



# LAFF

THE LAFF SOCIETY Promoting Social and Professional Contacts Among Former Staff Members of the Ford Foundation

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## The LAFFing Parade

**Roland Anglin**, who spent nine years at the Foundation beginning in the 1980s, ultimately, serving as deputy director of community and resource development, has been appointed director of the Joseph C. Cornwall Center for Metropolitan Studies at Rutgers University, Newark. Nationally recognized for his research on economic and community development in marginalized communities, he comes to the Cornwall Center from the Edward J. Bloustein School of Planning and Public Policy at Rutgers, New Brunswick, where he was a faculty fellow. He managed two research evaluations for the state of New Jersey, both linked to the role of crime prevention and youth development as a precursor of economic development. Dr. Anglin has a bachelor's degree from Brooklyn College, a master's from Northwestern, and a doctorate from the University of Chicago.

**Mark Sidel**, professor of law and public affairs at the University of Wisconsin Law School, has been named outstanding academic award recipient by the Nonprofit Organizations Committee of the American Bar Association, Business Law Section. His research and writing focus on the nonprofit sector and philanthropy, Asian law, international development, comparative law, and human trafficking. He has served Ford in programming positions in Beijing, Hanoi, Bangkok, and New Delhi, focusing on philanthropy and the nonprofit sector, legal reform, and governance. His publications include *State, Society and the Market in Contemporary Vietnam* and *Philanthropy and Law in South Asia*. He currently serves on the Council on Foundations' National Standards Board, a crediting body for American community foundations and trusts.

**Urvashi Vaid**, former deputy director of the Governance and Civil Society Unit from 2001-05, has an article in the April issue of the magazine *American Prospect* titled "Still continued on page 7



Hillcrest, the former home of Martha Baird Rockefeller and the new home of the Ford Foundation archives, is a major repository for research and public dialogue on the contributions of philanthropy to the well being of society.

## MARRIAGE IN THE WOODS: *Ford Transfers Archive to Rockefeller Center*

By Richard Magat

As it celebrates its 75th anniversary, the Ford Foundation is, in a manner of speaking, jettisoning a huge part of its past. It has consigned its archive—millions of records of grants, oral histories, photographs, and publications to the Rockefeller Archive Center, a vast depository of philanthropic material in Tarrytown in the Pocantico Hills of Westchester County. Some scholars who have used the Ford archive since the 1970s lament the move as tantamount to renouncing its history. Others simply cite the logistical nuisance of having to travel 25 miles to the Rockefeller facility instead of to the mid-Manhattan location. But scholars who have worked at both places say they have found it much easier and more pleasant to work at the Rockefeller facility than at Ford, and free of obstacles they found at Ford.

Among the treasures in the Ford archive

is an oral history, interviews conducted by two historians, of nearly 100 staff members and trustees. The subjects were permitted to designate the date by which their interviews would be open. Most designated the date of their death, though one cautious program officer designated 2025, by which time he would be at least 125 years old. The longest is that of **W. McNeil Lowry**, who fathered the Foundation's arts program. Another long interview is that of **Douglas Ensminger**, the Foundation's first representative in India. He was not on the list to be interviewed, but true to his ample self-image he then conducted his own.

Hundreds of scholars from throughout the world used the archive. One of the longest stays was by a professor of American studies at a Chinese university who was working on his dissertation from the University of continued on page 2

## Marriage in the Woods

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Wisconsin. “He spent thirteen weeks pouring through documents and only once took a lunch break,” recalls **Alan Divack**, the former archivist. “His conclusion was that the Foundation turned out to be a better servant of capitalism than capitalist leaders themselves, because it produced experts that capitalists need in the international arena.

Among the poignant uses of the archive, one concerned a young scholar who died before he completed his dissertation. His wife and friends were able to mine the archive for enough material to complete the work.

The Ford Foundation archive is a major expansion of the Rockefeller center’s holdings. The Ford material includes the microfilm equivalent of 21.5 million pages, plus 20,000 unpublished reports, and the bulk of the Foundation library. The cache includes the records of some Ford Foundation offspring—the Fund for the Advancement of Education and the Fund for Adult Education—but not the upstart Fund for the Republic.

Even before the relocated Ford material

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*LAFF logo by Laura Toma*

## In contrast to the basement warren that users of the Ford archives were consigned to, the Rockefeller facility has extensive space for scholars.

was opened for research on April 1, fifteen scholars had sought access.

The Foundation decided to transfer the archive in part as an economy move but also, as Divack puts it, “the paper trail was thinning.” Because of such technological advances as completely electronic grant files and reports accessible to all Foundation staff, it concluded that its archive of paper records would be more accessible to researchers at the Rockefeller Archive Center. By the time the Foundation decided to unload its archive, it was serviced by a staff of four. The Rockefeller Archive Center has a staff of 30 archivists. The Foundation made a

\$3.2 million grant to the Rockefeller center to house and manage the collection.

