

# THE LAFF SOCIETY

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

FALL 1999

NO.22

## The LAFFing Parade

**Richard S. Sharpe** has joined the staff of the Donald W. Reynolds Foundation in Las Vegas, Nevada, as senior program officer. Reynolds is a \$1.3 billion foundation created from the 1993 sale of the Donrey Media Group, a communications empire centered in Arkansas, Oklahoma and Nevada. Dick is responsible for two new national programs — Aging, which focuses on strengthening physicians' training in geriatrics, and Cardiovascular Clinical Research, which will provide major support for selected research centers in leading academic medical centers.

**Emmett D. Carson** is now president and CEO of the Minneapolis Foundation. His address is The Minneapolis Foundation, A200 Foshay Tower, 821 Marquette Avenue, Minneapolis, MN 55402. His FAX number is (612) 672-3846.

**James W. Trowbridge** is now president of the Albert Schweitzer Institute, an international educational nonprofit focused on youth ethics and leadership development in public health care. The latter interest is mainly in Central and Eastern Europe and the former Soviet Union. The Institute is located in Wallingford, Connecticut, but Jim continues to reside in Princeton, New Jersey.

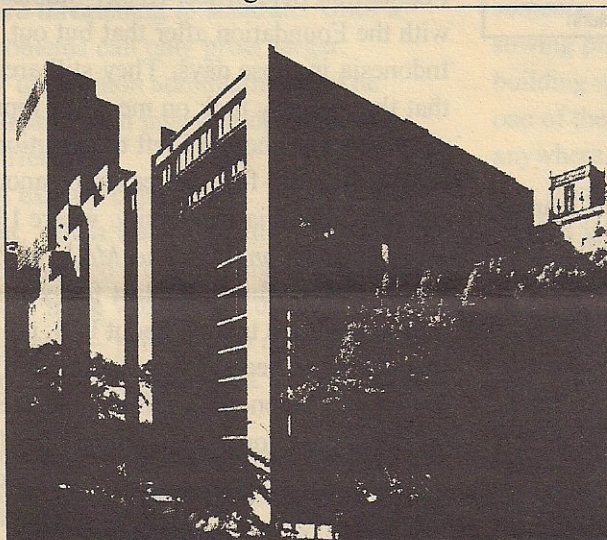
**Arlene Feder** has changed jobs. She is now director of administration of High 5 Tickets to the Arts, which makes low-cost tickets available to

## The FF Building's Debut: Stray Remembrances

by LOU WINNICK

*This is the first of two installments. The second installment will appear in the next newsletter.*

The Landmarks Preservation Commission's 1998 designation of the Ford Foundation's building as an official architectural landmark (nicely reported by



Dick Magat in a recent LAFF newsletter) tripped a rush of recovered memories. One evoked the prolonged search for a suitable site, spearheaded by James Downs, a prominent Chicago real estate expert, highly respected by Henry Heald, who had come to know the consultant while head of that city's Armour Institute. (James Downs, incidentally, was the father

of Anthony Downs, the eminent economist who would later forge many ties to the Ford Foundation.) After the weighing of competing locations and weighing  
(cont. on p. 3)

teen-agers for theater, dance, music, museums and films in New York City. Her business telephone number is 212-750-0555, ext. 200. Her home is at 203 East 72nd Street, Apt. 12A.

**Bonnie L. Shepard**, program officer for the Reproductive Health Program in Santiago, Chile, from 1992 to 1998, will be at Harvard's David Rockefeller Center for Latin American Studies until January.

**Ruth Mayleas**, who headed the Foundation's Arts and Culture Division, has written a guidebook for

aspiring actors, directors, designers and playwrights under the title *Theater Artist's Resource*. Published by Watson-Guptill Publications, the book lists undergraduate and graduate level academic programs, workshops, conferences, artist's colonies, internships and other training and instruction opportunities.

Women's Environment and Development Organization in New York named **June Zeitlin** executive director. She had been director of the

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The LAFF Society

c/o Mary Camper-Titsingh  
531 Main Street, Apt. #1110  
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## Kennedy's Ninth

Roger G. Kennedy (Arts and Financial Affairs) has published his ninth book, *Burr, Hamilton and Jefferson, A Study in Character* (Oxford University Press). According to the publisher's announcement, the book "restores Aaron Burr to his place as a central figure in the founding of the American Republic....The book does not sentimentalize any of its three protagonists; neither does it derogate their extraordinary qualities. They were all great men, all flawed, and all three failed to achieve their full aspirations....Fresh information about the careers of Hamilton and Burr is derived from newly discovered sources."

