will. It was really not an official bus. It took merchandise between points which had no roads, because all roads led south toward Bangkok. They didn't go east and west. Of course it was useful to have some to step cross east to west, because there were things in between. It's just they weren't important. So they had some trucks. They didn't have real roads. They were paths and fording rivers, but then you did that most everywhere you went.

But it was interesting, like the time I climbed on the logging train coming from the River Kwai. The River Kwai (Kway) as they said in the movie, where there had been a camp, or near where there had been a POW camp during World War II for building the railroad for the Japanese across to Burma. Of course, that was long gone, but there was a train running up to the town at that point. So John and I climbed on this train and rode it back toward Bangkok, picked up our car at the other end. We were young.

Q: Yes. While you were doing this whole program, did you find yourself up against any cultural restrictions or caveats?

GOOD: Yes, these cultural nuances, I learned about them a little bit late, I think. I was already up country; nobody had given me an orientation. After we had been in a village one day, I was told by my chief local employee that I should not precede the district office when we went to a headman's house in a village to have a chat in the evenings because I was the visitor, and he was the official. It hit me hard. I can remember as if it were right here in this room. He was right of course. I was definitely wrong. I understand what proconsul means having been in Thailand. We were under red passports, not black

in those days, but it didn't make any difference. If you were American, anything you wanted was yours. Nobody would tell you no. It was up to you to be sensitive. Unfortunately, there were so many Americans that a lot of people weren't sensitive.

Q: Yes.

GOOD: But there was no real effort on the part of the Thais to do anything about this. They were going to roll with the punch. They rolled with the Japanese punch in World War II and survived. They had managed to keep their independence during the British and French carving of territory early in the matter and they knew that they would be able to last through the American invasion as well. And, of course, they were making money hand over fist. We were dumping money in that country, not just official grant funds or donations, equipment and so on, but just per diem. We had 10,000 GIs a week in there for R & R, in Bangkok. That's a lot of money!

Q: It's an awful lot of money!

GOOD: And if you couldn't get your investment back in two years from a hotel that you'd built, something was wrong with your business deal.

Q: Yes. Did you run across the problem of grasping entrepreneurs that you were using for one purpose of building things or something, of trying to make sure that things were done correctly?

GOOD: USIS didn't, because we weren't handling contracts as such. The military did. They occasionally would run into the need to pay somebody off, usually a military officer or general, in order to get a project moving. There would be all kinds of bureaucratic barriers being set up, which could easily be brushed aside by a high enough official, but he needed to be convinced with a little bit of money. Yes, that happened.

Q: Yes. How about films and things like that? Did you have a pretty good repertoire to draw on, and how did they sort of fit within the Thai?

GOOD: We'd made our own films in some cases. Certainly the molam groups were on film. The villages liked the molam groups better than, of course, anything that we could import from outside, even if it'd been dubbed into Thai because they knew the molam. They were comfortable with the dialect. It was their speech, and they were comfortable with the means. If we'd pull out this as we usually did just to draw a crowd at the start of an evening, New York film, it had color, didn't have anything but musical background, showed you the majestic towers in New York, that was fine for a teaser, but it wouldn't have kept them, because it was too far away from their comprehension. They hadn't seen it, weren't about to be able to see it, so why bother with it. It was a five minutes, ten minutes max, and then you'd have to get on to something that would hold their attention.

The cities of course were showing the Western films, the 007. It's not 007 at that point; it was...

Q: Yes, he was going in.

GOOD: Was he started at that point?

Q: It was earlier than that.

GOOD: The Italian Westerns, spaghetti Westerns.

Q: Yes, spaghetti Westerns with Clint Eastwood.

GOOD: With Clint Eastwood were started then. Of course the Thai theaters always made these gigantic signs, which might be 20 feet long and 15 feet high that were freestanding in the front of their buildings, in the front of their theaters so that people could see it from a distance. They weren't subtle. To a certain extent, they were caricatures, but they showed you the people and showed you their reactions, and there were girls and that pulled people in. Of course, you stood up when you got in there because the national anthem was playing. You know, after that was done, you could sit down. The movie would start and away you'd go. But we didn't have any censorship, of course. We did later in Australia. It surprised me. Australia still has censorship of anything that's coming in from outside, particularly TV series, TV shows. But Thailand didn't have any of that, self-censorship I suppose. Of course, we didn't put the violence and the sex in anything we did.

Q: Yes, yes. Were you getting a feel about how the war in Vietnam was being played, because this is during that, as we started our big buildup, and you there when the Tet Offensive caught us by surprise?

GOOD: We were building in Thailand of course. We were bringing in thousands of troops. At our level in the field, it was concern as the how day-to-day operations were affecting our guys who were based in Thailand, the rescue troops, helicopters, and F-4s who were going out to protect. We didn't get involved with the policy. We were down at the grass level and we were interested in the behavior in the troops and community relations. One of our jobs was community relations liaison between the U.S. base commander and the city officials. But policy wasn't a particular interest. You could pick up these things on the radios, but we didn't have the press in the field. The press was limited to places like Bangkok; Chiang Mai might have had a few rags around. They didn't want anything more than local news in the agoras. We were not preaching a direct message, so we weren't particularly concerned. Our libraries, of course, had books about the United States. We were pushing the United States as a friendly ally, but we weren't trying to get in there and sell them on Vietnam, or our policy, not at the field level.

Q: Acting as liaison officer, I would imagine your people would have gotten quite involved with getting our military base commanders to deal with the problems. You had a lot of young men, and all these pretty girls out there! There must have been a lot of problems?

GOOD: There were problems, although they really didn't get out of hand. If they had a problem, well, for example, as I said, my house was half block from the governor's. There were 19 houses within a block of us, in a circle. Our area was off limits to the troops. There were other areas that they could go to. The people we had a little bit of trouble with were the listeners, not the air troops. The big guys who were the fitness types, the CIA side because they were brighter, in general. They were off base, they had their own house, and it was a little more difficult to keep them under control. Their commander would come up occasionally and try to thin the girls out of the houses, they weren't supposed to have them in there.

As far as riots or misbehavior of that sort, I don't remember any of it, anywhere in my area, and you had a lot of troops, particularly in the Nakhon Phenom, where you were only about 17 clicks (kilometers) from the base. It was a major base, because it was the main rescue place for North Vietnam activities. Initially before they had the facilities really built up out there, they had a lot of these troops in town. As I said, this guy walking up and down one night was the precursor, but hundreds and thousands more came. Once they got their facilities, they had the go-cart racing out there, they had the bowling, and whatever, and then they kept the men restricted to the base, unless they had some business in town.

Q: Who was the ambassador while you were there, we're talking about the '66 to '68?

GOOD: Martin, Graham Martin.

Q: Did he ever caution radar?

GOOD: Well, we had a branch officers' meeting in Bangkok. We did get addressed by him. The only advice I can remember him giving us directly was, "If you're gonna have an affair, make sure it's outside of Thailand. I don't restrict you on affairs, but don't do it on home territory." That's all.

Q: I would have thought would have been all very nice, but it's some of the most beautiful women in the world (laughing), and they're all over the place.

GOOD: And they were all over the place, of course and there was no local societal restriction to it at all, provided of course you did it appropriately. You didn't squire them around town. The problems of disease were a minor problem at that time, syphilis I suppose, gonorrhea certainly. They did have a public health operation going, at least in the provinces. I'm not sure about Bangkok. The girls were to be checking in to the health office every week, Friday morning, but it wasn't a major problem. Peace Corps had some problems with this, I remember. They had a very high infection rate, at least as reported at Seventh Day Adventist Hospital. But the problems that you have today with AIDS (acquired immunodeficiency syndrome), well that's a different world.

Q: Yes, a different world. How did you find, I mean looking at it, you were in Bangkok.

How did you find the USIA operation meshed with the consulate's men?

GOOD: Well in the field, we got along very well with the consulates. We were in areas that were in their territory, but which they didn't have manned. So we were a resource that they could tap. There wasn't extensive use of us because there wasn't that much business. But we were there, and they knew that we could be tapped if needed.

In Bangkok, we really had nothing to do with the consulates, except in so far as we were dealing from the cultural office with the exchanges, the training programs. We had occasionally difficulty with the ADM (administrative) section. (Laughing)

In fact, one of the reasons that I left for law school was my irritation with the presumption on the part of some of these lowly ADM types over there that no one else could read the negotiations. The senior ADM officer was great. I wish I could remember his name, but he and his wife were the most dapper couple that I've ever seen in the Foreign Service. They could come through a day of driving in the heat of the countryside and appear without a wrinkle or a hair out of place. They were magnificent that way. But some of their underlings tended to presume they knew more about the regs (regulations) than we did. I found that to be ridiculous. And of course, after I'd finished law school I concluded that I now knew it was ridiculous. I didn't know any more about regs when I finished law school than I did before, but now they paid attention to me, because they figured that I probably did. So there was some visceral satisfaction in spending three years at law just to come back and being able to tell a state ADM officer to stuff it!

Q: When you left Thailand in '68, had the Tet Offensive of January, February, left much of a mark? We're talking about Tet Offensive in Saigon, well, all of Vietnam. Had that had an impact in Thailand?

GOOD: No, I don't remember it having any impact. There were military Thais over in Vietnam, of course, a small group. One of our employees who was our tech manager, a Cal Tech engineer. He knew his stuff. His background was Chinese Spanish, but he was Thai. He got himself declared officially dead in Thon Buri, across the river from Bangkok, so that he wouldn't be called up to go to Vietnam with the Thai usurp. (Laughing)

Q: Well, from my listening to this, a year later, from the time you left, I was at Saigon. Thai troops, the main problem was they might drop a box in the PX (post exchange) on their toe.

GOOD: (laughing) They didn't send their best. They did it because we wanted someone.

Q: It was more flags, I think, this was.

GOOD: Yes, they wanted to have some representations so they could say this was the United Nations effort. But back home it didn't have any. I don't remember any deaths; we didn't have any reported. It was a sideshow.

The big story, of course, was the money being made out of these GIs coming over from Vietnam every week. Now the GI's didn't have to go to Bangkok. Some of them with any brains went down to Panang. You'd see a few down there.

Q: Also, I ran the consular section for 18 months in Saigon. They would go to Australia and to Hong Kong. We would give out passports, and you know, so they went to Hawaii.

GOOD: A minority.

Q: Yes, most, yes. Well in '68, it must have been difficult, particularly for you and your wife after losing a child. Had you given thought to not coming back to Thailand or not?

GOOD: No, we were young officers. We didn't have any choice, and as a result of it, it didn't cross our minds. We rolled with the punch. We went home, had our home leave. Maybe that's why they let us take the whole home leave, I don't know; 42 days we were out. We came back with a new car and put the oldest at that point in school, at the American school, and away we went.

Q: How did you find life as a couple in Bangkok at that time?

GOOD: I was traveling so much that I wasn't all that much involved with the local scene. My wife had friends and they did their things, and we had the occasional party of course. But I wasn't really that much a part of the Bangkok scene myself.

Q: When you left in '68, would you explain what happened?

GOOD: Well, I had put in for another year of grad school. They decided in their wisdom not to do that, not to grant that request. The sticking point as I learned years later was that they didn't want to pay medical expenses while I was off at school on leave. Of course, it was not something that I needed because when you're at the University of California, they pay it as part of your coverage. So I had to resign. Five of us did resign from USIS that year, not because we were particularly unhappy with USIS, but we had other things we wanted to do. A couple of us went back to school. Another fellow had another job he wanted to go to in fact. So I left in August of '68 and went back and picked up my family. My family had left earlier; we'd separated for most of that last year. They were in Phoenix. So I picked them up there, and we went to Berkeley, got married housing, which was three tiny bedrooms, a living room, and a side kitchen, which for $45 or $55 a month, including utilities was quite reasonable. They had bus service to the campus from the married housing area in Albany, and I started school.

Q: You were taking what?

GOOD: Law.

Q: Why law?

GOOD: I didn't want to do any more Ph.D. work. I had done a year of that, and after having watched the Ph. D's particularly overseas, some of the AID people, I didn't want to be so narrow minded, so narrowly focused. I don't mean to be dismissive, but I didn't like a lot of restrictions on my education. So I decided in '67 that if I were going to resign. I wanted to go to law school. I had thought about it six years before, and had not done it for reasons I guess, of money as much as anything else.

I took the LSAT and my score, plus my grades from grad school, plus the fact that I had been in the Foreign Service, I guess got me into Berkeley. My LSAT score was one point above the average for the class, so I guess I was competitive. I wanted to go to Berkeley because I wanted to be sure that I was competitive at the upper levels of our education system in the States. I had not gone to a first rate school up to that point. I was happy to find that I did graduate a little above the middle of my class. I didn't have the ambitious feelings that some of my classmates did. They were really going into law. By the time I'd gotten into the second year, I was aware that I was still so hooked by the Foreign Service that I wanted to go back overseas. So I was going to stay and take the Bar and then come back in. I was brought back on board on leave without pay in the beginning of my third year.

Q: So I mean basically is law school from '68 to '71?

GOOD: Yes, but I was back on the rolls in '70.

Q: You were on the University of California Berkeley Campus. You got there in '68, now

GOOD: You had to have heard something about it at that time?

Q: Well, I yes, I mean in your own way you already had the free speech movement going earlier, but it was really rumbling. Can you give your conceptions?

GOOD: It was, it was wild! A lot of my classmates were involved in it. Not the married housing area. That was off away from campus and quiet. But there was involvement in student politics on the part of a number of law students. The student body president every year I was there was a law student. They were in court my second and third year a lot of the time on manslaughter charges, murder charges, because of events that happened during campus activities, rabble-rousing teachers, and so forth. We had the People's Park March. We had the anti-Cambodian invasion period. It was a very active political time. That had been started before I got there in '68 of course, and that was one of the reasons I chose Berkeley over Stanford.

Stanford was dull. I visited when I was in the States in fall of '97 looking at schools and I was not impressed with Stanford. If I'd wanted to go to a park, if I just wanted to go to a rest home, that was Stanford. Now Stanford picked up after '71, where Berkeley slid back into more stable activities.

But the whole three years I was there, it was very, very active.

Q: Did you find yourself, having been in Thailand working for the government, drawn into things?

GOOD: Only briefly, I was a bit upset with the Cambodian invasion. That would have been my second year I think.

Q: It was the spring of 1970?

GOOD: Yes, spring of '70. Yes, that was the only time though that I felt that I was. Course I was restricted from then on in '70 to '71 by the return to USIS rolls.

Q: Yes.

Q: Were the students that you were seeing, was going to Berkeley, so often a state university, you go to the state university as opposed to going off to Harvard or Yale or Chicago in law, in order to get the contacts and in order so you can enter California politics.

GOOD: Now that's an Eastern point of view.

Q: Yes.

GOOD: The Western point of view is not that. Berkeley is the premier school for the West Coast. So if you wanted to be a part of the political scene in the San Francisco area certainly, if not more, Berkeley was the place to have gone to law school. Berkeley, of course, is better situated. It's one of the top ten by anybody's count. They didn't lose their professors to Harvard. They might go back for a sabbatical year, but after they had a year of Boston, they came back (laughing) happily to San Francisco. So we didn't feel that we were getting second choice people. There, of course, were people, if you were rich and you wanted to go some place on the West Coast, you'd go to Stanford, I suppose. There were, of course, the people who did think of Smith. Most of us out West didn't register at Smith or Wellesley or any Ivy League school.

I'd found that particularly true when I arrived in '63. We had a professor from Seton Hall; he had been there at least. He was all excited about the canals in the east. We had no system of canals in the West. Well are there ditches of any importance to us? And of course I still feel a great deal that way. I'm anxious to get back to the West Coast, I'll admit that, because there's a history here that we don't have in the West, and there's a focus behind, that we don't have as our perspective in the West. So most of my class stayed in the West. I think, I know that there are about three of them now in this area working for the federal government. One was States Legal Counsel. But they didn't come immediately. Nobody in my class interviewed seriously with the federal government that year because they were so down on Nixon. So I was not a black sheep because I had been in the government. I was older, and so they didn't hold it against me, but they just

weren't interested.

Q: What was your impression of the University of California authority's dealing with, you know, the

GOOD: We had Reagan.

Q: You had Reagan, and how did you feel the situation was handled, not just with Reagan, but the university authorities and all that?

GOOD: I thought they did a fine job. There were some problems over in San Francisco State. The President got up on a vehicle one day and started haranguing the crowd, but he was more upset about having any other language than English in use as about something political like the war. Yes, there were people upset with the Board of Regents. There was some concern on the part of the law school about the subsidies, the money for books, money for subscriptions for magazines, that sort of thing. The law school was doing a pretty good job of pulling money in directly dedicated to the law school, so they weren't hurting that much. Reagan almost then, was already a Teflon man. It didn't stick to him. People would get upset with him occasionally.

But really, more of a concern was coming out of the state college system, not the university system. The university system had much more interest in the grad schools. I think it's fair to say that there were more serious-minded students there. You didn't hear about anything going on in Caltech (California Institute of Technology) for example, either. But at San Francisco State and other of the state schools, state college network, you did have more active people because the undergraduate level was a more powerful faction. At Berkeley with 28,000 students you probably had 300 activists who could draw a crowd of a couple thousand maybe. But most people avoided it.

We had problems up at the law school because we were downwind form the student union. The wind was blowing toward us and we had this tear gas blowing up our way, so we'd occasionally have to scurry east, north, or south to get away from that before we could get home. (Laughing) It didn't very often get inside of the classroom. Well, you could smell it in the library, but that was it.

Q: Did you specialize in any type of law?

GOOD: You don't in the J.D. program. Seriously, you don't. You may take in your second and third year some electives that point a direction that others might not be going. First year is solid, you had no choice. Second year is pretty solid, and you have little choice. But I was able to take some international law courses and a Roman law course that was a lot of fun. But you start with things like tax and corporate law. Third year you had a chance to get out into the courts and to take independent study programs of a sort. It's not until you finish law school that you then focus on a specialty. You can go back and get a Master's degree in international law, taxation, or any number of other fields. Environmental law was beginning to become special at that time, but it wasn't yet.

Gender was not yet an issue. I had not thought about going back for a Master's, because I'd been in the Foreign Service all this time. I did go back two years ago to do a year of immigration law to get myself tooled up. Congress had messed so completely in immigration law since I'd gone out to the field in '90 that I had to get back in the classroom. So if anything, I'm a specialist in immigration law, but I don't have a Master's degree in it.

Q: Well then in '71 was there any problem getting back in?

GOOD: Actually I came back in '70. No, no problem. My first field boss was in career management at the agency, and he brought me back in. I came back in as an "R" (reserve officer).

Q: That's reserve officer.

GOOD: Reserve officer. I had to then take the oral test to be converted to a FSCR again. We were in FSI at that time. I did that just before I went to Chile after the end of my Spanish language training in fall of '71. Rob Nevitt, I don't know if you know him or not, he wanted me to come back in the summer of '71 to take a job in Rio. I wanted to lock in my law degree, so I stayed to take the Bar and, as a result, didn't take the Brazil job. I ended up in Chile. But I definitely wanted South America and he was able to accommodate me.

Q: Why South America?

GOOD: That's where I wanted to go when I came in.

Q: Yes, I remember that.

GOOD: I hadn't lost my interest in South America. I guess the feeling that Latin America was close to home and it was an exciting area. I had always had a fear of the enormity of the cultural knowledge needed for the Far East. I had not been interested in specializing there. Thailand was an assignment. I was interested in staying out of Asia.

Europe didn't attract me as a place. If I'd wanted to go to Europe, I'd have gone as a business man.

I wanted to go someplace that didn't have an academic mountain to climb, but which was closer in cultural terms to the States, or was definitely so exotic that it didn't matter. That's Africa. So I've spent more time in Latin America and Africa than the rest of the overseas assignments combined.

I've had some fun tours. I made friends in places I had no interest in going back to, of course, but that's later.

Q: Now you were in Chile from '71 to?

GOOD: Actually ‘72, beginning in February, because I did language from September to January.

Q: So you were in Chile from ‘72 to?

GOOD: March of ‘74.

Q: Ah huh, interesting time!

GOOD: Yes, not quite as wild as Vietnam, but as things go, both are certainly in the upper levels. Chile taught me about economy. When I arrived, the exchange rate was 68 to 1, and the unofficial was about 80. In September of ‘73, the exchange rate was 3,000 to 1 unofficially.

Q: Good God!

GOOD: The official rate was about 120; that’s only an academic number because we didn’t use the official rate, except in accommodation exchange for our cultural programs, which allowed us the advantage of being able to bring in first class groups. The Modern Jazz Quartet for example, paying their European level of stipend, and charge the people coming in through the door, at a nickel a night. We took the receipts and converted them at the embassy at the official rate of exchange. That gave us enough dollars to pay the high rates. The embassy was forced to use the official rate of course, but there was a quirk in the law that did not make it illegal for us to use the unofficial rate, unlike in Nigeria later.

There was usually, as far as I know, somebody in every office who handled the informal exchange. I took it over when our exec officer position was dropped. I’d receive a cardboard box, two feet by two feet, full of money from my contact, and I would then write a check or accumulate a series of checks to be sent to the Manufacturer’s Hanover Bank in New York to his account. It was very politically interesting because until the coup.

Q: Coup was when?

GOOD: The coup was in September of ‘73. They had an attempt in July of ‘73, which didn’t quite make it. I got caught on that one. I was up in the Atacama Desert on vacation. The Atacama Desert is up at about 5,000 feet, most of it. We were coming back down the slope, headed south toward Santiago when my fuel injector system collapsed. So I just coasted about 10 miles to the bottom of the hill. There was a gas station. I left the car there, and it got stuck because there wasn’t any traffic moving during this coup attempt. This is what they call the “Tancazo.” It took me till after coup, from July 5 till the end of September to get that car to Santiago so that I could get an analysis of what I needed to put the order in to the States, the order then got caught up in the Christmas rush, and I didn’t get the car fixed until February.

Q: What was the situation in Chile when you arrived in '72?

GOOD: Quiet, it was summer, reverse seasons, nothing was happening. It was hot, it was dry, schools were out, and I had no pressure against my moving into my job slowly. We were in temporary housing, looking for a house. We got the house, and then on March things started picking up. Then it got very busy because we had the exchange rate bonus. It was an open time. There were no restrictions on what we could bring in. We were pushing the American flag, if you will. We were doing it one way; CIA was doing it another way. We were helping them actually in some ways. We were working with radio stations and bringing in some parts.

Q: Well now Allende was in power?

GOOD: Allende was already in. He came in, I believe, in '71.

Q: What were you getting from the embassy, from your fellow officers about Allende at that point?

GOOD: Well in my section, which was the cultural section, we weren't getting any particularly special offers. The PAO was trying to take over the political officer's job. He'd come down with a policy chip on his shoulder to prove that USIS could really weigh in.

Q: Who was the PAO?

GOOD: Jim Halsema, God rest his soul. So there was tension between the political and the information section. Jeff Davidow who was there as the number two of the political section.

Q: Yes, yes.

GOOD: He's our ambassador to Mexico now. First rate, I mean you don't get any better than Jeff Davidow. We had no difficulties at the second level. It was just the heads of sections that were bucking each other. We got along well with the ADM (Administrative) section. In fact, we got along well with the embassy, because we were all in the embassy.

Q: Who was the ambassador at that time? Nat Davis?

GOOD: Nat Davis was there, yes and the defense attaché was also a Davis.

Q: Were you, I mean, was there...

GOOD: He didn't run the embassy. He was smart. He rode on top doing policy and liaison reports, and he let his DCM, who later became Assistant Secretary of State for Latin America, who was a real pro, running the embassy. He was superb.

Q: Were you getting this and saying, "Boy, this guy Allende is really bad news," or not? Or was it just another guy they mentioned?

GOOD: Well, in a way it was amusing. The emotional level was high obviously with the local employees because they were taking sides. I thought it rather amusing having just come from California, because some of the policies, take the educational policy for example that Allende was pushing, centralized curriculum control, was more conservative than what we had in California. So here was a communist theme, if you will, which was more conservative than what I was accustomed to in California, and yet the Christian Democrats were very upset with. They thought that it was too wild. The American point of view in many cases was far more radical than whatever was going on on either side in Chile.

Now the foreign ramifications, the involvements of the Cubans, the involvement of the Russians, or whatever were not minor. But then they weren't really serious either. All you had to do was look at the map and you could see that the supply line was a little bit too long.

Q: Yes (laughing).

GOOD: For them to seriously be involved if anybody wanted to disrupt it.

From our point of view, Chile, while it made some headlines and was a nuisance, was not a threat. It was isolated, it was far away even for us, and it was not in any position really to infiltrate the neighboring countries with their particular point of view.

Now the Chileans looked upon themselves as the Australians do at some points, as being the center of the world, because they are so isolated that they don't have any real contact with what other people are thinking. So from their point of view, whatever happened in Santiago must be making the headlines all over the world, because nothing else infringed upon their consciousness. You had the ocean, you had the mountains, you had the Antarctic, and you had the desert, and that was it.

So they were amusing in some ways, serious in others, because of course the secret police were involved, and there were people disappearing, and there was the invasion of the properties, which of course cut into the food supply. The landowners had no interest in '72 to plant a crop, because it was liable to be taken over by these uncontrolled younger elements of the communist parliament. Allende didn't have control of all of his supporters, and thus things got out of hand. He could not control them, but what they were doing, was pushing him in a direction of decision making that was going to cause him problems, which it ultimately did.

Q: Local employees too, I mean, there must have been. I would think that everybody who was sort of intellectually involved would have been picking sides at this point.

GOOD: Yes, and of course those that were working for us were not in favor of Allende. In fact one of our top information assistant later on went over to be the press officer for Pinochet.

The real problem on the minds of everybody, which I don't know whether it shows up in the research much or not, but living there, the problem was economic. People did not have enough money, because of the inflation, to buy what they needed, and there wasn't that much available to buy anyway. Meat was very hard to come by, because early on, even before I got there, the cattle barons had shipped their cattle across the border, run it across the border to Argentina, knowing that it was liable to be confiscated later. We brought meat in from Argentina at the embassy for the commissary.

Q: I was just trying to say, I mean, I couldn't think of any area where there should be less of a problem of meat.

GOOD: Yes, but of course, the producers couldn't get a price that made it economically viable to continue production. Wine, there's a lot of wine in Chile, very difficult to get a hold of. We could get it. We brought our bottles to be filled because we were diplomats. They gave us preference, we and the military. Gasoline, very hard to come by, so people were unable to run their cars. You could get some fish products and a lot of those. Well you'd get some chicken, but the chicken tasted like fish too, because fishmeal -

Q: Fishmeal?

GOOD: Fishmeal is what they were feeding the chicken. What you could get from our point of view was cheap, because we had money coming out of our ears! I felt I was living on a $100,000 salary because of the inflation rate. A five-course meal with wine was 75 cents, so I ate very few meals at home. I had breakfast at home. Lunch and dinner, almost always outside, and this was with a full time live in maid in the house that cost me $15 a month. So a night out for four people was 15 bucks.

Q: Well, now, where-

GOOD: I should say there were a few of them, Stu, who had some political concerns. They had college age or early 20s kids who were involved, usually opposed to Allende, in the case of the ones I knew, although there were some that were on the other side. I know one that committed suicide after the coup, after the revolution because he was so disappointed, and he was fearful that they'd go after him, too.

But economics wasn't something that was a worry at the embassy itself, or with our adult contacts. At the universities of course, you'd have theoretical discussions and some arguments, but I wasn't dealing with the universities. I was dealing with cultural presentations.

Q: Here you were translating American policy to almost visceral - I know hatred is the right term, but - dislike or something of Nixon and Kissinger towards Allende. He really

was pushing. There was real concern there that Allende was the...

GOOD: That was what you'd read about now. That was to the extent that it existed, it was at a level far above our heads. Locally, we didn't as Americans feel any resentment. On occasion, I can think of one instance in which somebody said something, but generally speaking, we're just like they are. In fact that's the one country that I've been able to blend. If I had my beard, and I had my local tailored clothes, and my local haircut, and I kept my mouth shut and stood still, they might have thought I was a Chilean. I've never been able to do that anywhere else in the world.

Q: Did you find that when the embassy, I mean one of the charges often laid against the embassy, this is other revolutionary countries in revolutionary times, is that the embassy gets pretty well in the hands, for social contacts and all of the sort of wealthier people and all, and begins to take their side as opposed to somebody coming from the left and stirring things up and all.

GOOD: Well, Chile was a mix. First of all, it's not a normal South American country anyway. It has one of the best distributions of wealth that you have in the continent. Secondly, a lot of the leftists, communists if you will, came from the top families, so you couldn't just say that the wealthy were opposed to him and the poor were for him. First of all, the middle class was the most important element anyway. You had some of the wealthy people on his side. Now they probably, in the main, were black sheep from their families.

We were interested in maintaining an opposition voice, so we were supportive in the newspapers, the main newspaper were opposed to Allende. We were making sure there were opposition radio stations on the air. We were supplying parts. But we were not instigating the revolution against Allende, which we did get blamed for later. I didn't sense any of that. We probably, at least in the part of the DIA (Defense Intelligence Agency) and the CIA had a pretty good idea of what was going on, but we were not in there with the planners. We were getting the information perhaps a little bit late actually. We did know, as I know for a fact, that there was going to be a coup a week before it took place, because I was with some of the CIA guys up at a resort, and they were called back. But they were not there pushing to have it happen.

We did not want a martyr, which is what we got. I'm convinced that he did kill himself. I was across the street. There was no reason. We certainly weren't involved. We were cowering in the middle of the embassy. There weren't other people around that I could tell. The planes came in as scheduled at 11 o'clock and they bombed La Moneda, which is where his office was. They did such a good job that of course they blamed us. "It had to be American pilots, it was so pinpointed." But they had very good pilots, American trained.

Now it's true that we were supporting the military as the British were supporting the navy, and the Germans were supporting the army, and that's where their links had been. But we weren't there as part of the cabal, or part of the conspirators. They knew that they could

count on us for some support. They were keeping us more or less informed, but they were probably getting more support out of Brazil than they were out of us, at least those in Brazil who were wanting to get rid of this suave guy.

Q: Well, too, wasn't there a series of, I think he won them off the streets, pounding pots imparity.

GOOD: Well, there had been some of that before he got there. That was an economic thing. That had nothing to do with politics. They were just sheerly frustrated because they didn't have any bread.

Q: Well, of course economics and politics are, you know, I mean they're...

GOOD: Well, but they weren't doing it because of politics. They weren't pounding; of course there were some that were doing it. The people who were out there making the noise were basically unhappy because they didn't have what they wanted. They were mad at Allende at that point because he was in charge, and, "if we didn't have it, must be his fault." So sure, some of them wanted to get rid of him.

The interesting time in Chile was after the coup for us. That's when it began to impact on us with the 24-hour curfew to start with, and then it backed off to six to six curfew or six to seven curfew. It cut in seriously into our programming. We just couldn't do any evening activities, of course, for several months. The curfew eventually moved to 10 and 11, and finally to 12. But people were scrambling in those evening hours too, to get things done, because the nights were gone. They were having to try to correct this terrible economic problem, which didn't stop obviously with the coup. It didn't resolve itself until several years later after Pinochet had gone with the Chicago boys, and it worked.

Q: Prior to the coup d'e`tat, what were you doing?

GOOD: Mostly I was doing the cultural presentation program for the embassy, the book program, working with the Bi-National Centers. I didn't do the cultural exchange. We had another officer to do that, and I didn't do the student relations. We had a special officer in the cultural section to deal with them. That got into some politics!

Q: I would imagine that would be a hotbed of unrest?

GOOD: He had an offsite base where he could meet so they didn't have to show up at the Embassy, but he was getting information of course. But that was because the PAO was trying to develop a political agenda and show himself as a political officer. He didn't really like what he was doing with these students. He enjoyed his students, but he didn't like to be caught in this battle at the embassy. He resigned at the end of the tour and went back to the Chicago Foreign Relations Counsel.

Q: Well, Allende in power, I mean, it wasn't, as you said, Allende wasn't fully in control. He had an awful lot of these...

GOOD: He was being sucked along.

Q: I mean sort of world people, sort of leftist socialists from Europe and other places.

GOOD: He was more the socialist, and they were the communists.

Q: Yes, but I would have thought that, you know, running a normal cultural presentation program, it's not without political contact, otherwise you wouldn't be doing it. I would have thought this would have run afoul of the agenda of those who were supporting Allende.

GOOD: No, because they liked it too. It was music, or it was dance. Some of the dance they didn't like, not because of any political content, because it was too "avant-garde" for them, and they're pretty conservative in their taste. They liked Bach, or they liked ballet, and they liked the traditional stuff. But they liked the jazz. We had Sara Vaughan. We had The Modern Jazz Quartet as I said. We had the Alvin Ailey Dancers. We had a good bunch of people and always had crowds, because we priced them as I told you, at a price that they could pay. Movies weren't coming in. What movies they had were movies that they had in their inventory at the time of the Allende election.

Q: This is financial. They couldn't afford to pay any...

GOOD: Well, that's true; the foreign exchange wasn't there.

On the other hand, in the grand scheme of things, at the time Allende fell, he had more foreign exchange than he had had when he came in. Now the foreign exchange wasn't our foreign exchange, it was just Europe's foreign exchange. But he had foreign exchange. They just weren't able to get things like the latest movies from California. What he had often were products that weren't any good. We'd done this in countries ourselves, bringing tractors in from Romania without spare parts. They broke down, and because other vehicles weren't available, they tended to use them on the highways rather than the fields, which meant they broke down even faster. There they sat after they broke down. So he was wasting a lot of his foreign exchange. But he had money; that wasn't the problem.

