



LAFF

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

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The LAFFing Parade

Dr. Bassma Kodmani was awarded the Raymond Georis Prize for Innovative Philanthropy in Europe at the annual assembly of the European Foundation Centre in Cascais, Portugal. Established eight years ago, the Prize is given annually for innovative high-impact European initiatives and leadership on global and social issues.

From 1999 to 2005 Kodmani was a senior program officer for the Foundation's Governance and International Cooperation program in the Middle East and North Africa office in Cairo. She is now Executive Director of the Arab Reform Initiative, a consortium of Arab policy research institutes with partners in Europe and the U.S. working on reforms and democratic transitions in the Arab world. She established the program in 2005, and it has developed into a major regional institution.

John F. Kowal, former director of the program on Democratic Participation at the Ford Foundation, has been named vice president for programs at the Brennan Center for Justice at New York University, a new position. Kowal will coordinate the advocacy organization's program work, including its Democracy, Justice and Liberty, and National Security programs as well as its Washington office.

Alison Bernstein, former vice president for Education at the Ford Foundation, is settling into her post as director of Rutgers University's Institute For Women's Leadership. A consortium of eight units at the University, IWL has an array of focuses ranging from science to the arts to politics to a Ph.D program in women's studies.

Dr. Jacob Gayle, former Foundation deputy vice president who led the Global initiative on HIV/AIDs has been named vice president of the Medtronic Foundation and director of community affairs for Medtronic, Inc., the parent company headquartered in suburban Minneapolis. He will remain an
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A TALE OF TWO BUILDINGS

New York and New Delhi



Ford Foundation Headquarters, New York. Photo by Ezra Stoller / Esto.

In October, the Foundation's garden headquarters building in New York City was the subject of heightened attention triggered by a new book on its architect, Kevin Roche.

Born and initially trained in Ireland, Roche came to the U.S. to study with the great architect Ludwig Mies van der Rohe at the Illinois Institute of Technology. Joining the firm of Eero Saarinen, Roche became responsible for many of the more challenging pieces of architecture in New York City. In addition to the FF building, these include the United Nations Plaza and the master plan for the Metropolitan Museum of Art and the new wings built since 1967.

The focus on Roche and the Foundation building between East 42nd and 43rd Streets took several forms:

First, there was the book itself—*Kevin Roche: Architecture as Environment*—

published by the Yale School of Architecture with Eeva-Liisa Pelkonen, associate professor, as the primary author. The FF building is treated at some length in the book as an innovation in introducing landscape into building interiors. At this writing, there are still a few hard-cover copies remaining at Amazon.

Second, Roche and his work are currently the subject of an exhibition at the Museum of the City of New York, at Fifth Avenue and 103rd Street. The show explores Roche's body of work as one of the leading thinkers of Modernism's "third generation". According to the curator, "Roche can be credited, among other things, with introducing systems analysis into architecture." This show is on view until January 22.

Third, on October 17, the 89-year-old architect made a sold-out appearance in the
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ANNOUNCING: THE NEW LOGO



Here is the new LAFF Society Logo, produced by the designer Laura Toma, and approved by the President, **Shep Forman**, and the

Executive Committee. It is

being used with the tagline in the Newsletter and website, on LAFF Society stationery, and for other purposes.

According to Shep, the logo is intended to join the founding spirit of LAFF—"for the men and women engaged in Life After the Ford Foundation"—to the desires of a new generation of members for an association that "promotes social and professional contacts..." The tagline embraces the initial purpose of LAFF as stated in the Society's articles of incorporation.

Shep and the Executive Committee hope that the logo and tagline together capture the energy and vision of LAFF's founders and the current membership at large, both in New York and at each of LAFF's chapters.

The LAFF Society

c/o Nellie Toma
PO Box 701107
East Elmhurst, NY 11370

E-Mail: treasurer@laffsociety.org
www.laffsociety.org

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Nellie Toma, *Secretary-Treasurer*

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LAFF logo by **Laura Toma**

FROM THE PRESIDENT'S DESK

LAFF at 20!

LAFF enters its 21st year with a larger, more diverse membership and some of the growth pangs associated with an evolving organization. While trying to keep the Society as informal and non-bureaucratic as possible, as envisioned by the founders, it has been necessary to put some structure in place to attend to the interests of a membership climbing toward 500.

