

THE LAFF SOCIETY

For the men and women engaged in Life After the Ford Foundation

Winter 1997

Volume 17

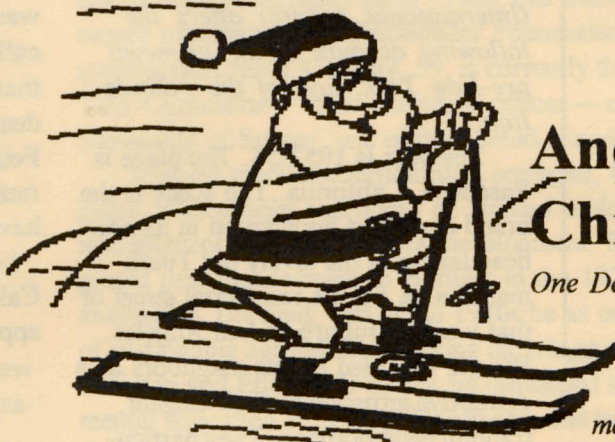
The LAFFing Parade

Robert M. Franklin (Asset Building and Community Development) in July became president of the Interdenominational Theological Center in Atlanta, the largest African-American seminary in the U. S. with over 400 students. He also is the co-author of a new book *Religion and the American Family Debate*, and is completing another book *Another Day's Journey: Black Churches Confronting the American Crisis*.

Earl D. Kellogg (International) became Associate Provost for International Affairs, University of Illinois at Urbana Champaign, in September. He had been senior vice president of Winrock International in Arkansas. His address: 2513 Stanford Drive, Champaign, IL 61820.

Hugh T. Murphy (International), who was also at Winrock, is now at the International Livestock Research Institute in Nairobi. His address: ILRI, P. O. Box 30709, Nairobi, Kenya.

Don Winkelmann (International) is now the chair of the Technical Advisory Committee of the Consultative Group for International Agricultural Research, the coordinating body for the international agricultural research institutes heavily supported by Ford. He was Director General of CIMMYT, the international



And a Merry Christmas to All

One December in the late 70s, a Christmas greeting in verse, modeled after the annual holiday feature of The New Yorker, made the rounds of the Foundation. The author identified himself or

herself simply as "The Bard of 43rd Street", but savvy staff members put their money on a vice president with the initials "H.H." Doris Keniry (Education) recently found the piece in her files, and we are publishing it here as our Holiday Greeting. With Doris's help, we have identified, with one exception, all those referred to, and they are listed on page 5.

Christmas at 320 East 43rd

When Santa Claus appears next Monday,
Let's hoist a glass to McGeorge Bundy,
Our prez, who somehow keeps on
trucking
And does his thing without lame ducking.

A hearty glass of Christmas punch
To the aging vice presidential bunch,
Nervously watching each trustee
For signals of who it's going to be.

And warmest greeting to our grantees,
May they escape with their BVDs
As budgets for future fiscal years
Bring flexibility without tears.

To money manager Jon and his crew,
Who are always wondering what to do,
A crystal ball as a Christmas blessing
And a guide to trustee second guessing.

To Mike and Sol and Sandy and Lou

And Susan and Oppie and others too,
May Santa include them in his plan
And match what they did for Silberman.

For Sheila and Howard and the legal
types

Surcease from program officers gripes,
And a toast to their skill, may it never fail
To keep vice presidents out of jail.

A vision enhancing glass of brew
To trustees old and trustees new;
May their guesses on how much to spend
Put the endowment on the mend.

To Friendly Fred and Davis Dave
A way to attract the critics' rave
And get them listed both as stars
Without more weekend seminars.

May Mammon's gift to performing arts,

(cont. on p. 4)

(cont. on p. 4)

The LAFF Society

c/o Mary Camper-Titsingh
531 Main Street, Apt. 1110
New York, NY 10044

President, Siobhan Oppenheimer Nicolau
Vice President, Emmett Carson
Secretary-Treasurer, Mary Camper-Titsingh

Coordinating Committee

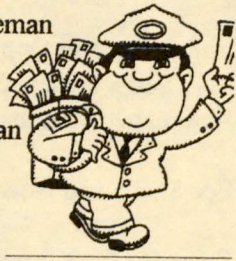
- Robert Androvette
- John Bresnan
- Faith Coleman
- Willard J. Hertz
- Harold Howe II
- Richard Magat
- Jane McCarthy

