

# THE LAFF SOCIETY

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

FALL 2001

NO. 28

## The LAFing Parade

**Lincoln C. Chen, M.D.**, the Foundation's representative in New Delhi in the 1980s, will step down as executive vice president of the Rockefeller Foundation for strategy at the end of this year. After five years of service with Rockefeller, Chen will return to Boston to launch a new initiative on philanthropic partnerships for equity. Rockefeller will contribute to the establishment of the initiative, details of which will be announced later this year.

Starting in 1973, Chen worked in Bangladesh with the Ford Foundation as a program advisor in public health and the International Center for Diarrheal Disease Research. He then became the Foundation's representative for India, Nepal and Sri Lanka. In 1987, he left the Foundation for Harvard where he served as chairman of the Department of Population and International Health and director of the Center for Population and Development Studies.

Chen also serves on the board of CARE/USA and the Overseas Development Council, and was recently elected chair of the former.

**Gladys Chang Hardy**, a member of the Foundation's staff in 1958-66 and again in 1981-83, attended the second Public Broadcasting Reunion in Arlington, Virginia in May. Gladys reports that contributions to public broadcasting of the Ford Foundation and several staff members were cited at several points in the proceedings.

The curator of the National Public

## India Program Revisted

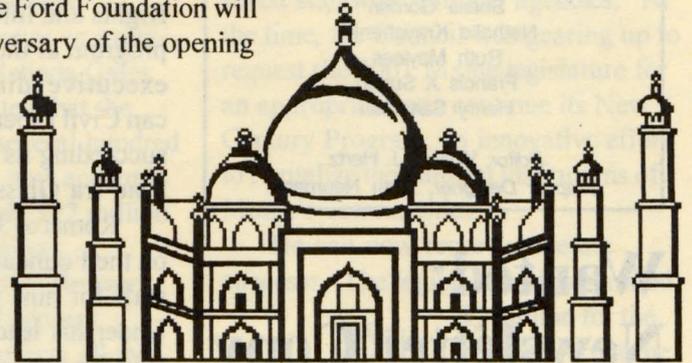
by **ROCKY STAPLES**

In March, 2002, the Ford Foundation will celebrate the 50th anniversary of the opening of its India office and its longest overseas venture in grant making. To chronicle and judge the progeny of this marriage of Western optimism, idealism, money and naivete with the

traditional wisdom, deep poverty and resistance to change of Mother India, the New Delhi office has commissioned a series of monographs by Indian scholars and activists on the half-century record of the Foundation's major program concentrations. They will be published next year on the occasion of the celebration in New Delhi.

To discuss early drafts of these monographs, **Gowher Rizvi**, the Ford Representative in New Delhi, and Program Officer **Mark Robinson** invited a group of former Delhi-wallahs to meet with the authors in late June at a conference center at Buxted outside London. The three-day meeting included **Barry Gaberman**, Ford Senior Vice President, who began his Foundation

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Broadcasting Archives distributed copies of his last two biennial reports. The 1996-97 report, in a memoriam tribute to Lyle M. Nelson, stated: "From 1962 to 1963, along with Gladys Hardy, Lyle developed a report for **Jim Armsey**, which became the basis for support for broadcasting by the Ford Foundation.

In a discussion of public broadcasting's "turning points, milestones and benchmarks," two NET "oldtimers" described their meetings at the Foundation in the 1960s which ultimately led to a \$6 million grant to the National Educational Network in 1963. They praised Armsey for his foresight as well as his

toughness in prescribing the terms of the grant.

Finally, Gladys was asked to speak about the Walter Annenberg pledge of \$150 million for the production of college-level courses, one of the milestones of the 1980s.

Gladys's involvement with public broadcasting has spanned four decades — as a FF staff member involved in funding in the 60s; as the first public member of the National Public Radio board of directors and as a board member of the Washington public broadcasting stations in the 70s; as program officer in charge of the Foundation's Education and Culture

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### The LAFF Society

c/o Mary Camper-Titsingh  
531 Main Street, Apt. #1110  
New York, NY 10044

*President, Siobhan Oppenheimer Nicolau*  
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## Wanted: Newsletter Copy

Copy for this issue of the LAFF Newsletter was unusually sparse. So much so that the editor had to fill space by writing about himself!