An Executive Committee guides me and the other officers—**Nellie Toma** (Secretary-Treasurer) and **Barry Gaberman** (VP)—as we do our best to ensure that both real and virtual channels are open and responsive to members' interests as expressed in a survey we undertook two years ago.

With that in mind, we have established a Program Committee that now designs and organizes meetings on a fairly regular basis, and a Communications Committee that is updating and developing policy guidelines for our new interactive website and for the Newsletter. The Newsletter continues as the Society's primary calling card under the editorial management of **John LaHoud**, and an informal Advisory Committee provides advice and counsel on an on-call basis.

It has been a busy LAFF program season, marked by three New York events:

—a discussion of the Arab Spring between **Barbara Ibrahim** (Skyped in from Cairo), **David Arnold** and **Gary Sick**;

—an interview by **Mary Zurbuchen** of *New York Times* correspondent Janny Scott about her biography of **Anne Dunham (Obama) Soetero**, which contains a chapter on her work at the Ford Foundation's Jakarta office; and

—a panel on the role of the Ford Foundation and philanthropy in general in the great socio-political transformations of the last half century. See the separate story on this lively meeting.

Our colleagues in San Francisco—**David Arnold** and **Janet Maughan**—organized an inaugural meeting there which we hope will result in our ninth regional and national chapter.

Our thanks to program committee members **Michael Seltzer**, **Janet Maughan**, **Thea Lurie**, **Alan Divack**, and **Nellie Toma** for the energy and creativity that have gone into this year's really excellent set of programs.

Communications, of course, are LAFF's lifeline, helping our members keep in touch with each

other over time and distance and informing them of world events as reported by former Ford staffers and happenings in the philanthropic world. Our profound thanks go to **Thea Lurie** who has devoted a great deal of time and thought to improving and regularizing our communications channels. To meet the membership's increased demand, **John Lahoud**, our managing editor, is seeking additional editorial help to supplement the long-contributing and much-appreciated editorial talents of **Dick Magat**, **Will Hertz** and **Bob Tolles**. John has asked for volunteers to husband complete Newsletter issues and to write and edit individual stories.

In similar fashion, **Aaron Levine**, **Susan Huyser** and our volunteer webmaster, **Peter Ford**, have been working hard on the new interactive website and have produced a lively and attractive mock-up, which will soon go live. In addition to regular postings, the website will have a classified page in which LAFF members can offer everything from consulting services to house swaps.

Keeping the website and Newsletter stocked with interesting and attractive materials also requires volunteers, and so the appeal goes out. Please step forward with ideas for content as well as with your editorial and authorial skills! Write to **Nellie Toma**, our Secretary-Treasurer and super-volunteer, at treasurer@laffsociety.org and let us know what you are willing to do.

At its last meeting, in November, the Executive Committee discussed program, membership and governance issues. The committee endorsed three-year terms for officers and an open, consultative process for renewals and elections; clarified the dues structure to make certain that no one is denied membership for financial reasons; and approved the new logo that appears beside the Newsletter masthead. See the separate story on the new logo, which combines the visions of LAFF's founders and a new generation of members.

As always, please let us know what you would like LAFF to do so that it remains your membership association of choice!

Let me take this occasion to wish you all a happy holiday season and an excellent start to what we hope will be a healthy, more prosperous, peaceful and civilized new year.

Shep

A Tale of Two Buildings

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auditorium of the Ford Foundation building. He was interviewed by Nicolai Ouroussoff, *New York Times* architecture critic.

Fourth, **Michael Seltzer** of the LAFF Society had a busy autumn conducting tours of the building where he was a staffer from 1995 to 1998 in Governance and Civil Society.

AND IN NEW DELHI:

The Ford Foundation building in New Delhi, completed in 1962 and now used by the United Nations Development Program, has also attracted considerable architectural attention. In this case, however, the focus is on the entire neighborhood of architectural gems, all designed by Joseph Allen Stein, of which the Foundation building is part.

(The Foundation is currently housed in a nearby former guesthouse. Some years ago the main building became too large for the Foundation to continue to use as its main office. The guesthouse, beautiful in its own right, was remodeled, and is spacious enough for our team, which remains our largest regional office staff.)

Like Kevin Roche, Stein was foreign born, coming to India from the U.S. Born in Omaha, he had been a major figure in the establishment of regional modern architecture in the San Francisco Bay area. In 1952 he moved to India to become head of the architecture department at Bengal Engineering College in Calcutta. Three years later he moved to New Delhi at the invitation of Prime Minister Nehru who wanted to bring “California modernism” to the capital to supplement the monumental buildings of the British Raj.

