

LAFF

THE LAFF SOCIETY

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

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The LAFFing Parade

Alice O'Connor is professor of history at the University of California, Santa Barbara, where she teaches and writes about poverty and wealth, social and urban policy, and inequality. She gave a lecture in April on the current economic crisis, inequity, and the inadequate concept of poverty at the West Coast Poverty Center at the University of Washington School of Social Work. Her most recent book, published by the Russell Sage Foundation, is *Social Science for What? Philanthropy and the Social Question in a World Turned Rightside Up*. Before joining the UCSB faculty, she was a program officer at Ford and the Social Science Research Council.

Radhika Balakrishnan, formerly a program officer in the Asia program at Ford and most recently professor of economics and international studies at Marymount Manhattan College, has been appointed the new executive director of the Center for Women's Global Leadership (CWGL) and a full professor in the Rutgers Department of Women and Gender Studies. CWGL was founded at Rutgers in 1989 to "develop and facilitate women's leadership for women's human rights and social justice worldwide." Currently board chair of the U.S. Human Rights Network and treasurer of the Center for Constitutional Rights in New York, she has a Ph.D. in economics from Rutgers. She is currently working on a project applying human rights norms in evaluating and constructing macro economic policy in the U.S. and Mexico.

Carla Sutherland, former Foundation program officer known for her philanthropic work in support of sexual minorities in Eastern Africa, has joined the Arcus Foundation of Kalamazoo, Michigan, as executive director of its international Lesbian, Gay, Bisexual, and Transgender (LGBT) Rights Program. Ms. Sutherland led the Foundation's education and

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HALCYON DAYS

Bill Grinker, a National Affairs consultant and program officer in the 1960s and early 70s, has written at the editors' request a reminiscence of those early years when he was the Foundation specialist on workforce and government issues. The occasion is his retirement from Seedco, a Ford-funded national community development intermediary that creates opportunities for low-wage workers in poor communities. Post-Ford, Bill, among other assignments, spent three tumultuous years (1987-89) as New York's administrator under Mayor Koch of the city's huge (26,000 employees) and some would say "unmanageable" bureaucracy serving the city's poorest and most troubled citizens. "A man of iron stamina," said the New York Times of his tenure in that post.

retired from Seedco and its subsidiary, Seedco Financial Services, Inc. (SFS) at the end of June 2008 after about 11 years first as president and CEO of the parent operation and then as the same with

the SFS subsidiary. Staff members of that era may recall that **Tom Seessel** and I wrote the concept paper for Seedco for **Susan Berresford** about 23 years ago. Ford made a generous grant and PRI to get it started and has been a staunch supporter ever since. I was on the board as secretary-treasurer while Tom ran it until he retired at which time I came back. So it was a family affair for many years.

The Ford Foundation has been a big part of my life for much longer than I care to think about. Without going back even further in history to discuss the start of the anti-poverty (FF Gray Areas) program, when **Mike Sviridoff** left the City of New York to join Ford as a vice president, **George Nicolau** (later married to FF's **Shioban Oppenheimer Nicolau**) and I also left city government. Together we carried out a small FF grant looking at the upgrading potential for workers in American industry, eventually published as "Climbing the Job Ladder."

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DR. BENJAMIN PAYTON, who has announced his retirement from the presidency of Tuskegee University (see page 3), chatting with a guest on May 30 at the Lincoln Memorial where he was a featured speaker rededicating the monument in celebration of the Lincoln Bicentennial.

Halcyon Days

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At that time, **Bob Goldmann** was running a soft evaluation unit in domestic policy, which largely used professionals transitioning out of government and looking for short-term assignments between more permanent gigs. I did a couple of these evaluations on somewhat controversial FF grant areas for Bob; one on American Indian programs, “A Little Band of Troublesome Strangers,” and one on a Hispanic youth program, “The Real Great Society—It Was Almost Real Great.” Mike then asked me to join the staff, perhaps to avoid my trashing any more FF programs.

At Ford, I worked as a senior program officer in a domestic policy unit called Government & Law under **Chris Edley Sr.** I was “government” and **Sandy Jaffe** and **Len Ryan** were “law.” These were great days for me and I was privileged to be working among giants. Of course, Mike Sviridoff, who remained my mentor until his death,

CONTRIBUTIONS NEEDED

This newsletter is dependent upon reader contributions of two sorts: 1) news, recollections, comments, or anything you think will be of interest to colleagues and 2) membership dues. We're in pretty good shape on the first, see the recollections by Grinker, Nelson, and Hertz in this issue. On the second, the treasury suffers from chronic anemia. We have about \$6,000, enough to pay for about two or three newsletters. So, please pay up if you are behind in your dues (\$10 for one year, \$25, for three, \$50 for ten). You can find out by e-mailing Nellie Toma, whose address is on the masthead.