The editor of the next issue, Dick Magat, needs a hand. Reports of current activities, reminiscences of the old days at the FF, thoughts about the world in general — anything from a few brief sentences to 750 words.

Send your copy to Dick at Westbourne-Alger Court, Bronxville, NY 10708, or to rimagat@AOL.com.

## Oops. Sorry

Kathy Spahn (Individual Grants) is the president and executive director of Orbis International, not Orbin International as reported in the last newsletter.

The new LAFF Directory includes these incorrect addresses:

Marilyn Craigie should be 930 Fifth Avenue, New York, 10021.

Dr. Sally J. Oleon should be 340 E. 64<sup>th</sup> Street, New York 10021, Suite 4S.

Richard C. Robarts should be Near East Foundation, 342 Madison Avenue, Suite 1030, New York, 10173.

## Former Staffers Named Heads

Three former Ford Foundation staffers — **Anthony D. Romero, Christine J. Vincent and Lynn Walker Huntley** — have been named the heads of major organizations.

In September, Romero left his position as director of the Human Rights and International Cooperation program at the Foundation to become executive director of the American Civil Liberties Union, succeeding its long-time head Ira Glasser.

Romero, 35, was on the Foundation staff for nine years. Under his leadership, his program became the largest at the Foundation, last year making \$90 million in grants for projects including affirmative action and redistricting programs, immigrant rights and gay rights. He will be the first gay and the first Hispanic to head the ACLU.

Born in the Bronx where his parents settled after immigrating from Puerto Rico, Romero is a graduate of Princeton University and Stanford Law School. Before joining Ford, he worked at the Rockefeller Foundation where he led a study of future directions in civil rights advocacy.

Vincent, who had been deputy director of the Foundation's Program in Media, Arts and Culture and program officer for the Foundation's artist collaboration initiative, was elected president of the Maine College of Art in Portland, Maine, one of the country's top art colleges.

MECA is the only professionally accredited college of art and design in northern New England, with 400 students from 33 states and 17 countries enrolled in its BFA and MFA degree programs. Its outreach

programs involve 2,700 adults and children through continuing studies classes, a Saturday School for youngsters, and an Early College program for high school seniors. Its gallery, the Institute of Contemporary Arts, is considered one of the finest spaces in the Northeast for the exhibition of contemporary art.

Christine's office address is 97 Spring Street, Portland, ME 04101. She will live in Portland at #6 Partridge Circle with her husband David Chambers, a professor at the Yale School of Drama, and their two-year-old son Dima. And she is Maine's newest member of the LAFF Society.

Huntley, who was on the Foundation staff from 1982 to 1995, the last four years as director of the Rights and Social Justice Program, will become president of the Southern Education Foundation in Atlanta in January, 2002, succeeding its long-time president Eldridge McMillan. She has been executive vice president since last year.

SEF is a major advocate for equity in education across the U.S. Through a series of conferences and landmark reports, it has demonstrated how segregation, though prohibited by federal law, remains a major problem in American higher education. It has also been a leading voice in proposing changes to public policy that would eliminate segregation.



## Missing?

Anyone know the whereabouts of Kathleen McCarthy, Ulrich Haynes, Jr., or H. Reed Ellis? Copies of the LAFF newsletter sent to them have been returned.

## New LAFF Directory!!

The new LAFF Society Directory, listing all LAFF members and their current addresses, is now available. The editor, as with past directories, was Dorothy Nixon with designing by Ruth Neumann.

The price is \$3.50 per copy. Order yours from Mary Camper-Titsingh, LAFF Secretary-Treasurer, 531 Main Street, Apartment No. 1110, New York, NY 10044.

## The LAFFing Parade

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program when the Foundation decided to fund NPR in the 80s; and as one of two public members of the Council for the Annenberg/CPB project.

**Henry Saltzman**, a staffer for the Education and Public Affairs programs from 1959 to 1965, is writing a book on the origins, management and impacts of the Foundation's Great Cities School Improvement and Gray Areas Program. The Foundation has opened its archives to him, and he would be grateful to any LAFFers for materials, observations, opinions or memories.

Henry also reports that his company, Saltzman Associates International, which specializes in development programs for educational and cultural organizations, now represents two Israeli organizations – the Center for Israeli Arab and Jewish Education, which is establishing integrated schools, and Yedid (Friend), which operates neighborhood service centers in poor immigrant neighborhoods. Henry serves as development consultant for the National Foundation for Jewish Culture's Jewish Endowment for the Arts and Humanities Endowment Campaign.

