

# LAFF

THE LAFF SOCIETY

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

Fall 2008 / No. 56

## The LAFFing Parade

**Terance Bigalke**, who worked in the Jakarta office with Ann Dunham (Soetoro), Barak Obama's mother, in the 1980s, offers his recollection of Dunham in an article on Bloomberg.com. According to Bigalke, Dunham, a specialist on women's rights and microfinance, fostered social activism in Obama through her work on behalf of the world's poor. "She had a strong concern for people who were in difficult circumstances economically. That concern led her to study the underground economy of Jakarta street vendors."

**Eric Schwartz**, who was a summer intern in 1984 in the Human Rights and Governance program and after that a research assistant in the Developing Countries unit, has been named executive director of the Washington-based Connect US Fund.

Founded in 2004 by the William and Flora Hewlett Foundation and now supported by a consortium of five foundations including Ford, Connect US includes more than 200 individuals, initiatives, and organizations that "share the goal of promoting responsible U.S. global engagement and using collaboration as a strategy to accomplish objectives."

Eric served on the National Security Council during the Clinton Administration where he managed the administration's responses on a range of peacekeeping, humanitarian, and refugee issues. He has also worked as a deputy special UN envoy for tsunami recovery, promoting coordination, accountability, and best practices in the recovery effort.

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## NEW LAFF WEBSITE

The LAFF Society now has its own website: [www.laffsociety.org](http://www.laffsociety.org). It's still in the development process, but you will find early entries under "Home," "About," "Membership," "Upcoming Events," "Directory," "Newsletters," "LAFF Blog," "Contacts," and "Site Map." Peter Geithner, LAFF president, welcomes your comments and suggestions for improvement.



Ubinas addressing LAFFers

## LAFFers' Comments on Meeting at Ford Foundation

*On June 28, nearly 100 members of the LAFF Society were welcomed to the Ford Foundation by Ford's new president, Luis Ubiñas—the first LAFF meeting at the Foundation and with a Foundation president in LAFF's 17-year history. Bob Tolles's full account of the meeting was sent to LAFF members in July in a special edition of the LAFF newsletter.*

**O**n June 28, nearly 100 members of the LAFF Society were welcomed to the Ford Foundation by Ford's new president, Luis Ubiñas—the first LAFF meeting at the Foundation and with a Foundation president in LAFF's 17-year history. Bob Tolles's full account of the meeting was sent to LAFF members in July in a special edition of the LAFF newsletter.

Given the historic importance of the meeting, a follow-up e-mail was sent to 98 LAFF members—all those whose e-mail addresses are listed in the LAFF directory—asking for their comments on the meeting and on the prospects Ubiñas cited for a

closer connection between LAFF and the Foundation.

We have received 24 responses—14 from persons who attended the meeting and 10 from those who did not but learned about it from Bob's account.

Two themes emerge from these responses:

1. All but two of the responders were enthusiastic about the meeting, Ubiñas's welcoming remarks, and the prospects for a closer relationship between LAFF and the Foundation.
2. More than half of those responding proposed that the Foundation draw on the experience and achievements of individual

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## LAFFers' Comments

*continued from page 1*

LAFF members since their FF service in areas of common program interest.

Here are selected LAFFers' comments in order of receipt:

**Frank Sutton:** "I was indeed at the LAFF meeting at the Foundation, heard Ubiñas, and had a fine time seeing old colleagues. I particularly enjoyed the warmth of greetings from singers who used to assemble for the holiday caroling and who remember those occasions with delight. Ubiñas's opening remarks seemed cautious and bland to me, but he rose well to questions from the audience that must have totaled about 100."

**Kerwin Tesdell:** "I very much appreciated Ubiñas' strong statement of support for and interest in engagement with LAFF. One of the great things about working at the Foundation is the group of colleagues with whom we are all honored to serve. It will be a pleasure to strengthen ties and contacts with this exceptional group of Ford employees, both past and present, in what promises to be a LAFF re-energized by a direct relationship with the Foundation."

**Bud Harkavy:** "Fran and I greatly enjoyed the LAFF program at the Foundation and were most favorably impressed by Ubiñas. His warm personality and broad world view bodes well for his leadership. A possibility for a series of programs that take advantage of close relations between the Foundation and LAFF might be half-hour presentations of program strategies by officers in charge followed by Q and A sessions."

