



LAFF

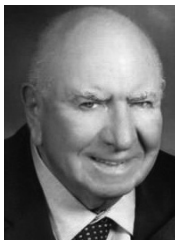
THE LAFF SOCIETY Promoting Social and Professional Contacts Among Former Staff Members of the Ford Foundation

Summer 2017, No. 87

IN MEMORIAM

Eamon Kelly, who rose from mail clerk to program officer at the Ford Foundation and later revived the fortunes of Tulane University as its president—"a man for all seasons", said an academic colleague—died June 28 from complications of surgery at the age of 81.

Mr. Kelly was a student at Fordham University when he went to work in General Services at Ford, first as a mail clerk and then as a mail messenger. He earned his bachelor's degree in 1958 from Fordham University and a master's degree from Columbia University in 1960, when he left the Foundation.



He earned a doctorate in economics from Columbia in 1965 and taught at Pennsylvania State University before going to work for

the administrations of Presidents Lyndon B. Johnson and Jimmy Carter, working on such issues as the nation's first private domestic satellite system and the federal government's first minority business development program.

He returned to Ford in 1969 as a program adviser in the Social Development program, becoming its Program Officer in Charge in 1971. Three years later he was named Officer in Charge of the Program Related Investment office and resigned in 1979 to become chief financial officer at Tulane.

He rose quickly at the New Orleans university, becoming its executive vice president, interim president and then president by 1981, serving until he retired in 1998.

"Eamon's impact on the history of Tulane cannot be overstated," said the university's current president, Michael Fitts. "During his 17-year tenure, the university experienced remarkable growth in its academic stature and reputation as a leading institution of research and scholarship."

He also put the university on a sound financial footing after it had run a deficit for several years, increasing its endowment from \$50 million to \$406 million and its net worth

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Christine Hanna and Fran Korten

MEETING THE CHALLENGE OF EXECUTIVE TURNOVER

By Fran Korten

One of the great challenges facing the nonprofit world is turnover in executive directors. An Anne E. Casey Foundation study in 2004 found that 75 percent of nonprofit executive directors planned to leave within five years. Trends indicate that the retirement rate has accelerated as the baby boomer cohort ages.

Our country and the world need a vibrant nonprofit sector. Good leadership transitions must be a part of keeping the sector strong.

Many of the readers of this newsletter hold nonprofit leadership positions, are on nonprofit boards or consult with nonprofits. Navigating leadership transitions, unfortunately, do not always work out well. So, my retirement as head of YES! Magazine prompted me to consider the lessons we learned in managing my transition.

I became executive director of YES! Magazine in 1998 directly after serving 20 years as a Ford Foundation program officer (five-year stints in the Manila, Jakarta, Manila again, and then the New York offices). When I took the YES! position, my husband, **David Korten**, and I moved from New York City to Bainbridge Island, Wash., where YES!, a fledgling start-up with an uncertain future, was located. I had been convinced by the board, which included my husband as chair, and YES! exec-

utive editor Sarah van Gelder, that this was a great opportunity to inspire people to build a future that could work for all.

Over the years, with strong leadership from staff and board, I guided YES! (with modest but crucial long-term support from the Ford Foundation) to become an award-winning, multi-platform media organization that provides millions of people ideas and actions for creating a more just, sustainable and compassionate world. Our budget grew 10-fold in the years that I headed the organization, to \$2.4 million annually.

In 2012, I informed the board that I wanted to retire within the next five years. By 2016 the board was ready to tackle the challenge. All of us approached the task with trepidation. We each had experience with executive-director transitions that had turned out badly, and such horror stories appeared to be more the rule than the exception. We didn't have an internal candidate to take the job, so we had to recruit from outside, with all the pitfalls that route can entail.

We did, however, have conditions that boded well for the transition.

First, I was ready and willing to step down. At age 75, I was not planning to jump to another job, so I was flexible about exactly when

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Executive Turnover

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I would leave.

Second, our organization was in great shape: strong financially, with a large and passionate audience, a broad base of donors, a committed and cohesive board, and a talented staff, ambitious to broaden the organization's reach and influence. Our transition was propelled not out of crisis, but as a chance to welcome new leadership who could build from strength.

We found ourselves making a series of strategic choices, informed by a combination of advice from our board and staff, a professional in talent acquisition (my son-in-law, Lorne Epstein), other outside experts, and relevant nonprofit literature, including the Nonprofit Quarterly's series of webinars on executive transitions.

An initial choice was whether to hire an outside recruiting firm. As a values-based media organization, we had a ready capacity to reach our large and passionate audience. We also assumed that a person who would fit our culture and advance our mission would very likely already be in our broad circle. That meant we could find the right candidate through our own networks without the use of an outside recruiter.

