

LAFF

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

September 2010 / No. 64

The LAFFing Parade

We are late in acknowledging a note from **Mary Racelis** enclosing a copy of a column she wrote for the *Philippine Daily Inquirer* in the aftermath of the devastating floods in Metro Manila in October of last year. She wrote to protest the government's plan to relocate riverbank settlers whose make-shift dwellings were swept away by Typhoon Ondoy. "Ondoy reminds us it is time to take stock and get serious about urban land reform. Before relegating riverbank dwellers to housing units in Bulacan and Laguna (outside central Manila), officials need to listen to and discuss real options with the one-third of the metropolitan citizenry victimized by the flash floods" and who, Mary adds, "need to live near their sources of income." Mary was deputy representative and program officer in the Manila office, retiring in 1997 to teach at the University of the Philippines and Ateneo de Manila University. She currently is a research scientist at the Institute of Philippine Culture, where she was also former director, and a lecturer at the Department of Sociology and Anthropology of Ateneo de Manila. Her research interests include urbanization, urban poverty, socio-cultural change, gender studies, community organizing, and children and youth. She says a particular source of pride is her five children and 13 grandchildren in Manila and New York.

Lisa Mensah is executive director of the Aspen Institute's Initiative on Financial Security, which is dedicated to building support for a new generation of individual
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WANTED: CONTRIBUTIONS

This newsletter needs a continuous flow of contributions—news, recollections, comments or anything else you think will be of interest to other LAFFers. With the more capacious LAFF Blog now competing for copy, we're particularly interested in items of one to three pages and without any urgency in timing. Please send copy for the next issue to Will Hertz at wahertz@maine.rr.com.

From the President

LAFF: A BLUEPRINT FOR THE FUTURE

When I assumed the LAFF Society presidency, I immediately asked **Sheila Gordon** and **Thea Lurie**, respectively to set up two task forces on governance and communications issues. The purpose was to think through with the membership how to structure LAFF so that it best served the interests of its growing and evolving membership. Both task forces have now reported their findings and recommendations, and I am pleased to be able to brief you on the results of their really excellent work. The full reports will be posted shortly on the LAFF blog.

The Task Force on Governance, chaired by Sheila with participation of **Betsy Campbell, Peter deJanosi, Lance**

Lindblom, Michael Lipsky, Mora McLean, Ted Smith, Nellie Toma, Vandana Tripathi, and Peter Weldon, was asked to examine issues of governance and membership, including terms of service for the Society officers (President, Vice President, Secretary/Treasurer), committee structure and roles, and membership qualifications and dues. The Task Force recommendations, though not yet formally approved by the officers, initially strike each of us as extremely sound. Their preference, which I endorse, is to maintain the existing informal governance structure, with a three-year (renewable) term for each of the officers and an enhanced advisory committee to advise on governance issues. The names of those who have to date agreed to serve appear on page 2 of this newsletter, and I am grateful

to them for their commitment to LAFF and its members. I have promised them that their task would not be onerous, but asked them to be on call for advice on matters of governance and membership. In a few cases, such as the sub-committee on program and events, the chair has agreed to take an active role in conceiving and implementing programs in New York and to enlist the support of regional groupings to assure that there is an active and attractive set of LAFF activities in the course of the year. On membership, the task force has recommended a continuation of the current open policy for former Foundation staff members and longer-term consultants. Membership dues will gradually be adjusted upwards to enable LAFF to cover its modest costs, and will be paid in two-year or life-long modalities to lessen administrative effort and costs. We will continue to encourage staff members to join LAFF as they are leaving the Foundation.

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Next Question?

The death of veteran journalist Daniel Schorr in July reminded **Will Hertz** (Office of Reports, International, Secretary's office) of a story about Schorr and former president **McGeorge Bundy**. During the Vietnam war, Schorr covered the White House for CBS. Another correspondent in the White House was Charles Bailey (unrelated to the Foundation's **Charles Bailey**) of the Cowles newspapers, an old colleague of Hertz on the *Minneapolis Tribune*. Bundy and Bailey knew each other at Harvard when Bundy was Dean of the Arts and Sciences and Bailey a student and an editor of the *Harvard Crimson*, the student newspaper.

Chuck asked Bundy a question he didn't want to answer. "I am surprised that a former student of mine at Harvard would ask such a question," said Bundy. Schorr intervened. "Well, I went to CCNY and would like to restate Chuck's question.

"Years later Chuck told me the story, and I asked Mac about it at lunch one day. He confirmed it, laughed, and said that he and Schorr subsequently became good friends."