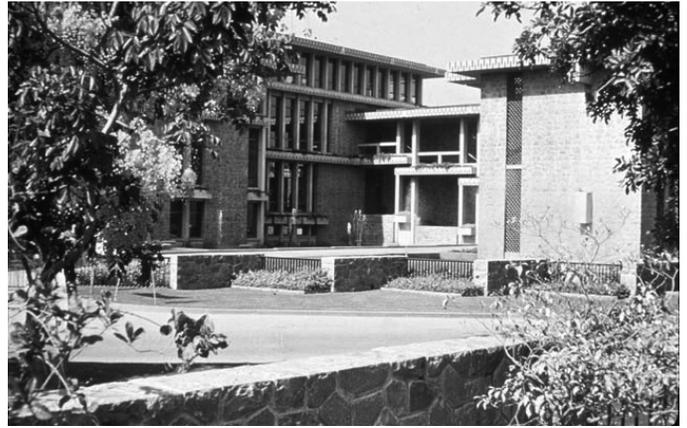
Stein subsequently designed a campus of buildings in central New Delhi in a neighborhood officially known as “Lodi Estate” but also nicknamed “Steinabad.” In addition to the Foundation building, Steinabad includes the India International Centre, United Nations Children’s Fund, the Indian Habitat Centre, a memorial plaza to Gandhi and Martin Luther King, and extensive gardens.

The Ford Foundation building in New Delhi was far more modest than the one in New York. Recognizing the modest nature of Mahatma Gandhi’s living style and continuing influence, Stein conceived an oasis of unpretentious structures amid grassy open spaces, placid pools, and paved walkways. “India has intense and sharply drawn environmental problems,” he said. “There is

probably no possibility of solutions here except along what may be called Gandhian lines, which means essentially seeking simple and ecologically gentle solutions.”

The Foundation building, consequently, was a three-story building with an attached conference wing. Like its neighbors, it gives a feeling of informality and coming down to meet the earth. Unlike New York, the garden, designed in a traditional Mughal style, is outside the building with cascading fountains.

In 1992, Stein was awarded the Padma Shri, one of India’s highest civilian honors. In 1993, Steinabad was the subject of a study, *Building in the Garden*, by Stephen White, dean of the School of Architecture at



The former Ford Foundation building in New Delhi.

Roger Williams University in Rhode Island. In 1995, Stein retired to Raleigh, North Carolina, where he died in October, 2001.

Today Steinabad is a gathering place for architects and architectural students from all over India. They stroll down the central tree-lined roadway, “Joseph Stein Lane,” the only road in Delhi named after an architect. ■

The Mystery Corner

By Richard Magat

Despite acres of annual reports, news releases and voluminous records, it is safe to assume that the Ford Foundation harbors some mysteries. Time unveils some of them. Who, 20 or so years ago, could have foreseen that a staff member would be the mother of the President of the United States, or that another staff member would father the Secretary of the Treasury?

Surely members of the LAFF Society can recall other mysteries, and this newsletter will air them from time to time in the hope that the fog will be lifted. For starters, there is the mystery of a film made of the design and construction of the Foundation’s building. This puzzler came to light recently as the result of a tribute to Kevin Roche, architect of the building. Roche was honored by the Museum of the City of New York in a convocation held in the Foundation’s auditorium. (See separate story.)

The Foundation in 1967 commissioned the distinguished Magnum Films to produce a film about the design and construction of the building. It was an ambitious undertaking, including shoots planned for Roche’s headquarters in New Haven, the furniture

manufacturer in Boston, granite quarries in South Dakota, a rug factory in Puerto Rico, and a landscape nursery in California.

So elaborate was the plan for the film that someone in the upper echelons of the Foundation became worried about negative publicity surrounding the lavishness of the building. The project was canceled. The mystery, though, is the whereabouts of its remnants. Magnum could not locate the termination notice. Nor could the Foundation archives, and Kevin Roche himself does not recall the project. The Foundation has been unable to locate the two staff members who worked with Magnum on the film.

A related mystery, to be addressed in a later issue: How was Kevin Roche chosen to be the architect of the building?

