

THE LAFF SOCIETY

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

SUMMER 2003

NO. 34

A LAFF Society
Re-Reunion



New Venue for Reunion

Although the fourth reunion of The LAFF Society will not be held as in the past, at the Gilded Age National Arts Club on Gramercy Park, the new site—the Seventh Regiment Armory on Park Avenue at 67th Street—also reflects New York history. The gathering will be on Friday, October 12.

After scouring the city for affordable places—university clubs, restaurants, museums, hotels—the armory proved to be available at less than a king's ransom, though still attractive and accessible. The dinner and reception will take place in the paneled fourth floor mess hall at the armory. When inspected by Pat Corrigan and other LAFF members, it was hosting a dinner meeting of The Civil War Roundtable, presided over by the distinguished historian Eric Foner.

The building is a leading architectural and military landmark. It is best known in recent years as the site of major antique shows. Its 53,000 square-foot drill shed is one of the largest unobstructed interiors in the city. Completed in 1881, it was designed by regiment veteran Charles W. Clinton, one of many regiment volunteers from well-to-do New York families. Many interior rooms were designed by Louis Comfort Tiffany and Stanford White. The structure

The Younger Set



Possibly the youngest member of The LAFF Society is Rusty Stahl, who served from 2000 to 2002 as a Program Associate in the Philanthropy and Civil Society unit, part of the Foundation's Peace and Justice Program.

The experience was infectious. Believing that some foundations' attitudes needed adjusting to accommodate to the needs of younger employees, Stahl founded Emerging Practitioners in Philanthropy (EPIP), "to support and strengthen the new generation of grantmakers." EPIP is a

professional development network of foundation staff, donors, and trustees under age 40. (Stahl himself is 27).

Numbering over 300, it has chapters in New York, Boston, San Francisco, Los Angeles and Washington. In addition to local activities, it has held meetings in conjunction with the National Network of Grantmakers, the Environmental Grantmakers Association, Hispanics in Philanthropy and Asian Americas/Pacific Islanders in Philanthropy. A session on intergenerational issues at the 2002 meeting of the Council on Foundations annual conference drew more than 100.

EPIP's development has been covered in the *Chronicle of Philanthropy and Foundation News & Comment*.

(cont. on p. 8)

resembled a Victorian railroad station and has been used not only for drilling but also for dances, teas, and polo matches.

The armory is run by the New York State Department of Military and Naval Affairs, but a nonprofit organization, the Seventh Regiment Armory Conservancy, is attempting to raise funds, stimulate public awareness and political support to keep the structure a viable urban presence. The city's Landmarks Preservation

Commission describes the armory a "nationally important collection of high-style interiors few of which survive in New York City from this period." LAFF Society visitors may wish to arrive early to view the decorated room, regimental flags, statues, and memorabilia.

The Seventh Regiment, known as the Silk Stocking regiment for its prestigious roster of members, was the largest and most admired volunteer militia in the country during the 19th

(cont. on p. 5)

The LAFF Society

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

President, Emmett Carson
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The Jakarta Story

The last issue carried a notice of the award to John J. Bresnan of the Indonesian government's highest honor to a foreigner.

Bresnan represented the Foundation Jakarta for a decade. Following are excerpts from accounts by the present representative, Suzanne Siskel, and The Jakarta Post.

SISKEL:

President Megawati Sukarnoputri insisted on making the presentation herself. After the ceremony the President took Jack and Barbara (Mrs. Bresnan) into a small anteroom for a 20-minute conversation beneath a large portrait of her father, President Soekarno. She said she remembered very well his talking about the Ford Foundation and what it was doing to help Indonesia.

During the week of the ceremony, there were many public

and private events to honor Jack and Barbara. Members of the cabinet, scholars and professors of all ages, and member of the nongovernmental, media, donor and business communities paid tribute. Many had been recipients of Foundation



support.

The honor for Jack and the Foundation is especially poignant coming as it does, at the start of our 50th year in Indonesia. The President was pleased to hear that we would commemorate it next October with an arts festival that will bring a diverse array of performers to Jakarta.