Guest Editor, Will Hertz
Graphic Designer, Ruth Neumann

Request for Addresses

Secretary-Treasurer Mary Camper-Titsingh requests the current addresses of the following LAFFers:

- Norman Dahl
- William Davies
- Laura Freirich-Caress
- Martin Hanratty
- Dr. Rose Hedgeman
- Samuel Kramer
- William Moore
- Mark Quarterman
- Ralph Retzlaff
- Mildred Ritchie
- Kay Ryan
- Rose Scotto
- Howard Swearer



She also reports incorrect addresses for three LAFFers in the recent Directory. The three with their correct addresses are:

- Marilyn Craigie
930 Fifth Avenue
New York, NY 10021
- Dr. Sally J. Oleon
340 E. 64th Street, #4S
New York, NY 10021
- Richard C. Robarts
Near East Foundation
342 Madison Ave., Suite 1030
New York, NY 10173

The Billion Dollar Baby

In response to Siobhan's request for reminiscences, Waldemar A. Nielsen (International Affairs) offers the following account of the primeval pre-New York days of the Foundation:

The year is 1952-54. The place is Pasadena, California. The scene is the brand new Ford Foundation in its new headquarters in the lovely old Tuerk mansion on a quiet residential street of that wealthy suburb of Los Angeles. We are regarded by the neighbors as a disruptive intrusion on their elegant, tranquil neighborhood. They particularly don't like the number of cars parked in the driveway and along the once empty, quiet and shaded street.

Within the Foundation there are different tensions. There is a constant problem of keeping staff from swimming and diving in the elegant outdoor pool adjacent to the dining room during working hours and disturbing those who may be working. Another rule that had to be enforced was that you were not allowed to come to program meetings dripping wet.

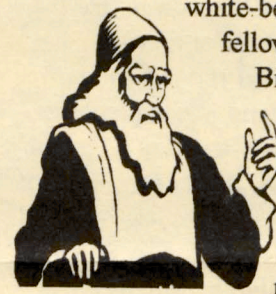
But far more serious is the Cold War going on between the two senior officers present -- Bob Hutchins and Milt Katz. Paul Hoffman, nominally the President, is almost never present - either at home with his gravely ill wife or called to Washington constantly for counsel on Marshall Plan matters.

Hutchins and Katz, both brilliant men of great reputation and giant egos, could not stand one another. Almost invariably, if you went into the office of one of them for a discussion, you were called in by the other demanding to know what you discussed. And at every staff meeting the two would go head-to-head. In these arguments,

Katz argued his views in a capable lawyerly fashion, but then Hutchins would regularly demolish him with his logic plus razor-sharp wit. As a result, the ego wounds get deeper and deeper.

A minor but persistent problem was the nuisance of misdirected phone calls—mainly the result of the fact that a leading women's shop in Pasadena had long had the name "Ford's Foundations." We got several enquiries everyday asking whether we were having any special buys on corsets.

There were also some unusual California-type grant-seekers who appeared at the door. One was a white-bearded old fellow, wearing Biblical dress and barefoot, who lived in the nearby mountains. He wanted to show me a copy of his



total history and theory of the world, so he unrolled a huge chart and spread it out on the floor. At his insistence I had to spend three or four hours on my knees. In the course of his presentation, he took out of his pocket a long elastic gadget with a weight that he raised and lowered rhythmically to demonstrate to me the total action and reaction of everything in life to intrusions of alien energy. My dear secretary, Ruth, seeing my inability to cope with the situation, ordered him to pack up his device and leave the office.

Our community relations with Pasadena had begun fairly well but deteriorated steadily. The heart of the problem was that we always had to take invited visitors to lunch in the staid and elegant old Huntington Hotel nearby, the only eating place in the area. A good many visitors were from India, sent by our indefatigable representative there, Doug Ensminger. And a good many were wrapped in saris

and wore sandals over their bare feet.

Their very presence in the staid dining room of the Huntington was felt by the regular Pasadena patrons to be scandalous. When you would walk to your table with the head of some Indian university or a senior government official in the Agricultural Ministry, the sniffs and grumbles of the Pasadena elite were all too audible.

About that time, the condition of Paul Hoffman's wife become worse and he felt compelled to resign, so the Foundation's need to be close to Hoffman's home in Pasadena ended. Rowan Gaither, the quiet San Francisco lawyer, took over and we promptly moved the operation to New York. The crawl in the throat of Pasadena suddenly became "The Billion Dollar Baby over the Five and Ten Cent Store." At the Foundation's new home on Madison Avenue, there really was a Five and Ten on the street level!