Q: It was Eastern money though.

GOOD: It was Eastern money, tied money if you will, but then ours is too. It wasn't going the right places. Because the miners were more radical than he was, they were having strikes. They weren't on the team, he thought. So they were having strikes. They didn't have the production of copper; copper price was bottom lining at that time as well. The farmers, the landlords weren't planting, so you that you didn't have the food coming in. They were going to lose their. So the whole economy was falling apart, and not because of anything other than bad direction. If Allende had been a dictator, done what he wanted to do and had the power to do it, he'd have gone through it all right. But he

was a political president; he was not an efficient president. The people who really had agendas on his side walked over him.

Q: Did you find yourself up against competition from Eastern European ballets, and you know, this sort of thing?

GOOD: No, no, don't remember any of that. Supply lines.

Q: (Laughing) Yes.

GOOD: I mean, our people went from here, from Santiago, to Buenos Aires, to Rio or San Paulo and they had a grand tour. What are the Russians going to do?

Q: Yes, because all those other countries were essentially following white rightist military dictatorships. So Chili was off by itself.

GOOD: Yes, it was. So they had Cubans coming in, but not in a cultural sense. They came down as medical technicians or whatever, but no, we didn't really have competition. Oh, maybe competition from the Germans perhaps, a good thing.

Q: The air force bombs the palace, the president kills himself, the military starts to takeover.

GOOD: The coup d'etat takes over.

Q: But you weren't, I mean at that point, it wasn't quite clear who was going to take over. I mean, it was the military, wasn't it?

GOOD: Including police, it was a four-man group. We were struggling to find food to eat. I'd had those U.S. swimmers, I think I told you last time, and they ate us out of the house and home. When the 24-hour curfew stopped, we had to dash out as soon as we could to get some food. It was just the logistics of living that we were concerned with initially. A guy across the street who was there, I guess with the Geological Survey, he'd been down there 17 years. Can you imagine an American employee down there 17 years straight? He had a Chilean wife, he had a Chilean house, he had a Chilean family, and he retired down there after that tour. He had a short wave ham set operating, and he pitched in at the request of the junta to convey messages out to the outside world because it was pretty well shut down. But he was an exception, involving himself directly into the coup. The rest of us...

Q: Was there concern that this may turn into a real civil war?

GOOD: No, no, there was no real opposition. The military, Pinochet was not in favor of it. This was pushed by the, well, first the air force was primarily interested. But they weren't big enough to make a difference. It was the navy who made the difference. The navy came in after that radical senator from Valparaiso tried a coup in the fleet, and then the

navy came down solidly and said, "This is it." Pinochet had no choice as head of the army. He had to come in or be isolated, and then there would have been a civil war. But he didn't think he had the strength, and he probably didn't to hold things on. His predecessor, Prats -

Q: Who was killed?

GOOD: Who was killed, he would have been willing to try to hold it for Allende, because that was law and order. But once Pinochet pulled into the junta, then of course took over because they had the largest land force, there wasn't any possibility of a successful civil war.

Q: Up to that point, my understanding was that, particularly the army, was seen as it took great pride in being apolitical and out of it and I assume that was sort of their...

GOOD: Apolitical though, means that they are supporting the government, not out of it, not neutral. It was, when it was pointed out to Pinochet that he could no longer be supporting the government if the government was Allende, that he had to come over on the other side. They weren't neutral, and to that extent, they weren't apolitical. I think Prats might have been a little bit political.

Q: I think he'd never, you know, I've heard it said that things would have been quite different had he led. I mean Pinochet would have been a secondary figure or something.

GOOD: Yes.

Q: It's interesting you said that about the navy. When somebody started messing around in the navy, as I recall it, someone earlier in the '60s tried to in Brazil, the leftist tried to get the navy to mutiny and that sort of, you don't mess with the navy at all and so this was...

GOOD: You don't mess with the navy, by golly. It doesn't matter who you are; the navy is independent, and they're disciplined. They know what they can do, and they know what should be done, and messing with them is a stupid idea, as you all know.

Q: Prior to the overthrow of Allende, you have what apparently came back to haunt us, was a number of the leftist kids who are left over, your University of California at Berkeley...

GOOD: And Wisconsin.

Q: Sort of incipient trouble makers and all that. Well, they sort of flooded down there and...

GOOD: Social welfare operations are what they were involved with, and they were of course the product of the '60s in the States. They were to some extent involved with the

church. The church was liberal.

Q: Liberation theology, that type thing?

GOOD: Yes, as you had later in, or at the same time actually up in Colombia, which spun off of the mess we've got now there. But, yes, they were involved in the poorer areas of the city. They had projects. Some of them were doing research, but of course as far as the government was concerned, it was conservatives that came in. That was probably not the whole story. They thought that this research, at the very least, was triggering some thinking that wasn't going to be supportive of their policies.

Q: Yes.

GOOD: I had more contact with Wisconsin grad students than I did from California.

Q: What were the Wisconsin grad students? Did they sort of have their own their own agenda?

GOOD: Well, yes. They wanted to see the people involved in the decision-making. Certainly, I mean they weren't working at the national level; they were working at the community level. But they thought that the people should be making decisions on their welfare, their community activities, their planning, their schools, and control of their lives.

Q: Yes.

GOOD: This was something that the conservative elements didn't like, because it was pushing for change, and they didn't want change. They thought things were happy as they were. "So if we're going to get rid of Allende, then we certainly don't want these people left over." That one student who was killed...

Q: That book came, movie came out, Missing.

GOOD: Yes.

Q: I never...

GOOD: I saw it finally, and it wasn't bad. It wasn't nearly as irresponsible as I was led to believe, and where they filmed it, obviously wasn't done in Chile because they had a separate embassy, among other things. But it was just an unfortunate situation. He was not attached to the embassy. He was living where the radicals were living. He had gotten caught up in the sweep because he wasn't home. I think he was coming back from Valparaiso, or something, but he was loose and before anybody could get to him, he'd been caught up in the killings in the city, at the stadium.

Q: Did you have any idea, you know up to a certain point, I mean outside of the bombing

of the presidential palace, those people were so ready for a coup and all of that? There wasn't any great opposition, was it a surprise that somehow, or why did the army turn so vicious?

GOOD: It's only a guess, (laughing) but I think they had to prove their decision was genuine.

Q: Yes?

GOOD: They were going to join with the junta to clear this mess up, and at the same time, if they didn't take leadership, they weren't going to be the leaders. They were the largest force on land. The navy wasn't interested in running the country. They just wanted to be left alone to protect the country. But the army was very much involved at every local level. The air force wanted its freedom, and they didn't want to mess with the details either. So it was left up to the army, and the army said, "Okay, if we're going to go into this, we're going to go into it in a big way, and we're going to sweep it." And they did.

Q: Were you getting any feedback while you were, you know, de grâce and the curfew was being lifted and all, about the enormity of what had, what was going on?

GOOD: No. We were where it was tight. We didn't get out after curfew. People were getting killed there at the checkpoints if they didn't behave themselves, not every night, but there were a number of them. None of us were killed, but we knew that we didn't stop for a red light if you were running tight before curfew. We had some killings at night in our area as well, people who were on the loose, probably trying to get from one place to another. Opposition, that is Allende supporters, and they got caught, or they were trying to escape the roadblock. They weren't people from our neighborhood, just passing through our neighborhood.

Q: How did life settle down for you all in your work and home?

GOOD: As I said, programming was very disrupted because of the curfew that canceled evening activities. Obviously people were very much engaged in making sure that they had a job, that they were not looked upon as problems by the new authorities, so people kept their heads down. So there wasn't a lot that we could be doing, parts of the embassy whose job was really reporting, in our case the universities were bringing information back, but as an active operation we were sort of out of it, except for the Bi-National Center. It was still continuing, conducting, teaching lessons.

Q: You'd do it during the day?

GOOD: During the day, yes, but not at night.

Q: What about, was there a mass inflow of press or international press or were they pretty well kept out?

GOOD: No they were there. We had just had a change in the office for reasons that are too complicated to discuss. The cultural officer and the informational officer switched positions. The cultural officer, the new one, who was bilingual in Spanish and Portuguese, was comfortable, and he didn't have to think. The new one on the information side had never been an information officer before and was not a great language speaker. It was not his first language or second language. The pressure on him as the embassy spokesman was so great that he broke out with tremendous hives, and he had to go into isolation for a month. Had they left the other fellow in charge, he could have handled it easily because he knew the job, and he had the language, and he understood the culture much better, and that was unfortunate. So there was, yes, there were press; there was pressure.

Although we weren't the focus of it, we were close enough to the fringes of what was actually going on that we got involved because obviously we had some missing. The people that had contact with the embassy, two of them, we had Hayes-Fulbright scholars down there, and we got them out, although they got some beatings before we could get to them. But they were registered; we knew about them and went after them. This other guy just hadn't bothered to check with us, check in with the consulate, didn't want to be contaminated by the consulate.

Q: No.

GOOD: That's his fault.

Q: Did you get any, were you picking up through the outrage that was coming from particularly I'd say the anti-Nixon of groups in the States, in particular, the glitterati and all that?

GOOD: No, no.

Q: How about your contacts in Chilean circles? Were they resumed?

GOOD: Well, you know, if you don't have an evening life, our contacts, the art galleries weren't going to be open, the concerts weren't open, the cafes weren't open, you went home.

Q: Yes.

GOOD: After it began to open up a little bit, you would have some people over, and when you finished your dessert, they ran. You didn't have the after dinner talk. You had some drinks, you had your dinner and talked during that time, and then they had to go because of the curfew because you know, Chileans tend to start late. It was a hardship socially on them when this curfew was on.

Q: Yes, having dinner at seven or eight?

GOOD: Nine, nine or ten is a good time to start in Chile.

Q: Nine or ten, yes, yes, this is I find killing!

GOOD: You go to the concert; you go to the art activities at seven, seven-thirty, you go have tea right after work; you don't go home, you have tea, and then you go to the opera or whatever, then you go to dinner.

Q: Yes.

GOOD: Then they sleep late. We had to get to the embassy at eight, not nine. Finally the cultural officer rebelled and said, "I'm not coming in before nine. This is too much!" And she wasn't allowed to return for a second tour. Halsema didn't like her. Her real sin was that she refused to be a political officer. She said, "Look, my job is the cultural officer job, and I have plenty to do without going out and turning in reports for you. If I pick something up, I'll tell you about it, but I'm not going to write a report on it. I haven't time for that." And he didn't like that.

Q: Who was the cultural officer?

GOOD: Francis Coughlin, great gal. She had the language, she was single, she was a pilot, she'd been in the WAVES (Women Accepted for Volunteer Emergency Service), or was it the WACs (Women's Army Corps).

Q: Now the…

GOOD: The one with the air corps, ferrying planes away from the...

Q: Yes, yes, yes, WAFS (Women's Auxiliary Ferrying Squadron), I think.

GOOD: WAFS, okay. She had really worn herself out. When she left, she flew out, her private plane flew out and landed in La Paz and she collapsed. They flew her out from there. She'd just had exhausted herself, tremendous work. She came back to Peru and I saw her afterwards. I haven't seen her since; she's long retired. But she was too independent for Jim Halsema.

Q: Did you have any problems with this or where you able to sort of duck them, the political side?

GOOD: You mean the internal embassy problem?

Q: Yes.

GOOD: No, I got right in the middle of it. We had a rebellion. We had 12 officers I guess. Nine of us joined up and demanded a confrontation with the PAO. Okay. The information officer and the cultural officer stayed back. The cultural officer was really on our side, but both of them had reports written by PAOs. They weren't going to be right there in the

center. But they were there in the same room monitoring. We sat there, and the assistant information officer and I, deputy cultural officer, spent, I think we spent, two hours detailing to the PAO his inadequacies and how it was affecting our programming. We said that and explained why. We said, "He was not a communicator, he was not a programmer, he was not an administrator."

Now shortly after I left, I transferred up to Colombia directly before home leave on that one, and before I got out on home leave, out of Colombia, there was a surprise inspection of Chile. On their way down the inspectors stopped to talk to any of us who were still around and had been down there. They yanked Halsema out because he had overspent $185,000. This was in June of '74. He was a terrible administrator, a brilliant guy. He had an attention span though of less than two minutes. So if you went in to see him, you knew that you had to get it out immediately because he'd switch to this or that; you weren't there.

Values may have been a problem. But he was, as his wife said, "Look, I can't divorce him now, because I've got too many years invested, but I understand your problem." She was an electrical engineer, and she was organized. He had six kids; three of them were crazy, literally, in and out of the institutions. Three of them were wonderful just like the mother.

But he was the senior USIA Foreign Service officer. What could you do? They brought him back, put him at the desk, empty desk, he didn't have any job, and then he retired, because they got him on a 60-year limit, remember, just in time to get him out. We said, "Listen, we were told Jim, when we got here, by our supervisors, that if we wanted to get anything, a decision from you, that we'd better get it in writing because you wouldn't remember what you'd said." And he sat there, I've never seen anybody so white, he was white-faced after that.

Q: What happened after this response?

GOOD: Well, we all left. Nobody stayed, partly because he didn't want us to stay I suppose, but partly because we knew that as long as he was there, there was no hope. So we all left. Nobody took a second tour.

Q: Yes, was...

GOOD: Well, you could get out before it was over, but he had spent five years as PAO in Cairo and he was in Chile for four years I guess. Nobody, nobody got promoted on his watch, not one American. A couple got promotions, but based upon reports before they arrived. But nobody got promoted on a report written while he was there.

Q: Sometimes somebody like this can survive and actually career wise do very well. Let's say they serve their superior, their ambassador.

GOOD: And in his case he...

Q: Which is often the case of an administrative officer, but was this his stunt?

GOOD: He had been the executive secretary for the executive committee at the agency before he came down. He was very close to Shakespeare, who was the director. His father had been a colonel in the U.S. Army assigned on detail to the Philippines in the '30s, close to MacArthur. He was in concentration camp during the war in the Philippines and apparently memorized their Encyclopedia Britannica while he was there. He had been a journalist after college. He did start at that. He had some money. He bought up the San Miguel shares after the war when he knew they were worth something.

Q: The beer?

GOOD: Yes, the beer.

Q: The Philippine beer.

GOOD: The Philippine beer. You know he bought for a fraction of a cent, so he was okay. He was really not a bad person, he just was not a communicator, administrator or programmer.

Q: (Laughing) When you left Chile in '74, were you asking anxiously, "Get me the hell out of here," or?

GOOD: No, I had expected to go back to Washington. I had bid and been accepted for a job in personnel, labor management officer, and was looking forward to that. It'd be fine. But when I got back from my trip to Tierra del Fuego, vacation trip in must have been February or January '74, I found that the job had been canceled, mostly for budget reasons. I found out later that Halsema had told them, "You don't want this guy, because he's not a yes man."

I was then asked if I would go to Colombia where the Bi-National Center director in Bogota had just been medically evacuated home. He lost his one leg below the knee, blood poisoning, and so I said, "Okay." It was very inconvenient, because my wife and I were planning a divorce and couldn't really do it down there. We needed to get back to the States. So they came with me to Bogota in March and stayed until August, and then we decided we had to get the kids back up to school to start there, and so we did. I later got the divorce out of southern Hispanola.

Q: This probably is a good place to stop.

GOOD: Yes.

Q: I will put here then, so we're talking about...

GOOD: We finished Chile.

Q: We're going to Colombia.

GOOD: To Colombia, which won't be too long a time because I was only there nine months.

Q: Okay, well, we'll talk about Colombia, and then we'll move on from there.

GOOD: Now Colombia of course is a second home, because that's where my wife is from.

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Q: Yes. Today is September 1, 2000. You mentioned the name of the DCM of Chile was...

GOOD: Harry Schlaudeman.

Q: Yes, who was quite a, and is still around, but was quite a Latin American hand who was so...

GOOD: He was. He opened his career in Barranquilla and the first thing he did when he got to be assistant secretary was to reopen the post.

Q: (Laughing)

GOOD: Of course it didn't last any longer than he would in the Latin American Bureau at that time. He was a wonderful administrator, a very pleasant person, mature, capable, credible, trusted, couldn't ask for a better man to run the embassy.

Q: You're going to Colombia. You're in Colombia from when to when?

GOOD: I got there in March of 1974 and got out of there in November of '74.

Q: What was the situation like in Colombia when you were there?

GOOD: It was very nice. They didn't have a curfew. You could walk the streets at night and not worry about a mugging, didn't even think about it, very few people on the streets at night. I lived down next to the bullring in a high rise. They were two story apartments; I was on floors 27 and 28, looking to the mountain, which is to the east of the town. Elevation is somewhere around 8,000, 8,500 feet at that point, a wonderful climate, just magnificent climate.

It's a shame that things have gone downhill. But this was sort of in between the La Violencia of the '50s and the problems that started in the '80s. My father in law, now deceased, was a city counselor for forty years, a criminal lawyer and was very frustrated with the inability to move the administration of the government, that's of course the

capital of the entire country, into modernizing. They had really done no infrastructure work. They didn't put any new roads in, except the road to the airport on which our new embassy is sited, and none being over the mountains to the plains on the east side, no improvements to the roads to the coast. It's the kind of problem that if you think about trying to do a military exercise in Colombia you're in real trouble, because you can't move. Helicopters, okay, but even helicopters have trouble with the clouds and the mountains. They've got planes that have disappeared decades ago they've never found. If you want to see Colombia you've got to be on the ground. But you're not going to go fast on the ground.

Q: Who was the ambassador in there when you were there?

GOOD: Viron V. Vaky.

Q: Yes. V. Vaky.

GOOD:.V. Vaky, bless his bureaucratic heart. He felt it necessary to sign every message, every memo, every document that went to the government and that included household effects customs orders. He just didn't know how to release and delegate. His deputy, Robert White was superb. Course, he fell into problems later with the Carter administration in Central America. But he was a real pro. Our PAO, Bob Chatten, was probably the best PAO I've had, arguably one of the two best that I've had.

Q: The situation there, what sort of government did they have?

GOOD: This was still under the alternating system that they'd set up after the La Violencia, where they'd go liberal, conservative, liberal, conservative every four years.

Q: Reds, blues sort of thing?

GOOD: Yes. It was agreed to, like Lebanon went for quite some time. So you really didn't have anything more than a discussion as to who was going to get the nomination for the next party in. It was not progressive looking. They really didn't think to the future very far. My father-in-law was convinced that the only answer was a strong military, but that the military was not capable of making that kind of move. There are some excellent officers, but like so much of Latin America, the military comes from the working class, middle class at best and consequently doesn't have the standing in the class structure that you've got in Latin America.

Q: And also the technical knowledge and all.

GOOD: They weren't trained.

Q: I've seen this assault in Greece with the car bombs and they did a lousy job. They order something off the top of their heads and they don't put it through sort of the democratic processes, same one it's working on.

GOOD: Even if they did that, they weren't capable of judging whether they were getting the right thing. It's like the management of the INS (Immigration & Naturalization Service) today. They're not trained in technology, and so they don't understand that they're making a mess of what Congress had delegated them to do.

Q: In the first place, how did you meet your wife?

GOOD: She walked in the door soon after I got there. I was there as the Bi-National Center director in Bogota. I had asked that I get a language tutor to beef up my Spanish. She had been a teacher there the year before and earlier when, she finished high school and had taken the bilingual secretarial course, because her father didn't believe that upper class children should go to the university. Boys, yes, her brother was a well-known surgeon in town. She was trying to fight that. She had gotten to the States for junior college here, and she had persuaded her father to let her go to the same university he'd gone to. But then of course, they had student riots, and the university closed down, so she'd gone off to Venezuela, spent a couple years at the Canadian embassy there and came back and was teaching English and Spanish at the Bi-National Center. Then she'd gotten into an accident, a car accident. Her fiancé had smashed head on, and she almost lost her leg and of course had been in the wrong section of town. They took her to the hospital where nobody knew her, in a lower class area. Fortunately somebody got the word to her brother, and he got over there in time to save her leg. She came in to teach me. She had just come back. She was still with a cane, didn't have crutches, but with a cane.

Q: Yes.

GOOD: We actually didn't do much language teaching study at that point, because no sooner had we gotten started than we fell in love and I didn't want her to be teaching me then at that point. So I did the unpardonable and hired her as my secretary, because I trusted her, and we were having trouble in the Center.

Give a little background. The person I had replaced as I mentioned earlier had been medically evacuated and ultimately lost the lower part of one of his legs. His predecessor, Ernie Aribe had hired an administrator to run the institution. Soon after he did that, he realized that he'd made a mistake. Now this was two years or so, maybe even three before I got there. He realized the guy was sleazy and corrupt, not the kind of person you wanted in this kind of institution. He tried to fire him, but Alvaro decided that he could fight that one easily, and he began to organize the staff as a union. That was not something the board wanted to touch. So Ernie had to back down and agree, "I will keep you on if you cancel the union organizational efforts." Fine.

My predecessor had a policy that he make no major change in the first year of his stay in any posting. He hadn't quite finished a year when he was evacuated, so he hadn't had a chance yet under his rules to do anything with Alvaro.

I had no background about this. I was brought up on a direct transfer, postponing home leave to take over because of the med evac (evacuation). On the way over, the CAO (cultural administrative officer), who was taking me said, "Oh, by the way, you are to get rid of Alvaro Bolivar." That was news to me. The next day I got a memorandum, "Found the PAO," it said, "You have 90 days to do it."

Well, obviously Alvaro decided he would take the same steps that he had taken earlier, and successfully under Ernie, and began to organize the union, which scared the board silly. It turned out that the board, which was half American and half Colombian with a Colombian chairman. The chairman had been handpicked and put in by Ambassador Vaky, one of the Colombian members, an attorney, was the chairman's personal attorney and business attorney.

Now I'm an attorney and I applied my American ethics to this situation. It turned out the guy was a labor lawyer. I found out also that he was, contrary to the rules of the board, on a retainer from Alvaro, another complication. So I wrote a letter to him, copies to the board, saying that I would appreciate it very much if he could provide me with his advice, since he was on a retainer from the center on what to do with this effort by Alvaro to organize a union. There was an explosion, because he lost face, obviously, and by his losing face, because they found out he was doing something that they didn't approve of, the chairman lost face. So immediately I had two enemies.

Q: Yes.

GOOD: Didn't make any difference to my job to get rid of Alvaro. I told Alvaro, first of all, to get an audit done. Audit was done and came back with the information that showed that he was a corrupt operator. I told him he had to go, so he went to the chairman, and the chairman went to the ambassador, and told the ambassador that I had lost the confidence of the board. That was his opinion. The board reversed that message by voting me their confidence.

The ambassador had been briefed by PAO at that point about what the problems were. At that point Bob was on home leave, so it didn't help; it was a month before he came back. In the end, they effected a compromise. The chairman said, "Okay, Alvaro goes." The Ambassador said, "Good goes."

The area director came down from Washington. Dorothy Dillon had served with Vaky in Guatemala some years before, and she thought that maybe she could persuade him to use some good sense. She failed, but her retaliation was to take the assistant cultural officer away who Vaky wanted to keep as his social secretary, if you will. She was a smooth operating Georgian lady. So he lost her, Bob lost me, and we both were sent up to the DR (Dominican Republic).

Q: Dominican Republic?

GOOD: Dominican Republic. Behind all of this there was another problem. Of course

immediately upon the board finding out that the chairman had told the ambassador this, they called in a meeting and said, "We give our full endorsement to Paul" to just tell the chairman what they thought about him. Of course he voted along with them to agree, because he didn't want to lose face anymore at that point. He was the president of the local W.R. Grace Company Branch and also was with the Bank of Bogota. So he was a player in the community.

There was an interesting sidebar to the meeting in which they thought this out as to whether they'd accept the compromise that the Chatten had worked out with the chairman of the board. I asked if they'd mind if I taped the session, horrible idea in hindsight, and they said no. But half way through the meeting, one of the Colombians on the board, not the lawyers, but an advertising executive, jumped up, snapped open the tape recorder, grabbed a tape, and pulled the tape all over the floor. I guess at that point he realized that this wasn't going to do him any good if it got out. None of this was going to get out; I just wanted to rib him.

But behind all this there was another problem. That was that when I came to the country I had told Bob that my wife and I had agreed on a divorce, but that we were waiting to go back to the States to finish it up. He knew that, but we didn't put it in the embassy rag. It probably would have been better if we had, because the perception then was that I had found this Colombian girl and was dumping the American girl, an obvious perception if they hadn't the background. So I was called over one day by the PAO, we were in separate parts of town of course, and he said, "The ambassador wants to know if you're sleeping with her, the Colombian girl or whether you're going to get married."

I said, "We plan to get married."

"Oh," he said. "Then you've got to get out of the country. This is a totally separate issue to the problem at the center itself."

The reason why he said that was his wife was worried that he would get ideas and dump her.

Q: Mrs. Vaky?

GOOD: Mrs. Vaky, who was a good friend to the wife of one of the American members, the finance officer man with the local Chrysler plant, who was also worried that her husband would get these ideas. They wanted to get this example out of the country so that it wouldn't be leaping up at them. Confirmation of this theory as being true came after I left when he bounced the JOT out, who was single, but got involved with local lady.

Q: JOT is Junior?

GOOD: Junior Officer Trainee.

Q: Junior Officer of Trainees.

GOOD: He was not junior by any means. He had been a prisoner of war in Vietnam, and he was a native born American, but born in Peru and raised down there as a youngster so his Spanish was native! He's currently come back from retirement to handle the exec job in Lagos, very nice fellow. But he was kicked out because he had no clout to it. The ambassador tried to kick out the AID director. Now he lost on that one, both because the AID director had enough clout and because the AID director was officially separated, his wife wasn't in country, and his girlfriend was Brazilian and only came over on occasion. So the ambassador didn't have quite as much of an argument against him. In any event, come November, I was on my way. But I left a record because I raised $125,000, set up the expansion plans with that money for the expansion of the building. We had a center branch in the north part of town. We had 5,000 students. We had a...

Q: Could you explain what a Bi-National Center in Colombia at that time did?

GOOD: Colombia had a very active operation that we had set up back in the '50s where we incorporated locally in a number of communities in the country, an institution whose aim was to provide English language training, access to American cultural presentations, and a library for research. In the Bogota operation we also had a printing plant and an art gallery. We were used as a convenience by the embassy as well, to do things which the embassy regulations would not allow them to do, like we could handle liquor, buy it with the money. They would grant us a sum of money to handle the program for them, and then we could use that money in ways that they couldn't. This was common throughout Latin America where we had these Centers It was set up with a local citizen as chairman and then equal number of other board members, half of the, in our case, Colombian, and half American. The Americans were, if possible, members of the local community, Americans who might have married a Colombian or at least were on assignment to a Colombian company, American-Colombian branch of an American company. On occasion in some countries, you also had perhaps a member from the embassy. Usually the PAO was ex officio on a board. It raised its own money, although it got quite a bit of support from the embassy. My salary was paid by the embassy, of course. The librarian's salary was paid by the embassy. We provided the books for the library. We brought the printing plant in for the press. We supplied most of the machinery. In other ways, the car for the operation was a castoff from the USIS fleet at the embassy. As a castoff, I can remember one day I tried to shift, and the whole gearshift came off in my hand. It was old. But that was background support. Probably without that the Center wouldn't have made it.

We had a reasonably good relationship in Colombia at that time in that they, well, the board on the Colombian side was interested in self-promotion in the community, unpaid jobs of course. The embassy was looking for pushing the American agenda. Sometimes those conflicted because we weren't after just a show and publicity for the Colombian interests; we were interested in the American. I wouldn't take that kind of a job again, because there was a conflict of interests for the director as well.

But we ran a good operation. We had other Centers as well when I arrived. We still had

local hire directors in a couple places like Cartagena on the coast, and we had an American down in Medellín and in Cali. There were a couple of reading rooms left, but mostly they were closing down. In general in South America now, I don't know of any operations which are remaining. We separated our interests finally from this operation. Some of them continued as in Mexico City and Buenos Aires, locally run by the city government cultural center. We had turned around to set up an information center separately and ran our programs through that, because we found ultimately that the conflict of interest was too great. While you could run it fine for a couple of years, down the line, it would turn bad, turn sour, and you'd get locally bad feelings which countered any of the benefits that you were coming up with.

We had problems in some places with corruption on the American side as well. It wasn't just the host nationals that gave us problems. After I left, they did a study and found that one of the Americans in the community who had been Peace Corps in Malaysia, an architect, had been in connivance and got some juicy contracts without competition, and there was money being bled out. Of course, they didn't do anything about it in Washington. They got the information, but they decided that it wasn't in our best interest to flag it at that point.

I had a good staff; still have some contact with them. The Webmaster at the embassy is our former librarian, still hanging on. Most of the others left, retired, and so forth. But we did a good job, and there was a lot of interest in the community in English, obviously with 5,000 students, because there was-

Q: Yes, where were the students? Was it mainly a business orientation that they were doing then?

GOOD: They wanted it to improve their chances of getting better jobs in their businesses. Yes, they were mostly business people, young people in the main. They knew that business with the States was the way things were going. That's where the money was, and if they had the English, then their company could use them, and they'd step up. They worked hard. We had a good set of teachers. Some were Americans who were passing through and decided to stay for a while and teach. Others had really moved into the country some time back, maybe married a Colombian and decided to settle in Bogota, all kinds of reasons behind why they were there. One of my curriculum supervisors then joined the USIA a couple of years later, and I saw her next in South Africa. She came out as the branch officer for Cape Town.

Q: Yes.

GOOD: She's since retired, but she had purchased an apartment next to my apartment building, I suspect she still has it. As I said the other day, we didn't have that much contact with the embassy because we were far away, a couple miles, and with the traffic as it was, I got over there for staff meetings usually, but I didn't have much else to do with it.

Q: Did you feel that there was any point at this point in challenging your sudden departure, or did you feel what the hell, just get out?

GOOD: Ah, you know the system as well as I do, and there wasn't a way it looked to fight it. The ambassador is the boss. EEO (Equal Employment Opportunity) actions might be possibly brought now back here against him, but not in those days. Things have changed. I was not that upset about it. I liked Bogota, I still like Colombia of course, but I came into the Foreign Service, not to fight the system, but to see the world. Here's a ready-made opportunity to see another part of it faster than I'd expected.

Q: So how did USIA respond?

GOOD: They didn't hold it against me.

Q: I mean, as far as you were concerned, did they put you on a black list or just say, "Oh hell, let's give him another job?"

GOOD: No, they had another job. I mean the area director was on my side. I didn't have any problems with her. I saw her the other day down at the Kennedy Center. She's still around, very professional, probably our first high flying female officer-

Q: Was she Dorothy Dillon?

GOOD: Dorothy Dillon, great person, really a classy lady. She knew how to run an organization, and she knew how to still remain a woman, unlike what we'd been picking up since the mid-'70s, conflict of identity I suppose. We've had it for a lot of our junior officers coming in. I'm retired; I can say that.

Because she was on my side, and continued to be on my side, there's trouble later when I go to the DR experience, I didn't have any problems with that.

Q: So where did they send you?

GOOD: Santo Domingo.

Q: How did you feel about that?

GOOD: I didn't have any preconceptions because I'd never been there. I didn't know it at that point, but I hated islands. I learned that after I got there.

But on the way to there, I took the long route. I flew to Panama City and then took the bus from there, country by country, one country a day until I got to over by Guadalajara in Mexico. Then I took the train across through the mountains, the larger-than-Grand Canyon canyon they've got there. Then I took the bus up to El Paso and the bus over to Los Angeles and took a train up to Vancouver, B.C., and across to Winnipeg, where I ran out of time, which was a strange thing, because I hadn't finished my 20 minimum days.

But Washington thought that they had promised the PAO in DR that I would be there by the fifth of January. When I got there, she said, "Why are you here? It's wintertime, and the universities are not in session. It's vacation. People aren't here. It won't be ready until next month. You should have stayed away."

Well it was too late at that point, and they gave me a waiver on the 20 days. But I saw the family up in Portland, Oregon, and that was fine; they were doing all right. I started out then to be a CAO in the DR.

Q: Cultural Affairs Officer?

GOOD: Yes.

Q: You were in the Dominican Republic from '75 to?

GOOD: '75, another short tour, from January to September.

Q: What was the situation in the Dominican Republic?

GOOD: Short of water. Politically it was dull. It was well past '65 when they'd had the invasion. Bosch and Balaguer were still fighting about Balaguer, who was in. It was slow, it was fairly expensive, it was different, and it was interesting. The cultural complex that they had built near the embassy was magnificent, a great place to show the moon rock when it came through, and we had a very interesting programming possibility there. Gulf and Western, the big American company, had a lot of investment there. They had the sugarcane plant down on the coast, they had a lot of hotels, and there was a currency problem. You couldn't export all the money that they were making. So they did what Spain did, or what the tourist organizations in Spain did. They decided to take the tourists' money in New York in dollars, keep the dollars up there of course, and then use their profits to pay for the operation of their tourist industry in their hotels, so they had local money to burn. The ambassador didn't have much to do. He decided, "This is a big American company, I'd like to deal with them, they've got money, and we can have fun." He was a great guy.

Q: Who was he?

GOOD: Robert A. Hurwitz. He was the one that got convicted of misuse of government property and had to retire.