Ford records are open to scholars after ten years. The Rockefeller Foundation’s records require a 20-year interval. It was rare that scholars were denied access to the Ford archive, though some of them chafed at the red tape involved, including review, sometimes by lawyers, of published material drawn from the records. “The Foundation does not like surprises,” Mr. Divack remarked. But not all scholars submitted their work.

The Rockefeller Foundation was established in 1913. Ford was chartered in 1936,

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### FROM THE PRESIDENT’S DESK

I recently had occasion to visit twice with **Ted Smith** at his lovely home at the foot of Flathead Lake in Polson, Montana, as Leona and I went to and came from Glacier National Park. Ted worked at the Foundation from 1967-1979, as Representative in Indonesia and then as Special Assistant to **Mac Bundy**. While we never overlapped at the Foundation, we share the exceptional collegial bond that the Ford experience provides and that brings us all together as LAFFers. Our conversation moved easily from immigration and the Affordable Care Act to updates on family and the diverse post-retirement activities that keep us both engaged, and, inevitably, to the Foundation.

We traded recollections on the Bundy years, which I knew only at a distance from my post in the Rio office, and on the Thomas years, which Ted had not experienced. What we found in common was the opportunity we were each given to think broadly and act persuasively on a range of subjects of critical importance, encouraged by the trust the Foundation’s leadership placed in us as staff, but tempered by the realization that the issues we addressed were actionable if not immediately fixable. In fact, many of them remain today, surfaced both by the politics of our time and by their own persistence and adaptability.

I recalled our work on state and local government and civil society responses to government downsizing, on immigration reform and promoting citizenry, on comparative constitutionalism, on the welfare state, on climate change and sustainability, on the nuclear threat and disarmament, and on human rights and the continuing quest for social justice for minorities and women. We, as a society, have made progress on many of these fronts, but

their lasting resolution continues to elude us.

What impresses me, though, is the ongoing efforts that you, our members, make to chip away at them, and I want to hear more. The LAFF Newsletter and website carry accounts of your constancy in tackling new and resurgent problems. They provide opportunities for us to learn about your activities, and to participate in events and discussion forums that probe them further. But to be cognizant of the full richness of the efforts that surround us, we need more of you to submit your stories, to organize events and workshops, to lead discussion forums, and to volunteer as editors and columnists. There are so many inspiring and interesting stories to be shared and an appreciative LAFF audience wanting to read them. So, please tell us what you are doing, and let our editors know what you would like us to cover!

I began my summer with travel in the starkness of the California desert at Joshua Tree and the magnitude of the Montana Rockies. I am awed by the gift these fabulous national parks lay before us and startled by the rapidity with which these wondrous trees are disappearing and the glaciers receding, with timelines of only tens of years for the latter. The UN environmental conference was just getting underway in Rio when we left on our trip. From all accounts, the results fall far short of what is needed. But the global dialogue itself has merit, and I remain optimistic that the better nature of humankind will help us find our way to a more promising future.

Let me take this opportunity to wish you all a marvelous rest of summer, respite from the political heat of this election season, and a fall full of hope and regeneration.

**Shep Forman**

## The Foundation's Early Years

On hearing of plans to construct a Foundation headquarters building in New York, **Douglas Ensminger**, the Foundation's pioneering overseas representative in India and a considerable force in the allocation of Foundation resources, wrote to **Henry Heald**, the Foundation's president, expressing dismay and opposition to the idea. He argued that organizations build monuments to themselves only at the end of their most productive years. He did not believe the Foundation had completed its work and didn't like the assumption that it had.

(Ensminger, it should be added, later received funds to build a considerably less palatial headquarters, with swimming pool, for the Foundation's office in New Delhi.)

Ensminger's complaint, according to

**Verne Atwater**, the Foundation's vice president for administration at the time (the first so named), did not register, despite echoes among staff. The trustees soon gave a go-ahead for the building. Not least in their consideration was the strong support of trustee Henry Ford II. A man of few words, Ford's support was understandably decisive on most matters in which he took an interest.

The story of the Ensminger letter appears in a chapter on the Ford Foundation headquarters in Atwater's memoir on the early years of the Foundation, written with **Evelyn C. Walsh**, with whom he represented the Foundation in Latin America in the 1950s and '60s. The sections on Ford programs in Argentina, Chile, and Peru occupy a prominent section of the *The Ford Foundation: The Early Years*.