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### The LAFF Society

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**Gus Ranis:** "The very idea of inviting LAFF members to the Foundation showed a welcome indication of openness which augurs well for the future of both LAFF and, as importantly, the Foundation itself. I was impressed by the warmth of Ubiñas's remarks and his expressed intention to move beyond the event and establish mutu-

nor Ubiñas recognized the immense talent and reservoir of knowledge that exists in former FF staff. If he were really politically savvy, he'd create an advisory group of former staffers to run BIG ideas past—not to veto but to help shape new initiatives."

**Peter de Janosi:** "The first LAFF meeting at the FF was a great step forward in

**"The very idea of inviting LAFF members to the Foundation showed a welcome indication of openness which augurs well for the future of both LAFF and, as importantly, the Foundation itself." Gus Ranis**

ally beneficial ties between the Foundation and LAFF. The potential here should not be overstated, but small, carefully orchestrated, steps, with the support of current Ford staff makes eminently good sense. The ultimate test, of course, rests with such follow-up to the meeting and with whether it can be sustained over time."

**Terry Saario:** "I wasn't at the meeting with Ubiñas, but I was struck in the write-up that apparently no one in the audience

improving the relationship between the two organizations. However, it is not clear what shape this relationship will take as the FF is neither a university nor a corporation. Only time and various initiatives will determine whether the connections will pay off, but my sense of the meeting is that Ubiñas is open to explorations. Peter should establish a small committee of LAFF members (consisting mostly of younger people) to explore *continued on page 3*

## PRESIDENT'S MESSAGE

In the Ford Foundation's 2007 Annual Report (a copy of which you should be receiving in the mail), Katherine Fuller, Chair of the Board, refers to the past year "as a time of transition and renewal." The same could be said of LAFF.

LAFF held its first ever meeting at the Foundation on June 26th at the invitation of President Luis Ubiñas. Bob Tolles reported on Luis's encouraging remarks in the recent special edition of the newsletter.

Luis has gone on to invite LAFF to have future meetings at the Foundation, add LAFF members to the Foundation's mailing list, authorize us to invite departing staff members in New York and overseas offices to join LAFF, and encourage us to explore other areas of cooperation with Marta Tellado, the Foundation's vice president for communications.

Among the items for discussion are a LAFF gala dinner at the Foundation in the spring or fall of 2009 with Luis as the principle speaker, creation of thematic chapters involving current staff and alumni with common program interests, and the helpful suggestions many of you made in response to Will Hertz's e-mail survey. (See "LAFFers' Comments on Meeting at FF" in this issue.)

We note with mixed emotions the retirement of Mary Camper-Titsingh as Secretary-Treasurer after 13 years of exemplary service. (More on Mary in the next issue of the Newsletter.) We are delighted that

Nellie Toma has agreed to succeed Mary. Nellie brings to the position years of experience with the Foundation and a strong commitment to LAFF.

We also welcome John LaHoud as a new newsletter editor, and we are eager to hear from others who would be willing to serve in that capacity.

The Bangkok, Boston, New York, and Washington chapters are planning meetings this fall, and will announce these events when firm dates are set. New chapters have been organized in Jakarta and Cairo. A report on the former is included in this issue; information on the latter will be in the next issue. Other new chapters are in the works.

The long-awaited LAFF website (see separate box) is about to be launched. We will be sending a separate announcement shortly.

Our Advisory Board will be considering the process to be followed in seeking a new president to take office in 2009. Your suggestions on the process as well as possible candidates are warmly welcomed.

If testimony is needed to document the extraordinary individuals who have served with Foundation, please see this issue of the Newsletter. We are indebted to Will Hertz for his editorship of the issue and to you for providing such ample evidence.

Peter F. Geithner

this matter. After LAFF has some possible ideas, the committee could approach the FF, and determine what FF might like to have LAFF do, and how they see a role for LAFF.”

**Carol Arnold:** “It was delightful to reconnect with former colleagues, to remember and reflect on the many accomplishments of the FF and its staff, and to be remembered. But it was the invitation by Luis Ubiñas to return to the Foundation headquarters that was so reminiscent of the welcoming and supportive Foundation Spirit that I knew from 1970-84. I left feeling hopeful and confident that ‘partnering’ with FF former staff as well as its future grantees will usher in a new age of organizational know-how and philanthropy.”

**Dick Dye:** “My suggestion would be that

have done marvelous things since leaving the Foundation. There might be regular meetings between LAFF members and current staff on program matters of common interest to provide some consistency in past and current program content.”

