

THE LAFF SOCIETY

For the men and women engaged in Life After the Ford Foundation
Spring 1998

No. 17A

The LAFFing Parade

Beth Atkins (Reports), formerly publications director of the National Center for Children in Poverty, a unit of Columbia University, has married and moved to Atlanta, where she is director of communications at Save the Children Child Care Support Center. Husband, Jarrett Clinton, was (as of December) Acting Surgeon General and Acting Deputy Assistant Secretary for Health. (4222 Conway Valley Rd., Atlanta 30327).

A Christmas letter from **Stan and Bernice Gordon** (European Affairs), dated Nov. 11, reports that he has returned home from the hospital, "looking quite fit." 223013 Westchester Blvd., Port Charlotte, FL 33980.

Edie and Bob Greene have settled into their new golf villa in DeBary, Florida (422 Foxhill Drive, 32713; 904-774-7156; e-mail: rgreene@media.mit.edu). Bob is working with an MIT team at the Malaysia University of Science and Technology, a new university designed for graduate study and research, on the MIT format.

Stan Nicholson, representative in Brazil 1969-1974, moved on to Brookings, the Fulbright Program, Colby College, and now lives at PO Box 898, Seeley Lake, Montana 59869-0898.

Orville Schell (International, 1966), dean of the Graduate School of Journalism at the University of California,

(cont. on p. 4)



The Inger Mystery

Our last issues contained "And a Merry Christmas to All," doggerel featuring some two dozen FF Staff members. Doris Kennery unearthed the treasure and, with some help from the issue editor, Will Hertz, provided the full names in an accompanying glossary. Two mysteries remained, however—the author, identified only as "The Bard of 43d Street," and the last name of one of the persons featured in the work, Inger.

The editor speculated that the author was a vice president with the initials, "H.H.," but the most he could uncover about Inger was that "she was a shapely 'temp' in the Education Division who caught the Bard's eye and then left to pursue a career in modeling."

The Bard has now revealed himself (to hardly anyone's surprise who was on the staff some twenty or so years ago, to be Harold (Doc) Howe II. Doc writes:

"I remember her well, but not her last name. She had other more interesting attributes, and she 'worked' near Ed Meade's office. You may recall that I moved my office from the somewhat stuffy tenth floor down to the floor of the Education group. Perhaps it was because I thought she needed protection.

(cont. on p. 4)

Flow On, Creative Juices

Dear Fellow LAFF Society Members:

A few months ago I wrote each of you, asking you to meet a shortage of material for our newsletter. The response was very heartening. For our last issue we received three essays and several extended personal notes.

The response has continued for the issue before you, but the contributions have diminished. I therefore renew my pitch that you send information on your post-FF experiences, personal and professional, and that you also think about writing an essay or reminiscence—say, 500-750 words.

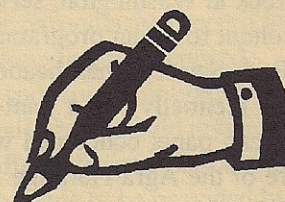
I appeal in particular to alumni from the 1980s and 1990s, from whom we hear much less than earlier alumni.

Your messages and literary efforts are the glue of The LAFF Society. Take a bit of time to contribute, send material to Mary Camper-Titsingh, 531 Main St., Roosevelt Island, N.Y. 10044.

Sincerely,

Siobhan Nicolau

Siobhan Oppenheimer Nicolau
President



The LAFF Society

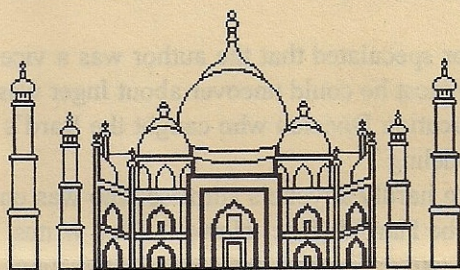
c/o Mary Camper-Titsingh
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Asian Travels

John Cool writes:

"Although I spent my entire career in A&P (never in New York), I came to know many FF friends through their visits to New Delhi, Islamabad, and Manila, from 1978 through 1981. I later was at the East-West Center in Honolulu and with Ted Smith as the Agricultural Development Council Associate in Kahtmandu. After it merged with Winrock in 1985 with **Robert Havener** as president, Catharine and I moved to Bangkok to work at Kasetsart University, creating a natural resource management program. Since 1991 I have been with Winrock in Washington, serving as a consultant to Asian programs and, for the Park Service (then headed by **Roger Kennedy**), in a joint-Indo American panel concerned with the future of the Agra Heritage Region.