Subtitled "An Insider View of Wealth and Good Intentions," the memoir covers the

years from 1936, when Edsel Ford established the Foundation with a grant of \$25,000, until 1968, when **John McCloy**, Foundation chairman, persuaded President Lyndon Johnson to release **McGeorge Bundy** from his national security post to become the Foundation's fifth president.

Chapters are devoted to F.F. Hill and the Green Revolution, university development, the Humanities and Arts Program under **McNeil Lowry**, overseas development, urban development under **Paul Ylvisaker** and **Mitchell Sviridoff**, the population program under **Oscar Harkavy**, grants to individuals, and the roles of the presidents. Scattered through the text are photos of the early pioneers. In a concluding chapter titled "A Fifty Year Perspective of the Ford Foundation", Atwater and Walsh write that the initial program goals of the Foundation have evolved over the years to place less emphasis on global economic development, increased food production, and revitalization of the arts to stress a broader measure of the "advancement of human welfare." Under new leadership, the Foundation focused more on humanistic objectives, namely greater equity and the advancement of women, minorities, and society's outsiders. This shift in emphasis, Atwater writes, was initiated by **McGeorge Bundy** and "was sustained and enhanced into the 21st century by **Franklin Thomas** and later **Susan Berresford**."

Turning to specifics of the Foundation's work in the years after World War II, the authors write:

- Henry Ford II was the key factor that enabled the Foundation to operate independently of the Ford Motor Company;
- The Study Committee Report of 1949, the (Gaither Report), which defined the Foundation's mission, had a positive long-term effect and was a vital factor in the remarkable success of a variety of sometimes disparate programs.
- Presidential leadership, from **Henry Ford**, **Paul Hoffman**, **Rowan Gaither**, **Henry Heald**, **McGeorge Bundy** (and later **Franklin Thomas** and **Susan Berresford**) had a positive, "perhaps disproportionate," influence on the goals and programs of the Foundation.
- Throughout the years of the Marshall Plan, the Cold War, the Civil Rights Movement, the Kennedy Administration anti-poverty and Alliance for Progress programs, there was close collaboration by the Foundation with United States and foreign governments.

*The book, published by Vanguard, is available from [barnesandnoble.com](http://barnesandnoble.com) and [amazon.com](http://amazon.com).*

## BRASILIA WORKSHOP

by **Shep Forman**

Former former Foundation staff members, **Shep Forman**, **Judy Barsalou**, **Mariano Aguirre**, and **Augusto Varas**, were reunited recently at a workshop in Brasilia that brought together 25 scholars and practitioners from 12 countries to see what lessons might be learned from the 30-year-old democratic transitions in Latin America that might be applicable to transitions underway in the Middle East.

Countries represented at the workshop included Argentina, Brazil, Chile, Colombia, Egypt, Italy, Jordan, Norway, Portugal, Syria, the United States, and Uruguay. Titled "Agents and Guardians: Military-Civilian Relations in Latin America and the Middle East," the workshop was organized on behalf of the Norwegian Foreign Ministry by the Norwegian Peace-Building Resource Center and directed by Aguirre, a former program officer for peace and security.

Vargas, former Ford representative in Santiago, Chile, keyed the meeting with an analysis of the processes of military professionalization in democratizing contexts, emphasizing matters of institutional culture, role definition, and, critically, civilian control. The four panels that followed considered in greater detail the goals and obstacles in the way of political and security sector reform. LAFF president Shep Forman raised questions about the global and regional political-



Meeting in Brasilia at a workshop that discussed lessons learned from democratic transitions in Latin America that might be applied to the transitions currently underway in the Middle East were these former Foundation staff members (from the left) **Mariano Aguirre**, **Augusto Varas**, **Shep Forman**, and **Judy Barsalou**.

economy contexts for reform, the roles of NGOs and civil society more generally, and the problem of privatization of military and security services.

In the fourth and final panel, Judy Barsalou, former Ford representative in Cairo, described the research she is currently undertaking at the American University in Cairo on transitional justice in its historical, cultural, political, and legal dimensions. She described the results of survey research and in-depth interviews she is conducting among Egyptians in order to understand how they conceive of justice and accountability in post-Mubarak Egypt, including their perceptions of the current trials of leading former regime members and Egyptian preferences for future action. ■

# Robert Schrank (1917-2012): A Foundation Original

by Richard Magat

If ever there was a stereotype for a Ford Foundation program officer—Ivy League, upper middle class—**Robert Schrank**, who died in June at the age of 95, defied it. Schrank was a Bronx-born tough guy and a card-carrying member of the Communist party in his early career. A disruptive public school dropout, from a family of German socialists, he became a skilled metal worker and successful union organizer. In mid-life, he obtained a doctoral degree and became a scholar of sorts. His two books, *Ten Thousand Working Days* and *Wasn't That a Time? Growing Up Radical and Red in America*, were published by MIT Press because they deal with management issues as well as personal tales. He had become estranged from his father when he joined the Young Communist League. The elder Schrank had become disillusioned with Stalinism and anarchist friends. Schrank ultimately apologized to him “for being wrong about the dictatorship of the proletariat.”

