



# LAFF

THE LAFF SOCIETY Promoting social and professional contacts among former staff members of the Ford Foundation

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## OSCAR HARKAVY, LEADER IN POPULATION PROGRAMMING

**O**scar “Bud” Harkavy, an influential figure in the international population movement that he once described as a “transcendent world problem,” and one of the founders of The LAFF Society, died September 20 at the age of 96.

He had worked at the Ford Foundation for 35 years, beginning in 1953, and both witnessed and contributed to its growth as a major force in philanthropy. He had been teaching at the business school at Syracuse University, from which he had received a doctorate in economics, when he was hired by Ford to help develop programs designed to modernize business school curricula.

He was then “told”, as he later put it, “to do population”, and spent the remainder of his career at the Foundation creating and directing programs that, in collaboration with other foundations and international organizations, helped establish what he called the “modern population movement”.

“Helping to meet the challenge of population (issues) along with those in agriculture,” he wrote in an essay while still working at the Foundation in 1977, “has long been considered by the Ford Foundation as essential to the survival and well being of people and societies around the world.”

After he retired from Ford, in 1995, he wrote about the inception and development of that movement in the book *Curbing Population Growth: an Insider’s Perspective on the Population Movement*.

“...the Ford Foundation’s rather offhand entry into the population field in 1952,” he

wrote, was “motivated more to please certain members of the Board of Trustees whose wives were devotees of Margaret Sanger than by a serious appreciation of a transcendent world problem.

“Public opinion was affected to some extent by contemporary conservationists who

viewed with alarm the threat of ‘overpopulation’ to the natural environment, but birth control was still a sensitive subject in the early fifties, more a ‘private vice’ than a ‘public virtue’.

“...the flowering of the population movement (developed) as changes in the political and social environment transformed it from a relatively weak women’s social movement to a worldwide phenomenon of overarching

geopolitical importance....

“There followed two decades in which population programs flourished. Beginning in the mid-1960s, a heterogeneous collection of organizations, public and private, including the Rockefeller Foundation, the United States Agency for International Development (USAID) and its counterparts in other industrial countries, the United Nations Population Fund, the World Bank, the International Planned Parenthood Federation...joined the Population Council and Ford Foundation in forming ‘a population community’ that shaped the population movement.”

After he left Ford, Bud was a consultant to the Population Council and chairman of the board of the Population Resource Council. And he helped found LAFF.



He was one of 10 former staff who got together in 1991 to form an organization they hoped would help alumni of the Foundation “remember old bonds, possibly renew acquaintances, perhaps even help one another professionally, and satisfy sheer curiosity”.

He was LAFF’s first vice president, serving until 1995, and its president for the next two years.

Survivors include his wife of 69 years, Frances, two sons and three granddaughters. *Continued on next page*

### LAFfing Parade

**Gerard Salole** is retiring next year after 15 years as Chief Executive of the European Foundation Centre, an association of more than 200 public-benefit foundations and corporate funders active in philanthropy in Europe and elsewhere. Its headquarters is in Brussels.

“The success of the EFC and where it finds itself today,” noted its chairman, Massimo Lapucci, “is deeply connected to the dedication and work of Gerry and his guidance over the years.”

Salole became head of the EFC after working at the Ford Foundation from 1999 to 2005 as its representative for Southern Africa, based in Johannesburg.

Prior to joining Ford he was director of the Department of Programme Documentation and Communication of the Bernard van Leer Foundation in The Hague, and worked for the Save the Children Federation, OXFAM UK and UNHCR, the United Nations Refugee Organization.

Salole is associated with several international organizations, including as chair of the Global Fund for Community Organizations and a member of the advisory board of the Open Society Foundations, the Strategic Advisory Committee of the European Venture Philanthropy Association and the board of Assifero, the Italian Association of Grant Making Foundations. He is also the Founding Chair of TrustAfrica.

*Continued on page 7*

Many of those he worked with and influenced paid tribute to him at his funeral service on September 22. One eulogy, delivered by **Richard Mahoney**, who worked in the population program from 1970 to 1979, recalled Bud's influence and generosity.

"In 1970," he said, "you brought me, as a fresh PhD, to New York to work with **Anna Southam** in reproductive biology and contraceptive development. My degree was in physical chemistry. You gave me a chance.

