

THE LAFF SOCIETY

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

SUMMER 2004

NO. 36

The LAFing Parade

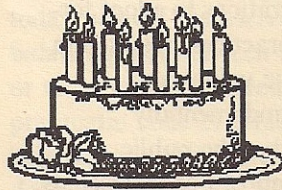
As the executive producer of the League of Professional Theatre Women, **Ruth Mayleas** (Education and Culture) has completed the second season of the television series "Women in Theatre" over CUNY TV, the cable station of the City University of New York (channel 76 in New York City.)

The series consisted of 13 half-hour interviews in March-June with major women directors, choreographers, actors, playwrights and producers. Guests included Chita Rivera, Marian Seldes, Wendy Wasserstein, Isabelle Stevenson, and Susan Stroman. The interviewer was Linda Winer, theater critic and arts columnist for *Newsday*. The League is an advocacy organization to promote the visibility of, and increase opportunities for, women in the professional theater.

Andrea Taylor (Communications and Office of the Vice President, Program Division) has stepped down as president of the Benton Foundation to join the Education Development Center in Newton, Massachusetts, as vice president. At EDC, a Benton grantee, she will direct the new Center for Media & Community, which will promote the use of information and communication technologies to strengthen both actual and virtual communities.

"EDC and the Benton Foundation have worked closely together to ensure that technology and media are accessible to all communities and are used to support learning and human

New Haven Anniversary



On May 1, the New Haven Legal Assistance Association – an outgrowth of the Foundation's pioneer Gray Areas Program grant in New Haven, Connecticut – observed its 40th birthday. A bit of the Association's history may be of interest, particularly to LAFFers of post-1960s vintage.

The Gray Areas Program was launched in the early 1960s by Ford staffer **Paul Ylvisaker** (National Affairs) as a new way of addressing the poverty in U.S. cities and their rural counterparts. The emphasis was to be on human services as well as physical renewal and involved the coordinated efforts of public and private agencies, schools, and the business community.

The Foundation selected New Haven as one of six pilot sites, and granted start-up funds to a new coordinating agency, Community Progress, Inc. **Mike Sviridoff**, previously Connecticut State CIO director and president of the New Haven School Board, was named executive director of CPI and served in that capacity from 1962 to 1967. It was Mike's maiden effort in urban community development, a field which became perhaps his major interest as vice president of the Foundation.

As Mike subsequently recalled, the Foundation persuaded him to expand CPI's portfolio to include a legal services program for residents of New

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development," explained EDC president Janet Whitla. "The new center, under Andrea Taylor's leadership, will build on that collaboration and expand our research development and policy work in these areas."

Oleg Lobanov (Arts) has been named vice president for fund-raising and marketing of Catholic Relief Services, the international humanitarian agency of the U.S. Roman Catholic community. In fiscal year 2003, CRS raised more than \$96 million in private cash contributions, and Lobanov will be responsible for maintaining this and other sources of support.

After leaving the Foundation, Oleg served as president or managing director of various symphony

orchestras, including those in Washington, Detroit and Baltimore. He also served as executive director of the Delaware Center for the Performing Arts in Wilmington and the founding president of the California Center for the Arts in San Diego County. For the past 10 years he was a senior partner at Jerold, Panas, Linzy and Partners, Inc., a management consulting firm, where his clients included a number of national organizations, hospitals, and educational and arts institutions.

Bess Heitner (Office of Reports) now designs and sells jewelry, specializing in contemporary pieces featuring rare pearls, precious metals, and exotic stones such as Peruvian opals, Brazilian tourmaline,

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The LAFF Society

c/o Mary Camper-Titsingh
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Carson's Cures

Did you see *The Chronicle of Philanthropy's* exposé of the extent and size of interest-free loans by nonprofit organizations to their officers? Well, **Emmett Carson**, president of LAFF and the Minneapolis Foundation, did, and he responded with a thoughtful letter to the editor.