"For the past six years, at the

instance of **Bob Shaw** and **Christopher Gibbs I** have spent several weeks each year monitoring the Aga Khan Foundation's rural support program in the Northern Areas of Pakistan. The UNDP has asked me to undertake an evaluation of Pakistan's rural support program in 1998. I also return to Nepal periodically as the member of the Mountain Institute's board responsible for long-term planning." (3219 History Drive, Oakton, VA 22124.)

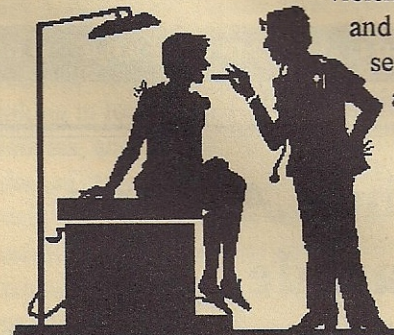
Women's Health Team

When the guard changed at the International Women's Health Coalition (IWHC) recently, one Ford alumna handed over the reins to another. **Joan Dunlop**, served as president of the organization for fifteen years. Her successor, **Adrienne Germain**, worked at the Ford Foundation for fourteen years and was the first woman to serve as a Resident Representative.

After leaving Ford, Dunlop was assistant to Vartan Gregorian when he was director of the New York Public Library. She was also a senior adviser to John D. Rockefeller 3d from 1973 to 1978, carrying out his interests in the population field. Subsequently she was vice-president of the Public Affairs Division of the Planned Parenthood Federation of America. In June, 1995 she received an honorary doctorate from Hamilton College.

Germain headed the Ford office in Bangladesh and worked for the Population Council. Founded in 1980, IWHC work, with individuals and groups in Africa, Asia, and Latin America to promote women's reproductive and sexual health and rights. "Every year, the lives of some 600,000

women are needlessly sacrificed to unsafe childbirth, botched abortions, violence and sexually



transmitted diseases," observes Germain. "Many millions more suffer severe illnesses and traumas, that are entirely avoidable. We're determined to change this picture by ensuring that women's voices are heard and heeded—in their relationships, in their communities, and *also* in the corridors of power, nationally and internationally."

IWHC, with a staff of 22 and budget of \$4 million, has some 50 projects, and provides support to groups promoting women's health in eight countries.

Better Late Than...

Ghebre Selassie Mehreteab left the Foundation more than ten years ago. In the interim his home country, Eritrea, won its independence after 30 years, so he has been able to visit there several times and assist the government. During this period he also married his long-time friend, Sally Jones. Gabe is currently president and chief executive officer of the NHP Foundation, (1090 Vermont Ave., N.W., Washington, D.C. 20005), which owns some 10,000 affordable apartment units in eleven states.

Finally, he enclosed a check for \$50, covering his dues for the last decade, adding, "You do not need to submit an RGA for this mini grant."

Funding the Arts

"The World Bank: A New Funding Partner for the Arts," by **Ruth Mayles**, former director of the Foundation's Arts program, was the lead article in the Fall, 1997 *Arts & Business Quarterly*, published by the Arts & Business Council. Mayles, describing the increasingly weak support of the arts in Eastern Europe and the Soviet Union, points to a significant effort by the World Bank to set up a Culture Fund in conjunction

“ it was often overwhelming to learn first-hand the size of government cutback . . . ”

with a major effort to help major St. Petersburg cultural institutions generate revenues from non-governmental sources. Mayles, who is also former head of the Theatre Program at the National Endowment for the Arts, served as a consultant on the project. Because St. Petersburg escaped Soviet-style physical development, Mayles writes, its 54-kilometer historic center remains "a masterpiece of architecture and its finest treasure. St. Petersburg contains some 900 cultural organizations, including the Hermitage Museum, the Maryinsky Theatre (home of the Kirov), the Russian National Library, the Institute of Russian Literature (Pushkin House), and the Vaganov Academy of Russian Ballet. The Cultural Fund is part of a major rehabilitation effort to make up for a century of neglect of the city's historic buildings.