Bob Hutchins went to his Fund for the Republic to fight his battles with McCarthyism, Milt Katz returned to the tranquillity of Harvard, and the rest of us had to get ready for the riotous Congressional adventures with Carroll Reece and Wright Patman and with the Hearst press and Fulton Lewis, Jr., which followed in the next few years.

Grant making, I have concluded, is not necessarily a restful life!

LAFF in FF Archives

The Ford Foundation has opened a LAFF Society file in its Archives. LAFF has sent to the Archives copies of its articles of incorporation, newsletters and material submitted by alumni from which news items are abstracted, and it will continue to feed material to East 43rd Street.

Alan Divack of the Archives staff can help anyone seeking access.

Rockefeller Names Gordon Conway

Gordon Conway, the Ford Foundation's representative in New Delhi in the early 1980s, has been named president of the Rockefeller Foundation, starting next April. Conway, 59, is currently the Vice Chancellor—chief executive officer—of the University of Sussex, one of the United Kingdom's leading research universities.

A world renowned agricultural ecologist, Conway has written more than 100 papers, monographs and books on applied ecology, resource and environmental management, and international development. In the 1960s he pioneered integrated pest management in Borneo; in the 1970s he developed agro-ecosystems analysis in Thailand; and in the 1980s he was one of the first to define the concept of sustainable agriculture, working on village participatory projects in northern Pakistan and Ethiopia. Further, he developed interdisciplinary centers of environmental education at London University, and helped set up similar centers in the Sudan, Indonesia, the Philippines and Thailand.

After leaving the Ford Foundation, Conway spent 12 years as an administrator, director and professor at England's Imperial College of Science, Technology and Medicine. He currently chairs the Runnymede Trust's Commission on British Muslims and Islamophobia, a UK think tank on race and ethnicity. In November, his book *The Double Green Revolution: Food for All in the 21st Century* is scheduled for publication by Penguin Books.



Changes at IIE

The two top executives at the Institute of International Education (IIE), both Ford Foundation alumni, will step down in the coming months.

Richard M. Krasnow (International), president, will leave February 1 to become president of the Institute of International Studies at Monterey, California. Krasnow has been president since 1981.

Richard W. Dye (International) will retire in April after 16 years of service with IIE, 11 of them as Executive Vice President and Chief Operating Officer. He plans to continue active as a consultant based in New York.

Dye's successor as Executive Vice President is still another FF alum, **David D. Arnold** (International),

recently the Foundation's representative in New Delhi. Krasnow's successor has not yet been named.

More About the Building

The pieces about the Foundation building in previous issues of the LAFF Newsletter jogged the memory of **Marion Coolen** (Education). "Don't know if anyone else remembers the mockup of the new building about which staff were asked to comment and make suggestions," she writes. "**Jim Armsey** and I were driven up to Connecticut with the comments in an FF limousine. As I recall we had few criticisms. **Ruth Carter's** comments took up two pages."

Christmas at East 43rd

(cont. from p. 1)

Roger, the fearless man of parts,
Succeed next year in putting the hex
On Forty-Second street's sale of sex.

For Arthur and Jim and Ken and their
boys,
A Christmas season filled with joys
And a plan for keeping us under their
tent
While cutting the costs of management.

For Peter and Rocky and Ted and the
rest,
Who roam the world at our behest,
A time of peace and the added blessing
Of avoiding New York's second
guessing.

To Dick and Nancy and their scribes,
A Christmas when each one imbibes,
Since, "Malt does more than Milton can
To justify God's ways to man."

And joy to those whose time is spent
Preserving the environment
By studying everything in sight
To say who's wrong and who is right.

For American Health and its Foundation
A rest at last from saving the nation
From overeating and visiting bars
And persons in elevators with cigars.

To China buffs who want to see
A program in the P.R.C.,
A New Year's hope they'll hear the
word
Of a Peking office from Chairman
Heard.

For turn down letters, for leaky roofs,
For handshake grants and other goofs,
The warmest feelings of the season.
Up with mistletoe, down with reason!

For economists who seldom know
Where the economy's going to go,
A chance to atone for every sin

By taking on some extra gin.