The LAFF Society

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A Blueprint for the Future

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The Task Force took a clear-eyed look at LAFF's current communication channels—the website, the newsletter, and the blog(s)—and recommended a streamlining that fully utilizes the technology now available to us, focusing on an enlivened, inter-active website as the principal means of conveyance, with the newsletter as its centerpiece.

The Task Force on Communications, chaired by Thea with participation of **Elizabeth Coleman, Alan Divack, Joan Kaufman, Aaron Levine, Michael Selzer** and **Nellie Toma**, was asked to consider how best to organize the central function of the LAFF Society, providing an interesting and user-friendly communication channel for its members and content that will keep us all coming back for more. They were also asked to develop some general editorial guidelines and help expand the team overseeing this work. Here, too, the Task Force did an excellent job and, after conducting a member survey that elicited well over 100 responses has submitted a set of recommendations that we plan to implement as soon as the officers formally approve them in September. The Task Force took a clear-eyed look at LAFF's current communication channels—the website, the newsletter, and the blog(s)—and recommended a streamlining that fully utilizes the technology now available to us, focusing on an enlivened, inter-active website as the principal means of conveyance, with the newsletter as its centerpiece. The website will feature a range of content, including articles about

or by LAFF members on issues related to their area of expertise or on philanthropy per se, gems from Foundation history, and Foundation news and more. The membership survey also indicated a strong interest in postings of job openings and of member consultancy services, as well as classified listings, such as house,

apartment, and vacation rentals, or other items of service to the membership. Customized e-mail alerts will announce new postings and a quarterly e-mail to all members will announce the latest newsletter with a link to the website. Hard copies of the newsletter will be printed and mailed to those members who do not have regular internet access. Aaron Levine has volunteered to lead a small team of design and editorial

people to set up and launch the integrated website and to organize the different content streams.

LAFF continues to enjoy a collaborative relationship with the Foundation. Luis Ubiñas has offered to host another annual gathering on 43rd Street and we will be working with the volunteer committee to organize an exciting event that will bring as many of us as possible together sometime this coming Spring.

Shep Forman

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HAITI'S COLLECTIVE TRAUMA: COUNTING ON HOPE TO KEEP GOING

When Haiti was struck by a devastating earthquake in January that killed some 230,000 people and caused hundreds of thousands more, the Ford Foundation immediately approved grants of \$100,000 each to United International and Doctors on Health for emergency relief and recovery efforts. Both are long-time partners of the Foundation with a long history of work in Haiti. Emergency supplies helped meet the needs of hundreds of thousands of displaced people; but for many as 5.5 million Haitians still have no permanent housing. So far, more than \$5 billion has been pledged in international aid for short- and long-term reconstruction efforts.

Raymond C. Offenheiser, president of United International and a program officer at the Foundation in international positions from 1986 to 1996, visited the island a month after the earthquake

Renewal and Life in the Ruins

LEADED IN PORT-AU-PRINCE in the one-month anniversary of the disaster earthquake that struck Haiti in its core. The airport was heavily damaged. UNDP, UNICEF, and various aid workers and volunteer personnel frantically working to move goods and supplies, struggling to coordinate and manage their own sites as face of the monumental task that confronted them.

As we left the airport, the scale of the tragedy unfolded. Back over back of collapsed buildings and 100,000 people living in ramshackle shacks. Some had been, some had the tentacles. The sleeping and others had nothing more than bed sheets. Disposable cups, plastic bags and every other kind of trash found piles on the perimeter as overcast continued on page 2.

The Way Forward

THERE IS TREMENDOUS SUPPORT from the international community that will enable Haiti to come out of this hardship in better shape than it was before the quake.

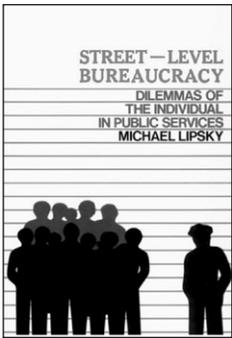
For countries, Haiti has been a country of great inequality with human rights violation and endemic and massive poverty. More recently, its governments have been trying to change some of these patterns and address the lack of educational opportunities and lack of health care. It was making considerable progress just as the quake hit.

One of the major challenges for Haiti will be creating a social compact among Haitians of all social and class levels, to commit to re-constructing Haiti as a nation and taking advantage of the willingness continued on page 2.

The newsletter will continue as the communications centerpiece.