The \$ 1 million World Bank fund is

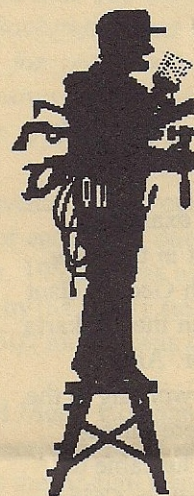
expected to be replenished through grants from others donors (The most prominent U.S. foundation assisting the arts in Russia and for former Soviet republics is the Soros Open Society Institute). Meeting with the heads of the cultural institutions involved, Mayles reports, "it was often overwhelming to learn first-hand the size of government cutback and the sheer magnitude of these institutions' needs—from musical instruments to climate control and conservation equipment to building repairs, to computers."

The World Bank team was particularly concerned with the need for technical assistance, in such areas as publication distribution, visitor services, and other activities requiring entrepreneurial expertise. Predictably, response varied, Mayles writes, "Such cultural institutions as museums and theaters have more potential for increasing earned revenues and attracting contributions than scholarly institutions and professional training academies." Mayles underscored the importance of sponsorship: "In countries without a strong philanthropic tradition, opportunities for sponsorship are far more prevalent than opportunities for grants. Russia has few foundations, and the handful of U.S. foundations operating there... are not focusing on the arts. However, Russia's own emerging corporate sector and the many multinational corporations doing business in Russia offer ripe opportunities for sponsorship."

Mayles believes this is the first instance of a World Bank project including a cultural component with a capability. "That the Cultural Fund is an integral part of a major urban rehabilitation effort... gives it an importance beyond its local impact. One hopes it may prove to be a model for future efforts in other parts of the world."

Changing Lifestyle...Twice

Retiring from the Foundation in 1980, **Robert Wickham** helped a bit at UNFPA and ICOMP but then decided he need a "change in lifestyle." So, he writes, "I followed **Lyle Saunders** (Population) to Santa Fe in 1983, bought some land and



began building a house (based on courses at the community college in framing, plumbing and electrical. Of course I ran out of money part way through and was shutting down the work site (literally) when I got a call from the World Bank asking if I would go to

Bangladesh for six weeks. I reversed my 'change in lifestyle' and thus began 15 years of consulting in all less developed regions for the Bank, UN, USAID, IPPF, Danish technical aid, etc. I finally and reluctantly threw in the towel two years ago when my wife Suzanne, whom I met in Santa Fe, convinced me I didn't have the energy to keep up the pace.

"As I look back on 39 years work in the developing world, I admit to humility and some skepticism with respect to being able to improve the world. Many countries (governments), especially in Sub-Saharan Africa, put a low priority on improving the well-being of their citizens. (I remember particularly a month in Nigeria designing a 'proposed Nigerian sponsored population foundation' which would judiciously dispense funds for population activities using funds to be provided by

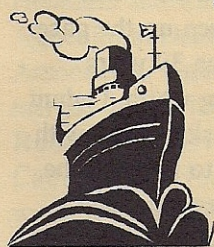
donor agencies.. Don't know what happened to that one.) Other countries (in Southeast Asia, for example) probably would have made the improvements they have made without external help. Selfishly, regardless of the region, the work was always interesting and to use an overworked term, 'challenging,' not least the exciting and rewarding 24 years at FF." (PO Box 8196, Santa Fe, NM 87504.)

The LAFFing Parade

(cont. from p. 1)

nia (Berkeley), was "an exalted 'training associate'" first in the New York office working with George Gant and Jack Bresnan, then in the Djakarta office under Frank Miller. After studying Indonesian and working in the office for a year, "we were all expelled by Sukarno," and he came to Berkeley to do Ph.D. work in Chinese history. Schell, who won a Guggenheim Fellowship was a writer for the *New Yorker* and is the author of 14 books.

