

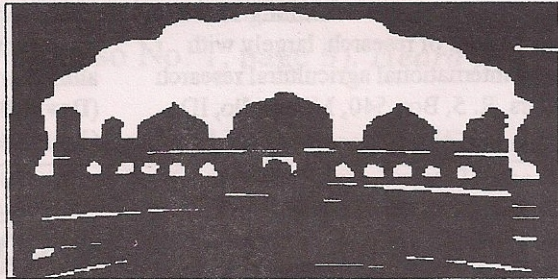
The LAFF Society

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

Summer 1992

No. 3

Tales of India



Eugene S. (Rocky) Staples (International 1981) has written a history of Ford Foundation programs in India, where he served as representative for six years. Titled Forty Years: A Learning Curve, the report was published by the Foundation and is available from the Office of Communications, 320 E. 43rd Street, New York, NY 10017.

India, the first multi-purpose grant-making outpost of the Foundation's international program, writes Staples, "[Reflected] the vision and confidence of its trustees, who as Americans in their times viewed most problems as solvable. . . [The Foundation's] management urged visionary thinking. . . The trustees delegated a high degree of authority to the officers and to its representatives overseas. The staff was encouraged to be innovative and to take risks." Among many aspects of Ford in India, Staples recounts a debate that "raged for a decade" about the relative priority of extension vs. research in agricultural programs, with the then representative, Douglas Ensminger backing a major intensive agricultural districts program against the reservations of F.F. (Frosty) Hill, the international vice president, and Henry Heald, president. "But such was the strength of decentralization

within the Foundation," Staples writes, that neither chose to block the program. "At one stage of this long-distance war of ideas, Ensminger enlisted the direct support of John McCloy, chairman of the Foundation's board, who fortuitously had come to India for a tiger hunt."

Help! Help!

Although the LAFF Society has been warmly received by some 200 alumni we've heard from, we are still laboring under a severe handicap — a shortage of names and addresses. There are an estimated 1,000 to 1,500 living alumni. Please take a few minutes at your Rolodex or address book and let us have names and addresses of former colleagues. Send them to The LAFF Society, Box 6549, Grand Central Station, New York, NY 10163.

Thanks

Global Villagers

Not surprisingly, many veterans of the Foundation's international programs have continued to work on Third World development and other international programs. Those heard from since the last newsletter:

Paul Strasburg (1973) went to the Vera Institute of Justice (New York and Paris), then to Volunteers in Asia at Stanford University, "where I've climbed the ladder to the purely honorary function of Board chair." Also organized International Development Exchange and is trying to stitch student-based nonprofits into "a mutual survival network," Consortium for Global Development. "For years I've been chasing grants rather than dispensing them, practice for the post-mortem purgatory that awaits all former foundation program officers!" P.O. Box 7445, Menlo Park, CA 94026.

Dennis Gallagher (1971) having served four years in the India field office, joined the National Manpower Institute and later the Office of Refugee Resettlement in the Dept. of Health and Human Services. Ten years ago founded and is executive director of the Refugee Policy Group of the Center for Policy Analysis and Research on Refugee Issues. 1424 16th St. NW, Washington, D.C. 20036.

William P. Fuller (1981) joined the Agency for International Development as director of its mission in Jakarta. Transferred in 1987 to Washington, where he headed AID's program in the Middle East and Europe. Became president of the Asia Foundation in 1989. 465 California St., 14th floor, San Francisco, CA 94104.

Reed Hertford (1981) became director of International Agricultural Programs and a faculty member at Rutgers University until 1989, when he joined The South-East Asia Consortium (cont. on p.2)

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The LAFF Society
P.O. Box 6549
Grand Central Station
New York, NY 10163

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(cont. from p. 1)

for International Development (SECID) as executive director. SECID includes most land grant universities in 17 states of the South and East. 1511 K St., NW, Washington, D.C. 20005.