BERNI K. MOESSTAFI,

THE JAKARTA POST:

[Bresnan] was responsible for helping send some 5000 Indonesians to universities across the United States. The author of *Managing Indonesia* and *From Dominos to Dynamos* recently spoke...during a tribute. "I did not set out to build a special relationship with Indonesia. I

set out to be useful to the world," Bresnan said.... "Indonesia was especially appealing because it was largely unknown to the English-speaking world. Indonesia excited my curiosity...and when I was given an opportunity to come here to work, I took it immediately. Bresnan said his first five years...were difficult. He remembered how his team had to fight for a budget in the Foundation, with other countries faring better than Indonesia. The Indonesian government was not helpful either. Then foreign minister Subandrio issued a memorandum banning Indonesians from studying in the United States. This emergency called for a meeting with President Sukarno. Bresnan recounted the president saying, "Well, what's your problem? [Bresnan cited the memo and explained that the Foundation had 13 people ready to go for their Ph.D.s, including the former Indonesian ambassador to the United States. Sukarno gave his unwritten approval].

However, the unfavorable environment, with political instability and communism on the rise, made it impossible to maintain the Foundation's presence in Indonesia.... But when Soeharto replaced Sukarno...he let the technocrats lead the way. This vast political change proved to be Bresnan's first real break in attempting to emulate what he called "rational economic planning" on nations like Indonesia.... Eighteen months after it left Jakarta, the Foundation was back in town....

[During the tribute Bresnan said] "I had the intellectual resources of what amounted to a worldwide think tank on the subject of development, and I was limited only by my imagination...I thought at the time, and I still think, it's the best job in the world."

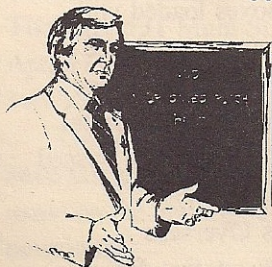
“I Said, What the Hell”

In an interview before he died last year, former trustee Glenn Watts retired president of the Communications Workers of America, gave an interview in which he recalled his experience on the Ford board (1974-1985). Following are excerpts:

When I was approached about the Foundation, there were surreptitious phone calls from people I didn't know. Finally it came down to Mitchell Sviridoff. I didn't know him but I knew of him, when he was in the labor movement in Connecticut. He invited me to lunch with McGeorge Bundy. They didn't say anything about recruiting me. We had a wonderful lunch gabfest. Then I got calls from Alex Heard (chairman of the board), and Pat Wald (member). They had me for lunch at the Cosmos Club. Picking a trustee is a secret process; they don't want a candidate to say no if asked, and they don't want to ask him and then have the board say no.

“I had hesitancy about it. I thought, hell, that's Henry Ford's money. Unlike others I wouldn't join a bank board. It wasn't consistent with my role, and foundations were in the same arena. Then other people got to work on me. I got a call from Leonard Woodcock (president of the United Automobile Workers), who said he wouldn't accept; it wasn't appropriate because it was Ford money, but was OK for me. Then George Meany (president of the AFL-CIO), who encouraged me to accept; Sviridoff probably put him up to it; they were close.

I said, “What the hell,” and I had the time of my life. It was like a leisurely way through graduate school. I was very interested in poverty. I had a very simplistic view of poverty before I became a trustee. It turned about to be so complicated,



interwoven with culture, society, more, cultural development of groups of people in greatly varying circumstances.

I was tickled pink when Frank (Thomas) came on the board and he drove us in the direction of community development, here and in underdeveloped countries.

I always considered it a black mark that labor didn't do anything about agriculture, at least before (Cesar) Chavez. I didn't go on the board carrying a mission for the labor movement, but once or twice I lofted the ball about having a good look at the role of unions in society; it could come under the rubric of governance. I was disappointed that the Foundation didn't get someone from labor to come on the board when I left. I dropped the name of Albert Shanker (president of the American Federation of Teachers) as a potential trustee. He never talked with me about the dispute the teachers union had with the Foundation about school decentralization. I thought that was a good direction in which to move.

There ought to be closer relations between foundations and labor. Union leaders themselves would benefit. It has something to do with the background of people in labor. For example, I was a telephone installer, without a college education.

Keep in Touch

This newsletter depends not only on its readers but also on material sent in by alumni—notes on their activities, essays on Ford and non-Ford experiences, letters to the editor, etc..

Please send material for the next newsletter to the next editor,



Willard Hertz, 99 White's Cove Rd., Yarmouth, ME 04096 or e-mail wahertz@maine.com

How I Got Here

(This continues a series of recollections of how staff members came to the Foundation)

Verne S. Atwater, Vice President (1956-1969).