Q: Well, we'll put it in later on.

GOOD: Okay, I meant to look his name up last night. He got into trouble of course with the government. There were three counts. They said that he had used leftover government lumber to build a beach house, that he had forced the defense attaché out of his office, which was separate from the embassy, in order to group the American Women's Club in there because his daughter was the president of the club, and that he used representation

funds to hold a wedding reception for his daughter who got married in post.

The background was that the B and F officer, they called it B and M officer there, it was one of the giant administrative posts, didn't like the ambassador, didn't like the way that he was going, and he blew the whistle. The ADM officer, who was an AID fellow, had not stepped in or made any efforts to make sure the ambassador didn't get into trouble, just said yes, yes, yes. I don't know the merits of it, but the local population couldn't figure out why we were upset with the ambassador. He didn't do anything they wouldn't do, and so he stayed on and became a lobbyist/investment advisor for Taiwanese money coming into there.

Q: Oh. (Laughing)

GOOD: He was treated far more importantly than the American ambassador, because they knew him. Now he did himself in there ultimately, because he was on his second marriage when I was there, lovely lady. He divorced her and married an ex-wife of the first secretary of the Venezuelan embassy. That didn't go over so well. That was after I left. But he's the only ambassador I've ever known, who's said at a party, "Don't you stay for me to leave before the bell. I'm going to stay all night. I love to dance," and he would roll up the carpets all night. But he got himself involved with these cultural programs, so I was left without a job. That's what it amounted to. There wasn't that much exchange work going on. We didn't really have cultural presentations except as it was under this program. As soon as the ambassador got involved in it, quite promptly the PAO decided that she better be involved with it. I know logically that's exactly what I would have done if I were the PAO. So all of that was gone. I didn't have anything to do. So I went to her and I said, "Barbara." This is Barbara Hutchinson, who was our hero because she was kidnaped and held for 17 days before they released her. I didn't know her before that. She had already been through that experience when I arrived.

Q: Yes, she ran into that in the Dominican Republic?

GOOD: Yes, at post. She didn't get pulled out after that; she stayed on. But they tell me that she wasn't the same person. Her personality had changed. I don't know, because I didn't know her before. But I do know that within two weeks after my fiancé arrived, she came up from Bogotá, and I did one of those DR divorces, a bilateral one with my ex-wife agreeing. My present wife Barbara arrived, made a pass at her and was refused. Now I didn't know that, but I did know that all of a sudden my relations with the PAO suffered a severe change. And it wasn't until some years later that my wife told me what had happened. She said, no, of course, and that hurt. That hurt very much, because when I went to Barbara to say, "Look, you've taken over the cultural presentation job, which is a major part of my job. Let me do the admin (administrative) work for you, because I'm good at that, I have experience with that, and you don't like it. You've said you don't like it," she got defensive, thought I was trying to take over and so wouldn't let me do it. Keogh, the director of the agency, came through shortly thereafter with Dorothy Dillon, on a trip of the area. I presented her with the problem, and she tried to get Barbara to change her mind and let me do the admin so that she could concentrate on the cultural

side. Dorothy got nowhere with her either. So Dorothy convinced Keogh to curtail my assignment and get me onto something else, because there was obviously no reason for me to be there.

Ted Boyd was also there at the time. I found him in my office the day I arrived. He was a JOT, junior officer, the longest running JOT I've ever met. He was in that category for five years. He had been a state communicator, Addis (Addis Ababa), took the test, was selected to come in, his wife in Ethiopia, she's an Eritrean, and decided to marry her. They came back together to Washington. We had a rule then, an unwritten rule; you may remember it. I'm not sure State had it, but certainly USIA did. If you married a foreigner, you had to stay in the States for three years.

Q: Yes, generally this is it.

GOOD: That's long, long ago, but that's what the rule was. So there he sat in Washington. He got himself a Master's degree in the process. That was good. Then they sent him off to his first posting, the DR. He was sitting there doing nothing, but reading paperbacks because Barbara wouldn't let him do anything, except once a week on Wednesday afternoons he could go over and do some student counseling at the Bi-National Center we had in the DR. So he was very frustrated.

But he's a good phlegmatic type guy, background, Baptist minister's son, big guy. He's still in. He won his EEOC (Equal Employment Opportunity Commission) suit and stayed in. His wife won her EEOC suit and got a double promotion, and she's still in. They've done very well.

But he wasn't doing well there. He couldn't get out of JOT status because he didn't have his language certification. His Spanish was fine, but FSI didn't have money to send anybody to do the test. So when Dorothy came down. I said, "Dorothy, look, here's the problem. Would you please when you go back, get FSI to authorize a tape test. I'd done one of those in Thai when I was overseas." I knew it existed. She did, they did, he took his test, he passed it, and he still couldn't get out.

I was livid at that point. His wife was pregnant. They were assigned to Bolivia, couldn't take her down there. They couldn't have a baby at that height, so he was (laughing) stuck a little bit longer. He really had a tough time. He kept his cool throughout. He had been there through the kidnaping. So he saw her on both sides, and I suppose most of my perception was coming from him. He had enjoyed that time, because he was running the place. He had been the only American officer in USIS at that point and was able to do everything, and then she came back and cut him off at the knees, and he had nothing to do. So he was frustrated.

So, Keogh gets back to Washington, and somebody in his office convinces him, probably personnel, "but you can't do that, it would set a bad precedent." It would indicate that Washington's going to second guess the PAO, and he hadn't been down there so long, and it wouldn't look good for Barbara, and so on. So Keogh reversed himself. That was I

think in May at that time.

I learned another trick in August. The area director could not make a change without the director's approval, but personnel could. If the area director was on leave, personnel could make that decision. Dorothy went on leave in August. Rob Nevitt, my boss from Ubol, Thailand, instantly, as deputy director of personnel, cut my orders and brought me out. But Barbara got her axe in at that point. We went through my OER (Officer Efficiency Report); it was fine.

Q: That's the efficiency report?

GOOD: It's the efficiency report at that point at post. She said, "I don't have it typed up," because she delayed and delayed and delayed about our leaving, "so I'll send it on." What she sent on was not what she had in draft when I saw her, and was so bad and so full of improper references, that when it got to personnel in Washington later management said, "Impossible." Now the panel was meeting at that point, and they had seen it. Two of the three members on my panel were friends of mine from Chile. I'm not sure with that, even a changed report, whether they'd have been able to promote me at that point. I was eligible otherwise. But personnel pulled the report, so I had nothing to be judged on. The panel was angry because they wanted to write something for her file for having improperly drafted an efficiency report.

That hurt; that hurt badly because I had a hole in my file The hole couldn't be filled because Earl Klitenic, who was head of personnel and for whom I worked recently at the Voice, he's still over there, didn't think that she would agree to do anything better. It was so bad that even if she had sanitized it, she would make sure that whatever went in was going to be negative because she was still mad about the fact that my wife turned her down. Well, we got her; my wife put a good South American curse on her. She died a few years later, so she's gone.

I feel a bit sorry for her because to be a woman in the information business in South America, at least in those years, was very difficult. She couldn't shmooze with the guys, and all the journalists really that mattered were male. The papers closed late. She really couldn't do what a man could do. Now a man doing what a man can do often times burned himself out because it was very, very taxing.

Q: Yes.

GOOD: But she couldn't do it. It's not quite as bad as an information female officer in a Muslim country, but down toward that end of the spectrum.

Q: Yes.

GOOD: So I wasn't unhappy about leaving the DR because obviously I didn't have anything to do, and I found I didn't like to be surrounded by water. I confirmed that when I came back on a PAO conference later when I was in Surinam. I had an instant feeling of

discomfort. It might have been all right if we'd been assigned in the interior of Santiago, which is the old capital, the old natural capital, the old center for the upper class, the branches and so forth. The highest mountain in the Caribbean is there just on the side of Santiago, or maybe up in the north where the beaches were. But the south beach, as is the custom of the Spanish settlers, was on the rough shore because it was more protected when it comes to invasions. The beaches were few, and the waves were wild, and I just didn't like it.

Q: When they brought you back, did you go back to Washington itself? You were about due anyway, weren't you really?

GOOD: I was due, yes. I should have come back, as I said, at the end of Chile because I had the assignment all set. This also made it very obvious that it was Jim Halsema who had canceled my job up there, because no sooner had they canceled the job, and I'd moved on, than labor management recreated the job and put Earl Klitenic down there.

So I didn't have a smooth route those two years, but it was only two years. But it killed me. I never got another promotion in the next twenty years, twenty-five years, twenty-six years. I beat the system, but I was dead in the water, which again didn't bother me particularly, because as you know the senior assignments in the agency are not the best.

Q: No, they're not as much fun.

GOOD: They're not as much fun. There's much more choice at the mid level and I was mid level, and I was making as much money as the guy ahead because I had so many years in. I topped out at 14-10. They raised the cap a few years ago. I was up there within the money, and I had a marvelous list of assignments, 11 in total on five continents. I keep counting the number of countries that people in the obituary column have gone to. There was a communicator recently who had 11. But part of his were, after he retired with his wife who continued on, and so he captured some countries that she was assigned to, but he was the unemployed spouse. Eleven is just out of sight for a regular Foreign Service officer. I haven't found any Foreign Service officer who's had that many. So I came out ahead personally. My wife of course wasn't so happy that I didn't have the stature of the embassy, but I had the gray hair. What difference does it make?

So I came back to Washington and was assigned to the Interagency Task Force for Indochina.

Q: This would be what '70?

GOOD: This is September of '75.

Q: How long were you doing that? This is the Vietnam Crisis, wasn't it?

GOOD: That's right. This was the close of Vietnam, the evacuation from Saigon. It had already been an operation for some months. I came in and was first placed in the press

relations' office. A couple of weeks later they shifted me. They needed help in the Congressional Liaison Office. Kay Clarke-Bourne, another wonderful Foreign Service officer, who had been kicked out of the government because, and if you haven't interviewed her you really should.

Q: Kay?

GOOD: Kay Clarke with an E-Bourne, B-O-U-R-N-E, and she's in the city. She had to retire at 65. But she got axed out because she got married back in the '60s in India. She married the grandson of the co-inventor of the Singer sewing machine, but you couldn't be a female married FSO.

Q: Oh.

GOOD: So it wasn't a money problem, but she was stubborn, as she'll tell you in happy detail. She hung on for eight months. They took away her desk, they took away her access to the country team meeting, and then they wouldn't give her a return ticket to New York. She ultimately got refunded for the money her husband put out to get her home, but she was out for eight years before she came back. But she came back, and she was running this portion under Julia Taft, who's of course is back here as an assistant secretary now, the Congressional Liaison Office. I also met her then shortly thereafter when I got to Nigeria; she was the head of the political section.

Q: I want to stop you, okay. We have you in?

GOOD: Washington.

Q: Washington. Your first job is dealing with the sort of the aftermath of the...

GOOD: Of evacuation.

Q: Evacuation, of the Vietnamese and all from Vietnam after the fall.

GOOD: It was interesting.

Q: Which was in...

GOOD: '75.

Q: April of '75, I think, yes.

GOOD: Yes, and this was now September of '75. I stayed in that job until January, and at that point they sort of disbanded the whole thing.

Q: What were we doing?

GOOD: We were responding to Congressional questions about whatever was going on. We had prepared statements. We also would deal with the public questions as well, as they came in. We had boilerplate answers to letters that would come in. One of our different people at Congress was Sarbanes. He was-

Q: Paul Sarbanes of Maryland, yes?

GOOD: Yes, he was running for the Senate for his first term and tried to make a name, and he was being pretty rough with the members of the Interagency Task Force that he called over for hearings. If you look at their headlines, he wasn't particularly sympathetic; I think he's moderated himself a good deal since. But he came out across at that time as being very domestically oriented, which I guess you'd have to be at that time if you started out in politics at the Senate level. That was interesting. It was fun to see Julia the other day when I was checking out retirement over at...

Q: This is Julia Taft

GOOD: Julia Taft, who has been in the migration humanitarian business ever since, a great boss. She just really is competent and well placed and comfortable with her responsibilities. I'm pleased that they've been able to keep her occupied at State all these years. I guess she spent some time with AID, but basically in the same kind of business. When that job faded, I went back to the agency and looked for a next assignment. I was very fortunate to find a very interesting job in post management, we call it a post management systems officer; State calls them PMOs (Post Management Officers) for Africa, Sub-Saharan Africa. I had an executive officer tour under my belt back in Thailand, my PO (Principal Officer) support counted as executive, and of course I had field experience, and when it comes to Africa, I was available, so that gives you an edge right there. I spent a couple of months reading in because things had changed in Africa since I had finished the university, undergraduate university. I had to learn names, I had to learn name changes, and I had to learn geographical units. I know that it's not quite proper to say black Africa, but in the sense that it was a place that had no light, that is it was an empty hole, I had to color it. I had to identify, I had to get some parameters, I had to find out where I was, and so it was very useful to read in. I, of course, was doing some study on the executive side as well to make sure that I was ready to be the troubleshooter that they were looking for.

They had a great deal of difficulty filling the job that was traveling just Africa, and so as soon as I got out of the job, they couldn't find a replacement. They had to split it. So they split the job half Europe, half Africa, and a second person half Europe, half Africa to give them a little break, because it still is very difficult to travel constantly in Africa. Unlike the State PMOs, we were in the field 50 percent of the time, literally 50 percent of the time. We continued that all the way through to our merger with State. It was a very taxing travel job.

We would hit the trouble countries about once a quarter, places like Chad where they didn't have experienced PAOs; they didn't have good local support staff. Put it this way,

I was a Washington based PMO who was supervising a number of regional American post management officers in Africa who were based in Africa. The person who had been covering Chad before I started to travel had trained this one lady repeatedly and unsuccessfully. She was the wife of the minister of education, so it was difficult to get rid of her, and the woman just didn't have it. I don't know what she was outside work, she may have been a very pleasant social person, but she just didn't understand how to operate an office. So I'd go in and I'd do a little training; basically doing the same training every time I came up to clean it up to the point where they could then continue for a while longer.

Q: I don't understand. She was a citizen of the country?

GOOD: Yes, she was the local hired administrative assistant.

Q: Oh.

GOOD: Local employee, and USIS was separate. Chad was a particularly interesting location because...

Q: Yes, we were having the wars at that time.

GOOD: Well, it hadn't started yet. I mean there were problems up in the north but it hadn't affected the south particularly, and so it was still a very desired place to visit without any worries. Some years before, I think 14 years before, somebody at the embassy had executed a lease contract to buy on a storefront on the main road in the town, and nobody had paid any attention to it. All these years we had just continued paying the rent and that FBO just sort of figured it was a rental arrangement with a long-term lease. About the time I arrived, the landlord notified the embassy that it was now theirs. That FBO (laughing) was just really upset. It was a storefront, literally a dump. It had some space in the back for parking. It wasn't a bad thing for what we were using it for, but it's not something the U.S. government ought to have, and all of a sudden, there they had it.

I remember one visit I was waiting to get to the airport; it was a late evening flight. I was sitting at PAO's desk doing my report up before I left, and some liquid began to drop on my paper. I looked up and there was a bat in the vent above me. I chased it down, and I got the wastebasket turned over on top of it and left it there, didn't tell the PAO what he was going to find the next morning. (Laughing) I don't know what his expression was when he found that. The tsetse flies that were also in the area, I've never seen a local employee move any faster or as fast as they did when they saw a tsetse fly. They were up with the can to spray that, (slapping noise) like that, because they were so scared.

Q: Encephalitis, sleeping sickness?

GOOD: Yes, and the first time I encountered it on the ground to see the contrast between where it was and where it wasn't, was in Nigeria. I was driving north and about 45 minutes into the zone it finally dawned on me something was different. Then I realized,

"Yes, there's nothing living." You don't see animals; there were some people occasionally, but nothing like you'd see elsewhere. For about a two-hour stretch it was dead. Now they would bring cattle down from the north to that area into Lagos for sale, slaughter, consumption, but they couldn't risk keeping them alive very long after they got up to that zone because they would probably have been bitten. It's a stunningly, massive, physical difference when we're in that encephalitis zone, sleeping sickness zone, etc.

Back to the PMO job. As I said, we traveled 50 percent of the time. I was responsible for everything south of the Sahara except Sudan. Sudan was part of the Middle East. CIA has it as part of Africa, and AID does too, but USIA and State decided to keep it above. I didn't visit Mauritania. Mauritania at that time was also considered part of the Middle East Bureau of North Africa. It shifted later back into Africa. So I had everything from Dakar, which was the usual point of entry on Pan Am, to South Africa and over to Somalia, up to Ethiopia, Mali, Niger, Chad, and so forth, and all that between. I did not get to a few countries. I didn't on the ground in Angola; I flew over it of course. I didn't get to Burundi and Rwanda. We didn't have posts there. I didn't get to Mozambique, although I later got to its border when I was in South Africa. Eritrea wasn't separate at that time. My first job was supposed to be going up to close our post in Asmara, but by the time I go to Addis Ahaha, Arthur Lewis, who was the PAO at that time, decided that it was too dangerous to travel up there; this was in '75. So I didn't get up to Eritrea. I later traveled Sudan, of course, out of the Middle East, but I didn't get to Central African Republic, I didn't get to Sao Tome and Principe, and I didn't get into Equatorial Guinea, although I, of course, saw it. You can see Fernando Po, now called Malabo, from Victoria in Cameroon, the old British Cameroon, but I didn't get on the island. But I think everywhere else I did, including Madagascar.

Q: I would think that the USIA effort would have had in the greater scheme of things in this part of Africa a fairly low priority in USIA's…

GOOD: Budgetwise, yes. But, did you serve in Africa?

Q: No.

GOOD: The way things operate in Africa it is a very personal type of operation. Not having resources is not a great drawback to being an effective programmer in the African countries. A society is small in most places. The opinion makers are a smaller number. South Africa is an exception, of course; it's got more educated people. We had a small cultural program, mostly run out of the regional office in Paris. The fellow cultural performers, mimes, musical groups, or whatever in Africa were paid for by resources given to the resource center in Paris, so it didn't cost the post anything. Exchange budgets were heavily funded by Washington so that your budget on a one-man post probably ran $125,000 or less. That was fine because with what you were paying rent and salaries, you might have had five local employees, and a car. Often the car was purchased by Washington money, too. You didn't have to take it out of your budget. These comparatively massive expenses every four or five years were too great to be fitted into a steady budget. You'd have a little bit of representation, there would be some allowances,

but of course those were mostly paid out of Washington funds. So, yes, it was a low priority from the Washington point of view, but it was probably as effective as we would have had in Thailand.

Now to illustrate what you're saying as very accurate. When I was in Thailand, we had 125 vehicles for the USIS post countrywide. That was more vehicles than they had in all the USIS posts in sub-Saharan Africa at that time.

Q: But still, cost effective...

GOOD: Cost effective I was...

Q: You got a lot of bang for the buck.

GOOD: Yes, because the embassies are small. The ambassador is going to use the PAO like he would any of his other staff, focusing on the educational and media parts of society. And as you know, the USIS contacts are the broadest in the embassy, because they aren't limited to a particular section. They focus on those media and university outlets and a few of the ministries, culture information or whatever you got, but they also are contacting everybody else too. They're involved not so much with the military, but they're involved with the politicians, they're involved with the government ministers, the bureaucracy. They have an excuse to see anybody, if only because they're dealing with the exchange program. So any PAO is a valuable asset for the ambassador in a small country because they can be counted on to know more people than anyone else, maybe not as deeply as a political officer with those political contacts, but they know them, and can give a broader perspective to the ambassador of what's going on.

We had mostly one-man posts in Africa. Nigeria, Senegal, South Africa. Zaire (Democratic Republic of Congo) were exceptions. Ethiopia had, I think, three people. Tanzania I think had two. Kenya had two or three. At the time of independence when we moved in our operations in most of these countries, it was hard to find qualified employees. There was not a large selection to choose from. Zaire perhaps was the worst of these as an example. They had what, 10 university graduates at the time of independenc?

Q: In the entire country.

GOOD: In the entire country.

Q: Although they figure three...

GOOD: Could be; it was a handful.

Q: Literally a handful.

GOOD: This was where they had to find people for the government, not just for us at the

embassies. I got to Nigeria; I was traveling Africa in '75 on, so this is 15 years after Nigeria's independence. The past had been working on finding an educated coordinator there were now more qualified people beginning to appear on the horizon, but it was harder to get them because first off, the government was also hiring and secondly, the senior locals were so unqualified. So however interested and willing our staffs might be, they tended to be under qualified for the jobs that they were having to do. This is when the tradition of the bicycle messenger ultimately ending up as your information specialist really hurt.

Q: Yes.

GOOD: In my opinion, in most of these posts you're better off having your cultural specialists and your information specialist changed every five years so that they can then move on into government positions of responsibility giving you a tremendous entrée into the government. There's no sense in having them die on the vine in your office. As I said, in Chile our top information specialist at the embassy when I was there then turned into the press attaché or press aide for General Pinochet afterwards, and the embassy had a tremendous access. He'd worked for Ford before he came to us. Shifting around he'd broadened his network, he kept his credibility all right, and he did everybody a world of good. We didn't have that luxury at that time yet in Africa. So it meant that the trouble-shooting role was more important because they just didn't have the skills on the ground. This applied to many of the Americans as well. A lot of the Americans went there because they couldn't go anywhere else.

I can remember one PAO back when the fiscal year ran from the first of July to June. One of our guys was assigned to West Africa. Niger I think it was. He spent his budget by November. That was not a lot of money, not a big budget, but still they had to yank him out, put somebody else in there. He was the kind of guy who would fly back from the post to the States and buy something in Paris on the way and arrive back in Washington without money for a taxi, totally out of it when it comes to budgeting. He applied that same marvelous talent to the office budget. Okay as a programmer, but he had to be kept on a leash. So they sent him over to Cameroon and let the PAO take care of him there. So there was a lot of work for the troubleshooter coming through and a lot of rescuing.

I can remember getting into Gabon one time on special assignment because Washington couldn't figure out why the PAO was virtually out of money. Great guy, he knew Africa well, a French wife, a great cook. He had done the space tours of Africa earlier on. He just was a marvelous guy. I got there and I looked at what he'd done. What he had done was to take a driver position and shift it to an information specialist position with an increased salary load without getting any new money. With of budget of $125,000 all of sudden you have a $10,000 increase in salaries, you're in trouble. Well, Washington bailed him out, because they concluded that the new RSN was worth. They probably needed the guy and he was a Beninois. And if you know, the Beninois were the intellectuals of West Africa. So he was a good guy, very, very capable. The PAO was a fine guy too, and they didn't want to lose him. That's the kind of thing that I had to go in to do, make sure that the embassy wasn't upset with what USIS was doing, calm some of

the problems that might have come up. As you remember ADM officers weren't always happy with PAOs. I had credibility because I had been, and I was still a Foreign Service officer, a career program officer. Coming in I could talk to the PAO as an equal rather than coming as one of these ADM types that probably doesn't know what's going on, why we're here. It gave me a good edge, and they treated me well, and it was a fun job.

Q: You did this from '75 to when?

GOOD: I did that from March of '75 to June of '76, when I volunteered for Lagos.

Q: Why would one volunteer rather than just be a normal assignment? Was it hard to get people to go there?

GOOD: It's always hard to get people to go to Lagos. They're desperate for people now. They'll take any volunteer for Lagos.

Q: What's the problem?

GOOD: It is a terribly difficult post. It is a post where living was tough. It was very expensive. A bowl of soup in a restaurant was seven dollars and fifty cents.

Q: Yuck!

GOOD: So you didn't go out. Your electricity was out regularly on a daily basis at least two, three hours, so we all had those old fashioned generators, not the nice ones they've got now, which were enough to give you a light bulb in the kitchen refrigerator and maybe a little extra, maybe a second one for your freezer. It certainly wasn't going to carry an air conditioner. It wasn't going to carry any more light. You had danger. There was a lot of petty theft. There was a lot of mugging. It was hot, it was humid, it was dirty, and there was a lot of disease. The military was in charge, but Obasanjo was working on maneuvering toward a civilian elected government, so they weren't interested in us either. I took it because of one thing. It was more money, 25 percent. Two, I didn't like being away from my wife 50 percent of the time.

Q: Oh, yes!

GOOD: So this was a chance to have a family life regularly. She, of course, didn't have children in Washington, so she was alone. She was, of course, fluent in English, but I'd dumped her into Washington without any network support, and I wasn't there, so I took it for that. I wanted to get out of Washington. I found that I really wasn't interested in the Washington kinds of jobs. In fact, I've never had in my whole career, never really had a line job until I got in the State in October last year when I moved into the IO. I took VOA jobs, negotiating job, which I'll talk about later, so I was happy to get overseas.

I had painted Nigeria so dismally that my wife was prepared for worse than it actually turned out to be. Esprit de corps is quite good in Lagos as is the norm, as you know, in

hardship posts, because we're all together in this awful situation, and we're going to make it. There are exceptions; Khartoum was an exception on that. But mostly esprit de corps is measurable in a hardship post.

Nigeria is a magnificently interesting country! It's teeming with people, it's active, and it's noisy. There are a lot of physical confrontations going. Everyday something happens that you could never have imagined happening. I looked out my window one day. We were stuck in the back building from the old embassy, and through the courtyard from one open gate to the other went this swarm of people chasing this one guy, who was being accused of being a thief. I didn't go out to see what happened to him, but it wasn't unusual for them to beat him thieves to death. They didn't like thieves and pickpockets and they'd go chasing after them.

It was interesting in an international form; we had money, in the sense that there wasn't any place else to spend your naira. My wife got jobs teaching on the local economy, so we had naira, smelly, dirty, tattered naira, which was the local currency.

Q: Naira is what?

GOOD: It's the bill; it's their dollar if you will. At that time it was oh, something like two dollars to a naira, give or take some cents depending on the time. So although we weren't supposed to be trading it when we went outside, it was normal for us to do some exchanging when we left the country to drive over to Benin or to Togo or to Ghana, because it was just too expensive to trade officially in Lagos. Most of our food we brought in from outside because there wasn't a lot available there. But there was a large international community, businessmen involved with oil primarily, but also involved with construction, bringing in engineers and so forth for the building that was taking off with the oil money that had shown up. When I got there, there were something like 180 ships anchored in the bay, many of which never got unloaded because people took advantage of this opportunity to put real loser ships that shouldn't been out on the sea anymore, and loading them with something like cement, which would then get wet. They'd sit out there for months and months and ultimately sink. They had some pirates that would occasionally attack the ships and steal things. It was quite a wild time, but a very interesting time and a little bit of an adjustment for the first couple of months. That's normal for us, when we go to the overseas postings, we know the job we're going to get, we've done it before, we have a base to operate from, there's support structure. The unpaid spouse comes in and has to find her own way, every post a new thing, with the exception of those who do pick up a PIT (Part-time Intermittent Temporary) job in the embassy.

Q: PIT being Part-Time Intern?

GOOD: Part-time Intermittent Temporary, which now means full-time (laughing) since they changed the regulations. As soon as my wife found her feet, she liked it, too. We didn't have children. We wouldn't take children to Nigeria; it's just too dangerous. There was always at least one foreign child dying every Harmitan season. Harmitan being that

season in which the winds from the north bring the sand to the south and bring viral diseases along. The kids are particularly susceptible. Some child in the foreign community is going to die.

We had four dead bodies wash up on our property. We were on a lagoon; it was connected to the river, which was connected to the bay. I never was there for them. I was either downtown, or I was up on a trip to one of the branches. When those came in, my wife had to deal with it. The most irritating one was when it came up headless. The medical school didn't want that cadaver, and the police didn't know what to do with it, so it took some push from the embassy to get them to take it away. Once I know, they got a pole and pushed the cadaver off to the next property so that (laughing) they didn't have to deal with it. (Laughing) It was quite a time, but it was interesting. The Nigerians, we still enjoy. Wherever we go, we enjoy them, because they are full of life. They may be the most corrupt element in the world today, perhaps not even second to the Russian mafia, but they're challenging.

Q: I have a friend who's a banker in Baltimore, who said that, "Now if a Nigerian walks into your bank, you lock all the doors."

GOOD: (laughing)

Q: "Pull the tellers' windows shut, and don't deal with them because they are the greatest confidence people. They know every trick."

GOOD: Every trick, yes.

Q: "To get money through fraudulent means."

GOOD: And their networking is incredible, absolutely incredible, and there are so many of them! They are really good.

Q: You were doing what?

GOOD: I was executive officer of the post. We had three branches up country. We had one in Ibadan, we had one in Kano, and we had one in Kaduna. The embassy had a consulate in Kaduna. When I first visited there still was a consulate in Ibadan. Yes, they did. One of the fellows there I had known when I was traveling Chad, the junior officer with State. He wasn't so junior. He had his Ph.D. and had published a book. He was in the mid thirties. The only guy I ever met who took his R and R, and when he came back realized he didn't really want to take a 24-month tour and paid back his R and R and left at the end of 18, which was an option in Chad. So I got to visit those posts. I was also responsible for Benin's ADM work as well, just as an excuse to get me out of Nigeria.

Q: In a society like that, you are sort of on the leading edge of trying to do business. I'm talking about leases.

GOOD: Get things done.

Q: Hiring, firing, supplies, that whole thing.

GOOD: Yes.

Q: It must have been almost impossible, wasn't it?

GOOD: It was challenging. Now we did have the regional ADM center, WAAC as they called it, located north of town. But while we could get supplies from there, we weren't able to use all its facilities, as evidenced by the fact that we could not use their metal containers when we packed out. We had to use the wooden containers. When my wooden container arrived at my next post, it looked fine from the street side. But I got around to the other side and there was this huge patch. They had skimmed out everything that was worth anything in that shipment. It was all shaken down to, it had been full; it was shaken down thigh height.

Q: It was half-full?

GOOD: Not even half-full and without boxes, it was just piled in there. All my clothes were gone. Fortunately, I had brought some clothes in the States on home leave, but the port was an open sieve. When I arrived, some of my airfreight didn't make it. I put in my claim, and the company said, "Well, you need to go over to verify that it didn't come in." I told them, "Please, there's no sense in spending my day getting over there physically and getting back. There's nothing there; it's gone. This is Lagos, folks."

They bought that, finally. When I arrived, it took five hours to get in from the airport, 17 kilometers. 17 kilometers! We had to stop halfway along the way because of our air conditioning. They were using it, of course; traffic wasn't moving, and it overheated and had to let it cool down. That's changed; they've got more roads in now.

It was logistically difficult, it was physically difficult, and it was chaotic. There were policemen with their small whips. You'd see them beating up the drivers of cars all the time, not because anything significant had happened, but because they didn't like what they saw the guy do, or they didn't like his lip or whatever. The drivers weren't upset. They considered this a very normal piece of business in a day.

A very, very, tough people, but there was more violent death in my two years in Lagos that I personally knew about, our employees or family members, than I have seen anywhere else in my tours, probably in total. Quick death, people went into the hospital and picked up something new and died over a weekend, as was not infrequent. One of our friends was an Egyptian doctor, who had been there for a couple decades and really was a rice merchant by this point, export, import, but he did have some contact with foreigners. He said, "Whatever you do, don't go to a hospital!" That was our medical unit's advice, too. One of our oil guys over in Niger, area of the river district to the east, I think he had a hernia. He needed it operated. He didn't want to leave the area; he was tied into the

work. So he said, “Oh, I’ll do it over the weekend.” So he went in and he died by Monday. We had a Seabee who died over the weekend in Lagos, same thing. It was dangerous. Don’t have your babies born in Lagos, because the hospitals were short of supplies. The supplies they had were probably outdated. There was a lot there to get sick with, because hospitals were where the sickness focused.

Dead bodies on the streets were not unusual. I remember one announcement in the paper said, “Would anyone seeing a foreigner dead on the streets please notify the authorities.” They didn’t care about the Nigerians; they were just concerned about picking up the foreigners. One local doctor got so upset at one point when a body had been left for 30 days on the side of the road that he finally physically, I suppose in a truck, hauled it up to the city hall, and dumped it on the front steps as a protest.

One of our Washington staff personnel, who later came into the Foreign Service soon after her husband unfortunately had died at post. She had wanted for him to retire before going overseas because it was her first trip abroad Now I don’t know who did it to her, but she was on her way to India for TDY, and they routed her through Lagos to see what (laughing) it was like. I took her on my rounds that day. On one of the flyovers, as they call the overpasses there, I noticed a naked male body on the side of the road. My visitor didn’t make any mention of it, but I saw she noticed it, and she tensed up, and couldn’t stop talking. Fine, I didn’t say anything about it. In the evening I took her out to the club, which is one of the real benefits of Lagos, the Ikoyi Club. I’m a squash player, and they had great squash there. Not all the courts had great floors, some of them were concrete, but good players, and it was a perfect way to erase the stress that you had by four o’clock in any Lagos day. So I went over there, and my wife came with me that evening. I played, and they sat having a drink at the table out front, and I came back to the table, and I said, “What are you drinking?” And she said, “Gin, straight gin.”

I said, “Why are your feet off the floor?” She was sitting there holding both feet off the floor. She said, “Look at those things running around.” Well, they were lizards.

Q: Gingkoes.

GOOD: Gingkoes, geckos, whatever you want to call them.

Q: Yes.

GOOD: She hadn’t ever seen them before, and she was petrified (laughing). She’s a trooper, she learned how to cope, no problem for her, but that was a very, that was what Lagos was to someone coming in, a shocking experience!

Q: In your job, did you deal with the government at all?