"This new scandal," Emmet wrote, "together with the ongoing stories about excessive compensation for foundation trustees and allegations of self-dealing at nonprofit organizations and foundations, should lead all of us to recognize that we are facing the most significant crisis in public confidence that our sector has ever known."

He then recommended three urgent measures to deal with this crisis:

1. "We should admit that the reported behavior, even if not prohibited by law, justifiably undermines the nonprofit sector's credibility with the public and elected officials. Without such trust, the nonprofit sector will find it difficult to recruit volunteers and raise funds to fulfill our larger purpose to improve society.... We must demonstrate and share public concerns that our sector

be more accountable in fulfilling the public trust."

2. "We must confront the difficult question of how these questionable practices became so widely adopted by so many otherwise well-respected nonprofit organizations and foundations. My own belief is that the exuberance of the 1990s, coupled with the push for nonprofit organizations to adopt for-profit business practices, resulted in institutions whose values and operations are fundamentally different from what the public expects from nonprofit organizations and are inconsistent with what we say we stand for.... We are held to a different and higher level of public accountability because of our use of tax-deductible charitable resources.

3. "We must be aggressive in developing high ethical standards and enforcement practices that are meaningful and creditable.... Uniform standards with a credible enforcement mechanism would create a bright-line standard for acceptable and expected behavior, help restore the public's confidence, limit the need for legislation by elected officials, and allow our sector to once again look at ourselves squarely in the mirror with our heads held high."

Which Bill Was It?

In previous issues of the Newsletter, the question has been raised whether it was **Bill Gamble** or **Bill Rudlin** who was the representative at the Burma office when it was closed in July, 1962.

Well, this should settle it. Gamble writes from Madison, Wisconsin, that it was he. "My family and I returned to Burma in July, 1961, and I was then Rudlin's assistant in addition to

being in charge of the Foundation's support for agricultural projects. Rudlin was in the process of moving to Kuala Lumpur to take charge of the Mekong River Project, and moved there in May, 1962. I closed out the Burma office in July, and left Burma on July 10 for transfer to the New York office."

Ethics for MBA Students

by JUDITH F. SAMUELSON

Judith Samuelson, formerly the head of Program Related Investments at the Ford Foundation, is now executive director of the Aspen Institute's Business and Society Program. The following was condensed from an article written for the Unitarian Universalist Association.

It took a series of cataclysmic corporate scandals and Wall Street embarrassments, including the resignation of the chairman of the New York Stock Exchange, but the business community is now in reform mode. Government regulators, reform commissions, and corporate leaders are actively seeking ways to rekindle the public's trust in business, and in the process they have stimulated discussion about the teaching of ethics in university business schools. Faculty are debating the teaching of ethics – questioning what is ethics, how to teach ethics, to whom it should be taught, even whether business ethics can be taught at all.

A few years back a scandal erupted over Royal Caribbean Cruises Ltd.'s practice of reducing costs by having its ships dump toxic waste into harbors and coastal waters, despoiling the precious shorelines that were the destination of the tourists onboard. Only in the most narrow, shortsighted definition of business success would this practice make sense – and yet it

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happened, and other businesses continue to commit similar violations.

This happens because the incentive systems and success measures both taught and practiced in business, promulgated by consultants and measured by accountants and bankers, are consistent with this outcome. In this context, no amount of ethics training can compete. It's time for a new model.

In my work in the Aspen Institute's Business and Society Program, we call the new model Social Impact Management. We help business executives integrate financial success and social and environmental progress. We envision business leaders who consider the long-term impact of business decisions – employees, communities, and the natural world as well as on the bottom line – and who employ social innovation as a key element of business strategy.

In applying this model, Royal Caribbean Cruises Ltd.'s internal cost analysts and bankers would take into account the company's social and environmental impacts over a longer-term horizon. They would be interested in risk factors like the firm's reputation with future customers. They would also listen to the firm's so-called stakeholders – the host communities dependent on tourism and the suppliers and employees who bear the risk if the firm fails to think through the long-term impact of its operations.