The LAFF Society

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but also **Doc Howe**, **David Bell**, **Fred Friendly**, and the unflappable **McGeorge Bundy**.

Many of my more immediate colleagues have gone on to greater things. A large portion of my grant-making activity was targeted at issues concerned primarily with the infrastructure of government rather than substantive issues, so in some ways it wasn't the most exciting portfolio in the world. But I also had responsibility for voter registration and advocacy grants, so that was kind of edgy and at times exciting stuff. We did fund some interesting and lasting initiatives

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such as at Brookings where Dick Nathan pioneered the study of the effectiveness of new federal programs such as revenue sharing, at Rutgers University where they created the Center for Women in Politics (FF's first women's grant), made by that outspoken group on the third floor, and the creation of magazines on state government that are still around (*California Journal*, *Empire State Report*, *Illinois Issues*).

The major program for which I had primary responsibility working directly with Mike S. had nothing directly to do with government, however. The reason for this is a whole other story, but it was the creation of a national workforce initiative called “Supported Work” and the creation of the Manpower Demonstration Research Corporation (MDRC), one of the Foundation's

crowning 20th Century domestic achievements, I believe. I left Ford to run MDRC in the fall of 1973, which I did until Ronald Reagan became President in 1981.

I've since had numerous other interactions with Ford, such as evaluating the Police Foundation, the Fund for the City of New York, and the Vera Institute under Bob Goldmann's guidance; consulting for **Shep Forman** on and designing Innovations in State and Local Government at Harvard, which I believe has morphed into something a bit different today; and creating and running the Substance Abuse Strategy Initiative (which is now part of the Center on Addiction and Substance Abuse) for **Bob Curvin**. Each is probably an interesting story in and of itself, but that is for another day or some kind of oral history project

Back to the present, while I am officially available to Seedco and SFS as a senior advisor, as is usually the case in such partings, they almost never call on me for anything. For the first six months of my retirement, I didn't do much in terms of what would normally be described as “work.” But I did try to take care of a lot of chores that had been neglected over many years so have been busy fixing and breaking things and the like. Recently, as my retirement accounts have plunged, I have begun doing some consulting and, hopefully, I will be able to bring in a fairly steady stream of revenue without resorting to driving a cab, operating a checkout counter, bagging groceries, etc. Although we never had enough to attract Bernie Madoff, at least I shouldn't have to resort to selling apples. In February, Mimi and I are going to India for the first time, so we're very much looking forward to that experience. ■

PRESIDENT'S MESSAGE

My thanks again to each of you who took the time to respond to the message I sent in March about LAFF's relationship with the Foundation, and for your thoughtful comments and suggestions. We are pursuing discussions on that topic with Luis Ubiñas and Marta Tellado and hope to have more to report in the near future.

As reported in March, a committee chaired by **Peter deJanosi** has been seeking candidates for the LAFF presidency and we anticipate making the selection later this month. Another committee chaired by **Janice Molnar** is actively planning for our next

Gala tentatively scheduled to be held at the Foundation in October. We expect the program to include an update on the Foundation's painful adjustment to the financial crisis and report on new lines of program work.

Our local chapters remain active as the reports in this issue from Beijing and Washington indicate and I hope to be able to announce shortly the formation of our first thematic chapter—on sexual health and reproductive rights—with others to follow.

Enjoy the summer and look for a “hold the date” notice about the Gala.

Peter F. Geithner

Obama Appointees

Foundation staff, both current and former, have moved in and out of the federal government and with a new administration in Washington, the present is no exception. Two staff members were recently appointed to serve in posts in the Obama administration, and others are likely to follow. As reported in the last Letter, there also have been second generation appointees and elected officials, most notably Tim Geithner, secretary of the treasury, son of LAFF President **Peter Geithner**, and Jim Himes, son of **James Himes**, who was elected to Connecticut's Fourth Congressional District.

Bonnie D. Jenkins, program officer for U.S. foreign and security policy, was nominated by President Obama to be coordinator for threat reduction programs, with the rank of ambassador, at the Department of State. According to a White House press release, she will seek to strengthen public engagement in the U.S. foreign and security policy debate and formulation in order to support multilateralism, the peaceful resolution of disputes, and the rule of international law. Prior to joining the Foundation she served as counsel for the "9/11 Commission" (National Commission on Terrorist Attacks

Upon the United States.) She was the lead commission staff member on counterterrorism policy in the Office of Secretary of Defense and on U.S. military plans to go after Al Qaeda prior to 9-11.