Haldore Hanson (1979) after retiring as director general of the International Maize and Wheat Improvement Center in 1979, remained in Mexico until this year, when he and wife are returning permanently to the U.S. Has consulted for the governments of Germany, China and Pakistan and published two books, *Wheat in the Third World*, with Norman Borlaug, and *Fifty Years Around the Third World* (Fraser Publishing). P.O. Box 97, Rt.1, Aldie, VA 22001.

Peter Gubser (1977) after three years in the Foundation's Offices in Beirut and Amman, joined American Near East Refugee Aid as president. Has published three books: *Jordan: Crossroads of Middle East Events* (Westview 1983), *al-Siyasah wal-Taghyir fi al-Karak, al-Urdun* (Jordan University Press 1988), and *Historical Dictionary of the Hashemite Kingdom of Jordan* (Scarecrow Press 1991). 1522 K St. NW, Washington, D.C. 20005.

William K. (Bill) Gamble (1975) became director general of the International Institute for Tropical Agriculture, in Nigeria, then to ISNAR in The Hague in 1980. Retired in 1985 to Gull Lake, three hours from Minneapolis

and spends about three months consulting on international agriculture. 7492 East Pointe Rd., Brainerd, MN 56401.

Lowell S. Hardin (1981) returned to Purdue University as emeritus professor of Agricultural Economics and assistant director of international programs. He continues consulting in the management of research, largely with the 18 international agricultural research centers. R. 5, Box 540, Mintecello, ID 47960.

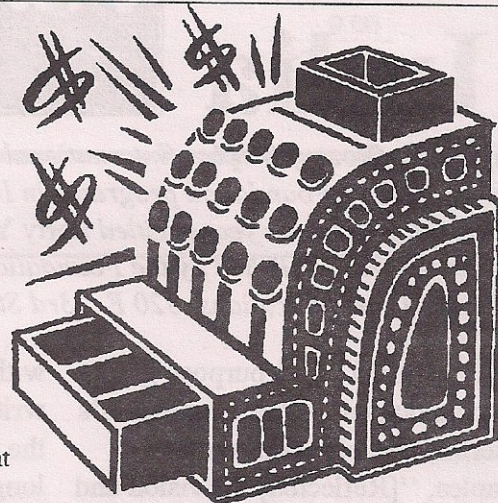
Roberto Lenton (Rural Poverty & Resources, New York and New Delhi 1986) is director general of the International Irrigation Management Institute (IIMI) in Colombo, Sri Lanka. He writes, "My links with the Foundation remain very strong, since it was a founding member of the Institute and remains an important contributor." Other Ford alumni are chairman of the IIMI board (**David Bell**) and chairmen of its Support Group, **Ed Schuh** and **Michael Pettit**.

Generosity Unbounded

The giving habit persists, even after people leave philanthropic ranks. How else to explain the fact that several alumni contribute more to LAFF than the \$5 annual dues? Among some recent altruists:

Davidson R. Gwatkin (International 1977) gave an additional \$9.63, "which I note from the first newsletter was the cost of the rubber stamp you purchased. Any well-established organization needs at least two rubber stamps; thus the extra contribution." After Ford, Gwatkin went to the Overseas Development Council and in 1985 became director of the International Health Policy Program, an initiative of the Pew Charitable Trusts and Carnegie Corporation in co-operation with the World Bank. S-6133, 1818 H St. NW, Washington, D.C. 20433.

Don (Sandy) Sandberg (Education 1972) sent an extra \$10 for "potato chips for the Board's poker meetings." Sandberg is slightly in error. The poker game in question is the Philanthropic Poker Circle, which antedates the establishment of The LAFF Society. Although there is some overlapping membership with LAFF's coordinating committee, the two are separate entities. Persons interested in joining The Philanthropic Poker Circle



may write to Richard Magat, Westbourne Apt. 2C, Bronxville, NY 10708 or phone (914) 779-1321. Sandberg moved to Maine, where he ran his family's steel fabrication business and some ancillary real estate holdings. "In 1990," he writes, "given the state of the steel construction in the Northeast, the decision was made to close down the manufacturing division, not an easy thing." Now retired he has returned to a first love -- music, writing and performing. 62 Waites Landing Rd., Falmouth, ME 04105.