Street-Level Bureaucrats

In recognition of the book's 30th anniversary of publication, the Russell Sage Foundation is reissuing an expanded version of **Michael Lipsky's** award-winning *Street-Level Bureaucracy*, described as an insightful study of how front-line public service workers function as decision makers as they wield their considerable discretion in day-to-day implementation of public programs. Lipsky, who served for 12 years as a senior program officer in the Foundation's Peace and Social Justice program, revisits territory he mapped out years before showing how street level bureaucrats—from teachers and police officers



to social workers and legal-aid lawyers—interact directly with the public and so represent the front lines of government policy. He argues that these overburdened low-level employees have to contend with huge caseloads, ambitious agency goals, and inadequate resources to help people make decisions affecting their lives. By their actions, the difference between government policy in theory and in practice can be substantial and troubling.

Lipsky maintains, however, the problems are not insurmountable. Over the years, public managers have developed ways to bring street-level performance more in line with agency goals. Despite its challenging nature, street-level work can be made to conform to the higher expectations of public service.

Since 2003 Lipsky has been senior program director at Demos, a public policy research and advocacy organization based in New York. At the Foundation, he was responsible for the Foundation's portfolio on government performance and accountability, helping assemble the State Fiscal Analysis Initiative, a national network of organizations devoted to budget transparency and accountability. He has taught at the University of Wisconsin, Harvard's Graduate School of Education, and for 21 years was a professor of political science at MIT. He holds a B.A. from Oberlin and graduate degrees including a Ph.D. in politics from Princeton. He is currently a visiting professor at Georgetown's Public Policy Institute. ■

FROM SMALL BEGINNINGS

A note from **Bill Gamble** enclosed a clipping from the business section of the *Wisconsin State Journal* titled "Educational Globalization." It calls attention to a collaboration among the University of Wisconsin School of Business, INCAE (Central American Institute of Business Management) in Costa Rica, and two other international schools of business (in Paris and Hong Kong). INCAE was formed in 1964 by the business community and governments of Central American nations under the technical supervision of the Harvard Business School.

"As I recall," Gamble writes, "the 'Technical Supervision' referenced in the article's description of INCAE was provided by the Harvard Business School with funding from the Foundation's Mexico and Central America office in Mexico City when **John Nagel** was the Foundation's representative and continued when I became representative in 1966." The INCAE project began in the spring 1963 when President John F. Kennedy wrote to Dean George Baker of Harvard requesting that the Business School undertake a research program on the feasibility of management training in Central America to promote the rapid development of human resources in the region. "The participation of the Business School in a program to strengthen management would constitute a vital step toward sound regional integration, a major objective of the Alliance for Progress," the President wrote. INCAE was active in other Central American coun-

tries besides Costa Rica, including Nicaragua and El Salvador.

The article describes the partnership linking the University of Wisconsin-Madison, INCEA, HEC, Paris (ranked by the *Financial Times* as Europe's leading business school), and the business school of Hong Kong University of Science and Technology to create a first-of-its-kind graduate degree in global real estate. In the first phase of the program, students will spend one to three semesters studying economics and finance at their respective schools and then assemble for a final semester at the UW-Madison featuring intensive real estate courses and practical training. The training is designed to take advantage of changes taking place in the global real estate market, including the transition to international financing of investment and the growing presence of real estate operators with a worldwide focus. UW-Madison's 125-year-old real estate program is one of the oldest in the U.S.

Gamble, an agricultural economist, began his service with the Foundation in Burma in 1955, where he worked with the Ministry of Education to develop a two-year college of agriculture in Pinyinmana. He notes that he visited INCAE in the 1990s and was pleased to see how well it was doing. "It is always good to see that Foundation support has turned out well."

Gamble stayed with the Foundation for 20 years until he became director general of the International Institute of Tropical Agriculture in Nigeria. ■

The screenshot shows the Harvard Business School website with a focus on the INCAE Business School. The header includes navigation links like 'HBS Quick Links', 'Site Index', 'HBS Home', 'Contact Us', and 'Maps/Directions'. The main content area features a large 'MBA' banner, a search bar, and a section for 'INCAE BUSINESS SCHOOL'. Below this, there are several news items and program highlights, including '¿QUÉ ES INCAE? CAMPUS', 'CANDIDATO AL MBA', and 'PRESIDENTE DEL BANCO MUNDIAL ANUNCIA NUEVO PROGRAMA DE INCAE'. The page also includes a sidebar with 'About Us', 'Dean Nohria', 'Our Campus', 'Annual Report', 'Newsroom', and 'Commencement'.

ON CIVIL SOCIETY

Another former Foundation program officer affiliated with Demos (see page 3), where he is a distinguished senior fellow, is **Michael Edwards**, who was director of the Foundation's Governance and Civil Society program from 1989 to 2008. He also has affiliations with the Wagner School of Public Service at New York University and the Brooks World Poverty Institute at Manchester University in the UK.