The Center for Strategic and International Studies, which sponsors research on public policy issues, has published a report *The New Philan-*

*thropists and the Emergence of Venture Philanthropy* by **Brock Brower**, who was Advisor to the President from 1981 to 1983. Brock's research was financed by the Rockefeller Brothers and Commonwealth Funds and the Samuel H. Kress and Richard Lounsbery Foundations.

Brower's 24-page report examines the new generation of philanthropists that has grown out of the new information-based economy as exemplified by the Bill and Melinda Gates Foundation. It is estimated that the movement, numbering several hundred venture philanthropists, now accounts for 5 percent of the nearly \$22 million annually in foundation grants.

"These newer givers," Brower states, "are causing an ongoing, fundamental shift that affects all the eleemosynary activity dependent on the New Economy – activity here referred to as the New Philanthropy, oftentimes accompanied by a challenging 'entrepreneurial' approach to giving.... Keeping in style with their own ventures into capital formation for the wonders of the Information Age, these new philanthropists are developing what they claim is a more responsive, more rigorous, better-measured approach to funding charitable activities."

In his conclusions about the new "venture philanthropy," Brower points out that several of the established foundations, including Ford, Kellogg and Clark, are encouraging the trend by backing its "social purpose ventures."

Before and since his Foundation service, Brower has been a prominent writer and journalist, and has contributed to the *New York Times Magazine*, *Esquire*, *New York Magazine*, *Life* and *Harpers*. He was the coauthor with David Abshire in 1996 of *Putting America's House in Order: The Nation as a Family*. For the past five years he has been

teaching a course on periodical journalism in the Master of Arts in Liberal Studies program at Dartmouth.

A year ago Will Hertz (Office of Reports, International Division and Secretary's Office) reported he was keeping busy as a member of the Maine Arts Commission and its representative on the Maine Cultural Affairs Council, a coordinating body of seven statewide cultural agencies. At the time, the Council was gearing up to request the 2001 Maine legislature for an appropriation to continue its New Century Program, an innovative effort to revitalize the cultural institutions of Maine's communities.

He can now report moderate success: The legislature appropriated



\$1 million for the program – not the \$8 million requested but still a creditable result given Maine's stringent state finances and the many competing demands for state funding. Will was active in planning the Council's strategy and in writing the proposals to the legislature and the

PR material that mobilized statewide public support.

Will now has another assignment: Governor Angus King, as part of his effort to sell Maine as a haven for retirees, is sponsoring a two-day conference in October on retirement in Maine. Will, himself an out-of-state retiree who has settled in Maine, has been asked to organize and chair a panel on opportunities for retirees in Maine arts and cultural programs. And he is still writing concert program notes for musical organizations in Maine, Massachusetts and New York.

## Author! Author!

Three LAFFers are the authors of recent books.

### ROGER WILKINS

Wilkins, who was program advisor in the Office of the President from 1969 to 1971, has attracted considerable critical and media attention with *Jefferson's Pillow: The Founding Fathers and the Dilemma of Black Patriotism*. The book, published by the Beacon Press, focuses on the paradox that the founding fathers, particularly Washington, Mason, Madison and Jefferson, preached and fought for freedom and yet, reflecting their class, education and personality, they were slave owners. As an outspoken participant in the civil rights movement, Roger then discusses his own attitudes towards American history and patriotism and the nation's continuing problems in dealing with its racial differences.

"With a sense of genuine curiosity," journalist Clarence Page commented, "Wilkins tried to avoid either condemning the founders too easily by modern standards or excusing too easily the contradictions of their slave ownership. Instead, by exploring the culture and atmosphere in which they grew up, he discovered how much slavery was an integral part of the Virginia society that enabled the founders to create the recipe for modern rights, equality and democracy."

"This astonishing book," said *Publishers Weekly*, "provides a brief but tremendously incisive demythologizing of four Virginian founders and their conflicted attitudes toward race, in the process of humanizing them and deepening our appreciation of the internal struggles involved in achieving their greatness, however flawed or incomplete."

Wilkins is the Clarence J. Robinson Professor of History and

American Culture at George Mason University in Fairfax, Virginia. Among an array of public-service activities, he is the publisher the NAACP's magazine *The Crisis*, a board member of the NAACP Legal Defense Fund, an appointed member of the District of Columbia Board of Education, and a board member of the Citizens Commission on Civil Rights, Lawyer's Committee on Civil Rights Under Law, and the African-American Institute.

