



LAFF

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

November 2012, No. 71

The LAFFing Parade

Joan Kaufman, who worked in the Foundation's Beijing office from 1996 to 2001, has been named director of Columbia University's global center in Beijing, one of eight centers in a network designed to co-ordinate the university's international programs.

Kaufman, a specialist in gender equity and public health, had been a lecturer at the Brandeis University Heller School for Social Policy and Management.

The Beijing center was opened in 2009 and has been without a director for the last two years. "I have no doubt," said Safwan Masri, the university's Vice President of Global Centers, "that she will bring great leadership, knowledge and credibility in engaging faculty, as well as experience and networks."

The directors of the centers met this summer at Columbia to design a "cohesive network," said Masri. "The first goal is to recognize that we have eight centers now and to bring structure and organization institutionally."

The meeting also marked the official opening of the university's center in Rio de Janeiro, whose first director is **Thomas Trebat**, also a former Ford program officer. That center expects to work with the Brazilian government's announced program to send 100,000 students abroad for study in masters' and doctoral programs. "We'll be signing that agreement," Trebat said, "which will encourage an increase of enrollments of Brazilian students in the sciences at Columbia."

Michael Seltzer has been appointed a distinguished lecturer in the School of Public Affairs of Baruch College, one of the six senior colleges of the City University of New York.

Michael, who is a member of the executive committee of the LAFF Society and chairs its program committee, was a program officer in the
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50 YEARS IN BRAZIL



The Ford Foundation recently observed the fiftieth anniversary of its work in Latin America. At the same time, *Estado de Sao Paulo*, Brazil's largest circulation newspaper, interviewed **Peter Bell**, one of the early staff members in the Rio office, for its Sunday edition of September 16. This article is based on Peter's responses to questions posed to him by the Portuguese-speaking journalist.

The Brazil office of the Ford Foundation was established early in the Foundation's work in Latin America. At the time, the Foundation viewed itself primarily as making grants to advance Brazilian development through institutional support for programs in higher education and research.

In those days, "development" was conventionally understood in economic, engineering/infrastructure and scientific terms and measured in terms of increases in per capita income. Thus, the earliest grants of the Foundation supported graduate training programs in the sciences, engineering, public administration and economics.

These were all relatively "safe" areas for a foundation newly arrived in Brazil. Its ethos

was technocratic and non-political, and it had little appetite for controversy; yet grants to universities, including the library of the experimental University of Brasilia, and to institutions such as the National Research Council (CNPq), a national program of fellowships (CAPES) and the Getulio Vargas Foundation, ultimately proved their worth.

Over time, the Foundation's view of "development" evolved, as did our familiarity with Brazil. The Foundation turned its attention to the agricultural sciences, believing that agriculture was essential for development but that it had received scant support for training, research and extension. We also had the audacity to assist the generation of services for reproductive health and family planning.

Coincidental with my joining the Foundation staff in Rio in September 1964, and just five months into the period of the authoritarian regime following a military coup, we began exploring the possibility of institutional grants for research and graduate training in the social sciences, including political science, political sociology and social anthropology.

It did not take long to discover that sup-
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WHERE ARE THEY NOW?

We'd like to re-connect with LAFF members we haven't heard from in some time. They may have changed their contact information so we can't reach them, or simply let us slip from their busy lives.

If that's you we'd like to hear from you again, or if you know of someone perhaps you could send his or her contact information to us. **Nellie Toma**, our secretary-treasurer, is waiting to hear from you at nellietoma@laffsociety.org

Some of those we'd like to hear from are **Larry Cox, Sanda Balaban, Joanne Derwin, Patricia Dacy, Marianne Leis Ginsburg, Yvonne LeMelle, A.D. Suehsdorf, Dorothy Thompson, Lee Sumter Travers, William Watts** and **Marian G. Weber**.

WANT TO HELP?

LAFF needs a volunteer to help its secretary/treasurer with periodic mailings, including group emails and hard-copy letters. All that's needed is a computer and printer, which would enable the volunteer to create email groups and print mailing labels. If you're interested, let Nellie Toma know at treasurer@laffsociety.org.

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50 Years in Brazil

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port for the social sciences could be as sensitive and controversial as that for family planning. In the midst of the Cold War, the military-dominated government conflated social scientists with "socialists" and curtailed their freedom of inquiry, expression and association. It was becoming clear to some Foundation staff that it was insufficient to presume that we were "nonpolitical" or "technocratic". As a transnational organization, we had a responsibility to make explicit the values underlying our grant-making and essential for the advancement of the social sciences and even the natural sciences. At the same time, we could not be partisan.