Anita Weingarten reports traveling to Rome, Aruba, Florida, and a Mediterranean cruise, and writes, "As you can see, 'Life' does go on after FF, but I do miss the friends I made while I worked there."



Address

unknown: Dolores Stanley, formerly of the Bronx. Send

correct address to Mary Camper Titsingh, 531 Main St., Apt 110, New York, N.Y. 10044.

New Address: George Blonski, 14 Meadow Brooke Lane, Ormond Beach, FL 32174-9268.

Deceased: John H. Funari, Henry Lea, William Moore.

Red Reminiscences

Robert Schrank (National Affairs), who expressed his pique at retired persons being asked, "What are you doing?" in a droll essay in these pages ("On Doing Nothing, No. 8, Summer 1994, p. 1), has been doing something—namely, finishing a big book, *Wasn't That Time? Growing Up Radical and Red in America* (MIT Press).

"I was born two weeks before the Bolshevik Revolution into an immigrant family that was part of New York's large German socialist community," he begins. In a down-to-earth anecdotal style, sings the publisher in his praises, "he recounts a life rare in the breadth of its experience and the depth of its transformations. From Young Communist League member and union activist to management consultant for global corporations, Schrank has lived a life based on empathy and principles, and as an activist in some of the major political and social upheavals of this century.

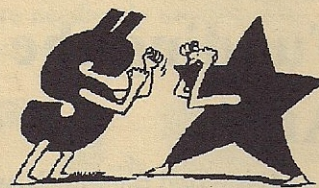
Drawing on his FBI files—750 pages of material ranging from intrigue to a Mack Sennett comedy—Schrank brings to life the events of Party membership and of his role in the rise of industrial unions in the 1930s and 1940s. "I was part of this radical world of true believer. We ate, slept, worked, and dreamed of a future socialist society from the time we got out of bed in the morning until we left the last meeting at night. The revolution was our reason for being, and it was never far from our thoughts.

A rebel in his own land, he was expelled three times from union office; in a landmark First Amendment case (*Schrank vs. Brown*) the State Supreme Court twice returned him to membership. Convinced by the early 1950s of the failure of socialism in the Soviet Union, he broke with the Party. Yet he remained faithful to the ideals of his radical upbringing, even as he joined the corporate world of his former enemies.

Schrank is also the author of *Ten Thousand Working Days* (MIT Press, 1978) and the editor of *American Workers Abroad* (MIT Press, 1979) and *Industrial Democracy at Sea* (MIT Press, 1983).

The leading labor historian Nelson Lichtenstein calls Schrank's new book "a marvelously readable work, often of considerable emotional power and personal tension. But most importantly, it is a story-telling book, in which Schrank uses the turning points of his own life to illuminate not only his biographical transformation, but the social and political world in which he played such a vital part."

Given the girth of the book—504 pages—it's a capitalist bargain at \$30.



The IngerMystery

(cont. from p. 1)

"When Inger departed, seeking activities more exciting than those available at the Ford Foundation, Ed gave her a farewell party. I was invited to speak, and I recall that I tried to compare Inger with the moon. This image allowed me considerable license in selecting quotations to praise her. One of them was from Christopher Fry's play, *The Lady's Not for Burning*. He described the moon as "a circumambulating aphrodisiac divinely subsidized to provoke the world into a rising birth-rate." While this statement seemed slightly *outré* for The Ford Foundation, it clearly vibrated with meaning for those at the party."

We Need Your Input

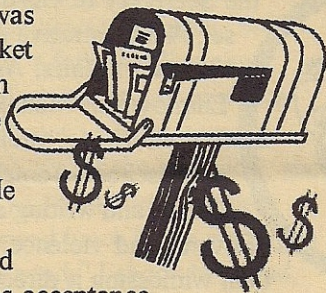
Your reminiscences are the
lifeblood of LAFF.
Keep them coming!

Thanks, Rockefeller Foundation!