GOOD: Not directly, got close to it in the branch posts, but the branch post officer would be the intermediary there. I wasn’t doing reporting, occasionally get involved with leases, but again, that was more often with the owners of the property rather than someone in the

government. The government would be setting these ridiculous demands, like you had to pay five years rent in advance. We got away without doing more than two. But at $60,000 a year for a house, that got to be quite a bit of money. It was a very expensive post for our operation! What I found when I got there was that there had been no mandatory increase work done for some years, so they were well under funded in their budget. We had to work hard; Art Lewis was my PAO. With fortunately a very close cooperation of our budget officer in Washington, more than double of our budget my first year by capturing mandatory increases to the budget. If we hadn't had that influx of money, we'd have been in really very serious trouble.

Q: What was your impression? I mean you've been around the block a number of times. Were we getting to the right people, and did it make any difference as far as you know, the USIA, the Americans' story?

GOOD: Yes, in Nigeria, a very definite success story. They weren't interested in us particularly. In fact, they were probably less interested in the American embassy than any place I've been. They were so focused, those opinion makers in Lagos, were so focused on this conversion to nonmilitary government, that they were very interested in our assistance in learning how to have a constitutional government. They were interested in bringing in parts of our system, as opposed to bringing the British system in lock, stock, and barrel. We had many, many exchange visits, getting prospective legislators, constitution writers, and so forth to the States to observe and learn how our system worked. So we had tremendous impact on the development of the civilian government.

But they were really focused on their affairs. If you invited someone to dinner, cocktail party, whatever, you didn't know who would come, and you didn't know when they'd come. You had to assume that some would come, and some would come very late. Some would bring a wife, some had to bring a second wife, some had to bring a mistress. It's a man's world there of course. You didn't have that much contact with women because the women were not the people that you were going to be dealing with anyway.

Yes, we had an excellent ambassador, Don Easum, who was a pro, and although he didn't appreciate my beating him at squash, he was okay.

Q: (Laughing)

GOOD: He came one night. I had just finished an hour of squash and was having a beer, and he dropped by at the club and said, "How about giving me some exercise?" He had been a good squash player, but of course, I had 10 years on him. So we rented a court, and we played, and I whipped him fairly easily even though I had just spent an hour on the court before. He never again asked to play. (Laughing)

But he was very good. He had his Ph.D.; he had a long experience in Africa. He had been an area director, a regional director at State. But he got into some trouble and didn't go on to another ambassadorship. His ADM officers didn't agree with what he wanted done in some cases. They thought that he was misusing government funds, not for personal

perks, but for activities or enhancements that weren't legitimate. They were prepared to go to the Hill (Capitol Hill) should he come up for confirmation. So he opted out, which was a loss to the service, to take over the Afro-American operation in New York.

Q: You left there when, in '77?

GOOD: I left in June of '77. Making use of our excess naira, we bought round the world tickets, well tickets back to Washington and on to our next post out of the naira and then got reimbursed later. It turned out we got reimbursed about $10,000 I think by the time we got to post. Now of course the next post had inexperienced ADM officers, junior officers without any supervision particularly. It took me a year to get my voucher processed.

Q: Whoa!

GOOD: It had to be done by the regional budget officer finally.

Q: Where did you go?

GOOD: I went to Surinam. I got there in September, and I'll get to that.

So we went east instead of west from Lagos and flew into Nairobi about three o'clock in the morning. An old friend of mine met me and looked at me with rather strangely and said, "Are you really going to the County Hotel?" I said, "Yes." "Oh," he said, "I can't believe that."

He was off on a truck safari at five o'clock, so I didn't see him again. County Hotel was overlooking the main park. We got the penthouse, the top floor, all for us. It was a dump of course. The beds weren't good, but lots of beds, and a great view, and fine privacy, and the management was great, Chinese run, the food was good, but it wasn't the Hilton. I had been there, of course, before, and I didn't like the Hilton. Hilton was like this thing here in Tyson's Corner, round. I didn't like the Intercontinental, and I didn't like, what was the old one that closed, the Nairobi, which was the old plantation owner's place. So we tried it, and my wife survived it. She wasn't excited about it. She hasn't forgiven me yet.

We took a short safari in a little Toyota with a guide. We got stuck crossing a streambed. The guide didn't know how to drive very well, so I had to get out and rock the thing out while the lions were watching us. It was a little bit hectic.

Then we flew on to Sri Lanka and Singapore, and Penang. We were going take the train up the Kra Peninsula, but within the first couple of hours my wife, who didn't have glasses on, got hit in the eye, so we had to fly out of Songkhla to Bangkok and have it treated.

Earlier in Sri Lanka we ran into a serious problem, because we had bought our tickets in

naira, non-exchangeable naira. The DC-10s were taken out of service after we'd started. The only flight from Nairobi to Sri Lanka directly, which we had been scheduled to take, it was going through the Seychelles, which is the other country I didn't get to, was a DC-10, and they weren't flying. So we managed to get a diversion up to Pakistan and then down. That was okay, but we didn't have that option from Sri Lanka. We would've had to buy a new ticket. Fortunately they allowed the DC-10s up again. This was just after the door blew off out of Detroit.

Q: Yes, and it was when?

GOOD: I think it was '77.

Q: Yes, the plane crashed quite badly didn't it? I mean they were having trouble.

GOOD: They were having trouble with it.

Q: I remember an engine dropped off one.

GOOD: (Laughing) Yes.

Q: The day I was flying a DC-10, I think, I can't remember where I was coming back from, someplace, and I was going to Houston, Texas, and I was booked on a DC-10. We were watching television pictures showing this plane crashing, you know?

GOOD: Yes, yes, that must have been about the same time. It was, but it opened up, and we were okay. We got to Sri Lanka, and my wife loved it. We got up to Kandy, and we went to Galle Face. I'd been there before, of course, out of Thailand. We'd done R and R over to Sri Lanka and up into Calcutta. On this trip, actually we went Karachi, Bombay, Madras, Colombo, but didn't spend any time in Bombay, just had to work hard to get an outward flight. It's about the only time I've ever used my diplomat passport to get some priority. She liked Madras; I liked Madras. I liked Bangalore; I like India, parts of it at least. It can be trouble, but I'll get to that later, because I did travel India later. She liked Bangkok, although she says, she went back last year on TDY, "It's like New York in the tropics now with the new buildings built up."

Then we went on to Taiwan where my brother was a missionary at the time, and then up Osaka, took the train up to Tokyo and flew across to the States, bought a car in Los Angeles, drove up to the Northwest, and then across Canada, and down through New York to Washington, where I took two weeks of Berlitz Dutch on my way to Surinam.

Q: Why don't we stop at this point?

GOOD: Okay.

Q: We'll pick this up. You're in Surinam from when, '70?

GOOD: ‘77, ‘79. No, excuse me, ‘79 through ‘81. I was in Lagos ‘77, ‘79.

Q: Okay, I want an AUN. So you were in?

GOOD: Lagos ‘77, ‘79.

Q: Okay.

GOOD: Surinam ‘79, ‘81.

Q: ‘79 you’re in Surinam?

GOOD: Yes.

Q: We’ll pick it up then, great!

GOOD: Good!

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Q: Today’s the 22nd of September 2000. It’s the Autumnal Equinox today at one o’clock. Paul, let’s start.

You are in Surinam from 1979 to ‘81. What was your job? Then let’s talk about the situation in Surinam at this time.

GOOD: Okay. I was a public affairs officer, the only USIS officer at post. We had a separate building in which we had a library, a reading room really and a press operation. We had media contacts. We worked with the university. The embassy was down the street and it’s the first time in my, I guess the only time in my career, in which we pulled the embassy to our building ultimately. At the time I left, we had signed a lease to move the embassy to our building. They were going to put the consulate on the ground floor. We were on the second floor already because the landlord had over strengthened his building, far more than the regulations called for, so that it meant the top floor was easily strong enough to take the heavy communications equipment.

Surinam had a very strange situation. It was sort of a dead zone for communications. It had difficulty in transmitting radio messages. When the coup came, as I’ll talk about in a minute, Washington couldn’t communicate with us. They were quite upset, not that they were usually interested in communicating with us. But since there was a coup, they thought perhaps they should, and perhaps they were right, but I must say that not having them communicating was made a lot easier during the coup, (chucking) since they couldn’t interfere.

We had a small embassy, which increased while I was there because of the coup and the resulting questionable relationships with Cuba through Grenada. Nancy Ostrander was

the ambassador when I got there. She was supported by a DCM, a communications officer, an ADM officer, and three young officers on first tours, basically. They had some training, but they were on their first tour, so they had a consul and a couple, one of the early tandem Assignments.

Q: The DCM must have been basically jack-of-all-trades?

GOOD: Yes, political and economic officer and DCM. He was under some stress, partly, I suspect, because he had some difficulty working with Nancy. I don't know whether there was a gender problem there or not. He was finishing up or had finished up a divorce. His wife was an heiress, and the kids had been settled with huge trust accounts, and none of those were there at post with him, so he wasn't always lucid. But when he was in a good mood, you couldn't ask for a politer, gentleman.

Q: Who was it?

GOOD: Nuel Pazdral. I think he'd spent more of his time in Eastern Europe. Poland was one of his strong interests.

Q: Pazdral?

GOOD: Pazdral.

Q: Yes. I knew a Pazdral. Yes, I know Nuel.

GOOD: Yes, last I heard he was in Bucharest, I think.

Q: Yes.

GOOD: I'm not sure what happened to him after that; it's been some time. He was a real gentleman when he wasn't upset.

Q: Yes.

GOOD: But we had some problems, because he wanted, partly because he wasn't as you say jack-of-all-trades there, he wanted to vet everything that I did. Obviously, when it came to media reporting, our job is to get the stuff back to Washington as quickly as possible. We don't have time to wait around for vettings. The ambassador didn't want to get into the middle of it. She said, "Settle it yourself." So I did, I ignored him, took my messages directly to CPU. But there was a political situation, which I think was beyond Nancy's comprehension. Now partly it's because she didn't have a great deal of experience in South America, but partly it was because she felt that she wanted to deal, and therefore, we should trust the information that she was getting from the highest sources. One of her main sources was Henk Arron, who the head of the legislature. Unfortunately there had been a problem with the operation, and they were at a stalemate, had been in stalemate for some months before I arrived.

Q: You might have talked about the general situation in Surinam at that time - its composition, its economy...

GOOD: Surinam had been Dutch Guiana, of course, and received its independence in 1975. It had been traditionally a very poor colony for Holland. It had been useful historically because it did have a safe port; the Paramaribo River had easy sailing for some distance up the channel, and so the city itself was some miles from the sea.

Basically between the sea and the city were mangrove swamps, so it wasn't as if you were in highlands and so forth. The mosquito problem, malaria had been pretty well wiped out by Rockefeller when he came in in the '30s to do a good deed. By 1979 malaria was because they haven't been able to maintain the spraying.

Before World War II, they had discovered aluminum ore. It had become strategically important during World War II, not only for aluminum, but because it was one of the landing fields needed to ferry planes from the United States to Africa and the Middle East. The planes couldn't take long hops, and it was too dangerous to go across the North Atlantic. They had the longest airfield in South America put into Paramaribo to allow them to take off with heavy loads of gas. They went from the U.S. to Jamaica to Paramaribo to Recife across to Dakar, Sierra Leone, Kano, Cairo.

Q: Sierra Leone.

GOOD: Yes, hopping across. It was important for the war effort to keep the channel open to be able to get the ore out. There were no railroads, and it was not a difficult channel to block if they could get their ships in, and they tried. The Germans had a ship in there that they scuttled trying to block it. It's still there, but they didn't succeed in completely blocking the channel.

But come independence, they hadn't really left much of that wealth locally. They were well educated. They had probably on a per capita basis, the highest level of education of any country around, not that there were that many people of course, but with independence about 150,000 of their half million people or so, left.

When I got there, they were down to about 350,000 and quite dependent upon Holland for the "golden handshake," which was still being paid out. With the coup which came, the handshake was put in escrow, and they're talking about meeting the final payments now, but the situation, and this is 2000, is still a bit too uncertain for them to be sure how to do it. But they'd like to get it over with so they can clean their books. But at that time the problem was internal with the Indians, the Hindustani as they called them, and the Creoles, which were a mix of mostly Creoles, but some Bush Negroes, those who were descendants of the slaves who had immediately escaped into the bush. I must tell you that the bush began 15 kilometers outside of town, so it didn't take long to get to the bush.

Now the composite of the country is not like Guyana. It isn't about 50-50

Hindustani-Creole. It's about 30 percent Creoles, 7 or 8 percent Bush Negro, about 33 or 34 percent Hindustani, about one percent Asian, mostly Chinese, the leftovers from the early 1800s when they were brought in as indentured servants. There were Javanese, about 17 percent who came in between World War I and 1939. And the whites, mostly Dutch, who had come as early as the 1830s and stayed, small farmers, not well educated, but industrious. With the exception of the Javanese and the Chinese, there hadn't been much mixing between the races as far as marriage was concerned. There were also some American Indians. There were Jews, both Sephardic and Ashkenazim. They had come in originally via the circular route, if you will, from Spain in 1492 to Holland, to Brazil, which at that time was under the control of the Dutch because the Portuguese had turned their attention to Spain when the royal houses joined, 1580 to 1640 I think it was, and had then, after being kicked out when the Portuguese, came back, moved up the coast. Some stayed, some went on to Rhode Island and Barbados and Curacao and even Cartegena.

The Ashkenazim came over fleeing the Nazi regime in Germany. They had, and still do have, or at least did when I was there, two active synagogues, not so active that they could fill both of them every Saturday, Friday night, but enough so that they would shift from one Sabbath in one to the next Sabbath in the other. They stayed out of politics though. They were very much involved in business.

The chief businessman there, whose daughter just got married this last weekend in the Hamptons, Lee Iacocca, was there at the ceremony, had the Coca-Cola franchise. He also had the Pepsi franchise so that nobody could get compete with his Coke. He had the bakery. He had the reconstituted milk. He had some car agencies, a lot of export import in general. His father had been the chauffeur for the general in charge of the airport and the troops that we had there during World War II. I guess the payoff was that he met and he worked in the deal where he got the franchise for the country.

But to get back to what the situation was when I arrived, after several months of stalemate, that is that nobody had the majority in the legislature, the fight was whether or not anything that had been decided on was valid. Nothing was happening as a result. Henk Arron was the speaker, a friend of Nancy's, or so she thought, and perhaps he was, I don't know. There was a president as well, but he was not involved in the day-to-day affairs. He sort of floated above it all, a very nice fellow, and one time told me that the reason they had to have these political shenanigans was that there wasn't anything else happening in Surinam. They didn't get hurricanes, tornadoes, earthquakes. What else could they get? So they had to make their own. He was forced out later. When I tried to report this as the scenario in my country plan back to Washington, Nancy wouldn't let it go. She said, "This is going to work itself out; it's not going to be a problem."

Q: What caused you to think there was a problem?

GOOD: My sources were telling me that the situation was unstable, that you couldn't have this stalemate for much longer. It had already been going on for months. I know my predecessor felt the same way, but she and the ambassador had not been speaking, which is one of the reasons they hurried me down there. They literally weren't talking.

Q: Is this another ambassador and another?

GOOD: No, it was Nancy.

Q: Nancy?

GOOD: With my predecessor, the PAO. She was very well connected, but of course she wasn't getting her message across. I was unable to get it out, except orally to anyone who might come by from the agency.

Q: Speaking of the agency, what about the CIA? Did they have a presence there, and if they did, what were they getting?

GOOD: They didn't have anyone at post. They had TDYers on occasion, coming up from Brazil.

Q: So this wasn't very high on anybody's priority list?

GOOD: Not yet. It wasn't until the coup and the subsequent flirtations with the Cubans and then the Libyans that they began to get some attention. I suspect that that's what did in Nancy's successor, John J. Crowley, Jr., who'd come down from being DCM in Venezuela, very good guy, very savvy, but he wasn't felt to be strong enough in denouncing and working to undermine or break the building relations that the new government in Surinam after the coup was developing. There were some Middle Easterners in Surinam, not many, but there was a mosque, at that time. I remember seeing at the airport on occasion when the various flights would come in, a coterie of a few dressed in the Middle Eastern outfit. It became larger later on, but I don't have direct knowledge of that.

Q: At the time, when this situation was building up, did we, were you in any way, or anyone seeing the hand of the Cubans or Libyans there, or did this develop later after the coup?

GOOD: In my opinion it developed later, but there was a propensity for it on the part of Desi Bouterse, who became the leader of the junta after the coup, because he had to look for someplace, as is the want of people who have been turned off by the major players in politics in the world. He had to go someplace, and he was a ripe candidate for being solicited by the Cubans and the Libyans in this way. There wasn't then any active organization looking to overthrow the government.

The problem was that the government was fragile. A little push for whatever reason turned out to be enough to knock it down. The little push came from a strange side. At the time of independence, the army, according to the Surinamese soldiers, had been promised a labor union by the Dutch. This was 1979, '80 by the time the coup came, five years after independence they didn't have their union. So a rough group of the Surinamese,

basically because the Dutch had not had any officers, like with Idi Amin in Uganda, they had to get somebody up. They took their most senior NCO, although no one suggested that he was capable of being an officer. They had to make him one. He's now, well at the time of the coup he made himself a colonel I guess, Desi Bouterse, Desi and his men didn't see eye to eye, got together in the lunch room at the base, and in effect, went on sort of a hunger strike, or at least a sit-down in demand for their union. They wanted to be able to negotiate probably a little more money, whatever, and nothing happened because the government was not in a strong enough position to do anything. They didn't have anybody really in charge to be able to do that. They wanted to, but that didn't make any difference to the soldiers. They wanted some action. So about seven days after they sat down in their dining room, (chuckling) they decided to make a move. At night a group of them went out and blew up some ammunition at the armory and went down and took over the fort. It was a fort, and not a badly built fort, but it's not something that you couldn't have pretty well demolished if you'd had any other forces around. Of course the government didn't have any other forces. Henk Arron just lost his cool and fled. I don't know where he fled, I don't think he left the country at that point, but he disappeared. So there was nobody in charge, and by default, this military group found themselves in charge of the country. So they had to quickly figure out how to reorganize themselves and to this new responsibility.

From the embassy point of view, it was sort of embarrassing. We had been using Paramaribo as a refueling point for the long distance flights that would go out to the Azores to pick up the drops from the satellites. They would refuel in Suriname, fly out to pick up the stuff, refuel in the Azores, and then come back.

Q: We're talking about?

GOOD: U.S. Air Force.

Q: Pictures of, I mean packets of?

GOOD: Packets of film.

Q: Packets of film that came out of our photographic satellites?

GOOD: Right.

Q: Yes.

GOOD: We didn't have it bouncing down like we do now; it came down physically. They were overnighting the night of the coup. So, of course, the easy assumption that was made by some is that we had organized this. Well, all we were really trying to do at that point was to get those guys out. There were 30 some of them in the group, and we had to get authorization from the military, since they were in charge, to give us freedom to take them out. Some of them were out at the field already, but the officers were in town at the hotel, and we needed to get authority to take them by car out to the airport and get them

out, which we did.

Nancy had to be kept safe, and for some reason at the time of the coup, she was at the residence, and I was assigned. There seems to be some rule that says that the ambassador has to be chaperoned by some officer from the embassy, and I was designated to be that person. So we did some telephoning from there, and some car traffic came back and forth. Nancy's inaccurate account of this day is what prompted my getting in touch with your office.

My wife was a little upset that she was frozen out of communication over at the house. I didn't get through to her. It turns out that, of course, these guys downtown were shooting into the air. 50 caliber machine gun bullets have to come down once they've gone up, and one of them came down into our house roof, which was tin, and it came through the roof, and bounced on the bathroom floor where my wife was brushing her teeth, and hit her in the leg. Fortunately by the time it got to that point it wasn't strong enough in force to break the skin, but it was a hairy experience.

Q: Yes.

GOOD: But we survived. Because of course the army guys knew that we were not involved, they weren't after our hides. We got our people out. They never came back by the way. They were diverted over to Cayenne. When they found that the girls at the hotel were topless, they never bothered to come back to Paramaribo or try to get authorization to come back. So I never saw them again.

Of course the coup leaders and everybody else in any leadership role in the community was focused on getting things back in order. The ultimate result was that the Dutch pulled back their aid. The Dutch colonel in charge of their military effort was a liaison who was living next door to me. We put a gate in our common side fence so that we could go back and forth, socialize during the coup, which was on for quite a bit of time. I spent a lot of time under coup conditions in South America, both Chile and in Surinam. We didn't have it in Colombia, but sometimes it seemed like we did. But in any event, they had pretty well cut back their support, and it was under military conditions.

They had a series of coups for one reason or another as they jockeyed for permanent position, a total of five. The end result was that they end up with no legislature, and no president, just a junta made up of a group of sergeants who had gotten together and then moved themselves up. The sergeants were a mixed breed. One of the most active ones actually was of Hindustani extraction, not pure, but pretty close, and the Desi tended to be more Creole. The language that they used, they were most comfortable with, was Taki-Taki, which is a patois with a Dutch-English base. Desi was a pretty good stump speaker. He would harangue the crowds.

Q: In Taki-Takis?

GOOD: Yes, Boutarse was not well educated. He preferred the Surinamese spoken by the

masses.

Q: Yes, his first name is?

GOOD: Desi.

Q: Desi Bouterse, yes.

GOOD: Desi Bouterse was the spokesman. He's still around. He's under trial, I believe, in absentia in Holland for something right now. Suriname got involved with drugs, probably still is, as a transit point, Desi still has significant political power, because he's got this voting block.

Of course, the way they handled and have handled their legislature there is on the basis of, which is not uncommon around the world, proportional representation. Each block sets set up a list of people who are running on their ticket. Depending upon how well they do in the election, they will get some or more of that group into legislature. It's done by popularity, and the list is set up one, two, three, four, five, six, so that if they win enough votes for one, the first on the list certainly gets in. If they get more than that, it's two and three, and it's dependent on how far down the list you get before they cut it. It isn't a one-man, one-vote kind of a situation. So with the coup which went on, I don't know how, it seemed to me they cut it back, but it seems to me that it stuck around for the rest of my time there, which was another year and a half.

Q: When the coup first happened, were there overtures that you were aware of to the American embassy for help to do something from either side?

GOOD: No, no. What could we do?

Q: Well, no, but I mean sometimes you get this even though maybe, you know, we're saying, "Gee we can't do anything." But you have people who, you know, we're a super, big, major power, and there you are, and I would think that somebody would come running to you and say, "Do something," or "Help me," or "Do this or that."

GOOD: Well, let me set a little bit more of a scene. Surinam is isolated, very isolated. It wasn't receiving television signals from anyplace else. You could get some radio, but it was at sort of a dead zone. You don't get a lot of that either. By the nature of the Caribbean communications, the information that they get by short wave is from their home mother country, whatever it may be, is only about the mother country and whatever little news might be coming out of that colony. The only cross information was coming from a 10-minute news broadcast to the Caribbean from Voice of America, which would include in those 10-minutes bits of news from across the spectrum of former colonies in the Caribbean and northern South America. These people had been educated in Holland, to the extent that they were educated. Outside the country they didn't know. Some of the younger ones, children, were beginning to go to the States for college when I got there. They had no idea what our system was, so our degree wasn't recognized. They didn't

know where to fit us into the salary scale, the newly returned graduates. They were focused on Holland, and that was it as far as outside relations. Yes, they knew about Brazil, but Brazil didn't really care.

Q: Well, of course you're USIA, and I mean information service. Let's say prior, when you arrived there, what had USIA been doing?

GOOD: We fed the wireless file to selected people, opinion makers. We got it to the television station, the radio stations, and so forth so that the people who were making decisions knew we existed, and they had some general idea what was going on in the world. But their visceral instincts were still their relationships between the Netherlands and themselves and trying to negotiate some kind of balance within the country. When you have no majority and the partiality is not dominant, you've got a lot of internal negotiating to do.

I remember meeting some Surinamese on a train in Holland one time. Once they got out of the country, they realized that they had far more in common with their opponent, let's say in Surinam, when they were outside the country, than they did with anybody else. They realized they really were Surinamese. They might disagree with the Hindustani, if they were Creole and so forth, but they understood each other far more than anybody else understood them. Across the board they were hungry for anything we could tell them about what was going on in Suriname.

Q: What about the Dutch during this, as this thing developed? Was there a Dutch...

GOOD: There was an ambassador.

Q: An ambassador? I would have thought...

GOOD: But there was no public information person, and this really showed.

Q: Why?

GOOD: Well, there was no tradition for it. I think that we were the only embassy that had anyone involved with information. So the ambassador attempted to serve as spokesman. He did a bum job of it because he had no experience. He was being forced into public positions where his experience had only been in in-house or behind-the-scenes negotiation. He would say things that he really didn't mean or could be taken the wrong way. It didn't work out. They needed to have someone there who could be a buffer.

Q: They weren't having somebody, in other words, the Dutch ambassador was not saying, "We are for democracy, and if you have this, your aid will be cut off," and that sort of thing?

GOOD: He might have made some threats about the aid, but he was perceived and probably he still had a habit of thinking of himself as being the big guy coming back to

sort of "look at this former child of ours, Surinam." There wasn't really the feeling that, certainly not, that the military sergeants were his equal. Now the president was a sophisticated guy, and Henk Arron wasn't bad, but these other guys were just not classy guys.

Q: How did the thing develop? What were you doing? The soldiers came and took over the fort, and then what happened?

GOOD: It turned out then that there wasn't anybody else who was in charge. Henk Arron had disappeared, the legislature sort of dissolved of its own, and the president, by the nature of the presidency and the nature of the personality of the president, was not in a position to step in and take charge. If he had been a strong leader, he could have stepped in and resolved the situation on that morning because these guys, all they wanted was their union. They had not done this to be saddled with running the country. They didn't know how to run the country. They weren't economists. They knew that they weren't considered the equals of the Dutch in the negotiating situation. It was a downer for them, and of course, it turned out to be a downer.

The country has just not survived well at all. It's obviously still there, and they still are shipping out the aluminum ore, but projects such as the one that we were involved with over on the west side of the country died. The border river between Guyana and Surinam had been used as an opening to get to some other ore. We had the contract, built the railroad to get from the river to the mine, and had been involved in building up a new village, but nobody wanted to live there. They had done a bad job of building support locally. They didn't have a psychologist on the committee who was setting this thing up. So when it came down to the time to get people to permanently settle over there, they gave them houses, they gave them all kinds of benefits, but there wasn't any party life. So the whole project sort of died, because the coup came along, and certainly there wasn't anybody in the new government who understood what the situation was and being interested in pushing it. The last I heard, the village was deserted, and there wasn't anything coming out of the mine.

The railroad's still there, the best railroad in the country. There were only two. The other one ran slowly from Paramaribo up to the dam. I put one of my sons on there one day to give him something to do while he was visiting, and he said it was awful. He said it was just terrible. There was a drunk on the train, it didn't go anywhere, it stopped, and there was nothing to do when you finally did achieve the dam. Going through the jungle was ugh.

There weren't many roads. There was one road across the country. It went from Nieuw Nickerie, which is on the border with Guyana on the river, which is the border with Guyana. And there was another one across from Saint-Laurent, which is the first city on the French Guiana side.

You had to take a ferry for a couple of the crossings, and there were a couple of bridges, because Surinam is one series of rivers that run from the interior to the ocean. Because

there were no roads that penetrated the interior, the one crossroad meant it had to either have a ferry or it had to have a bridge. You couldn't get to French Guiana or Guyana without using ferry. While the one to French Guiana was an okay car ferry, the one to Guyana was for foot traffic. One small could be put on the roof. The Nieuw Nickerie, Surinam location was not directly across the river from the Guyana border post. So you first went out towards sea, not all the way, and then back inland on another river quite a ways. I think it was about a four-hour trip to get across. I did it one time. The consul and I decided to take a long weekend. We got over there; we got a taxi and made our way into Georgetown, the capital of Guyana, and loved it. Now it didn't take too much to bring variety.

Q: Did it seem like the big city there?

GOOD: Absolutely. Now the city itself is below sea level, the downtown area. They've got a dike up there. But they had squash courts, which to me is a sign of civilization. It was well laid out. The streets were broader. It had some lovely architecture, not being too well maintained, but a lot of wooden architecture, which drove our security people crazy because, of course, there wasn't anyplace that they could get a really fireproof building. Their legislature was quite good looking. They had a national park. They had manitees in the gardens, in their ponds.

They had problems economically there. It was difficult to get food. Canned food was illegal. If you had a can with food, you had to open it in your house with the shades down and a flashlight. You couldn't throw the can away; you had to bury it so they wouldn't find you had it. I got this story from the Guyana's ambassador to Surinam who took some cans back with him. He said it was a real secret process to be able to enjoy it. We went into the grocery stores, and maybe there would be a scrawny chicken or two, but there wasn't much else available. They thought that Paramaribo was heaven on earth. It wasn't too long after that before they both thought that the only place to go was Cayenne, over in French Guiana.

Q: Was there any, was the geography such that Brazil didn't play any part in it, because it does have a border with Brazil?

GOOD: But there was no land communication. There is a road, which is navigable most of the year by four-wheel drive, in Guyana that runs south to Brazil. But in Surinam there was nothing. They worried about Brazil a little bit. They weren't uncomfortable with them personally, because Brazilians that they'd met were mixed, and they were dealing on a business basis, and their political association was with the Netherlands. They had no real association politically on a decent basis in South America.

They were having border fights with the French over the border with French Guiana. That led later almost to an armed conflict. The French had a French Foreign Legion post in San Laurent just across the river from Surinam, which was sort of senile. I went over to take a look at it one day (chuckling). Nice guys, but it was the pits. A couple of them had retired in town. One had married, he had opened a little restaurant, and on the side he

sold mounted butterflies in plastic. I still have a beautiful blue one hanging on my wall at the house. He was very pleasant, had a little daughter, I don't know whether he had a wife around still or not. There was also an old prison falling down. You could still go in and see the shackles.

From San Laurent an hour or so, you got you blast off site for the Ariane rockets, very modern. In fact, the way that they moved the missile from its setup point to the launch pad went right across the highway. When they were having it shot, they closed the highway, and you couldn't go on to Cayenne. The police were also firm about using seat belts...

Q: So the soldiers started taking over the government? Anybody coming? I mean what were we doing, just sitting there watching this, or were we?

GOOD: Yes, yes we had no axe to grind on this one.

Q: I mean what was our fee? Normally, you know, we're pushing democracy and that sort of thing.

GOOD: We weren't pushing democracy as actively then, as we were later. We were pushing human rights. This was Carter. Remember the disastrous Carter years where you didn't want to wake up in the morning because you didn't know what policy change had been made while you were asleep.

Q: Now often when you get a coup of this nature, in the first place, I assume because these were essentially sergeants in the army, you know, that we probably didn't have much in the way or anytime knowing these people before hand or not?

GOOD: Well, I did have an indirect information source. My chief local employee was a classmate of Bouterse, a grade school schoolmate. Now he wasn't a close relationship because there had been some kind of a fight over a woman some period before that, and so Ronny was sort of worried about his long term (laughing), physical well being. He left the country not too long after I did and moved to Curacao, last I heard.

It was a very small place. These guys had been drinking buddies; they grew up together, rode bicycles together, which of course was the main means of transportation up until independence. People didn't have money. They were poor. This assistant of mine had gotten himself a high school education, I guess, and had gone into journalism, which is where we picked him up. Bouterse didn't even have that much education. There was one good high school in town, but with independence, the source of teachers disappeared. They'd been mostly Dutch. The grade schools weren't well staffed by the time I got there, so that the graduates weren't qualified to really go on to a reasonably tough high school that they had. The traditional, not quite gymnasium, but of that nature, heavily academic, definitely teacher dominated school. The student didn't learn to ask questions, but by the time they'd finished their one high school, they could be well prepared. One of them I remember went up to Dade County and went to the Dade County College and just was

embarrassed at how backward it was. He was far more advanced than the community college curriculum was prepared to provide him. But of course, that was like going from a prep school back to a community college here. You just had more of a start than your competitors.

We did have, or I had, some information. You could pick up some indirectly from the Dutch, and as I said, the colonel in charge of their relations with the military was next door. His opinion of Bouterse was very low. His opinion of all of the Surinamese soldiers was, as a colonel would have toward the non-officer class of any developing country, I suspect. The British feeling toward Idi Amin is another illustration of that. So I could get information about what was going on in the military this route, but from the Dutch side you had it filtered a bit because it was anti all the way. From Ronny's side it was more gossip because he also wasn't involved in the policy level to the extent there was a policy level.

Q: From your perspective, how did the takeover work?

GOOD: We're talking about almost a small town. There was no opposition. These guys, well they had the guns. The Dutch weren't going to come in. All they were prepared to do was to cut off the aid. The businessmen in town, like my friend Jack, were interested in making sure that the communication lines continued so they could get their stuff out and get their stuff in. So they were looking to maintain relationships on a commercial basis. Of course, the soldiers had no objections to that and the businessmen had basically gone to school with these guys too. It wasn't as if you had to go through several layers to get to the people who were making the decisions. The problem was that you had a number of people in the junta, and they quarreled within their own group. You had to get a number of people putting pressure on the number of people in the junta to get them to see that this is the correct way to go on this decision. "It's not going to hurt you, in fact it's going to help you, and it's certainly a help for us because if it helps us, it'll help the country." Shortly after I left, and I left in... When did I leave?