We could seek to understand the aspirations of the people with whom we were working and support them on their own terms.

In the context of the times, I could understand why some Brazilians might have been suspicious of me. (*One of the Foundation's grants in Brazil helped create the social science research institute CEBRAP (the Centro Brasileiro de Analise e Planejamento, or Brazilian Center of Analysis and Planning). It was founded in 1969 by Fernando Henrique Cardoso, a young professor of political sociology, and a group of his social science colleagues. They had been expelled from the University of Sao Paulo by the military government, apparently because of their alleged political beliefs and participation in the university reform movement. In Brazil, the tradition had been that professors ousted for political reasons went into exile, especially if they had a doctorate from a foreign university like the Sorbonne, as did Cardoso. He and his colleagues were determined, however, to remain in Brazil. In proposing the idea of CEBRAP, a free-standing center for social research (separate from any university), they gambled that they could create the intellectual space and build the funding for such a center, still an oddity in the Brazilian context. To start up CEBRAP, they showed considerable courage in the face of a regime that could clamp down on them again without warning. They turned to the Foundation for start-up funding.*)

I was the program officer, together with **Frank Bonilla**, our program advisor in the social sciences, who worked with Fernando



Peter Bell

Henrique Cardoso in vetting the proposal and developing (with the support of **Bill Carmichael**, the Foundation's representative) our Brazil office's recommendation of the start-up grant. Not only did it help to keep Fernando Henrique and his colleagues productively engaged within Brazil, but CEBRAP also became a leading center of social research and analysis in the country and throughout Latin America.

While Fernando Henrique was not a politician at the time, he eventually became a leading force in re-establishing democracy in Brazil, taming the country's chronic inflation, and creating the space for national discourse on human rights and race relations. Democratically elected as President of Brazil, he is widely regarded to have been the country's best President of the 20th century. This past July, the U.S. Library of Congress awarded Cardoso the Kluge Prize of \$1 million, akin to a Nobel Prize for the social sciences, for his lifetime accomplishments as a scholar and as a political leader.

All of this brought back memories from 1969: Soon after we had sent off the Brazil office's recommendation of the grant for CEBRAP to our New York headquarters, I had received a phone call from the Deputy Chief of Mission (DCM) at the United States Embassy in Rio. He started out by warning me: "If you know what is good for your career, you will desist from making the grant to CEBRAP?" I told him that we had worked long and hard on the recommendation, that we had carefully reviewed the proposal and plans of Fernando Henrique and his colleagues, and that we were convinced that it met our standards. Indeed, we were enthusiastic about the opportunity.

I did say, however, that if the DCM had information that was germane to our consideration of support, we would want to hear it. He responded by setting up a meeting for me the next day with an officer from the CIA. He came bearing a folder of memoranda and newspaper clippings. I went through the material one by one with him. Each item simply indicated that Fernando Henrique had been seen in the presence of a "known leftist". I told my visitor that the folder was all about "guilt by association" and that I saw nothing that invalidated our recommendation to the officers of the Foundation. They, in fact, soon approved the grant. ■

FORD'S FIRST YEARS IN NAIROBI

By Francis X. Sutton

This is an edited version of Francis X. (Frank) Sutton's chronicle of the Ford Foundation's early years in Africa that is part of a private memoir he is writing. The full article can be found on the LAFF web site.

After the Foundation decided to extend its Overseas Development Program beyond Asia and the Middle East, **Frosty Hill**, vice president in charge of the Program, wanted preliminary surveys to help plan the new program in Africa. At the beginning of 1958, his aide **Al Wolf, Mel Fox** from the International Training and Research Program and its earlier work on Africa, and I, recently transferred from the old Behavioral Sciences Program to Overseas Development, went to Africa to make

such a survey and propose a first program.

We went to two recently independent new states, Sudan and Ghana, plus Nigeria, the Belgian Congo and the British territories in East and Central Africa. There was a hope and expectation that we could have programs with smaller, more focused grants that could be run from New York without satraps overseas. We soon found much to do in Sudan and Ghana, and a great deal in Nigeria, which was scheduled for independence in 1960.

The Belgians were not yet convinced in 1958 that the Congo would ever be independent and independence seemed unlikely in Tanganyika and Uganda before the 1970s. As for the settler country, Kenya, with its recent Mau Mau history, we did not foresee independence until much later, if ever.