### ALICE O'CONNOR

The most recent publication of Alice O'Connor, formerly the Assistant Director of the Foundation's Project on Social Welfare and the American Future, is *Poverty Knowledge: Social Science, Social Policy, and the Poor in Twentieth-Century U. S. History*. Published by the Princeton University Press, the book analyzes the differing concepts of poverty and of the changes in politics, institutions, ideologies and social science that have shaped poverty research and policy. Along the way she uncovers the origins of several controversial concepts, including the "culture of poverty" and the "underclass."

Commented William Julius Wilson of Harvard: "*Poverty Knowledge* is the most important analysis of the evolution of poverty knowledge ever published. Alice O'Connor's book is must reading for those who seek a comprehensive understanding of past and current social science writings on American poverty. Moreover, it provides a new vision that inextricably links the study of poverty to the broader study of political economy. The book will be discussed and debated for many years."

O'Connor is currently associate professor of history at the University of California at Santa Barbara. She was formerly the director of the Programs on Persistent Urban Poverty and

International Migration at the Social Science Research Council.

### GEORGE ZEIDENSTEIN

Zeidenstein, the Foundation's Representative in Bangladesh in the 1970s, has published a memoir mainly of his early life entitled *Lifelines*. Now adjunct lecturer in public policy at Harvard's Kennedy School, Zeidenstein was president of the Population Council for 17 years after leaving the Foundation. Before coming to the Foundation, George was a volunteer lawyer in Mississippi and Arkansas during the voter registration drives of 1964 and then director of the Peace Corps in Nepal.

*Lifelines* is available through Amazon.com or from the author (795 East Street North, Goshen, CT 06756; phone (861) 491-2271, or e-mail gzeidens@hsph.harvard.edu).

### India Program Revisited

(cont. from p. 1)

career in the Asia program; **Peter Geithner**, a former Deputy Representative in New Delhi and subsequently a Ford Representative in Asia and an office director in New York; **Charles Bailey**, currently Ford Representative in Hanoi and formerly a program officer in New Delhi; **David Arnold**, a former Deputy Representative who is now senior VP at the Institute of International Education, and **Robert Chambers**, a world renowned British theorist and expert in development who served with the Foundation in Delhi in the early 1980s. I was invited as a former Representative (1976-1981) and the author of an earlier book analyzing the first 40 years of Ford Foundation work in India.

Given the date of my birth, I am now accustomed to attending institutional meetings more or less like this one in my role as Methuselah or Father Noah — "Yes, it did rain a lot

in those days.” But my mind was stretched rather further in this meeting. The Foundation’s continuing efforts to support positive elements of change in the subcontinent are one of American philanthropy’s most instructive balance sheets, and the historical record these monographs illuminate is deserving of attention by anyone interested in institutional development in any setting.

I came away from the meeting with the following thoughts:

1. At various times and in various places, the Foundation tried many different approaches, and by and large learned from the successes and deficiencies of each. To put it very roughly, the early period of the 50s and 60s was largely one of support of government or government-inspired programs. In the later 70s and 80s, the program virtually dropped direct government support and concentrated on development of the non-governmental sector. More recently, the program has endeavored to encompass both.

As concerns program content, although the horizon of experimentation has been very wide, most of the history displays a consistent set of threads: concern for community participation in natural resource management, particularly water and forests; women’s health issues beginning with population and family planning and today with a strong emphasis on reproductive health and sexuality; social justice for people discriminated against because of caste, race, sex or poverty; building a strong social science base for understanding and planning development (beginning with economics and law); and starting in the 70s an important effort to support the arts and humanities.

2. Projects that don’t work – at least in the sense that they do not achieve the immediately sought results – sometimes deliver benefits of large

importance. An example discussed at length at the Buxted meeting was the Calcutta Metropolitan Planning Organization, a multi-year effort involving senior Indian planners and a number of the West’s most experienced and thoughtful urban scholars and operators. Many of the CMPO objectives were never achieved. But Sivaramakrishna, an IAS (elite civil service) officer who himself led the Calcutta organization for years and is the author of a monograph on the Foundation’s work in urban subjects, noted that every senior Indian government planner was affected or touched in some fashion by the Calcutta experiment and that the Calcutta lessons are fundamental to India’s current efforts to deal with the growth of huge metropolitan concentrations.