Peter de Janosi (see Fall 1991, No. 1) sends an additional \$20, noting that as a foreign resident his IRS bill is very small (he is director of the International Institute of Applied Systems Analysis, in Austria), "so instead of sending Washington the dough I am mailing it to you." Moreover, "judging from the growing size of your masthead, LAFF's bureaucracy will compare favorably with Washington's before too long."

Fixed on Foundations

Eschewing a change of pace, several alumni have gone to other foundations (e.g., see also No. 1, page 3). Heard from recently:

Edward (Ned) Ames (Resources and Environment 1975) became and remains manager and a trustee of the Cary Charitable Trust. He has been president of the Art Commission of the City of New York since 1983. 350 Fifth Ave., Room 6622, New York, NY 10118.

Peter D. Bell (Latin America, Higher Education and Research 1977) joined the U.S. Department of Health, Education and Welfare, as special assistant to Joseph Califano and as Deputy Under Secretary. Was president of the Inter-American Foundation, which supports grassroots development, from 1980 through 1983. After a stint as senior associate at the Carnegie Endowment for International Peace, became president of the Edna McConnell Clark Foundation in 1986. Also is chair of CARE, the development and relief organization, and Americas Watch, a human rights group. 250 Park Ave., New York, NY 10177.

David Freeman (1951). After five years in the Foundation's "wholly disowned subsidiary," The Fund for the Republic, he spent six months as a consultant to small foundations, 10 years as a staff member of the Rockefeller Brothers Fund, and 11 years as president of the Council on Foundations. He is now executive director, part-time, of the Scherman Foundation. The Foundation Center recently published a revised edition of his *Handbook on Private Foundations*, first published in 1981. 13 Oyster Bay Rd., Remson, NJ 07760.

Diana Morris is program manager for a cluster of family foundations, loosely referred to as the "Blaustein Foundations." She moved to Baltimore when her husband's employer relocated there. Often receives requests relating to secondary schools and thinks back fondly to discussions with Edward J. Meade on immigrant students, pluralism, and public schools. 301 Warren Ave., #201, Baltimore, MD 21230.

William J. Rust (Communications 1991) became director of communications at the Annie E. Casey Foundation. One Lafayette Place, Greenwich, CT 06830.

Nancy Zimmerman is a program officer at the William Penn Foundation in Philadelphia. 2 Macon Drive, Trenton, NJ 08619.

Carleton Triple Header

As reported earlier (*Fall 1991, No. 1*), Haverford College has had two Ford alumni as presidents, **John R. Coleman** and **Robert Edwards**. But **Haldore Hanson** informs us that Carleton College has the record with three -- **Edwards** (again), the late **Howard Swearer**, and then **Steve Lewis**. Lewis, Hanson notes, was a Foundation project advisor in Pakistan in the 1960s and played a similar role intermittently in Zimbabwe in the 1970s and 1980s.



Dues Alert

1992 dues -- or call them contributions if you wish -- are due. In an effort to fight inflation, we are keeping dues at \$5 a year. Some spouses are joining as "associates," at an additional \$5. Dues are spent mainly on printing and postage.

Constitutional Issue

Does an alumna remain one even if she returns to the Foundation after leaving? This conundrum was raised with the new appointment of **Alison R. Bernstein** as director of the Foundation's Education and Culture program. Bernstein (Education 1990) had left to become associate dean of faculty at Princeton University. During her previous eight years with the Foundation she helped shape programs in undergraduate curriculum, community colleges, minorities, women's studies, and higher education in South Africa. The present position of The LAFF Society is that returnees' alumni status will be

honored, notwithstanding that they are BAFF (Back at the Ford Foundation). However, we are prepared to listen to dissenting opinions.

Photo Opportunities?

"Are we going to have photos to see what everyone looks like now? I'm curious." So asks Laura Lake (see

p. 4). This didn't occur to the editors, but why not send them along.