To Natalie, Inger and other queens,
Who brighten our dreary winter
scenes;

May Santa arrange it sooner or later
To get us stuck in the elevator.

For the swinging Public Policy bunch
An opportunity over lunch
To make a grant that does so well
It wins acclaim from David Bell.

To Elinor, Mariam, Terry, and all
A super duper Christmas ball
With women's rights, and now and
then
Maybe a right or two for men.

To love and laughters, music and noise
And fun and games for girls and boys,
Lest we forget in our paper routine,
Life's not a mimeograph machine.

—The Bard of 43rd Street

The LAFFing Parade

(cont. from p. 1)

maize and wheat center in Mexico. He
now lives in New Mexico at 1058
Mansion Ridge Road, Santa Fe, NM
87501.

While visiting Taiwan, Peter F.
Geithner (International) ran into
another International alumnus, Harold
H. C. Han. As a project specialist in
New Delhi in the 1960s, Han

helped establish
a Chinese
studies pro-
gram at Delhi
University. He



subsequently established and now
chairs the Himalaya Foundation, one of
the few professionally staffed grant-
making institutions in Taipei. His office
is at 167 Fu Hsing North Road, Taipei,
Taiwan.

Robert A. Mayer (Administra-
tion) is now living in Arizona. His
address: 3819 E. Camelback Road,
Phoenix, AZ 85018. He had been
living in Shaker Heights, Ohio, and was
president of the Cleveland Institute of
Art.

Alice Maloney (International) is
now living at 440 E. 56th Street,
Apartment 2G, New York, NY 10022.
Her phone number is (212) 826-6433.

Natalie Millner (Education,
Reports) is now working with
the New York City Depart-
ment of Environmental Protec-
tion.

Living in Rowayton, Connecti-
cut, Richard A. Hopkins
(Treasurer's Office) keeps
busy with a number of United
Church of Christ instrumentali-
ties at the national and regional levels,
the Bangor Theological Seminary and
the University of Pennsylvania.

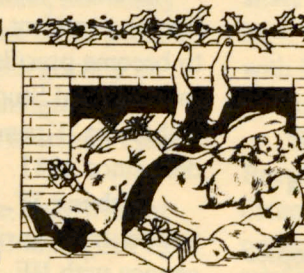
William K. Gamble (Interna-
tional) is now fully retired in Minnesota
after several years of consulting work.

Who's Who in

"Christmas at 320 East 43rd"

In order of appearance:

- Jon Hagler
- Mike Sviridoff
- Sol Chaikin
- Sandy Jaffe
- Lou Winnick
- Charles Silberman (a generously treated grantee)
- Susan Berresford
- Siobhan Oppenheimer Nicolau
- Sheila McLean
- Roger Kennedy
- Arthur Trottenberg
- Jim Ivey
- Ken Hudson
- Peter Geithner
- Rocky Staples
- Ted Smith
- Dick Magat
- Nancy Boggs
- Alexander Heard
- Natalie Millner
- Elinor Barber
- Mariam Chamberlain
- Terry Saario



But what about Inger? She was a shapely "temp" in the Education division who caught the Bard's eye and then left to pursue a career in modeling. Anyone recall her lastname?

His address: 111 E. Kellogg Boulevard #1801, St. Paul, MN 55101.

John F. Hilliard (International) is now living at 9409 Lee Highway, Fairfax, VA 22031.

A Plea for Dues

The LAFF Society's treasury is dangerously low.

We have had unusual expenses in the past several months—a deficit from the reunion, the cost of two major mailings (one to present FF staff to recruit prospective new members, another to current members to solicit

more contributions to the newsletter), publication of a new edition of the directory, and an increase in the frequency of the newsletter.

All these activities contribute to the growth

of the Society, but they have not been matched by dues income. Many members have chosen not to pay dues and others are behind. We are not raising the dues beyond \$5 a year, but we do fervently hope that all of you will either start paying dues or get up to date in your payments. And, while the dues remain at \$5, additional contributions will be warmly welcome.

The year for which you last paid dues is indicated after your name on the mailing label. Some members say their payments have not been recorded, and we are trying to correct our records.

Finally, the alumni/alumnae directory, just recently republished, is available at a bargain price of \$3. Don't wait for the movie—order your copy today.

Keeping Busy

In response to Siobhan Oppenheimer Nicolau's call for contributions, several LAFFers have sent in lively accounts of how, in diverse ways, they're keeping busy.