We were bad prophets. The excitement of African independence was leaping from Ghana across the continent and a rapid policy of devolution brought independence to Tanganyika and Uganda in 1961 and to Kenya and Zanzibar a little later, in 1963. Similar acceleration came to Central Africa, bringing independence to Northern Rhodesia as Zambia and Nyasaland as Malawi, both in 1964, while Southern Rhodesia held back firmly under local white control.

After first actions in 1958, the new Africa program burgeoned. **Champ Ward** came from India as the new head of the Middle East and Africa programs. For perhaps too long a time Champ and I enjoyed having just the two of us watching over the new Africa programs. The Nigerian program had grown quickly to such size and complexity that **Don Kingsley** was set up soon in our first African field office, in Lagos. As independence accelerated in East and Central Africa the program burgeoned there, too.

I went out again early in 1962 to determine if we could continue to manage our programs in East and Central Africa from New York or needed an office on the ground.

I was ready to recommend that we must have another African field office. But there were different views on where it should be, with strong argument in favor of Dar es Salaam. Tanganyika was already independent under the attractive leadership of Julius Nyerere and was a magnet for progressive-minded people from various countries and we were working alongside them in the planning and other ministries. I was skeptical, not for want of sympathy with Tanzania's leftishness but because Dar es Salaam seemed to me too peripheral for a regional office, one that needed to serve a vast region in East and Central Africa plus Ethiopia, the Sudan and even as far south as the High Commission Territories. To serve such a vast domain the new office needed to have ready access to the international airlines.

In short, it needed to be in Nairobi.

I met skeptical resistance in New York. Kenya was too unstable and too settler-dominated to shelter our new office; it had Mau Mau and there was now a menacing tribal division. But we already had many activities in Kenya and by then Jomo Kenyatta had come back from the Northern desert and was leading a government moving toward

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THE PRESIDENT'S DESK

Iwrote in the last newsletter about my visit to Montana last June with Ted Smith, a long-time Ford Foundation colleague and a friend. As this newsletter's testimonials attest, Ted died tragically in September in a fall from a mountain trail that he loved to hike. His loss was compounded at his funeral by the cruel death of his young son-in-law in a boating accident on Flathead Lake, where Ted retired. Days later, we lost Beverly Levine, the wonderful, tough-talking and warm-hearted colleague who was for many years my assistant at the Foundation.

These losses reaffirm in the starkest possible way the importance the LAFF Society holds for me as I seek to maximize my connections to people who have been so important in my professional and personal life and to others whose shared Ford experiences provide me opportunities to learn about and deepen my understanding of the domestic and global problems we face and possible solutions to them. In Ted's case, it was a lifetime commitment to protecting the environment and sustaining our national parks. For Bev, it was a total dedication to volunteerism, to community and to public education.

For many of us, membership in LAFF reflects the continuing motivations that led us to seek careers in the not-for-profit sector. The Foundation gave us a unique launch pad to promote fresh thinking and test new ideas, and to bring to bear private-sector resources for the public good. Whether we worked internationally or domestically, in program or administrative positions, we took pride in the application of our knowledge and skills as a public trust. We are reminded of that at each LAFF encounter, as we will be in the coming New York meeting November 19 on philanthropic approaches to poverty alleviation, and in each conversation we have

with a Ford Foundation colleague.

I must admit that I took on the LAFF presidency three years ago with a degree of trepidation, aware of past tensions and on-coming challenges, but every time I engage with the sensational group of volunteers who energize LAFF as officers or members of the Executive, Program, Governance and Communications committees, and those who produce the newsletter and tend to the website, I know I made the right decision. We have a strong and healthy association of former Foundation staff who, with your help, will continue to provide the membership services you tell us you most want.

At a meeting of the Executive Committee in New York in September, we discussed the Governance Task Force's recommendations for election/re-election of officers and length of terms. On the committee's recommendations, we agreed to set up a nominations committee that will develop guidelines for a transparent process to select LAFF officers. Barry Gaberman, Nellie Toma and I have agreed to serve for up to two more years while that process is developed, field-tested with the membership and put into place.

This newsletter contains a rich accounting of the Foundation's history in Brazil (Peter Bell), of its first years in Kenya (Frank Sutton) and of social justice grantmaking (Michael Seltzer). It also celebrates Peter Geithner, our good friend and my predecessor, on his eightieth birthday. As you take pleasure in reading these articles, think about the next issue and what you might contribute to it and the website. All our stories are worth telling, and we have a ready LAFF audience for all of them.