—The LAFFing Parade—

(Most of the following comes from letters by FF alumni. Apologies to people whose letters came after this issue was written, but they will be covered in the next issue.)

Jerome W. Anderson (Investment 1981) after ten years in institutional investment management (mostly with Citibank in New York and London) has started his own firm -- Investment Management Associates -- managing portfolios for individuals. "Any LAFFers with at least \$50,000 and a need for long term growth can find the solution to their problem at the address below, if I may so boldly state." Anderson is also orthographically bold, having spotted the misuse of "principal" for "principle" in the second issue of this newsletter. He also called for recognition of non-philanthropoids who served the Foundation: "They deserve recognition not only for doing a pretty good job in managing the endowment over the years . . . but for keeping all those program bears from emptying the honeypot." 133 Fifth Ave., New York, NY 10003.

Jane Becker (National Affairs) has served in the Peace Corps in Poland, teaching environmental education, including work with non-governmental organizations, and English. After leave in Washington, she will be stationed with the Peace Corps in Prague.

Lillian Brown, 5348 Newcastle Ave. #102, Encino, CA 91316.

Phillip H. Coombs (Education 1960) became Assistant Secretary of State for Education and Cultural Affairs, then spent five years in Paris as founding director of UNESCO's International Institute for Educational Planning. In 1970, joined with James Perkins, former vice president of Carnegie Corporation, in founding the International Council for Educational Development, "a free-wheeling nonprofit organization devoted to the worldwide development of education and education for development."

Coombs has also taught part-time and written books on education worldwide, nonformal education and rural development, and educational costs. P.O. Box 217, Essex, CT 06426.

Marion Coolen (Education) is taking courses at the City University of New York and participates in two book discussion groups. 578 Jewett Ave. #A--7, Staten Island, NY 10302.

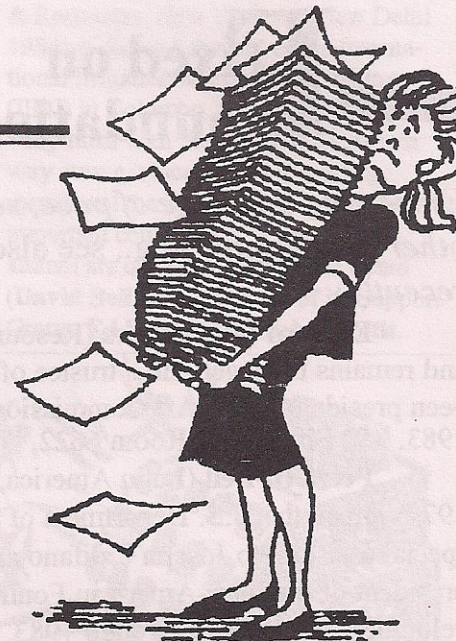
John Ehle (Public Affairs 1966) resumed his career as a novelist, with such works as *The Journey of August King* (1971), *The Changing of the Guard* (1975), *The Winter People* (1982), and others. His non-fiction work has included *The Cheeses and Wones of England and France. With Notes On Irish Whiskey* (1972) and *Trail of Tears, The Rise and Fall of the Cherokee Nation* (1988). Ehle was an associate of Governor Terry Sanford in the development of antipov-erty programs in North Carolina. 125 Westview Drive, NW. Winston-Salem, NC 27104.

Joan Hall, who apparently had some knowledge of the Foundation's Archives, asks, "Has any thought been given to establishing an archives for The LAFF Society? Retention schedules must be established early to preclude paper-clutter. Ann Newhall, former FF Archivist, might provide secrets on the subject."

- 1.) Thought has not been given.
- 2.) Volunteers to establish a LAFF archive would be most welcome.
- 3.) Paper-clutter has already set in.

51-01 39th Ave., Long Island City, NY 11104.

Stanley H. Heginbotham (International Affairs 1990) is now vice



president of the Social Science Research Council, 605 Third Ave., New York, NY 10158.