After that, the whereabouts of the triptych painting of Henry Ford, Edsel, and Henry II, commissioned by the Foundation from an Italian artist? [Editor’s note: I was one of the few staffers who actually saw the picture. It showed three generations of Fords, all of about the same age, floating through a sky of white clouds and heavenly blue. At the time, it was packed in a wooden crate in the garage.] ■

LAFfers Speak Out

Excerpts from recent articles by LAFF members

RADHIKA BALAKRISHNAN

After participating in a teach-in for Occupy Wall Street, Radhika reflects on the experience in The Huffington Post in an article co-written with James Heintz of the University of Massachusetts.

Occupy Wall Street has hit a chord with people, underscoring what many see as the primary problem of the U.S. Economy. Last week we participated in a teach-in at Occupy Wall Street, in which we linked the problems caused by the financial sector with a broader concern over human rights in the U.S. At the teach-in, we focused on two human rights principles: (i) the obligation to protect; and (ii) the concept of maximum available resources.

The obligation to protect requires governments to prevent violations of economic and social rights by the actions of third parties. Governments are also obligated to use the 'maximum available resources' to realize economic and social rights.

The obligation to protect has important implications for financial regulation. It was the actions of third parties—the financial institutions—which undermined the economic and social rights of people living in the U.S. Fundamental changes in financial regulations over the past 30+ years represent a failure of the U.S. government to take steps to prevent financial institutions from taking actions which put people's jobs, homes, and economic security in jeopardy. It is not that there was simply deregulation of the U.S. economy, in reality there has been a re-regulatory process that has been biased toward the interest of banks rather than workers and families.

The Gramm-Leach Bliley Act (1999) repealed many of the regulatory protections put in place after the Great Depression under the Glass Steagall Act (1933). For example, the Gramm-Leach Bliley Act paved the way for massive consolidation in the financial industry, creating the huge institutions behind the current crisis. When the crisis broke, these consolidated institutions had to be bailed out because, we are told, they are simply too big to fail.

The recent Dodd-Frank bill is a step in the right direction in terms of the focus and

need for different regulation, and is a break from the recent past. However, while it gives regulators a stronger mandate, it is too early to tell whether the new provisions will be aggressive enough, or effective enough to prevent another disaster.

The bailouts point towards a second human rights principle, the idea that government should use the maximum available resources to support the realization of economic and social rights. If the bailouts were so essential to the functioning of the U.S. economy, why aren't more people experiencing the benefits?

Some of the bailout programs were 'on budget' in the sense that they were funded through the federal budget. The Troubled Asset Relief Program, or TARP, introduced in 2008, was a bailout funded through government spending. However, much of the support to the financial sector did not come from the budget, but instead was orchestrated by the Federal Reserve. With the financial meltdown, the Federal Reserve took unprecedented steps to support the financial sector.

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RADHIKA BALAKRISHNAN

Specifically, the Fed helped out by buying up trillions of dollars of questionable corporate assets that were causing problems. However, few ordinary people have benefited from this strategy. What happened to all that money? The banks are holding on to a large share of it. In the second quarter of 2011 (April to June), U.S. banks were hoarding \$1.6 trillion that they held as deposits at the Fed—effectively preventing these resources from having any positive impact on job creation and the broader economy.

There is a stockpile of \$1.6 trillion sitting idle in accounts at the Federal Reserve—the outcome of decisions made by public institutions. This money is not being used to support the right to a job, or the right to hold on to a home. This money, given to the banks to help jump start the economy, is money the banks are sitting on.

MICHAEL LIPSKY

After hiking in the Pasayten Wilderness of Washington state, Michael speculates on the Op-Ed page of The New York Times on the need for continuing government regulation of the nation's wilderness areas.

In modern America, "wilderness" is a specific legal category. In 1964 Congress passed the Wilderness Act, which set aside 9.1 million acres of public land as places where people would be visitors but not leave any marks; today some 108 million acres are protected under the act.

Wilderness areas, unlike national parks, are managed with minimal interference with natural processes; trucks, all-terrain vehicles, chain saws and even bicycles are forbidden. The pristine wilderness we seek out to get away from everyday rules and regulations relies, paradoxically, on farsighted laws to protect it from logging, commercial concessions, summer dude ranches and private homes commanding the best views.

In fact, according to one count, at least

19 major laws affect patrons of wilderness areas. The Clean Air Act ensures the quality of air drifting over the Cascades from the industrial cities of Puget Sound. The Endangered Species Act protects the species native to these mountains, including the largest concentration of Canada lynx in the lower 48 states.