After leaving the Ford Foundation, Kennedy served as director of the National Park Service and of the Smithsonian's National Museum of American History and has appeared in his own TV series on the Discovery Channel. He is now living in Santa Fe. His e-mail address is [rgkennedy@newmexico.com](mailto:rgkennedy@newmexico.com).

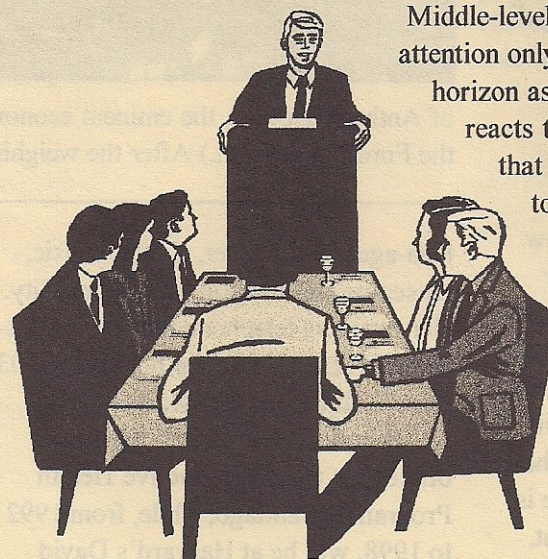
## Unforgettable Indonesia

by JACK BRESNAN

*Jack Bresnan (International) served the Foundation in Indonesia as Assistant Representative from 1961-65 and Representative in 1969-73. Building on that experience, he is now Senior Research Scholar of the East Asian Institute of Columbia University and the author of several books and articles on Indonesia and Southeast Asia. In recent weeks, the situation in East Timor has triggered still another career for Jack as consultant to the media, including National Public Radio, ABC and the New York Times, and we asked him to share his thoughts with LAFF members.*

When I went to Indonesia in 1969 for a second tour of duty in the Ford Foundation field office, Rocky Staples advised me not to expect to go any where with the Foundation after that but out.\* Careers were not built on expertise on Indonesia in those days. They still aren't. But I have never escaped the hold that that country took on me while representing the Foundation in Jakarta over eight years. Although I left the position of Ford rep there in 1973, I have been back to Jakarta for one reason or another almost every year since.

At Columbia University, where I have had a second career, I wrote *Managing Indonesia: The Modern Political Economy* (Columbia University Press, 1993). But in the last few years I have found myself drawn increasingly into writing and talking about U.S. policy on Indonesia. The reason is that Indonesia has been in very serious difficulty, the United States has found itself drawn into Indonesia's affairs, and there are only a handful of people available to talk or write about these in terms of U.S. interests.



Middle-level powers like Indonesia attract U.S. attention only episodically. They come over the horizon as an urgent problem. The U.S.

reacts through a part of the government that has not been paying much attention to the country. Only rarely and by chance is there anyone involved in the policy-making who has lived and worked in the country concerned. So there is some scurrying around to find expertise. Madeleine Albright, heading for a visit to Jakarta this past year, had the good sense to invite a half-dozen of us from outside

government to come to dinner to talk. That does not happen often enough.

The emerging markets crisis of 1997-98 had its most drastic effects in Indonesia. The currency lost 80 percent of its value. The banking system col-

\* Actually, Jack returned to the Foundation in 1973 as head of its Office for Asia and the Pacific, a position he held until 1981.



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lapsed. Inflation went through the roof. Uncontrolled rioting and looting broke out in the capital city. Suharto, president for 32 years, was forced to resign. And

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#### ***“The United States had led NATO in a major humanitarian intervention in Kosovo earlier in the year. Was East Timor any different?”***

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with him went a highly personalized regime that had turned the government of the world's fourth largest population into one huge racket.

The aftershocks are still being felt. No credible government is in place. Opposition political parties have been struggling to build a coalition that can govern, so far without success. International pressure led to a referendum in East Timor that produced a 78.5 percent majority for independence — and a campaign of killing and burning by anti-independence interests that have left the tiny territory with a legacy of terror. Other provinces are threatening to separate. Until a credible government can be formed, the problems can only grow larger.