An expert on arms control and non proliferation of weapons of mass destruction. Jenkins served for nine years as legal advisor to U.S. ambassadors and delegations negotiating arms control and non proliferation treaties during her time as legal advisor in the Office of General Counsel at the U.S. Arms Control and Disarmament Agency. She also worked at the RAND Corporation and served as lieutenant commander in the U.S. Naval Reserves. She has a law degree from the State University of New York at Albany.

The other appointee is **Michelle DePass** who was named assistant administrator for international affairs at the Environmental Protection Agency. She has managed a Foundation initiative on environmental justice and healthy communities concentrating on the intersections of environmental and social justice both in the U.S. and abroad. She previously served as the assistant to the city manager and environmental compliance manager of San Jose, California. ■

Chapter News

BEIJING

The Beijing Chapter followed up its inaugural meeting last November with a dinner on February 27. The event was graciously hosted by **John Fitzgerald**, the current representative, who gave an informative update on recent changes in the Foundation and its work in China. Attending were Li Yin, Ge Youli, Zheng Hong, Zhang Ye, Liang Bo, Wang Yan, Niu Caixia, Yong Dongsong, Chen Yimei, plus visitors **Joan Kaufman** and **Peter Geithner**.

WASHINGTON

Bill Irelan, chapter head, reports that the DC LAFF Chapter met on April 16 with 15 stalwart members in attendance. In addition to a number of regulars, there were quite a few newcomers in attendance.

Bill writes: "As seems to have become custom, the get-together took place at the Cosmos Club on Embassy Row in northwest Washington, once again thanks to the generosity of LAFF regular **Gabe Mehreteab**. The evening began with a wine and hors d'oeuvres reception, where members mingled, reminisced with old friends and colleagues, and in many cases made the acquaintance of former Ford staffers for the first time.

"The highlight of the evening was a thoughtful and lively presentation by **Roger Kennedy**, former Foundation VP Finance and VP the Arts during the **Bundy-Bell** tenure and subsequently director of the National Parks Service and director emeritus of the American Museum of Natural History. Roger titled his talk "The Ford Foundation, the New Deal, and Yes We Can" and he ranged far and wide over these topics and the times they covered.

"In his inimitably entertaining and educational style, Roger provided the group with fascinating recollections and insights from his long and distinguished career, both in the public and private spheres. His evocation of life at the Ford Foundation during the Bundy-Bell period was especially well received, in particular by those members in attendance who were alumni of that illustrious era in Ford Foundation history. Roger brought those special times vividly back to life in a series of memorable vignettes of episodes and events, in some cases known but to a few. Thanks to Roger, it was truly a night to remember."

Transnational Philanthropy

Steven W. Lawry, who spent 14 years at the Foundation including four years as head of the Middle East and Africa office in Cairo and four years as chief of the Office of Management Services in New York, is now senior research fellow at the Hauser Center for Nonprofit Organizations at Harvard, where he co-leads a research program on transnational philanthropy and poverty reduction.

In an article he wrote for the *Stanford Social Innovation Review*, a publication of the Stanford University School of Business, titled "Effective Funding: How foundations can best support social innovators," he cites the partnership between the Ford Foundation and Muhammad Yunus of the Grameen Bank in Bangladesh as a "deeply compelling" story of how private foundations can support risky new approaches to poverty reduction that other institutions, including commercial banks and publicly financed donors such as the U.S. Agency

for International Development, often cannot.

An economics professor at Chittagong University, Yanus with backing from the Foundation persuaded reluctant commercial banks that they could safely lend money to poor Bangladeshi farmers and villagers even if they lacked the traditional assets such as titled land and houses.

Lawry cites the Grameen Bank story, which won a Nobel prize for Yanus and his organization, as evidence that foundations need to keep their doors open to the potentially powerful ideas for social innovation that can come from people like Yanus—entrepreneurs who come from outside of philanthropy and can test and champion their ideas in the complex social, economic, and political environments in which they live and work.