The Buxted meeting also discussed Ford’s decision some 30 years ago essentially to drop urbanization from its portfolio, and the possibility that the subject may need to be returned in the future. Public education is another topic that the Foundation in India danced toward and away from over the years, and remains an enormous problem for poor people.

3. The Foundation generally had, and continues to have, the ability to attract an extraordinarily capable staff. In the early days this was almost entirely expatriate. Later it began to mix, and today it is predominantly Indian. Further, Foundation Delhi employees have gone on to productive senior assignments all over the world. Staff quality is key to everything.

4. Documenting the history of an organization like the Ford Foundation is both important and difficult. Most of the draft monographs were strong in their references to the early Ensminger period, largely because of the voluminous Ensminger oral history

documents in the New York archives and related documents from other persons interviewed in the 60s and 70s. The more recent decades are more difficult to document, and most of the monographs needed more work on this period. The monograph writers all noted that the archives, particularly as concerns the earlier periods, are extremely useful and well managed..

5. Finally, I think a strong case argues that the Foundation’s programs in India contributed a great deal to the building of national institutions and a civil society over the longer term. Certainly the Foundation’s work in the development of non-governmental organizations, starting with those that affect women’s rights and the problems of caste and poverty, has contributed directly to creating institutions that now have national resonance in India – and indeed are well known outside India’s boundaries.

A notable example is SEWA, the self-employed women’s association



run by Ela Bhat, an early recipient

of Foundation funds, which is now a genuinely strong national institution. Similarly the Ford work in social justice and law, and I would argue in community-based management of water and forest resources, builds institutions that are important and likely to last. There are, of course, the Indian Institutes of Management and support for social sciences, but those move more towards the technocratic side of the ledger (which can, of course, be important in illuminating national problems and proposing solutions).

## A New Book About Shepard Stone, Europe and America

*A new book about Shepard Stone, director of the Ford Foundation's International Affairs program in the 1950s and 1960s, has attracted considerable national attention. We have asked Frank Sutton, a colleague of Stone's during that period, to review the book and add his own thoughts about Shep's role at the Foundation. Stone was a complicated man, and other LAFFers may wish to contribute their memories to future issues of the newsletter.*

by FRANCIS X. SUTTON

Many in the LAFF Society will remember Shep Stone as the director of the International Affairs program from the time it was first organized in 1954 until a new president, McGeorge Bundy, swept away much that he found when he arrived in 1966. The job that Shep held for a dozen years at Ford was, in the words of a new book about him, "the most influential position" of his career. Volker R. Berghahn, Seth Low Professor of History at Columbia University, has traced this career in *America and the Intellectual Cold Wars in Europe/Shepard Stone between Philanthropy, Academy and Diplomacy*, Princeton University Press, 2001.

Shep had already had exciting and rewarding times before he came to the Foundation. He was a Dartmouth man who went to pre-Hitler Germany after graduation and earned a doctorate in history. After several years on the staff of the New York Times, he returned to Germany as an intelligence officer in World War II, and continued after VE Day with the U.S. occupying forces. Shep was uncomfortable with the way a defeated Germany was being treated, and in 1946 he returned to the Times as assistant Sunday editor.

When John J. McCloy was named U.S. High Commissioner in Germany, he recruited Shep as his public relations officer. McCloy and Stone got on splendidly and cemented a bond that would last for the rest of their lives. This job in Germany delighted Shep; he told friends he wasn't sure he would ever again have a job as important and fascinating.

When McCloy in 1952 was ending his assignment in Germany, Paul Hoffman asked him to advise the new Ford Foundation on what it should do about "establishing the peace". The Foundation had declared this to be its highest objective but had difficulty deciding what it could best do to promote "conditions of peace". Hoffman's associate director, Milton Katz, asked Stone to join McCloy in this venture, which he happily did. While McCloy moved after only four months to become chairman of Chase National Bank, he soon returned to Ford as a board member and later chairman, where he continued as Stone's friend and patron.