"Working with you and Anna, we launched major programs in Japan and Australia and helped continue programs in India, Egypt, Thailand and elsewhere. These were in addition to the major programs you and Anna had launched in the U.S. and Europe.

"After only a few years, you promoted me to be the youngest program officer in the Foundation and allowed me to run the reproductive biology and contraceptive development program, the largest in the world. You gave me a chance.

"One day, you gave me a letter from a grantee who had invented an IUD and wanted advice on patenting. You asked me to address this issue about which I knew absolutely nothing. As a result of work with **Sheila McClain**, the Ford Foundation became the first donor in any field to develop an intellectual property rights policy for the benefit of the poor. This policy became the model for many other organizations, including USAID and WHO.

"You encouraged me to work with **Gordon**

**Perkin** on the founding of the Program for the Introduction and Adaptation of Contraceptive Technology (PIACT), which eventually became PATH. You arranged for me to lead these new efforts in the Philippines and Indonesia. This led to the founding of new local organizations still active today working on reproductive health. Also, PIACT Bangladesh was established. PATH regional offices were set up in Bangkok and Jakarta, which remain active to this day.

"After returning to PATH headquarters in Seattle, I worked with Gordon to launch the International Task Force for Hepatitis B Immunization, initiating a global effort leading to the availability of HepB vaccine in all developing countries, thus almost eliminating liver cancer as a cause of death.

"I left PATH to help launch, under the United Nations, the International Vaccine Institute in Seoul, Korea. The IVI is now a full member of the global effort to combat vaccine preventable infectious diseases.

"All of these things came from your vision and trust.

"One of your greatest gifts to me was to teach me to write English. You carefully edited all my writing and one day you handed me a little book by Strunk and White, *The Elements of Style*.

"I most remember your intellectual power, great modesty, personal dignity and trust in others while being one of the most influential and impactful people in global population efforts.

"The world is a much better place because of you."

Mahoney later added, "Bud was very modest and self-effacing. He was reluctant to make speeches, and, when he did, he often began by saying something about some things he had done, like co-author a paper on family planning. He would say, 'Those are my bona fides.'

"Of course, he needed no such bona fides. At the time, he controlled the largest philanthropic budget devoted to population in the world. Under his guidance, the Foundation, and other organizations influenced by him, had directed funding to many great initiatives that had accelerated global progress in population."

**Gordon Perkin**, who worked in the population program from 1966 to 1980, also spoke at the funeral, saying:

"You sent us to Bangkok, where we worked on family planning and were able to set up one of the first midwife training programs for delivery of contraceptives.

"Next you sent us to Ghana, where we followed **Lyle Saunders** and helped establish the first national family planning program in Sub Saharan Africa.

"Our next assignment, which you

## POPULATION COUNCIL IS GIVEN \$7 MILLION

The Population Council announced the receipt yesterday of two grants totaling \$7 million from the Ford and the Rockefeller Foundations.

Both grants are for four years. The \$5 million from Ford will be used for general operations and special projects and the Rockefeller grant of \$2 million will be used to set up a technical assistance division.

In accepting the grants, Frank W. Notestein, president of the council, said: "We are at a point in history when expanding interest in the problem of population growth challenges our ability to keep up.

"Recently the council has sent experts, at the request of the governments involved, to advise on population regulation South Korea, Taiwan, Tunisia, Turkey, Thailand and Egypt.

"A great problem of the next decades is to attain health, education and relief from gross poverty for all the world. Reducing the rate of population growth will help greatly in reaching these goals."

The Ford grant brings to \$14.1 million the amount the council has received from that foundation. **Oscar Harkavy**, director of the Ford Foundation's population program, said that the foundation had given more than \$30 million for work in population work. More than half of this has supported the recruitment of scientists, training programs, and bio-medical research, he added.

Dr. Robert Morrison, director of medical and natural sciences for the Rockefeller Foundation, reported that its grant was a major step in implementing the foundation's policy, announced last year, to include population as one of its five major areas of future philanthropic activity.

Macmillan Says He Likes 'Mr.'  
LONDON, April 19 (UPI)

New York Times news clip on Monday, April 20, 1964, announcing a grant from the Ford and the Rockefeller Foundations.

supported, was with the World Health Organization in Geneva. We helped establish the Human Reproduction Programme at WHO.