Q: Well, you left in '81?

GOOD: I left in '81, just trying to think what month. I guess I left in June, and I was going, wait a minute. Where was I going from there? I was going to Chinese language training, in August. Yes, I left in late June, for Colombia.

Sometime in the fall of '81, they had a purge and killed a number of leaders including the union lawyer who was living behind me. That put a shuddering halt to a lot of the civility between groups. Others, such as the vice chancellor of the university, who'd been one of our grantees, a very qualified lady, left with her husband. Her husband was also well educated, but he had a closer relationship with the guys in the junta. He came back before she did. She went up to Gainesville, Florida, and then she ultimately went back too. After I had left, and she had left, I had some correspondence with her, but it cut off when I suggested that there was perhaps a bit of a problem with the democratic process in Surinam. She got huffy about that. It was the last I've heard from her, because obviously

there was a problem. I guess I wasn't very tactful in suggesting that democracy had failed. She probably took it a little bit personally in thinking that I thought that the educated group had failed to sustain its responsibility in keeping control of the process so that it didn't go off the track as it obviously had and is obviously still off 20 years later.

Q: While you were there, the coup was when?

GOOD: The coup was in January of '80, the first coup.

Q: So you had about a year and a half with this?

GOOD: Yes.

Q: What were our concerns? How did they develop?

GOOD: The immediate concerns were to get communications up with Washington, very small potatoes stuff, but that was important. They wanted to know from our point of view what was going on. Then, because it was the Dutch area of influence and because they really had no dealings with the rest of South America, the Monroe Doctrine wasn't a real problem. So we backed off and let it go its own merry way for a while. We didn't get interested again until Desi began to play footsy with Cuba. Apparently they had had some contact with Grenada, Gre-nay-da as they pronounce it in the Caribbean, and they had some mutual visits back and forth. At that point, Washington began to get a little more interested. That's about the time that Nancy was pulled out. I think she'd done her two years. Jack came in. He, then, was thought, as I understood later, to be less than forceful in his denunciation of these contacts and about what alternatives they had and what would happen if they didn't make use of these alternatives. Then that got complicated when the Libyan influence began to arrive. It may have been more than just Libyan, but the idea that there were the Middle Easterners interested Washington. There are lots of Middle Easterners in that area. Venezuela has about 100,000 Syrians for example and there is a mosque, and there is a mosque in San Andres, the Colombian island that I enjoy visiting.

To get down to a little bit farther ahead, something the Moroccans, for example, find very difficult to believe, is that a non-Muslim can go into a mosque. I was very happy to remind them, or tell them, because they didn't believe it at first, that I had gone into mosques all over the world. The fact that I couldn't go into the mosque in Morocco was not because of the Muslim religious tenants. It was because of the French policy decision when they took over the protectorate. They wanted to leave one place at least where the Moroccans could be Moroccans without fear of foreign influence.

Q: Yes, that makes good sense, yes.

GOOD: But there were mosques, and there are lots of Middle Easterners or networking.

Q: How did we see, were there manifestations of Cuban or Libyan influence at the time?

GOOD: No, not noticeably in the country. They didn't have people coming in and being stationed there that I could see, but it was at that point that we began to get some TDYs. DIA sent one in. CIA sent one in to begin to try to get a little bit more information.

Q: Now I remember, I can't remember who it was, the ambassador that I interviewed who said that at one point they sent in a military team. A lieutenant colonel or something came, looked around, and said, "Well, we could probably take the place over with a battalion."

GOOD: Oh, easily.

Q: "But then what the hell do you do with it." (Laughing) And that kind of ended that. I mean it was of-

GOOD: Our concern ultimately was that this should not be a mess of problems for us. We had no interest in taking it over. We didn't feel that it was our place to go in there and teach them how to suck eggs. The Dutch were there to do that, and we were happy to let the Dutch deal with this problem. We wanted to know what was going on, and that's why we had some intelligence people coming in, but it was not a high priority.

Q: Did you find that the Dutch were rising to the occasion?

GOOD: No, because from their point of view, this was a problem they didn't need. After all, the independence was only five years before it. Their perception of the Surinamese was like their perception of the Indonesians. "This was an underclass. We had ruled them for hundreds of years, so they're acting out of place. We will discipline them and we will bring them back to some level of sanity if we can." Our U.S. position seemed to be, "Fine. Good luck, we will help if we can." To give you an idea of how small the country is, I remember my wife and I were out on a drive on a Sunday off to see the Jodensavanne, which was an old Jewish settlement. We stopped at the river waiting for the ferry to come over, the two-car ferry, and a car, drove up behind, parked, also going to go across. The guy comes out, I come out, and we start chatting. He knew my name, he knew my address, (chuckling) and he knew what I did. I had no idea who he was. We were very visible.

Q: How about your USIA activities?

GOOD: Conditional, we continued, we had some grants, we brought some people in. One of my projects was to attempt to educate the ministry of education on what our university degrees meant. I brought an educational expert down to have a series of workshop with the officials at the ministry to explain to them where our degrees fit in with the Dutch degrees, which was all they knew. They don't fit very well, because the doctorandus, which is the Dutch degree, is a degree of four to six years study in the specialized field that they're interested in. It starts immediately upon entering the university.

Q: Oh.

GOOD: They don't have those two years of general education that are our norm. So when they took the graduate record exam, they went up to the ceiling on competence in their field, biology let's say, but they were way down on general knowledge. The foreign student advisors in the States were having to be educated on educating the people in the departments that, "All right, this guy didn't show up well on general knowledge, but he's super in the field that you're going to teach him." Then they had to get the word out to professors that these people might have gaps in their knowledge of art and general history, but don't think they're going to be faulted on the subject that you're teaching them for their Master's program. Technically they were really, with the doctorandus, up to the thesis level of a doctorate. They just didn't have the broadness. You could call it a Master's, but it's more than a Master's, and yet it in many ways it puts them a little bit off keel with the people who have Master's degrees here. They're not quite as broadly based. So that was one of our projects.

We provided tapes for them; we had clearances to the TV station for broadcast. I got caught one time. I loaned the guy a tape for his personal viewing, which we didn't have the broadcast rights for. Washington heard about it from Curacao, because he put it on the Dutch network of the ABC network that's Aruba, Bonaire, Curacao. I didn't get disciplined for it, but I was told to watch it. I went back to him and said, "Listen, I don't have rights for that. Don't do that." He said, "Okay."

We had an occasional speaker in. One fellow I remember came from Fairfield College in Connecticut, apparently our best expert on Suriname at the university systems up here, not that there's a great competition for that title.

Q: (Chuckling)

GOOD: He came down with a viewpoint on Chile, which was, of course, the liberal radical viewpoint that it'd been our fault and that we had pushed the coup. It wasn't, of course, accurate, and I blasted him for it. He calmed down, and I said, "Look, don't talk about it. You're not here to talk about it. You're to talk about the United States; that's your topic."

So he behaved himself for the rest of the time. But I got some repercussions because I reported it back to Washington. I didn't want anyone confused about where this guy was coming from as a speaker because I walked into the room after his speech, and people would say, "Ah, CIA, CIA, CIA," because those were the days when we were called ICA (International Communication Agency). I figured it was just an anagrammatical confusion. Reading these stories last week on Chile from Jack, the Teflon man as they call him, I agree with him.

Q: You were referring to a set of articles about a former CIA representative in Chile. Was it during the coup or after the coup?

GOOD: It was before and after.

Q: In The Washington Post?

GOOD: Yes, and Jack was a riot. I remember one night we went out for a pizza, a bunch of us, and he impersonated the U.S. ambassador. We got great service because he's, what is he? Six-foot-five, something like that?

Q: Yes.

GOOD: A big fellow, and very exuberant. In those days he had an afro cut, but what he was saying in the series, I would sign on to because we had been actively helping the opposition as they had. Our interest was in keeping the opposition viable, as I had said earlier. They had known about the coup, but not too much before. I remember a week before the camp we'd been up at the snow lodge with some of them. They'd gotten a call and had to go back down, so that they knew about it the week before, at least some of it.

Q: Did the, going back, beginning of coup, coups confused (chuckling), what about

GOOD: Coups are fun, actually.

Q: Well, of course, the Foreign Service was. You always want a coup, you know, I mean. (Laughing)

GOOD: In the coup in Chile things had been tight. That is, you really didn't want to try to run around at night if you had sense. In Surinam with a pass, it was just less traffic.

Q: Yes?

GOOD: Since our courier would come in late, the plane was late arriving every night. The schedule was late. We'd have to go out to the plane, and we had our pass, and we'd go out and get the courier and bring him in. We never felt that there was any danger.

Q: Did you, you mentioned it, and I recall too, that there was a point where, I don't know whether it was a shootout at a cabinet meeting, or anyway, several of the members of the regional junta...

GOOD: This was after I had left.

Q: Yes, after you left, got killed by other members of the junta. But during the time you were there, was the military rule coming down heavily on the people; I mean you know, a human right problem or something like that?

GOOD: No, no, no. They still acted as if they wanted and needed and expected to get popular support. Desi Bouterse would have town meetings, if you will, down in the city square near the fort and harangue the crowd, and they'd respond. They'd be talking in

Taki-Taki rather than Dutch and "the greatness of our guy." So yes, they were looking for popular support and expected to have it, because they thought that it was better to be run by the masses, than by the elitists. They thought that this would be what the people would like. It was only after it was obvious that they, this popular support, expected certain other things that were inconvenient to them that squabbling began to start. It eventually triggered the breakup of the junta. The reorganization of the junta was after I had gone.

Q: By the time you left, the junta was, I mean you weren't seeing a return to democracy on the horizon?

GOOD: No, there was no obvious interest in setting any deadlines for elections or that sort of thing. They didn't have people in a level of policy making who understood what it was all about anyway. One of the fellows that we had planned to send to the States under the Humphrey Fellowship had had to back away because they needed him to run the foreign ministry. He had a doctorandus. He was a sophisticated guy, but he was at their beck and call. He was not making policy. If they didn't have preconceived ideas, they'd listen to what he said needed to be done for the good of the country to maintain relationships and so forth, but that was only to keep things going. Democracy was not something that they felt had a high priority.

Q: When you were there, were there visits from Cuba, for example?

GOOD: There weren't any state visits; there may have been visits. As I remember it, the Surinamese went out to visit more than people came in to visit. There may have been some people in my last months who came in, but it wasn't something that was in the papers, no.

Q: This is just a concern for us, not a...

GOOD: The fact that there were contacts caused concern, because they didn't want the Cuban influence to be able to expand any more than it already had.

Q: I guess we've mentioned Granada was the New Jewel movement. It had gone rather sour, and there were problems in Grenada. The Cubans were beginning to move in there, as the next year was to see us putting troops in there. So I guess we were more sensitive to Cuban influence?

GOOD: Well, Cuba's has always been a bugger with the Caribbean relations and not South American relations.

Q: Yes.

GOOD: This was, you know, only a couple of years after the problems in Chile, and we didn't want there to be another place where their influence goes after we had managed or at least found other people who managed to get this settled down in Chile.

Q: Now did the airfield you mentioned, it was a rather large airfield, play any role? Was that something we were concerned about falling into the wrong hands?

GOOD: No, not that I know of. I understand that they've got a McDonald's on the road to the airport now.

Q: (Laughing)

GOOD: Jack Fernandez told me that he got the franchise for that. Actually he said though, that the place hasn't changed much. They put in a couple of fast foods. They've got a Kentucky Fried, two McDonald's. Actually the road to the airport is still in about the same condition it was and not much expansion.

Q: Yes.

GOOD: A few people came back. I was talking to Jack's sister at the Hampton's wedding, and she said that, let's see, they would be about 60 now, some of her classmates who had gotten graduate degrees and had left the convent eventually. Shortly thereafter they had tried to go back to see if they could be contributors to the growth of Surinam and so forth. They didn't stay. Most of them just disappeared back to Holland, welcomed back to Holland, because they're productive people. But they found that things weren't there for progress. Again, you've still got it run by basically uneducated people without a world view, not much sophistication. Bouterse had done training in Holland. He had been out of the country, and he was certainly more sophisticated than his counterparts, than the junta. But he wasn't educated, so he was very, very limited.

Q: You left this well run promising place in '81. Where did you go?

GOOD: I had applied in other places and had really wanted to go to Australia, but I didn't have enough seniority to get the job. So I didn't get it. I got Hong Kong and was brought back for Chinese language training, which I started in August of that year. I should say that our son was born in March of '81.

Q: In Surinam?

GOOD: No, nobody recommended that!

Q: (Laughing) I was going to say it didn't sound..

GOOD: The doctors were very good, but the running of the hospital had gone down a little bit. They said, "Don't bother." Besides, having had one child overseas and knowing the complications that resulted, I decided that I would not have another one like that. So Jack offered us his house in Miami Beach. My wife went up with her mother, and they had the baby. I saw one of the doctors at this wedding this weekend.

Q: The Jack you mentioned is who?

GOOD: Jack Fernandez, who is probably, well. I believe, the biggest businessman there in town. His wife is Puerto Rican. He had gone, at one point, back when they newly married with a $5,000 stake from his uncle, to Chicago to play the commodities market. He spent a week taking that $5,000 into a $100,000 I think. He took the risks, pork bellies. Anyway, then with some of that money he had bought this house in Miami Beach, which had been put there, built by a former ambassador back in 1925, very nice place. I wasn't there. I had an exchange professor down for two weeks; I had to stay down for that. When she went to the hospital to have the baby, the nurse at the desk said, "Father of the son?" And Jack said, "I'm not the father." He had taken her in, and his nephew was with him and she said, "Well, how about you?" "I'm not the father either."

She didn't know what was going on.

I saw one of the doctors this weekend at the party, and he remembered it. He remembered the incident quite well. That was in Mount Sinai Hospital. There were about 50 babies in there at that time when my wife was in the delivery. He was the only child of American parents. The rest of them had come up from South America so they could get their babies born in the States, so that eventually they might be able to come as immigrants.

Q: Yes.

GOOD: We went back to Washington for training by way of Bogota, picked up my mother-in-law, and California, Oregon, bought a car and came back to Washington, had ourselves set up in a house in McLean, started language training, and did that from August until December, when the agency asked if I was still interested in the Australian job, the press attaché there. I said yes, and very happily exited Washington in February. I never got per diem, however, even though I there less than six months. It was a very costly stay, very costly.

Q: You were then in Australia. Where in Australia?

GOOD: In Canberra, the embassy, I was press attaché, information officer.

Q: You were there from when?

GOOD: '81.

Q: '81?

GOOD: Well, actually '82.

Q: '82, yes.

GOOD: To '85.

Q: Who was the ambassador, or who were the ambassadors?

GOOD: We only had one, and I never remember his name (Robert Nesen). He was a Cadillac dealer from Thousand Oaks, California, had been the finance chairman of the Republican Party in California and had gotten this reward. A very nice fellow, his wife was even nicer, grandmother type. She didn't want to stay because her grandchildren were back in California. But he was a wise man in that he realized that he didn't know how to run an embassy. He had never had this kind of training. So he really said to the DCM, Steve Lyne, he said-

Q: Who was the DCM?

GOOD: Steve Lyne. He was one of those that got stuck in that, what eight months or so, hold by Helms, the weird guy.

Q: Yes, Jesse Helms.

GOOD: He was on his way to Ghana as ambassador. So he ran the embassy, and the ambassador would be trained, and he did what was necessary and was guided along, and there were no problems with that. Canberra's complex, the embassy complex, is particularly beautiful. It's built in the Williamsburg style with the lovely chancellery and residence on a hill near the parliament, the new parliament. We had branches in Sydney and Melbourne and Perth. State had consulates in those places as well. We had libraries in each of those posts, as well as one in Canberra itself. Oddly enough, the libraries in Australia at that time were under the information office control. The press attaché ran them. Normally, and every place else I've ever been, they were run by the cultural officer, which having the libraries gave me something fun to do. The Australians were great.

It was however, not the society I expected to find. I should have been alert that something was going on, because before I left, I had been invited out to a farewell party by my old boss from Thailand, Rob Nevitt. He invited a couple of other people who had also been to Australia on assignment. Rob had been PAO. In retrospect I look back and realize that nobody that night had said anything good or bad about the place, and that just isn't normal.

Q: No, no.

GOOD: You're going to get opinions.

Q: Yes.

GOOD: They didn't express opinions on anything of any substance. They chatted about the kangaroos and the koala. Then within a couple of months I understood what they had been trying to tell me about this. That is that it may look like California in 1951, but it isn't California in 1951. This is another culture. Americans are tolerated, but feared in a cultural sense, a chip on the shoulder, the idea that our culture is going to smother theirs.

Q: A little bit like the Canadians?

GOOD: Yes, although with less basis for it. They, however, do think of the Americans on a daily basis. For one reason, it may be from the movie, it may be from the book, it could be from radio, and whatever style, clothes, hair, and they'd then think that we probably think about them that much. Well, you ask somebody in the US about Australia, "When was the last time you thought about Australia prior to the Olympics?" And you'd probably hear, "Who, where, never." You know. So they were prepared to be defensive when it came to cultural.

On a personal basis I never had a problem. They'd ask me occasionally on the squash floor about something that the U.S. had done, and they think, "It's your fault." But it wasn't meant serious.

What was most difficult to adjust to was, well, there were two things that were difficult to adjust to. One was the terrible racist attitude, and the other was the gender problem. The women don't really count in Australia. The men are number one, and their male mates are right there with them. If they have any attention to divert from that, if they are married, the children will be of significance. But the wife, generally speaking, isn't seen in public, at least on a professional basis. I would go months sometimes without finding out whether my sports buddies were married or not, or if they were married, if they had a family. Certainly I was going to have a hard time finding out what kind of education they had. Education is not something that you inquire about. They assume that everybody went through grade school, and after that it doesn't matter. So don't brag about having gone farther than that, because that's gauche.

Q: There is a concern in making sure that you're not sounding like you're trying to be above anyone or not, or is this?

GOOD: Yes, you have to watch your assumptions. I was a bit annoyed one day. I went over to the university to sign up for the university club. They said, "Do you have a college education?" It's sort of insulting to a Foreign Service officer to be suggesting that we don't, that we might not. Of course, the word college I shouldn't say, because college in Australia is a high school, not a university. They do understand that the universities like Oxford have colleges, but in the Australian context, the college is a high school. I ran into that the other day regarding a proposed trainee for a J-visa program. He said he had a college diploma. I had to explain to the office where I was consultant that that doesn't mean university. In this case, it didn't matter because the guy's going to be an air conditioning trainee, but colleges are different.

Racism definitely is a problem. A friend of mine, a department head at the Canberra College of Advanced Education, where my wife was earning a degree in communications, had blocked his advancement completely. He was at the top of where he could go. Although he was from the right college and he had gotten his doctorate at Oxford, he married a mixed Chinese Indian. Her father had been a doctor in Hong Kong, I think.

While his buddies, were already ministers of state, he wasn't even going to make it any farther than the university administration because of this taint.

Q: We have, at least we really make a real effort to have, a gender race blind Foreign Service. So I assume we have minority officers in our apparatus in...

GOOD: Not that I can remember.

Q: How about women?

GOOD: We had women. If they were single, they were usually a bit unhappy because you don't happily date an Australian man. They tell you, "The bags aren't right." If you could find an international, okay. And the tours were long. You're talking four years for these single women. It's a long time to be without a reasonable social life if you're single there.

Q: My big experience in Australia was when I was constantly juggled in Saigon during the war. A lot of American soldiers went there because they found it heaven.

GOOD: Absolutely.

Q: An American kid from the beginning, a boy, is trained to be nice to women and to say nice things and all this. They found that they're in hog heaven when they got to Australia because they've got beautiful women, smart, and these Australians were sitting around goofing off and drinking beer and doing what God knows what with sheep or something like that, but they certainly weren't paying any attention to these women around.

GOOD: Well, they might pay attention to them sometimes, but they didn't pay attention in the proper civilized fashion from what these women know is going on elsewhere. A female journalist friend of mine had gone to the States for a month, I think, and came back. I asked her, "How did you find it?" Well, she said, "The American men are 15 years more advanced than the Australians, and the Australians are falling farther behind by the day."

Q: (Laughing)

GOOD: We had problems with the Navy, of course. Perth was a stop for the Indian Ocean task force. It was a conflict because of course these guys came with money. They'd been out months at sea, they had money built up, and they were ready to spend it. So the fathers in town who had shops really liked these guys because they bought, went to restaurants, they filled the hotels and all this sort of thing. But, of course, they had mixed feelings because their daughters were excited about these fresh men in town, and had money, and had a reputation of being nicer to women than the guys here in town. They would come in from, (laughing) now there's not a lot of places to come from down here in Perth, but they would come in from everywhere in the area and help the guys have a good time. After a visit, the navy lawyer in Canberra would have to go out and settle

the damages in the hotels and so forth. A ship could lay out $6,000,000 in a three-day stop easily, plus the money that might be going into reloading the ship. Yes, I should have immediately brought in the fact that the American single men at the embassy had a great time.

Q: (Laughing) Back to the other issues of foreign relations, in the first place, did you find yourself having to pussyfoot around the perception the United States might be trying to overwhelm the Australians? Was this something that one as a press officer had to be concerned about? I mean actually the whole effort, in particular, the USIA effort?

GOOD: Well, it wasn't a major policy line because the best way to address it was in the long haul, in making sure that they had a well rounded view of what we were like, which is what we pushed through our speakers, and our libraries, satellite programs and so forth. By the way, Australia does have censorship, and so everything we brought in for television had to be censored.

Q: Censorship in what?

GOOD: It had to cleared by a censorship board.

Q: I mean what were they looking for? Was it sex, or violence?

GOOD: Oh, God knows. Anything that would be harmful to their culture, and it was up to them to decide. We didn't have trouble with our programs, even our series, because we had in events Science World, for example. That's fine. Once they saw what our program series was going to be, they would just say, "Okay, we don't need to see every show." But if we brought anything in special, like Let Poland be Poland, (chuckling) - you remember that was one of the few movies that Congress allowed us to show in the States - even that one wanted to see first. They let that one in; it was all right. We had more concern with the problems of nuclear powered ships. The Liberal Party there is the conservative party in policy and they're opponents of the Labour Party. John Howard, who is now the prime minister, was the foreign minister at that time. While we were there, Fraser the Liberal PM lost.

Q: Fraser being?

GOOD: Fraser being the Liberal candidate and he turned himself into Elder Statesman, a group the Commonwealth put together and shipped around to troubled spots to consult on how to be better?

He was replaced by the Labour group, which had not been in since 1972 when the Governor General had thrown the prime minister out for a number of reasons that remain controversial. The Labour Party stayed in throughout the rest of my time. The defense minister replaced prime minister. He'd been an antique furniture businessman I think. But they used us as the fall guy, the straight man if you will. We would be blasted, criticism shoved over against us by the Liberals so that criticism wouldn't come under them.

They'd say, "Well, it's their fault. Labour then would sort of claim us as being a front for the Liberals. It was frustrating as a press attaché. Our standard response to any questions on the nuclear power issue was, "No comment," and that was 90 percent of the questions.

Q: Yes, well now, nuclear power in the context we're talking about is on ships? Is that right?

GOOD: That's right. Ship power. Well the question of nuclear weapons would be there, too.

Q: Because the New Zealanders forbade was it just weapons, or was it death ships, too?

GOOD: Battleships, too. We had a no confirmation policy on any accusation that we had nuclear weapons on board our ships. So while they assumed that we did, there was not official confirmation, so they said, "Okay, we don't want nuclear powered ships here. So we don't want U.S. ships. U.S. ships that are nuclear powered, U.S. ships that may have nuclear weapons, we don't want them," and because one of our closest relationships is the ANZUS (Australia-New Zealand-United States Security Treaty) relationship there.

Q: I don't know if you take it, but the NZ was taken out of ANZUS wasn't it?

GOOD: Yes.

Q: I mean we haven't had, I mean I think it's getting a little nicer, but at that time, New Zealand, from our point of view, was put in the deep freeze militarily.

GOOD: Well, because they had gone off the deep end on the social policies as well.

Q: Were we concerned? Were the Labour government and Labour Party looking at New Zealand and saying, "You know, these people got out of hand?"

GOOD: The Liberal people were saying that of course, but Labour people weren't quite as unhappy with it.

Q: Was there a strong anti-nuclear movement?

GOOD: Oh, yes, yes. That was a convenient platform on which to hit us. They didn't need anything else. That was so sexy that they could just keep hammering us on that one. They didn't really find us offensive as people; they didn't find our culture anything more than threatening. They liked our clothes, they liked our books, and that was what the worry was. There was no danger that we were going to Americanize Australia, of course, at all. It's just too far away. They come from the same place we do, and they've got the common law. But they don't have the bill of rights, which, startled to me as a lawyer. Its absence makes a huge difference in a court system. So much of our legislation and our court work is involved with due process. Without the Bill of Rights, where's your due process? You've got it, but you don't have much to appeal on. There's not much for

people to complain about.

Q: Let's talk a bit about the Australian press. What about the sense of Rupert Murdock, who owns most of the United States media?

GOOD: There you got a rotten Adelaide; I visited Murdock's original press room in Adelaide.

Q: What was your impression?

GOOD: But remember they're not educated. They're not educated in the sense that we think of education. The odds were that they didn't have a high school education.

Q: There wasn't much of a push for the-

GOOD: No. Thirty-seven percent of the population had a high school diploma in 1981. Now it was higher than that in Canberra because the collection of government officials.

Q: Yes, yes?

GOOD: But even there it was only 45 percent.

Q: Was that almost attitudinal?

GOOD: You don't want to think of yourself as underprivileged, so here, I'm Dad, and I left school at 15, which was the normal age. I was a school dropout. I left school. So I'm going to criticize my kids because they quit too? If I criticize them, I'm going to make myself look like a slob. Now you can look at that another way. For example, my kid should have the opportunity that I didn't have. It wasn't a lack of opportunity that was, it was the attitude that there's more to life than school? Why stay in school? You can work on sheep ranches, you can going work with cattle, you can work in mines, you can work on the sea, and anybody can be a bureaucrat with a high school education or less. Who cares? The military, they'd care. So no.

There was another one of our employees, a woman who I guess was about 35 at that point. She said, "My dad wouldn't let me continue in school past 15. He said, 'There's nothing that you can get from school beyond that that's going to be of any good to you. They spoil you, ruin you, whatever. Get out and get a life.'" With the dole automatically available to any school leaver at 15, there was no particular economic reason to stay in. They'd get together and go up on the Gold Coast, five or six of these young people, and use their dole money to rent a nice apartment and live on the beach and every month go back home and check into the unemployment office and see if there's anything that they had to turn down. The artisans were having trouble finding apprentices to work in the trades, because that meant a commitment for a number of years. It wasn't fun; it was work. They were frustrated.

Q: What about the papers? Were the papers sort of the British ilk, you know, mostly, to use a diplomatic term, "tits and ass" on the third page and highly sensationalized over the one or two, sort of like The London Times?

GOOD: Yes, Melbourne, Sydney both had good papers. But yes, it was popular stuff, so boring though. I had to read them. I had to report on what they were saying about our policies of course. I think I spent too much time doing that, in retrospect, because it wasn't of that much interest in Washington because reactions didn't vary. It was predictable what they were going to do. Now they were a rambunctious bunch. Shultz came through on a visit. He was Secretary of State.

Q: George Schultz?

GOOD: George Schultz. We set up a press conference in Canberra for him. He took it good naturedly, but he said to them, " You guys, you're the roughest bunch I've had on the whole trip." And there was nothing off the record.

My friend, Peter from Melbourne was the reason I got the opportunity to go to Canberra. He was yanked out of Melbourne. The lady who had been assigned to Canberra as press officer went down and took Peter's job. Peter got yanked out because at a cocktail party he had by chance mentioned the CIA base in Alice Springs. It was well known. There had been a book out about it, God's Little Acre. But it was something that you didn't talk about. You didn't acknowledge its existence. When you flew into Alice Springs, there it was sitting over on your left as you pulled in landing from the south. I got into trouble on an Alice Springs visit because I drove my rented a car out to see what the base looked like. I chatted a couple minutes with the guards, and they reported me to the embassy. I got back, and I guess Steve Lyme had been called by the CIA and said, "What's this guy doing up there." And I said, "I was touring." Well, it blew over.

But Peter had made reference to that to a journalist, and the journalist said, "American spokesman talks about CIA base," and he was out. I can remember getting up at five AM a couple of mornings to dash down and find the paper it's earliest out time to find out if they had blasted me on the front page or credited me with something that I hadn't said in conjunction with the visit of a VIP.

Q: I would have thought that this would have, doing this sort of thing, I mean for journalists it's cute to do this thing, and you make points, but at the same time, you're cutting yourself off at the knees because you're not going to be talking to them. In other words, I would think this would cut down the relationship with the press.

GOOD: It wasn't important enough to stop them from putting out everything they could find, even if it wasn't well researched. One lunchtime, I was eating my sandwich in the conference room, and the CAO was on duty.

Q: That's the cultural affairs officer?

GOOD: Cultural affairs officer. A journalist called in and asked a question about one of our bases, and he answered it. He was kicked out the next day. Our side pulled him out because he had gotten into an area that was not for comment.

Q: In a way it sounds like the mirror image of living in the days of the Soviet Union.

GOOD: (Laughing)

Q: Because you essentially have an irresponsible press.

GOOD: Which is played off by the political factions.

Q: Which is used by the politics and so it's in a way, no fun.

GOOD: That's right, it isn't fun; I didn't like to say, "No comment." It would be much better if I could have been able to have a decent relationship, go off the record, and give them a little. The best we could do was to give them our wireless file material for background, so that they would have a broader picture. But they really weren't interested.

Q: It does sound like these were almost "untalkable to" (not able to talk to) people.

GOOD: Yes, exactly and even in a social setting you had to be very careful. But remember I said they didn't have a university education generally. They were not truly professional.

Q: One of the things striking to me would be that as the world is changing, particularly in the technical field, you have countries like China and India which are producing hundreds of thousands, if not more, of highly educated people, particularly in the science fields and all that. Here's Australia sitting down unable to compete on that level or not?

GOOD: Well, it's true. A couple of other things I should put in for background. New Zealand was slightly more educated by about a tenth of a percentage point. There had been no increase in slots at the universities in Australia from 1972 on, certainly in '85 when I left. The Liberal government had not expanded the system, so there hadn't been a place for people to go. Now this was at the same time it was becoming much more difficult to go to Europe to get your education because you couldn't work with the EC (European Commission) coming in. There was a definite divide between the people in 1981 too, who were 35 and above or 35 and younger. Those who were over 35 were more likely to have done a year or more in Europe.

Q: Yes. They almost all had that Wanderyahr or some sort.

GOOD: Exactly and it was at least a year. If they were going to leave Australia, they were going to stay out a while. While they didn't necessarily go to Europe to go to school, they were able to work. They could earn their living so they could stay, and they traveled. Back in the '70s you would see Australians, you remember, all over the world.

Q: Oh, yes, all over the place, yes.

GOOD: I remember seeing them in Brazil, in Bolivia, everywhere. After the EC closed down job opportunities didn't have a large group of people under 35 who had been abroad because they couldn't afford it. Since your younger journalists are going to be under 35, of course, the active ones, that's where your noise was coming from. When the Labor government came back in, they did begin to open up more slots in the universities. But it took them time because they were having a depression there for a little while as well. They had, unlike most countries I've been in, a policy that adults could go to college, that is adults who had had a break, or had not finished high school, could get their high school equivalency and go on to the university. But they were beginning to have to cut those people back in order to have slots for the younger people to come in. By expanding the slots in the university after I left, they intensified the paranoia if you will, the tunnel vision. It meant that where students had been able in the past to go abroad to study, there were now fewer economic opportunities for them to do that and more opportunities to stay. So they tended to be more inside the corral than they had been before. You had still people traveling, and more people who were going to the States than had been the case before. It didn't mean that a lot of people were going abroad for their higher education. When they came back with the American degree, it was still sort of secondary. If you had an Oxford or Cambridge degree, that was the best. Anything else is less than the best, and always an American degree was less than the best.

Q: Where the United States excels is in the sciences, I mean, our universities.

GOOD: Oh, the Australian schools are good in science as well.

Q: Yes, but the United States, it's not that it's something American. Most of our sciences, I mean our international, oh, hell, this is just where the world scientific community settles.

GOOD: Sure, and if you wanted to be world class in anything, you had to leave Australia. The problem was that if they did leave after having gotten their education, they didn't come back. It wasn't just in the sciences. If you wanted to be an astronaut, of course, you had to come to the States. Olivia Newton-John, Mel Gibson.

Q: Yes, movie stars entered a similar scenario.

GOOD: This fellow who just did the public television broadcast series on Australia, the art critic for the Time Magazine. He's never gone back seriously. They go back to visit, they keep their contacts, but they're not going to live back there. So I think that it was becoming more closed as a result of the European Community and the fact that you had to get your education in Australia to the extent that you got it. I'll have to look up the figures to see if they've gotten their high school diplomas above 50 percent or not.

Q: This is, of course, during the Reagan administration and early on when particularly

when we were taking a pretty tough line on the Soviet Union and all. How was that plane?

GOOD: We'd occasionally get campers, protesters in front of the embassy in Canberra, not the Russians usually. It was the Yugoslavs, the Croats accusing us of not being even handed in our treatment. We would be reporting on any Soviet activities there, but no, that didn't seem to be a big problem. Their problem was China, not Russia.