He became president of the New York Machinists Union but was expelled as the union was swept up in Cold War anti-communist fervor. He became an official of the federal Mobilization for Youth program and later Mayor John Lindsay's Neighborhood Youth, narrowly avoiding being Red-baited out of office on the basis of his past associations.

Unlike many who abandoned what Arthur Koestler and other fellow travelers termed “the God that failed,” Schrank did not renounce his liberal/progressive values. At the Foundation, he spent a dozen years working for the division headed by **Mitchell Sviridoff**, himself a former union organizer. In a LAFF Society blog written a few days prior to his death, he railed against the termination of jobless benefits. “It's just unfair and it continues to play out in this land of unfettered capitalism.”

At the Foundation, he specialized in employment, training of blue collar workers, and the problems of the quality of work life (see page 5 for his blog on Swedish auto workers.) He recalled: “I work in a most beautiful building with a huge interior garden, dining areas, a library, and every conceivable resource I might need for my work. There is no noise, or dust or harmful substances. I have a great amount of freedom to do my work, which is reading, writing,

conferring, attending conferences and meetings.... If there is a workplace heaven, I'm in it. What do you know? I have heard a few people here, just a few, complain, for one reason or another, about how ‘lousy this place is.’ When asked why, ‘Oh, it's very dull,’ or ‘nobody tells you what to do, or ‘there is no accountability.’”

Asked recently if he had one last wish, he said “I would march in today's May Day Parade, recalling earlier May Days when, at times with his father, he witnessed on Fifth Avenue marchers carrying signs saying “Free the Scottsborough Boys,” “Jobs for All,” “Social Security for Old Age.” ■

## Employment Expert

by Bob Goldmann

The title of Bob Schrank's book about what a good time his life was all about says much for his outlook. I remember when he and **Susan Berresford** set foot onto the third floor and went on and up—not just floorwise—from there. Mike Sviridoff brought Bob in, although he, like many others of Mike's staff and consultants, did not fit into the traditional pattern of the Foundation's staff. The accent was more on experience than academics, and how well did Bob's many years in the working world fit in with the new approach of McBundy, whose hiring of Mike itself was a sign of how Mac saw his leadership.

Bob and I both came out of the working world. I had spent many years in the garment center as a new immigrant, and Bob had worked in many jobs. What was perhaps best and for his colleagues most wonderful about Bob was his humor, along with his sense of the real world



PHOTOGRAPH: C. OWEN SMITHERS

**Robert Schrank at the Miners Hall in Butte, Montana, 1954. From his 1998 book *Wasn't That a Time? Growing Up Radical and Red in America*. Published by The MIT Press.**

that could so easily be forgotten in the plush setting of our workplace. Bob Schrank was helpful to me when I was sent as the reporter with a group of Detroit auto workers to Saab-Scania in dark Soederaltalje in Sweden to have our workers experience and react to the new, more independent approach to auto assembly. It turned out not to be all that great in the eyes of our visiting Detroiters. The Swedes didn't like this mixed outcome of our delegation's experience, and Bob was delighted that reality managed to get into the

picture of perfection that Swedish publicity had succeeded in getting into the media.

It is sad that Bob is gone. He had much to contribute to the non-profit world. His colleagues will not forget him. ■

## “The Man Was a Wonder”

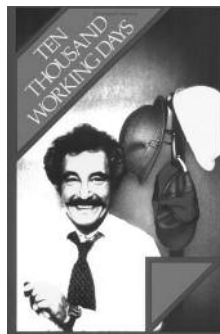
by Basil Whiting

That's what a well-known former president of an innovative New York foundation recently said to me after the death of “Schrank.” (In talking to or about him, it was mostly “Schrank,” though often “Bob.”)

He (as a consultant) and I (as a program officer) worked closely on employment aspects of the Foundation's poverty program in the late 1960s and early 1970s, including examining the “quality of working life.” This meant lots of travel visiting existing and prospective grantees. That also meant lots of dinners in restaurants, where Schrank would regale me for hours with the most humorous, insightful stories from his myriad past lives.

After a couple of years of this, I finally badgered him incessantly, “Schrank, you've gotta write this stuff down! You have lived one of the incredible lives of this century. You've worked an unbelievable array of all kinds of jobs at all kinds of levels. You know

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# AUTO WORKERS IN SWEDEN: A TALE OF TWO CULTURES

by Robert Schrank

It was November 1974 when six American autoworkers embarked for Sweden to work at the Saab plant in Soedertaelje.