**Dick Sharpe:** “It is great that LAFF has moved beyond a perception among some in the Foundation that we are a band of potentially dangerous, angry rejects. The truth of the matter is that we are loyal fans of an institution that has contributed to society in many ways and that offers great potential for doing even better in the future. And we are all deeply grateful to the Foundation for providing such an extraordinary opportunity to do something useful during our tenure on its staff.”

**Sheila McLean:** “I loved my decade (the

**“It’s a bonus to have a Foundation president recognize that networking among people who have cared about and fully participated in the growth and development of an institution is a plus as they pursue new, and often related, endeavors.”**

**Sheila McLean**

LAFF work with a designated Foundation person or persons on the development of a LAFF members’ skills database that the Foundation could draw on, as it seeks consulting, advisory, or other help in carrying out its work now and in the future. As a first step, there could be a joint effort to develop a matrix of fields and skills in which the Foundation wish assistance. This could be followed by an opportunity for LAFF volunteers to indicate to the Foundation specific areas within the matrix in which they might be interested in providing assistance.”

**Jeffrey Puryear:** “I did not attend, but have read Bob’s useful account. The meeting looks like a good first step. But large meetings like this typically do not produce enough in-depth discussion. Going forward, Ubiñas would be well served by convening a series of much smaller meetings, each with just a couple of ex-staffers from the same program area, to hear their views on how the Foundation did (or did not) manage to achieve significance and impact in the past. He would certainly get a more vivid sense of the Foundation’s history, and might get some good tips about what it should do in the future.”

**Jim Armsey:** “Many of the FF alumni

1970s) at the Foundation, enabling me to make two major contributions—first, to the development of nonprofit law (especially internationally) and second, to helping South Africans expand human rights and education programs for the majority population during the apartheid regime. I continued both threads after leaving the Foundation and networked with former Foundation staffers and, to a limited degree, with those who remained and were our successors. It’s a bonus to have a Foundation president recognize that networking among people who have cared about and fully participated in the growth and development of an institution is a plus as they pursue new, and often related, endeavors.”

**Bill Gamble:** “I was pleased to see a desire for increased contact between the Foundation and LAFF. The meeting and exchange of thoughts was excellent for LAFF members to again be recognized and their past accomplishments appreciated. It also should have been good for Ubiñas to see this large group of individuals who are still so loyal to the Foundation and are still so appreciative of the opportunity that the Foundation provided to be engaged in so many worthy endeavors. For me, it was also nice to see so many names among the LAFF

members present from my era in the Foundation.”

**Evelyn Bush Walsh:** “Ubiñas’ outreach to former staff members impressed me both as a friendly bridge to the past and the recognition that the Foundation’s history will be an important part of his vision of the evolution of the Foundation’s role in philanthropy today.”

**Rocky Staples:** “Ubiñas was generous in his words about LAFF and gracious in his acknowledgment that the long chill between the FF and LAFF was unfortunate. LAFF should seek to be responsive to Ubiñas and his staff if, as, and when he asks for help or ideas. I trust LAFF will from time to time be asked to attend or be able to be more forthcoming. I find oral briefings better than written reports but good reports or copies of planning or evaluation documents can also serve as excellent informational tools.”

**Verne Atwater:** “I strongly agree with Evelyn Walsh’s positive appraisal of the clear attempt to reconnect the Foundation to its past. I would add only the suggestion of a 21st Century Study Commission comparable to the 1952 Gaither Study Commission, which defined the post-WW2 mission of the Foundation ‘to advance human welfare’ and set program goals for an evolutionary 50 years.”

**Rona Kluger:** “I was appreciative of Ubiñas’ invitation to hold the LAFF meeting on site. It heartens me that the new Ford president sees LAFF as a resource rather than as an irritant. It was quite a scene at Ford, with so many old faces (some of whom looked startlingly the same as they did many years ago) mixing with current Ford staff. The interchange was friendly, perhaps a bit guarded, but that is understandable. What matters is that a first step toward harnessing the experience and talents of Ford alumni to assist current Ford staff was taken.”

**Joan Kaufman:** “I was excited to hear Ubiñas say that he was assigning a staff person to work with LAFF and thought his comment about wanting to build bridges to former staff was also encouraging. Many of us have continued to work on the same issues that the Foundation works on, often in the countries where we were posted (for me that was China). It would be a win/win for the organization to create some systematic way to mine input and ideas from us in areas where the Foundation works, recognizing of course that many of us are now on the other side of the funding table.” ■

## Chapter News

### JAKARTA

*Visiting from New York, David Winder reports on the first meeting of the LAFF Indonesia Chapter in Jakarta in August:*

“The Ford Foundation office were wonderful hosts for our meeting, providing lunch and a meeting room. It was good to have the meeting here as it enabled Foundation alumni to mingle with current staff over lunch.