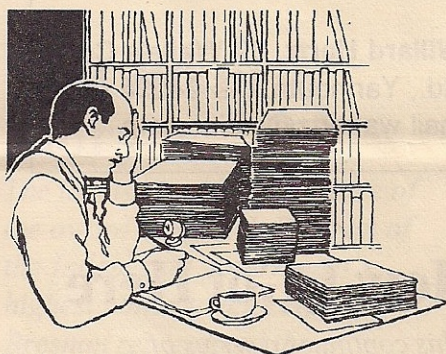
My road to the Foundation began at the end of World War II. In the tiny, cluttered-desk of the classic pre-war placement director of the Harvard Business School. Mrs. Murgatroud took a stack of University folders with openings for business-school faculties from my lap and sent me to meet **Thomas Carroll**, a pre-war member of the Harvard faculty who had just been appointed Dean of the Syracuse University School of Business.

Carroll, who would later become a vice president of the Ford Foundation, was sitting at the head of a long table

4 The LAFF Society

of faculty members in a noisy temporary dining hall, celebrating their return from the war. On my introduction, Tom stood, and above the noise of the room, invited me to send my resume to him with the promise that he would respond by telegram.

Soon after joining Tom as an instructor of business administration, along with **Bud (Oscar) Harkavy** and later **Bill Gormbley**, I learned of his role as a member of the Ford Foundation Study Committee. I was asked to edit a few pages of one of his drafts of the economic program area of the Study Report. Later, my wife Lynne and I were invited to Tom and



Polly Carroll's home to meet visiting members of the Study Team who were in the final stages of drafting the landmark 1949 "Report of the Study on Policy and Program."

The unexpected telephone call I received from Tom, then a vice president of the Foundation, five years after I had left Syracuse for a banking position in Paterson, New Jersey, came as a miraculous bolt out of the blue. He was looking for a Director of Administration to set up a formal personnel function and to oversee other administrative activities. He invited me to New York to meet Roward Gaither, Donald David, Bill McPeak, Dyke Brown, Don Price and other members of the management team.

That visit was an unforgettable experience. The quiet, carpeted elegance of the Foundation offices at 51st and Madison, over the Lamston's 5-and-10-cent store, was incongruously matched with hallway stacks of packing boxes loaded with grant requests and correspondence from the historic \$50 million College Faculty Salaries and Private Hospital appropriations the Trustees had passed in 1955.

I also served as Overseas Development Representative for Argentina and Chile and Director of the Latin-America Caribbean program

After the Foundation, I was for 20 years Professor of Finance at Pace University, retiring in 1981.

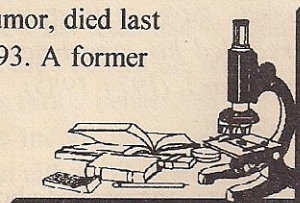
In retrospect the rare opportunity to serve the Foundation and to participate with the remarkable men and women who managed program innovations, provided expert advice as program specialists, and guided and ran the Foundation's operations during a "Camelot Period" in American history, was an unmatched lifetime experience.

The LAFFing Parade

Joseph Aguerrebere, former Deputy Director of the Education, Sexuality, Religion unit of the Knowledge, Creativity and Freedom program, has been appointed President of the National Board of Professional Teaching Standards (NBPTS), the country's leading professional development organizations. Aguerrebere succeeds another former Ford staff member, James A. Kelly, who has been president since the Board was established in 1987. It creates and administers the

acclaimed National Board Certification process, which measures a teacher's practice against rigorous standards through performance-based assessments. The Board has offices in several cities and a staff of 100.

Roy Hertz, who developed an effective drug treatment for a cancerous tumor, died last year at age 93. A former National Institute of Cancer researcher,

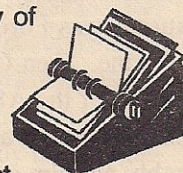


Dr. Hertz, whose work helped lead to the creation of birth-control pills, did an important review of the Foundation's Population program. He was the uncle of **Willard J. Hertz**.