The Aspen Institute collaborates with the World Resources Institute every two years on an international survey of business schools that assesses the extent to which business schools prepare their graduates for social and environmental stewardship. The program (www.beyondgreypinstripes.org) features a robust and searchable database on classroom teaching, faculty research, and student activities that challenge the dominant short-term focus of management education. The 2003 data identify 700 course offerings

in 100 MBA programs. Dozens of pioneering faculty and scores of innovative educational activities are helping students explore the connections between business and the society that business shapes and depends on.

It is not that traditional ethics training doesn't matter; it does. But the most vexing managerial questions today present themselves as a balancing act between two "rights" – or two "wrongs." Even the most pragmatic code of ethics often doesn't help a manager with these day-to-day decisions. What's the true cost of a layoff in a down economy? How do you balance demands for low-cost labor abroad and full employment at home? Do you pursue tax shelters to maximize the return to investors, or pay the tax to support government functions like education and transportation on which the business depends?

These complicated questions are an important part of business reality today. Global business, after all, is an important investor in needy corners of the globe, often more significant in local impact than government. Visionary corporate leaders don't focus solely on wealth and job creation; they understand the importance of closely monitoring the supply chain, investing carefully in regions torn by civil war and numbing poverty, and paying attention to environmental and health concerns.

Thus, Social Impact Management, at its core, encourages students to reflect on and respect the interdependence of business and society. Schools can start by taking a cue from the students themselves. In a survey of MBA students at thirteen business schools in North America and Europe on attitudes toward business and corporate responsibilities, we found that 85 percent wanted ethical reasoning and corporate responsibility taught as part of

accounting. A large majority also wanted ethical questions incorporated in organizational behavior, general management, and strategy courses. Even finance classes, the bastion of bottom-line thinking, were targeted by more than half the students we surveyed.

How would this actually work in business education? For starters, schools would value field experience and experiential learning that engages the complexity and diversity of life from the ground up.

Marketing and strategy classes would assess the business concerns associated with managing a company's supply chain – like the risks to operations and reputation that arise from deploying low-cost labor in the developing world—and would review innovative models for community investment to spread business benefits to host communities. Finance classes could examine credit standards for environmental and social impact risk assessment as an integrated part of cash flow analysis. Operations classes would review the cradle-to-grave responsibility for waste management of manufactured products like refrigerators and cell phones.

A decade or two ago, the public thought it was government's job to adjudicate the tensions and tradeoffs among commerce, human rights, environmental progress, and healthy communities. For good or ill, these are now business concerns. The solutions lie in the domain of public-private-nonprofit partnerships that manage scarce water resources, price and distribute drugs, manage patents, invest in emerging markets, and serve populations that fall outside the mainstream. Without an understanding of this interdependence, neither business, nor the society in which it operates, can thrive.

Prisoners' Education

by GAIL SPANGENBERG

The following article was condensed from a publication of the Council for Advancement of Adult Literacy, of which Gail Spangenberg (Education) is the president.

One in every 32 Americans passes through a correctional institution at some point in life. At any given time, more than 2.1 million persons are incarcerated in the correctional institutions of America. Some 175,000 are in federal prisons; the balance are held in local jails and state prisons. During the course of a year, between 10 and 12 million people are admitted to jails alone. Many millions more are on probation or parole at any given time — about 6.7 million at the end of 2002, or 3.1 per cent of all U.S. adult residents.

Moreover, the nation has a huge



problem of recidivism. Many people in this enormous pool are rearrested and reincarcerated time and time again, with large numbers of ex-offenders headed down a path to more serious

crimes and longer prison terms. The fact is that unless parolees and others released from confinement have the skills needed to obtain and keep a job, they are apt to find themselves back in the same circumstances that produced their criminal behavior in the first place.