Just after his appointment as the new president of the Rockefeller Foundation, Gordon Conway, an FF alumnus, was sent a packet inviting him to join The LAFF Society. He readily agreed, and noted in his acceptance, "Your letter had insufficient postage, so the Rockefeller Foundation made up the difference. Somehow that seems wholly appropriate." (University of Sussex, Sussex House, Falmer, England BN1 9RH.

Will guardians of The LAFF Society's meager coffers stop at nothing to make their point?

In fact, the coffers have been replenished modestly since the cry for help in the last newsletter. Some members have sent a few years' worth of dues, or outright extra contributions. Although in our distress we heard suggestions to increase the dues beyond \$5 a year, we are, for the time being at least, sticking to that. Needless to say, we are still hoping for continuing contributions, especially from FF alumni who have yet to pay any dues.



When a Half Billion Dollars Was Real Money

Adie Suehsdorf joined the Foundation in 1954 (when Rowan Gaither was president) and was head of the Office of Reports when he left in 1958. Gaither was succeeded by Henry Heald, and, Suehsdorf writes in a prelude to the following report, "While vice president Quigg Newton was nominally in charge, my effective boss was Jim Armsey, then Heald's righthand man. Aside from annual reports, our group wrote speeches and an occasional booklet, but almost no press releases. As new boy on the block, we were sensitive about our position vis-à-vis Rockefeller and Carnegie, who had been doing important, innovative work for years, although with fewer resources. Accordingly, except for blockbusters like the college and hospital grants, we deferred publicity to our grantees.

Two of the more spectacular events in the Foundation's short history occurred within several weeks of each other during my time with the Office of Reports. In November, 1955, it was announced that the Ford Motor Company, privately held by the family since its founding, would go public. And in December, more than \$500 million was granted to aid 4157 colleges and hospitals.

The Foundation held 88 per cent of all Motor Company stock and had survived comfortably on the dividends it received. But it was nonvoting stock, without a market, and the Trustees felt, as the Annual Report said, that "it would be prudent to reduce the high concentration of the Foundation's assets in the securities of one company in one industry."

Persuading the Ford family to agree had taken two years of negotiations by Charles E. Wilson—"Electric Charley"—a former president of GE and chairman of the Foundation's finance committee, and Sidney J. Weinberg, one of New York's financial gurus in those days, who was at his elbow.

The Foundation's three-million-plus nonvoting shares were converted to 46-million-plus new common shares, and 10,200,000 of these were designated for sale to the public. It was the largest offering involving the largest amount of money in the history of American stock transactions. The syndicate allocating the stock and handling the distribution, which had to occur simultaneously across the country, combined seven of the nation's largest investment banks, plus 150 underwriters and 722 brokerage houses.

The public response was overwhelming. A stampede! Distributors had to ration shares. My father ordered 100, got ten, and considered himself lucky. The share price was \$64.50; the Foundation was paid \$63. (The head honcho of the syndicate handed president Rowan Gaither a check for \$642 million). The buck and a half—\$15.3 million—was the syndicate's fee.

Impressive as this was, the grants to the colleges and hospitals—the largest lump sum gifts in the history of philanthropy—were even bolder and more comprehensive. Every private, regionally accredited, four-year college and university in the country—more than 600 institutions—was given the equivalent of its prior year's payroll as an endowment fund whose income would provide increases in faculty salaries for at least ten years.

The health-care grants, ranging from \$10,000 to \$250,000, went to some

3500 voluntary, nonprofit hospitals in the U.S. and its territories. Each hospital would determine its own priorities: more or better service, more personnel or facilities, or research.

Because both actions occurred after fiscal 1955 had ended, only brief references could be made in that year's annual report. But in 1956 the Office of Reports had its own gargantuan numbers to deal with: 50,000 copies of an oversize, 256-page report, which needed 44 pages simply to list all of the college and hospital beneficiaries. Our designer, Elizabeth Grouse, did a handsome piece of work. The wide pages required for our statistical columns also provided spacious areas for text blocks and illustrations.

It was a staggeringly big production job. The process was routine, just seemingly never-ending. Got it done, though, with only one boo-boo. Somewhere in the college or hospital list a block of some twenty names was out of alphabetical order. Happily, nobody noticed. (Unlike the year or two before, when an unwanted "t" was added to the first part of the title of a grant to the Far Eastern Association. That was noticed.