Together McCloy and Stone were the prime movers in Ford's Atlantic interests, its support of European integration, and in what it could do about the high politics of the Cold War. Ford had money when it was still scarce elsewhere to support the Council on Foreign Relations and its counterparts in Europe, and to help found such important institutions as the International Institute of Strategic Studies and such important academic institutions as the Maison des Sciences de L'Homme in Paris, St. Anthony's College at Oxford, and the Free University of Berlin. And as the Iron Curtain became more permeable in the late 1950s, Shep vigorously pursued openings for exchanges and professional contacts.

In 1967, Stone left Ford to become President of the International Association for Cultural Freedom (IACF) in Paris. The IACF was the renamed Congress for Cultural Freedom, an organization of intellectuals, funded from its inception by the CIA until the Ford Foundation under Bundy brought it in from the cold by taking over its funding in 1966. The Foundation was rather too late to save the Congress from the crisis that revelation of its CIA funding caused in 1967. Its continuation was imperiled; but it ultimately survived under its new name and with Shep as its president.

Shep's years at IACF were not easy ones, despite a lovely apartment in Paris that came with the job. Berghahn traces Stone's vigorous but unsuccessful efforts to find new sources of support for IACF, while the disastrous impact of the 1970s stagflation on Ford's resources forced a sharp decline in its funding. In 1974 he left IACF to become the director of a conference center, Aspen Berlin, where he remained until his retirement in 1988 at age 80. He died in 1990 when he had a heart attack at the wheel of his car on his way to a conference at Dartmouth.

Like other early Ford officers, when Shep left the Foundation he carried away a large part of his files as personal papers. They rested for many years in the barn at his property in Vermont along with papers from other parts of his life, until they were transferred to Dartmouth after his death in 1980. Professor Berghahn never met Shep, but he was given access to his papers which he has used extensively as the basic primary source for his book. He has consulted the Foundation's archives but less extensively, with the result that much of Ford history in this book is seen from Stone's rather special perspective.

As Berghahn's title indicates, his book aims to be a cultural and

intellectual history of the Cold War and European-American relations in the years since World War II. He declares he is not writing Stone's biography but using him as a figure who "embodied and mirrored the larger cultural, political and socio-economic trends, shifts, and generational conflicts in Europe and America that are at the core of this book." Much of the book is indeed a wide-ranging and instructive account of European perceptions of America, the attractions and the revulsions that have nourished anti-Americanism and sympathy with the Soviet Union during the Cold War.

It is certainly proper to see Shep Stone as an iconic figure in what Berghahn calls "the intellectual cold wars" of the past half-century. Shep devoted his talents and his formidable energies above all to promoting

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***“... Stone's papers seem not to have revealed much about the bureaucratic rivalries that frustrated him until 1956 in getting a clear mandate for a European program. . . ”***

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Atlantic and European solidarity and to spreading the values of the "free world" over against Nazi and Communist totalitarianism. A son of Jewish immigrants who struggled to prosperity in America, he was convinced that Europe needed to become less class-bound.

But he was no populist. He liked to call himself a "minor member of the Eastern establishment" and his lifelong fascination with Europe was grounded

in admiration for its intellectual and cultural elites. Despite his German PhD, Shep insisted he was not an academic but a man immersed in the affairs of the world. He was less an intellectual himself than a man who delighted in their company and nurturance.

It was appropriate that he took on leadership of the Congress for Cultural Freedom in its crisis of the 1960s; he had known and worked with its leaders since its beginnings in Germany in 1950 and during the years when he was Ford's plenipotentiary for Europe he seemed as much or more at home in the Congress's offices on the Boulevard Haussmann in Paris as anywhere in his wide domain. One of the contributions of Professor Berghahn's research is a much better depiction than we have had of Shep's constant efforts within the Foundation to help the Congress and its brilliant array of non-Communist intellectuals.

But recounting Stone's years in the Ford Foundation from his own papers has serious disadvantages, at least for those of us who care about Ford history. It tends to make the programs Shep controlled more important in the Foundation's total activity than they in fact were, and to neglect or obscure much relevant context.

Perhaps to his credit, Stone's papers seem not to have revealed much about the bureaucratic rivalries that frustrated him until 1956 in getting a clear mandate for a European program, or indeed about his later clashes with Henry Heald, who had given him his mandate. More seriously, the reader is left without an appreciation of the relatively small financial scale of Stone's International Affairs Program in Ford's international programs. The Overseas Development Program was many times larger and the International Training and Research Program more than twice as big.