A range of recent studies, including a substantial body of work at the Urban Institute, establishes a strong case for remedial intervention programs, including basic literacy and adult education. These studies show that imprisoned individuals are disproportionately and increasingly undereducated, with low skills in the basics of reading, writing, math, and oral communication. They also show a close connection between recidivism rates and the provision of suitable educational services for the incarcerated and those leaving prison. Those who participate in

correctional educational programs have substantially lower rates of rearrest, reconviction, and reincarceration than people who leave prison without educational intervention.

Ironically, although the need is evident, the economic and policy environments have worsened dramatically in the past several years, causing a reduction in programs and staffing, the exact opposite of what is needed. Mindful of this trend, the Council for Advancement of Adult Literacy (CAAL) decided to explore a new project for its “critical initiatives” programming in cooperation with the Correctional Education Association. Our principal aim was to help open the door to a fresh consideration of policy development, the need for increased and better-directed funding, and more effective advocacy for correctional literacy and adult education in the years to come.

In the fall of 2003, CAAL talked at length with 15 leaders in correctional and adult education, posing several broad questions:

1. Has public policy in correctional education changed over the past ten years; if so, how? What are the critical public policy issues as we move into the future?
2. How have the level and kind of funding available for correctional education changed in the past ten years? To what extent are the changes due to shifts in public policy and politics, to what extent the economy?
3. What is the relationship between the Department of Education and the Department of Corrections in your state? Do they work together more or less than they did ten years ago; to what is this due?
4. If national symposia were held on this topic, what issues would you most like to see examined; to what end?

Material gathered from these in-depth interviews and subsequent conversations was so compelling that CAAL, on the advice of the participants, decided to turn it into a publication. Entitled *Current Issues in Correctional Education*, the publication is available from CAAL through its website, www.caalusa.org, or from its office at 1221 Avenue of the Americas, New York, NY 20020.

Re-Imagining Philanthropy

by GORDON CONWAY

Gordon Conway, the Foundation's Representative in India in the 1980s, will step down as president of the Rockefeller Foundation at the end of 2004. This article is condensed from his remarks to the Global Philanthropy Forum at Stanford University in March.

As everyone here knows, the context within which we practice philanthropy has changed dramatically — the world of even 15 years ago is gone. As recently as the 1980's, the world's economic systems were fairly clear: nation states controlled their borders and most businesses operated within those borders, importing or exporting from them. International institutions, created almost exclusively after WWII, mediated between nation states, helping diffuse tensions on everything from monetary policy to movements of refugees.

That was the context in which philanthropies operated. It was difficult, but orderly. Three new forces have disturbed the old world we lived and acted within.

First, Global Economics. Nation states continue to have power over their borders — but global capitalism has meant that they have lost real power over multinational companies. These companies have considerable means to do business wherever they choose.

Second, Access to Information. The breakdown of the old context has been fueled by the development of information technologies. Citizens of the world now can choose to listen to whomever they wish — from *al-Jazeera* to MTV. The result is complex, arguably a system that is at once more global, yet, at the same time, more fragmented than ever.

Finally, the Role of the United States as the Sole Superpower. Multilateral institutions that formerly helped knit feuding parties together now face the fact that the United States is strong enough to attempt unilateral action in contexts that once might have given it greater pause.

How do we deal with this new environment? I suggest there are several

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different approaches that one can envision:

One system rests on the notion of a **hierarchical structure**. Much like the one we have employed for the last 60 years at least. National governments are putatively in charge of their territory, businesses are regulated within it, and foundations and philanthropies sponsor community activities approved by the government or in conjunction with the government that help poor or sick people.

It is an approach that has several key characteristics: there are relatively few players, the interaction is easy to sketch out — two or three dimensional at most — and the resources come from the philanthropy and go directly to a party that then interacts with the targeted group. But I do not believe this approach can be our sole avenue of promoting social change anymore. The world simply is not constructed on this clear axis.