Richard Kapp (Arts) is celebrating the 25th anniversary of Philharmonia Virtuosi, of which he is Music Director. The organization, which he founded, performs at the Metropolitan Museum of Art in New York and at Purchase College in suburban Westchester County. He is a frequent guest conductor in Europe and has recorded extensively with other orchestras. Since 1988 he has recorded for ESS.A.Y., which he also founded to provide greater exposure for Philharmonia Virtuosi and its artists. Two frequent members of his audience are other LAFF society members **Francis Sutton** and **John Bresnan**.

E-mail Addresses

For a new Directory of the LAFF Society, please send your e-mail address to Dorothy Nixon at dnixon@comcast.net.



The Returning Flock

The following dunning letter was sent recently to 300 alumni who are on the LAFF Society mailing list but are years behind in paying dues or have never paid at all. Within a week after it was mailed, two dozen replies (with checks) were received. The tenor may be gleaned from a note that read,

"Dear Mary,
[Mary Camper-Titsingh, secretary-treasurer of The LAFF Society]:
"It's no LAFFing matter to notice that I'm six years in arrears, so here is enough to keep me honest until 2007."

A check for \$75 was enclosed.

While individual responses aren't possible, The LAFF Society is very grateful for those who replied and to those who will in the future.

Dear Ford Foundation alumnus:
March 15, 2003

Over the last dozen years since it began publishing, The LAFF Society newsletter has drawn considerable interest and praise.

We also have some 300 alumni who paid dues to support the newsletter.

Unfortunately a number of others are years behind in paying dues or have never paid at all.

We can no longer send the newsletter *gratis* to persons who do not support it. This is in fairness to your fellow alumni who do support the publication. So we are asking those of you who have not paid dues at all, or who have not paid for several years to do so.

The annual dues are modest—\$7.50. We are asking those of you in

arrears to send at least \$10 to catch up, and those who have never paid to see their way clear to pay something additional. Checks, made out to The LAFF Society, should be sent to our Secretary-Treasurer, **Mary Camper-Titsingh**, 531 Main St., New York, Apt. #1110, NY 10044. Phone (212) 308-1366. E-mail isaakbk1@aol.com.

The year in which persons who have last paid is indicated after their name on the mailing label for the newsletter.

We would appreciate receiving back dues as soon as possible, but in any case, the deadline for continuing to be on the mailing list is July 1, 2003. If you are paid up and this has gone to your inadvertently please let us know, and if you have questions about the arrangement in general please get in touch with the current editor-**Richard Magat**, e-mail: rimagat@ucbristol.com or at Westbourne Apts., Bronxville, NY 10708, (914)779-1321.

Yours in fellowship,
Emmett D. Carson, *President*
To those affected: Please take action.

New Venue for Reunion

(cont. from p. 1)
century. Its nucleus was formed in 1806 after British frigates, blocking New York Harbor, fired at passing vessels that resisted a search for British deserters, and in doing so killed an American helmsman. The first four companies of artillery in what became the Seventh Regiment were created by volunteers after a mass rally called for reprisals for this death.

Its first home, shared with a public market, was in the Italianate case-iron Tompkins Market on the Lower East Side. It moved north to be in a neigh-

borhood more convenient to its members as well as the population it protected. In addition to the large drill hall and ample storage for arms and ammunition, the members wanted a ceremonial setting in which to impress recruits with the regiment's glorious past.

The armory was one of several built largely in response to events following the Civil War and to fears of social unrest that they provoked among the middle and upper classes. One such event was the Astor Place Riot of 1849 when the militia dispersed a mob of 20,000, driving away "the bleeding rioters, demoralized and defeated, from the streets." The Seventh also helped fight large fires

Save the Date!

Reunion
Friday, October 12
at the
Seventh Regiment Armory



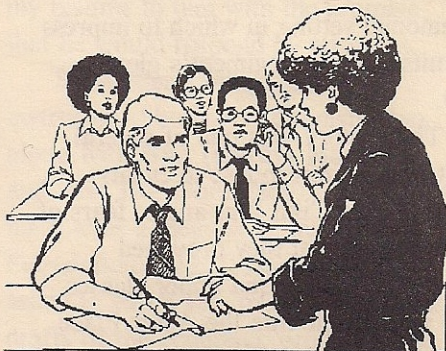
and participated in important events, such as the inaugurations of the Brooklyn Bridge in 1883 and the Statue of Liberty in 1886, receiving and guarding the remains of President Lincoln upon their arrival in the city.