Forgive Us

Perfection is the watchword of The LAFF Society...if you don't look too closely.

Within the confines of our readership and membership (don't tell others); it is hereby acknowledged and confessed that an error occurred in the sequencing of the last issue, the Winter 1997 number. It was incorrectly headed Vol.17, whereas it should have been No. 16.

Note that the issue before you is No. 17A. For LAFF, sixteen was not sweet.

A Passage to the Real World... and Giving Something Back

by Carol P. Arnold

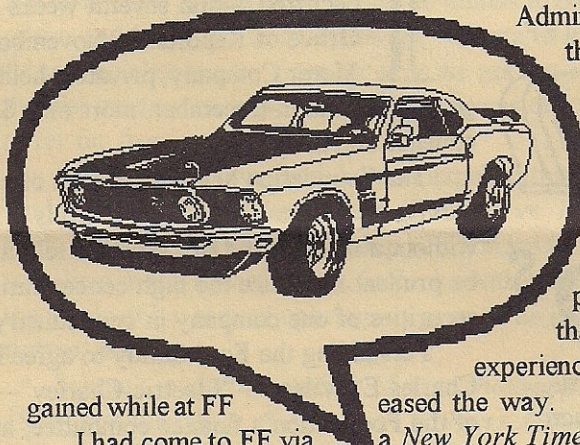
Since the last reunion, some things have changed for me that may or may not be of interest to other LAFF members:

- ◆ Consultant/Psychotherapist to the NYC Chapter of the Multiple Sclerosis Society, offering a wide range of counseling services to individuals, couples, families and groups;
- ◆ 1997-98 American Cancer Society Fellow at Memorial Sloan Kettering Cancer Center to develop research skills and to investigate the psychosocial adjustment of spouses and family members of cancer patients;
- ◆ Sr. Research Worker (part time). Columbia University School of Public Health, Center for the Psychosocial Study of Health & Illness.

In addition to the above activities, I also devote time to a private psychotherapy practice in Queens.

I remember the initial culture shock when I left FF after 14 years (1970-84,

Administrative Assistant, Office of the Secretary & General Counsel; Administrative Assistant, National Affairs; Assistant Employment Manager, Human Resources) to enter social work school. Somehow, reading and writing about urban poverty and violence was easier than witnessing it directly. Yet, the experience, knowledge and support I



gained while at FF

eased the way.

I had come to FF via a *New York Times* ad for secretaries, not really knowing what to expect. I fantasized about a big discount on a Ford car, but happily settled for the generous vacation benefits. My first job was in Howard Dressner's office where I quickly learned that a missing comma from the Board Meeting Minutes was as significant as a missing paragraph. We aimed for precision back then, and we often met the goal.

There was personal growth too. Sheila McLean opened my eyes to women's rights and feminist issues in what seemed like a crash course in deviant behavior after growing up in a traditional Italian family where patriarchy ruled. There was also a certain humanity between employer and employee which now seems lost in this day of downsizing and HMOs. How patient and generous Will Hertz and Howard Dressner were to hold open my job while I recovered from a medical crisis which would change my life. I still keep the get well note from McGeorge Bundy and the memory of the cold winter day when his limo picked me up at the hospital to transport me to Rusk Institute to complete my physical rehab. I don't think I could have gotten back on my feet without the kindness and support I received from everyone.

I was then ready to enter the unique world of National Affairs where Mike Svirdoff held court much like Don Corleone in exchange for the creative freedom he gave to his staff. Perhaps if I had not been in a state of adolescent

rebellion against my own godfather, I could have better appreciated the dynamics and nuances of political power. But that was not my place or role. Instead, my focus was on developing writing skills and monitoring small grants under the mentorship of Bob Goldmann, all of which added a kind of pseudo "professional staff" quality to my status as an administrative assistant.

My next move was to Human Resources as Assistant Employment Manager. It was the direct contact with staff that gave way to my desire to blend what I had learned over the years and pursue clinical work. And there had been on-the-job training to help me achieve this goal. . . like the time I was called downstairs to conduct a job interview with a "walk-in" applicant. I followed Personnel protocol and pretended not to notice that the applicant was not wearing shoes. At the end of the interview, she added, "I'd really like to work here; you could spend lunch hours wading in the goldfish pond." I shook her hand, thanked her for her time, and told her we would keep her application on file.