Barbara Ibrahim (Urban Poverty, Cairo 1990) became senior representative for West Asia and North Africa for The Population Council. P.O. Box 115, Dokki, Cairo, Egypt.

Harold A. Klein (Reports 1968), became director of public relations at the New School for Social Research and then executive assistant to the president. Joined Hofstra University in 1975 as public relations director and originated international scholarly conferences on U.S. Presidents who were in the White House during Hofstra's history, beginning with Franklin D. Roosevelt. Also was director of research for Hofstra's \$30 million capital campaign. Recently organized the 40th reunion of his class at the Columbia Graduate School of Journalism. 24 Warwick Rd., Great Neck, NY 11023.

Joan Kraus (Administration/Information Services 1979.) Worked for the Chevron Corporation in San Francisco for eight years, leaving as supervisor with the Litigation Evaluation Group. Now is records manager at the Asia Foundation. 3958 Castro

Valley Blvd. #33, Castro Valley, CA 94546.

Laura Lake (Resources and Environment 1976) joined the faculty of the University of California, Los Angeles, in Environmental Science and Engineering. Has published two books and several articles and started a family (Caroline, 11; Jeremy, 8). Co-founded a land-use issues organization called Not Yet New York. Ran for Los Angeles City Council in 1989, winning 33 per cent of the vote against a 14-year incumbent. Active in Friends of Westwood, which sued the city for failing to require certain environment impact reports and won in the state supreme court. Currently challenging Rupert Murdoch's plan to rezone the 20th Century Fox lot and trying to change federal radioactive waste law so that generators, not taxpayers, are liable. 10558 Kinnard Ave., Los Angeles, CA 90024.

Ann Lesch (Middle East 1984) joined Universities Field Staff International, based in Cairo, lecturing on Middle East politics. Then became associate professor of political science at Villanova University. Has published many articles, some collected in Israel, Egypt and the Palestinians, with Mark Tessler (Indiana University Press 1989). Has become active in human rights in the Middle East: on the advisory board of Middle East Watch, founder and chair of the Committee on Academic Freedom of the Middle East Studies Association, and co-clerk of the Middle East Program Committee of the American Friends Service Committee. 1326 Spruce St., Philadelphia, PA.

Richard T. Mahoney (Population 1979) is vice president and director, technology promotion, at PATH (Program for Appropriate Technology in Health). "I've had the pleasure of working with Gordon Perkin and about 200 others in making PATH into an agency that seems to have a good effect on health in developing countries. I must confess to missing, as Edwin Newman put it, the "ethereal atmosphere" of working at the Foundation. I firmly believe the Foundation to be a wonderful and uniquely American institution that

entrusts to private individuals the right to help allocate substantial resources for the public good." PATH, 4 Nickerson St., Seattle, WA 98108.

Jeffrey Puryear (Latin American and Caribbean Program 1990). Went to New York University, where he is writing a book on the role of intellectuals in Chile's transition to democracy. Produced an NYU/Columbia working paper and Christian Science Monitor op-ed piece with former FF Colleague Peter Hakim. "I have especially enjoyed the challenge of extracting lessons from the Foundation's support for so many extraordinary Chilean social scientists." 261 Broadway #7C, New York, NY 10007.

William S. Reed (1972) has worked in higher educational administration at Princeton, Kenyon and Williams Colleges and now Wellesley, where he is vice president for finance and administration. Williamstown, MA 01267.

Kay Ryan (Reports 1971) then worked at the City University of New



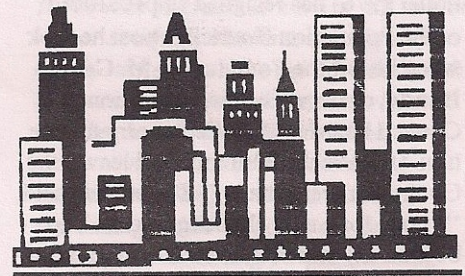
York and Long Island Jewish Medical Center. Now is associate vice president for clinical research at the University Health System of New Jersey, a consortium of the University of Medicine and Dentistry of New Jersey and its teaching hospitals. 575 Easton Ave., Somerset NJ 08873.