Edwards' latest book (among a long list of titles) is *Small Change: Why Business Won't Save the World*, published by Berrett-Koehler, in which he rejects the argument that using business principles to solve global problems is more effective than more traditional approaches. Citing examples from his many years in the social sector, he argues that business by its very nature is not equipped to attack the root causes of major problems like

poverty, inequality, violence, and discrimination.

Reviewing the book, Diane Ravitch of Columbia University says that "philanthro-capitalists want to develop metrics for everything; it's a means of control. They love competition, and they love measurement. They don't understand that the values and qualities of civil society are different and not measurable. Civil society relies on participation; it changes the world by activism and social commitment." Edwards, she writes, points to the great social movements of our times—the civil rights movement, the women's movement—as examples of civil society at work, transforming society in ways that are fundamental.

In May Edwards was scheduled to participate in a debate and discussion with



Matthew Bishop, New York Bureau Chief of *The Economist*, on the subject of "Philanthro-Capitalism vs. Small Change" at the City University of New York Graduate Center. The speakers were to draw on their recent books to debate the costs and benefits of philanthro-capitalism in tackling society's toughest social problems.

Edwards, who has one of the more extensive websites that we've seen, was educated in England at the universities of Oxford and London. Previous to his Foundation assignment, he worked for the World Bank. He says his past, current, and future work deals with philanthropy, civil society, international cooperation, and social transformation. He lives with his wife in a farmhouse they renovated in the foothills of the Catskills. ■

THE FOUNDATION'S NEW WEBSITE

LAFFers with an hour or so to spare and who can find their way around the internet may want to check out the Foundation's new website, an extensive compilation of information on the Foundation's grant-making strategies, history, grants and how to apply for them (and where else to go if one is turned down), program staff and their backgrounds, press commentary, and even a survey at the end where the reader can record his or her impressions.

"In redesigning the site, we had two overarching goals: to bring new clarity to the issues we care about and the initiatives we are implementing and to offer more transparency about our work, the strategies that shape our grant making and the learning that results," says the site's introduction.

Here's a partial list of innovations:

A more "robust" grants database so that grant-seekers don't have to "reverse engineer" through endless

lists of grants to discover the grant-making rationale. Grants are listed by grantee name, the year, amount, region, issues and initiative, approach, and links to relevant internet sites. An especially useful feature—a one line description of the purpose of the grant, (accessed by an extra click).

The site contains a quite elaborate, illustrated time line that summarizes the

Foundation's grant-making history, beginning in 1936 with photos of Henry and Edsel Ford and noting that Edsel set up the family foundation with a \$25,000 grant. By moving the cursor on the time line from left to right, one can trace the major events and program initiatives over 75 years of Foundation history.

The site contains all the customary items, like speeches of the president, a section labeled "In the Headlines," ten years of downloadable annual reports and publications, and job openings (a total of 11). The Foundation's commitment to transparency is evident in the way it lists staff. Thumbnail photos of all members of the program staff are shown along with biographical information, area of expertise, and Foundation assignment, whether in New York or overseas. More than 100 staff members are so listed. ■

FORD FOUNDATION Working with Visionaries on the Frontlines of Social Change Worldwide

ISSUES ▾ REGIONS ▾ GRANTS ▾ IMPACT ABOUT US ▾ Search

Timeline: 75 Years of Social Change VIEW MODE: TIMELINE INDEX

SLIDE WINDOW TO NAVIGATE

1940 1950 1960 1970 1980 1990 2000 2010

<p>Artistic Opportunities</p> <p>The Sundance Institute for Film and Television is awarded a grant to establish a laboratory in which choreographers and filmmakers can create new dance work specifically for film and television.</p>	<p>A Movement In Latin America</p> <p>Building on a long history of support in the region, the foundation partners with local human rights grantees in Chile, Argentina and Peru to expand research centers, universities and bar associations; address human rights violations and build sound judicial procedures; and improve government and civil society collaborations.</p>	<p>Eyes on the Prize</p> <p>The landmark civil rights documentary series "Eyes on the Prize" funded in part by the foundation, airs on public television. Ford supports the production of an eight-part sequel, broadcast in 1990, which portrays the largely unrecorded years, from 1954 to 1963, of the civil rights movement.</p>	<p>Workplace Equality</p> <p>In its continued effort to advance the economic status of women and equality in the workplace, the foundation supports the Working Women Education Fund, the Coal Employment Project, the Women's Equity Action League and the Center for Women Policy Studies.</p>
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FROM STATE-BUILDING TO HUMAN RIGHTS:

Bill Carmichael, who during the Frank Thomas era shared program responsibility with Susan Berresford, gave a long interview in June of last year to a writer from Alliance magazine in which he describes the transition of Ford's international programming from a concern with promoting economic development to one focused on supporting human rights work and civil society in less developed countries.