"Next you recommended us to **Stan Nicholson**, who was setting up a new Foundation office in Brazil. This was a regional position covering all of Latin America. We were able

*Continued on next page*

### The LAFF Society

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to establish the Latin America Program in Human Reproduction (PLAMIR), among other initiatives.

“Then onto Mexico, where we were able to initiate PIACT with initial funding from your office. Today, PATH is a Seattle-based non-profit that works in 75 countries and has an annual budget of over \$300 million. Having moved to Seattle, we led PATH through its initial growth years.

“We then moved to the Gates Foundation, where we were able to convince Bill and Melinda to invest in Global Health. During our five years as Director of Global Health we were able to make 180 grants totaling over \$3 billion.

“All of this is a part of your legacy.

“You were always supportive, encouraging and a great mentor. I learned much from your guidance and support. You were probably the most influential person in my life. I will be forever grateful.

“I hope I did not disappoint.”

Two members of the staff at the Rockefeller Archive Center sent a tribute to a man they knew professionally and personally. **Pat Rosenfield**, Consultant for Research and Education, and **Rachel Wimpee**, Historian and Project Director for Research and Education, wrote:

“Each year, dozens of researchers encounter the name Oscar Harkavy via a vast collection of his papers at the Rockefeller Archive Center (RAC). As the repository for the Ford Foundation records, as well as LAFF’s and dozens of other third-sector organizations, the RAC preserves and makes available for research the Ford-related records that Bud Harkavy created over his multi-decade, groundbreaking career at the Ford Foundation.

“What is unusual about those archives, however, was Bud’s willingness to have researchers from around the world interview him, to go beyond the paper trail.

“Those interested in population, business education, urban development and more would have the unique opportunity to meet not only Bud, but Fran, whose involvement in and recollections of the Ford years continue to astound us. Several RAC researchers in the recent past were thrilled to talk with them both over the telephone and, on occasion, in person.

“Bud’s contributions to the work of philanthropy profoundly changed fields and people’s lives. After leaving Ford, Bud continued his work by telling the story of philanthropic involvement in population at that midcentury moment.

“Bud crisply, and with characteristic modesty, wrote a remarkable book about the trajectory of foundation support for population,

*Curbing Population Growth*, which offers a firm grasp of what building that new field of research entailed. Bud described how collaborations developed across the Ford and Rockefeller Foundations and the Population Council, and how together with grantees, they developed and strengthened the fields of demography, family planning and women’s reproductive health services.

“While working on a multi-year Ford Foundation history project, we had the delightful privilege of visiting Bud and Fran, to spend an afternoon hearing Ford stories not always revealed in the paper trail. They hosted us to a delicious lunch and tirelessly answered our numerous questions about their colleagues and friends, for they had collected experiences that went back almost to the beginning of the Foundation’s modern international era. Their reminiscences and behind-the-scenes stories brought to life people like **Rowan Gaither, Henry Heald, Paul Ylvisaker, McGeorge Bundy, Doug Ensminger, Wally Nielsen** and many more.

“But that was not the first time Pat and Bud had crossed paths. Thanks to **Michael Teitelbaum**, Pat had the privilege of getting to know Bud in the late 1970s while she was working on environment and devel-

opment issues at Resources for the Future. In 1978, as she was about to leave to start a new research program at the World Health Organization on social sciences and tropical diseases, Bud and Michael described to her the groundbreaking work of the Population and Development Fellowship Program, which was co-funded by Ford, Rockefeller and the Population Council, and all the terrific social science recipients in developing countries.

“With an interest in furthering the interdisciplinary careers of their Fellows, Bud and Mike suggested that she might want to meet them as she traveled to start her new program. Thanks to Bud and Michael, Pat was able to tap into that network and move quickly to build her grants program.

“Bud and Michael can thus also take credit for helping launch another interdisciplinary social science research program nurtured by the Population and Development Fellowship and applied to the field of health.

“We see in the papers, and in the history of philanthropy, that the name Bud Harkavy looms large, as a creative philanthropic innovator and implementer of the twentieth century. Perhaps most important, however, we remember him as a kind and generous colleague and friend.” ■

## RECOLLECTIONS PROJECT READY FOR RECORDINGS

**A**fter months of planning, the LAFF Society has created an informal oral history project, the Recollections Project, a gathering of individual reminiscences designed to “contribute to the institutional memory of the Ford Foundation and to help us get to know each other better”.