Bob Goldmann (National Affairs)

"I've found a new career, focused on writing and most consistently pursued in putting together my autobiography. It was first published in Germany, by Fischer Verlag, in January, 1996, and has sold reasonably well, requiring a second printing. The English original is to come out in January, 1998, under the weird title *Wayward Threads*, which I gave it and which I no longer like but which the publisher, Northwestern University Press, insists on. What does it mean? Read it and you'll see!

"It does have something to say about my work and experience at the Foundation, but it concentrates more on my earlier life in Germany and my and my family's acculturation in America. The German book led to a couple of reading trips through 10 German cities, including my home village (now town). There it yielded particularly poignant responses, mostly about my late father, who was the revered physician of a cluster of small towns and whose service remains in the memory of the generations since. Parents and grandparents seem to have reminisced a good deal about 'the doctor' who had to leave but was so wonderful.

"My work for the Anti-Defamation League (ADL), where I serve as the representative for Europe, also involves much writing, including a periodic *Letter from Europe*. I also write occasionally for the *International Herald Tribune* and the *Frankfurter Allgemeine Zeitung*, one of central Europe's most respected newspapers.

"The most satisfying thing I've done in the ADL context was to introduce Germany to ADL's A World of Difference Program, a teacher-and-supervisor-training program to help

“
In a way, this is a follow-up to the work I did in the last phase of my Foundation service...

reduce ethnic, religious and other kinds of prejudice. The program originated 12 years ago in Boston, where the regional ADL office was asked to help defuse a tense community situation. It has since trained some 300,000 teachers all over the United States and acquired strong community and financial support.

"The program now operates in the teacher-training institutes of four German cities and is spreading. The relevance is mainly to German hostility to foreigners and the Germans' difficulty in coming to terms with the pluralistic society they have become. The significance of the program's operation in Germany goes beyond the training itself—it establishes a new and positive relationship between an American-Jewish organization and German institutions and individuals. The work draws lessons from the Holocaust experience rather than merely building memorials.

"In a way, this is a follow-up to the work I did in the last phase of my Foundation service, when we established the International Center for Ethnic Studies in Sri Lanka. The theme—analyzing ethnic prejudice, be it racial, religious, or whatever the manifestation of difference, and suggesting new approaches for dealing with it—is the same.

"My early experience as a Jew in Nazi Germany and my life in America's diverse society seem to have

made both the problem and the sense of urgency to do something about it a challenging preoccupation. The daily headlines show that there's no dearth of need for fresh ideas and work in this field."

C. Stephen Baldwin (International)

"I have been with the United Nations for the last nearly 20 years, following the beginning of civil war in East Pakistan/Bangladesh, my subsequent post-graduate work in demography at Princeton's Office of Population Research, and a 5-year stint with the Population Council.

"Almost all of my time with the UN has been devoted to various aspects of population and development training in the developing world. Currently I am Technical Support Specialist in Training for Population and Development, a typically long and unwieldy UN title. This translates functionally into trying to pour back into high operational opposite numbers in eight interdisciplinary so-called Country Support Teams located strategically around the world, some insights into the technical cooperation process in my field which I have picked up over the years.

"Being a professional senior citizen seems a bit premature to me, but it has been fun these last nearly three years, and next year—for my grand finale with the UN—I'll be doing something completely different. I don't know what, yet, which is not at all unusual here. With luck, I may find out before January."

Howard Dressner (Secretary's Office)

"I am providing you with a genuine scoop. Yours is the first chronicle that I am informing of a book I have written called *Essays in Bewilderment*. It is scheduled to be published in December, 1997, or January, 1998. I am ecstatic about its publication

because 1) the illustrations have been done by Adam Dressner, my grandson, and 2) I will have proved to myself there is Life after the Ford Foundation."

Will Hertz (Reports, International and Secretary's Office)

"During the past year I served on an advisory committee created by the Governor to attract more year-round retirees (in addition to summer vacationers) to Maine. I was on the quality-of-life subcommittee whose assignment was to suggest ways to make life in Maine more attractive to retirees. If you can take the winter, we concluded, there are plenty of opportunities in Maine for graying retirees to be productive and useful.

"Take my case, for example. During the past year I organized a state-wide festival to mark the 200th birthday of Franz Schubert, involving 40+ organizations and 50+ events. This was followed by my being named to the Maine Arts Commission and to the board of the Portland Conservatory of Music. (In Michigan, you may recall, I served on the Michigan Arts Council and was a director of the Flint Institute of Music). And I continue on the board of The LARK Society, sponsors of the Portland String Quartet, and writing the program notes for the Quartet, the Bowdoin Summer Music Festival and the Portland Music Festival.