(Editor's note. Alliance, a relatively new publication with which this editor has not been familiar), calls itself the leading magazine for philanthropy and social investment worldwide. It is published in London in association with the Network of European Foundations and the European Foundation Centre. Funding comes from American Express and from foundations, including Ford. Published four times a year, it says it goes to the most influential figures in philanthropy, including 2,000 presidents, CEOs, and directors around the world, and 20,000 readers on line. On its 35-member board are **Christopher Harris**, Ford senior program officer, Governance and Civil Society, and former staffers **Barry Gaberman** and **David Bonbright**. The full six-page text of the Carmichael article can be accessed on the members' blog on the LAFF web site. Following is a summary.

Joining the Foundation in 1968, Carmichael is credited in the article with pioneering the change in international programming to stress human rights and civil society work in developing countries in the following years. Development assistance was conceptualized primarily in economic terms. A heavy focus on public investment involved working with national governments of a wide variety of political stripes. Ford's early work in Asia put heavy emphasis on building professional capacities and promoting policy-oriented research in planning ministries in India, Indonesia, Pakistan, the Philippines, and Thailand.

Carmichael's first assignment was in military-ruled Brazil where the Foundation was engaged with the research arm of the planning ministry, as it was in Chile, Colombia, Venezuela, and other Latin American countries. Soon after he arrived, the military government took a "sharp turn to the right,"



Carmichael (far left) is shown with board members of Future Generations, which assists development at the community level by focusing on governance issues. He is chairman of the group, and its president is David Nygaard who was Foundation representative in Cairo from 1988 to 1994.

forcibly retiring scores of Brazilian academics. Several scholars, including Fernando Henrique Cardoso (later to become president of Brazil), who had been removed from the Federal University of São Paulo, came to Ford to inquire whether the Foundation could help them to set up an independent research organization.

Carmichael responded encouragingly and requested approval from New York. The request was initially turned down because of fears the Foundation might be requested to leave the country. After some debate, the grant was approved, and a new Brazilian think tank, the Brazilian Center for Analysis and Policy (CEBRAP) was established. Forty years later, CEBRAP continues its work and is widely regarded as having made important contributions to Brazilian re-democratization. Why was the grant approved in New York despite the risks involved? According to the article, Carmichael believes he was able to convince senior leadership that, after checking with people in or near the Brazilian government, the grants would not fatally compromise Ford's work in Brazil. There was also "growing sentiment" that the Foundation ought to be concerned about the nature of the governments in countries in which it was heavily engaged.

The article goes on to state that in the early 1970s, under Carmichael's leadership from New York, Ford's Latin American program wound down its direct support for

work in government agencies. It funded an increasing array of "think tanks" and other civil society organizations, even in severely rights-abusing regimes, that could hasten the return of democratic rule. At the time, very few American foundations supported human rights activism in overseas settings. Some Foundation staff still working in close partnership with governmental agencies in other developing nations questioned the

wisdom of this approach. But by 1976-77, after an internal review, the board approved a special appropriation for international human rights work.

In 1976, **McGeorge Bundy** asked Carmichael to assume responsibility for Ford activities in Africa and the Middle East. Although inexperienced in these regions, "I was intrigued at the prospect of testing how transferable the Latin American experience of assisting the development of civil society human rights initiatives would be in minority-ruled South Africa." He met with a wide range of leaders of relevant organizations to learn how the Foundation could effectively contribute to the alleviation of rights abuses and to building a strong base for a just post-apartheid South Africa. He concluded the field of law was a particularly promising area. Two organizations in the field merited immediate attention—the Centre for Applied Legal Studies of the University of Witwatersrand and the Legal Resources Centre. During the waning years of apartheid, the staff of both institutions engaged in litigation which effectively demonstrated that even under very difficult circumstances, law can be an effective instrument for securing and protecting human rights.

*(editor's note: **Sheila McLean** of the Office of General Counsel in the Secretary's office, and a lawyer, also participated in the decision to support law projects in South Africa.)

In 1981 Carmichael was appointed vice president with responsibilities for overseeing Ford's developing countries program. A new program structure with four major units was adopted, one of which was to embrace Ford's human rights work and a related set of activities different from the "state-building activities" previously supported under the

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ARNOLD GETS NEW POST

David Arnold, who began with the Foundation in 1984 as its first program officer in the governance field and later became representative for India, Nepal, and Sri Lanka, has been appointed president and CEO of the Asia Foundation, a non-governmental organization working to promote reform, development, and prosperity in Asia.