Robert Schrank (National Affairs) ". . . I was sure I had solved so many of the very same problems [the world] is dealing with today. On the other hand that's good for the new crop of savers. I consult on how to get people to [produce] more output on the job, I go sailing, I schmooze, go dancing, schmooze, and do some construction work and writing. I also sit on the board of a bottling machinery company and try

to figure out how to compete with, you guessed it, the Japanese." 350 Bleecker St., New York, NY 10014.

Joseph E. Slater (International Affairs 1967). Major positions since: president of the Salk Institute, 1967--72; president of the Aspen Institute, 1969--1987. Then, chairman of public affairs and donations of Volvo North America Corp. and Volvo worldwide in Sweden. Presently chairman of the John J. McCloy International Center and trustee of the Academy for Educational Development, the Eisenhower Exchange Fellowships and other nonprofit organizations. 870 United Nations Plaza, New York, NY 10017.

Pam Tice (Office of the Secretary; Middle East and Africa 1973). Went to work for the New School for Social Research and New York City and became



the first executive director of the Central Park Conservancy. After that, president at the Cathedral of St. John the Divine and now executive director of the New York International AYH-Hostel, one of the largest in the world. 891 Amsterdam Ave., New York, NY 10025.

F. Champion Ward (Education and Research 1977). From 1980 to 1981 was chancellor and acting dean of the Graduate Faculty of the New School for Social Research, and was a vice-chairman of the Greenwich, Connecticut Board of Education from 1974 to 1983. Since retiring he has also been a consultant to the World Bank, the MacArthur Foundation, the Edward W. Hazen Foundation, the Edna McConnell Clark Foundation, the Mrs. Giles Whiting Foundation, and the Connecticut Board of Higher Education. Evergreen Woods (Apt. 336), 88 Notch Hill Rd., N. Branford, CT 06471.

Libby Watterson (Reports)

spent 14 years as picture editor at Fortune magazine, then ten years in business for herself. Now is development coordinator for the Housatonic Center for Mental Health, which provides community mental health and child welfare services in 19 towns in northwest Connecticut. 76 Lincoln City Road, P.O. Box 1658, Lakeville, CT 06039.

Marian G. Weber (Asia and Pacific and Personnel) Retired to Sun City Center in Florida where she is curriculum coordinator at an art club, scheduling classes, recruiting teachers, "and developing into a portrait artist who is even selling her paintings! Drawing and painting were a major joy of my early life which I put on hold until, when, as and if I lived to retirement!" 1702 Atrium Dr., Sun City Center, FL 33573.

George Zeidenstein (International 1976) has resigned as president of the Population Council, a post he took when he left the Foundation. **McGeorge Bundy**, chairman of the Population Council board said, "We're sorry to lose him. He gave us a full tour and leaves the Council in great shape." Zeidenstein said, "I hope for a new challenge, some leap beyond my experience to another exhilarating adventure of the sort it has been my good fortune to relish several times in the past." Goshen, CT 06756.

LAFF in the News

The first media attention to Laff came in an article in the Chronicle of Philanthropy in January. In a story headlined "Former Ford Officials Create a New Group," the article quoted from the first issue of our newsletter. The Chronicle reporter also interviewed and quoted LAFF's cofounders and gave LAFF's address. Several inquiries came as a result of the article.

Artstalk

Vivian Millicent Warfield (National Affairs 1976) obtained a graduate degree in arts administration and became director of the Jamaica Arts Center. After receiving a Charles H. Revson Foundation Fellowship at Columbia University, Warfield managed two corporate community and cultural affairs programs and now is executive director of the New York City Art Commission. "Daughter, Laila, who was gestated and born during my tenure at Ford, is completing her 12th year at the United Nations International School." City Hall, New York, NY 10007.