Some boards keep the recruitment and hiring process entirely to themselves. We knew of cases where the board had excluded the

current executive director from the process, even when that person was viewed as highly successful. This looked like a key factor in those cases' failures. In contrast, we wanted to mobilize our entire staff to help with recruitment. And even though only the board would make the final decision, we wanted to hear the staff's views. Their involvement turned out to be a key factor in our success.

In February 2016 the board formed a board-staff Transition Committee comprised of myself and two other staff members; our board vice chair, Gideon Rosenblatt, a former nonprofit executive director; and three board members, all of whom had experience with nonprofit leadership transitions. The committee met at least monthly from February 2016 through June 2017. To keep everyone fully informed, the committee distributed meeting notes to all board and staff.

Many job descriptions contain a straightforward elaboration of the job's purpose, responsibilities and desired qualifications. We found that format too perfunctory. We wanted to convey the excitement of the opportunity to make a difference in the world and the potential for great achievement ahead, as well as provide a realistic picture of what the job entailed.

Many of us assumed we would inform our various audiences about the job opening over a period of months. But Gideon recommended a blitz strategy in which we would announce the job on all our platforms within the same week. He wanted potential candidates to hear about the job from several sources in quick succession and hoped that would prompt people to apply or alert their friends, further expanding our circle.

So, on May 16, 2016, we announced the job on our website, in a stand-alone email, on Facebook and Twitter, and in the print magazine that was about to arrive in subscribers' mailboxes. Those platforms reached roughly a half-million people.

Our pool of candidates could simply have been those who responded to our job announcement. That is common practice. It means that candidates are actively looking for a job. But we felt our ideal candidate could be someone not looking for a job. So we encouraged staff and board to think about people who would be well-qualified and contact them. Staff and board used Facebook Messenger, Spark, Twitter, LinkedIn, email and phone, contacting hundreds of people.

By July, we had 66 qualified candidates. We applied five criteria, including skills and personal attributes, to narrow the field to 10. Once we got to know them, it turned out that only one of our top 10 candidates was a person of color.

We knew the broader audience that had received our job announcement contained

many people of color, and we had personally reached out to many people of color in our network. But clearly that had not been sufficient to attract top-notch applicants. In retrospect we realized that we should have used our proactive strategy in a much more targeted way. In subsequent recruitment efforts for other positions we have much more actively enlisted the help of colleagues of color to reach out to others who might be interested—and that has worked.

Over July and August, I maintained regular phone contact with the top 10 candidates to make sure they knew we were interested. One advisor told us not to worry about harassing our candidates; they will be glad to hear from us. And it turned out they were.

Gideon, Clo Copass—our staff member in charge of recruitment—and I did a one-hour Skype interview with each candidate. Our questions addressed the five criteria, and after each interview we independently wrote up our impressions. We shared our write-ups with the full Transition Committee. In late August, the Committee selected four candidates. Two of the four stepped out of the running and we were down to two.

To maintain good relations with the people we had not chosen, I called each of them. Everyone was extremely gracious.

We wanted as full a picture as possible of our candidates, so chose to learn from many avenues, even though we were burdening our candidates and ourselves. We asked them to do two written exercises because we had learned in other recruitments that written exercises help avoid the "charm" factor that can be a pitfall of interviews alone. We called the references the candidates gave us, and also called other people who might help us understand the candidate's fitness for this job.

We had each candidate talk in person or via Skype with every board member and each spent a full day in the office with staff. We had an outside firm do a financial and criminal background check, a step I felt uncomfortable about as it seemed intrusive. But we agreed we would be sorry if we didn't do it and something bad came out after hiring.

Our nonprofit structure called for the final choice to be made by the board alone, but we also wanted to hear from key staff. So, at the October 2016 board meeting, the board, the senior management team, and all Transition Committee members discussed our two leading candidates. By the end of the meeting, the board voted unanimously for Christine Hanna.

Christine would not have applied for the job if we hadn't used a combination of the recruitment strategies described above. Through our blitz job announcement strategy she had heard about the job from multiple sources, but she was happily employed at an organization she had founded—the Seattle

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Good Business Network—so did not think the announcement was personally relevant. Then, because of our proactive recruitment strategy involving all staff, our development manager, Robin Simons, reached out to Christine. Robin had once worked for her at another nonprofit and so, even though Christine was not interested in the job, out of courtesy to Robin she opened the job description attached in Robin's email. And that's when our approach of writing an exciting job description paid off. She later told us that her heart beat faster as she thought about the possibilities. And as she read the qualifications, she said to herself, "that's me".