The full text of Lawry's article can be accessed on LAFF's web site (<http://laffsociety.org/blog>). ■

NAIROBI MEMORIES

LAFF asked **Courtney Nelson**, an Africa and Middle East specialist who spent 15 years with the Foundation and now living in semi-retirement in Vermont, to reminisce about his first Foundation assignment—opening an office in Nairobi, Kenya. The year was 1962, and Nelson, who came from a Wisconsin farm family, had spent six years in the Central Intelligence Agency when he heard that **Frank Sutton** was looking for someone to join him working on African problems in Nairobi. Infatuated with overseas work, he also had experience as an advance man for a scientific team charting a solar eclipse in Africa and the Far East. He had spent time traveling throughout Asia while in the Army during the Korean War assigned to a psychological warfare unit in Tokyo. He worked as a field director for the U.S. Commission on Civil rights.

Rumors to the contrary, Courtney, according to Sutton, was the only ex-CIA staffer to be hired by the Foundation during those years, although there were other Foundation people, including **McGeorge Bundy**, who were close to the agency. In fact, Nelson almost didn't get hired; he was informed by **Champ Ward** that **Henry Heald**, the Foundation's president at the time, wouldn't approve the appointment because "my association with the agency was only six months past." After some delay and persuasion, he got the assignment.

Drawing upon his memoirs (*The Making of a Maverick*, published by Xlibris), Nelson takes up the story, as he was about to join the Foundation. Because of the length of his piece, we have cut it in two, the second of which will appear in a future Letter.

I had three days' briefing in New York before we all departed for Nairobi. We had three children by then, all under the age of four. Pen [Nelson's wife] was even more delighted than I was, if that was possible, because she would no longer be a full-time nanny.

Of the briefing, I recall only two admonitions. One was, "Behave as a prudent man." That meant that they had no idea what the cost of setting up an office in Nairobi would be and they trusted me to be

Of the briefing, I recall only two admonitions. One was, "Behave as a prudent man." That meant that they had no idea what the cost of setting up an office in Nairobi would be and they trusted me to be sensible.

sensible. The other rule was, "You can't accept an honorary degree from an institution you create." I'm sure I received other guidance in New York, but not much. The Foundation relied on its field staff's judgment not only on operating expenses but also for grant making.

It turned out that Frank had accepted a sort of reverse sabbatical that year, 1963, and he was going to be a visiting professor at MIT for five or six months. He came out to Nairobi for six weeks, during which we rented space and hired minimal staff (I prudently decided we could only justify an office boy half-time. Gidraf, the choice, who later became a driver, recently retired from the Foundation after nearly 40 years of service.) One rather dazed assistant representative was left in charge. The reason for this strange arrangement was that Frank and Champ feared the Trustees were about to curtail the establishment of field offices and they wanted to be up and running in East Africa before the door was closed.

My greatest challenge came early on when I was asked to represent the Foundation at a funding conference on the University of East Africa held at the Villa Serbeloni on Lake Como in northern Italy. Frank was planning to attend but his wife was ill so he asked me to go instead. The three university colleges in Entebbe, Dar es Salaam, and Nairobi were being combined into one university. The meeting was chaired by Sir Andrew Cohen, an imposing British gentleman who intended, by God and country, to get that institution adequately financed. Frank said he would send instructions concerning his thoughts on the subject. I studied up on previous grants, but could only guess about what we would do in the future.

When I arrived in Bellagio, my instructions had not arrived. I temporized for two or three days, but the letter had been mis-addressed and didn't come. Sir Andrew would call upon me for the Foundation's intentions and I would waffle. Finally I called New York and spoke with Frank for ten minutes, all of which was unintelligible. Transatlantic phone service was dicey in those days. I told the conference what areas the Foundation was likely to support based upon previous grants. I later had to eat only one of my words, and that word was agriculture. We wouldn't be working in that field. Mercifully, Frank flew over before the Conference ended. I've never been so delighted to see him. Frank could speak with confidence about what we would and wouldn't do.

My four years in East Africa were among the best years of my life. Working with Frank was very pleasant and also instructive. He wrote with a distinctive flair and made me conscious of style in writing. He was a polymath. He had taught himself French and in no time was fluent in Swahili. Actually, he had been a graduate student in mathematics at Princeton until he decided that the collection of geniuses then in residence made sociology a more promising career choice. He was a Junior Fellow at Harvard, and played semi-pro baseball to help finance his way through Temple University as an undergraduate. He found me a bit trying, of course, but was patient enough to enlist me for a second two-year tour, and to recommend me for further study at Foundation expense after the four years were over.

Our most successful efforts were undoubtedly in the economic policy field. We fielded advisers to planning ministries in each of the three East African countries. Their work in Kenya was most effective due to **Ed Edwards**, chairman of the economics department at Rice. Ed was and is a stubborn Welshman, born and raised in the slate-mining area of western Vermont. He had been an official of a local folding furniture factory before the Second World War sent him to the Pacific. Afterwards he used

the GI bill to finish college and go on for a doctorate at Johns Hopkins. On a tenure track as an assistant professor at Princeton, he astounded his colleagues by resigning to accept a position at Rice. To leave Princeton voluntarily for the hinterland was simply unheard of.