Let me close by wishing us a conclusive end to this seemingly endless and divisive election cycle, and a peaceful and prosperous year to come.

Shep Forman

First Years in Nairobi

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independence. Nairobi was a comfortable, attractive place for expatriates and I looked forward to attracting more of them to its salubrious climate and many amenities.

It took much argument but Champ supported me and we chose Nairobi, though it was a year or more before New York was convinced we were safe. Beginning in 1963 and for the next years or so I got urgent cables from New York such as: "ARE YOU IN ANY TROUBLE? STOP WE STAND READY TO ASSIST YOU IN THE EVACUATION OF PERSONNEL OR OTHER NEEDS STOP PLEASE ADVISE OVER"

We had no incidents of our people harmed or threatened by disorder or po-

litical strife. I warned newcomers that the greatest threat to their health was automobile accidents and to watch how they drove!

The question now was, who should be the first representative and how much staff should he have? I had the acquaintance with Africa to give me a brisk start and was an obvious possibility. I am afraid I complicated matters in 1962 by being tempted by an offer to return to academia. Champ didn't want me to leave and invented the idea of an academic sabbatical. I had invitations to be a visiting professor at the Massachusetts Institute of Technology and to give a series of lectures at the University of California at Los Angeles, so I spent a hectic fall of 1962 shuttling between Dobbs Ferry, Cambridge and Los Angeles. Jackie was not at all well at the time and the sabbatical turned out to be an exhausting interlude. Between them

they kept me in New York to the beginning of 1963.

By that time Champ and I had found an assistant I could take with me in **Courtney Nelson**. Don Kingsley would come back from Lagos to replace me and head a new Africa group under Champ in New York while **David Heaps**, much engaged in our efforts in the Congo, would move to Lagos as the representative for West Africa.

The Foundation had long been heavily committed to higher education both at home and overseas and there was urgent need in the bursting forth of African independence for more trained and talented Africans. There already was an array of universities from Khartoum to West and East Africa and extending down to the University College of Rhodesia and Nyasaland in Salisbury, Southern Rhodesia. They had our attention from the first and were expanding vigorously at the time in recognition of the urgent needs of early independence.

Beyond education our particular interest, especially in the hurried late-comers to ill-prepared independence, was the building of competent new African governments.

In Kenya the growth of economic advisory work with Tom Mboya's new Ministry of Planning took the lead under **Ed Edwards** and an international group of economists was recruited. We could not supply large numbers but I was flattered when an Israeli told me, "You don't have very many but they're all in key positions."

There was plenty of political excitement in those years in the vast swathe of Africa that was the "parish" of the new office. We managed to stay discreetly engaged in some of these, often tense, situations with Ed Edwards spelling out the meaning of African socialism for the Kenyan government and in Tanzania found President Nyerere asking us for confidential advice on how to preserve democracy in a single-party state!

Nairobi and the Ford office grew encouragingly in those years. It was a city that attracted more Kenyans but kept much of its sophisticated international character with United Nations and other centers there.

Many of our fellow residents brightened our lives too. I have never in a lifetime of amateur chamber music playing had better companions: There were a fine Goan and the Belgian consul on violins, a young violist from the Oxford Press and the physics professor from the university on cello, all to go with the grand piano in the house on Riverside Drive. ■

MANY HAPPY RETURNS

Family and friends of **Peter Geithner** gathered at his home on Cape Cod this summer to observe his eightieth birthday.

Peter, a former president of LAFF, worked in the International Division of the Foundation for nearly thirty years, from 1968 through 1996. Most notably he was Ford's first representative in China before becoming director of Asia programs in 1990. Among his other positions was deputy representative for India, Nepal and Sri Lanka and representative for Southeast Asia.

Since leaving Ford he's worked as a consultant in Asian affairs for several organizations, including the Asia Center at Harvard University, and served on several boards, including the National Committee on United States-China Relations and the Institute of Current World Affairs.

He received many tributes but nothing sums up the meaning for him of that day better than his own reaction.

"Because it was my 80th," Peter wrote of the event, "my birthday on July 14 was bound to be special. It could not have been more so.

"My family organized a party that brought together not only all my children and grandchildren but also a group of local friends—nearly 40 strong. Included were



delicious food (Eastern/Western fusion) as well as singing and dancing by children and grandchildren and a jazz/saxophone combo. In addition, Tim (his son, Timothy Geithner) had solicited greetings from a host of colleagues from around the world and presented me a treasured book of the responses.