“At the gathering I talked briefly about the role of LAFF and recent developments and shared the most recent newsletter. We all caught up on what each is doing post-Ford Foundation. It was a very happy occasion, and all who attended said how much they still feel part of the Ford Foundation family.

“**Nani Supolo** had done a good job with the help of Desie Tasik, a current staff mem-

ber, to bring together the group. Others attending were Ibu Titi, Nina Guzman, Nina Purwandari, Utje, and Frida. We were also pleased that **Sidney Jones** was able to join us. She is based here with the International Crisis Center. The turnout would have been even larger were it not for the traffic (an increasing challenge in Jakarta) or other commitments.

“The group agreed to form a Chapter, and Nani graciously agreed to be the convener with the help of Desie. Nani explained that some members may find it difficult to meet the fee requirement. We should discuss a policy for fees for overseas chapters.”

David, who worked for the Foundation in Mexico and Central America and then in Southeast Asia from 1980 to 1992, is now director of special projects for the Synergos Institute in New York. ■

### MAJOR APPOINTMENTS

Four LAFFers—**Gowher Rizvi, Margaret Hempel, Mara Manus** and **Jeffrey Campbell**—have received major new appointments.

Rizvi, who worked for the Foundation from 1995 to 2002, has been named vice provost for international programs at the University of Virginia. At Ford, he served as deputy director for Governance and Civil Society and then as the representative in New Delhi.

In a career of more than 25 years across four continents, Rizvi has combined academic appointments with positions in international organizations, not-for-profit organizations, and the media.

Before joining Ford, he was a professor of politics at Oxford University and director of contemporary affairs of the Asia Society in New York. After leaving Ford, he was director of the Ash Institute for Democratic Governance at Harvard’s Kennedy School of Government.

Manus, the top financial executive at New York’s Public Theater, was named executive director of the Film Society of Lincoln Center. In that role, she took over the Society’s \$38 million expansion as part of Lincoln Center’s ambitious redevelopment plan. The expansion involves the addition of two theaters and an amphitheater across from its current home at the Walter

Reade Theater on West 65th street.

Manus worked for Ford from 1998 to 2002 as a program officer in Economic Development.

Hempel, vice president of programs at the MS Foundation for Women, was appointed vice president for programs at the American Jewish World Service in New York. With 25 years of experience working with international and domestic health and development organizations, she will direct the AMWS’s grant-making, volunteer and advocacy programs in Africa, Asia and Latin America.

At Ford, she served from 1990 to 1999 as deputy director of the Reproductive Health and Population program.

Campbell was named director of grant-making at The Christensen Fund in Palo Alto, California. He stepped down in September as senior program officer in the Foundation’s Community and Resource Development program after 17 years of service including assignments in New Delhi and Jakarta,

The Fund, Campbell e-mails us, “focuses on the ‘bio-cultural’—the rich but neglected adaptive interweave of people and place, culture and ecology.” Grant making is concentrated in four unique regions—the Rift Valley in Ethiopia, Eastern Turkey and Central Asia, Northern Australia and Melanesia, and the Great American Southwest (in the U.S. and Mexico). ■

### One Man’s Meat....

**A**n article in the Chronicle of Philanthropy on “Curing Career Frustration” includes a provocative reminiscence by **Jon Funabiki**, who was deputy director of the Media, Arts and Culture program at the Ford Foundation until 2006. Previously he had been editor of the *San Diego Union*, and he is now a professor of journalism at San Francisco State University.

According to the article, Funabiki spent 11 years at the Foundation, making grants to train Asian-American journalists. “But as much as he enjoyed his job, he couldn’t stay,” the article by Eric Frazier says. “The

**“I had this feeling I would get too used to giving away money. It is a very powerful job. You could start to believe all the good things people say about how smart you are, how funny you are. I didn’t want this to happen to me.”**