East Timor posed a major challenge for the Clinton administration. The United States had led NATO in a major humanitarian intervention in Kosovo earlier in the year. Was East Timor any different?

U.S. interests and capabilities were not exactly comparable. The U.S. had some leverage on the Indonesia government, which was in the midst of an IMF bailout. At the same time, the U.S. was constrained from levying economic sanctions for fear they might lead to an even more widespread breakdown of law and order. So the U.S. threatened sanctions — privately so as not to back the transition government into a corner in public — and hoped it would not have to carry out the threat.

This seems to have provided the final push. The United Nations Security Council was ready to approve an international force unanimously, given a sign that the Indonesians would not oppose it. The Indonesians gave way.

This experience suggests that the United States will continue to find itself drawn into Indonesia's problems and efforts to resolve them, ready or not.

### ***Stray Remembrances***

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the alternatives, the ultimate selection was a site on the eastern end of 42nd Street.

This choice was swayed in part by the location's proximity to the UN establishment, with which the Foundation had a web of relations. A second reason was that the property could be obtained without evicting existing tenants, a distasteful act for so image-conscious an institution.

The site had long been occupied by a small private hospital, which had been left stranded and defunct by the depression of 42nd Street's grade to enhance the approaches to the UN complex on the East River's edge. (A measure of the severity of that reduction in grade level is the steep down-slope between the Foundation's 43rd and 42nd Street entranceways).

The hospital site, though convenient, suffered nettlesome drawbacks,

principally, its cramped dimensions and the public park immediately to its south. Those restrictions would impose certain compromises on the size and positioning of the planned building. (I'll say more about the consequences in the next issue.)

Post construction, the most cheering remembrance was that Kevin Roche's splendid edifice was instantly judged a masterpiece by top-flight critics. A particularly memorable greeting arrived from Ada Louise Huxtable, then the premier architectural critic of the *New York Times* and someone not habitually freehanded in sowing praise. She hailed the Ford building with this extravagance: “It is one of the most beautiful structures, anywhere, 12 stories of subtle splendor, destined for fame. It is New York's latest landmark.”

Ms. Huxtable bestowed the landmark laurel figuratively, merely as an esthetic pronouncement. A legal designation required a formal course of validating procedures plus a minimum age of thirty years. Yet how prescient she proved.

The unprecedented outpouring of rave reviews was no fleeting fancy. Successive civic watchers serially elevated Roche's creation to architecture's Pantheon. In 1988, two decades after the early paeans, Elliot Willensky and Norval White's *“AIA Guide to New York City”* accorded the building perdurable status with this reverent inscription, “Among the city's finest works of architecture...elegantly constructed in masses of brick and stretches of glass...people and plants share a world worthy of Kew.”

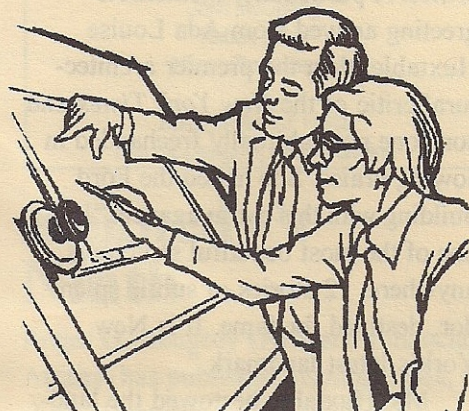
A decade following that encomium the Landmarks Commission moved to an official coronation, the candidate building having passed all qualifying tests including the requisite waiting



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period. The profuse affirmations and re-affirmations muted a rumbling of contrarian voices, discontents inside and outside the institution, that the tens of millions spent on a vainglorious exaltation in steel, stone and glass was an ill-advised, nay sinful, diversion from nobler causes.

For the building's planners and well-wishers the New York headquarters was a heady triumph. In particu-



lar, it justified the effort and dreams of the Board's Irwin Miller, an esteemed architectural patron in his home town of Columbus, Indiana, and a stout champion of the young Kevin Roche. Roche had mastered his craft for 15 years with the world-class Finnish architectural firm of Eliel and Eero Saarinen, father and son, and would eventually inherit the firm. Indeed, Roche's artistic scheme for the Ford building had borrowed something from a set of experimental drawings in the Saarinen files, though, presumably, conceived for a more expansive setting. (The building's north, 43rd Street, façade would surely have gained from a broader vista.).