The 1970s was a time of large experiments in how to give workers greater control of the work. The objective was simply to give workers a sense of their own achievements in the work process. The new ways of working was considered an attack on boredom and low morale that was causing increased low-quality output, especially here in the United States. At the time it was very common to compare the poor quality output of American manufacturing plants to the Japanese or the German.

The American autoworkers hadn't been in Sweden for more than a few days when **McGeorge Bundy**, then president of the Foundation, called me. "Schrank," he asked, "what are we doing in Sweden? I am getting calls from the Swedish Embassy wanting to know who sent these radicals here to stir up trouble."

Obviously I needed to convince my bosses at Ford that I was not responsible for whatever was going on in Stockholm.

As a program officer at the Foundation I was able to create a program called American Workers Abroad. I thought it would be very educational to have workers from the United States go to work in some of the "New Age

Workplaces" in Europe. I was familiar with the writings of sociologists and economists about the assembly line but none of them actually worked there. The six auto workers chosen by the United Auto Workers came right off the assembly line. They went to work at the Saab plant. **Bob Goldmann** went along to report on their experience. He was instructed to meet with the six every evening for debriefings on what they had learned.

The idea for sending workers to experi-

to talk about their observations on the new workplace. I feel certain that the television folks were sure they were going to bask in great praise for their pioneering workplace experiment. Alas, it was not to be.

The first bombshell that fell on the viewers was from a Chicano from Cadillac. "You know," he said, "in the United States we're discriminated against because we have a dark skin. In Sweden you get discriminated if you're very blond."

## I thought it would be very educational to have workers from the United States go to work in some of the "New Age Workplaces" in Europe.

ence the new ways of working was to get feedback from people who could compare their traditional workplaces to the new ones. SAAB had given up the traditional engine assembly line in favor of having a team of two workers assemble a whole car engine. That required close attention to sequences and tools. When they finished they could sign their names to a nameplate on the engine. Volvo had built a plant in Kalmar where a team of workers would do the final car assembly in the same way.

Look, it was not my idea to put the American auto workers on a Swedish TV interview show. The interviewer asked them

As described to me, the poor interviewer was totally non-plussed. He didn't know where to go. As he pressed forward one of the Americans said, "Look, we noticed that none of the people on the engine assembly are Swedes. So we start asking around. They're all Finns who can't even live here but go back home for the weekend. When we asked the Swedes why they don't want to do the team assembly they said it's too hard."

I thought, wow, this program is wonderful. We're getting some honest-to-goodness feedback. Of course, the Swedes, who don't do too well with criticism, were furious. Hence the phone calls to Bundy.

Okay, that was not the unanimous view of the six. Others said they liked working on the engine assembly. It made the day go quicker because they had to think about what they were doing. Some preferred the traditional line precisely because it required no thought, just repetitious motion that left them free to think about what's wrong with my bowling game or who's going to win the World Series or, of course, sex.

So I learned once again that workers have very different ideas about how work in the workplace should be done. Charlie Chaplin's *Modern Times* about the assembly line is a great movie. But there are thousands of laid-off auto workers who would be very happy to get back on the line. ■

*A slightly longer version of this article, and more of his unique viewpoints, is on Bob Schrank's site. It was prepared prior to his death. <http://robertschrank.blogspot.com/>*

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## "The Man Was a Wonder"

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more about work on the ground than anyone I've met. You've also been in the forefront of every major social justice movement; you've been a manager and management consultant; you've gone from a dropout to a PhD; you somehow 'click' with all kinds of people, from poor minority youth to blue collar workers to union leaders to managers to government bureaucrats to philanthropists, to various artists, to researchers of various stripes, and more. You gotta share this."

And he did. I will lay claim to pushing him to write *Ten Thousand Working Days*, published by MIT press and still a staple of management courses there and elsewhere. A terrific read, as is his second book on grow-

ing up "red and radical."

After Ford, I'd ask him what he was doing and he'd say, "Spending half my time sailing and half consulting to The World Bank." In his last decade or so, he built fine furniture in a home workshop.

My wife reminds me to note that a guy like this attracts wonderfully strong women (we met and are still in touch with some of them).

Schrank was ever committed to social justice but not crazy about it; his humor and tolerance for the excesses of human foibles saved him from that.