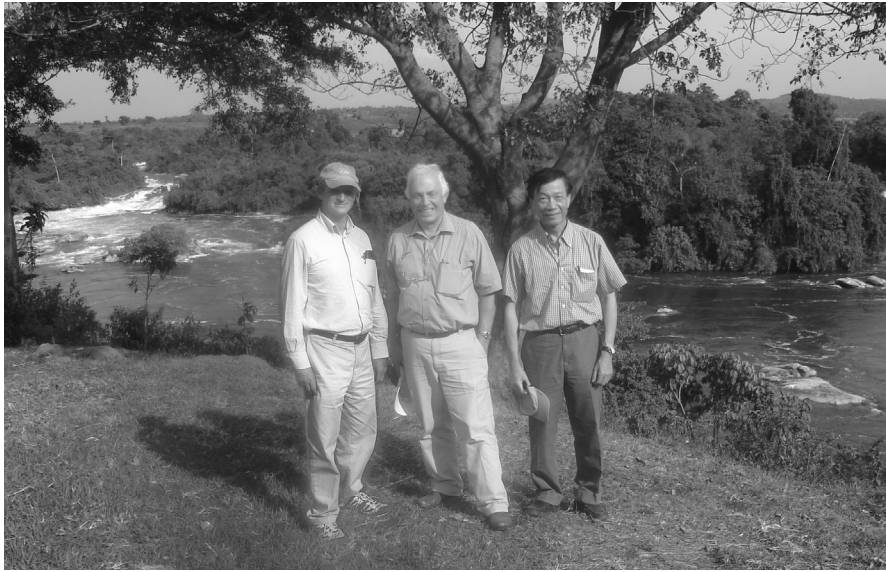
people applying for his grants were the ones doing the real work, he ultimately decided. They were out on the front lines of social change, and he missed being out there with them.”

The article then quotes Funabiki:

“I had this feeling I would get too used to giving away money. It is a very powerful job. You could start to believe all the good things people say about how smart you are, how funny you are. I didn’t want this to happen to me.”

Frazier continues: “He personifies what some experts are calling a nagging problem at the core of the work of grant making. As covered as the relatively few program-officer jobs are, researchers say the people occupying them often feel isolated, conflicted, even unfulfilled. Some, like Mr. Funabiki, ultimately leave. Others stay, but the isolation leaves them at risk of losing their professional bearings, a situation that some foundation veterans say can affect grant making negatively.”

LAFFers: How does this compare with your experience? ■



Roberto, Werner and Tongroj on the Nile River in Uganda.

## WORLD BANK INSPECTION TEAM

**W**erner Kiene, Tongroj Onchan, and Roberto Lenton—LAFFers who served in different offices of the Foundation during the 1970s and 1980s—have recently served together as members of the three-person Inspection Panel of the World Bank. Finding other LAFFers as colleagues was a surprising bonus for the three panel members since they were appointed independently by the Bank's Board of Executive Directors.

One of the three, Tongroj, stepped down from the panel at the end of August. However, a fourth LAFFer, David Winder, has just joined the team for a mission in Argentina.

Werner, the current chair of the panel based full-time at the World Bank in Washington, will finish at the end of next year; and Roberto, the newest member, remains until 2012.

The panel's primary purpose is to address the concerns of people who may be affected by Bank projects and to ensure that the Bank adheres to its operational policies and procedures. The panel is thus an independent fact-finding vehicle for people who believe that they have been, or are likely to be, harmed by World Bank-funded projects to bring their concerns directly to the Bank's Board.

Panel members are appointed by the Bank's Board for non-renewable periods of five years. They are selected on the basis of

their ability to deal thoroughly and fairly with the requests brought to them, their integrity and independence from the Bank's management, and their exposure to developmental issues and living conditions in developing countries.

Tongroj, Werner, Roberto and David each served at different times and in different offices at the Foundation, and came to the Inspection Panel after pursuing different activities afterwards.

**The inspection panel's primary purpose is to address the concerns of people who may be affected by Bank projects and to ensure that the Bank adheres to its operational policies and procedures.**

Tongroj, a member of the Bangkok chapter of LAFF, served in the Bangkok office of the Foundation in the late 1970s. He subsequently taught in the faculty of economics at Kasetsart University and later served as vice president of Huachiew Chalermprakiat University, vice president and then president of the Thailand Environment Institute, and president of the Mekong Environment and

Resource Institute.

Werner, a member of the Washington chapter of LAFF, served in the New York, Tunis and Lagos offices from 1972 to 1982. He subsequently held leadership positions with GTZ, the German Development Assistance agency, and the World Food Programme, where he served as Director of the Office of Evaluation, Country Director for Bangladesh, and Representative in Washington, D.C.