Ed and Jean, his wife, arrived shortly before independence to be an economic advisor to the colonial Treasury. The British said he was over-qualified for what they had in mind but Frank told them we always try to supply over-qualified people. After independence, Ed became the first Director of Planning in the new country. His minister, Tom Mboya, was so offended at being offered the ministerial post that he didn't turn up at the office for three months. Thereafter he gradually became an avid economic policy maker, working closely with Ed. Ed found that Mboya had a truly remarkable intellect, able to grasp concepts more quickly than most graduate students. Mboya and Ed, with Mboya's cabinet colleagues, developed Sessional Paper No. 10 defining what Kenya meant by African Socialism. It was as good a statement of a government's intentions as could be found anywhere in Africa. Mboya's most remarkable change of view concerned the effect of rapid population growth on education, health facilities, and the health of mothers. Like most East Africans, he had thought that one should have as many children as possible. His Catholicism reinforced this view.

The group of Foundation-supplied economists reached seven at one time, but they were not considered a team and never met as one. Ed was very careful to make sure that no one had cause to think of the advisers as a coherent unit. He was also careful in not telling Frank or me what was going on in the Ministry. He and each of the other advisers were servants of the Kenya Government, not the Ford Foundation.

Ed and Jean Edwards became very close friends to Pen and me. We traveled to most of the East African game parks, watching animals and birds by day and playing bridge at night. We didn't camp out as we did in Ethiopia, but stayed in small country hotels scattered all over East Africa. One of those, at Molo, overlooking the Rift Valley, we even considered buying. It was in the highlands, around 8,000 feet, and had a golf course mowed by a team of slow-moving oxen. By the time the team finished mowing the ninth hole, the first required attention again. Each of the cabins had a fireplace and

the room server would light up every night to take the chill off. We were all in love with the place.

Planning in Tanzania was a bit more problematic. We acceded to Nyerere's request to supply **Reg Green**, a young leftist intellectual who was a familiar figure in East

“He found me a bit trying, of course, but was patient enough to enlist me for a second-year tour, and to recommend me for further study at Foundation expense after the four years were over.”

Africa. He was a character. About six feet six inches tall, he wore an old straw hat and jeans to work. After he totaled two new cars, we insisted he hire a driver. Some businessmen complained to the Foundation about the policies he advocated, but, as in Kenya, he was responsible to the Government, not to the Foundation. The results in policy terms were not impressive, as I concluded later in a paper I wrote at Harvard, but I doubt that a more conventional economist would have had Nyerere's ear at all.

Our work in public management was guided by a remarkable man named **David Anderson**. David had been a colonial civil servant in Ghana before that country became independent in 1960. At independence he was asked by President Nkrumah to stay on as head of the Establishments Department. Establishments in the British system is what we called personnel and now call human resources. For a decolonizing government, it is an extremely important service because it establishes the policies governing Africanization, that most sensitive of issues. David was most successful there, and when it came time for him to hand over his own post to an African successor, the Foundation hired him for a similar job in Tanganyika (soon to become Tanzania). David quickly gained the confidence of President Nyerere, as he had Nkrumah, and became a very important link between the Government and the donors seeking to strengthen the young Tanganyikan civil service. David eventually moved to Nairobi to work again with Establishments, and to join me as an assistant representative. He later became the representative. One of David's signal accomplishments was helping to

organize a group of senior African permanent secretaries from most of the former British colonies on the continent. They would meet once a year. The discussions dealt with sensitive subjects that could not be discussed in public, such as corruption in their governments, the pace and pitfalls of Africanization, and the like. It was a measure of the high regard these leaders had for David that he was allowed to attend the meetings, the only non-African present.

My best work during this time was to develop a series of grants in Tanzania, Uganda, and Kenya in support of wildlife research. When the British first colonized East Africa, it was enough to designate areas on the map as game preserves and rely upon the hunters to make the rules. As the human population grew, however, it crowded the animals into smaller and smaller areas, interrupting migration routes. Various animals showed behavioral signs of stress. Research groups in all three countries began to bring scientific methods to bear on wildlife problems. Small colonies of young people, willing to live in the bush for months or years at a time, studied the habits of particular species so that better management practices could be devised. Foundation grants for research and for the training of game wardens more than doubled the size of the efforts. Developing the grants was fun. I took flying lessons and one year flew seven times to the Serengeti, mother of all game parks. Wildebeest migrate there in long streams. Lions stalk the columns and pick off stragglers. Water buffalo, cheetah, wild dogs, hyenas, chimpanzees, and many species of antelope made travel in the Serengeti tremendously exciting.