Oleg Lobanov (Arts) is president of the Center for the Arts in Escondido, California. "We will bring four buildings on line in late 1993 or early 1994." 201 North Broadway, Escondido, CA 92025.

Reunion?

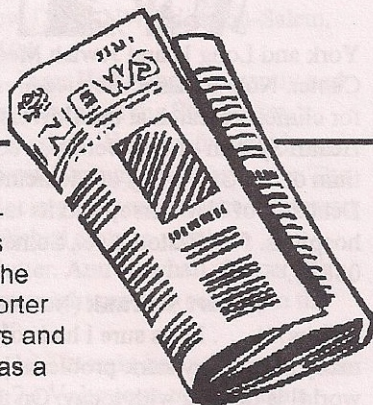
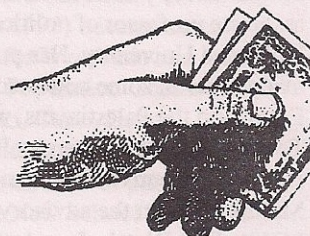
Although The LAFF Society has taken no official position on the matter, a number of respondents have raised the possibility of a reunion. **Basil Whiting**, one of them, wrote (Feb. 17), "I think I'd help on a reunion -- like an evening dinner cruise around the foot of Manhattan. In a month or two I might even volunteer to get involved in organizing it." Similarly minded spirits can reach him at 194 Warren St., Brooklyn, NY 11201. Phone (718)935-0852.

Free Ride?

Please check your mailing label on this newsletter. If it is marked P-92 you are paid up. If not, we would appreciate your dues (or call it contribution if you wish) of \$5 annually. Since we are still enjoying a modest surplus (*see page 8*) we, at least for this issue, continue to mail the newsletters to alumni regardless of whether or not they have sent dues/contributions. The LAFF Society is a tax-exempt organization under the regulations of the Internal Revenue Service -- a 501(c)(7) organization, "social club." Dues or contributions do not earn givers a tax deduction.

As much as we appreciate contributions, we are even more anxious to have news of alumni and names and addresses of former colleagues.

Address correspondence to The LAFF Society, P.O. Box 6549, Grand Central Station, New York, NY 10163.



In Memoriam

Jane Hinchcliffe Mavity (National Affairs) died 1991.

Porter McKeever (1956) died earlier this year at the age of 76. McKeever was the Foundation's first director of public information (in what became the Office of Reports and is now the Office of Communications) during the turbulent mid-1950s. The Foundation was under attack by certain Congressmen, right-wing journalists, and some Ford Motor Company dealers in the South for its support of civil rights, the award-winning TV program *Omnibus*, and other activities. The Foundation's public posture was heavily influenced by the company's public relations firm; McKeever, who counseled an openness policy, left after what he described as three of the worst years of his life. He then joined the Committee for Economic Development and in 1964 was named the first president of the United Nations Association of the U.S. He had worked for the U.S. Mission to the United Nations, from which he resigned, attacking the Truman Administration for reducing its policy toward the U.N. to "the size of a pebble." Later he became an advisor to John D. Rockefeller III. At the time of his death he was a life trustee of the Asia Society and the Japan Society. McKeever was the author of a biography of Adlai Stevenson (see issue No. 2, p. 7) on whose Presidential campaign he worked in 1952.

Reflecting on his experience at the Ford Foundation, McKeever once said, "You couldn't go through [the Congressional investigation] period and not know that foundations had to do a far better job of establishing their role in society. You had to be awfully stupid not to see that cloud on the horizon and conclude that foundations were going to get clipped unless some affirmative action was taken to develop the awareness of foundations as the instruments on the cutting edge in meeting societal problems."

Memorial contributions may be sent to The McKeever Fund, Asia

Society, 725 Park Ave., New York, NY 10021.

Paul N. Ylvisaker (Public Affairs 1967) died March 16 at the age of 70. After leaving the Foundation he became New Jersey's first Commissioner of Community Affairs, where he led the establishment of the Meadowlands urban complex and moderated an armed reaction to urban riots in 1967. In 1972 he became dean of the Harvard Graduate School of Education, after which he became an adviser to foundations and a senior consultant at the Council on Foundations. A memorial service was held at the Harvard Chapel, at which **Harold Howe II** gave one of the eulogies.