Each submission to the collection will be part of a broad effort to link the experiences and reminiscences of LAFF’s members to the Foundation’s history and, as such, will be stored at the Rockefeller Archive Center.

The project is a collaboration with Memria, a company founded by LAFF member **Louis Bickford** as a story-telling platform for use by corporations, educational institutions and non-governmental organizations.

Nine LAFFers already have made recordings and the process, easily accessed from the website, is ready to receive more.

It’s a simple process, using buttons on LAFF’s website that take the member to the Memria site.

At the upper right corner of LAFF’s website is a button for “Recollections Project”, where

there are two options: “Record Your Story Here” to make a recording and “Listen to Stories Here” to hear what others have said.

The first step when clicking on the “Record” button is to set up an account, the second is to make the recording and, if the user chooses, upload photos. Clear instructions are provided throughout the process. Assistance also is available by emailing [help@memria.org](mailto:help@memria.org)

The recording takes only about 10 minutes, with story-telling “prompts” to get the process started. For example, the member is asked to provide basic information, including name and when and where he or she worked at the Foundation; a memory about working there; comments about an influential person, and any other reflection or experience that can be shared.

**Susan Huyser**, LAFF’s graphic designer, and **Peter Ford**, its web manager, worked for several months to make the project operational on the LAFF website, working closely with Bickford and Karen Schlesinger, Memria’s Head of Product. ■

# LEARNING FROM FEMINISTS WHO FUND THEMSELVES

**By Tenzin Dolker**

*This article appeared originally on the website of OpenGlobalRights on January 15, 2019, and is reprinted with permission.*

**N**ow more than ever, feminist organizations need to deepen the search for autonomous resourcing models that work for our movements, on our own terms. Autonomous resourcing is one of the transformative ways in which movements are mobilizing financial, human and material resources that directly support the liberatory aims of feminist political projects.

A cooperative bank of over 20,000 sex workers in Kolkata, India, has provided over \$4.7 million in loans to 7,231 sex workers in a span of one year, while a women's grantmaking organization in Kathmandu, Nepal, has mobilized over 600 volunteer ambassadors. These are only two of many examples where feminist groups around the world are sustaining their organizing through membership dues and crowdfunding. Women's rights and feminist groups are adopting new technologies and re-energizing long-standing organizing strategies to sustain their vital work. They also shine light on the political and financial power of what we call "autonomous resourcing."

The Usha Cooperative in India was founded when mainstream banks refused services to sex workers in Sonagachi for years. This forced many to rely on exploitative and predatory moneylenders that would charge over 300 percent interest rates, withholding their hard-earned income. Usha notes that, "Sex workers found themselves in deep economic debt and were compelled to engage in risky and unsafe work."

During the cooperative's work on sexual and HIV intervention programs, the sex workers self-organized to prioritize their economic concerns. From these meetings, they decided to set up their own financial institution to provide a safe and non-exploitative way to save and sustain their earnings.

Now, not only is Usha Cooperative sustainable, it has made economic rights real for sex workers and their families. With a membership entirely of sex workers, the bank provides real ownership and influence over the cooperative's governance and management,



**Condom distribution by sex workers in the red light district of Sangli, India. Photo by International Women's Health Coalition (Creative Commons).**

pioneering ways for individuals and communities on the margins to build economic power on their own terms.

This type of autonomous resourcing is one of the transformative ways in which movements are mobilizing financial, human and material resources that directly support the liberatory aims of feminist political projects.

While they may complement funding from institutions, income generation efforts, or other forms of financing, autonomous resources are distinct in three ways:

They hold no expectation or requirement external to movements themselves;

Mobilizing resources is itself movement-building: expanding a base of supporters, activating movement members, and ideally sustaining long-term relationships;

They offer movements the financial and political freedom to organize with agility and self-determination.

In short, these are resources generated by and for movements, centering their own power and priorities.

The need for autonomous resourcing is clear. At the Association for Women's Rights in Development (AWID), we have documented the scant institutional funding from foundations or governments reaching feminist movements. Just 1.4 percent of official development aid reaches civil society organizations expressly focused on gender equality. An estimated 13.8 percent of the grant money awarded by American foundations benefits women and girls, and only 5 percent of the total funds provided by European foundations advance women's human rights.