My most memorable flight to the park came when the new vice president of the Foundation came out to East Africa on his first visit. I had just earned my license and offered to fly **David Bell** and his wife Mary to the Serengeti and on to Entebbe in Uganda as part of his orientation. To my amazement, and consternation, Frank agreed to the idea. Frank's wife Jackie went along to make it a foursome. Except for Jackie, I was the lightest one aboard. David was 6' 7" tall, and Mary was somewhat shorter but a big woman.

We end the account there, to be resumed in a future issue. It will deal, in part, with the flight to the Serengeti, an airborne mishap, and the promulgation of a Foundation edict that no officer was to fly in an aircraft without two commercial pilots. ■

PAYTON TO RETIRE

Benjamin F. Payton, the fifth president of Tuskegee University in Alabama, one of the nation's most prominent black higher education institutions, announced in March his intention to retire from the university presidency on June 30, 2010. At that time he expects to complete several major objectives, including a decennial accreditation by the Commission on Colleges of the Southern Association of Colleges and Schools, as well as specialized accreditations of professional programs, including architecture, veterinary medicine, nursing, teacher education, and engineering, and the completion of major renovation and new construction plans.

Speaking for the Board of Trustees, **Dr. Andrew F. Brimmer**, a former Foundation trustee, praised Dr. Payton for his "transformative and clear sense of what Tuskegee could and should become, and his solid leadership, including his enormous fund-raising capacities. He has led the university through some very tough times to its current status of financial stability, academic excellence, and even distinction in athletics."

Following in the tradition of Booker T. Washington, Robert Moton, and Luther



Dr. Payton speaking at the rededication of the Lincoln Memorial.

"He has led the university through some very tough times to its current status of financial stability, academic excellence, and even distinction in athletics."

Foster, Ben took over Tuskegee Institute (later changed to university) in 1981 on leaving the Foundation where he was a senior program officer under **Doc Howe** in the Division of Higher Education and Research. He worked with Howe distributing nearly \$50 million in grants over 10 years to strengthen the academic, financial, and management capabilities of 14 historically black colleges.

Tuskegee was among that group, receiving \$5 million for operating support and expansion of its endowment. During Ben's tenure, the endowment has grown from under \$15 million to over \$100 million, not to mention some \$350 million invested in campus construction and infrastructure.

One of nine children born to a rural Baptist minister in Orangeburg, South Carolina, Ben earned a divinity degree from Harvard and a Ph.D. in ethics from Yale. Among other achievements at Tuskegee: the designation as a national historic site of Moton Field, training ground for the Tuskegee airmen, a squadron of black fighter pilots, during World War II; and leadership of the Tuskegee Syphilis Study Legacy, which pursued a government apology for its participation in a study of the effects of untreated syphilis on African American men. President Clinton publicly apologized for the government's role in the study in announcing a grant to the university for a National Center for Bioethics in Research and Health Care.

Dr. Payton was the featured African-American speaker at the Lincoln Bicentennial's rededication of the Lincoln Memorial in Washington on May 30. ■

In Memoriam

Terrence Keenan, who began his long and distinguished career in philanthropy in the Ford Foundation's Office of Reports in the 1950s and 1960s, died in Yardley, Bucks County, Pennsylvania on February 25.

Terry, as he was affectionately known, was a vice president of the Robert Wood Johnson in Princeton NJ, which he joined in 1972 as part of the vanguard of a new venture and a new staff. The foundation had received a few years before a \$1 billion bequest from Robert Wood Johnson, the chief executive officer of Johnson & Johnson, making it the second largest foundation (after Ford) and the largest focused on health issues.

Under Terry's direction, the foundation distributed more than 900 grants to health care institutions and providers, according to an obituary in the *Philadelphia Inquirer*. It brought health care to rural areas and blighted urban neighborhoods, established

programs to prepare minority students to enter the health professions, and provided funding to educate more general practitioners. He initiated programs to create specialized clinical training for nurses, restructure nursing care at hospitals, expand the role of nurses in emergency care in rural areas, and train and promote nurses to executive leadership in health organizations

"Terry set the standard for creativity, caring, and vision in philanthropy," the foundation said in a statement. "What made him so special is that he never lost sight of the people we are trying to help."