Arnold will take up his new post in January. He comes from the presidency of the American University in Cairo, where he oversaw the construction of a new state-of-the-art \$400 million campus, including the region's largest English-language library, in the suburb of New Cairo. He also oversaw the launch of the university's first Ph.D. program and new masters programs in education, biotechnology, gender studies, digital journalism, and refugee studies. The Ford Foundation has had a long association with the American University in Cairo.

"David is an experienced leader, a respected educator and administrator with a wide-ranging background in development and gover-

nance in Asia," said Michael H. Armacost, chairman of the board of the Asia Foundation, and a former U.S. ambassador and deputy secretary of state. "David has worked on the cutting edge of international development, philanthropy, and education and is highly knowledgeable about the areas in which the Foundation works, promoting the rule of law, empowering women, advancing human rights, reforming economic policy, and advancing prosperity, justice, and peace in Asia."

Arnold will oversee all aspects of the Asia Foundation including field offices across 18 Asia-Pacific nations, an office in Washington, D.C., and its headquarters in San Francisco. With 60 years experience in Asia, the Foundation in 2009 provided more than \$86 million in program support and distributed more than one million books and journals.

Arnold holds a bachelor's degree from the University of Michigan and a master's degree in public administration from Michigan State. He began his career as a budget analyst with the Michigan Department of

Labor, moving to Washington in 1977 to join the National Governors Association where he handled intergovernmental relations in the areas of employment, housing, and economic development. He later served as executive director of the Coalition of Northeastern Governors and executive vice president of the Institute of International Education.

A month before the announcement of Arnold's appointment, the *New York Times* carried an article titled "A Campus Where Unlearning Is First" that described AUC's efforts to reorient its elite student body, 85 percent Egyptians, to learn in ways, familiar on American campuses, but quite at odds with the traditional ways of teaching in that country. Instructors lecture, students memorize, and tests are exercises in regurgitation. Arnold called the method "first year disorientation" in which students are asked to explore the big questions of life such as "What does it mean to be human?" (The full text of the *Times* article appears on LAFF's web site under "Members' Blog.") ■

In Memoriam

Edgar O. Edwards, who played important advisory roles for the governments of Kenya, Botswana, and Lebanon while serving as a consultant and project specialist for the Foundation from 1963 until 1979, died on June 5 in Poultney, Vermont.

Edwards was born in Foxborough, Massachusetts in 1919. Following service in the Pacific with the U.S. Army during World War II, he earned a bachelor's degree from Washington and Jefferson College and master's and doctoral degrees in political economy from Johns Hopkins University. Following nine years on the faculty of Princeton University, he was named Hargrove Professor of Economics at Rice University. He is author or co-author of more than a dozen books and monographs and more than 20 articles in scholarly journals bridging economic development, planning, and accounting. He is survived by his wife and three children.

The following remembrance of Ed was written by **Courtney Nelson** who served with Ed in Kenya and Lebanon.

My wife Pen and I met Ed and Jean Edwards in August, 1963 at Nairobi airport as he arrived to take up an advisory position at the Treasury. Kenya was not yet indepen-

dent and the British masters of the Treasury, having sought economic support from the Foundation, thought Ed was over qualified for the post they had in mind. Representative **Frank Sutton** assured them that the Foundation always sought to provide over-qualified people to meet advisory needs in developing countries.

Ed was chairman of the economics department at Rice University in Houston. He had no prior overseas experience, but his integrity and intelligence quickly gained the confidence of his Kenyan hosts, and at independence a few months later he became acting director of planning in the newly created Ministry of Planning. The new minister was Tom Mboya, who was so offended at being offered so minor a post that he stayed away from the office for the first three months.

When he did show up, he became a vigorous and talented student of the planning arts and he and Ed were very close. Mboya spearheaded Kenya's definition of African Socialism in a much admired Sessional Paper No. 10. This was an inspirational document that served to guide Kenya's development in its early years.

Planning became a vital part of the design

of all ministries' activities, and the Foundation was asked to provide additional advisors. The number reached six or eight during the first few years. Ed was clearly the senior but he refused to use the advisors as a team. They never met as a team and each was clear that his responsibilities were to his superiors in the ministry to which he was assigned, not to Ed and certainly not to the Foundation office in Nairobi. Ed would not discuss government policies or personnel with Frank or me, and he insisted that the other advisors follow the same practice.