In any nonprofit, the successful transfer of organizational relationships from the previous to the new executive director is crucial to the organization's health. After 19 years as executive director, I had deep relationships with most of the people important to the organization. Thus, as soon as Christine agreed to take the job, I began connecting her to these key players.

I sent emails to our most important donors, telling them of my enthusiasm for my successor and encouraging them to communicate directly with her. Christine and I attended a conference where I introduced her to some of our key foundation supporters, and also made appointments with several individual donors. She began to contact staff and in January spent a full day at the office.

There is debate in the literature about whether the new and old executive directors should overlap or make a "clean cut", in which the old executive director bows out as soon as the new one starts on the job. We decided on a hybrid model.

In terms of authority, we made a clean cut. On March 1 of this year, when Christine became Executive Director, she was immediately in charge of all aspects of the organization. My title shifted to Advisor. She and I had been having weekly calls over the previous five months, so she knew a lot about the organization and I had great confidence in her abilities. The immediate transfer of authority signaled to the world our confidence in our new director and avoided any confusion among the staff as to who was in charge.

But I did not immediately bow out. I remained on the payroll as Advisor for three months. I drafted foundation reports and proposals, helped organize a donor welcome party for Christine, and helped put on a major fundraising breakfast and my own retirement party (yes, another fundraiser).

I trimmed 19 years of accumulated papers down to the most crucial documents and ensured that key electronic documents were in our organization's SharePoint system. In our weekly meetings, Christine and I reviewed organizational issues and reports relevant to

her immediate next steps.

By my relieving Christine of those tasks, she had time to meet with each team and hold 90-minute one-on-one sessions with each staff and board member. Her skills in asking questions and listening deeply meant that those meetings established high trust with all involved. They also gave her a chance to assess the strengths, needs and future directions of the organization.

By the end of May, just a year after we launched our recruitment process, I stepped

down as Advisor and Christine and I ended our weekly meetings, though I remain on call. The Transition Committee held one last meeting in June and declared success.

Only time will tell whether this transition will succeed and the organization will thrive. For now, all signs say that it will. ■

Fran Korten wrote this article especially for the LAFF newsletter. She can be reached at fkorten@yesmagazine.org

THE PRESIDENT'S MESSAGE

Fran Korten's thorough piece on executive transitions reminds me of an incident in the early to mid 1980s when I was serving as Director of the Foundation's Human Rights, Social Justice and Governance, and Public Policy programs. **Frank Thomas** called me to his office for a meeting with former President Jimmy Carter and his wife, Rosalind, who had come to solicit additional funding for the Carter Center.

There was little question that renewed funding would be recommended, and the conversation went smoothly until I asked whether a succession plan was in place or being considered. A steely silence fell over the room until Rosalind looked at me as if to say, "What could you be thinking, young man?"; and stated simply and unequivocally, "No!"

My chastening aside, the question, perhaps a bit indelicately and presumptively put, was nonetheless a valid one. I had learned early on at the Foundation that an important measure of an institution's sustainability was how well a transition from founder to the next generation of leadership is managed. The Carter Center, now a venerable institution, was relatively new, based on the strong ideas of an exceptional individual, and largely dependent on his standing and personality.

Time, of course, has demonstrated President Carter's staying power and the good works the Center, well-staffed and governed, continues to do on human rights, election monitoring and river blindness, among other pressing international issues. I like to think my question provided at least some food for thought.

Transitions are indeed hard. I arrived in New York from my post in Rio de Janeiro in July 1980 at the start of Frank Thomas' presidency, and remember well the almost year-long period while staff watched the development of new program ideas and the elimination of others. It was a difficult period, full of anticipation and considerable angst as Frank's philanthropic vision was defined and put in place.

Many thought it might have been quicker and easier, as Frank assumed executive leadership after five years as a member of the Board. From my vantage point, it was a studied and deliberative process, with program papers carefully drawn, reviewed and presented to the Board for approval, and inevitable staff changes that followed. It is a process common to virtually every foundation transition that I am aware of, as new leadership reviews the accomplishments and problems of the past, and updates programs according to new prerogatives and changing times, in this case adapting to the Reagan era at home and to democratic transitions in Latin America, South Africa and Central and Eastern Europe.

I, like Fran, applied these lessons in my own planned

transition to retirement, although I followed a different model for selecting a successor. I left the Foundation in 1996 to start the Center on International Cooperation (CIC), at New York University, a policy research institute focused on improving the delivery of public goods and services through the array of multilateral institutions known as the UN System.