Roberto, a member of the New York chapter of LAFF, served in the Rural Poverty and Resource Program in Delhi and New York from 1977 to 1986. He subsequently became director general of the International Water Management Institute in Sri Lanka and then Director for Sustainable Energy and Environment at the United Nations Development Programme in New York, before joining the Earth Institute at Columbia University.

David, also a member of the New York chapter of LAFF, served as Foundation representative in Mexico City and Jakarta from 1980 to 1992. He has since been director of special projects at the Synergos Institute where he has developed a foundation-building program, providing technical assistance to grant-making foundations, associations of foundations and philanthropy support centers in Latin America, Southeast Asia and Southern Africa. ■

# COOL HAND FORD

**T**he recent death of the great actor Paul Newman recalls an encounter between him and the Ford Foundation, some 28 years ago. The issue was Newman's role in the 1981 film *Fort Apache: The Bronx*.

Some Foundation staff, notably **Anita Miller**, whose portfolio included housing and community development grants in the Bronx, objected to what they had heard were unfavorable portrayals of Puerto Rican residents of the neighborhood. They also objected to the film's view of the area as a wild, lawless, and dangerous territory. Thus the local police station was named Fort Apache.

Also, a Puerto Rican nurse, with whom Newman falls in love, dies of a drug overdose. Vivid scenes include a drug-demented prostitute killing two rookie cops. Another scene shows a mob of Puerto Ricans and blacks attacking the station house and being subdued by tear gas and nightsticks, and two white officers hurling an innocent Puerto Rican teenager to his death from a tenement roof.

Community leaders, clergy, and politicians called for a national boycott of the film. Charges of racism stung Newman, who with his wife, Joanne Woodward, had earned reputations as liberals, contributing time and money to many progressive political and social causes.

The film was still in production, and Anita was determined to have the negative impressions corrected. She was closely in touch with the grim streets of New York. She knew scores of residents, politicians, promoters, clergy and others who were trying to bring light and hope to "an urban nightmare, a contemporary American vision of World War II Dresden or Manila or Hiroshima, destroyed by decades of what is euphemistically referred to as urban decay."

Anita enlisted me, then director of the Office of Reports, reasoning (incorrectly) that since I dealt with media I could put her in touch with Newman. She wanted to tell him about the wonderful things going on in the South Bronx and prove that it isn't wasteland.

"There are thousands upon thousands of honest hard-working men and women trying to make better life there for themselves and their children," she said. "I am sure that when he knows the facts, he will see to it that the film isn't so totally depressing about an entire neighborhood."

Getting through to Newman took weeks, but Miller was finally invited to go to the scene of the filming of an episode of the movie on East 149th Street. Violating CIA-type instructions, she took me along. Fortunately her old-model, bruised, car blended in with the shabby neighborhood.

We were soon surrounded by a retinue of Newman's personal staff and the film producers, including public-relations people and a couple of men with the dimensions of bodyguards.

The man in charge introduced the visitors to black and Spanish-surnamed residents who had been recruited to help with the logistics of the production. They were also handed sheets giving an analysis of the economic benefits to the South Bronx of the food, stipend, equipment, rentals...all adding up to over \$2 million. It became clear that Newman and his producer David Suskind might perceive the liberal Ford Foundation as a buffer between them and their accusers.

After 45 minutes the crew broke for lunch. Newman greeted Miller and Magat civilly, and a large group trooped up the hill to a Puerto Rican restaurant. Unfortunately, there was a lively illicit drug market across the street from the restaurant.

This did not phase Anita, who began her pitch even as they walked. As she unrolled her stories of constructive development, Newman was somewhat skeptical. He asked whether many of the organizations she mentioned were phony, just set up to collect grants.

But as she continued his interest perked up when she mentioned home-ownership projects. These included some where residents contributed their own labor toward building new homes or rehabilitating old ones, in return for which, along with low-interest loans, they could acquire equity.

To Newman home ownership spelled responsibility and a firm stake in one's surroundings...an anchor of stability in an other chaotic environment. From then on Newman seemed convinced that the South Bronx was more than a wasteland.

Newman and Anita exchanged phone numbers, and he agreed to visit some of the positive developments in the South Bronx. But as she walked back to her car, pickets were at the bottom of the hill carrying signs calling Newman a racist. Disconcerted, Anita turned around and shouted, "They're not ours, Paul. They're not ours."