After service in the Pacific as a Navy flight navigator during World War II and graduation from Yale summa cum laude in 1950, Terry began his career teaching English, Spanish, French history and art appreciation at Jefferson Prep School in St. Louis. He came to New York in 1955 to work at

Merrill Lynch on a biography on the firm's founder, Charles Merrill. The next year he joined Ford as a writer and later editor in the Office of Reports. He left Ford in 1965 to become board secretary for the Commonwealth Fund in New York.

In his 1992 monograph, Terry wrote: "A great foundation is informed and animated by moral purpose, walks humbly, is deliberate, accountable, and self-renewing."

In 1993, Grantmakers in Health, an organization that brings together more than 300 foundations focused on health, established the annual Terrence Keenan Leadership Award.

After retiring as vice president for special projects, Terry consulted for the foundation and was in his office as recently as six weeks before his death. He is survived by his wife of 30 years, Joette Kehan Keenan, his sister, and nieces and nephews. ■

'A FORCE OF NATURE'

The Columbia University Press has just issued *Friendlyvision: Fred Friendly and the Rise and Fall of Television Journalism* by Ralph Engelman, chair of the Journalism Department at Long Island University. The first book-length account of Friendly's life, the book adds a number of interesting details to the **Fred Friendly** lore at the Ford Foundation:

► **McGeorge Bundy** opened the Foundation's door to Friendly while Mac was still in the White House anticipating his move to the Foundation. Immediately following Friendly's resignation from CBS, Friendly received a telephone call from Bundy saying he wanted to meet with him about joining the Foundation. Bundy had gotten his telephone number from Walter Lippmann, who "planted the seed" that Friendly might have some ideas about non-commercial television.

► **Jim Armsey**, who had been handling the Foundation's educational TV grants, knew Fred from their World War II days when Armsey was a major and Friendly a master sergeant in the information section of the China-Burma-India theater. "When Friendly first came to his office, Armsey moved from behind his desk so the two men could speak more informally in chairs in front of the desk. During the conversation, Friendly got up, paced, and gesticulated as he spoke and then sat down behind the desk—a clear indication to Armsey that he would now be Friendly's subordinate." Armsey soon told Bundy that after ten years of working on educational television he was ready to move on to other projects.

► At their first dinner meeting in New York, Bundy told Friendly that he wanted to establish a permanent, self-perpetuating infrastructure for a fourth television network, securing its financial independence and an exit strategy for the Foundation. Friendly "began toying with an idea for a permanent source of funding for noncommercial television" and the use of synchronous satellites for the fourth network.

► When the FCC asked for proposals on the use of satellites by August 1, 1967, Bundy and Friendly organized a crash program to prepare a position paper, Bundy using his contacts in academia and government to recruit experts on the proposal's legal, economic, and scientific implications.

Sucherman describes Friendly's annual presentation of his program's budget to the board as "30 minutes of pure persuasion, gesticulating, roaring, pounding the table so hard that those of us in the back of the room could feel the room shake." After one of these exhausting performances, Henry Ford II, a member of the board exclaimed, "That friggin' Friendly, I should have him out selling my goddamn cars!"

Friendly recalled: "In the 30 days prior to our submission, the 11th floor of the Ford Foundation looked more like a newsroom just before election than a philanthropic institution." At 10:30 a.m. on August 1, the 80-page proposal was submitted to the FCC recommending a nonprofit corporation to operate the satellite system, free interconnection to noncommercial television, and leased lines to commercial channels with the profit to fund educational television.

► On August 17, Bundy and Friendly presented their proposal to the Subcommittee on Communications of the Senate Commerce Committee. When chairman Senator John O. Pastore asked Friendly to read his prepared statement, Friendly said he preferred to ad lib. Friendly described at length the technical and program limitations of commercial television and the possibility of using satellites. The Foundation proposal was subsequently defeated by the opposition of telecommunications giants like AT&T, ITT, Western Union, and the networks.

► Despite their differences in background and personality, Bundy and Friendly became close personal friends. **Stuart Sucherman**, Friendly's staff colleague, remembered the banter of an affectionate relationship, "Mac kidding Fred about his outrageous ideas, Fred kidding Mac about 'oh you wouldn't understand that kind of thing where you come from.'"

► The book has a number of anecdotes about Friendly's way with the Foundation board. Sucherman describes Friendly's annual presentation of his program's budget to the board as "30 minutes of pure persuasion, gesticulating, roaring, pounding the table so hard that those of us in the back of the

room could feel the room shake." After one of these exhausting performances, **Henry Ford II**, a member of the board exclaimed, "That friggin' Friendly, I should have him out selling my goddamn cars!"