Our timing, at the end of the Cold War and with promising initiatives in international law, peace and security, and humanitarian assistance, was precise. With substantial start-up support from the Ford Foundation, I was able to put together an excellent staff and advisory committees, and CIC had considerable success in leveraging research findings into innovative programs: the UN's Peacebuilding Commission, the International Criminal Court and World Bank reconstruction aid, among others. We were fully staffed and operating with an annual budget of \$4 to \$5 million dollars.

I knew, however, that my energies would sap and I wanted to plan an orderly transition. I put out the word and met with several people to discuss the CIC's future and the kind of leadership I thought was necessary to see it through a rapidly changing international political context and a funding pattern that had shifted dramatically from foundations to European governments.

Bruce Jones, a young Cambridge Ph.D. in international politics who was working at the United Nations' Office for the Coordination of Humanitarian Affairs (OCHA), and I met periodically over lunch for the better part of a year, and I invited him to join the Center as a program officer, focused largely on matters of peace and security. Two years later he returned to the UN at Kofi Annan's request to work on its High Level Panel on Threats, Challenges and Change. When he returned to the Center the following year, I named him co-director and slowly passed full responsibility on to him over the next twelve months.

I suppose many will say that an open search would have been preferable to the model we chose. However, the search was broadly consultative and experiential, resulting in a next generation of leadership for an institution that has proved its sustainability over what is now a twenty-year period.

What was important for me, and I believe worked well, was recognizing that the Center had to transition from the vision, design and operating style of its founder to new leadership that would bring fresh ideas and energy to bear on the evolving and ever complex issues that define its mission. To assure the space for that to occur, I opted to step aside completely, and now watch from a distance and with considerable pride at what a second- and third-generation of leadership continues to accomplish. **Shep**

THE NEED TO PRESERVE NATIONAL SERVICE



President Kennedy greeting Peace Corps volunteers, 1961. Photo: Abbe Rowe.

By Linda Stamato

"If a free society cannot help the many who are poor, it cannot save the few who are rich."
(President John F. Kennedy's Inaugural Address: January 20, 1961)

President John F. Kennedy implored Americans to embrace civic action and public service, as most of us know, when he asked his fellow citizens to "ask not what your country can do for you but what you can do for your country."

With bipartisan support, he provided the means: The Peace Corps for Americans to serve abroad and VISTA for Americans to serve at home. As we start a year of celebrating Kennedy's legacy, it's fitting to reflect on his call to Americans to serve their nation. And, as we do, we have to keep that commitment in the years ahead, confirm the value of national service and acknowledge the proper role for government to support and sustain it.

Kennedy's initiatives expanded the Federal government's support for service that began during the administration of Franklin Roosevelt. With such New Deal programs as the Civilian Conservation Corps, FDR used the Federal government to fund programs to help the country recover from the Great Depression. He was using government to help the nation's people help one another.

Since then, every president, regardless of party affiliation or political persuasion, followed FDR's lead. Lyndon Johnson brought VISTA to life; Richard Nixon created the Senior Corps; William Clinton is responsible for AmeriCorps; and George Bush expanded

the nation's investment in the Peace Corps and other service programs, as did Barack Obama.

And Donald Trump? Judging by his budget proposal, he stands far apart from this tradition: There is no commitment to continue Federal support for national service; indeed, there is a decided determination to end it. He proposes to reduce the budget for the Peace Corps and to jettison VISTA, along with AmeriCorps, Senior Corps and other programs that are part of the Corporation for National and Community Service (CNCS), the umbrella for national service programs.

And not to save a whole lot of money either. As The Detroit Free Press reported: "... AmeriCorps, with its 80,000 members and its nationwide presence, must be a huge drain on the budget, right? Nope. At \$1.1 billion dollars, the entire budget for CNCS, which includes AmeriCorps and many other programs, is just .000275 per cent of the entire federal budget."

Trump's budget is anything but a "New Foundation for Greatness", as it is dubbed. Its recipe turns us away from common purpose, promotes self-regard and, indeed, cruelly disregards the needs of those who are not the privileged wealthy. Trump poisons the nation against its own and tries to turn us inward. His government slashes, dismantles and diminishes its role, seeking to erase its presence on the civic landscape.

Said William A. Glastonbury, domestic policy advisor to Bill Clinton: "The people who put together the president's budget know the cost of everything but the value of nothing."

Service, however, has been an important

and consistent commitment in America, embraced by local and state governments, producing a vast array of service-oriented not-for-profits, and occupying a significant place in the mission of schools and colleges.