We also carried with us reassurances, provided by federal and state regulations, that the fresh, dried, canned and freeze-dried food we had packed was safe to eat. The gas canisters we counted on for fuel met federal safety requirements.

While there is no evident law enforcement in the Pasayten, people also bring to the wilderness expectations engendered in law—that norms reinforced by legal sanctions will prevail, even if the mechanisms for law enforcement are absent. The law extends

across the mountains, carried as part of the gear of the backcountry, you might say.

America is engaged in a great debate on the role of government and the extent of its reach. In the heart of the mountains, far from the roads that would take us back to commerce and competition, we saw that even our beloved refuges were the results of public structures, allowing us the hard-sought illusion that we are beyond their reach.

SUSHMA RAMAN

In the Stanford Social Innovation Review, Sushma calls for foundations, large and small, to collaborate in public policy advocacy.

A recent report issued by the National Committee for Responsive Philanthropy confirmed what many organizers and advocates know intuitively: One dollar invested by foundations in policy advocacy, community organizing, and civic engagement results in \$91 in benefits for local communities. Despite the power of supporting community organizing and public policy, however, many foundations shy away from such work, preferring to support direct services.

A recent Foundation Center survey indicated that 76 percent of foundations do not fund or engage in direct charitable activities that could be considered policy related.

Yet the current US budget crisis requires that foundations reassess their attitude toward public policy engagement. Increased scrutiny of the philanthropic sector and the expectation that foundations can fill the gap created by diminishing public resources have created a need for foundations to step up and participate in the public policy debate in an organized and strategic fashion.

Public policy and advocacy are often seen as the domain of large, private, national foundations and not usually perceived as relevant or appropriate strategies for many community-focused foundations and their governing boards. Foundation boards are often reluctant to engage in what they perceive as political activities. Furthermore, there is sometimes confusion about whether activities such as advocacy and lobbying are permissible and legal for foundations.

So how can foundations, especially community-oriented ones, influence public policy? They can collaborate. Although foundations often require nonprofits to collaborate, their own track record is unimpressive. Yet public policy and advocacy are areas where collaboration

is not only appropriate, but imperative.

Collaboration also makes sense. For example, smaller foundations in a collaborative can benefit from institutions with in-house research and evaluation expertise. Ones with cautious boards can see that they are not the only ones engaged in risk. And smaller-asset foundations can leverage their dollars by partnering with others. Furthermore, legislators may be more apt to listen when messages are consistent and being delivered by more than one organization.

Fortunately, the recent growth in philanthropy has been accompanied by an increase in infrastructure organizations that support the sector. These include research and training organizations (for example, Alliance for Justice); associations of grantmakers (the Council on Foundations, Southern California Grantmakers, and the European Foundation Centre); affinity groups (the Association of Black Foundation Executives); and public policy organizations (the Center on Budget and Policy Priorities).

This community of practice can help funders examine how their mission and grantmaking can better align with public policy opportunities, while also maximizing philanthropic impact and effectiveness.

FRAN KORTEN

On her website, Fran reflects on the Norwegian response to terror and possible lessons for the United States:

As we approach the 10th anniversary of the 9/11 attacks, I can't help but wonder if we in the U.S. could have acted differently. Could we have responded with something other than fear, super patriotism, military invasions, and domestic crackdowns? Could we have responded with community, openness, and tolerance plus smart strategic moves that made us safer without feeding the cycle of death?

I wasn't sure what might be possible at a national level until I learned of Norway's response to their terrorist's attack of July 22. That gave me a glimpse of a different way.

The terrorist's bomb struck right in the heart of Oslo, destroying the building of the prime minister and his staff and damaging several other government buildings. That bombing killed 8 people and injured 89. On the island of Utoya, the terrorist killed 69 more and injured 62—mostly teenagers who were attending a summer camp for young members of the Labor Party.

The bomber's palpable threat to the

central government could have caused a major crackdown, prompting terrorist alerts everywhere and draconian measures to ensure the tragedy was not repeated. Government leaders could have focused on the threat and kept the country in a mood of fear. Instead, prime minister Jens Stoltenberg adopted as his mantra what a young girl said after the tragedy: "If one person can create so much hatred, think of how much love we can all create together."

I learned of Norway's response from my friend, Jacob Bomann-Larsen, an adviser to the Norwegian government: "Our answer will not be hate and revenge, but more openness, more tolerance, and more democracy." In Oslo, just three days after the shootings, close to 200,000 people gathered in the streets for a flower ceremony and many more held ceremonies in cities and towns across the country. The Crown Prince declared "Today our streets are filled with love."