When the Foundation decided not to supply advisors to governments any more, the Kenyans asked the World Bank to supply Ed's services, and the reporting issue nearly scuttled the deal. The bank requires quarterly reports from advisors it supplies, and neither Ed nor the Kenyans were agreeable to that. A face-saving solution was found in which Ed would report but not say anything that might be sensitive.

Kenya did well economically during those early years, and the government was appreciative of Ed's work. He was awarded the Order of the Burning Star for his service.

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The Laffing Parade

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development accounts to help low- and moderate-income families accumulate assets from birth through retirement. Before launching the initiative, she was deputy director of the Foundation's Economic Development unit. In her 13 years with the Foundation, she was responsible for grants to community development financial institutions and for work on savings and wealth building for low-income populations. Before Ford, she worked in corporate finance for Citibank in New York. She also is the author of an article that appeared in the May 18 issue of *Roll Call*, a publication that covers Congress, in which she argues that "saving is the key for the long-term economic health of the American worker." The recent financial crisis, she says, dealt a devastating blow to American workers' sense of financial security through loss of jobs and benefits, foreclosed properties, and disappearance of retirement nest eggs.

In March, **Michael Selzer** conducted a two-day grant-making seminar for new professional staff of the TY Danjuma Foundation in Abuja, Nigeria. For the occasion he developed an Africa-centric framework for teaching grant-making. General TY Danjuma recently established this independent, endowed foundation to improve the quality of life for Nigerians. Michael has been a philanthropic advisor and strategist for more than 40 years. At one time he was the Foundation's program officer in charge of strengthening and advancing philanthropy worldwide.

Ray Offenheiser, president of Oxfam America and an international program officer from 1986 to 1996, has a piece in the July/August issue of *Foreign Affairs* in which he argues that a government that cannot provide security for its citizens will soon find itself running a weak and failed state. Strengthening the police and military is only half the battle, however. Unscrupulous arms dealers are experts at exploiting the under-regulated global arms trade to deadly result, he says. So until governments take real steps to curb arms flows, few troubled states are likely to solve their problems. Offenheiser wrote the lead articles in the last LAFF issue on Haitian relief efforts. In an e-mail, he notes a small correction in his Foundation bio. He was a program officer and acting representative in the Andean and Southern Cone office in Chile and representative in the Bangladesh office.

In Op-ed pieces published in both the

Brunswick Times Record and the *Bangor Daily News*, **Susan Goodwillie Stedman** laments the absence from the political scene of the "rational, mature Republicans of the past, men like William E. Borah, Wendell Wilkie, Nelson Rockefeller, Jacob Javits, or Mark Hatfield. She was commenting in blunt language on the Republican opposition to White House initiatives on the economy, health care reform, energy and the environment, foreign policy, etc. "After eight months of nothing but knee-jerk contrariness and rancor, the notion that Republican leaders might engage in an invigorating, useful conversation seems like a fairy tale fantasy." Susan, who was a program officer in the Middle East and Africa program from 1971 to 1977, writes that "every now and then my patience runs out and I curl up with a yellow pad and pencil to say what I think needs to be said!" She lives in Westport, Maine, where she is active in community affairs.

Lisa Jordan, a program officer and deputy director of the Governance and Civil Society program from 2000 to 2009, has been appointed executive director of the Netherlands-based Bernard van Leer Foundation, which focuses on early childhood development. According to the van Leer announcement, Ms. Jordan, an American national who has degrees from the University of Michigan, "has had a long and distinguished career working within civil society, foundations, and governments on cross-cutting social and economic issues." In an interview with Alliance magazine (see page 5) conducted jointly with Trude Mass-de Brouwer, van Leer board chair, Lisa said that van Leer will focus on the main worldwide challenges facing young children—inability to learn, lack of educational access, poor physical health, violence, and discrimination—and then determine how to address these challenges with partners. With funds from the packaging industry, Van Leer has been working in the field of childhood development for 60 years, concentrating its support in two countries, the Netherlands and Israel. Lisa has two small children and her husband is a Dutch national.

Steven Lawry, who joined the Foundation in 1992 as an assistant representative/program officer, Africa and Middle East programs, assigned to Windhoek, Namibia, writes that he has taken up a seven-month assignment heading a USAID-funded project helping the Government of Southern Sudan prepare a new land policy. He also served the Foundation as representative in Cairo and director of management services before leaving in 2005 to become president of Antioch Col-

lege. He is affiliated with the Hauser Center for Nonprofit Organizations at Harvard.