Given this history and the strong bipartisan support that national service has received in Congress, the president's proposals may be cut off at the pass. Still, his preferences—his intentions and vision for our nation—are abundantly clear.

Consider the contrast with John Kennedy's brother, Robert, who said that "the purpose of life is to contribute in some way to making things better". Fortunately, a lot of people joined the Peace Corps and VISTA to do just that.

Take this one example. Tommy Johnson, a Morristown, N.J., resident, was one of the earliest recruits to the Peace Corp. A volunteer in service to the poorest people in Africa, Tommy served in the corps and discovered his purpose in life: aiding those in desperate need of surgery in the nation to which he was assigned, Sierra Leone. This is what he still does today. His efforts, through the not-for-profit group he created, Africa Surgery, Inc, provides healing, health and hope to patients in dire need.

Now, as the Peace Corps approaches 60, consider that several hundred thousand volunteers have served in well over 140 host countries to work on such issues as public health, education, information technology, water quality, housing and environmental preservation. Seven thousand are currently in training. Tommy Johnson and the many others like him—whose early lives in the Peace Corps had lasting effects and who continue on the front lines helping others—create and sustain a certain faith in America. Their efforts to advance world peace and friendship continue to provide sources of hope and, for the givers and receivers both, immense satisfaction.

Closer to home, VISTA volunteers contribute their skills and talents to change the lives of people in communities across the country. Thousands of individuals annually make this commitment to tutor and mentor young people, build affordable housing, assist veterans and military families, provide health services, run after-school programs, help communities respond to disasters and build the capacity of nonprofit organizations. With more than 45 million Americans living in poverty in America, the value of their work can't be overestimated.

MORE FROM THE ARCHIVES

These pictures represent a continuing effort by the newsletter to offer LAFF's members a glimpse into their past, and to gather more background on the Foundation's history.

The pictures are from Ford's vast collection housed at the Rockefeller Archive Center, which is always on the lookout for photos and documents that members would be willing to donate. If members can provide information on these photos, or would like to donate their own records, they can contact Rachel Wimpee at rwimpee@rockarch.org

And should any of the pictures prompt a memory that a member would like to share, the newsletter always is interested in publishing such articles.



Above: Indonesian nationals at work in the Jakarta office.

Right: The Foundation's annual meeting in New York in May 1957. Henry Ford II is fifth from the left, taking a puff on his cigarette, with, to his left, Henry Heald, then president of the Foundation, and, to Heald's left, H. Rowan Gaither, chairman of the board.

Photos courtesy of the Rockefeller Archive Center



Above: An officer's meeting, sometime in the 1970s. Robert McNamara is in the middle on the left; McGeorge Bundy, the Foundation's president, is in the middle on the right, with Henry Heald on his right.



Since 1994, more than 1 million Americans have given 1.3 billion hours of service through AmeriCorps.

In communities across New Jersey, AmeriCorps/VISTA volunteers are active meeting these and other pressing needs. Some members serve full time to fight hunger and illiteracy, improve health services and increase housing opportunities. These young men and women, 18 to 24, commit to a 10-month, full-time residential program for this purpose, establishing an early connection to service and its critical importance to them and to the people they serve.

Since New Jersey has its own CNCS (under the auspices of the Department of State) to

guide and oversee national service programs in the state, it's unclear what will become of it and the programs it supports if Federal funding is decimated.

National service has had an impact far beyond its original conception, extending beyond individuals and specific programs to generate partnerships with corporations and not-for-profits to maximize impact. The CNCS is not simply helping people, at home and abroad, but contributing to a better world, building the capacity of local organizations to use the time and talents, and the idealism and creativity, of citizen volunteers. At the same time, it is adding value and purpose to their lives.

The nation that Trump wants us to see at home and to show the world is one we have to resist. The willingness to serve is a commitment Americans want to make. And, it's an appropriate, indeed, a critical role for government to enable and support that. ■

***Linda Stamato**, a former consultant to the Ford Foundation, is co-director, with **Sanford Jaffe**, a former program officer at Ford, of the Center for Negotiation and Conflict Resolution at the Edward J. Bloustein School of Planning and Public Policy at Rutgers University. This is a lightly edited version of an article that appeared originally in *The Newark, N.J., Star-Ledger* on June 11.*

IN MEMORIAM

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from \$190 million to \$610 million.

But he was best known for actions he took that demonstrated what one colleague called his “strong moral compass”.

One of his early and key moves was to strengthen diversity on the campus. Under his guidance Tulane hired the first female and African-American vice presidents, and attained, according to Fitts, “the highest percentage of African-American students of any major private research university in the United States”.