The man was a friend, colleague, mentor, and indeed a wonder. What a life! And so well lived! ■

*Basil Whiting was in Social Development, 1968-1977*

## In Memoriam

**Edson W. Spencer**, former chief executive and chairman of the Honeywell corporation and the Foundation's chairman of the board from 1977 until 1992, died on March 25 at his home in Wayzata, Minnesota. Mr. Spencer began his career at Honeywell in the mid 1950s as an aeronautical engineer and ended it with a long tenure as chief executive from 1973 to 1987. Toward the end of his time with Honeywell, he undertook the most comprehensive restructuring of the company in its history, moving it out of the computer business into aerospace and defense. On his retirement, he became more active in philanthropy, serving on the boards of, besides Ford, the Carnegie Endowment for International Peace, the Mayo Foundation, the Minnesota Foundation, and Carleton College. A Williams College graduate and Rhodes scholar, he and his wife, Harriet, were founders of the Yellowstone Park Foundation. He is survived by his wife, three sons, a daughter, and nine grandchildren.

### A Personal Reminiscence

by Frank Sutton

**E**d Spencer died March 25th at 85, physically reduced but curious about the world to the last. He came on the Ford board of trustees about 1977, late in my years at the Foundation. He had already been CEO of Honeywell since 1973, carrying on an old tradition of Ford trustees from Minnesota. He had the range of interests and sophistication that one might expect from a former Rhodes scholar. He was also an aeronautical engineer, well-equipped for later steering the company away from computers toward aerospace and defense. He then still had years to go at the helm of Honeywell but was showing a lively interest in philanthropy that not only brought him to Ford, but to other foundation boards.

For those of us on the international side of the Foundation, Ed Spencer's interest in the wide world was very welcome. From the first years, Ford had been interested in promoting the Atlantic Alliance, and **John McCloy** and **Shep Stone** saw to it that we kept at it. By the 1970s, Japan had come to widen our concerns as we joined with Rockefeller and others in building the Trilateral Commission as a link of distinguished citizens across both oceans. Ed Spencer became one of the American members of that Com-

mission and I could add to my acquaintance with him when I looked in on meetings to see what the Commission was doing. These were occasions when my wife and I could see more of Ed and his charming wife, Harriet, than we managed at board meetings. Aside from personal pleasure, I was happy to know an insider at the Commission who also had a deep interest in Japan.

Ed Spencer not only carried on a Minnesota business tradition on the Ford board, but also a link with Carleton College which dated back to the early 1950s when its president, the famous explorer, **Lawrence Gould**, became a member of our board. Later on, **Howard Swearer** and **Robert Edwards** from our staff served as Carleton presidents, and Edwards was succeeded by Steve Lewis from Williams, who had long shared overseas adventures with us. Toward the end of Bob's service, Ed Spencer became Carleton's board chairman. I remember Ed thanking me and the Foundation for sending Carleton two first-class leaders, very different men, of course, but with the intellect and executive power he wanted there.

**Ivy Steber**, who joined the Foundation as a staff assistant in the Office of the Comptroller in March 1968, died on May 18. In January 1972 she transferred and was promoted to

administrative secretary in the Office of Higher Education and Research. In 1981 she transferred to the Office of Personnel Services as supervising secretary when **Margaret Lowe** was director. In January 1988 she became assistant grants administrator in Human Rights and Governance. She retired in December 1994 after 26 years with the Foundation.

Ivy most recently lived in Riverdale. She stayed in touch with the Foundation through friends and traveled a good deal in her retirement, visiting California, Jamaica, where she reconnected with extended family, and a trip of a lifetime to China.

Because Ivy loved dogs, donations can be made in her name to the American Society for the Prevention of Cruelty to Animals.

**Patricia K. Edwards**, who began with the Foundation in 1979 as a secretary in the European and International Affairs Program, died on April 27. She also served as secretary in the office of the vice president, National Affairs and as secretary in the General Counsel's Office until 1981 when she became supervising secretary in the Rural Poverty and Resources Program. Pat retired in 1991 and returned that same year as temporary secretary in the Office of Human Resources through April 1992. ■

## Bay Area Chapter Meets

**B**eing a volunteer organization, LAFF occasionally suffers from inattention and takes a long time to catch up with the news. Case in point: a meeting of our Bay Area West Coast chapter that took place a year ago in San Francisco organized by the Asia Foundation. We queried **Suzanne Siskel** who at that time was director of Social Justice Philanthropy at Ford and is now executive vice president of the Asia Foundation, and who spoke at the meeting. Thirteen LAFfers attended the meeting which was hosted by **David Arnold** (formerly with Ford in New York and New Delhi), president of the Asia Foundation and **Janet Maughan**, formerly with both Ford and Rockefeller and a member of the LAFF executive committee.