"We already have a number of LAFFers in Maine. Any more of you interested in coming up?"

Lowell S. Hardin (International):

"I am now an emeritus professor at Purdue, serving as Assistant Director of its International Programs in

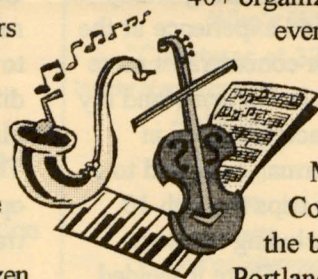
Agriculture. On return to Purdue from the FF in 1981, I launched an interdisciplinary faculty seminar series in international agriculture and natural resources. Despite waning support for international research, the University community sustains a rising interest in globalization issues.

"More and more of our undergraduates are participating in study-abroad programs prior to their graduation -- a healthy development. Our seminars, foreign visitors and ongoing interactions with the global network of international centers provides us with windows to exciting developments in science and technology, especially in the promise of biotechnology and genetic engineering."

Susan Goodwillie Stedman (International)

"I am blessed with good work as a 'writer'— having recently completed ghost-writing Dorothy Height's autobiography, forthcoming from Time Warner Books. I am now collaborating with another FF alum, Talton Ray, to produce a biography of Hugh Shaler Knowles for Talton's Francis Press. I keep my hand in consulting, too, sometimes with Maine's award-winning Coastal Enterprises, Inc., a FF grantee.

"Our rural island life on the coast of Maine is full of surprising new challenges and unexpected rewards. We dig in (and dine from) our garden, and have become increasingly caught up in the concerns of our new community. As one of a growing number dedicated to saving a local farm from development and for community education, my past caught up with me when I was designated co-chair of a \$175,000 capital campaign to finance the restoration and expansion of the farm's falling down barn. The philanthropoid juices haven't dried up completely, I guess, and we handsomely exceeded our goal within the



year we'd set for ourselves. I'm delighted it's over!"

The Dhaka Connection

The LAFF Society has enlisted three new members associated at one time or another with the Foundation's office in Dhaka, Bangladesh:

Abdul Hannan, who ended 36 years of service with the Foundation with the closing of the Dhaka office last June. His mailing address: 18/3, Satish Sarker Road, Dhaka-1204, Bangladesh.

Rashida Aktar Elahi, who left the office earlier in the year to join the Bangladesh office of the Johns Hopkins University Center for Communication Programs. His address is P. O. Box 5144, Dhanmondi Dhaka-1209, Bangladesh.

Raymond C. Offenheiser who was the representative in Dhaka from 1990 to 1995, and is now president of Oxfam America in Boston. His address is 26 West Street, Boston, MA 0211.

In Memoriam

Iris Lermont Harris, secretary to Arthur Trottenberg, Vice President for Administration in the 1970s, died in July at age 81 at her home in Grenada. The LAFF newsletter last year reported on her award-winning contribution to the "Big Apple Greeter" program in New York City.

David Jones (International) died in March after being struck by a car while walking along a road in Chad. After leaving the Foundation he joined the World Bank and, at the time of his

death, he was head of the Bank's resident mission in N'Djamena.

We have also learned of the death of **Muriel B. White**, who lived at 150 Marine Avenue in Brooklyn.

Robert C. Weaver

The following tribute to Robert C. Weaver, who died last July at age 90, was written by Lou Winnick, Weaver's colleague in National Affairs.

An early contributor to Ford's formative agenda, Robert Weaver was a leading figure in what, at mid-century, was a thin band of newly dubbed urbanists. Though formally only a consultant, Weaver was at the end of the 50s a shaper of Ford's housing and related programs to a degree that made him indistinguishable from a staffer. More squarely on the point, he served as a kind of middleman, mediating the no-no's of Henry Heald, the Foundation's cautious president, and the go-go's of Paul Ylvisaker, Ford's daring key in-house urbanist.

Heald and Weaver had met in pre-Ford days when Heald was president of New York University and Weaver a stalwart of New York Governor Averell Harriman's cabinet. Heald now held Weaver in warm regard, a sensibility rarely on display to other visitors from the contemporary urban scene. In considerable part it was Heald's confidence in Weaver's endorsements that gave Ylvisaker license to ease Ford into its pioneering attempts to confront the plight of the cities, notably the "Gray Areas" initiatives, the taproot of Ford's long succession of community-based development programs.