Contributions to The Paul N. Ylvisaker Fund may be sent to the Office of the President, Bethany Lutheran College, Mankato, MN 56001, where Ylvisaker obtained his bachelor's degree.

The following was written by **Louis Winnick**, a Ford colleague:

Among the many fine professionals who have graced the Foundation, only a vanishingly small number shook up the place, who so profoundly altered the institution that it would never again be the same. In the van of that tiny band was Paul Ylvisaker. If everywhere the name Ford Foundation instantly conjures an image of healer to wounded cities, of succor to trampled minorities, the reflex is the singular legacy of a man whose sunny demeanor masked a spirit torn by the world's injustices.

As director of a program dubbed Public Affairs, Ylvisaker had license to roam about a wide range of ideas and institutions to improve the quality of America's federal system, to redefine the reciprocal rights and responsibilities of a free and prosperous citizenry and its national, state and municipal governments. At the center of that search was a central, if cerebral, question: How might a democratic policy possessed of such immense intellectual and scientific wealth transform itself into a society more rational in governance and more equitable in its distribution of rights and resources?

To advance these goals, Ylvisaker and the Ford Foundation appealed to academia, commissioning multitudes of economic, political and sociological studies and establishing or strengthening a network of schools and institutes of public policy, urban research and public administration.

Ylvisaker grew restless with the results, disillusioned by a conviction that the studies were irrelevant to the contemporary condition. In blunter words, academia was nourishing a professorate entrenched in academia. "Harvard," said Paul with that grin and that glint, "thinks that urban before economics is the approximate equal of horse before doctor."

To Paul the word urban was talisman of massive transformations. Three vast migrations were in full stream—poor southern blacks to the big-city north, whites from the north to the south and west, and everywhere the urban middle-class to the suburbs. America's mature central cities had crossed the cusp to their long downward spiral, increasingly distressed by exploding racial ghettos, failing public schools, soaring crime and drug addiction, and shrinking economies.

At the end of the 1950s Ylvisaker persuaded the Foundation—overcoming no inconsiderable skepticism—to adopt a novel strategy, one that favored direct, on-the-ground, action in lieu of surveys and scholarship. To rescue the still salvageable neighborhoods of the city, the so-called "gray areas" that stretched between remaining enclaves of affluence and irretrievable wastelands, he launched a cluster of local demonstrations, soon anointed and later made famous as the Gray Area Program. It was guided by two innovational features: to combine and coordinate under single direction what heretofore were conducted as separate educational, employment, health and social-welfare programs; to broaden government-administered programs by adding to management the beneficiaries of the programs, most pointedly, the poor and the blacks.

By one of social history's serendipitous coincidences, soon after

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the Gray Area programs were up and running President Kennedy initiated what President Johnson monumentally enlarged – the Great Society. The White House and key administrators fell upon the Gray Areas demonstrations as ideal models, and dispatched hordes of social engineers to the Foundation's and to all the Gray Area sites. The most enduring – and controversial – adaptation was the community-action component, the concept of ceding to the poor a substantial measure of autonomy and resources in the administration of local programs, a concept now commonly labeled empowerment. Still later, in 1967, Ylvisaker left the Foundation for the Johnson White House to design a set of enriched urban programs, later launched as Model Cities. Of course, he never did leave.

Black Ink Report

Previous Balance	\$ 53.32
Income since issue No. 2	
Dues and Contributions	411.00
Interest	7.61
	<u>\$471.93</u>
Expenditures	
Postage	81.02
Printing	115.42
P.O.Box	43.00
Supplies	1.86
Bank Charges	9.00
	<u>\$ 250.30</u>
Current Balance	<u>\$ 221.63</u>

The LAFF Society
P.O. Box 6549, Grand Central Station
New York, NY 10163