There were reasons why what Shep Stone did at the Ford Foundation loomed larger in the minds of some trustees than the scale of his program might justify. He regularly linked what he was doing to large political purposes, urgent issues and looming dangers. Grants were justified not for narrow technical or academic purposes, but as bolstering European or Atlantic unity, or resisting the designs of the Soviet leaders. Like his patron and mentor, John J. McCloy, he consulted regularly with the mighty and has told with gratification of the unfailing interest the Ford trustees showed in his periodic reports on his talks with European leaders.

There were those who found too much name-dropping and too loose programming logic in Shep's work. But, as Professor Berghahn appreciates in making Shep a representative figure in European-American cultural relations, there was in Shep a steady and unfailing optimism about the possibilities of mutual understanding and reconciliation among peoples and across borders.

It showed in his early resistance to punitive treatment of defeated Germans, even though he was a Jew and a journalist who had reported regularly on the horrors of the Nazi regime. It marked his subsequent career at Ford, with the IACF and at Aspen Berlin. His commitments to European-American understanding were complemented by a hopeful reach for contacts and exchanges with the Communist world. Berghahn describes his vigorous development of a Polish exchange when it became possible in the late 1950s, and his readiness for similar programs throughout the Sino-Soviet world.

Shep truly believed that bringing people together will make them understand that they are not irreconcilably different. It is fitting that he left us on his way to a conference table.

# In Memoriam

## RALPH W. CUMMINGS, SR.

Ralph W. Cummings, Sr., who served in a variety of agricultural-related assignments with the Ford Foundation and the international agricultural research institutes, died in June at his home in Raleigh, North Carolina. The International Crops Research Institute for the Semi-Arid Tropics (ICRISAT), of which he was the first director-general, expressed its sense of loss by entering five pages of "Memories" in its Internet website.

Ralph began with the Foundation in June, 1971, as a program advisor in agriculture in the Asia and Pacific Program in New York. Previously, he had served as director of the Rockefeller Foundation's Indian Agricultural Program and the first dean of the postgraduate school of the Indian Agricultural Crop Research Institute.

In July, 1972, he was seconded by the Foundation as director of the International Rice Research Institute in Manila, Philippines. In November, he was transferred to Hyderabad, India, as the first director-general of ICRISAT, at the specific request of its search committee.

After leading ICRISAT through its

initial years, Ralph retired as its director-general in March, 1977. However, he continued to serve in various consulting assignments for the Foundation in Islamabad, Pakistan, the Developing Country Programs/Rural Poverty & Resources in New York, and the International Irrigation Management Institute in Sri Lanka.

ICRISAT began its five pages of "Memories" with a letter from the current director-general, William Dar, to the Cummings family. "One hears the phrase 'larger than life' applied to many people," his letter stated, "but in the case of Dr. Cummings the phrase is truly applicable. His stature in the

CG system, in agricultural development in general, and in India in particular, will always be immense."

The "Memories" continued with messages from four of Ralph's senior colleagues at ICRISAT and shorter tributes from 14 other associates and friends. These "Memories" can be read in their entirety on [http://www.icrisat.org/text/news/2001/cummings\\_tributes.htm](http://www.icrisat.org/text/news/2001/cummings_tributes.htm).

## THOMAS P. ROBINSON

Tom Robinson, program advisor in education in Pakistan in the 1960s and a long-time colleague of many Ford staffers at New York University, died in June in New York City after suffering a stroke.

A memorial service for Tom on June 13 included reflections by two former Foundation staff members – Howard Dressner (Secretary's Office) and Dick Magat (Office of Reports). In his remarks, Dick said that Tom and he had known each other "perhaps 50 years" when they worked at the Bronx campus of NYU, where Tom became dean of the liberal arts college. Years later, Tom, a professional historian, wrote book reviews for *The Foundation News*, of which Dick was the book editor. Howard talked about their chats as neighbors at Peter Cooper Village.

### Dues, Please

The LAFF Society bank account is hard-pressed as usual.

As you will recall, dues are now \$7.50 per year – still a bargain – and some members help provide an extra cushion by making payments a year or two in advance. Ed Ames was unusually generous with four years' worth. And you can tell if your running behind by looking at the mailing address on this newsletter; the number after your name is the last year you paid.

Please send your dues at \$7.50 per year to Mary Camper-Titsingh, 531 Main Street, Apt. #1110, New York, NY 10044.

## THE LAFF SOCIETY

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