Many armories were decommissioned or demolished after World War II. Ten remain in active use, including the Seventh Regiment's, whose latest historical moment will come October 10 as the scene of The LAFF Society gala.

Tickets for the event are \$65 per person and can be purchased by check from our Secretary Treasurer, **Mary Camper-Titsingh**, 511 Main St., Apt. 1110, New York, N.Y. 10044. (212)308-1366. e-mail isaakbk1@aol.com

Iraq Aid Crisis

Among the critics of the Bush administration's early humanitarian aid policy for Iraq was **Mary E. McClymont**, president of



Interaction, a coalition of more than 160 organizations that operate overseas. "Aid officials worried that the administration may be envisioning a more limited role for the U.N. agencies and nongovernmental organizations," she said. "We're concerned that the people with a lot of expertise and experience seem to be an afterthought, seem to be overlooked. There hasn't been enough thought... given to the critical role the U.N. and NGOs play in humanitarian assistance and reconstruction."

McClymont added: "There has been a dismal job in sharing information so that agencies can prepare, and a great lack of funding during the preparation phase so that humanitarian agencies could have the supplies and equipment in place to respond."

Most aid groups strenuously protect their independence from the government to preserve their image as neutral organizations with solely humanitarian purposes. To that end, some organizations have long declined to accept money from the U.S. Agency for International Development

so they can comment freely about government policies. Thus many humanitarian-aid organizations had opposed military action in Iraq, at least until diplomatic channels had been exhausted.

"A Tireless Agent of Philanthropic Visions"

The passing of Joseph E. Slater was noted briefly in the last issue of the LAFF newsletter. Following are excerpts from a tribute to him by Francis X. Sutton:

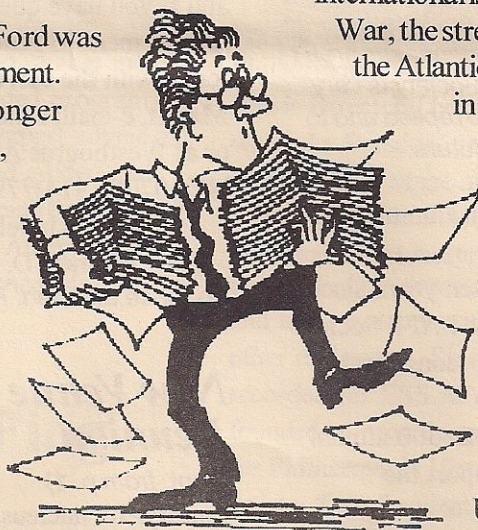
Joe Slater was an extraordinarily active, energetic, and enterprising member of the Ford Foundation, though Ford was not his longest attachment. After he left he was longer at the Aspen Institute, as president and trustee. Also notable was his youthful, high-placed service in the Allied occupation of Germany after World War II and his return there as secretary general of the Allied High Commission under John J. McCloy. But Joe regularly said that his years at Ford were the most challenging. Those years were mostly spent in the International Affairs office. But he was also brought back in 1961 from Kennedy administration appointments to be the study director of the 1961-62 Special Committee to review the Foundation's operations and chart its future.

At Ford's onset as a major

foundation in 1950, its leaders saw threats to peace in the frustrations of developing countries. It's development programs have lasted as a major Foundation concern to the present day. But there were evident dangers in the rest of the world, in Europe and Japan and in the Sino-Soviet bloc.

It was not easy to see what a private organization could do about those places that would really matter in making the world safer and better. But such was the challenge that **Shepard Stone** and Joe Slater, and John McCloy on the board, put to themselves and the Foundation. They did not confine themselves to the modest, safe, or purely scholarly.

They took on central international issues—the Cold War, the strength of the Atlantic Alliance, unity in Western Europe, the strength of the UN, and the quality of American foreign policy. What Ford could or should do vis-à-vis the United Nations was an obvious



focus of hope for world order, but the UN quickly became entangled in sharp board divisions. It took years and someone of Joe's resilience to work out what Ford ultimately did in building the Hammarskjöld Library at the UN and the UN School.

Joe saw the imbalance in unofficial expertise on security in the nuclear age. The U.S. was better endowed than Europe and other parts of the free world, and Slater could

use Ford monies to found the International Institute of Strategic Studies in London. There was much else to be done, such as the effort to build Berlin as a cultural center, an aspect of Joe's life-long enthusiasms that he would follow at Aspen and the Carnegie Hall board. Links with such scientists as Niels Bohr and Victor Weisskopf were preludes to Joe's presidency of the Salk Institute when he left Ford in 1968.