Many of the funds that do reach feminist

movements are short-term or fail to meet the transformational and reality-changing work led by feminist movements on the ground and in communities around the world. While we continue to advocate for more and better funding for feminist movements, autonomous resourcing shifts our thinking and strategy beyond money and currency—one that centers trust, solidarity and relationships, the kinds of bonds fundamental for long-term and meaningful social change.

Autonomous resourcing ultimately brings the power to prioritize, set agendas and objectives back to move-

ments. For example, groups such as Red Confiando en Mujeres in Chili, Association Famn Soley Ayiti in Haiti and feminist networks and collectives such as Voice of Women Initiative and others that cultivate local sources of income, including from individual donors and membership dues.

Tewa Nepal is another example of how women are working to shift power and influence of their grantmaking to community members as their donors and ambassadors. Its model mobilizes a diverse range of resources to fund their women's rights grant programs: self-generated and autonomous funding is an important part of the puzzle and one that empowers grantees to play a donor role.

"Funds were raised from Nepalis for the community center, and our grantees, volunteers, staff and members have contributed," explains Tewa Nepal's Urmila Shrestha. The purpose is to "break power hierarchy" and "keep everyone on the same footing," she says. "Our grantee partners have become donors."

As previously explored on OpenGlobalRights, the organization has created a fundraising volunteer program, mobilizing over 600 individuals as ambassadors who fundraise and organize on various women's rights issues in the country. This kind of resourcing strategy has the potential to not only bring in crucial funds but also to open the conversation and center inheritance, property and land as critical local women's rights issues.

Strategizing to sustain our movements is not a new challenge for social change and human rights actors. Activists have always

*Continued on next page*

brought their own skills (often unpaid or underpaid), knowledge, connections and personal financing to social change. Different resourcing models have been explored and utilized and in combination over the years to fund the issues they consider critical. “We want to be independent and define our own priorities... [and] use less external funding and explore solidarity economy to be financially independent”, explains Yldiz Temurturkan, a feminist activist from Turkey.

There is a critical need now more than ever for feminist movements to deepen our search for autonomous resourcing models that work for our movements, on our own terms. Of course, there are also real concerns about the kinds of trade-offs movements would have to make when relying solely on autonomous resources, such as larger resources that come with other sources of grants. Given the flexibility of autonomous resources, feminist groups are organizing across movements to co-fund various movement activities leveraging strategic partnerships with unions, political parties and other community groups.

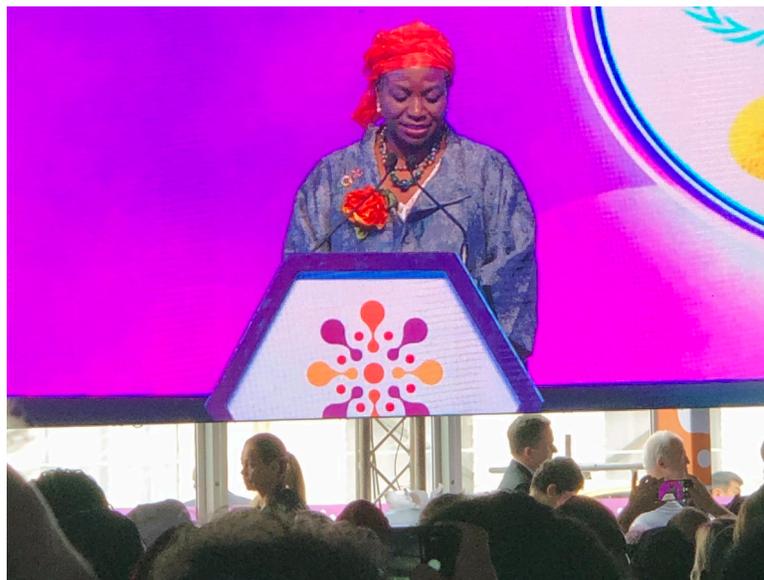
The examples shared here are sparking growing interest that asks a crucial question around how to sustain our movements while taking stock of old organizing models that can help us innovate new modalities and practices for resourcing to co-create transformative feminist realities.