"The main downsides of being 80 are that I can no longer drive, a slowing down generally, a giving-up of long-cherished board memberships and consulting contracts with various organizations here and abroad, and the end of the long-loved opportunity to travel, especially to China and elsewhere in Asia. It has also meant adding to the burdens on Deborah (his wife), who now has to be mother to me as well as to the rest of the family. Ah, the advantages of having a younger wife!

"My best wishes to all LAFF members, near and far." ■

SOCIAL JUSTICE GRANTMAKING IN TODAY'S WORLD

By Michael Seltzer

(This article is adapted from a presentation Michael gave at the annual meeting of the Grants Managers Network. The full article was published this summer in the inaugural issue of its magazine, GMNsight, and is available on the organization's web site, www.gmnetwork.org)

(Michael, who serves on the executive committee of the LAFF Society and chairs its program committee, is a distinguished lecturer at Baruch College's School of Public Affairs in New York City.)

Today, the term "social justice" has gained greater currency among foundations than ever before. Its ascendancy could not be more timely as many early victories spearheaded by foundation grantees are now under serious challenges.

Earlier use of the term in the philanthropic circles can be traced back to the early 1970s. In 1972, in an internal memo to John H. Knowles, the president of the Rockefeller Foundation, one of his officers suggested that the foundation use the phrase "Towards Social Justice in an Interdependent World" as a "unifying theme" to describe its work.

Also in the 1970s, select small-to-medium sized family foundations embraced the practice, language, and ethos of social justice, as evidenced by their early support of the U.S. civil rights movement. Subsequently, many public foundations joined their ranks.

This diverse set of donors began to meet annually under the aegis of the National Network of Change-Oriented Foundations. In 1981, the Network's successor organization, the National Network of Grantmakers, asserted the following two purposes in its mandate:

"To be a voice for issues of social and economic justice within the philanthropic community and externally in sectors of the broad community including government, business, labor and education, and to expand the resource base (human and financial) for social and economic justice activities."

In the following decades, other donors used many terms akin to social change or social justice in their annual reports. A sample lexicon of phrases would include: advocacy, equity, the poor speaking and acting for themselves, human rights, civil rights, empowerment, movement building,

progressive change, social action, promotion of democracy, accountability and transparency, systemic change, and public policy.

Starting in the 1990s, large foundations began to use the term social justice. When the Ford Foundation reorganized its program divisions in 1996, it renamed one of them Peace and Social Justice. (That program division is now called Democracy, Rights and Justice.)

Social justice is not just a slogan on banner or bumper sticker or button. Its definition needs to be backed up with substance to be a useful grantmaker's tool. In the late 1990s, the Foundation Center and Independent Sector sought to define social justice philanthropy. What the group came up with is worth quoting:

"Social justice philanthropy is the granting of philanthropic contributions to nonprofit organizations based in the United States and other countries that work for structural change in order to increase the opportunity of those who are the least well off politically,

"Social justice philanthropy is the granting of philanthropic contributions to nonprofit organizations based in the United States and other countries that work for structural change in order to increase the opportunity of those who are the least well off politically, economically and socially."

economically and socially."

The report went on to describe the characteristics of a social justice framework, which makes lasting change more likely, including:

- a focus on root causes of inequity rather than symptoms;
- striving for lasting systemic and institutional change;
- a combination of tactics such as policy advocacy, grassroots organizing, litigation and communications to yield enduring results, and
- strengthening and empowering disadvantaged and vulnerable populations to advocate on their own behalf.

Subsequently, the Working Group on Philanthropy for Social Justice and Peace, under the aegis of the Ford Foundation, identified criteria it considers essential for good social justice philanthropy, upon which the following observations are based:

Because the mechanism of oppression sometimes appears faceless, foundation staff analyze the myriad ways in which institu-

tional structures contribute to injustice. The category of institutions is broad and might include, for example, the local school system, the church, the military, local and national governments, NGOs, the business sector or individual businesses.

One of the goals of an effective social justice grantmaker is to shift power from those who perpetuate injustice to those who suffer it. To this end, foundation staff examine how power in its various forms (wealth, political influence, etc.) is acquired, held, and brokered.

Because people's lives often hang in the balance, good intentions are not enough. The grantmaker's work should have a significant chance of succeeding. It will thus be important to attend carefully to such matters as the scale of the intervention and its time horizon. Social justice is not easily achieved, nor does it come quickly.