Q: Yes, you were saying the big problem is China?

GOOD: Yes, from their perspective China is a threat. They were trying to develop relations. CCA (Canberra College of Advanced Education) which I think is now called the University of Canberra, and the main university in Canberra, the ANU (Australian National University) had exchange programs, bringing students down, sending students up, exchanging professors, that sort of thing. They have a fear of this monster on top of them; this billion-population country that they feel definitely must be interested in this empty country down below. The truth of the matter is that the Chinese aren't. They're not interested in taking it over from a political point of view. It's too far away, it's too empty; they've got resources, but it's easier to buy them than it is to steal them. But if an Australian saw an Asian on the street, it ruined his day, or did back then.

Q: I take it this was before the Australians allowed more Asians, because they had an Asian exclusion?

GOOD: Well no, they had been bringing them in from the Vietnam War, and this was really disturbing to me. But it's kind of like this policy now of the government, most of the Labour government pushing it, to apologize to the Aborigines. Now you notice John Howard refuses to apologize. He says it's a shame that they have such a tough time, but he won't apologize. The Labour government however felt sympathy for these families, and they instituted the kind of thing that we have, and that is to gather the family together, if possible. So they'd get one Cambodian down, and then you'd have 55. They had a higher per capita take of refugees than we did from the Vietnam War, and we thought we had a lot. They didn't get as many of course, but there were fewer of them.

Q: We were getting from other places too, of course, too.

GOOD: And other places. Vietnam, Cambodia, and Laos were strong. Cambodia, in particular, bothered them, I guess. If they stayed, they weren't so much in Canberra; they were down the coast. Sydney got the bulk, I think.

Q: The fact that there were Orientals coming into Australia was that beginning to make a difference or not?

GOOD: No, they'd had, of course, Orientals. They had brought them in for the gold mining like we did, but then they put a freeze on, even stronger than ours. They also had some resistance to the buying of properties, but that wasn't really a legal resistance.

There was just this residual resistance to people coming from Singapore looking to invest their money in Australia. But frankly, the Japanese put a lot more money into the Gold Coast area. A lot of it was a tourism kind of thing. They'd buy apartments from which they could go to in the Barrier Reef area up along the northeast coast of Queensland.

But it was just the fear of the numbers. And of course the Asians work and they're willing to postpone the realization of their desires to the next generation if that's what looks like the better way to do it. So they'll live above the store, and they'll work more hours than the Australian would be willing to work or interested in working. Now the Australians still had the restriction on how many hours you could have your shop open. That put a kink into how much they could, but then they were pushing this as well, so that if you opened up a gas station, you had an all purpose gas station that would sell everything from ice cream to gas. They would stay open on Sunday, whereas the ice cream store might not be able to. The furniture store certainly couldn't. Each major city had a different night of the week that they could stay open. It was Thursday in one town, Friday in another, Wednesday in the third. So these people were willing to work. They were interested in education. They were different. They put a premium on education. So they just weren't fitting in, but they were inevitable. That was the fear. Because they were inevitable and there were so many of them to come, ultimately if not sooner than that, Australia would find itself overwhelmed in a different culture.

Q: What about, speaking of other cultures coming in, back in my time when I was in the '60s, there was considerable migration from Yugoslavia, what was then Yugoslavia, to Australia? How about these groups that were coming? They had had a big emphasis on European migration.

GOOD: They had, after the war of course, accepted people from displaced persons' camps in Europe. But they were not accepted in the first generation as Australians. Second generation blended in because obviously they'd been born there and were educated there. But it was going to be the third generation before they were considered Aussies, and they were still not going to be considered real Aussies, just like the Brits, Poms, as they called them, were not quite equal. We probably rated just a little bit below the Poms. The Poms were probably more threatening to the Australians because they had the closer link with the Commonwealth. For example, my landlord was Hungarian. His wife was German. They didn't associate much with the real Australians. They had their clubs. You had ethnic clubs all over the place. You had Yugoslavs, you had Spanish, and you had the Greeks. Greeks were big; I think there are more Greeks in Melbourne than there are any places outside of Athens. Maybe they've beat Athens by now. They ran the restaurants. The Italians were into vegetables, delivering to the market. You don't eat better than you do in Australia. I mean the vegetables are great; foods are great; and the meat was good.

They brought with them this tradition of hatred for the British because there were a lot of Irish. Now how many actually were descendants of the Irish who were brought over as criminals, I don't know, or as dissidents, I don't know. The academics would say this, "It's more of a cultural tradition than it is a blood lineage." But that was one of the

problems with the education. The Irish had not been allowed to study back in Ireland. They came to Australia, and they had tried. But of course you see, that works against the idea that we lack it, education. We don't want them to have it, because we don't have it. If they get it, then they'll probably be a step up from us. But the Australians who were not born in Australia were very much a part of their own groups. There was some mixing in the social clubs, but it didn't go much farther than that. In squash club, for example, my team was one Australian, one New Zealander, one South African, and I. You'd find an occasional Indian. But they didn't like South Africans. They felt a little closer to the New Zealanders because they were in their own neighborhood. But of course they've taken South Africans, migration in recent years because of the change of the apartheid policy. They do want people, and they're willing to take people who are going to offset this (chuckling) horrible hoard of Chinese that they fear will be coming down. I remember meeting, I think I mentioned earlier, this family that had been from Rhodesia. They'd sent one of their families to southern Australia so they'd have a place to leap if it were necessary. Australia had lots of opportunities. If you spoke English, fine. Although it's not quite the same English, it's close. So they liked the whites; they didn't like the Latins, and they didn't like the blacks at all. A friend of mine from the Nigerian embassy went up to Brisbane before the Commonwealth Games one year just to sound it out and report back on what the facilities were and so on. He came back, and he said, "I'll never go back there again." After dark they were not liked; they felt threatened, because they really don't have up there any blacks except the Aborigines. The Aborigines have been treated as really underclass.

Q: Did you find that there was sort of a divide that used to be anyway in the UK (United Kingdom) between labor and conservative and that it was really a class divide and all that? Was that translated, or was it a different system in a way?

GOOD: There was a divide I guess, but I wouldn't call it class because the Australians didn't recognize class, and they didn't have a noble class, of course. They didn't like anyone to show himself or herself as better economically either. There, of course, were people that were better off than others. But they all wanted to be considered at the same level. They, as I may have said earlier, were willing to accord a bit of notoriety to some who had made it big outside the country. Paul Hogan was able to come back, and they gave him that special, but then he'd been sort of special because he was a crazy guy. When I was there, he was one of the comedians on the television. They liked his eccentricities because it catered to their prejudices. Basically, they didn't want to have a class in a hierarchical fashion. They had to devise on a horizontal basis in that you would have your labor, the people who actually worked with their hands in machines as opposed to the sheep ranchers, as opposed to the miners perhaps, as opposed to the bureaucrats. But they weren't this way; they were horizontal.

Q: You're saying they weren't vertical; they were horizontal?

GOOD: They weren't vertical; they were horizontal, yes.

Q: And in a way dressing down or dummying down?

GOOD: To be considered like everybody else, yes.

Q: Yes, because that wouldn't allow for them a class divide and parties?

GOOD: Yes, the only class divide was between everybody and the aborigines.

Q: Yes. Did we get involved? I mean were any of our policies particularly, aside from the nuclear thing, I mean we'd been pushing a lot of things, which sound innocuous. I mean we push education, we push diversity and ethnic diversity, and we push women's rights. Even though it was the Reagan administration, it was still going on. Did this clash at all with Australians or just didn't resonate or what?

GOOD: It didn't resonate. I mean they had democracy; I pushed democracy there. We might suggest that they have more libraries, but their libraries were free. They had no travel restrictions. The education was there if you wanted it. I mean, gender, we weren't into gender with that problem at that point.

Q: Of course they were doing was a hard one to fight with anyway. I mean it's just the way guys were. Hah!

GOOD: Sure. We'd, I remember, brought one lady over who only reinforced their opinion that women didn't belong, didn't have the whatever to make it at the high level. She was dumb, and they didn't think that that did us any good to have this strangely ineffective...

Q: Who was she? She was what?

GOOD: Oh, she was a radio type on the Voice of America. She had a morning show, and of course, she was noted because they could hear her on short wave. They thought that maybe she'd resonate with an audience, and she didn't. She later on made ambassador. (Laughing) I knew her DCM. It was in the back... (Laughing)

Q: With newspapers and all, did you have sort of a daily press briefing, or a non-weekly, or monthly or what have you, press briefing?

GOOD: Do you mean at the embassy?

Q: Yes.

GOOD: Yes, usually it was the PAO who did it over at the country tea meeting. We were reporting back on a daily basis to Washington. Papers were in English. People could read their own papers.

Q: As you say, there really wasn't much change, then?

GOOD: No, no, the papers were there. You could read them. You could listen to the radio. You could watch television. You knew what was going on. We did a little bit more effort on it because we were looking for themes and focuses and anticipated problems that we could let Washington know about how our policy was being bashed this week as opposed to last week perhaps. While I spent more time than, in retrospect, I think I should have, and certainly more than I thought I wanted to, watching television and listening to the radio and reading the newspapers, anyone else could have done the same thing, if they'd been interested that much.

Q: You mentioned the relative low level of education. What about our libraries? Was this reflected in the type of books we'd stock in Australia?

GOOD: No, we stocked our books based upon our interests, not theirs. In Canberra we had a very special situation because we were most interested in servicing the parliamentarians and the government bureaucrats; so we were into documents. We had an online service. That was one of our early ones. They could come back to the computer to pick up information that they needed. We had a lot more than the usual number of magazines available for people to come in to read. We were located, close to the Parliament, a couple of blocks, and in the National Press Center. We were not in the embassy. They could walk over if they wanted and send their staffs over to make requests, which was our top priority for servicing the government officials, whether they were legislative or executive. The circulating library itself, had the standards; art, American literature, some history books, and so on. We focused I'd say more on the documents and government publications. We didn't want them to have to reinvent the wheel. They didn't want to either. So if they had a project that they were looking on to do, they came to our sources to see what Congress might or had produced, and get that first.

Q: What about these people on the cultural side? Was there much in the way of American studies?

GOOD: In the schools there, no, some. I can remember visiting some high schools that had some focus on that. But it was the exception, not the rule.

Q: I imagine this was almost, as a tour, it was more maybe frustrating, maybe sterile, or something like that, what I'm gathering from you.

GOOD: What made it wonderful was squash.

Q: Yes?

GOOD: That's where I had good contact with the more normal people, and they could be bureaucrats. I didn't know them because they were government officials, I knew them because they were people in the community. The facilities were good. We had good competitions. I knew wherever I went I could stop into a squash court, because we had reciprocal relationships. Distances were immense. It was an expensive country. I wasn't paid well enough to be able to vacation much. So my wife and son were pretty well stuck.

We had the usual holidays, pretty well stuck in the Canberra area. I mean, we wouldn't think of driving for the week into Chicago very often and that's what you're talking about.

Q: Yes.

GOOD: We might and occasionally went to Sydney. It was a four-hour drive. To go to Melbourne, it's an eight-hour drive. That's a lot of driving. You'd fly down, but expensive! Flight is more expensive.

Q: You left there in 1981, whither?

GOOD: No, 1985. I got there in '82, left in January of '85, and was direct transferred. In retrospect, I should have stayed. But my propensity has been to see other parts of the world, and I jumped before I should've. The new PAO coming in turned out to be one great guy, but it was too late to change. The plan to go to Yugoslavia on a direct transfer cost me a home leave. I never got around to getting it. My wife, it turned out that she had to have a minor operation as soon as we got to Washington, and so she recuperated in the Holiday Inn in Rosslyn. Not good, she was in miserable shape and had no support network.

We arrived in Yugoslavia in the middle of winter to find out that our house, which was a duplex, half of a unit, had its under-the-floor pipes broken because they hadn't kept the furnace going. It was a new house, mildew all over the place, you couldn't get rid of it, and it turned out that both my son and my wife were allergic to the mildew.

It was also a new position. I was taking the new executive officer job there. About seven years before the position had been removed. They had finally decided that they had to get things back under control. They had to put an exec (executive) officer back in to run it. We had a branch office in every one of the republics, as they call them in Yugoslavia.

Q: Yes, five republics.

GOOD: Plus Belgrade.

Q: Yes.

GOOD: State said it couldn't cut any of them because they said, "If you have a presence in one, you've got to have a presence in all. And we had no choice. As a result our budget was 95 percent tied up by fixed expenses. We had no way to play with programming, except as we could find somebody to sponsor it for us. We didn't really have American companies there to tap as we had in Santo Domingo or even Australia. So it was a difficult time because of the resistance - you can imagine from the administrative section at the embassy to somebody coming in and taking back under agency control what they had been running however they wanted to before.

Q: You were there from '85 to?

GOOD: '86 because my wife was medically evacuated, in September of '85 and I stayed on until March of '86.

Q: What was your job actually?

GOOD: I was setting up the executive office and trying to find money.

Q: USIA's executive office?

GOOD: USIA's executive office provided the infrastructure, doing the budgeting for all of the branches, personnel. We had, of course, security problems. We had housing problems. It was a time of real shortage. I mean, not as bad as it's gotten, but comparatively speaking there wasn't a lot to buy for eating. There wasn't much in the stores. Store window fronts would be empty. You go down to the market and maybe find a paprika or two. We had to import. We'd get deliveries from the Frankfort commissary. We would get milk down from Austria.

Because of the restrictions of the weather and so forth, there wasn't that much to travel. Bribes. We got there in late January, early February; this was February. In March my wife, our 5 year old went, and I went to the coast for vacation. We spent two weeks together, and then I came back. My wife stayed for another three weeks just to get out of this horrible house situation and hoped that spring would help. It turned out it didn't. There was another problem. They had very nicely put a brand new rug on the floor after the old one had been ruined, and they got the best they could get there in Yugoslavia. Unfortunately it shed and shed. It would never stop shedding. Ultimately of course, you vacuumed it out so there was nothing left, but that left a lot of lint in the air. The doctor was concerned for Mark's health on that one.

But talk about a lifestyle. As a resident in the country, we got resident rates at the hotel. The exchange rate was in our favor, obviously. But it cost me $13 a day for hotel room and food, three meals for the three of us at the hotel at the coast.

Q: Where were you at the coast?

GOOD: We were at Porec, which is directly across from Venice on the Istrian Peninsula, which is a lovely peninsula, as you probably know. It's really more Roman than it is, well it's certainly more Roman than Yugoslavian, although part of that Roman is more modern Italy. Anything that was built to last was not built by the Yugoslavs. That's for sure. I'd sit in the porch at the hotel room and listen to the tiles pop off the walls in the bathroom. The roads that were in good condition were the roads that the Italians had put in. The water system was the Italian system. The sewage was an Italian system.

It was a German tourist area. All the way down the coast from Trieste you found resort locations, all the way down to Pula. They had nude beach resorts for the Germans, which

you didn't see from the road. But if you took your boat out on a tour to visit some of the ocean sites, you'd see them out there surf boarding, windsurfing nude.

Q: Good (Laughing)

GOOD: Fabulous story.

Q: Go back to Belgrade now. Who was the ambassador while you were there?

GOOD: Anderson was there; Scanlan came in.

Q: David Anderson?

GOOD: Yes, David was there when we got there, and then John Scanlan came down. Both excellent, although I think David was better. But Scanlan was very good as well, a little more pompous. David was not pompous.

Q: No, no. I knew David in Belgrade when he was "the" junior officer in the embassy.

GOOD: Really! (Laughing)

Q: Yes, he worked as a vice consul for me. What about Tito? Had he died?

GOOD: He died.

Q: When did he die?

GOOD: Let's see, when did he die? He died about '81 I think. That's when the economy was at its best. And you can imagine, you know the system where your high three for your local employees, they were making much less than they would've recouped if they could retire because of the exchange rate. Their high three was back '78 to '81.

Q: The high three refers to the highest three years of your salary?

GOOD: Yes.

Q: Your pension is based on that.

GOOD: So anybody who was eligible to retire and didn't retire was thought to be very foolish.

Q: Yes, which meant you got rid of your best staff?

GOOD: Yes. Now there were a couple of fools, by their standards, who stayed on, but basically, once they could retire, they did retire. Our staff was fairly young, so we didn't have people retiring on us.

Q: You were, of course, really looking for allocation of money, was that right? I would have thought that for example, to try to have parity between something in Skopje in Macedonia and in Ljubljana in Slovenia, I mean you know one's a very sophisticated place, and the other is, to put it mildly, pretty backward.

GOOD: Yes, well, you weren't going to have parity however you tried, obviously. They've shown that to be true, no question about that. But we, of course, were under the government regulations on what had to be paid. We were still paying out of everybody's salary, every pay period, something for the 1965 earthquake.

Q: Yes.

GOOD: They had 18 different allocations for every salary. Vacation pay you had to be allocated.

Q: Oh, yes, I was involved in that. I was in Rome.

GOOD: All kinds of these things, and then you had the exchange rate change, and so you had to continue to refresh your budget. It was not an easy time. But we had some excellent, excellent employees in the budget office in the embassy, really first-rate clerical staffs.

Q: What about the government? This is when they were going through this rotational system where they...

GOOD: Yes, every year you changed presidents.

Q: Was there the feeling that, you know, this isn't going to work, or wasn't it working?

GOOD: I'm just reading Zimmermann's book, our last ambassador's book, on his time there.

Q: Yes?

GOOD: And it got worse. It depended upon when. When I was there, it was still working, but not well. The biggest problem was that everything was run by committee, not just at the top level, but everywhere through the country. Every decision had to be unanimous.

Q: The committees each were representative of every republic, I guess?

GOOD: Well, yes, every republic had a representative on the top governmental board, and one of those was president. It rotated republics every year, but at every governmental level, things were run by committees. I wouldn't buy fish in Belgrade because normally it came up by train. There were a couple of hundred jurisdictions it had to go through, which might have delayed it 15 minutes here, and hour there. Who knows how many

days it had taken that fish to get to Belgrade! It just wasn't running well. But it wasn't yet ready to fall apart.

Q: Did Kosovo raise its head?

GOOD: Kosovo was of course noted. A Slav would say, "Ha, ha, there's a Kosovar. He's a gypsy! He's darker! He's shorter! He's not intelligent!" The government policy to make sure that every high school had not only the language of the republic, but also a second republic language as the two language choices. You could go on and take something else after that, and they designated what republic language would go in as the second language in each school. The schools that got Albanian as their second language were not happy. They didn't like that. The idea that genocide was being exercised, or done by the Albanians against the Slavs, was a topic of regular conversation. In Serbia, that was assumed. True or not, it was assumed.

When you know that 90 percent, maybe 95 percent of the population down there is Albanian or Kosovar, not Serbian, there was a possibility that there might have incidents in which the Albanians were killing Serbs. But really it appears, from what I can read since, that since the Serbians were in charge of the government and had the military control, an Albanian who might try to foment some problems was dead.

Q: Yes.

GOOD: The Serbians were attempting to take over land, and they were generally dominating, except in numbers. And of course, it was not a province. It was only an autonomous area, which was run by Serbia, just as the Vojvodina to the north was. So it didn't have full ranking, and Slovenia, obviously, was unhappy. One of the reasons it pulled out, ultimately, was that it was feeling that it was funding this poor, poverty struck place. It was a poor place. The roads were bad. The people were shepherds.

Q: Yes.

GOOD: It was bad.

Q: Yes. You were there only a relatively short time, but was the feeling of the embassy that this place might split up?

GOOD: There was the fear, yes. Yes, because they just didn't seem to have any way to get it together. The Slovenians thought themselves better, felt a chip on the shoulder that they weren't being treated equally with the Serbs. Since they obviously were more sophisticated, had a better economy, and so forth, they didn't think this was fair. Language was a problem.

But as a tour, I consider it one of my highlights because I enjoyed the people, I enjoyed the country, I got around a lot because it wasn't Australia. (Laughing) After a year, here I could travel. It was close; it was cheap. I did all the traveling I could. One of the younger

officers in USIS and I and his fiancé, they got married as soon as the embassy sent them on TDY to Sarajevo. They didn't want to be forced to get married in Belgrade. So they said, "No." As soon as he got TDY to Sarajevo, they got married; it was okay, great fun. He had Russian and Serbian, so no problem with the languages. We just went all over the place.

Q: Did you run across problems in the rivalry, which is now everybody knows, but was anybody who served there apparent, particularly Croatia and Serbia? Did you have problems in your organization there?

GOOD: No, we probably had a little more trouble down in Sarajevo and Bosnia in that they were really backwatered down there and didn't like it, because they had not been backwater under the Austrians. That had been the Austrian provincial. Zagreb did consider itself to be as important as Belgrade. It wasn't getting that kind of comparable reaction from the Serbs. We weren't in the middle of the fight between the provinces, and it didn't affect my work at all.

Q: I was wondering whether it affected your work, in that I remember when I was running the consular section in Belgrade. My local employees had no sympathy for or really working with those in Zagreb.

GOOD: Yes, well, we didn't have that type aid working. Our units were pretty autonomous at the local level. I didn't sense that in our organization. You felt it with the Kosovar, but we didn't have a post down there at that time. We didn't get that one till fairly recently in Pristina. Skopje was out of sight, of course. The language was different, and people didn't travel that much between.

There was, of course, a negative feeling toward the Greeks, although that politically has changed a bit in recent years. I remember, one of our Greek employees in the admin (administrative) section nearly got killed by the husband of one of the ladies with whom he apparently was more than professionally involved. But they all rolled with the punch and they got over it. But the Greeks were not really accepted as equals with them.

Q: Well, there was the Macedonian issue, too.

GOOD: Yes, yes, no question about that one.

Q: This might be a good place to stop, I'm thinking. We'll pick it up then in, well, '86 when you have to leave for medical reasons because of your wife. Now Yugoslavia.

GOOD: I should say though, before we close that my travel wasn't just internal. The Embassy had a policy that we were told that we should follow, of being out of the country every month, somewhere out of Yugoslavia. We did, except the first month and the last month I was there, because you can get to Austria, to Bulgaria, to Romania, to Greece, to Italy, very simply. It was more of a psychological thing. I didn't feel the pressure that those who'd served in Russia seemed to feel about being watched all the

time. I thought, "Gee, that's an extra benefit. I'm secure. Nobody's going to bother me because I'm being watched."

Q: Never bothered me, but...

GOOD: But those who'd been in Russia, they had this paranoia.

Q: In '86, where did you go?

GOOD: I went back to Washington, the Voice of America.

Q: All right, and so we'll pick this up next time in 1986 when you've come into the Voice of America?

GOOD: Right.

Q: Great!

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Today is October 10, 2000. Paul, you were with the Voice of America from '86 to when?

GOOD: To '88.

Q: All right.

GOOD: I was in the International Negotiation Office, which had been set up in the start of the Reagan administration by Charlie Wick, who came in as the new director of the agency. He was interested in expanding the Voice of America signal, strength, coverage, whatever. To do that he needed to have bigger sites and of course better equipment to get up to date. This office was negotiating for new Voice of America sites around the world. We had a number of projects going on, some of which actually finished, some of which had to be backed away from. What Charlie Wick did was to go for the Cadillac version of the equipment, and that took a lot more money and a lot of time. By the time they got themselves geared up to really get moving, Congress was more reluctant to let them spend the kind of money they were spending.

I found very quickly and quite shockingly that there was a different perception of money at the Voice of America. Overseas, we nickel and dime ourselves very comfortably. But when I was doing the progress reports on our negotiations, one of my weekly chores, I never wrote a figure that I could remember under a million dollars. I might put .9 million, maybe even .75, but we didn't have figures that were considered to be important enough to be dealt with with less than a million base figure or the word million after them. Because they were projects that could cover a great deal of territory question or fudge, we were an attractive element for the general consul's office.

The engineers weren't restricted on travel like the normal travelers for the government; they charge their travel up against the project. It wasn't quite the same kind of auditing situation. So if we wanted a lawyer to go to, let's say, Botswana, where we had a project going, a lawyer leaped up ready to go this afternoon, if necessary. Whereas my experience with the GC (General Counsel) office in prior jobs was that you had to negotiate for weeks, if not months, to get their attention focused on your problem. These usually were minor problems, but not really more minor than some of the jobs that we sent them out on for the UGA. We had one lawyer who just loved Botswana, not because of the job, but because of the inexpensive semiprecious stones that could be picked up for a song, and the goat hair, mohair clothes, shawls, and so forth that were available.

So it was quite a different perspective on how government operations worked. Now because it was high profile, that is OMB (Office of Management and Budget) was interested in it, because it was a lot of money. We were talking hundreds of millions in the projects overall. There was attention frequently at the front office in USIA and our chief, Mort Smith, who was a deputy director of the Voice. There were two deputy directors. There was the regular line operator, and then this special deputy, who was focused solely on the negotiations.

Ours was a very small office. Gunther Rosinus, Ken Yates, Mort Smith, a couple of secretaries, and I were all that were involved. Our job was to keep an eye on the engineers. We all learned, and none of us were engineers in that office, that engineers are difficult to pin down to a fixed figure. They will constantly change, and their reasons may be unintelligible. In any event, we had to keep track of where they were going.

They had some very, very nice, very understanding engineers. Unfortunately, the operations' engineer was not. I think he passed away. He came down with cancer, and that ultimately calmed him down. But my first encounter with him was the kind of encounter you get with a bully. I had to stop him and say, "Look, we can't have a relationship like this. I don't work for you. You don't work for me. We have need for mutual understanding and exchange of information. I'm sorry but that's the way it's got to be." We started over again, and we got along fine. I saw him a couple of years ago at the Voice just before he retired, and still we got along fine.

Q: One of the things I've been told with the Voice, and maybe it wasn't true at this period, but that the Voice of America is absolutely permeated with the idea of short wave, and short wave was becoming less and less a means of hearing things and all that. I mean, correct me if I'm wrong.

GOOD: No, you're right, although the perception then was still in infancy. When I came back to the Voice in '97 that was really a very strong feeling.

Q: Oh.

GOOD: But in '86 when I got there, they were about to begin one of the periodic, I think it was once every 10 years at that time, world conference on frequencies. I attended, at

one point, a meeting at the old executive office building, honchoed by somebody from the NSC, that gathered together those elements of the government who were dealing with and interested in frequencies in preparation for that meeting.

The most striking thing I learned was that, at that time, there was a huge band of frequencies, which was blocked by the military, who were not interested in yielding up any of it. This was making it more difficult because they were still under the process of developing ways that they could focus frequencies that were next to each other or close to each other without lapping over interference. They'd come a long way along that route, but they needed to have more room in order to cover the area of the world that they wanted to cover.

Now another thing that was being looked at, at this point, was the question of being able to use, and you've probably heard it more recently as well, of being able to receive the signals directly on handsets from the transponders in satellites rather than having to use ground signals.

Q: Having to skip?

GOOD: Instead of having bouncing around like the short wave does, bringing it down to a hand held set. Now at that time, already, the hand set capacity was there. The manufacturers had the units, they could produce, and they could produce them cheaply, but they didn't have a signal yet (chuckling) because the transponders were still too large.

Q: These transponders were essentially things that read broadcast signals that were beamed up to them from the United States to a satellite?

GOOD: That's right, and then they would beam them back down, and is strong enough

Q: That it'd be picked up by a cheap handset.

GOOD: Right, and focused enough so that the cheap handset could pick it up. That's feasible now, I gather. It could be coming. The change that's really come though had gone from the analog to the digital. The Voice has changed its broadcasting, I think, completely shifted over, phased over to digital. Now this has caused problems, because if you don't have a set that receives digital, you're not going to get the signal. So people have had to shift their instruments in the field to pick it up. Because a lot of the interest in the Voice in recent years has been to provide the news or the programming to stations around the world to rebroadcast from the ground, not from the satellites, they wanted to be able to deliver a high quality. Since their audience at this point was not the general public so much as it was the foreign stations.

Q: We're talking about '86 to '88. This had not arrived yet, then?

GOOD: That's right, but they were talking about it.

Q: They were talking about it, yes.

GOOD: They wanted it, they knew it was coming, and what they were talking about was really implementing in the short term something that would carry them over for they thought, at the most, 25 years. I think that their projection was to gain a little bit of leeway. I think that we're now what, 14 years since that. I think 20 is going to be enough to get them going on it. The real question was to justify short wave. This was coming up.

And you're right; the Voice is permeated. Certainly at that time it was permeated by the idea that short wave was the way to go because what the basic reason, rationale for the Voice of America was to reach those areas that did not have access to objective news in times of crisis. Now probably that doesn't amount to more than 10 percent of your receiving audience in the best of times. So if you don't buy the rationale for the Voice that you're reaching in emergency situations, then the Voice is a waste of money, because the rest of the 90 percent of it is fine. It's not fluff necessarily, but it's not that essential either.

What they found out, Haiti was a problem that we were facing even at that time, was how to get your signal in. They looked at a square mile rock island in the Caribbean between Jamaica and Cuba, which belongs to the U.S. This would have meant setting up the transmitter on an island really only accessible by helicopter. (Laughing) There is one place that you could land a small boat with difficulty, but it was U.S. territory. I saw it one time from the air as I was flying out of Jamaica. Haiti received no good VOA signal. As you mentioned earlier, short wave is a bouncing effect, and it isn't really much good unless you're a thousand miles away from the transmitter. Probably more foreign people know about VOA than any other aspect of our government.

Q: Were the locations a problem? People who were looking somewhat ahead were seeing that you're really in a transition stage and so acquiring a lot of pieces of property where the signal would bounce a thousand miles and hit the right place...

GOOD: Minimum of a thousand.

Q: You want to get the proper skipping place, but the effort to get this territory, would probably be obsolete within 20 years. This had an effect, didn't it?

GOOD: It did, but, of course, if you're buying the rationale, as I mentioned earlier that the reason for the whole Voice of America instrument is to reach those areas in an emergency situation who don't have any other source of real news, then it's worth the expense. Compared to the expenditures for the military, of course, it's peanuts. Now we were working on projects in Botswana. That one was already ongoing; I remember I had a check in my hand for $7,500,000 one day. I thought was the largest I'd ever have in my hand. It was moving along quite well before I got there. We were just about ready to sign when I got on the job. The seven and a half million as I remember was for the 25-year land rent.

Q: Where did Botswana reach?

GOOD: The Botswana signal was going north and northwest to be a backup for the French area.

Q: French African area?

GOOD: French African area. It'd be north of Zaire (Democratic Republic of Congo) we're talking, not anything south, except that at Selebi Phikwe, which is the name of the site, they also had an FM station beaming down into apartheid South Africa. That one was up and running first, of course. I remember when I got down to South Africa in '90, I could listen to that one quite easily. But they wanted to have the ability to reach anywhere from three directions, so that in case something failed, they would have a backup. This was going north and northwest, and it would also have the capacity, if necessary, to go the Indian route.

Another one of our projects was to replace the old site, which had a very small transmitter; it was a 35 kw (kilowatt) I think, in Sri Lanka. Charlie Wick had fouled this one up. He focused on this after he got in. It was almost ready to go. It was all negotiated, ready to sign, and he said, "No, I want to start from scratch and review this." Well by the time he got through reviewing, and it was clear that what was ready was what they needed, the squatters had taken over most of the site, and politically the local government wasn't going to be able to kick them out. Now that has turned around, and I think they're back down there with half the site and half the strength and all that sort of thing.

We had temporarily been moved up into the mountains about 45 miles north of Colombo in an area that was supposedly less likely to be invaded by squatters. Yet the first thing we did was to put a fence, and really that's about all we ever did get done on that site because we wanted to be, and this is another characteristic of short wave broadcasting, by the sea, by salt water, not fresh water. Fresh water absorbs the signal; salt water reflects it.

Q: Oh.

GOOD: So it was better to be down there on the shore, which was where they had originally been. Ultimately, shortly after I left the project and they started to get some transmitters, then they had a bad fire while it was still under the control of the contractor. So it wasn't something the Voice was responsible for. Unfortunately, Bob, who was in charge of this, suffered career damage from the way it was handled.

There was another particular problem for Sri Lanka, the worries of India that this was going to be broadcasting to India. It took some serious negotiations in New Delhi to calm the Indian government down by pointing out to them that technically this station was too close to India to be broadcast into India. This station was broadcasting up into the interior of China, and I guess the "Stans" (countries north of India whose name ended in S-T-A-N). To a certain extent, that was one of their (concerns). They were aiming into

two main directions, into the hinterland of China and into the southern areas of Russia. The primary location, however, was the hinterland of mainland Asia. A backup was to the Stans, and then a third, if necessary, would be bouncing over toward Africa. But that was just the third priority and not the very significant one. They had problems with Ambassador Spain, a person who micromanaged. Great guy, but he read everything, and he knew everything. He'd been around since when, 1950 or so? His autobiography is excellent; I'm sure you've read it. But he drove the PAO nuts (laughing) because he would pester him at night as he read the day's traffic. Spain was not the only ambassador who had this habit. He wanted, as do many ambassadors, to have control over every U.S. action going on in his country. We thought as others have thought in other situations, that if you're not technically qualified, you shouldn't second-guess where it has no policy implication. Have your control over the policy side, but once the policy is satisfied and you're implementing it, don't try to make decisions where you aren't qualified.

Q: Was there any problem there at that time with the Tamil Insurrection?

GOOD: Not at that time. We were too far south. There were later political problems of some sort on the hillside site.

Q: Yes.

GOOD: Simply because I think the roads were unsafe at that time. But in '86 to '88 that was not a factor on that site.