AWID is working with our partners to generate a conversation to amplify models (including those enabled by technology) and positing the need for an understanding of these resources as a financial and political proposition.

If you are interested in being part of conversations to strategize around how we can support feminist movements to generate more autonomous resourcing contact AWID. ■

This article owes a debt of gratitude to the many feminist activists who have offered their time and insights about how they resource their organizing. The author is also grateful to AWID staff who contributed to this article, particularly Kellea Miller, Nana Darkoa Sekyiamah and Laila Malik, and to Fenya Fischler and Kamardip Singh, whose interviews and previous work laid the foundation for this analysis. This article is part of AWID's larger research on autonomous resourcing for feminist social change.

**Tenzin Dolker** is resourcing feminist movements coordinator at the Association for Women's Rights in Development (AWID). She worked at the Ford Foundation from 2013 to 2015 as a program analyst in its Rights and Governance Unit in the Democracy, Rights and Justice program, and was a program officer at Machik.



**Natalia Kanem opens the summit.**  
To see more photos, visit LAFF's Facebook page.

## LAFF MEMBERS AT NAIROBI POPULATION SUMMIT

Several members of The LAFF Society were among the more than 6,000 people from 160 countries who attended a three-day conference in Nairobi, Kenya, that ended with commitments to promote the rights of “women and girls everywhere to a better future”.

The conference, known as ICPD25 and which began November 12, was co-sponsored by the governments of Kenya and Denmark and the United Nations Population Fund (UNFPA). It was timed to mark the twenty-fifth anniversary of the International Conference on Population and Development that was held in Cairo in 1994, to review progress since then and to commit to new policies and programs.

“Since the Cairo ICPD,” said **Natalia Kanem**, executive director of UNFPA, in her opening remarks, “we have put women and girls at the center of global development. This has paid off time and again.”

But, she emphasized, “That ICPD vision is still far from reality, and that journey that began 25 years ago in Cairo is far from over. It's now time to finish that unfinished business.”

Attendees included government officials and representatives from non-government organizations. By the end of the conference, they committed to increasing national health budgets to expand access to modern contraceptives, and to train midwives and other health workers. They pledged to pass laws to prevent gender-based violence and

to eliminate female genital mutilation. And they pledged to work to achieve these goals within ten years, by 2030.

“There will be no ICPD50,” declared Ib Petersen, Denmark's special envoy to the conference. “Women around the world have waited long enough to have rights and choices. Looking toward 2030, we now enter a decade of delivery during which we will walk the talk and hold all of us to account for the commitments we made in Nairobi.”

“We are closer than ever,” Kanem said in remarks closing the conference, “to realizing the clear vision of the ICPD Programme of Action and the Sustainable Development Goals.”

Among those goals, she noted, was achieving full access to contraception and reproductive health care, elimination of preventable deaths in pregnancy and childbirth, an end to gender-based violence, assault and abuse, and elimination of child marriages and female genital mutilation.

She announced that the United Nations Population Fund will create a “high level” commission “to drive this agenda and our commitments forward”. The commission, she said, will propose ways to monitor progress on the commitments made at the summit, as well as review existing global, regional and national follow-up mechanisms.

“Together,” she said, “we will work to make the next ten years years of action and results for women and girls.” ■

# PROGRAM ASSOCIATES: A "JOURNEY" BEGUN AT FORD



**Joan Kaufman and panelist  
Raquel Mazon-Jeffers**

A panel of five former and current program associates at the Ford Foundation discussed their work at the Foundation and its impact on their professional lives at the fall meeting of LAFF's New York City chapter, held September 18 at the New York headquarters building.

Among the topics they pursued was how their tenure at the Foundation helped them find their "passion in life" and how it shaped their "career journey".

They shared examples of their work at the Foundation and after, discussed how the skills developed during their time at Ford have shaped them in their current work, provided thoughts on where those experiences and skills are leading them and provided insights on the world of philanthropy in general, its challenges and prospects.

The moderator of the panel was **Michele Kahane**, a former Foundation program officer and now a professor

at The New School in New York City.

The panelists were:

**Jule Hall**, currently a program assistant in the Foundation's Gender, Race and Ethnic Justice program,

**Raquel Mazon-Jeffers**, senior healthcare program officer at the Nicholson Foundation,

**Anne Stuhldreher**, the first-ever director of financial justice for the city and county of San Francisco,

**Altat Rahamatulla**, a program officer at the New York Foundation, and

**N. Bird Runningwater**, a program director at the Sundance Institute who joined the discussion through a video connection.