The summer issue of the WellesleyWeston magazine features a lengthy profile on **Joan Kaufman**, currently a lecturer in social medicine at the Harvard Medical School and director of the AIDS public policy training project at the Kennedy School of Government. An expert on international health policy, Ms. Kaufman has served several tours in China, most recently as gender and reproductive health program officer for the Foundation from 1996 to 2001.

Steven Sanderson has been president and CEO of the Wildlife Conservation Society since 2001. Founded in 1895 as the New York Zoological Society and based at the Bronx Zoo, the Society manages some 200 million acres of protected lands around the globe, with over 500 conservation projects in 60 countries and some 200 scientists on staff. Previously he was dean of Emory College, Faculty of Arts and Sciences, in Atlanta. From 1985 to 1987, he served as Foundation program officer in Brazil where he designed and implemented an Amazon conservation and rural poverty program.

Rosalia Sciortino, who worked in the Jakarta and Manila offices from 1993 to 2000, is now health adviser for AusAID in Indonesia while remaining affiliated associate professor with the Institute for Population and Social Research at Mahidol University, Thailand.

Will Hertz, who shares the editing chores for this newsletter, reports that while attending a concert of the Bay Chamber Concerts of Rockport, Maine, (for which he writes program notes), he ran into **Enid Schoettle**, who was also in the audience. After the concert they caught up with one another. Enid, who headed the International Affairs group in the 1980s, is now an independent consultant, spending her summers at nearby Camden, which has a large colony of retired State Department and CIA staffers.

Mary Ann Burris worked for the Foundation from 1991 to 2003 in both China and East Africa developing programs in sexual and reproductive health, women's rights, and youth development. In a note she apologizes for not having been in touch sooner and encloses dues for lifetime LAFF membership. She writes that she has been fully engaged in running a small nonprofit in Kenya called The Trust for Indigenous Culture and Health. "All of our work has to do with the connections between culture and health. Our programs include work on herbal medicines and nutrition for AIDS-afflicted families, a medicine

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Bill Carmichael

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rubric of “development planning and management.” Carmichael came up with the term “governance” to describe these activities and the new program unit was labeled “human rights and governance.”

Carmichael believes there is another type of civil society organization that should be carefully examined when foundations seek to promote better governance, combat pervasive corruption, or nurture peace-building and conflict resolution efforts. These are organizations firmly rooted at the community level. Since leaving Ford in 1989, he has been working with organizations that are assisting development at the community level by focusing on governance issues.

Carmichael cautions, however, that there may be places—such as in Russia, Eastern Europe, and China—where Ford’s governance and human rights initiatives may not find receptive ground. He expressed surprise that Ford is now recruiting a new staff member with responsibilities for programming in the human rights field in China “I will be watching with great interest for reports on the activities that the new Ford program officer develops,” he told the Alliance interviewer. ■

Edgar Edwards

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After his retirement, he and Jean bought a house in Nairobi and spent winters there for several years.

Summers they spent whenever possible at their house on Lake St. Catherine in Vermont. When visiting them in 1969, Pen and I found a house for sale on the lake and stayed an extra day to buy it. It is our present home.

I had two other occasions to seek Ed’s help abroad. He and **Dwight Brothers** and **Gaston Rimlinger** from Rice joined me in Beirut in the late 1970s to work with the Council for Development and Reconstruction in fashioning a rebuilding program. Then in 1995, Ed visited Gaza with me to help design a planning program. Ed’s extensive planning experience contributed greatly to both endeavors despite the fact that non-economic factors prevented the execution of the development programs.

Ed died in Vermont at age 90. Always a stubborn Welchman, who avoided pomp and ceremony whenever possible, he requested that no memorial service of any kind be held for him. This was a disappointment to many of us who, like me, lost a friend who had been a great influence in our lives. ■

The Laffing Parade

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plant garden and peace sign at the National Museums of Kenya, a sexuality project called ‘My Body, My Choice,’ a training and outreach program in Nairobi slums focusing on household security—food, services, health, safety, gardens—and another focusing on HIV-positive children in which we use a lot of art, meditation, music, and play.”

Radhika Balakrishnan, who directs the Center for Women’s Global Leadership and is a full professor in the Rutgers Department of Women and Gender Studies, has with her colleague James Heintz, two articles running on the Huffington Post internet site. The first accuses the International Monetary Fund of paying little attention in the conditionalities it attaches to loans that obstruct efforts of governments to meet basic human rights obligations. The second criticizes the U.S. Supreme Court for its “shattering” ruling that government restrictions on corporate election spending are unconstitutional because such restrictions violate corporations’ rights to free speech. An economist, with a Ph.D. from Rutgers, Radhika worked for the Foundation in the Asia program from 1992 to 1995. ■

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