That sense of doing the right thing was demonstrated in 1985 in what was described as the “defining moment” of his presidency, when Mr. Kelly, in a highly controversial move, ended the basketball program after it became embroiled in a scandal involving point-shaving, payments to players by the coach and allegations of drug use.

It was not a hard decision for a man who believed, said his son Andrew, that “universities are for education”, and the point of college sports is not to serve as farm teams for professional organizations but to enable young people to get an education.

Students, alumni and fans were incensed, but he said at the time that “The only way I know to demonstrate unambiguously this academic community’s intolerance of the violations and actions we have uncovered is to discontinue the program in which they originated.”

But he also demonstrated another trait he was praised for, fairness, when he allowed the team to be reinstated after three years when students and athletes said they shouldn’t be punished for something that happened before they arrived on campus.

He was 62 when he retired, turning to what his son said was his “central passion. He was devoted to the people of Africa and doing whatever he could to improve conditions there.” He spent about two months of each year in Africa and, with his wife, Margaret, focused his energies and commitment on a school in northern Uganda for children threatened by civil war violence.

After his retirement, he chaired the boards of several national and international organizations, including acting as chairman of the Association of American Universities, comprised of the 60 leading research universities in the United States and Canada. He also co-founded Tulane’s Payson Center for International Development.

In addition to his wife and son Andrew, he is survived by two other sons, a brother, and nine grandchildren.

Jerome W. “Jerry” Anderson, who worked in the Office of the General Counsel of the Foundation and in Finance and Investment in the 1970s, died July 4 in Boston from



Multiple System Atrophy (MSA). He was 73.

His life was a seamless blend of legal and investment skills, social justice pursuits and intense private enjoyments.

“It was characteristic for Jerry,” wrote his family, “to make his grand exit on July 4th, one of his favorite holidays, when he would invariably be found piloting a vintage truck packed with youngsters past the cheering assemblage at the Block Island parade.”

Sheila Avrin McLean, who worked with Jerry at Ford, recalled him as “a formidable and fun colleague”.

They worked together in the Office of General Counsel “on innovative legal issues like the then new concept of investor responsibility on social issues. Jerry also worked on complicated issues of real estate investments, new to foundation portfolios in the 1970s. He moved over to the Finance and Investment area of the Foundation, which formed the underpinning of his main career in investment management.

“We shared a drive to apply our skills to socially useful pursuits. For example, while we were neighbors in New York City, he helped found the volunteer association, Carnegie Hill Neighbors, still a thriving organization today devoted to improving the quality of life in the area it serves.

“I have strong memories of his insightful comments on current events, laced with knowledge of historical antecedents and great wit, especially when debating points of difference. He was a lovely friend.”

Paul Feinberg, now senior counsel to the Jewish Community Federation of Cleveland, Ohio, recalled working with Jerry at a difficult time for the Foundation, when the market decline of the early 1970s caused the Foundation’s portfolio to be reduced by almost half, and the Tax Reform Act of 1969 imposed rules that had the potential to limit its investing activities.

“Educating the Foundation staff about these new limitations was a challenging task,” Feinberg wrote. “Jerry did this with grace and skill. He was able to quickly gain the confidence of the investment staff and worked well with the Foundation’s investment consultants.

“One of his major efforts was working on

guidelines for the Foundation’s real estate investment program that was undertaken during **Roger Kennedy’s** tenure as vice president for finance.

“He also had to deal with the intricacies of real estate workouts when real estate projects got into trouble.”

Jerry, a native of Tucson, Ariz., graduated from Stanford University in 1966 and the Stanford Law School in 1969, where he was awarded the James Birdsall Weter Prize for his history thesis, and a fellowship to study law in Paris.

He went to work for the law firm Sullivan & Cromwell on his return from Paris before joining Ford. He later worked for Citibank International Investment Management and then founded Boston Investment Advisers.

Described as a “visionary, volunteer and entrepreneur”, he helped found Investor Responsibility Research Center, which funds environmental, social and corporate governance research and took an early lead in pushing for divestment of activities in South Africa under its apartheid system. His literary interest led him to help develop the Proust Society of the Boston Athenaeum, and his civic commitment, begun in New York City with the Carnegie Hill neighborhood group, prompted him to be a charter member and treasurer of the Block Island Conservancy, an environmental group on the island off the coast of Rhode Island where he had a home in addition to his residence in Boston.

Recently his fraternity at Stanford, Beta Theta Pi, endowed the Jerry Anderson Prize for History, awarded annually for outstanding undergraduate research.