**Michael Seltzer**, president of the New York chapter and a member of LAFF's executive committee, arranged the meeting.

A two-hour video recording of the discussion and the question period that followed is available at: [shorturl.at/dijA3](http://shorturl.at/dijA3)



**The audience, with LAFF's co-presidents in the front row: Suzanne Siskel, on the left, and Betsy Campbell, with Jan Jaffe and John Naughton.**



**N. Bird Runningwater is on the screen, with the other panelists, from the left, Jule Hall, Raquel Mazon-Jeffers, Altat Rahamatulla, Anne Stuhldreher and the moderator, Michele Kahane.**



**Lucy Atkin and Charles Bailey.**



**From the left: Michael Seltzer, Raquel Mazon-Jeffers, Michele Kahane, Jule Hall, Altat Rahamatulla and Anne Stuhldreher.**

## LAFfing Parade

Continued from page 1

He has a master's degree in economics and a doctorate from the University of Manchester.

**Susan Hairston**, who in an article in the last issue of this newsletter wrote of the confluence of her philanthropic and political careers and said she was looking forward to her "next audacious adventures," has been elected to a seat on the city council of Summit, N.J.

She had previously served as president of the Board of Education and chair of Summit's Democratic Party, "political achievements," she wrote, "that were pioneering and even astonishing to me upon examination."

Although she expected to be "retired from local politics," the opportunity to serve again arose when a member of the council died suddenly in August.

Susan, who worked at the Ford Foundation for nearly two decades and was director of the Office of Program Operations and Services when she left in 2016, is director of the JPB Foundation. Through this combination of philanthropic work and local political activity, she wrote, "I learned to get things done behind the scenes and with a



**Susan Hairston, center, is sworn in to the city council in Summit, N.J.**

focus on the outcomes for people."

The "common denominator" in that work, she wrote, is the learned ability to "build infrastructure with a focus on the people while keeping my eye on the prize, which is inclusive and effective democracy."

**Sharada Ramanathan**, a former program officer at the Foundation and now an award-winning filmmaker, has been the subject of several articles in the Indian press noting her achievements as she prepares her second feature film for release.

Her work in philanthropy includes having

helped establish the India Foundation for the Arts, which encourages the fine arts in her native country. She has also worked as a journalist for several publications, but is concentrating now on making films.

After working on documentaries, her first feature film, *Sringaram*, a story set in the early nineteenth century, was highly acclaimed, winning national awards for cinematography, choreography and music direction, and was featured in international festivals in New York City, Los Angeles and Dubai.

Her new film, *Puthiya Thiruppangal*, has a contemporary setting and deals with the explosive issue of child trafficking.

**Brandee McHale** has wasted no time in her new position as president of the Wells Fargo Foundation, announcing the foundation is making \$1 billion available over the next six years for a series of grants in a "philanthropic strategy that will address the key issues of housing affordability and small business revitalization."

McHale took over the Foundation in August after working for 30 years in public and private philanthropy, including as a program officer at the Ford Foundation from 2005 to 2007 and, prior to joining Wells Fargo, president of the City Foundation and director of its Corporate Citizenship efforts. ■

## IN MEMORIAM

**Verne Atwater**, the Foundation's first director of administration and co-author of a well-received memoir described by one reviewer as a "detailed and lively, firsthand view of the Foundation's early years", died October 30 at his home in Amherst, N.H., at the age of 99.

Dr. Atwater joined the Foundation in 1956 and served as administrative director under three presidents, **H. Rowan Gaither, Jr., Henry Heald** and **McGeorge Bundy**.

After being named the Foundation's representative for Argentina and Chile and then director of the Latin America and Caribbean program, he was made a vice president, with administrative responsibility for construction of the new headquarters building in New York City.

When the building was completed in 1968 he resumed a career begun in education and finance, first as president of the Westinghouse Learning Corporation and then as chairman of the Central Savings Bank in New York City. In 1981, he became a professor of economics and finance at Pace University, retiring in 2001.