► When Friendly stopped, Sucherman continued, "there would be stunned silence, with a few mouths agape. Then some poor soul like **Bob McNamara** or **Andy Brimmer** would attempt to ask a very tough, penetrating question and Fred would say, 'That's a good question,' and he would be off again for another ten minutes of rhetorical flourish that didn't quite answer the question but, again sounded good. After a couple of these, the board, emotionally exhausted, would simply give up and approve our budget of sixty million bucks."

► The book cites Friendly's gift "for identifying and assembling gifted professionals," and this included his team at the Foundation, citing by name **Stuart Sucherman** and **David Davis**. "Friendly's style as boss harked back to his days as a master sergeant, as Stuart Sucherman explained: "It was like going to basic training: You came out of it tougher, and more knowledgeable.... He was a perfectionist and tremendous taskmaster, and he would push way beyond where you thought you could possibly perform at. That was very unpleasant at times, but I think in the long run he made everyone better.""

Will Hertz

For a review of Engelman's book that covers Friendly's years at CBS news and his work with Edward R. Murrow, see J. Max Robins' piece in the Wall Street Journal of May 2, reprinted on our blog (<http://laffsociety.org/blog>). Describing his gift for cultivating politicians and power brokers, Robins relates an episode in the book that describes how President Johnson tried to recruit him as his media adviser (on the same level as Bundy who was Johnson's national security adviser). Observing the two men negotiate was like "watching King Kong and Godzilla," according to Johnson's press secretary Bill Moyers. Despite Johnson's courtship, no deal was struck. According to Moyers, "The two men were too much alike with egos that fill the room, leaving no space for anybody else." Later Friendly told Moyers that leaving the presidency of CBS News to go to the White House would be "a step down." ■

The LAFFing Parade

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sexuality program in Eastern Africa where she developed and managed a portfolio of more than 40 grants in Kenya, Uganda, and Tanzania. At Arcus, she will develop strategies and projects to advance LGBT human rights and build the capacity of the movement through grant-making, advocacy, and partnerships with human rights organizations. With offices in Kalamazoo, New York, and Cambridge UK, Arcus says it works to achieve social justice that is inclusive of sexual orientation, gender identity, and race, and to ensure conservation and respect for the great apes. Ms. Sutherland has a Ph.D. in social policy from the London School of Economics.

Last autumn we reported that **Jonathan Moyo**, program officer in the Foundation's Nairobi office in the 1990s and more recently a controversial cabinet member in President Robert Mugabe's government, was now an opposition member of the Zimbabwe parliament. Before splitting with Mugabe, Moyo served as his information minister and, according to the *New York*

Times, was "the architect of laws that have effectively shut down the nation's free press."

In January, the *Zimbabwe Mail* reported that Moyo was "bouncing back" as the media, information and publicity minister in the Mugabe's new GNU government. In March, the *Zimbabwe Telegraph*, reported widespread opposition to Moyo among other politicians, with Vice President Joseph Msika and the ZABU-PF party chairman John Nkomo threatening to resign. At the last minute, Moyo was scratched from the new government.

More recently, the *Telegraph* continued, Moyo "went on a barrage accusing the Americans and the British for having orchestrated the fatal accident that claimed the life of Susan, the wife of Prime Minister Morgan Tsvangirai."

Larry Cox, formerly a program officer in the Foundation's Peace and Social Justice program, is now executive director of Amnesty International USA. He has been active in the campaign to demand a new trial for the Georgia death row prisoner Troy Anthony Davis, an African American, who was convicted for the 1989 killing

of a white police officer.

John Funabiki, who spent 11 years at the Foundation developing grant-making strategies on news media issues and about whom we wrote a couple of issues ago, is now a professor of journalism at San Francisco State University charged with developing a new Center for Renaissance Journalism, described as "a new interdisciplinary center on emerging opportunities for community, ethnic, and other forms of news media."

A former reporter and editor for the *San Diego Union*, where he specialized on U.S.-Asia political and economic affairs, Funabiki was founding director of the university's Center for Integration and Improvement of Journalism, which developed model programs to improve news media coverage of ethnic minority communities and issues. At Ford, Funabiki was deputy director of the Media, Arts and Culture program. According to the *Chronicle of Philanthropy*, he gave up that job, as much as he enjoyed it, because "the people applying for grants were the ones doing the real work They were on the front lines of social change, and he missed being out there with them." ■

The LAFF Society

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