The Norwegian response reminded me of some of the initial responses to 9/11 in the U.S. several weeks after the attack. People set up altars, gathered in groups. Interest in learning about Islam spiked. Polls showed an enhanced focus on family, community, and authenticity. Well-known figures such as Rosa Parks, Martin Sheen, Harry Belafonte, Gloria Steinem, Danny Glover, and Bonnie Raitt signed a petition urging the pursuit of justice for the perpetrators, not a military response.

But the U.S. government's preparations for war, its color-coded terror alerts, the Patriot Act, the new Homeland Security Department, and constant reminders of the threats to our nation soon drowned out the spirit of openness and community. Images of war filled our daily newscasts.

Norway has managed to sustain its choice for openness and tolerance. If they had been attacked by an international network of foreigners, rather than an ethnic Norwegian, would that still be the case? We don't know. What we do know is that we humans are a choice-making species. When we are attacked, we are not inevitably destined to lash out violently. We can choose to respond differently.

My hope, is that in any future attack, we will have learned the folly of an aggressive military response. That we will pursue smart security strategies and professional international police work. And that we can be as courageous as our friends in Norway, responding with love, openness, tolerance, democracy—and roses. ■

New York Meeting

More than 60 LAFF members participated in a lively LAFF discussion at the Ford Foundation on November 7 about the role played by the Foundation in supporting the transition to democratic governance in three key regions of the world.

The focus was on Latin America's transition from military to civilian rule, the end of apartheid in South Africa, and the shift in Eastern Europe from communism to democracy. The three principal speakers were:

Peter Hakim, president emeritus and senior fellow of the Inter-American Dialogue, and past Ford assistant representative in Santiago, Chile and program officer in Rio de Janeiro, Brazil; **Gail Gerhart**, professor of political science at Columbia University and co-author of a six-volume history of the South African liberation struggle. Gail had been married to the late **John Gerhart** during his 29 years with the Foundation; and **Irena Grudzinka Gross**, associate research scholar in the Slavic Department at Princeton and Ford program officer in Central Europe in the mid-1990s.

These presentations stimulated an insightful exchange of views and memories from persons in the audience. There was general agreement that while the situations in the three subject regions had all involved challenges to the Foundation, it was difficult to draw generalizations covering all of them.

The situations in the three regions were sharply varied economically and politically, each eliciting a different Foundation response.

In Latin-America, for example, a key issue for the Foundation was whether to close the office in Santiago after the military overthrow of the Allende government in 1973. On the one hand, the Foundation was in a position to help independent persons or institutions who wanted to keep working or to leave the country. On the other, the Foundation wanted to disassociate itself from the military junta. After an internal



James A. Smith, chair, at left, with Peter Hakim, Irena Grudzinka Gross, and Gail Gerhart during the panel discussion at the Ford Foundation. Photo by Alan Divack.

debate in New York, the Foundation decided to continue working with persons and institutions in Chile but from offices in other Latin American countries.

In South Africa, the anticipated shift from apartheid to democratic rule in 1990 required the Foundation to shift its funding strategy. In the 1950s and 1960s, Ford concentrated on research programs that shed light on the economic and social conditions of the black population—for example, the South African Institute of Race Relations

The focus of the panel was on Latin America's transition from military to civilian rule, the end of apartheid in South Africa, and the shift in Eastern Europe from communism to democracy.

which published an annual survey of those conditions. With the anticipated ending of apartheid rule, Ford turned to other ways to prepare the population for eventual change—for example, support for public-interest law firms working on the legal problems of the non-whites and the expansion of educational opportunities for them.

In Eastern Europe, there was a similar shift in funding strategy with the dissolution of the Soviet bloc. In the 1950s, for example, the Foundation supported exchanges to expand contacts between educational and cultural leaders in the Soviet Union and those in Western countries. In the 1990s,

grant-making focused on the development in Eastern Europe of human rights institutions and the development of a civil society.

The chair of the program was James A. Smith, vice president and director of research and education at the Rockefeller Center Archives Center at Pocantico in Westchester County north of New York City. Smith took advantage of the occasion

to report on the shift, now underway, of the Foundation's archives from the basement of the Ford Foundation building in New York to the Pocantico Center.