In the book that he wrote with **Evelyn C. Walsh**, *A Memoir of the Ford Foundation: The Early Years*, he recounted many of the efforts that "helped develop and promote the foundation's international education and arts programs, its critical support for the agriculturally focused development effort known as the Green Revolution, and any number of efforts to promote democracy and 'advance human welfare' around the globe".

A reviewer described the book as "less a comprehensive history of the Ford Foundation than an impressionistic behind-the-scenes account of what it was like to work at the Foundation as it rose to international prominence".

Through intensely personal insights he encapsulates the promise and limitations of those early years, when the Foundation based its mission and programs on the findings of a committee chaired by Gaither prior to his becoming its president.

"In the euphoria of my youthful... postwar expectations," he writes, "I almost missed the small signs that the work of the

foundation... would be more difficult to achieve than perceived by the authors of the (Gaither) study. They would be encumbered by the limitations, frailties and ambitions of the men and women who guided its affairs as officers, program directors, staff, advisors and grantees."

One of the major successes he describes is the innovative Green Revolution, born of discussions between **Forrest "Frosty" Hill**, Ford's vice president of overseas development, and George Harrar, president of the Rockefeller Foundation, as they rode to and from work together on the train between Scarsdale and the city.

"...the tale of commuting friends who helped conceive an effort that improved the lives of a billion people around the globe is just one of the many wonderful stories shared by Atwater and Walsh," wrote one reviewer.

Dr. Atwater also was a member of President Lyndon Johnson's Task Force on Career Advancement and was appointed by President Gerald Ford as a representative  
*Continued on next page*

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## In Memoriam

*Continued from page 7*

of the mutual savings bank industry on the Electronic Funds Transfer Commission.

His education included a bachelor's degree from Heidelberg College, which he later served as chairman of the board; a master's degree from the Harvard Business School, and a doctorate in economics from New York University.

His wife of 62 years, Evelyn Lowe, died in 2005. He is survived by two daughters, three grandchildren and seven great-grandchildren.

**Michael J. Briggs**, who in the early 1960s helped establish a national library in Nigeria, died August 29 in Madison, Wis., at the age of 84.

Mr. Briggs, a native of England who attended graduate school at the University of North Carolina in Chapel Hill, received a Foundation grant in 1962 to work in Lagos on setting up the library system.

Soon after returning to this country in 1966 he went to work at the University of Wisconsin as an African Studies bibliographer. He then graduated from the university's law school in 1975 and worked as a parole

and probation administrative law judge. He also served three terms as an alderman on the Madison City Council.

His wife, Norma, also became a lawyer and he joined her practice after retiring as a judge. When his wife died in 2015 he moved to a retirement community in Madison where he continued to practice law pro bono, helping people with estate planning.

He is survived by three daughters, a son, an African foster son and a brother.

**Richard Dye**, who worked at the Foundation for 20 years, primarily in the Latin America program, died November 13 at the Westchester Medical Center in Valhalla, N.Y., at the age of 89.

Mr. Dye worked at the Foundation from 1961 to 1981 in the International Division, the last seven years as representative for South America's Southern Cone area, which comprises Argentina, Chile and Uruguay.

After leaving Ford, he was the executive vice president of the Institute of International Education.

His first wife, Jean English Dye, died after 30 years of marriage. He is survived by his second wife, Anita Meyer Dye, to whom he was married for 36 years; a daughter; a son; two stepsons; a sister and four grandchildren.

**Robert S. Wickham** died November 7 in Zurich, Switzerland. He was 94.

Mr. Wickham was a program officer for the Ford Foundation in Latin America, serving in various capacities in Colombia, Venezuela, Peru, Central America and Mexico. He helped create the International Council of the Management of Population Programs (ICOMPP), an organization that continues to operate in the developing world.

After leaving Ford he was a consultant for the World Bank, the United Nations Population Fund, the International Planned Parenthood and the Norwegian Technical Assistance Program.

He also designed and organized the Bangladeshi National Training Center for Family Planning Workers, under the auspices of the World Bank.

Mr. Wickham served in the military in a construction battalion in The Philippines, and with the occupation forces in Japan after World War II.

He earned a bachelor's degree from Haverford College in 1950, graduating as a Phi Beta Kappa, and earned a master's degree from Harvard University in 1959 and a doctorate from the University of California at Berkeley in 1974. ■