An effective social justice grantmaker works in meaningful partnership with the communities they aim to serve. This means that the grantmaker will learn from communities and,

whenever possible, take direction from them. The grantmaker will make the communities' voices heard, not that of the foundation.

By working in solidarity with affected communities, the grantmaker gains a deeper understanding of the issues involved. By looking to these communities for leadership, the foundation staffer increases their ownership of the work.

Effective social justice grantmakers respect the dignity of the communities they serve. They do not cast them as complete victims, unable to change their basic condition without assistance. Nor do grantmakers romanticize these communities. Because all people possess free will, all parties must acknowledge that they have the ability to participate in their own oppression or liberation.

Respect drives out both under-valuation and unrealistic expectations. It motivates social justice grantmakers to seek wisdom and strength from the communities they serve. ■

IN MEMORIAM

Joan Dunlop, a global leader on women's issues whose work led to universal guidelines on a woman's right to control her own body, died of breast cancer at her home in Connecticut on June 29. She was 78.

"To give the unborn child—I don't care what stage of gestation they are—preference over the woman in whom parents, teachers, society, culture has deeply invested, and say that investment has less value than a bunch of cells, is to me an outrage," she said in an oral history compiled by Smith College.

Ms. Dunlop was the first president of the International Women's Health Coalition (IWHC), an advocacy group that supports more than 50 health projects in eight countries. She held the position for 14 years, until 1998, and successfully lobbied delegates from more than 180 countries attending a world conference on women's issues in 1995 in Beijing to sign the guidelines on women's rights her coalition had helped develop.

A year earlier she led a group of colleagues at a meeting in London that wrote the "Women's Declaration on Population", which was adopted by the United Nations. It was the first international agreement on population policy to make women's rights a central concern.

Brian Brink, chair of the board of the IWHC, said at her death, "Her endless energy, courage and extraordinary wisdom made her a force to be reckoned with as she secured significant and progressive victories for the sexual and reproductive health of women."

Ms. Dunlop, who was born in London, had an illegal abortion when she was a young woman, which helped shape her unremitting desire to improve women's choices and roles. She was living in the United States when she took over the IWHC, then a small and underfunded organization.

She had worked at various jobs in England before coming to the United States. At first she worked at a Manhattan advertising agency but then was hired by the Ford Foundation to work on urban policy projects. She left to work in the budget office of New York City under Mayor John V. Lindsay and eventually became an adviser on population issues to John D. Rockefeller III, drawing on her work with Ford. Through Rockefeller she went to work for the Population Council, which he had founded in 1952 to provide scientific research on population questions. After a brief stint working for Vartan Gre-

gorian at the New York Public Library she joined the IWHC.

Her interests in women's rights had deepened to this point and, with promises of funding from Ford and others, she left to develop the coalition, which at the time was a small organization funding scattered abortion training and health service projects in a few countries in Asia, Africa and Latin America.

Beverly Levine, 76, who worked at the Foundation in various positions from 1984 to 2003, died September 10 after a short illness.

Beverly was as active in affairs in Ardsley, New York, as she was committed to her work at Ford. The mayor of Ardsley, Peter Porcino, said of her at her memorial service, "There's an old Woody Allen quote that says 80 percent of success is just showing up. Whenever you needed her, Beverly showed up."

She had been on the village's Board of Trustees for six years and was running for election to her fourth term. She was president of the Ardsley library and acting village historian. She helped implement a program, Nixle, that automatically connects all residents in an emergency. She served on the board of the Southern Westchester

BOCES for 28 years, and was a member of the Ardsley Board of Education for six years. She also earned a master's degree from New York University.

"She was a very tenacious woman who had very little tolerance for nonsense," said the village manager George Calvi. But she had a whimsical side too: During a December meeting of the village board she suddenly began singing, "Have Yourself a Merry Little Christmas".

"I was always that kid whose mom worked at the high school," said her son, Michael. "She was tough on us but always active in everything we did. After everyone in our family ran out of this great community, my mom refused to leave."

Karen McGruder, who was reference librarian at the Foundation from August 1995 to November 1996, died recently of breast cancer at the age of 54. Until two months before her death she was a reference and consulting librarian for the RAND Corporation in Washington, D.C.

Karen earned a bachelor's degree from Wellesley College and a master of library science degree from Rutgers University, where she was a founding member of the Rutgers African-American Alumni Alliance. ■

REMEMBERING BEVERLY LEVINE

By Nellie Toma

Nellie Toma, LAFF's secretary-treasurer, was a close friend and confidant of Beverly's since they worked together at the Foundation.