A second approach acknowledges that the world has changed, but opts to maintain a laser-like focus on what a specific philanthropy can do. I call this approach **anarchy** - not to be pejorative, but because it envisions hundreds or even thousands of different players acting on their own. I would argue that this is the system we are actually in right now

In every developing country today there are tens of foreign-based development agencies, funding hundreds, if not thousands of development projects. But no one is coordinating all this work. Instead, individual nation-states, philanthropies, international institutions, business entities, and nonprofits are all looking at situations, deciding what they think should be done, and then for the most part, acting directly to try and solve the problem. And it is not working particularly well.

The third approach is in **partnerships** that link three sectors of our global economy — the public sector, the private sector and civil society. Each of these has its drawbacks - governments are sometimes slow and inefficient, markets can deepen inequities, and community organizations tend to lack scale and resources. But done right, partnerships between these actors can be extraordinarily successful, harnessing the scale and political clout of the public

sector, with the innovativeness and enterprise of private industry, and the self-help and commitment of community organizations.

Creating such partnerships is not easy. Partnerships have to be brokered. The potential partners have to be brought together in a manner that facilitates understanding and agreement. For this to happen, the brokers have to carry weight, and be neutral and respected. In short it requires many of the attributes of modern philanthropy.

Over the past ten years, the Rockefeller Foundation has taken the lead in the creation of more than a dozen major partnerships — in health, in agriculture and in urban regeneration. Based on this experience, and observing others in similar efforts, I have compiled a set of concepts we use when examining partnerships — a set of six “rules of the road”:

First, before creating a partnership, one must be very clear about the nature of the problem, and have a fairly deep understanding of who holds pieces of the answer. Without a clear definition of the problem, it is simply too easy for a partnership to lose its way. The fact that partners get along with each other is nice, but not enough.

Second, the sponsors of the effort need to think “outside the box” about what options exist and be willing to give up control to multiple players. Partnerships are needed in places precisely because an obvious answer — like providing a drug or foodstuff directly — hasn’t worked. Inevitably, partnerships are about tough problems and partnering is a tough challenge, both emotionally and intellectually.

Third, real control must be in the hands of the communities of poor and excluded people the partnerships are trying to assist. Only in this way will the partners keep their eyes on the ball. Multiple partners inevitably mean multiple agendas. Ultimately, the people who have the problem must have genuine decision-making authority.

Fourth, the goal of a partnership needs to be concrete, such as providing access to affordable and essential goods and services. There has to be a clear bottom line — a physical good or a tangible service. The potential range is very broad:

access to employment, quality health care, education, housing, transportation or child care.

Fifth, partnerships are about deal-making. Each of the partners, at the start, needs to know what they are going to get, and what they must contribute. While the whole world need not be in on the negotiation, the partners must understand what each party needs and hopes to achieve.

Sixth, philanthropies in partnerships need a new understanding of motivations. We tend to see the world through the prism of altruism. “What is wrong? What can be done to fix it and make it right?” But this is not enough. Partnerships are not about charity. In a world of successful partnerships, many of our partners will be governed by self-interest. Our task is to harness these different interests towards common goals.

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and Indian rubies. “For years I hung out at the Museum of Natural History admiring their minerals and gems,” she says. “I also spent a lot of time and money buying jewelry. At last I’ve found a way to combine all my favorite activities into a new career that I love.”

You can see Bess’ work at Vivaldi Boutique and the Nina McLemore Showroom in New York and The Glass Pheasant in San Francisco. She also sells directly through sales reps and at craft shows around the country. LAFF members will get a special discount. Contact Bess at Heitner Jewelry Designs, 212-228-1610 (bheitnerjewelry@aol.com).

Arthur Cyr (International Affairs) is the Clausen Distinguished Professor of Political Economy and World Business at Carthage College in Kenosha, Wisconsin.