Changes were made in the film, and it was preceded by the following message:

*The picture you are about to see is a portrayal of the lives of two policemen working out of a precinct in the South Bronx. Because the story involves police work, it does not deal with the law-abiding members of the community, nor does it dramatize the efforts of the individuals and groups who are struggling to turn the South Bronx around...■*

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## In Memoriam

**Norman Dello Joio**, one of the country's leading composers who directed the Foundation's Contemporary Music Project from 1959 to 1973, died in July at his home in East Hampton, New York. He was 95. The Foundation project placed 90 young composers in U.S. high schools to compose music for school ensembles and programs. Many of the composers went on to distinguished careers in their own right. The program was later spun off to the Music Educators National Conference, with Ford funding, and expanded to include university training programs for talented music students and community residencies

for young composers.

**Audrey Elaine Hamilton Laing**, who worked at the Foundation as a secretary and program assistant from January, 1972 to July, 1993, died in June at 83 while visiting Florida. She lived in State College, Pennsylvania. She started as secretary to Lowell Hardin in the office of the vice president, International Division, and then served in secretarial positions in several other programs. In March 1982, she was promoted to administrative secretary in the office of the vice president, Organization and Management, and in 1983 to program assistant in Program Related Investments. ■

# Bundy-Thomas Transition

**A** recent article in *The Chronicle of Philanthropy* about leadership transitions at the major foundations includes an interesting reference to the Bundy-Thomas transition at the Ford Foundation:

“The Ford Foundation offers a cautionary tale of inexperienced leadership. In June, 1979, Ford chose a recently appointed member of its board of trustees, **Franklin Thomas**, to succeed **McGeorge Bundy** as its president.

“Mr. Thomas, a lawyer and leader of community-development organizations by trade, inherited many problems from the tempestuous Bundy years, including the erosion of the foundation’s finances and involvement in withering controversies outside its walls.

**By the time he retired in the mid-1990s, Mr. Thomas was one of the most widely respected foundation chief executives.**

“Confronted by foundation work at its most challenging, Mr. Thomas essentially withdrew to his office, inaccessible to all but a handful of close staff members. Whether it was a crisis of self-confidence, as his detractors said, or a careful top-to-bottom review of the Foundation’s programs, as his defenders maintained, it was indisputable that for nearly two years, the Ford Foundation drifted under a leader who simply was not ready for the reins.

“This story has a happy ending. Mr. Thomas emerged from his self-imposed isolation in mid-1981 and began to lead with a vigorous hand and a clear direction. By the time he retired in the mid-1990s, Mr. Thomas was one of the most widely respected foundation chief executives.

“And, perhaps mindful of the events of nearly two decades previously, the Ford trustees decided that Thomas’s successor would be **Susan V. Berresford**, a longtime executive at the foundation. Her extensive grant-making and foundation-management experience jump-started her largely successful tenure.”

The article’s author was Joel J. Oroc, formerly with the Kellogg Foundation. ■

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**Starry Krueger**, who served as a consultant to the Ford Foundation in the 1970s, has sent us a brochure for the RDLN Rural Development Institute coordinated by the Rural Development Leadership Network of which she is the founding president.

Located at the University of California at Davis, RDLN is a national, multicultural social change organization, which supports community-based development in poor rural areas through hands-on projects, education, leadership development and networking. It makes it possible for persons working in rural community development to earn a graduate or undergraduate degree. Core coursework is offered in four areas: Economics and Economic Development, Overview of Rural Areas, Organization and Management, and Tools for Rural Development.

**Dick Sharpe** (International Division, Public Policy committee, 1970-1981) reports from Las Vegas: “I am not sure I ever reported my retirement in December, 2005, as Executive Vice President of the Donald W. Reynolds Foundation in Las Vegas. I have continued since then as the part-time Managing Consultant of its Cardiovascular Clinical Research Program.

“That program has awarded about \$158 million in support of three Donald W. Reynolds Cardiovascular Clinical Research

## Welcome Aboard, John LaHoud

John LaHoud, who worked as a writer in the Foundation’s Office of Reports in early 1970s, is joining the team of editors for the LAFF Newsletter. The other editors are **Dick Magat**, **Bob Tolles** and **Will Hertz**. He will begin working with Dick on the winter issue.

John retired a few years ago from teaching journalism and speech at Ulster County Community College in New York’s Hudson Valley. Since then he has been living in Damascus, Maryland—not much of change, he reports, since he lived and worked in Washington before joining the Foundation.

We are still looking for more editors to share the honor and the burden. Prime qualification: writing (preferably journalistic) experience, and preferably FF alumnus(a) status.