Suzanne reports that she spoke on social justice-oriented philanthropy in Asia. The other speaker was **Barnett Baron**, former Asia Foundation executive director, who spoke about developments in philanthropy in China. Others attending the meeting besides Mr. Baron, now president of Give2Asia; **Doris Babb**, retired; **Ron Bor-ing**, a former executive with the Vodafone Corp.; **Stuart Burden**, a senior consultant at Monitor Institute; **Jeffrey Campbell**, director of grant-making at the Christensen Fund; **Ching Castro Falcon**, assistant to the VP, programs, Asia Foundation; **Sushma Raman**, president, Southern California grant-makers; **Delwin Roy**, partner, Lolita Group of Companies; and **Kenneth Wilson**, executive director, Christensen Fund. ■

## The LAFFing Parade

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Ain't Satisfied: The Limits of Equality." She argues that the mainstream LGBT-rights (Lesbian, Gay, Bisexual, and Transgender) movement, having achieved in large measure marriage equality for gay people, is strangely silent on the broader social justice challenges facing the world, and "oddly complacent in its acceptance of racial, gender, and economic inequalities." Her website (<http://urvashivaid.net/wp/>) describes Urvashi as a community organizer, writer, and attorney who has been a leader in the LGBT and social justice movements for nearly three decades. Her CV, some 25 pages long, lists her many publications and honors. A graduate of Vassar and Northeastern University School of Law, she is a former director of the Argus Foundation and was cited by *Time* magazine as one of fifty promising leaders under age 40. Born in New Delhi, she came to this country with her parents at age eight, growing up in

Potsdam, NY. She has homes in Manhattan and Provincetown, according to her website.

**Barbara Murphy-Warrington** is the chief executive officer of the Girl Scouts of Greater New York, having joined in June of 2011. Previously she held senior positions at Catholic Health East, a multi-state health-care organization, Care USA, where she was senior vice president of human resources, and deputy attorney general in the New Jersey Attorney General's office. At Ford, she was deputy director of the Office of Human Resources and resident legal counsel. She was also senior vice president and director of human resources at Jenney Montgomery Scott a financial services firm.

**Steven Lawry** is co-author, with Rebecca McLain, of a paper prepared for the Annual World Bank Conference on Land and Poverty in Washington on April 23-26 titled *Devolution of Forest Rights and Sustainable Forest Management*. They report that between 1980 and 2000, an estimated 200 million hectares of forest land worldwide shifted from state to

community control. This is part of a "discernible process of forest rights devolution from state to community ownership underway in Latin America, Africa, and Asia, promoted by civil society advocacy and backed by research that suggests that forests are better managed and enhance local livelihoods when owned by local communities." Lawry is currently land tenure and property rights manager for Development Alternatives International, a Foundation-supported development assistance organization headquartered in Bethesda, MD. He worked for the Foundation from 1992 until 2005 as assistant representative for South Africa and Namibia, head of the Office for the Middle East in Cairo, and director of the Office of Management Services. He is a product of the Land Tenure Center of the University of Wisconsin-Madison.

**Kenneth Wilson** since 1992 has been executive director and CEO of the San Francisco-based Christensen Fund, a private foundation founded in 1957 that supports programs at the interface between natural environments and human cultures. He is the first non-family director of the fund, brought on to refocus its mission on bio-cultural diversity, according to its website. Born in Malawi, he studied zoology at Oxford and anthropology at University College, London. His doctorate focused on indigenous knowledge, health, and human ecology in the savannahs and woodlands of southern Zimbabwe. He spent nine years with the Foundation beginning in 1993 as program officer for Mozambique in the office for Eastern and Southern Africa and as deputy to the vice president for Education, Media, Arts, and Culture in New York. He is president of International Funders for Indigenous Peoples.

**Frances Seymour**, who served for five years in the Indonesia office in the 1980s, working on issues of community forestry and human rights, has announced she is stepping down as director general of the Center for International Forest Research (CIFOR) in Jakarta, one of 15 international agricultural research centers initially established by Ford and Rockefeller in the 1960s. A recognized expert on forestry issues world wide, she previously worked for the World Resources Institute, the World Wildlife Foundation, and the U.S. Agency for International Development. Available on the internet is a video of her valedictory speech to CIFOR (<http://youtu.be/VLm3CMVHtOk>) in which she summarized her 25-year career in forest policy. ■

## More on Iran

**Gary Sick**, an Iranian expert who served on the National Security Council before joining the Foundation in 1982, is quoted at length in *Time* magazine's blog Global Spin in an article titled "Blame Saddam: Another Way of Seeing Iran's Nuclear Program."

Now a Columbia University professor, he argues that Iran's efforts to develop a nuclear capacity has parallels with the Shah's program to develop nuclear power before he was deposed in 1979. The Shah "wanted to have what he called a surge capability by which he meant a breakout capability whereby you have the means to assemble a weapon." This is typically just a matter of enriching uranium to a level of purity that renders it suitable for weapons.

"When the revolution happened, all that stopped," Sick says, and Ayatollah Khomeini, operating on the assumption that everything the Shah did was bad, issued a fatwa saying nuclear weapons are sinful.