The world lost a wonderful person in Beverly Levine. Shortly after our amazing trip to Spain in May, Bev was diagnosed with advanced lung cancer and succumbed to the illness just a few months later. The suddenness of it was such a shock, but the memories will never fade.

"What part of NO don't you understand?" was one of numerous Beverlyisms with which we're all familiar. Beverly struck fear into the hearts of grown men and women—until they got to

know her and found that she had a heart of gold. She didn't hesitate to give her all if anyone needed help, as can be attested to by the hundreds of New York and overseas staff with whom she worked.

Bev loved working at Ford and touched many lives during her time there. She worked as Supervising Secretary in Human

Rights and Governance, as Supervising Secretary for the Asia Programs and as Overseas Liaison for the Office of Management Services. Bev enjoyed going to work every day. She loved her co-workers—most of them. She never forgot anyone's birthday until the day she died. She loved the mission of the Foundation and was proud to be a part of it.

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Beverly did not suffer fools, stupidity or inefficiency gladly. Another thing she didn't tolerate well were the many changes in technology. She always said, "If it ain't broke don't fix it." When we converted from the antiquated Wang to PCs her screen saver read, "Bring Back the Wang!" She would frequently yell out to me, "Nellie, get over here!", whenever she ran into trouble.

When she retired from the Foundation she said, "The only job I'm retiring from is my paying job." And with undiminished vigor she worked tirelessly in several capacities in her community. The mayor of Ardsley described her at her memorial service as a "super volunteer", and the flags of the village were flown at half-staff in her honor.

She had many interests and hobbies: she loved old movies and had a vast collection; she loved old music and jazz and had an equally large collection; she loved to travel and took singing lessons and classes on history and old movies. I think she must have cloned herself to participate in all these activities. Another Beverlyism: "If you want something done, give it to a busy person."

She was very close to her children and their spouses—Michael and Beth, Sue and John, Rich and Joanne—and to her grandchildren Emily, Daniel, Brian and Rachel. I know they will miss her tremendously.

The many comments from people she worked with at the Foundation affirm her enduring legacy:

"She will always be remembered in our family as our reliable link and connection to U.S.-based family and friends during our years in India."

"(I am) one of the many people worldwide who remember her with such fondness and warm memories."

"I know she will be doing some re-organizing (in heaven) after much discussion with 'those in charge.'"

"She was such a vital, active woman."

"Who knew that behind that big BARK was a kind soul."

"(She had a) robust humor and go-forward spirit."

"I was more than once mentally agape at her bravado. It was humbling—and scary!"

"I will never forget Beverly's dry humor and warm heart. She certainly knew how to look after us visitors. I soon saw through the 'hard New Yorker' exterior."

"She was a wonderful human being and we are all better people for having known her."

"A meteor has passed through the solar system."

Rest in Peace, my friend! ■

TED SMITH, 'AN UNDAUNTED VISIONARY'

Theodore M. Smith, whose career at Ford included being country representative in Indonesia and a special assistant to the Foundation's president, died September 1 when he fell during a hiking trip in the Mission Mountain Wilderness in Montana, where he lived. He was 71.

Ted was on a camping trip with several family members in an area near Mission Falls. He had just completed a 90-minute hike with his brother, Roger, and their two dogs and was starting back to their camp when he slipped and fell down a steep slope and over a ledge. He died of head trauma.

"Ted was where he loved to be," said his brother. "He was with people (and dogs) who loved him. There was smoke from forest fires around us but the valley we were in was crystal clear. It could not have been a more glorious day."

Ted had returned to his home state two years ago after a long professional career that began as a smokejumper during summers while he was in graduate school and ended as executive director of the Henry P. Kendall Foundation in Boston. His was a lifetime devoted to conservation, nurtured by early years of camping and hiking in the mountains of western Montana.

"Even when I was ten, twelve years old," he once told an interviewer, "our parents would drive us to the wilderness at the end of the road and say, okay, pick you up in a few days." Recalling those days he said, "My roots put me in awe of nature, and that's nature with a capital N."

His leadership abilities were apparent early too, when he was elected student body president at Missoula County High School, from which he graduated in 1959. He was a graduate of Pomona College and earned a doctorate from the University of California at Berkeley. It was while in college that he worked for three summers as a smokejumper for the U.S. Forest Service, flying out of Missoula and Fairbanks, Alaska.