Centers, at Johns Hopkins, Harvard, and the University of Texas Southwestern Medical Center at Dallas. The Centers’ scientists are engaged in translational research that promises breakthroughs in such areas as the repair of damaged hearts, treatment of heart failure, and earlier detection and treatment of heart disease.”

**Omotade Akin Aina**, previously the Foundation’s regional representative for East Africa based in Nairobi, has been named program director for higher education in Africa by the Carnegie Corporation of New York.

Two Ford Foundation alumni, now associated with the Aspen Institute—**Anne C. Kubisch** (Latin America/Caribbean, Nigeria, and Urban Poverty) and **Judith Samuelson** (Program-Related Investments)—have broken into print in recent months.

Anne, now director of Aspen’s Roundtable on Community Change, was one of six members of the Structural Racism Caucus, a coalition seeking to end racial bias, who signed a letter to the editor of the *Chronicle of Philanthropy*. The letter commented on a column by William Schambra of the Hudson Institute, alleging “structural racism” in various nonprofit groups and journals. The letter contended that philanthropic and nonprofit sectors have played an important role in promoting racial justice, and that several foundations, including Ford, have supported a number of grantees that “develop and apply a comprehensive, structural race analysis” to identify solutions to continuing racial problems.

Judith, executive director of Aspen’s Business and Society program, authored the cover story in a recent issue of *Directors & Boards* magazine. Under the title, “The Aspen Principles: A better way,” the article described explored the genesis of the Aspen Principles, when a “critical mass of strange bedfellows” came up with a plan in 2007 to encourage U.S. Business to undertake longer-term measures for environmental protection and enhancement.

Adding to her comment on the LAFF meeting at the FF, **Carol Arnold** (who worked in the Secretary’s Office and in several programs from 1970 to 1984) reports: “After leaving FF in 1984 I went on to social work school at Columbia U. and took additional post-graduate training while pursuing a career as a psychotherapist, primarily in community mental health. In addition, I was employed at Columbia University School of Public Health as part of a team collecting psychosocial data and doing in-depth inter-

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## CRISIS IN WORKFORCE SKILLS

A national failure to address the critical needs of the nation's workforce skills is putting the country in jeopardy and threatening its standard of living and economic viability, according to an important new report by the National Commission on Adult Literacy.

LAFF member **Gail Spangenberg** was a commissioner on the two-year project as well as its chief organizer and administrator. She was a program officer at the Foundation specializing on adult education in 1970s, and is now president of the Council for Advancement of Adult Literacy

"Education drives the economy," the report contends. "Almost a decade into the 21st century, America faces a choice. We can

invest in the basic education and skills of our work force and remain competitive in today's global economy, or we can continue to overlook glaring evidence of a national crisis and move further down the path to decline.

"The commission recommends immediate action to reverse the course we are on. It calls for strong, bold leadership from federal and state government, and it challenges business leaders, philanthropy, and the non-profit sector to become part of the solution."

The report, "Reach Higher, America: Overcoming Crisis in the U.S. Workforce," details a number of recommendations for government, business and the nonprofit sector. It is available at [www.nationalcommissiononadultliteracy.org/report.html](http://www.nationalcommissiononadultliteracy.org/report.html). ■

and support group of women's breast cancer survivors, under a grant that has come to an end."

After serving as information minister in President Robert Mugabe's government, **Jonathan Moyo**, program officer in the Foundation's Nairobi office from 1993 to 1998, is now an independent member of the parliament in Zimbabwe and part of Mugabe's opposition.

After leaving the Foundation, Moyo served as a visiting professor at the University of Witwatersrand in South Africa and spokesman for Zimbabwe's Constitutional Commission. In 2000, he was named general election campaign manager for Mugabe's party, the Zimbabwe African National Union (ZANU), and then information minister and member of the party's central committee.

As information minister, reports *The New York Times*, he was "the architect of laws that have effectively shut down the nation's free press." In December, 2004, he was dropped from ZANU's central committee for disloyalty, and he resigned his cabinet position. In March, 2005, he ran successfully for a seat in parliament as an independent, and was re-elected last March. ■

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## The LAFFing Parade

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views of individuals coping with cancer and AIDS.

"I developed a part-time private practice incorporating conventional and holistic healing practices geared primarily toward

helping people adjust to life transitions and illness. I still maintain my part-time private practice as well as providing ongoing consulting work to the NYC Chapter of the Multiple Sclerosis Society where I offer crisis intervention and support groups to individuals and their families. I had also been working at Shareing & Careing, an educational