We had another project in Puerto Rico. Because it was U.S. territory, EPA (Environmental Protection Agency) was involved, and that's even worse than the Israelis who wanted to be satisfied that everything that we did was kosher and nonobstructive to their purposes. We ultimately canceled the Puerto Rican because, as we did the Israeli one, because it just wasn't feasible bureaucratically. We had a site that probably satisfied them, but you could never be sure. That would have been a backup site as I remember for Africa as well as for South America.

We had an interesting project in Belize. It was a non short wave station, FM station, beaming into Nicaragua using a new antenna configuration, almost experimental, but it definitely worked. It allowed them to be able to bounce it almost like a short wave, after hours, it was an evening-night arrangement, bouncing off the troposphere, coming back down to Managua. We couldn't get any closer at that point.

We did have a project up in Costa Rica in an area which I see since has been in the news because the airfield has become, or at least was alleged to have been involved with, drug trafficking, and it was bouncing down too. There we got into some problems with frequencies, partly because of our strength. We were booming out at 50,000, which is what would be a clear channel station in the old days in the States. Many of the stations in Central America didn't have good crystals, so that they were slopping off their frequencies. We'd get interference. But the strength of our signal was such that even where they weren't slopping over, we were interfering with on their frequency. Vera

Cruz was the place that had a frequency identical to ours, and even though that was on the backside of our signal that it was beamed south and they were north, it still, they felt, interfered with them. So this got into negotiations. We had a fellow who specialized in on frequencies. He would go to the international meetings, and he'd calm them down, and we satisfied them. We bought off individual stations by providing them with new crystals in some cases. We agreed to cut our strength in signal on certain hours so it wouldn't interfere with those farther north. It was a great technical fun. They had a lot of fun in the Voice with this.

Q: What sort of things were you doing?

GOOD: I was monitoring. I was following the budget. I was in some cases traveling to participate in the negotiations. I was definitely the third seat, not the first or second. We spent several weeks at one time over in Jerusalem negotiating with the Israelis on the site that ultimately ended up in Kuwait. Although we'd spent at least $5,000,000 direct contribution, I call it bribery, to get the site, Israel was very difficult because they had 19 ministries that had to sign off on the plans for the site, ranging from military through environmental. It was down in the Negev Desert. It involved the shift of the main highway, movement of part of a town, and the military were concerned with the same kind of problem we're having here now with these cellular phone towers. People are worried about the envelope radiation. This was a factor we had to go through then, trying to find the research. Dayton was dealing with this, of course, in the Air Force. The Israeli Air Force particularly was worried that the strength of the signals emanating from that tower, or those towers, would interfere with the electronic box that their planes were operating on if the planes went through that envelope at whatever altitude. Since the towers were never put up there, we never knew whether they had any basis for their worries or not. But if your electronics shut down in your jet airplane, you do have a problem.

The reason why we were in Israel was not because we wanted to be in Israel, but because we couldn't find any other country in the area that would be willing to take us. They tried, tried hard. Now after the Gulf War, we had a little more leverage in Kuwait, and we got there, not in as lovely an infrastructure arrangement as we were going to have in Israel, because we were going in there quick and dirty, but with the same result. We had a location which we had the cooperation of the local government. Again, of course, we weren't beaming to the Arab world.

This was the main idea that we had to get through the minds of the policymakers. Short wave isn't local. Short wave isn't local. We're not even broadcasting in the local language. Like with India, we weren't broadcasting in the Indian languages. We weren't broadcasting in Arabic from the Middle East sites. To broadcast into the Middle East or India, we would have to back up at least as far as Morocco, which was another one of our sites. We had had a site there for years, one of our older sites. We were replacing it. It's located just south of Tangier in what we had been told was a lake. Now I wasn't there; I got this story from engineering. Wick went out there with his chief engineer, and Wick said, "I want the station there." And he pointed at the spot. And they said to him, "Mr.

Wick, that's not a good idea, because that's a lake in the rainy season. "No," he says, "I want it there." So the ultimate result of this was that we had to buy a hill, and use that hill to construct islands in the lake, to build the causeway to get out to the station from the main highway.

Q: Was this just, did Wick have any rationale behind this, or was this?

GOOD: No, he liked it. He liked that location. It made no sense. The site came on line when I was in Morocco in '91, the VOA director came out and dedicated the site. One of the clauses on that is that if the king of Morocco is traveling to the States, the Voice of America if asked, is compelled to shift its antennas so that they can broadcast the Radio of Morocco to the king in New York. That's one of those clauses; they wrote that in there. We way overpaid on that site, that's the only classified agreement we had.

Q: How was Charlie Wick? What was your impression of his efforts, vis-à-vis the Voice of America during the time you were doing this job?

GOOD: He had calmed down from what he was reported to have been like in the early '80s by the time I got there. My opinion of his efforts is based more upon how we saw it in the field. In retrospect, I think that he did a great deal of good in getting the agency involved in upgrading its technical capacities, not only at the Voice, but in the field with the wireless file, and the World Net, the dishes, and so forth. These were tools; they were not anything more than programming accessories. But World Net was a good tool. He had a very jovial presence. Of course, he had a personality problem, an attitude problem. He didn't want to have anyone around him who was very much taller than he. So it was a hard period for the tall agency officers.

Q: (Laughing)

GOOD: Morton was of his height, so Mort didn't have troubles with him. Charlie was Jewish, and Mort was Jewish, so that was another link. So we were somewhat protected in our little office there at the Voice.

To step away from the project for a moment, I found it very interesting to be a part of the Voice of America and yet not being a part of the programming part of the Voice, which of course is what it's mainly all about. I wasn't emotionally involved in any of the fights. I was dealing with the technical, the engineering side, mostly. I had friends in the programming areas. But I would be the person who was on their side because I was working in the building, but I wasn't someone that needed to be manipulated because I wasn't involved in their policy problems on a daily basis. So I could observe, almost like being a Foreign Service officer in a foreign country during an election. You can be objective; you can watch it and enjoy it without being crushed by whatever the result is. Of course, the Voice of America is a foreign country in many ways. Its representatives from all over the world are there, and they are, in the main, ultimately American citizens because they've been there quite awhile, but they're still not greatly assimilated in many of their attitudes toward the kinds of a moral or a societal norm that we have, that our

children would be.

Q: These are technicians, and they're going out to do a job?

GOOD: Well, it's more than that though, Stu. It's that these people were ideologically and intellectually involved in the political morass of wherever they came from, which is why they came. They were opposition forces usually. One of the problems the Voice has had over the years is to corral those people from putting into their production tapes, points of view, which are not in line with the U.S. policy. It's hard to monitor them, because there's a lot of production going on in lots of languages of which we don't have a lot of Americans who have all those languages overseas. So we're often dependent upon reports back which are zingers coming back from the embassies overseas, "Did you hear this on your program yesterday? Cut this out!"

But it was like a small village as well because there were cliques all over the place. The Russians versus the Lithuanians, I got in trouble on that. One of my neighbors in McLean was a Lithuanian. The Lithuanian branch was under the Russian section. I went down looking for her one day; I needed to tell her something. I made the mistake of going to a friend of mine who was a Russian, a deputy director of that area I guess. My neighbor never spoke to me again. I had given the impression that I was lumping Lithuania under Russia.

Q: Oh!

GOOD: And no, I'm sorry, that's not the way it goes folks. They were opposed in the main to whatever government that was in charge at the time they left. Since most of those governments in the case of the Eastern Bloc were still the same governments, they were continuing to be anti. Of course they're in a time lock. It's like the Americans who left during the Vietnam period and let's say went to Southeast Asia or went to Australia to teach. Their memories, their feeling, their reaction to the United States policy remains as it was when they left. They hadn't noted the change. When I would talk with the Americans in Australia on occasion about for example the military, about how conservative the military is, how uninterested in triggering wars and doing these awful things that they were accusing the U.S. of, they found it hard to believe.

Q: Yes.

GOOD: The children of these immigrants have a particularly difficult time, because what they've been taught is how things were when their parents left, not how things are now as they have been changed.

I'm reminded of couple that I met on the Austrian border in Graz, just north of Yugoslavia, who were shivering and quivering about going in. They had a van that they were going to use to go on vacation. They were Croat offspring from people in Los Angeles. I said, "Look, (laughing) they're not out after you. You weren't born here, you aren't Yugoslav, and you aren't Croatian. If you are worried, go down to the consulate

and register. But you haven't done anything; they're not after you; you're an American citizen; forget it!"

But the building, before I forget, I want to tell you that the building that the Voice of America is in is a wonderful building. It's got I think the original, the first escalators that were installed in Washington there with nice golden bronze covers. Of course it's difficult to keep them running; they're often down. Bathrooms, twice as many as you need because it was built for segregation. Wide corridors. It's got space. Although it's of course an old building and some of the air ducts aren't in the greatest shape and some of the air conditioning may not be working all that well in certain areas, the windows do open.

Q: By the way, you mentioned that you were pointed towards countries in crises. Was this a key word for saying we're talking about countries that were in a communist bloc? I mean, was that what it was?

GOOD: No, it wasn't just a communist bloc. It's whenever you have an overthrow of a government, and the radio stations are not able to provide the kinds of objective information distribution that you would normally have. Of course, the Eastern Bloc was a continuing problem, but you had Haiti as I mentioned. If you had a change of government in Africa, you'd want to be able to get the news of what's going on and how that event was being portrayed outside the country. So the crises could be anywhere, and there were. Chile, for example, when Allende was overthrown, problems in Argentina, Brazil, wherever. They wanted to be able to make sure that they got our story in and as objective a version of what was going on outside of our policy fields.

The policy question at the Voice was, of course, always there. Just down the hall from our offices was the editorial room, which is in close communication with State and dealt with the editorials that were broadcast and identified as editorials. Now the criticism has been that the news broadcasting from the Voice was also laden with editorial comment. I suppose that's true with any news organization. You've got some spin direction that you're doing. But if you listen to the editorials and you listened to the news, it was clear that they were coming from two different sources usually. There was an axe to grind on the editorial side. That grind direction was generally steered by State. Obviously, this was the reason that there was a successful push to keep the Voice of America out of the merger with State to set up a separate agency, so that there would not be as easy an argument to make that the policy wonks were controlling the news.

Q: Yes, yes. You left there in 1988 and whither?

GOOD: Whither? Went up to Toronto for a couple of weeks and had great fun. Went up as a part of the team that was setting up the Economic Summit, the last one that Reagan went to. Stayed in the Royal York Hotel. We took it over mostly. It was in June. Since most of my job was going to be following the conference rather than involved in the conference, a State officer and I made great use of the free transportation tickets that we were given for the public transportation around Toronto and enjoyed ourselves. That's

the only time I actually was involved with Wick directly. He came up to see how things were going. Pat Kennedy was the executive officer for the session, did a marvelous job, very impressive. He was still young then.

But I was aiming again for overseas, and I decided to try again that job that I'd had earlier in Africa. They were desperately looking for someone with administrative background to do the trouble shooting for South Asia-Middle East. So I shifted over to the M Bureau (Management Bureau) to travel the Middle East out of Washington. I did that for two years, covering North Africa, Middle East, and South Asia.

Q: That's '88 to '90?

GOOD: '88 to '90. Unlike State, we, PMOs (Post Management Systems Officer) was what we were called, traveled 50 percent of the time outside the country. Here your PMOs in State probably do a trip a year at most, dealing mostly long distance with the problems. Same kind of a responsibility, find out what the problems were, solve them, can't solve them, bring them back, and try to get them resolved back in Washington, negotiate with the embassy because most of our PAOs aren't administratively savvy or interested or willing to admit that they were savvy. If you were going to admit to some management expertise, it could hurt your career as a programmer. I found that out personally. We had one certainly very savvy PAO in the Middle East, who we talked about it; he was aware of this. He kept his managerial talents under very heavy curtain. His post worked very well. Didn't have to do much for him because he knew how to do it, but he didn't want people back in the area office to understand how good he was. So I covered every post at least twice a year and many of them every three months.

Q: What were some of the major issues you had to deal with?

GOOD: Probably the most normal one was a fight going on with the admin section between the PAO and the admin section. The admin section wanted something, wanted USIS to do something that the PAO didn't want to do, or didn't understand how to do, or didn't understand why he should do it. There were personnel problems. As an administrator you're aware, making sure that they've got their job descriptions up-to-date. It's minutia in a way, but if they don't keep it up, in the long run, the employees suffered, and the post doesn't work as well. It was finding out how their budgets were going, occasionally getting involved with embassy stuff, but not very often; mostly it was in-house.

Q: Did you find that with the departure of Charlie Wick when the Reagan administration went out that some of the clout of USIA went with it?

GOOD: Oh, yes, because we got a very bad successor who just didn't understand.

Q: Who was that?

GOOD: Bruce S. Gelb. He was that fellow from up in Connecticut, Proctor and Gamble?

He got into a major fight with Dick Carlson who was the director of the Voice while I was there, who if I haven't mentioned it somewhere along the line, I should, a marvelous administrator. He went on to be head of Corporation for Public Broadcasting.

Q: Yes.

GOOD: A wonderful person to work for. He was in charge; the staff admired him; he was professionally competent and politically astute. When he got into a fight with the director of the agency, the result was that they were both canned, if you will, politically. He went off to the Seychelles as an ambassador, and the other guy went off to Brussels, I think. And that was the end of the director of the agency. The former ambassador to London, I believe, succeeded him, Henry something.

Q: Yes, Henry Catto.

GOOD: Catto, right, who had been the press spokesman for Weinberger at the Defense Department. When I was in Australia, he came out, a very competent guy. He knew his stuff. He wasn't there that long because he was toward the end of Bush's time, didn't have all that long of a period.

But aside from him, after Wick left, now Wick, Wick was active; he was full of energy; he had the connections through his wife with the White House. He was not all that sophisticated about what our mission was overseas. He didn't really have that much of an interest in the postings overseas as to what we were doing. But then after him, nobody did either, except Catto, to a certain extent, but he wasn't there long.

As soon as we got into Duffey, it was lost. He just didn't know what we were doing. His interest was in running the operation there in Washington for whatever he thought it was supposed to be doing. His deputy was very narrow, narrowly interested and focused. So the direction from Washington just wasn't there anymore above the associate director level for the regions. But that was not a real concern for me as an administrator during the '88 to '90 period when I was a PMAO for at least South Asia, Northern Africa. It didn't come back into focus until I got back overseas. Then it began to be a problem. Certainly when I got to Morocco, it was downhill from then on.

Q: Well then, while you were in this management side, when did you go there, in 1990?

GOOD: Well I went in '88 to the PMAO job and spent two years traveling. So I spent a full year outside the country. I was, and I'll get to that later, asked to go back to the job after Morocco. I said, " I would, on condition that you base me overseas." The primary reason for that was the jet lag problem of this constant travel. I just didn't want the transatlantic flights any longer. It's too long.

Q: Yes.

GOOD: My trips were normally six weeks long, of which one full week was spent in

travel status, that is, flying, sitting in airports, and getting off planes.

Q: Yes.

GOOD: It's fun for a while, and fun for a little longer if you're at a new area. But a year of learning your area takes the edge off the exoticism. There are still spots of interest, of course, logistically. But there are more spots where the trouble is not worth the excitement any longer. So I said I would only take it on that condition.

It was very interesting for my first tour of two years traveling. It was areas that I had not been in before. I had not been in the Middle East before, except to Israel when I was in the Voice. I hadn't been in the Gulf. I had been in Calcutta and in Madras, but I hadn't been in New Delhi; I hadn't been in Nepal; I hadn't been in Syria, of course; I hadn't been in Algeria, hadn't been in Tunisia; so it was areas that I found very interesting for those two years.

Because I had both the programming background and the administrative background, I had better rapport with the PAOs than most of the administrative travelers had. They had not gone through the information and cultural tours that I'd had. The PAO welcomed me in as his peer, and I could get things done a lot more smoothly. I didn't stay very long in any one place. Again, this is my preference maximum three days unless there's some major project.

I did have one major project in Khartoum. We had to completely revamp the office. I fired 49 people and hired back seven, I think it was.

Q: What was the problem?

GOOD: They had an English teaching program, and it was Washington's decision that they not have it any longer. They also didn't like the place that they were located. They felt that it was dump. It was a separate, single house. They decided they wanted to downsize; they wanted to cut the circulation library out, make it a reading room, put it down near the government offices, which is what they felt their major customers were to be; and it ended up in a major office building downtown near the river. It meant negotiation with the Ministry of Labor to make sure that they didn't come back and say that we had broken their labor laws. As you well know, most of these developing countries have a good set of European based labor laws. We were clean, because we really were shutting up and reopening elsewhere in a downsized location, and we were canceling programs. So we didn't have any problems with the government.

Khartoum was one of those places that never did lose its charm for me. I liked Khartoum. I like the Sudanese. They're marvelous people, friendly, gentle, pleasant. I only was threatened with arrest once. There were rules, of course. They had almost put the DCM under house arrest a few days before. They almost arrested me over a question of photography.

Q: Oh?

GOOD: They were very tight on that. Travel outside the city required a special permit that you had to be there a couple of weeks in order to get a hold of. But I was able there to join an embassy expedition one weekend to go down to the cataracts on the Nile, cross the desert down to the cataracts.

On another expedition, we drove south to an island on the Nile River devoted to cotton raising. To get a bit of a view of how different it had been under the English administration, it had really been a garden spot down there then. They had built up well, they had organized well, they had something going for them, and so the infrastructure was still there. But it was decaying rapidly, as you would find in, let's say Southeast Asia.

I didn't get tired of Khartoum. The weather is wild; the heat is amazing; the confluence of the White and the Blue Niles is interesting; the town is not a part of the modern world. The airport is isolated. You fly in from Addis Ababa, for example, and you're in another part of the world, a long ways from anywhere.

Q: While you were doing this, how did you see or feel that the effectiveness of USIA efforts were continuing at about the same level, because it's the beginning of time that we were beginning to feel tucks in various ends?

GOOD: Yes, the resources were down. In the smaller posts you were pretty well down to a little bit of exchange work and the personal efforts of contact by the PAO and his staff. You didn't have money, and it was that the real budget was lowering because of inflation. We weren't getting the increases.

The effectiveness, the utility of having a USIS was, of course, still there. USIS has the broadest contacts in an embassy; they know most everybody that anybody else knows, and they can get action because they know where to go. They've got the media. The media is their main focus with the universities. When the embassy needs something in the area of publicity, they're there. When you need something in the area of education, they're there. There's nobody else in the embassy that can do it just like nobody else can do the economic officer's job and a political officer's job. It's part of the team, and it works very well.

We had good staffs, despite State's feeling that we over graded them at times. We were hiring good news staff as opposed to some of the other countries. What we'd originally had at the time of independence, a very small pool to draw upon, now we had much better qualified people, and we were hiring or replacing the good people. As they leave going into areas of the government, we then, of course, picked up quality level, in effect, policymakers in the government that we had contact with. Unlike most of the rest of the embassies, people don't have anywhere to go once they leave the embassy, so they don't leave. Our people, our public, our cultural officers, our cultural assistants, and our information assistants are nowadays, university educated. Their buddies are teachers,

university or programmers in the media. They're plugged in, and when they leave they are also plugged in. It's very impressive.

Q: When you left this job, where did you go?

GOOD: I went to South Africa as exec (executive) officer for USIS.

Q: You were in South Africa from?

GOOD: '90 to '92, and I left only because they asked if I would help them out in Morocco. They pulled the PAO and the exec out for discipline if you will. They said that they had mismanaged. Now that was a large fight, which I wasn't personally involved with, but the PAO had been a classmate of mine, back in '63 when we came in, and the exec officer had helped train me when I first was a PMA back in '76. So I knew them both well. There was a lot of politics between the area director in Washington and the ambassador at the post. The result was that they needed replacements for the management team. I had wanted to get into a Muslim country just to have the exposure to a different culture and had planned to go up there in '93. But they asked if I would be willing to go a year early. I said, "Okay, I'm not sure whether I'll grab it up," because we loved South Africa.

Q: Yes. Let's talk about South Africa a bit.

GOOD: It's a wonderful country.

Q: Things were really beginning to change, were they not?

GOOD: They were. Mandela had been released in April. I got there in August. Although he wasn't in power, of course, until just after I left in '92, the apartheid was changing. The misogynous laws were disappearing, and the restrictions on where you could live were being lifted while I was there. Because of the nature of my job and the fact that we had branch posts in Durban and Cape Town and Johannesburg, I could get around a bit and see the country. Even without business reasons for travel, it's easy to travel, or was easy to travel in South Africa. The roads are excellent because they were built to military standards to be able to move around the country well. I found myself an old BMW 728, which weighed like a tank and drove like a dream. You could sail along at 100 miles an hour with no traffic on an excellent road and feel like you were just really living well. So we did.

We took a trip just before we left, up to Victoria Falls, by car, came back down, went up to Botswana, came back down through Zimbabwe, stopped at Selebi Phikwe to see the staff there, overnighted, and of course got down to Cape Town on vacation, got down to Durban on vacation, went over to Swaziland a few times, got down to the Kruger Park. Johannesburg was in the back yard of course, got down there regularly. We had a sub post at Soweto. We had a new office that I had to get involved, negotiate, get it built in Johannesburg, to move the office from one site to another. I'd go for a vacation in

Hogsback, which is down just above Ciskei, halfway down toward the Cape, overlooking the escarpment, which then goes down to the Indian Ocean. It's a great place. It's high enough that it'll get some snow in the winter. It's got a nice little hotel.

But South Africa is hopeless. There's no way that the country's going to improve now. I was back down there last year, and no. There's no cohesion. Only in the Embassy did the groups or representatives from all the major tribes work together.

When I say tribes I don't mean to be bigoted. I realize that there are those who say that you shouldn't use the word "tribe" and I can see why. There's a book coming I just read recently, Mistaken Africa is the title of it. A fellow who teaches African history in a small college up in, I think, Pennsylvania, says that "tribes" provides a certain picture here in the United States that isn't accurate. He's right of course, but the Africans still speak of tribes. So I include the British as a tribe, I include the Boers as a tribe, just as I would consider the Sothos or the Xhosas or anyone else as a tribe.

They would work together in the office smoothly, but they didn't socialize outside the office. If you went to socialize with one of them outside the office, you were going into their group. You weren't bringing anybody else along with you. You were an American, a visitor, a diplomat who was outside, as you know, outside the fold, and therefore welcome because even if they made a mistake about you, you were gone in a couple of years anyway.

We had lots of good friends. We enjoyed it very much. My wife did a year at Witwatersrand, graduate work in simultaneous and consecutive translation work. My son had some problems and almost shattered his right arm completely in a cricket problem at the school. Some fat guy fell on him when his arm was in a bad position, and almost, it was completely loose.

Q: Oh, boy!

GOOD: That was, I think, the second worse personal experience I've ever had, sitting there with him that weekend while they waited to see if they would, how they would, operate. Total pain; they couldn't give him enough painkillers. That's one time I did use my diplomatic status to tell them to "get out of my face, and I'm going to stay here. I don't care what your rules are," because he needed support. He still doesn't have full radius of movement on the right arm.

Q: Oh!

GOOD: So that was a real downer. It disrupted my wife's schooling. From that point, she had to take care of him then, to get him physical therapy for a year.

The local school was fine. It was much better than the American school. We tried him in the American school. It started in August, and in November we pulled him out. The teacher was unqualified. We were justified, but it took a year to get the justification. I

went for a classroom visit after having corresponded with her for a couple of weeks. She was the wife of the principal. I corresponded with her on various problems that my son would bring home in his homework. So I went in to observe as we were invited to do, although that time the principal said, "I can't let you go in alone. I have to get somebody else to go with you, because I don't trust you. I think you're out to get her." She was unqualified. A year later, my buddy who was on the school board, said, "You were right. She didn't have the qualifications." She not only didn't have the guidance credentials that her husband had said she had, but she didn't even have teaching credentials. There were misspelled words on the board, on the signs that she had hanging in the room. So I pulled him out and put him into a local school, not a boarding school, but a day school, a private school, which was far more integrated than the American school was. I moved him to the school in Pretoria, which saved him having to do that daily to and fro to the school, which as I said was closer to Johannesburg. They were driven in Volkswagen vans on these good roads at high speeds with drivers who were having to get up early in the morning, something like five, to go to where the buses were parked, take the buses to get the kids, and they had to take the buses back, then do the same thing in the evenings, and then have to get home after that. They were tired. Sometimes, not frequently, but on occasion, some of the mothers would just take the driver off the bus and say, "Now you stay here and sleep, and I will continue your run," because he was falling asleep. They should have had some way that they could have taken the vehicles back to where they were at night, rather than having to leave them at a central location. It was an isolated school in the countryside away from any public transportation. It had been a stable originally, and they bought it up.

I didn't agree with whippings, which they still had. It was illegal in the public schools, but it was not yet illegal in the private schools, and these were. It was British tradition. Although it was illegal at that point already in England, it was not yet dug out of the minds of these people who had been raised in the '50s and '60s as students in that tradition.

The headmaster was a fine fellow, had come down from Zimbabwe, a white who led the black takeover. The facilities were fine; the teachers were very, very interested in the children, so much better than the ones at the American school, who were really those who hadn't fitted in anywhere else.

There was a problem, which coincided with my withdrawal of my son from the school. My wife had agreed to go out and teach Spanish. She had Afrikaans fluently, and of course, Spanish, and Portuguese, and others. She knew what was going on in both the English speaking side and the Afrikaans side. There were some Afrikaans teachers there. At the same time she quit, actually she was fired because she refused to go to a conference down in Lesotho. She said that money should better go to provide some lockers for these kids who have no place to put their stuff here at the school. So the principal fired her. The ambassador asked if we would please not make a fuss, although we turned out to be right, and I'll get to that in a minute. He said, "I'm trying to keep things under control there, so that there won't be a bad reputation at the school and that the people who are coming out as businessmen will know that there is a place they can

put their kids." Now the businessmen are too smart to be worried about that. When they did come out, they put their kids into other very good private schools that were up in Johannesburg.

But I had been skeptical because the principal had bent my ear one day at the office by phone for 30 minutes trying to convince me to go in with him investing in gold shares. Yes. The RMO (Regional Medical Officer), who had been placed as the chairman of the board by the ambassador, Paul was interestingly ambitious. He was not focused so much on his medicine, although he was a good doctor. He was into photography; he was getting himself qualified locally; of course he was traveling; and he was very much involved in the politics of the school. I said, "There's something fishy here." And the administrative officer said, "There's something fishy here," but he couldn't for the same reason that the ambassador had asked me to back off after my wife was canned. The Ambassador told the admin officer, "Please don't make any waves here." I'm convinced that that's one of the reasons that he committed suicide a few weeks later.

Q: Who did?

GOOD: The administrative officer. Now that's my spin on what happened. Not everyone agrees with me, but he certainly decapitated himself on a day when there was no reason that he should have had this accident, clear road, dry, no traffic, and he ran his motorcycle into a pole. But in any event, he and I were in agreement on the fact there was a problem.

The reason that I feel justified in believing there was is that a year later they fired the principal for unspecified activities. Now at the time, as I said my wife left, the business manager also left specifically because she could no longer morally work with a fellow who was making the kinds of decisions with money that the principal was making. Now the RMO a few years later, when I was in Morocco, was found with his hand in the cookie jar in Moscow and was canned from the Foreign Service, lost his pension under bargaining. He was told, "You will lose your pension and no longer be able to have a job with the U.S. government. In return for that agreement, we will not prosecute you." I think he had walked off with $5,000 on false vouchers. And this was the feeling that I had. As a person, nice guy, lovely wife, good entertainer, but he just was dirty. And he and the principal were, obviously, in my opinion and my wife's opinion, and her opinion was based upon what she saw at the school and what the Afrikaans-speaking staff was seeing. The principal was dirty too. His wife was unqualified. We were better off out of there. Of course, the side effect of this was that my son gained a year of school. When we pulled him out of fourth grade and put him into the local school, there as a three month gap. During the interim, I put him on Calvert, geared him up, and in January he entered the fifth grade.

Q: The Calvert system?

GOOD: Calvert is the correspondence system out of Baltimore, which I'd had for first grade, and which I had my other eldest son in Thailand on first grade. I continued Mark

on Calvert throughout his time in South Africa in social science and in math because I wanted him to remember the decimals versus the commas, and I wanted him to be kept current on where he should be in American history and geography. He still of course is more comfortable in the metric system than he is in the U.S., but he understands the U.S. of course. He had a very good educational time there I thought.

We had a very interesting time there. We had good friends in the Afrikaans community, no particular reason other than that's where the embassy housed us. We still have good friends from there. I was back there, had dinner with my neighbor when I was traveling last year in Pretoria for my job. We get calls from the people who had owned the house and built the house originally, had moved up a few doors on the same street, even now, and email contact.

But it was a place of paranoia, if you will. The reason we had R & R out of South Africa was because of the psychological pressure. It was not because of the climate certainly. You could argue maybe on distance, but that's not unusual. We had no differential, but we had R and R because we were watched. I know my wife was followed for several months after we got there, tailed until she finally complained, and the boss backed off. We learned later that they never did believe that she wasn't working for the CIA. The South African station chief in Morocco was a good friend of ours, and she remained unconvinced. Her husband, their ambassador was never convinced that she was not because she's so good at contacts. That's just her forte. They couldn't imagine why anybody would be bothering with developing that kind of network if they didn't have an ulterior motive. But it did get us a lot of friends and a lot of contacts.

Q: While you were there, were you seeing a change in the society, getting ready for the end of apartheid?

GOOD: Oh, yes. You'd listen to the various groups. The Afrikaners were apprehensive, of course. The British or the non-Boer white, non-Portuguese were apprehensive. The Portuguese, of course, were naturally apprehensive because most of them had come down from Angola or Mozambique following the revolutions and change of governments independence there. So their discomfort was really not related to the changes that were coming. Their problems were ongoing, finding a niche in the community that they had come to. But they were very separate. They were into music, and they were into restaurants, and they lived in their areas. But it was the Afrikaners who were most apprehensive. We didn't have many Zulus working for us. The question of how they were going to integrate was certainly on everyone's mind.

The cultural officer, a superb officer, his wife was South African, they'd had to leave when he married her on a previous tour, and with her connections, he had connections everywhere. He was a natural net worker. He did not have fluent Afrikaans, but he could get along. That was, of course, a problem in the office because his contacts were miles ahead of the PAO's. The PAO had to piggyback at best. As a result, the PAO, who didn't like the CAO's personality particularly either, and CAO just didn't get along. I would frequently have to communicate between them; they wouldn't talk to each other. The

CAO was a marvelous fellow in programming. He could get money for programs from the banks; he could get sponsorship for this; he knew the leading intellectuals all over the country; he was just plugged in because his wife had come from a mixed background. Her family had been originally educated and sponsored by the Moravian mission down near Cape Town which had a large reservation there for a couple of hundred years. They treated their people equally; they educated them; her mother was a principal of a school in Johannesburg; her brother was a doctor, etc. So she had intellectual connections from generations back.

So, as I say, we had a lot of interesting connections, and so we were plugged into the worries that were going on in a lot of the different elements. My clerk is presently the mayor of Pretoria. She retired from USIS after I left. It turned out she was a neighborhood organizer type from Transkei, chubby, stocky, happy, wonderful person. When two elements in Pretoria, after the apartheid takeover, after Mandela took over, couldn't agree on either of their candidates, she became the compromise candidate and is still there. (Laughing) Wonderful. She's had to postpone her retirement in Transkei, where she had already gotten her small house built.

Q: You left South Africa when, in '92 was it?

GOOD: In '92, August of '92.

Q: And you were brought up, too, because of the problem up in Morocco?

GOOD: Yes, and unfortunately I should have known better, but we were still suffering communications problems with any other country outside South Africa. So you really had difficulty, if you could get through, in talking with anyone in Morocco. So I didn't know that they had been moved to an R and R status.

As you may remember, at the time of the Gulf War in '91, January of '91, they evacuated lots of people, in the Middle East, of course. Morocco was the only place that didn't have R and R. Well, in effect, this was an R & R. They were getting my evacuation. After the fact, they decided just to continue with that and lump it in as an R & R. I didn't know that. I had been planning to do an R & R in Colombia that summer, prepared to go back home. We could have done it; we had the tickets ready to go and everything. Then because I was shifting and wouldn't have my R and R, I thought, we just transferred directly, through Paris, had a good time with friends in Paris, then came on down to Morocco. We had sent our employee, our Colombian employee that we had with us, ahead. By the time we got to Morocco, they'd already subverted him, not with his conscious knowledge. The gardeners and the lower member staff at USIS had decided to have some fun with him and fed him hashish. He was, obviously, vulnerable. He was Colombian, and the Moroccan government was looking for proof that they could wave as, "we're serious about cutting the drug traffic." Of course, they didn't want to bother any of their own people, so they were looking around for others. So we got him out of there immediately, sent him back to Colombia, and did without help.

Q: Sent him back to Colombia then?

GOOD: Excuse me, I sent him back to Colombia. He and his brother had been with us for years. They had worked for the family in Bogota for years before that.

So we arrived in Morocco in August to find the PAO, of course, gone, and the exec had just left. It was a mess. The acting PAO was the CAO, and they forced him out by mid-September.

Q: Who forced him out?