In many ways, the decision to leave FF was a passage a little like leaving home, entering the real world and giving something back. Another 14 years have passed. I have seen what seems to be the best and worst of human behavior — I worked in a mental health clinic from 1989-96 serving trauma victims, e.g., incest, domestic violence, subway assault and bombings — and have come to the conclusion that life is full of wonder and the friendships and experiences gained at FF remain unique and unsurpassed. Yet, every so often, I hear my father's voice ask, "Are you sure you did the right thing by leaving?" and I nod and LAFF! (50-20 48th St., Woodside, NY 11377.)

Moscow, Vladivostock, and Points In-Between:

The Ambit of the Eurasia Foundation

by Eugene S. Staples

Eugene S. "Rocky" Staples reports on the Eurasia Foundation, in whose formation and development a number of former Ford Foundation staff members were key players.

I left the Eurasia Foundation and Washington, DC, in April this last year, having originally joined the Eurasia planning group in that city in early 1992. Eurasia makes small grants (average size \$20,000) and small business loans in the republics of the former Soviet Union, and to support economic reform and the development of democratic institutions. It is a thriving and successful organization.

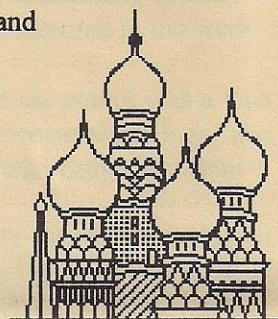
Working through seven small field offices (Moscow, Saratov, Vladivostok, Kiev, Yerevan/Tbilisi, Tashkent and Almaty), Eurasia has committed to date about \$100 million from private sources in support of its programs, including strong support from the Ford Foundation in New York and Moscow.

Former Ford Foundation staffers were centrally involved in planning and establishing the Eurasia Foundation. John Doran, Bill Gormbley and I were members of the original planning group (John Doran's Chart of Accounts for years served as the basic accounting system for Eurasia, and Bill's help was invaluable in keeping the organizational structure lean and identifying the proper salary ranges), and I stayed on during the early years as the Program Vice President. Bill Bader served as an early

President of Eurasia during a period of great growth in which he opened many doors to outside support. I subsequently served as President until this past spring and remain on the Eurasia Board of Trustees. So the Ford experience and examples of organization and decentralization were very important in Eurasia.

The Eurasia Foundation small grant, grass roots approach was roughly modeled after small grants programs and grants to

NGOs with which I had become familiar in the FF working in Asia. The Asia Foundation, which also receives funds from the US Government and whose president for many years has been another ex-FF staffer, Bill Fuller, was one of the structural models we drew on. The original notion of government support of a foundation aimed at providing rapid, flexible help to the ex-Soviet Union came



from a Rockefeller Foundation graduate, John Stremlau, who admired the work of the Asia Foundation and in 1991 was serving in the Policy and Planning staff at the State Department.

But like all great institutions, Eurasia early developed its own mystique, style and commitment to excellence. It was built on the principle of building from the grass roots up, the strengths of a young, extremely bright, hard-working and language-qualified staff and the wealth of great ideas and

enthusiasm which — contrary to the image one receives of the former Soviet Union through the media (which is probably not entirely the fault of the media) — are to be found in the populations of all the new countries of the old USSR.

Anyone wishing more information about Eurasia can receive an annual report and other information by writing to The Eurasia Foundation, 1527 New Hampshire Ave., NW, Washington, DC 20036, or by calling up the web

site: <http://www.eurasia.org>.

Since moving back to New York, I am greatly enjoying life after foundations (and the US government), re-reading the great Russian novelists, taking in lots of classical music and movies, and thinking about exploring the universe of India yet again. My wife and I are in New York City mostly, but spend summers in Rhode Island surrounded by ocean, birds and peace.

The LAFF newsletter is one of the nicest pieces of mail I receive.

THE LAFF SOCIETY
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