LAFF welcomes as a new member **Beverly Levine**, who has retired from the Foundation after 19 years of service, most recently in the Office of Management Services. Her

address is 69 Bramblebrook Road, Ardsley, NY 10502-2233 and her phone number is (914) 693-2233.

New addresses: **Robert P. Greene**, 18 Forest Gate, Yarmouth Port, MA 02675; **Robert S. Drysdale**, 901 N. Nelson St., Apt. 1311, Arlington, VA 22203; **Yvonne LeMelle**, 57 Elizabeth Rd., New Rochelle, NY, 10804; **John Kerrigan**, 999 Kirkwood, St., Dubuque, IA 52001-4353; **Joyce Pandolfi**, 168 Water St., Stonington, CT 06378; **Bonnie Shepard**, 9 Greenough St., Brookline, MA 02445; **Peter Bell**, 3241 West Andrews Dr., Atlanta, GA 30305-2050; **James A. Kelly**, 203 Cloverly Road, Grosse Pointe Farms, MI 48236 (a correction); **Richard Sharpe**, 9001 Opus Dr., Las Vegas, NV 89117; **Roger Kennedy**, 1008 Massachusetts Ave., Apt. 702, Cambridge, MA 02138.

Does anyone know the current address of **Jeffry T. Olson** (Community & Resource Development)? If so, please advise Mary Camper-Titsingh at isaak1@aol.com.

What I Learned at FF

by **JAMES R. HUNTLEY**

Jim Huntley is a vice president of the Council for a Community of Democracies, a Washington-based organization to support the global movement of 106 governments committed to democratic principles to develop and pursue a common agenda.

During the days of the High Commission in Germany, I worked as a freshly minted foreign service officer for **Shepard Stone** – actually quite far down the totem pole from Shep, who was John J. McCloy's deputy for the "re-education" of the

German people and social institutions. What I learned about nurturing democracy in a skeptical climate began there from 1952 to 1955.

Some years later, Shep and **Joe Slater** hired me at the Ford Foundation (Europe and International Affairs) to bird-dog all manner of dockets dealing with international affairs, broadly described. Once again, democracy was a major part of the package.

Shep and Joe dealt manly with such people as Jean Monnet and his *équipe* in Paris, who were busy uniting Europe and probably deserve at least 60 per cent of the credit for setting Europe on a course toward federation. John McCloy and the Ford Foundation deserve a good share of that 60 per cent. The European federation hasn't fully fleshed out yet, but for the last two years a constitutional convention – not unlike ours of 1787 – has been laboring to produce a basic document.

Stan Gordon, **Dick Catalano** and I did all the "sweeping up" – fending off the many inadequate applications, finding a good many others that could fit into the vast mosaic that we were helping to create. We made efforts to include Japan and make room for still others in what I later saw was to become a larger community of democratic nations. **Moselle Kimbler**, as our first sergeant, kept order with a strong hand.

At the Foundation, I began to see that international "community-building" was inextricably linked with the spread of democracy. Somewhat later, I became acquainted with Kant's dictum that democracies do not make war on one another. (Despite some scholarly quibbles, this remains 95 percent true.)

After I left Ford in 1967, I worked in various capacities to help realize that "Atlantic-Pacific" vision, serving as a founder of the Atlantic Institute in

Paris and the Standing Conference of Atlantic Organizations, and as president of the Atlantic Council of the U.S. The vision was fully globalized at the turn of the century when Secretary of State Madeleine Albright encouraged the Polish and a few other governments to call the first meeting of the "Community of Democracies", embracing more than 100 nations. Some are experienced democracies, some are "wannabees," struggling but aimed in the right direction.

I joined with several others to establish the Council for a Community of Democracies to make the Albright conception work and to poke the nose of democracy into the workings of international organizations. My book, *Pax Democratica: A Strategy for the 21st Century*, published in 1998, helped set up some guideposts for CCD and the global movement.