The Center was established in 1974, Smith said, as a repository for the records of the Rockefeller family and their various philanthropic efforts, including the Rockefeller Foundation, Rockefeller Brothers Fund and Rockefeller University. It is now being expanded into a records and research center for the study of philanthropy more generally.

With 11,000 reels of microfilm, its holdings already include materials from many non-Rockefeller foundations and nonprofit organizations making it a leading center for research on philanthropy and civil society. It is also a major repository for the personal papers of philanthropic leaders, Nobel Prize laureates and scientific and medical researchers, and it conducts an active program of publications, workshops and symposia on philanthropy.

He invited the LAFF Society to schedule a membership meeting at the Center to familiarize its members with these unique resources.

The meeting ended with Foundation President Luis Ubiñas welcoming the LAFFers to the building, citing in particular guest Mary Bundy, and giving a brief report on Ford's current grant-making programs. Notwithstanding the decline in its assets, he said, the Foundation this year has a grant-making budget of \$465 million, the largest in its history. This is made possible by sharp cuts in its management costs. ■

In Memoriam

REMEMBERING: ROGER KENNEDY

Roger Kennedy, who died in September in Rockville, Maryland at the age of 85, was arguably the greatest polymath who ever worked for the Ford Foundation. At the Foundation from 1969 to 1979, he was a vice president with two portfolios—finance and the arts. Before and after that, his career included banking, the law, government service, political candidacy, journalism, university administration, television production, historical writing, museum administration (the Smithsonian) and director of the National Park Service.

Born in St. Paul, Minnesota, Kennedy received his B.A. from Yale and his law degree from the University of Minnesota. In the 1950s, he served as special assistant to the U.S. Attorney General, Secretary of Health, Education and Welfare, and Secretary of Labor. He was also a White House correspondent for NBC, with his own radio news series, and he appeared in the first NBC television documentaries.

Returning to Minnesota, he ran unsuccessfully for Congress and then became a banker, serving as chairman of the executive committee of the Northwestern Bank of St. Paul. He then became vice president for investments of the University of Minnesota. During his Minnesota days, he was also a leading supporter of the arts, serving as a founder and first chairman of Minneapolis's renowned Guthrie Theater, and a consultant to venture capitalists, international bankers and insurance companies.

Then came the Ford Foundation. **Frank Sutton** offers the following recollection:

Roger's office was right next to mine, and I have many recollections of him. He was uniquely versatile as a man who could be vp for finance and the arts. I'm sure Bundy was criticized in various quarters for hiring him, and he certainly had his critics. But I enjoyed and respected Roger then and later when he went to Washington.

After Roger was at the Smithsonian for awhile, he was nostalgic for the talent we had at the Foundation—he remembered us as more competent than the people he worked with in Washington. Frank Thomas asked me to assemble a study group to consider

where the arts and humanities should go after Mac Lowry left them. Roger told me to go easy on the visual arts—too wild, he thought.

We played a lot of tennis together over on the top of the hotel by the UN Plaza and also out in Hastings near my home. Once when I chaired a meeting of LAFF, I got Roger as the principal speaker; he was good that night, and as a fluent writer too.

After the Ford Foundation, Kennedy moved to Washington as director of the Smithsonian's National Museum of American History. There he organized pioneering exhibits on the internment of Japanese-Americans during World War II, the migration of African-Americans from the South to the North, and the native civilization in North America before the arrival of Europeans. He then rounded out his career as director of the National Park Service for thirteen years, presiding over the creation of eight national parks including sites important to African-Americans and Native Americans.

Kennedy was also a prolific author who illuminated lesser-known or under-appreciated aspects of American history, art, landscape and architecture. His 21 books included *Hidden Cities* about prehistoric Indian life; *Mr. Jefferson's Lost Cause*, arguing that Jefferson's policies toward the South contributed to the Civil War; *When Art Worked: The New Deal, Art and Democracy*; and *Cotton and Conquest: How the Plantation System Acquired Texas*, about the spread of Southern culture to the Southwest.

His authoritative books on the history of American architecture won him an honorary membership in the American Institute of Architects. His articles appeared in *Harpers*, *The Atlantic*, *Smithsonian*, *New York Times*, *Readers Digest*, *Architectural Digest*, *House and Garden*, *New Republic* and the *Harvard Business Review*.