Weaver ended his Ford consultancy shortly before a summons to Washington by President-elect Kennedy to head the Housing and

Home Finance Agency. In an administration rife with Harvard connections, Weaver held more Harvard degrees—three, including a doctorate in economics—than anyone else in its upper ranks. In 1965 Congress elevated HHFA to cabinet status—the Department of Housing and Urban Development,— and in 1966 President Johnson appointed Weaver its first Secretary and thus the first African-American ever to hold a Cabinet post.

Those paired firsts were among a series of firsts that marked Weaver's ascent from Washington's fabled Dunbar High to the higher reaches of government and academia, a pre-eminence crowned by a cover on *Time*. Weaver traced his heritage to



his great grandfather, a slave and a skilled carpenter who had remitted half his earnings to his master and was permitted to retain the other half. With accumulated earnings of \$1,800, great-grandfather in 1842 purchased manumission for himself, his wife and

his five children.

While in the Kennedy-Johnson administration, Weaver forged a second relationship with Ford, a government-philanthropy partnership to preserve the integrity of HUD's housing programs. Those programs—a mosaic of concessional mortgages and land write-downs—were targeted on the shelter-needy via the intermediation of nonprofit organizations, commonly church-affiliated. Generally inexperienced, these nonprofits often fell prey to marginal sites and inflated construction contracts. After projects were occupied, moreover, the sponsors often proved indifferent rent collectors, and in dismayingly numbers projects tumbled into default. At Weaver's behest, Ford created a network of technical-assistance organizations

tothat would provide pre-development seed-capital pools, building-design reviews and post-occupancy management support.

Weaver's civil rights ties were to an older generation of leaders, which counted Roy Wilkins, Mary McCloud Bethune, A. Philip Randolph, Bayard Rustin, Whitney Young and Dorothy Height. Eschewing separatist theology, they profoundly believed in the struggle for an integrated society— at the workplace, in housing and neighborhood, in governance— attained through progressive trade unions, political coalitions and the judiciary.

Weaver's memorial service— September 4th at Harlem's Schomburg Library— was attended by a host of prominent civic leaders and government officials. Among those bearing tributes and remembrances were Andrew Cuomo, HUD's incumbent Secretary, and Dorothy Height, who recalled Weaver's years in FDR's administration, one of a handful of blacks

brought into the executive branch generally at Eleanor's prodding and safely lodged beyond the baleful gaze of Southern Congressional bigots. But it was the actor Ossie Davis who stole the show, recounting Weaver's gifts as humorist and raconteur, especially his fondness for Langston Hughes's delightful "Simple" stories, parables of the guileful garbed as the guileless.

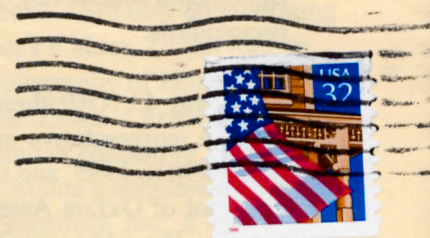
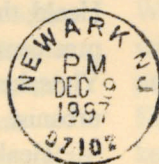
Davis recited the Simple story Weaver most loved to retell, one with particular resonance for denizens of the foundation world. In that tale, Simple applies to the Rosenwald Foundation for one of its coveted fellowships, awarded to a select few in furtherance of better race relations. Precisely what, Rosenwald's philanthropoid stiffly asks Simple, qualifies you for an award? Simple's reply: "Ain't I poor and ain't I black and don't the white man kick me around? Ain't it true that without people like me people like you would have no job? You owe me.

LAFF: Automotive Division



Elizabeth Paschal (Education) offers another aspect of Life After the Ford Foundation:

"In 1964, when I left the Ford Foundation, I was permitted, under a policy long since terminated, to purchase a Ford car directly from the factory at dealer's price. I chose the Galaxie, 8 cylinder, silver gray, with red vinyl seat covering. It cost me \$2,800. It has just celebrated its 33rd birthday, having traveled well over 100,000 miles, and still running quietly. Scarcely a month goes by without someone leaving a note on the windshield or stopping me to say, 'If you ever want to sell that car, give me a call.'"



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