Now, with a good many other NGOs in many countries, CCD is helping to prepare for a third meeting of the global Community to take place in Santiago de Chile in February, 2005. Secretary of State Powell has encouraged a quiet leadership role for the U.S.

With a sharper, brighter spotlight now focused on democracy-building in Afghanistan and Iraq, and with "assets" of the UN and NATO, directly and indirectly, committed to the process, "democracy" and how to encourage it are on the world's lips. The focus should be on the relationship between the three goals – democratic government, supranational bodies, and peace. They all go together, reinforcing and building on one another.

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Haven's poor neighborhoods. Mike agreed to do so, despite the opposition of the New Haven Bar Association, provided the new program limited itself to issues of civil law. Criminal issues, because of their potential legal

sensitivity, would be left to traditional public defenders.

Then the new program ran into a sticky problem. Jean Cahn, one of two young lawyers hired fresh out of the Yale Law School, became involved in the defense of a young man charged with rape. Mike advised her that this was outside the program's restriction to civil law, but she argued that, as an attorney, she could not be told by a non-lawyer what she could or could not do in the field of law. The situation tensed further when the case attracted considerable publicity, and Ylvisaker urged Mike to let Cahn do her thing. Mike maintained this would jeopardize CPI's relations with the bar and its supporters.

Mike finally finessed the problem by spinning off the legal service program as a separate corporation, the New Haven Legal Assistance Association. The agency would receive financial support from CPI but would operate with its own board of lawyers and make its own decisions.

As things turned out, New Haven and the other five Gray Areas programs became models for President Lyndon Johnson's Great Societies program. Further, the Legal Assistance Association won direct federal grant support, becoming the first federally supported legal-assistance program in the country.

Today the Association provides legal services to individuals, families and groups in the greater New Haven area who are unable to obtain legal services because of limited income, age, disability, discrimination and other barriers. In 2002, it provided its services to 1,700 individuals and



families and make more than 60 group presentations. One of the program's initial two staff lawyers – Francis X. Dineen – is still at his desk.

Virtual Odyssey

by GARY SICK

As I started my third retirement (or perhaps fourth depending on who's counting) I decided that it just was not going to take. Recognizing that my own company was best taken in small doses and that activities involving undue physical exertion had even less appeal than they did twenty years earlier, I sought something absorbing but with no heavy lifting. What else — the internet.

I had bought my first computer, a machine called a Cromemco with a single floppy disk drive for storage, about the time I joined the FF in 1982. It took me longer to write a letter on this contraption than on a typewriter, but I learned a lot about computers. I paid as much for that pitiful little machine as I did recently for a high-speed desktop computer, an experience familiar to anyone who dabbles in technology.

My first official document for the Foundation— a program paper proposing an analysis of foreign policy elites— was lovingly written on this machine and printed out laboriously on my primitive dot-matrix printer. I believe this was the first Foundation document to be machine-produced, and I had to get permission from the front office to depart from the uniform typeface used at that time for all Foundation documents. Sometime thereafter, the Foundation began offering word processors to Officers— not just secretaries— that were networked throughout the organization. By that time I had moved up to an IBM PC with a hard disk memory of 10 megabytes— how could we ever fill up such a vast space? After much

ado, I got a PC in my office, which was linked to my secretary's machine.

I could now write a memo, send it electronically to my long-suffering assistant, have it printed and, if necessary, it could be sent to machines throughout the building. I could copy documents to a disk and carry them home. Thus I was able to keep a complete electronic file of every memo, every draft, every paper I produced during five years at the Foundation. That file has migrated to every computer I have owned since. Although the file once seemed immense, it now occupies a tiny and mostly forgotten corner of my hard disk.

In addition to electronic tricks, I learned a few things about myself. I had been a military officer and a bureaucrat for many years before joining Ford, but I had never thought much about it. After my job in Washington, grappling with the Iran hostage crisis, I had taken a year off to write a book (almost entirely pre-computer). It was interesting but pretty lonely staring first at a typewriter then at a wall.