A second cheerful recollection: Mac Bundy thought to broadcast the building's winning features by anointing the eleventh floor dining area an after hours bistro. Over a period of six months or so, staff was encouraged to bring friends, family and constituents

to tour the buildin, to admire it's luxe linen wall coverings, the stately brass and leather doors and elevators, the imported-mahogany furniture. As might be expected, all these marvels elicited expected murmurs of appreciation.

But, in my experience, at least among the guests I guided, what excited true wonderment was the auditory magic of Level B's boardroom: There, a faint whisper at one end of the long conference table was perfectly audible at the other. On the heels of these tours, staff and visitors would repair to an open bar — paired words that no small number hold to be among the most buoying in the English language. Staff and guests would relish drinks and nibbles at the balcony's polished marble tables and gaze down on the atrium's singular delights.

But the building had its downside. A bundling of less cheering recollections will follow in the next issue.

## Hardin Wins Award

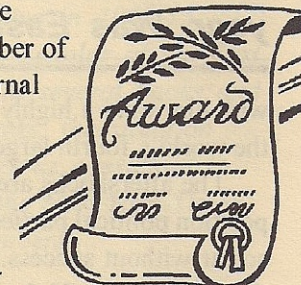
Lowell S. Hardin has received the Nyle Brady Award from the Consultative Group on International Agricultural Research "in recognition of his lifelong contributions to the CGIAR."

The citation lauded Hardin "most notably for the key roles he played in the founding of the CGIAR system and in the governance of its international centers." The citation concludes: "The world's poor and vulnerable owe a profound debt of gratitude for his lifelong commitment, efforts and achievements."

Beginning in 1965 as senior agriculturist in the Foundation's International Division, Hardin helped shape the concept of international agricultural

research and the research centers now known worldwide by their acronyms: CIMMYT, CIAT, ISNAR, ICRISAT, ILCA, ICARDA and IFPRI. Since his retirement from the Foundation in 1981, he has continued to serve CGIAR as a member of the centers' external review panels, in the development of a manual for CGIAR trustees, and in the leadership of several compensation studies.

Attending the award ceremony were several other Foundation alumni: Roberto Lenton, Norman Collins, Bob Havener, David Seckler and Michel Petit. Lenton read the citation on behalf of the United Nations Development Program.



## Dues, Please

The last issue of the Laff newsletter announced a reluctant increase in dues from \$5 to \$7.50 per year and made a special plea for payments in advance to



cover the Society's expenses. Secretary-Treasurer Mary Camper-Titsingh now reports that "Money is pouring in Well, almost!!" One member even sent in a check for \$100 — our biggest contribution yet.

Whatever you decide, please send your dues at \$7.50 per year to Mary at 531 Main Street, Apt. #1110, New York, NY 10044.



## Conservation and Maps

by TED SMITH

*Ted Smith (International) is executive director of the Henry P. Kendall Foundation of Boston. With assets of \$85 million and annual grants of \$3 million, the Foundation centers its interests on protecting the natural environment in the "shoulders" of North America—new England and Maritime Provinces of Eastern Canada and the Pacific Northwest, including Western Canada and Alaska. This is adapted from his thoughtful annual report.*

Most conservation efforts are local. These efforts must generally be place-based, drawing energy from personal attachments to lakes, streams, rivers, mountains, valleys, meadows, urban gardens, beaches and ocean reaches. There seems to be no better way to encourage people to focus on place — and to understand what is at risk — than to draw them to it with maps.

Modern conservationists are starting to draw these maps. Commercial fisherman Ted Ames, who experi-

enced the collapse of New England groundfish stocks, systematically interviewed older fishermen along the Maine coast to determine where the now vanished "cod nurseries" were once located. He carefully mapped these areas, creating a new design for their protection with the hope that the cod fishery can be rejuvenated.

Advances in technology enable modern map-makers to include a wealth of biological and topographical information from satellite imagery and GIS data sets. Boise-based Conservation Geography recently produced maps demonstrating that U.S. Forest Service claims of the amount of old growth habitat in the Clearwater National Forest are substantially overstated. These maps led to a moratorium on logging in that northern Idaho forest.

Boston's Charles River Watershed Association has produced maps to show the relationship between land development and sub-surface aquifers in headwater towns where water shortages have become critical and contentious. These maps stimulated town officials to consider zoning land to sustain groundwater, thus restricting development above these underground reservoirs.