He was, said his family, an amateur historian, literary critic and essayist, and “renowned for his sophisticated but sturdy culinary style, acquired during postings in Paris, New York City, London and his native Tucson”.

He is survived by his wife, Priscilla; two daughters; a son; three grandchildren; a brother; and two step-sisters.



Lori Matia, who was a grants administrator at the Foundation for nearly two decades, died July 4 at a hospice in the Bronx in New York City after a long struggle with cancer. She was 58.

Ms. Matia started working at Ford in 1990 as a Grants Administrator and was promoted to Senior Grants Administrator in 1996. She

REMEMBERING TRUSTEE J. IRWIN MILLER

joined the president's office in 2015.

Through her work overseeing grants managers, grants and management budgets she also provided operational and management support to staff working in human rights and governance, education, creativity and free expression.

"She was an amazing partner who taught me Ford administrative protocol and practice," said **Darren Walker**, the Foundation's current president. "I also came to understand Ford's culture and history under Lori's tutelage. She has been a steadfast and persistent, problem-solving colleague and friend. Lori was the person I turned to when I needed help and guidance through complex situations.

"In addition to her high proficiency as senior grants administrator," he said, "Lori brought joy, laughter and fun to work every day."

Ms. Matia, a native of Cleveland, Ohio, earned a bachelor's degree cum laude in art history from Duke University and a master's of education degree from the Harvard Graduate School of Education.

Before joining Ford, she worked in New York City for the International Institute of Education and as a researcher for the Educational Research Service in Arlington, Va.

Survivors include four sisters.



Mary Durcan, long-time resident nurse at the Foundation's headquarters in New York City, died June 15 in Elmhurst, N.Y., at the age of 93.

A native of Ireland, Ms. Durcan was a "very genteel

lady who took pride in her Foundation affiliation and caring for the various staff members who needed her attention," said **Jane Dunne**, who worked in the comptroller's office at Ford. "She was a true professional, and very much a part of the Foundation family."

"Mary took care of New York and overseas visiting staff by giving them shots, scheduling annual physicals and providing encouragement to staff in their diet or exercise regime," said **Sheila Nelson**, who worked in the Asia and Pacific and Human Resources offices. "She also acted as an intermediary during on-site emergencies by administering to a patient until the ambulance arrived, provided supervised care when a staff member fell ill, and was called on to stand by when the Foundation hosted parties for trustees and retiring officers.

"All of this was done with good grace while wearing a white nurse's uniform, cap and white shoes, which are no longer de rigueur." ■

This is an edited version of an article that appears in its entirety on the LAFF website.

By Will Hertz

A recent article about a small Indiana city in the Sunday arts section of The New York Times jogged my memory of J. Irwin Miller, a remarkably versatile and creative member of the Ford Foundation's board of trustees in the 1960s and 1970s.

The city is Columbus, Ind., a town of 46,000 people 40 miles south of Indianapolis, and the birthplace of Vice President Mike Pence. Born in Columbus in 1909, Miller was CEO of Cummins Engine Company, then and now Columbus's largest industry. As described by the Times, Columbus had become, with Miller's leadership and financial support, an architectural show place with buildings designed by some of the world's leading architects.

As a youngster in Columbus, Miller aspired to be a concert violinist and, as the owner of a Stradivarius, continued playing for friends and family all his life. After graduating from Yale in 1934, however, he was lured into the Diesel-engine manufacturing business started in 1919 by his uncle, Clessie Cummins, a local mechanic.

After serving in World War II as a navy lieutenant in the South Pacific, Miller became executive vice president of Cummins, then president and, finally, chairman, serving in that capacity until his retirement in 1977. He had built Cummins into the diesel-industry leader, with more than half of the heavy-duty truck market and an assembly plant in Scotland to serve Europe.

A close second to Cummins in Miller's priorities was the beautification of his home town. He established and funded the Cummins Foundation to subsidize the architectural services for public buildings by leading or promising young architects and engineers. The plan was initiated with public schools and was so successful that the foundation offered it to other non-profit and civic organizations. Inspired by Miller's leadership, leading architects were engaged with private funding for churches, homes and commercial buildings.

Over the years, consequently, this small Midwestern city became the site of buildings by a "who's who" of contemporary architects including Eero Saarinen, Eliel Saarinen, Robert Venturi, I.M. Pei, Kevin Roche, Richard Meier, Harry Weese, César Pelli, Gunnar Bickerts and Skidmore, Owings & Merrill.

Seven buildings built between 1942 and 1965 are National Historic Landmarks.

Miller supplemented a number of architectural projects with funds for outdoor sculpture. The most photographed scene in Columbus is a work by the great British sculptor Henry Moore in front of the foundation-designed public library.