Shortly before his death Kennedy received the prestigious Henry Medal from the Smithsonian's Board of Regents "in recognition of his many contributions to the Smithsonian Institution as the long-serving, transformational director of its National Museum of American History, and for his lifetime of service to the United States of America." ■

JOHN M. NEWMANN

John Newmann, an international economist who served in Indonesia and New York from 1967 to 1980, died at his daughter's home in Berkeley, California, in August. He started as a training associate in Jakarta and was promoted to program assistant and assistant to the Representative. He then transferred to New York as an assistant program officer and program officer.

Newmann spent much of his life battling kidney disease which he parlayed into a prominent career as a patient advocate, health consultant and educator. For years he underwent dialysis treatments three times a week while attending graduate school and working for the Foundation in New York. In 1980 he founded a consulting company, Health Policy Research & Analysis, which conducted surveys and economic analyses about kidney disease and organ transplants for hospitals, government agencies and private corporations.

He also served as president of the American Association of Kidney Patients, testifying before Congress, appearing on network TV programs, and speaking on his personal history. He advocated for greater research on renal disease and encouraged patients to minimize the effects of kidney disease through exercise, nutrition control and medical treatment. ■

WILLIAM C. PENDLETON

Word was recently received that **William Pendleton**, a program officer in the National Affairs Division, from April, 1965, to October, 1981, had died last February.

A specialist in the field of urban affairs, he developed grants to promote a closer link between American universities and the problems of American cities. The grants had two objectives: (1) to encourage closer contact between university scholars and government decision-makers in order to apply academic research results to urban ills; and (2) to promote research and graduate study on a wide range of urban problems by specialists from a variety of disciplines.

In April, 1974, Pendleton summarized this work for a conference sponsored by the American Council on Education. His talk was then published by the Foundation under the title *Urban Studies and the University: The Ford Foundation Experience*. ■

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adjunct professor at Emory University's Rollins School of Public Health.

Michael Edwards, former director of the Foundation's Governance and Civil Society program, is the editor of a new book, *The Oxford Handbook of Civil Society*. Published by the Oxford University Press, the book deals broadly with "civil society," a central concept in the social sciences occupying the middle ground between the state and private life. The book encompasses all aspects of the civil sphere from associations to protests to church groups to non-governmental organizations.

Roberto Lenton, former program officer in the Foundation's Rural Poverty and Resources program in New Delhi, is the new director of the University of Nebraska's Robert B. Dougherty Water for Food Institute. He also holds an appointment as professor of Biological Systems Engineering at the University's Lincoln, Nebraska, campus.

Jacqueline Berrien, program officer in the Foundation's Peace and Social Justice Program in the early 2000s and now chair

of the U.S. Equal Employment Opportunity Commission, was interviewed in *The Washington Post* on the work, and her leadership, of the EEOC. Prior to her appointment by President Obama, she was associate general counsel for the NAACP Legal Defense and Educational Fund.

Basma El Hussein, previously Ford program officer for Media, Arts and Cultural programs in the Middle East and North Africa, is now Managing Director of Al Mawred Al Thaqafy (Cultural Resource), a regional non-profit organization in Cairo. The organization supports young writers and artists, and stimulates cultural exchange within the Arab region and with the world. She has also co-founded and is a trustee of the Arab Fund for Arts and Culture, an independent regional foundation.

Anmol Vellani, formerly program officer in New Delhi for programs in the performing arts, folklore and classical learning, is doing a similar arts-supporting function in India. He is Executive Director of the India Foundation for the Arts, headquartered in Bangalore in south India, which looks at art from an art perspective and reaches out to talents in remote parts of the country.

Recently the Foundation sponsored "The Big Picture", an art event in which 89 artists came together to promote art in Delhi. Other recent projects included an exhibit of post-Independence miniature paintings in Udaipur, photo documentation of the murals in Dehradun, an exhibit of 19th century Bengali literature, research on the development and evolution of ragas in Hindustani classical music, and arts education in Karnataka.

Alan Jenkins, formerly Ford Director of Human Rights, is Executive Director and Co-Founder of The Opportunity Agenda, a communications, research and policy organization dedicated to building the national will to expand opportunity for all. Its new research memo, "Public Opinion on Opportunity and the American Dream, Home Ownership, and Housing," synthesizes existing public opinion data regarding economic opportunity and home ownership. It explores three areas of particular interest to policy makers: 1) perceptions of economic mobility, the American Dream, and the role of institutions; 2) the role that Americans believe home ownership and housing play in creating opportunity; and 3) the politics of housing. ■

The LAFF Society

c/o Nellie Toma

PO Box 701107

East Elmhurst, NY 11370