Maps can amplify and/or simplify information. Stunning new maps of coastal British Columbia created by Ecotrust and the Sierra Club of British Columbia show the remaining unroaded watersheds in that magnificent stretch of temperate rain forest. These maps, which speak truths previously hidden from public view, have strengthened the case for protecting pristine watershed for their long-term conservation value.

In other ways, maps enable us to see landscapes in new ways. The rapid emergence in the last three years of the Yellowstone-to-Yukon Conservation Initiative — a U.S.-Canadian

collaboration of more than 100 organizations stretching 2,000 miles along the Rocky Mountains — has drawn enormous energy from a map that was an entirely new creation. It links Wyoming to the Yukon Territory and all points in between.

While map-makers have the power to enlighten and to persuade, they also have the power to mislead. A map is the product of a set of choices—about what to include or exclude, what to emphasize, where to begin, and where to end. These choices shape how we see the world. Some examples help to sharpen the point:

- Familiar highway maps show roads, human settlements, and political boundaries. They do not define watersheds, the basic unit of nature on which to focus conservation strategies. Therefore, readers are not invited to think about the location and presence of watersheds when consulting this common type of map.
- In the Pacific Northwest, government agency maps on both sides of the Canadian-U.S. border reach to the international boundary and then stop. A reader of these maps is not invited to consider the integrity of forest and river systems which stretch across an artificially designated international boundary.
- Some eco-regional maps of coast areas published by the Nature Conservancy show no biological relationship between the land and the sea. Beyond the water's edge, the maps are blank. This may be explainable because the Conservancy emphasizes land protection, but such maps promote a fiction that there is no biological connection between terrestrial and marine systems. In reality, the linkages are profound.
- Maps designed and promoted by land developers rarely contain rich biological information nor do they explain the cumulative impact on

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program for gender and institutional change at the Foundation.

**Richard M. Krasno** (International) has been named executive director of the William R. Kenan, Jr. Charitable Trust in Chapel Hill, North Carolina. He has been president of the Monterey Institute of International Studies in California. Previously he was president of the Institute of International Education.



nature of housing developments, malls, and super highways. These maps implicitly extol the virtues of economic development, not the values of ecological services offered by the land. Far from being entirely objective, such maps can be ideological.

As these examples show, maps can lead and mislead. They themselves are not reality — only a representation of reality. However, their potential to focus attention on place and to teach can be impressive. In the last decade, environmentalists have shown how remarkably influential newly created maps can be. These new maps have stimulated insights, influenced agency resource management policies, shaped judicial decisions, and advanced the cause of nature conservation.

## Lost and Found

**Norman Dahl**, whose whereabouts were reported lost a year or so ago, has been found. **Jerry Anderson** reports that he and Dorothy live in retirement on Block Island. Their address: P.O. Box 826, Block Island, NY 02807.

But newsletters sent to these other LAFFers have been returned: Dee Bertine, Craig Howard, Enid Knight, Jeri Laba, Betty J. Rogers, Ann Weinstein, Dennis Gallagher, and William Felling. Can anyone help?

## Sweet 21

Is the LAFF Society sensitive about aging? Not really, though one might conclude that from the omission of the issue number from the last newsletter. It was No. 21. We are proud of reaching this point, but whether we can continue the pace depends on readers' generosity with essays, thoughts, memories and news of their activities. Let's hear from you.

## In Memoriam

**George H. "Bill" Griffiths**, whose career spanned 21 years with the Fund for Adult Education and the Ford Foundation, died in June in Mission Terrace, California. After working at Encyclopaedia Britannica Films as a writer and director/producer of classroom films, Griffiths joined the Fund, an independent entity established by the Foundation, as Vice President and Treasurer. When the Fund was phased out in the 1960s, he became a program officer of the Foundation, a position he held until his retirement in 1972. Bill was a writer, a poet and a dedicated yachtsman.

LAFF extends its sympathies to Ruth Neumann, former staff member of the Office of Reports who does the design and production of this newsletter, on the death of her husband, Mel Neumann. Mel, a retired executive with a cigar manufacturing company, was a B-25 bomber pilot in World War II, flying 57 missions over North Africa, Sicily and Italy. He and Ruth had been married 56 years.