International Affairs gave Joe a sprawling domain for his bubbling fertility in ideas.

A decade after the Special Committee report he could in his oral history enumerate its results with satisfaction. But there were hazards and difficulties to accompany them. The Committee arose out of a bitter clash between President [**Henry T. Heald**] and some of the trustees. Heald and others thought the McCloy-Stone-Slater strategy ought to be left to diplomats and politicians. Colleagues who worked patiently far back in the chain of cause and effect that might lead to a better world by, say, training experts in distant places, or by bringing modern plant pathology to poor farmers, were likely to be envious and skeptical about those who sought and claimed to be making a better world by consorting with the leaders of nations.

When **McGeorge Bundy** came to the President's office in 1966, he made clear that he wanted a different sort of international affairs program. Joe was undismayed by personal criticism or opposition. Such qualities made a very busy and dynamic man a happy one almost wherever he was. But we know from his own repeated testimony that he was never happier than when he was a scurrying officer at Ford.

In Memoriam

John Scott Everton, the Foundation's first representative in Burma, in 1953, died on Cape Cod at the age of 94. An ordained Baptist minister, he taught at Grinnell College for eight years. He spent a year in India doing famine relief. And after his Foundation service, he became U.S. Ambassador to Burma at a time when Ne Win, the Burmese leader, expelled all private American organizations, including the Foundation, from the country. He was president of Robert College in Istanbul, after which he represented the Rockefeller Foundation in Indonesia. In the late 1970s he was a visiting professor at Tunghai University in Taiwan.

A friend, Henry Walcott, recalls that a two-week visit with Gandhi while he was a relief worker was one of the defining experiences of Everton's life: "As far as he was concerned Gandhi knew more about Christianity than most Christians." A daughter recalled that her father asked Gandhi why he wasn't a Christian, "and Gandhi replied, 'Why aren't you a Hindu?'"

Contributions may be made to the Organ Fund of West Parish, Barnstable, MA or to the American Friends Service Committee, 1501 Cherry St., Philadelphia PA 19102.

Wilbert LeMelle Sr., who directed Ford programs in East and North Africa, died in January at age 71 of a heart attack in New Rochelle, N.Y. The following expands on a brief note in the last issue.

LeMelle was also U.S. Ambassador to Kenya and the Seychelles, associate vice chancellor for international programs at the State University of New York, president of

Mercy College, and retired president of the Phelps-Stokes Fund.

Born in New Iberia, Louisiana, he studied for the priesthood, receiving bachelor's and master's degree before leaving as a layman. He began his teaching career as a professor of history at Grambling College in 1956. After service in the Army he returned to Grambling for two years before leaving in 1961 to get a doctorate in international relations from the University of Denver in 1963.

LeMelle taught at Boston University as an African Studies professor from 1963 to 1965. He then joined the Foundation, where he served for fifteen years. At the Foundation he provided financing for the development of universities in Africa, including the University of Liberia, the University of Nairobi in Kenya, the American University in Beirut, Lebanon. He assisted in the founding of the School of Law, Administration and Education in Kinshasha, Zaire, and in establishing the Association of African Universities.

He was a former member of the board of the Divine Word Seminary College in Epworth, Iowa, a lay representative on the American Council of Bishops as a human rights and education advocate, and a member of the board of The Christophers.

He is survived by his wife and three sons.

Whereabouts?

Does anyone have new addresses for Lillian Berg, Virginia Seymour, Janet Burns St. Germain and Cleon Swayze?



The Younger Set

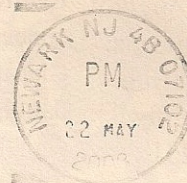
(cont. from p. 1)

Stahl, executive director of EPIP, earned a master's degree in philanthropy at Indiana University, where he was a Jane Addams-

Andrew Carnegie Fellow. He has learned the foundation ropes quickly. EPIP has received a \$125,000 planning grant from Ford and grants from the Mertz Gilmore Foundation ,

the Boston Women's Fund and the Rockefeller Brothers Fund. The project is now housed at the New World Foundation. www.epip.org (212)497-7544.

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