He was a U.S. State Department contract employee in Vietnam in 1965 and joined Ford in 1967, staying until 1979. His work there began and ended as country repre-



Ted Smith and his granddaughter

sentative in Indonesia, interrupted by a two-year stint working on the Foundation's budget under **MacGeorge Bundy**.

Then came six years as president of the John D. Rockefeller III Agricultural Development Council, founding director of the Consultative Group on Biological Diversity, and consul-

tant to the World Bank, USAID and the Rockefeller Foundation.

In 1993 he became executive director of the Kendall Foundation, where he developed American and Canadian programs on ocean fisheries policies, landscape conservation, watershed management and, especially in his later years there, climate change and energy conservation.

One of the key groups that Ted funded during his tenure at Kendall is the Yukon Conservation Initiative, or Y2Y, a joint Canadian-American not-for-profit organization that works to preserve and maintain the wildlife, native plants, wilderness and natural processes of the mountainous region stretching from Yellowstone National Park to the Yukon Territory.

He was a member of its board at his death, one of many organizations on whose boards he served.

"Ted was a universally acknowledged conservation leader," Y2Y said in a statement on his death, "an undaunted visionary...and a true friend to those with whom he worked. His smile was warm and he possessed an unforgettable personality."

Will Hertz remembers Ted Smith as "one of my favorite people at the FF. He served in a variety of functions, all with conspicuous skill and originality. Ted showed his gift for innovation on both local and regional problems in his programming with Kendall."

In his president's message in the July issue of the newsletter, **Shep Forman** wrote of two recent visits he had with Ted Smith at his home in Polson, Montana.

Ted Smith is survived, in addition to his brother, by two stepdaughters, two granddaughters, two nephews and a niece. His wife, Mary, preceded him in death. They had been married 31 years. ■

The Laffing Parade

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Foundation's office of Governance and Civil Society from 1995 to 1998.

He writes frequently on philanthropy, notably as a regular contributor to PhilanTopic, a blog of opinion and commentary from the Philanthropy News Digest, a publication of the Foundation Center. An edited version of an article he wrote about social justice grantmaking for GMNsight, a new journal of the Grants Managers Network, appears on page 5 of this issue of the newsletter.

Michael is a trustee of EMpower—The Emerging Markets Foundation, a former president of the New York Regional Association of Grantmakers (NYRAG) and founding executive director of Funders Concerned About AIDS.

William Rust, who was Director of the Office of Communications at the Foundation from 1985 to 1991, recently published a book on America's role in Laos during the early years of the Cold War in Southeast Asia, *Before the Quagmire: American Intervention in Laos, 1954-1961*. Reviewers have called it "a first-rate account", "a valuable service" and "a vitally important reminder".

In the September/October issue of *Foreign Affairs*, Lawrence Freedman, professor of war studies at King's College London, writes that, "Although the conflicts in Vietnam and Laos were tightly linked, the story of American involvement in the latter is far less well known....For that reason, Rust's first-rate account focuses mainly on policymakers."

John Prado, director of the Vietnam Project at the National Security Archive, says, "Missing far too long from the ranks of Southeast Asia observers, William J. Rust in his new book shows in ample detail why his voice is needed. Rust has found a hole in our understanding of the evolution of the Vietnam War...and filled it ably. *Before the Quagmire* provides a fascinating look, in intimate terms, at the path of U.S. policy..."

"The large shadow of Vietnam has for too long obscured pivotal pieces of the Southeast Asian mosaic," writes Richard H. Immerman, director of Temple University's Center for the Study of Force and Diplomacy. "William Rust has provided a valuable service for both scholars and the public by producing this rigorous monograph..."

Rust received a bachelor's degree from George Washington University and began his editorial career at *U.S. News and World*

Report, writing retrospective articles on the Vietnam War. He has spent much of his career as a writer, editor and communications consultant for foundations and corporations. In 1985 he published *Kennedy in Vietnam*, and is working on a sequel to *Before the Quagmire* titled *A Piece of War: The United States in Laos, 1961-1963*.

More details, including reviews, are available at the website www.beforethequagmire.com

Dean C. Morris has joined the West Harlem Development Corporation in New York City as Director of Programs. Dean worked for the Freedom of Expression unit at the Foundation with an emphasis on ethnic media. He also was a program officer for education, overseeing grants to organizations working to increase economic opportunities for unrepresented communities.

He has also worked for such community organizations as the Liberty Partnerships Program at Fordham University, which mentors at-risk youth, and Sequoia Community Initiatives, a transitional housing management organization. At Sequoia he was an advocate for people coping with homelessness, mental illness and substance abuse. ■