Miller died in 2004, but Columbus continues as a "museum" of contemporary architecture and outdoor art with 60 sites. Each year Columbus attracts hundreds of camera-carrying tourists and bus loads of architectural students. This year, moreover, it is host to "Exhibit Columbus", featuring 18 projects by designers from as far as Copenhagen.

In 1962 Miller was elected to the board of the Ford Foundation, serving until 1974. I got to know him as Assistant Secretary of the foundation with responsibility for board meeting arrangements. As the keeper of the minutes, moreover, I attended all board meetings and was able to witness Miller in action.

Reflecting his life experience in Columbus, Miller became the board's leading spokesman for grants in the humanities and the arts. At the time, under the leadership of vice president **W. McNeil Lowry**, Ford was greatly expanding its arts program and becoming America's largest nongovernmental arts patron. Miller supported this effort at the board level, and he and Lowry became a powerful team.

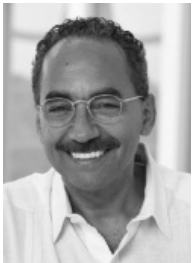
Ford was the first foundation to support the dance, in 1963 making grants totaling more than \$7.7 million to eight ballet companies, including the New York City Ballet and its affiliated School of American Ballet. Subsequent grants in the arts included \$80 million to symphony orchestras, \$3.4 million to the Dance Theatre of Harlem, \$17.7 million to resident theaters around the country, and \$13.6 million to regional ballet companies.

In 1974, as a farewell gesture, Miller invited the Ford board to hold one of its quarterly meetings in Columbus to see what he had accomplished in his home town. It was the first Ford board meeting outside New York City.

Miller's final contribution to the Foundation was to recommend **Franklin Thomas**, then president of the Bedford-Stuyvesant Restoration Corporation in Brooklyn and a member of the Cummins board, as his successor on the Ford board. It was at his final board meeting in 1974 that Miller introduced Thomas to his colleagues. Five years later, Thomas was elected Foundation president. ■

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LAFFing Parade



Salih Booker, who was a Foundation program officer for Eastern and Southern Africa, working out of its Nairobi office from 1986 to 1988, has been named executive director of the Center for International

Policy (CIP).

The Washington, D.C.-based organization was established in 1975 “by anti-war activists who wanted to make sure the lessons of the Vietnam War were not forgotten”.

The board chairman of CIP, John O. Niles, said Booker “will lead our efforts to promote diplomacy and cooperative solutions to global challenges, cost-effectively reducing the number of foreign military bases, ending counter-productive military interventions abroad and investing more resources to address domestic and global inequality”.

“My experiences,” said Booker, “from street level activism to Capitol Hill to the practice of international philanthropy as well as leadership roles at foreign policy think tanks, NGOs and international institutions

will help me lead CIP as we build upon its historical strengths to create a new platform for progressive foreign policy work, and to act as an incubator of ideas and projects to help re-build the peace movement of the 21st century.”

Booker has worked extensively on issues relating to Africa, as an activist for Trans-Africa, a staff member of the House Committee on Foreign Affairs Subcommittee on Africa, a senior fellow and director of the Africa Studies Program at the Council on Foreign Relations, executive director at Global Rights and Africa Action and, most recently, as the vice president of external relations at the United States Institute of Peace.



Susan Hairston has been named to the Board of Governors of Union County College, the first and oldest community college in New Jersey. She previously was a trustee of the Union County College Foundation.

She began work at the Ford Foundation in 1997 as a Senior Grants Manager for the Assets Program, and was promoted in 2002 to be Manager of Grant Administration in the

Office of Management Services. In 2011 she was named Director of Grants Management in the Office of Program Management and then, in 2012, became Director of Program Operations and Services in the Operations Division.

She retired from the Foundation in December.

Hairston earned a bachelor's degree from the University of Pittsburgh and a master's degree from Seton Hall University. She is an Ascent Fellow of the Tuck Executive Education programs at Dartmouth University. ■

TELL US YOUR STORIES

The newsletter is always in need of articles and pictures that provide an opportunity for members to share their reminiscences, working at the Foundation or since.

As this issue and previous ones illustrate, there is no limit to the range of stories—or the voices that tell them.

The special nature of LAFF is demonstrated through the lives of its members, who committed themselves to causes as diverse as the needs of the people they served and who continue to do so in myriad ways and places. They have lived through historical moments and formed lasting relationships of immense value and interest.

These stories of professional and personal encounters shape the newsletter.

So here's your chance to stay in touch. There's always room.