## Quote Correction

The last issue of the LAFF newsletter incorrectly credited Dwight Macdonald with the memorable phrase "wholly disowned subsidiary of the Foundation" to describe the Fund for the Republic. The statement actually came from Robert Hutchins, "boy" president of the University of Chicago and president of the Fund. Macdonald credited him in his 1956 book, *The Ford Foundation: The Men and the Millions — an Unauthorized Biography*.

## Remembering:

### NEELAN TIRUCHELVAM

*Neelan Tiruchelvam, co-chair of the Board of the International Center for Ethnic Studies in Sri Lanka, was assassinated on July 29. Bob Goldmann, who was instrumental in arranging Ford support for the Center's establishment, remembers this brave and gentle man.*

by **BOB GOLDMANN**

**Neelan Tiruchelvam** was assassinated because he had devoted himself to saving the lives of other people. He had been the moving force in establishing the International Center for Ethnic Studies (ICES) in Colombo in response to a Foundation initiative to find ways of dealing with ethnic conflicts in the Third World. Neelan was at a critical point in this work when a suicide bomber flung himself at his car.

One of the world's most deadly and persistent ethnic conflicts has torn Sri Lanka between its Singhalese majority and its Tamil minority. In 1982, when ICES was founded, there was a reasonable chance to come to grips with the issues, and Neelan, a Tamil, was in the middle of it. Further, he wanted the Center to work internationally, and sought the cooperation of other Third World scholars and political activists in addressing the scourge of hate and killing between major and minority groups summed up in the term "ethnic." But his efforts fell short of gaining majority support in Sri Lanka, and in the mid-80s the armed Tamil rebellion broke out, resulting subsequently in hundreds of thousands of deaths.

Yet Neelan never gave up. As so often in these conflict situations, it is



the moderates of their own group that the killers hate most, for the moderates' success would remove the grounds for violence to which the fanatics have committed themselves. Neelan was the leading moderate Tamil in parliament, advised Presidents — always Sinhalese — and, when he was killed, was due to advocate a new bill for devolution and autonomy of Tamil areas. Few people doubt that the killer was a member of the extremist "Tamil Tigers" suicide squad. Both his and Neelan's body were torn apart.

Neelan, an attorney, was the Tamil co-chair of the Board of ICES, whose Sinhalese chairman was and remains the distinguished historian Kingsley M. deSilva. They both worked hard at putting together ICES's international board and its mixed Sinhalese-Tamil staff. They operated out of Colombo, where Neelan, an attorney, had his office, and in the hill city of Kandy, close to DeSilva's study at the University of Peradeniya.

I came to know them in 1980 in the course of an exploration of ways in which the Foundation could be helpful in dealing with the group conflicts that caused misery throughout the Third World and impeded the Foundation's programs in economic, educational and other development. It took a long time, however, before the initiative made its way onto the Foundation's agenda. Doc Howe and Dick Sharpe of the then Public Policy Committee picked it up, and from there it went on to get the blessing of the International Division and of field offices in Africa and Asia.

It was Neelan Tiruchelvam, the Harvard-educated human rights advocate, who saw the issue in both Sri Lankan and Third World-wide terms. Soon a proposal reached us on 43rd Street, with a cover letter from

Neelan dated April 9, 1982. Before long, ICES was a fact and ethnic conflict became an item on the Foundation's agenda. Since those days, ICES has received support from many other sources and remains at work, mainly but not exclusively in South Asia.

Neelan and I became friends. It wasn't hard, because Neelan loved not only humanity but also individual people, and we cared for each other. A law professor who had taught Neelan said: "He represented the essence of peace, sanity and good will....The horror of it is that such horrible violence has killed such a gentle man." Neelan was profoundly right in what he did and represented, and the Foundation can be proud that he was a grantee.