GOOD: Washington, because they said he had to retire. He was TICed Time in class. He should have been kept until the PAO came down. It turned out the PAO never came because he was unable to get medical clearance. He was Christian Science and had a problem, and he wouldn't take the medical. He still now looks like death warmed over. I don't see how he manages to subsist; he's skin and bones. He was still working when I retired. Lovely fellow, I'd met him when he was PAO in Jordan, had just gotten his Ph.D., lovely wife, lots of kids. USIS had to go find a new PAO. So we went from the active PAO, who ended up was TICed, to the IO (Information Officer) acting, who then left on home leave. That defaulted to the new CAO, who knew nothing about administration. So no decisions could be made to clean up what was a mess that we had been sent there to clean up. It wasn't until the PAO finally arrived in December, having been axed out of a deputy job in London when they canceled the position, that we were really able to get moving. Morale was the worst I'd ever seen. When I got there, the infrastructure, the plant was bad, morale was bad, some of the problem people had been fired already. I had to get involved in firing a few more, firing by not renewing a contract.

In one case, we had to fire the fellow because we caught him stealing. In fact, we caught him stealing twice. He'd stolen once before I got there. He got his wife to sign for a paycheck for a girl who was on a training mission, on exchange training in Washington. When she came back, she went, "Where's my paycheck?" Well, he'd already cashed it; we got proof of that from Patis. He was the dispatcher for the motor pool. He'd stolen some POL, which we had proof of. When we fired him, he never did understand what he'd done. He said, "All she had to do was ask me for the money back," in the case of the stolen paycheck. "It wasn't much money anyway; why would she do that to me?"

He was nothing but trouble from there on, because his wife still worked for us. She wanted to divorce, and with the changing laws, it was possible, theoretically, for a wife to sue for a divorce. She never made it while I was there. Last I heard she still hadn't made it. She left the country. She's working here with the Saudi embassy in Washington, had to leave her daughter, and can't go back to Morocco. For all the time I was there, she was under court order to give up the kids, but the order was held, because he hadn't yet paid what he owed in child support. So it was a standoff, but she was unable to push through the old boy network that he had in the police force to get this worked through the judge at court. He'd sometimes harass her when she left the grounds at night. Unfortunately, of course, there were people in the office, male employees, who certainly agreed with him.

So you had most of the women agreeing with her, and most of the men agreeing with him. I had a real education on the Moroccan gender standards.

Q: Your job was what?

GOOD: I was exec again. We only had one branch post there in Casablanca, but that was our larger operation from a programming point of view.

But again, Morocco was wonderful. Unfortunately I didn't have French, because having been shifted up there, it didn't give me any time to get any French. I didn't have French until after I left Morocco before Senegal. But because my wife had Afrikaans in South Africa, we were fine. She had marvelous French for Morocco. She's got the languages, and so she immediately stepped into the higher society in Morocco. We immediately had contacts at the ministry level, which had nothing to do with my job, but it meant that I would show up at places where only the ambassador was representing the American embassy. He'd look at me with, "What are you doing here?"

Q: Who was the ambassador?

GOOD: Marc Ginsburg, political. Actually, when I first got there Frederick Vreeland was Ambassador. He was the son of the editor of Vogue, had been a CIA officer for most of his career, and went to work for State as a deputy assistant secretary.

GOOD: He was good.

Q: Yes.

GOOD: He'd had to marry his mistress before he got sworn in here. She was interesting, an artistic type. The residence was interestingly decorated (laughing). But he was very good.

Q: Was Dick Jackson there at the time or not?

GOOD: No, he'd left. He had been there forever.

Q: Yes, yes.

GOOD: He had been very good, but, no, he had left. He was still echoing around the halls, but he had gone. So Joan Plaisted came in. She was the DCM, and she was the charge for a while until they could get Ginsburg out there. Ginsburg, of course, was hot to trot and without any clue as to how to trot as an ambassador, almost instantly alienated the foreign minister to the point where we had to back door our contacts. I remember my wife was working for the minister of finance when they had a World Bank visit, and the minister of finance, gritting his teeth as he told my wife and said, "All right, you know, I've got to have the ambassador over when we have lunch with the World Bank people." He said, "I really don't want to." He did, but that was the only time. Marc had a way with the locals,

which got him termed "the Israeli ambassador to Morocco." However he meant that to be, he got that taint, and it didn't help at all. He had thought that he was going to be able to resolve the Western Sahara problem because of course he could do that; he was very good. He wasn't very good, and he couldn't resolve it, and he pushed too hard, and that's what really set him off with the foreign minister and with the minister of interior, who is the real power in the country.

My son went back in '97 to the graduation. He had been in the American school in Lugano, Switzerland. He helped me pack out of Dakar and then on his way back to meet me in Brussels, he'd stopped in Rabat and went to the American school graduation ceremony, at which Ginsburg, of course, was involved. He said that the harangue that Ginsburg made, the Minister of Interior, was sort of a patron for the school, was on the platform and was so anti-Moroccan that a lot of the audience just got up and walked out, including graduating seniors.

Q: Oh!

GOOD: When I complained about it to some people here in Washington, they said, "Hang on there, he's out in a couple of weeks anyway, so don't worry about it." I guess that's one reason that I wouldn't vote for Gore because that's what Marc's connection was. His connection was to...

Q: Yes, still is, I think.

GOOD: I think still is, yes. He's involved with the campaign...

Q: I've seen him on a talk show.

GOOD: Yes, and his Miss Arkansas wife. He's in, of course, with the president for whom he provided safe housing after Clinton was defeated after his first term of governor in Arkansas. But he rubbed the international community the wrong way, particularly the wives. They didn't like his presumptuousness with they felt that he was sort of like the supreme court, chief justice, or the chief ambassador in that city, and that's not the way it goes.

Q: Now you were in Morocco from '92 to when?

GOOD: '96.

Q: Ooh! That's a long time!

GOOD: Yes. By the end of the second year, we had the office back in shape. The fun of the job, the creativeness was pretty well finished because our budgets weren't going well. We had to begin cutting, and that's always an unpleasant prospect to go through.

Q: Right.

GOOD: Then came the December 1995 hiatus, if you remember. We had a stoppage.

Q: Yes, the Congress, basically, would not vote, finally the government had to shut down for a week, and so on.

GOOD: Yes, they shut us down. We were not one of the embassies that decided that we were worth anything, so we shut down. It was all right for me, personally. I got out on the golf course every morning with my boots on. It was, of course, December, and there was dew on the grass, and they would bring the hose, one guy on each side of the fairway, and they'd walk down to knock the water off the grass. But even with the water knocked off, it was still wet. But it was warm enough so that you'd start a sweater; you'd take it off by the third hole. Unfortunately, back in Washington, the area director felt he was essential and came to the office and thought deep thoughts and made arbitrary decisions without consultation. One of those decisions was that he wanted me to do his Middle East job that he had been unable to fill for a year or so. Since I'd done such a good job in the past, and since he didn't think that Morocco needed an exec, he didn't consult with the PAO who was there, he didn't consult with the PAO who was coming, both of whom knew more about Morocco than he did, although he had served there back in the '60s. He arbitrarily said he was taking the position away, and that I would take the job in the Middle East, didn't consult with personnel either. Of course, that wasn't something that he had control over. It didn't work for him. The PMAO job was in the management branch, not the area branch. But he did have the right to take the position away. Well they fought it, it didn't work, so at the end of February I climbed on the plane and came back for language training. He thought I was going to come back and take the job. But I made my contacts, pulled my strings, and said no, and personnel said, "We need you more for this other job." The IG (Inspector General's Office) had done an inspection of Senegal, our post there, and found it wanting. It had a series of three PAOs who couldn't manage themselves out of a paper bag. So they said, "You've got to get an exec down there who's experienced to clean it up. It won't be a full tour, but we need him down there. So they put me into language training for three months, and that allowed my wife and son to stay in Morocco long enough to finish the school year. I, of course, had made it impossible for them to get rid of the house earlier than that time either. I read the lease (chuckle), and they really weren't pushing for that anyway. They came and met me in June, and we did our home leave and went to Senegal.

Q: You're in Senegal and Dakar from when to when?

GOOD: Just from August to May '96, '97, and then came back to Washington. I turned out to get a good PAO, who came down about the same time I did in '96, who had administrative sense, and that's really all it needed. There was some cleanup to do, some lines to redraw, but we had a good staff, particularly our administrative side. What had not been allowed to happen, we allowed to happen, and that was to let her do her job. With her doing her job, things went beautifully.

Q: Yes.

GOOD: We had, unfortunately, a difficult administrative officer, who was eased out at the same time I left. I was eased out to. I'll get to that later. But he had some kind of a medical problem that caused him problems, caused us problems. He ended in Paris at RAMSI. I figure that was probably just desserts, if you know RAMSI.

Q: No, I don't.

GOOD: RAMSI is the regional finance operation for Africa, Europe, and the Middle East. The employees are very tough French employees. They don't take direction gladly. I'm sure that they have given him no end of a rough time, because they were home, and he was a visitor, and they knew he'd be leaving. And you know how FSN employees can help lash the bastard.

Q: Oh, yes.

GOOD: I really could have left after six months without any difficulty. I told the area director that I thought that my job should be abolished and go back to the way it had been before with the regional visitor on occasion as PMO. He agreed. It turned out that I left a few weeks early because the ambassador got himself into a sexual harassment situation, which if you interested in, I'll tell you, but which ended up with the administrative officer having to leave and his wife, who was causing the problem, having to leave.

Q: How did this come about? I think this is an era of "all sudden sexual harassment came up," and historically, it'd be interesting to see what was considered that sort of thing at that time.

GOOD: Well, my problem, my mistake was in not filing a suit within a 45-day period. I was rusty; I was in transit; I was overseas; and as you know, some ambassadors still act like proconsul. Dane was an experienced officer; he'd been ambassador in Conakry before he came to Dakar. He'd started out as Peace Corps in Eritrea. He and wife had been in Peace Corps. Bright guy, his wife, who was bright and wrote well, was still in the 1960s mode as an ambassador's wife.

I had heard before I got the post that he had had problems with the handling of his female staff in Conakry. I found out, to my dismay, that he had not learned anything since. We got along fine. He made me chairman of the housing board, which is probably not a winning position, but at least it was nice that he allowed me to have that. We had a good crew on board.

The administrative counselor, of course, was not happy about having a board that wasn't under his thumb. We, all the board, agreed that we worked for the ambassador; we didn't work for the admin officer. Of course, we would make our recommendations, and if the ambassador didn't like them, well, he could change them, of course. That was his prerogative. But the admin officer, took off after USIS as well, and made some accusations, which weren't true, and I called him on it. I said, "This is not accurate." It

had to do with personnel; it was my job; and he was unhappy that I was bucking him. A lot of us from the embassy went off for a weekend in the bird reserve up at the Mauritanian border. The ambassador came up. I was touring with the deputy admin officer; we were buddies. My wife had had to be evacuated within the first month of our tour in Senegal with the precancerous skin condition.

Q: Oh, yes?

GOOD: They wouldn't let her come back.

Q: Because it's right on the Equator.

GOOD: Well, it is, and it started in Morocco, after I left for French language training. We thought that we had reversed it in the States, and it had calmed down, but when she got down there, it flared up again, and the regional medical officer said, "Get out."

Of course, that was one of the reasons also I had told the area officer that I wanted out as well. My job was done; the PAO was handling it well; the staff was good; and so let me go. I would have rather have stayed through the ICASS installation later in that fiscal year. I would rather have left in October after the new fiscal year started, but never mind. When I came back from this weekend, I saw that the administration officer had not corrected his actions on USIS. I saw that he had left on a medical. Now he had, just before this, spent a half hour of an all staff country team meeting, going through major minutia, or minor minutia, however you want to look at this. Everyone was looking at him, "What's going on with this guy?" The ambassador didn't say anything, just let it run out. As I was leaving the room that day one of the officers turned to me and said, "The guy's sick; something's wrong with him."

When we got back from the weekend we found he'd been medically evacuated. I wrote him a personal note, put it in an envelope, addressed to him saying that I hoped that he'd come back improved because this is, how did I phrase it? I alluded to the fact that "I hope that your breakdown is cured by the time you go back, because your wife deserves better than this," something to that effect. She was having a hard time; it was obvious. I was unwise to have put that line in of course. His secretary didn't like him either. She opened the envelope hoping that there would be something there that she could get involved with, and showed it to his wife. She took it to the ambassador, saying that I was harassing her.

Well, the ambassador of course, should have done what any reasonable manager would have done, saying, "Excuse me, that's not harassment. Get out of my face. Stop that." She was working in the consulate, so he had control over her as an employee. But he didn't, because he did not know how to handle women. We had had this problem with him twice with the housing board. He'd overruled the board's decision because of State women who didn't like the decision. He wouldn't do it for the men, but he would do it regularly for the women. He had problems in this with his wife as well. We found the presidential visit, excuse me, the Hillary visit advance team was shocked to see how she was demanding things of the visit, and the ambassador wasn't stepping in, although the

advance team didn't want these things to go on.

So what it amounted to was that he allowed the administrator officer's wife to continue to harass him. Now my feeling is in retrospect, that her husband was aiding and abetting, using her as the front for his efforts to get back at me personally and USIS in general. What I didn't know was that the question of medical records had arisen and that the ambassador told the security officer to check in Washington, and to check with the post to see whether I had gotten into the office to see what was going on. When I found from the ambassador that he was concerned that I had seen the medical records, I said, "Mr. Ambassador, aren't you aware that the fact of his departure was registered on the circulated travel list on Tuesday of that week? We all knew why he had gone, those of us at least in the administration or heads of sections knew everybody who had traveled and why they traveled." I said, "It was no secret."

The ultimate result was that when, we agreed, he and I, that it was finished, that I had done what he wanted, although I hadn't done it quite the way he wanted. He had told me that he wanted me to apologize to her. I said, "For what?" "Well," he said, "I don't know, but apologize to her so she's off my back." So I said, "Okay." But because I'd gotten burned with a written communication internal at the post, I wrote a postcard note and sent it. I had mailed it at the post, and it had gone to the States and come back. I'd sent it APO. He thought that I had done this purposely to annoy him. He said he had expected an instant apology although he had told me, "Now don't talk to her. I don't want you talking to her." So I couldn't apologize in whatever fashion to her directly. I had to do it in writing, so I did it in mail, rather than internally. I got a call from the DCM back in the States, I was home on spring vacation. He said, "What's going on?" I told him what had happened. "Well," he said, "you're in trouble with the ambassador." "Well," I said, "I'm sorry, but I did what I did." When I came back and talked to the ambassador about it, he still didn't like it, I'm not even sure he believed me. But I said, "Look at the postmark on the letter. The postmark was dated shortly after we talked. Just because it took a long time to get to her is not the issue."

So we agreed to drop it. He said, "Well, you've done what you can do, I hope over with." But the next day I got called in by the RSO (Regional Security Officer) and briefed or interviewed on the medical problem. I considered that to be a violation of the agreement that the ambassador had made that this was finished. So I wrote him a note and said that I didn't thing think this was kosher, and that I thought that, as a Christian, he should apologize for breaking the agreement. His conclusion from that was that I had shown disrespect for the ambassador's position. He told the PAO, not me, to get me out of town before he returned in a month.

There was no recourse at that point. I talked to the DCM about it, and he said, "You know, what can I do? I agree with you. The ambassador however can't handle this. His wife feels that he has got to show some power. He's got to get himself back in charge and this is what she's demanding of him." This is my reading of what I was told. He said, "If we at our age, Paul, can't stand on principle, when are we going to be able to stand on it?" But he rode through it. He's now ambassador in Gabon. I came back to the States,

which really was better for me, because I was.

Q: Yes, your wife was here.

GOOD: My wife, I'd been gone from her for eight months at that point. While it probably would have been better for my son to finish high school off in Lugano, we couldn't afford it. It turned out we might as well have done that, because we sent him to Georgetown Prep, and that was just as expensive. But at least he was here. We could see him regularly, even though he was in boarding school for the first seven months of that year. It helped him with networking of course. It's a group of people there.

Q: Back in the States, your tour '96 to when?

GOOD: No, '97.

Q: '97?

GOOD: '97. I got back in June of '97 and stayed until retirement in March of 2000.

Q: What were you?

GOOD: My assignment, that was interesting because I'd stepped into. Do you want to leave this till next time or do it now? We have to do it now. Got the space?

Q: Well, I mean, can we finish up? Yes?

GOOD: Okay. I had talked with the deputy director of the EEO (Equal Employment Opportunity) office in Senegal.

Q: EEO meaning Equal Opportunity.

GOOD: When she came through on a tour of posts in West Africa, a very nice lady, she had been set up, I'm afraid. She was shaking. She canceled the rest of her trip after Senegal because she just wasn't in a condition to continue. They had sent her to Liberia via Freetown, by helicopter from Freetown. (laughing)

Q: It's already the war!

GOOD: Yes. Very poorly...

Q: Oh, I mean, we had Marines holding in the compound and it was just terrible!

GOOD: She'd had a bad experience with a theft in Cote d'Ivoire at the airport. So she was a nervous wreck by the time she got to Senegal.

Q: Oh, yes, yes.

GOOD: The first thing she said to me was, “Get me back to Washington! Cancel the rest to the trip!”

So, okay. But we had talked there about jobs in Washington, and she said, “Why don’t you come to work for us, because we have a Foreign Service slot we haven’t been able to fill?”

So I said, “Okay.” When I was back on spring vacation I went to see my career counselor, who was an old friend from South Africa, and expressed my interest.

He said, “Okay, when you come back, we’ll set it up.”

I came back, I went to see him, I signed up for the job, and he said, “We haven’t pushed it through the committee, but,” he said, “it’s 99 percent sure, so rather than sit downstairs in the lounge why don’t you go up and sit up in the EEO office until we get this administratively finished, and then you’ll be on board, okay?”

So I did, and the chief of personnel went through the ceiling, his boss, accusing me of attempting to manipulate the system.

I said, “Excuse me, Jan. I did nothing like that. I applied for the job.”

Well, what happened, what I stepped into without knowing and I guess without Gary, the personal career counselor knowing, was a bad feeling between the head of the EEO and the head of personnel, which went back several years. Duffey, the director of the agency, had recruited this excellent EEO officer to come in and take the job. One of her conditions was that the office director report to the director of the agency as the legislation called for. Now it’s true in the government that more agencies do not work according to the law than that do. State Department I think is one that doesn’t do it right. They do it like USIA had been doing. The EEO works under the personnel director. Well, that’s a conflict of interest, as you can understand.

Q: Well, sure.

GOOD: Duffey agreed. He said, “Okay, we’ll take you, and you report directly to me. You won’t be reporting to the general consul’s office, and you won’t be reporting to the personnel director.”

At the time it happened, the personnel director whom I had known in the Voice, she’d been personnel officer over there when I was there in the ‘80s and a nice lady, we’d gotten along fine, had had her dander raised by this, felt her position had been threatened. She had an interest in disturbing Hattie Baldwin in the EEO office as often as she could. Although Hattie could easily get in to see the director, by this time, Duffey was already tuned out. He hadn’t been very tuned in much in the beginning. She couldn’t find him as often as she’d like to find him; you don’t use up those contacts unless it’s a serious

problem anyway. He had promised her two FSO personnel positions. The personnel people had dragged their feet and had not instituted two positions on paper actually. When Hattie had recruited the people, the fellow in personnel comes down and said, "No, it isn't there," accused me of trying to subvert the system, and canceled it. Gary got in trouble for having pushed me up there.

So I walked across the street to the Voice. I saw him at lunchtime, out walking one day. He said, "What 'cha doin'?"

I said, "I'm not doing anything at the moment."

He said, "Well, come work for me; I need you."

He had hired Janice in the first place back at the Voice, so he could call in some chips from her. He called her up and said, "I want Paul."

She said, "Okay."

It's exactly the same kind of subversion in the system, if you wish (laughing), that she was accusing me of having done around the EEO, but never mind. In this case she was on the right side, and everything went fine.

Q: Yes.

GOOD: Instead of going to the EEO office, where I'd already been introduced by Hattie as the new Foreign Service representative, I went over to the Business Development Office, which is the fund raising office for the Voice. I did thereafter do the training for EEO counseling and worked for the next two years as a counselor doing the preliminary work on investigating the complaints as they came in and turned them over then to the office to be dealt with as they wanted.

Evelyn Lieberman was the new director at the Voice when I got there. Again, I wasn't in a line position to defend. The Development Office, a small office, had a directorship equal to the director of the Voice of America. They had gone through a very strange reorganization in 1991, which had made everyone equal, even though when I was there before, these individual offices, like personnel or administration, were under the VOA (Voice of America) director's control. Now they were all raised up to be equal with the Voice of America director, and it wasn't working well.

Q: No!

GOOD: But there were more problems than that. Earl Klitenic, who was my new boss, the senior SES (Senior Executive Service) person at the Voice, who'd been the fellow who dealt with my problem with Barbara Hutchinson back when I left the Dominican Republic back in 1975, and who recently has been hit by some sexual harassment suits of his own, was not getting along very well with the women who were taking over the Voice

of America. Evelyn was in charge of the Voice, her chief of staff in coming with her was a woman; the chief of staff for the BBG was a woman, excellent lawyer who'd been working with EEO in her previous career; and the new head of the programming, the top civil servant in the Voice was also a woman who had had problems with Carl in the past.

But underneath it all, was Evelyn's feeling that this was a policy problem. It had nothing to do with gender or anything else. That the way that public broadcasting, NPR (National Public Radio) and so forth was now handling fundraising, that they were compromising their independence by soliciting funds from companies, organizations, and people to provide extra funds for extra kinds of programming, or in the case of the NPR to subsidize the entire operation along with other monies that were coming from the government and monies that were coming from other contributors, too much plugging of the contributor's institution in the promotion, and she felt that that was bad. So she was resisting, despite the fact that the reason the office had been set up was that the budget cuts in the Voice had reduced the available funding for the large infrastructure staff that was available to do things. They had the resources of people, equipment and time, but they didn't have the money to work with. Business Development was set up to bring in money to utilize the resources that the Voice and others might have, let's say Radio Free Europe, and so forth, to the furtherance of the goals that we all had with the Voice of America.

Well, the people in the regions and the language areas were very happy to get money. They could get money for travel. One of the projects that was funded was working with conflict resolution in central Africa, funding teams of media, people to go over there and develop programs that could be broadcast on the Voice to explain how conflict resolution could be implemented, interviewing people who were doing it successfully, interviewing academics back here who were involved with the theory, all this kind of good stuff which is educational and supports the policy efforts that we have through the State Department and others, e.g. AID, in central Africa. That money came from AID. AID was happy to get extra resources that would support their programming. They gave us several million dollars over a period of years to do that through the Business Development Office.

We got Radio Marti money from Carnegie's, international institute of peace. We got some money from some businessmen to help support what they had as an annual project of radio dramas. One of the guys we had one year, who was the detective from Law and Order, came in; he was one of the voices on the show. They enjoyed doing it, gave the Voice an interesting, different kind of programming to put up, didn't cost the government anything, the money to pay these people came in from the other sources, so it was very frustrating to find that there was no real support from the front office. Of course, every project had to be approved by the front office.

So we didn't have free reign to go out to the foundations. Of course, the foundations, at the same time, had some reservations also about contributing money to a government operation. "Why would the government need money?"

Q: Yes.

GOOD: There was a lack of communication between the two. Foundations, as you may be aware, and certainly I wasn't at the time, are hard to get to. You have to have some way of getting through the firewall that protects them from being inundated with requests for aid. They've got money; people want money; they've got to have some way to filter; and unless you can get around that firewall as a government entity, they're not interested in talking to you once they can identify you as a government office. It takes time to build up those avenues of access that a member of the general public would not normally have. Now you can get some of those networks set up because some of the people in charge of foundations have come from the State Department or from other elements of the foreign affairs community and you know them or know a friend who knows them, and you can get access that way. But with resistance from those in foundations who were not too keen about working with the government, what's the organization down in Arlington, in Rosslyn that runs the Newseum?

Q: Newseum?

GOOD: The Freedom Foundation, the Freedom Foundation. (The Freedom Forum)

Q: The Freedom Foundation. (The Freedom Forum)

GOOD: They absolutely refused. They were happy to talk with me, but they said, "No, we have a policy that we will not go near you with the government or anything because it compromises us." And then we had the government with Evelyn Lieberman, resisting, accepting the money when it would come, because they were afraid of being compromised. It was a difficult position for Earl. I stayed for a year. The staff was fine. Course it was nice being back at the Voice. I really had more fun dealing with the EEO problems. They had more than 50 percent of the complaints for the agency in VOA building itself, for reasons that I think I've expressed before.

Q: Yes.

GOOD: So I shifted over then to the Interagency Working Group; Jake Gillespie was in charge of that. He had asked personnel to keep an ear open for anyone who might be looking for something to change to. I talked with him, and he was happy to offer me the position, which was opening in, I think it was two weeks. I shifted over, and that was a very interesting period of time. I stayed with that office through two annual publications, about a year and a half total. I got in in the middle of the first publication, that annual report. The Interagency Working Group for Educational and Cultural Exchange had been set up by the White House in anticipation of what they knew was going to be coming from Congress as a mandated legal entity, to examine the U.S. government's funding of exchange programs across the board, all U.S. government, executive, and some IR (International Relations) quasi executive operations.

Q: Including military?

GOOD: Including military, AID, State Department, USIA, HUD, HHS, you name it, everybody. We had I think some 31 government agencies involved in this.

Q: I'm sure.

GOOD: Obviously Defense and AID and Justice and USIA are of the largest of them, but there are lots of international programs that I didn't know about. Post Office is involved.

The way the office was set up was that we had accounts, if you will. We were account executives. Each of us had a corral full of agencies that we dealt with. We were contacting them, getting information, making sure that we had exhaustively identified all of their contributions, writing them up, editing them, getting them to publication, and distribution. Defense was one of mine; HUD was one of mine; I had a number of others. There were three others in the office who also were dealing with the rest of the agencies. Jake was in charge. The head of the E Bureau was technically the head of this organization, but five organizations, Defense, Education, Justice, State, and USIA, equals, ran it. You had a group around the core, which had major interests in exchanges and were interested in the organization, which met on a regular basis, quarterly, or more often, depending on what level you were dealing with. If you were dealing with the major representatives or whether you were working with the working level, what we call the sherpas, as we all were sherpas. We dealt mostly with the sherpas. Jake dealt with the representatives. It was interesting for me because it was the first time I had really investigated the source of funding for many of the exchange programs. I learned how complicated having the State Department as the lead for our foreign affairs operations has become. Of course, we know State is faltering on this for all kinds of reasons that we could talk about for hours, but Congress still funnels most of the money for these international exchange programs through State, $50,000,000 plus filtered through to Defense through State. That works very well because Defense worked very well. They're well organized; they have a marvelous civilian staff in charge of it, and very gung-ho and energetic people doing the programming. It's more problematic with USIA and much worse with Justice. The performance measurement requirement that you may know, set up by Congress some years ago, doesn't work well with this process of filtering through State. The person charged with measuring the performance is the entity that gets the money from Congress.

Q: Wow!

GOOD: The person who is actually doing the programming is not that organization. What you get is the traditional evaluation of your program, "Was it logistically well run?" not whether "Did it achieve the ends that were set up for it to achieve?"

Q: Yes.

GOOD: They aren't taxed by Congress for doing the measurement. If it's Justice that's doing the programming, it's State money. State is supposed to do a performance measurement, but State isn't staffed to do that. They're lucky to be able to keep track of

where the money's going. The money zeros out. You shift the money over, the program finishes, the budget disappears, you'd close the books on it, so it doesn't exist on paper any longer, so you can't evaluate it if you wait that long, so it doesn't get evaluated. Very interesting.

That kind of info data gathering that we were doing was only part of our job. Bean counting is one thing, Congress wanted more They'd like to know more than where the money is going, how much there was and we came up with a million and a half dollars. We were supposed to be investigating, special problems sort of the way the GAO (General Accounting Office) does it, but focused specifically on the question of our exchange programming. Each of us was assigned a couple of topics on that, a couple of chapters in the annual report. That was interesting; that took a lot of research and a lot of interviewing of people who were knowledgeably dealing with that kind of a topic, like in one of my cases, performance measurement under the government act. We did get, and knowing what we had been doing and so forth, I know how much it's worth, the vice president's reorganization hammer. We got awarded that my second year there.

Q: That was for cutting down on-

GOOD: Reorganizing government to be more efficient and that sort of thing. Well, they were desperate for a candidate is why we got it, I'm sure. But we did get the hammer. I think it was a $2.67 hammer, and we got our certificates. For me it was most interesting to have a reason for burrowing into the workings of other agencies than State, USIA, and AID, with which I of course was familiar from overseas. To see how other people looked at us, which was not very well I'm afraid, was very exhilarating. State was the least favored member of any group I worked with, because they said, "If you get State involved, nothing happens." They either aren't interested, and we certainly felt that with the State representatives. They were not interested in providing information; they resisted; they stalemated our requests; they weren't available, with some exceptions; INR (Bureau of Intelligence and Research) was fine. But except for INR, it was almost impossible to get your information. So when we were dealing with other organizations, they would request that State not be represented. DS (Diplomatic Security), I should mention as another exception on this, although I had a number of problems with DS more recently. I led a team to South Africa, as I said, last year. That was another part of our evaluation efforts to see first hand in the field how these operations worked, and how they meshed in the country team level. I took representatives from Education, and Justice, and AID, and State with me, the core groups. Fortunately our representative from State was in DS, and so we worked quite well. But it was interesting to see how we were accepted by the embassy itself. AID was not happy to see us at the field level. The ambassador was interested. The DAO was okay. At the working level, because the USIS office was working well with AID, we could get the information we needed, but they were skeptical to begin with and never really warmed up. We were only there for a week; we couldn't stay forever. We couldn't do as much fieldwork as we had wanted, but we did what we could, and of course, on my side it was interesting to get back to a post that I had served in.

Q: Yes, absolutely.

GOOD: I haven't gone back to very many posts that I've served. I did go back to Colombia, obviously, because my wife was from there. We did stop in Bangkok on the way back from Nigeria one time, and I passed through the airport a few times. But this was only the first place that I had gone back to where I was coming back on the job, rather than just as a tourist. I found that the biggest problem I faced was that they remembered me, and I couldn't remember their names.

Q: Oh, no!

GOOD: Nor could I always remember where they had worked! I'd have to follow them down the hall to find out where their office was so I (laughing) could find out and be reminded what it was they were doing. Of course some of them had changed jobs. But it was nice; they were very welcoming; they obviously had good memories of my time there; and I liked that. Of course I felt bad to get back to the new embassy, which we were about to move into when I left. They had had, this was 1999, seven years of use of that new furniture that I'd seen in what was going to be my new office, and to see how the office worked, see how the security was, and the worst of all, of course, to see how the security outside in the country had gone down, down, down.

Q: Yes.

GOOD: My wife went back later at the end of '99. She said, "It's getting worse," as reports from friends had it, but a beautiful country; just one beautiful place to be stationed.

The Interagency Working Group really had been run by USIA. All of us there were USIA employees, and we didn't like that because it wasn't the way it'd been set up to be. As I said, the White House had set it up to begin with. A year later, after I had arrived, Congress got around to passing the law, the president signed it, and we were on board as a Congressionally mandated operation. Instead of to the White House directly, we now sent our report to the Congress directly, a copy to the White House. We wanted representatives from other agencies to come in and help, rather than having it all done by us. So they were able to get a representative from Defense to come over. I stayed almost until his arrival, and then I shifted over to State to finish out until retirement, because I say, I wanted to stay with the organization through the transition, so I could see how it really had come about.

Q: Yes.

GOOD: I went over to work in the International Organization's Office as one of the international press representatives for the six months until I retired. There were two of us for international and two for domestic, press office, if you will, press officers. Of course, I checked with and continued to check with those of my friends who are still there, as well as my State friends who watched us come, particularly the GS (General Schedule)

employees. It's depressing to see how things have not improved, and, on our side, gone way downhill. The E Bureau, Cultural and Exchange Bureau of the State Department now, had some residual memories there when it was CU (Bureau of International Cultural Affairs) before the separation back in '78 when they moved it over to USIA. It will continue I think because there's a role awareness that State has understood for years. On the information side though, there's less understanding because USIA officers, by their program prerogatives, were action oriented and results oriented. State, by its nature, is passive is too strong a word, although it's there.

Q: Contemplative...

GOOD: Contemplative, yes, analytical.

Q: Yes.

GOOD: They're not looking to meet a deadline on a policy decision. They don't have to do something tomorrow. While the press attaché in the embassy overseas will still be valued by the ambassador in most cases, I'm sure, it's questionable whether the programming that we had been doing overseas will get that same kind of understanding. I foresee the budget being cut, and now that the 18 months will soon be over, I guess it was six months, yes, a guaranteed six months, that's over now, positions are going to be moved away from those dedicated slots into desk jobs, assistant desk officers and so on. The pool of people available to do the press attaché work here in Washington, aren't going to be there.

Q: So.

GOOD: Cultural programming overseas, libraries will probably suffer, and speaker programs will go down, manpower won't be protected and it goes back to philosophical difference between the organizations. Of course, if Holbrooke gets in, perhaps it will help change.

Q: You're talking about Richard Holbrooke?

GOOD: Richard Holbrooke, yes. He, I saw, was the only man from north of the Mason-Dixon Line at the Dan Rather roast the other day.

Q: Yes. Okay. Well, I think this is a good place to stop.

GOOD: Yes, I think we're finished. I'm hired and retired, and have good things to do.

End of interview