When Enid Schoettle recruited me for Ford, one of my misgivings was that I would now find myself back in a bureaucratic environment. And so I did—and I discovered that I loved it, had in fact missed the petty struggles, the small triumphs and the occasional sense of accomplishment that comes from operating in a complex bureaucratic structure. For more than a year, I had been writing pages and chapters, but no memos. As soon as I got into the Foundation, I realized that this was my favorite art form—brief, single topic, pointed, informative, hopefully persuasive. Letter-writing is comparable, but it lacks the sense of writing for an audience and the roadmap of addresses at the top that help it wriggle its way through the system. Writing a memo is a mundane prose version of writing poetry: take the essence of an idea, pare away any extraneous fat, elaborate as much as you must but not

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a word more, give it a beginning, middle and end, and send it on its way without a lot of ceremony.

After Ford I spent several years writing another book, this time making extensive use of the computer for organization, data and information retrieval. The era of electronic communication was just beginning, and I threw myself into it. Like the early days of the computer, initially you had to take it on faith that all this was going to be really worthwhile some day. The first stages of the internet reminded me of when I was a kid and we strung string between two tin cans, making a primitive kind of walkie-talkie, only to discover that when we had the whole contraption in place, maybe 100 feet apart, we didn't really have much to say. The early internet had all this obvious promise but not much usable content.

In 1993 a program officer from the W. Alton Jones Foundation approached me with an idea to improve the level and quality of communications and information within and about the Persian Gulf. I proposed a series of conferences and workshops that would bring scholars and observers from the Gulf states together with a few westerners to discuss common regional problems.

At the first conference, I mentioned that I now had an e-mail address and encouraged others to

maintain contact with me and other colleagues that way. A few did, and I established a little electronic library using chronological files that I had accumulated over the years. Columbia, where I have been teaching for more than twenty years, helped me create a listserv that we could use for discussions, and the thing gradually grew in numbers and sophistication.

As we celebrated our tenth anniversary last year with a redesign of our web site (<http://gulf2000.columbia.edu/> — a members-only site for Gulf specialists), we were about to publish our third edited volume drawn from many conferences and workshops, and had an on-line membership of about one thousand specialists worldwide consisting of government officials, academics, journalists and business people in several dozen countries. I manage a lively discussion of Gulf issues that never stops and is routinely ahead of the newspapers. Last year for the first time, Ford became our principal supporter after our beloved W. Alton Jones Foundation self-destructed in a family quarrel.

So waiting for my next retirement, I practice being a full-time librarian and editor in the maid's room of an upper West side apartment.

And, anytime I feel like it, I can write a memo. Like this.

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In Memoriam

Joan C. Carroll, who held a series of personnel-related positions with the Foundation over a 32-year period, died March 28 in her home town, Frackville, PA.

Joan started in 1963 as an Administrative Assistant-Employment in what was then called Personnel Services. She was promoted to Assistant Administrative Officer and then Administrative Officer, and in 1982 was appointed Manager of Employment & Training in what became Human Resources.

On her retirement in 1995, she remained in New York City and summered at her place, Hemlock Farms, in the Poconos. A few years ago she moved back to Frackville to live with her sister, Anne Tamulonis.

Marshal-ling Dues

The last issue of the Newsletter reported the receipt of dues for ten years from **Marshall Robinson**, with a note expressing his "hope that it will keep me out of trouble in the future."

Marshall's foresight prompted multi-year duespayments from a number of other LAFFers—**Frank Sutton, Arthur Cyr, Dick Catalano, Bud Harkavy and Jon Hagler**. Hagler matched Robinson's 10-year payment with the note, "If Marshall Robinson, at his age, can look ahead like that so can I!"

Not every LAFF member is expected to follow Marshall's lead, but this is a reminder that 2004 dues—still \$7.50—are due and should be sent to Mary Camper-Titsingh at the address in the Newsletter masthead.

THE LAFF SOCIETY

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