Iranians believed, as did the U.S., that its neighbor under Saddam began developing weapons of mass destruction. "It never hurts to bring the Iran-Iraq war, a searing experience that cost at least 300,000 lives, into an effort to understand Iranian thinking. So Iran began its own weapons program, reviving the Shah's nuclear effort. Khomeini

lifted the fatwa, justifying the effort in the Koran's permission for self-defense.

"Comparatively speaking, the belligerence toward Washington and Israel is almost elective, though that could change in a heartbeat if one or both countries launch an attack on the nuclear facilities." And it's entirely possible, he says, that the entire Iranian enterprise has come full circle, returning to the position of the Shah, who got his start with a U.S. program called "Atoms for Peace." ■

### GUESS WHO'S BUILDING NUCLEAR POWER PLANTS.



The Shah of Iran is sitting on top of one of the largest reservoirs of oil in the world.

Yet he's building two nuclear plants and planning two more to provide electricity for his country.

He knows the oil is running out—and time with it.

But he wouldn't build the plants now if he doubted their safety. He'd wait. As many Americans want to do.

The Shah knows that nuclear energy is not only economical, it has enjoyed a remarkable 30-year safety record. A record that was good enough for the citizens of Plymouth, Massachusetts, too. They've approved their second nuclear plant by a vote of almost 4 to 1. Which shows you don't have to go as far as Iran for an endorsement of nuclear power.

NUCLEAR ENERGY. TODAY'S ANSWER.

## Marriage in the Woods

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but substantial grantmaking did not begin until 1950. The archive center is located in a mansion built for Martha Baird Rockefeller, the second wife of John D. Rockefeller, Jr. It was given to the Rockefeller Brothers Fund after her death in 1971, along with 24 acres of grounds. The Ford Foundation records are stored in a basement and sub-basement carved out of a hillside. Most of the material is enclosed in vaults that resemble bank fastnesses and Fort Knox. In contrast to the basement warren that users of the Ford archives were consigned to, the Rockefeller facility has extensive space for scholars.

Since its opening in 1974, 6,000 scholars have used the Rockefeller Archive Center. It houses the records of the Rockefeller Foundation and other Rockefeller philanthropies, the Commonwealth Fund, the Social Science Research Council, and the Russell Sage Foundation—in all, over 110 million pages of documents, over 900,000 photographs, 18,000 reels of microfilm, and 6,000 films. Its records also deal with the origins of the University of Chicago, the Museum of Modern Art, Lincoln Center for the Performing Arts,

Spelman College, such national parks as the Grand Tetons, the Riverside Church, the Woods Hole Oceanographic Institute, and the Mount Palomar Observatory.

The Ford collection includes 11,000 reels of microfilm. One of the early deliveries was 3,000 cubic feet of material, audiovisual material including portraits, prints, and negatives.

The Center is located in Tarrytown, 25 miles from midtown Manhattan, and an hour's travel by train and taxi.

Because of many programmatic links among Ford and Rockefeller philanthropies in such enterprises as the Green Revolution, Jack Meyers, president of the Rockefeller Center, noted, "adding the Ford Foundation records will enable researchers to have an unprecedented look, under one roof, at the origins and ongoing achievements of many of the most important nonprofit institutions in the twentieth century."

Luis Ubiñas, president of the Ford Foundation remarked, "Our partnership ensures that the Foundation's records enjoy the highest quality preservation while continuing to make our collections accessible to a broad community of scholars, students and professionals studying philanthropy and social change." ■

## LAFF at the Zoo

**O**n April 25, some 23 members of the LAFF Society visited the Central Park Zoo on a sunny spring day as guests of the Wildlife Conservation Society and its outgoing CEO **Steven Sanderson** who served in Brazil in the 1980s. Inaugurating a new LAFF program "Reflections," Sanderson recounted how his Ford tenure set him on the course that led to him to the Wildlife Society and career as a conservationist. In 1985, with a background in political science, he embarked for Brazil to develop grant opportunities to alleviate rural poverty in the nine states of Brazil's northeast, the largest concentration of poverty in the country. He noted that the mission to save wildlife and wild places, its conservation work must benefit people as well as animals. A longer version of his remarks is posted on the LAFF website.

*LAFF members attending: Richard Adams, Meg Battle, Margaret Black, Anna Marie Castagnetta, Michele Cole, Alan Divack, David Finkelstein, Gail Gerhart, Sheila Gordon, James Himes, Carolee Iltis, Evelyn Leftus, Richard Magat, Sheila Nelson, Debb Plummer, Ether Roditti, Henry Salzman, Hildegard Schubert and spouse, Jo Una Spadafora, Odessa Stark, Nellie Toma, Toby Volkman, and Barbara Zuckerberg.*

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