## Remembering: RAY VERNON

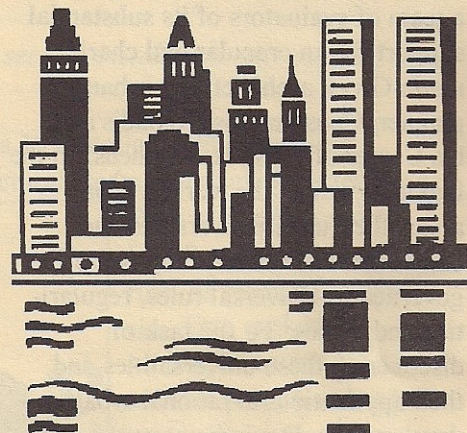
*Ray Vernon, a long-time faculty member at Harvard who died in August in Cambridge, Mass., figures in the Ford Foundation's chronicles at so many points that we have turned to two LAFF members with long memories to do him justice.*

by LOU WINNICK

In 1958, Paul Ylvisaker, a new staff associate in the Public Affairs program, asked Vernon to undertake a study of unprecedented scale (multi-million dollar, multi-year, multi-discipline) of the New York metropolitan region. The focal theme: a detailed analysis of the region's demographic and economic future, sector by sector, and more particularly of the causes of the inner core's decline and the prospects for reversal.

The study's several volumes became a classic in the urban literature

and are still widely read. Years later in a retrospective reflection, Professor Dick Netzer wrote in admiration of the study's solid and prescient findings, namely of a continuing and irreversible decline in the manufacture of standardized goods, but persisting strength in employment sectors based on rapid adaptations and face-to-face contact — boutique manufactures, the arts,



business and financial services.

However great the significance of the Vernon studies for the academic canon, their indirect contribution to public policy was even greater. In the course of the investigations, Vernon uncovered the "Gray Area" syndrome and was the first to apply that term. Interspersed between the strong areas of finance and commerce and the failed residential areas of depopulation and abandonment, Vernon found coping neighborhoods that possessed a clinging if ebbing vitality. These, Vernon believed, could be stabilized through swift public-private intervention.

Animated by these findings, Ylvisaker launched, in the teeth of sharp topside skepticism, the Foundation's now storied Gray Areas Program. While Gray Areas per se yielded only mixed and modest results, the program evolved templates for the neighborhood components of President Kennedy's War on Poverty and, sub-



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sequently, President Johnson's Great Society. During the first half of the 60s dense was the two-way traffic between Washington and 475 Madison Avenue. In 1966 Ylvisaker took leave from the Foundation for a place near the White House to help design the federal Model Cities program.

In the early 60s Ford called upon Vernon once again — this time to join a team of evaluators of its substantial support for an oracular and charismatic Greek architect and urban planner, Constantinos Doxiadis and his Center of Ekistics in Athens. In the Doxiadis vision, the world's urban areas, their unruly diversities and confusions notwithstanding, were governed by universal rules, regularities and forces. To the task of discovering these universalities and their applications to rational urban development, Doxiadis gave the name, Ekistics, the science of human settlements.

The six-week on-site evaluation was to resolve a fiery dispute that roiled the Foundation's Board and staff — one faction persuaded that Doxiadis was a charlatan and the other that he was an inspired savior of

the urban condition. The evaluation team, too, was divided in its verdict.

But the Vernon view held sway, namely that while he deemed Ekistics a species of poetry, not science, the Athens operation — its training schools and excellent library, and its role as a concourse for the international community of planners — warranted modest support though far less than the magnitudes sought.

by FRANK SUTTON

Ray was so active and prolific that tracing out his many links to the Foundation would take a bit of research. His pioneer work on multinational corporations was first financed by the Foundation; if I remember rightly, Marshall Robinson was the Maecenas. Later some of it was financed by the International Division's grants in support of the Center for International Affairs at Harvard. I remember many discussions with Ray when he was the Center's director about the research it was sponsoring with some FF money that was supposed to go for "innovative activities."

I still have on my shelves various

of the books Ray wrote or edited, and that got to me in recognition of Ford support. The ones I quickly found this morning were *Storm Over the Multinationals* (1977); *The Technology Factor in International Trade* (1970), the papers from a conference Ford supported; and *The Oil Crisis* (1976). I could probably find more. Ray was inexhaustible both at the writing desk and in his shell — he was an avid oarsman — on the Charles River.

I've most recently encountered Ray's name in some research I've been doing on the Foundation in Iran. In 1962, Ray was helping Ed Mason run the Development Advisory Service at Harvard; they had a team helping the Plan Organization in Iran that was the biggest project in dollar terms that Ford ever had in Iran. It wasn't doing well in 1962, and the Ford archives record Mason and Vernon deciding during a trip to Teheran not to renew the contract.

I'm sure a little more research would show Ray engaged in DAS projects over much of the Third World. He was, as I said, inexhaustible. He was a nice guy, too.

### THE LAFF SOCIETY

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