



# Laff

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

Winter 2019, No. 93



Among the cacti at the Oaxaca Botanical Gardens, from the left: Deborah Barry, Nick Menzies, Steve Lawry, Christina Campbell, Jeff Campbell and Vernice Travis-Miller.

## LETTER FROM MEXICO

**E**DAG, the Ford Foundation's Environment and Development Affinity Group, was created in the mid-1990s as a mechanism for sharing learning and strengthening the work of Program Officers working in that broad arena around the world.

The staff working in that field gathered, almost annually, over nearly 10 years, in places of common programmatic interest. Those meetings generated a significant amount of collaborative grant-making. Over the years more than 20 program officers participated in EDAG meetings, as well as such senior staff as **Betsy Campbell**, **Walt Coward** and **Suzanne Siskel**.

Eight former Foundation staff who had participated in EDAG meetings, and four of their spouses, gathered in Oaxaca, Mexico, last August for an amazing and enjoyable week of activities. The schedule was organized by **Deborah Barry** and **Michael Conroy**, who live within one kilometer of each other in Oaxaca.

We spent much of our time focused on

some of the most common EDAG themes: community-based environment and development projects, especially community forestry. Eight of the 20-or-so former EDAG program officers joined us, which we considered a pretty good turnout. The group included:

Three former program officers from China who had succeeded one another: **Nick Menzies** (1989 to 1995 in China, then 1995 to 2001 in East Africa), **Jim Harkness** (1995 to 2000) and **Hein Mallee** (1999 to 2004), as well as Nick's wife, Melinda, and Hein's wife, Shinko.

**Jeff Campbell**, who had served the Foundation in three locations: New Delhi for India and Nepal (1991 to 1996), Indonesia (1996 to 2000) and New York (2000 to 2008), along with his wife Christine.

**Steve Lawry**, who was Assistant Representative and program officer in Namibia (1992 to 1997), then Representative for the Middle East and North Africa in Cairo (1997 to 2001), and, in New York, Director of the Office of Management Services (2001 to 2006).

**Michael Conroy**, who had served in Mexico (1994 to 1998) and then in New York (1998 to 2003), and his wife, Lucy Atkin, who had been a Reproductive Rights program officer in Mexico from 1992 to 2000 also joined the group for much of the week.

**Deborah Barry**, who had succeeded Mike in Mexico from 1999 to 2005 and then seconded by the Foundation to the Center for International Forestry Research (CIFOR), and her husband, Baltazar Lopez.

And, last but far from least, **Vernice Miller-Travis**, who had focused on grant-making around environmental justice in the New York office from 2000 to 2003 and had participated in a number of the annual EDAG meetings.

For many of us, this was the first time we had seen one another in as much as 20 years, so part of the early days were spent "catching up" on our various Laff activities, with the interesting result that most of us are still involved with research and program activities linked to what we had supported while working at the Foundation.

All this while engaging in such optional activities as:

**A visit to a successful hillside restoration**, ecological education and outdoor art site, developed by the community where Deborah and Mike live, including a lunch created by a small, local women's social enterprise focused on amaranth, and a discussion of the history, and recovery, of the cultivation of amaranth in the Oaxacan Central Valleys;

**Participation in a tour** of the Oaxacan Ethnobotanical Garden, with discussions of the edible and commercial and medicinal plants of the region;

**An all-day and overnight visit** to a Zapotec mountain town high above Oaxaca City where there is a 20-year history of successful FSC-certified community forestry, led by a community organization that has re-invested the surplus from their forestry enterprises into an ecotourism

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facility, a center for traditional medicine and other social services;

**And, of course, a guided tour** of two of the most distinctive pre-Columbian sites in Oaxaca, the magnificent Monte Albán ruins, and El Mogote, likely to have been one of the earliest human settlements in the region, reaching back to around 1500-500 BCE.

Oaxaca is one of Mexico's most important and distinctive "culinary destinations", so the week included both catered and restaurant meals replete with the specialties of the region, including *moles* of differing color and consistency; *tlayudas*, blue-corn tacos of every imaginable filling and flavor, and plenty of Oaxaca's most important export beverage, *mezcal*.

Conversations inevitably turned to serious topics, such as pessimism about the authoritarian tendencies emerging in countries where we have worked, recognition that the core of the work of EDAG continues to have real importance in the evolving strategies for reducing poverty and inequality worldwide, and recognition of the even more important need to strengthen governance, both local and global, over our natural resources.

It was our consensus that local, community-based and small-scale efforts of the sort that the EDAG promoted remain an important process. They have proven to be significant bases for building both the assets and the resilience of communities isolated from, or

bludgeoned by, global economic and political forces, and can inspire better global policies. As guiding light examples, more sustainable and environmentally preferable agricultural and forestry practices can be found in family farms and forests of the United States as well as those in Brazil, Indonesia, Mexico and Central America.

One hallmark of our work in EDAG had been combining local projects with a strategic global vision and global spheres of engagement. We were ahead of most developmental organizations, we believe, in tying the bigger explanations of climate change to the local trends and challenges of rural communities. With a presence in major worldwide meetings, we held conservationists' "feet to the fire" through research and dialogue. By promoting global tenure reform and payment for environmental services, among other dimensions, Ford became one of the few organizations that could bridge this divide. EDAG meetings were essential for this, as they allowed us to share what was happening locally with colleagues around the globe.

EDAG, we concluded, was also an important tool for institutional memory, raising the question: How can an institution like the Foundation build and maintain institutional memory and make it accessible and useful to today's programs without getting in their way?

Finally, we noted that EDAG has been good for all of us. Jeff Campbell now works at the United Nations Food and Agriculture Organization in Rome, focused on, yes, community forestry. Jim Harkness, based in his native Minnesota, consults frequently in, yes, China, on topics linked to developing com-

munity-based agricultural enterprises and the socio-environmental impact of Chinese foreign investment.

Hein Mallee works in a Japanese institute focused on environmental issues. Steve Lawry works on forest rights and governance at the Center for International Forestry Research (CIFOR), based in Washington, D.C. Nick Menzies holds a research position at the Huntington Library and Botanical Gardens in California, where he is working on a book on history and botany in China.

Deborah Barry just left the co-directorship of the H.G. Buffett Foundation/Catholic Relief Services program on sustainable agroforestry with a focus on soils and water management, and continues as an advisor to landscape restoration programs in Mesoamerica. Vernice Miller-Travis is working for a national environmental consulting firm where she serves as a senior advisor in its community planning and revitalization program and also leads the firm's justice, equity, diversity and inclusion work.

And Michael Conroy is writing an analytical history of the Forest Stewardship Council, a principal target for his funding while at the Foundation, whose board of directors he had chaired from 2011 to 2015 after leaving the Foundation.

At the end of the week, during our last dinner together in a rooftop terrace restaurant under a full moon, the group was serenaded by Jeff Campbell, clearly the "Dean" of the EDAG program staff, when he whipped out a flute, hidden in his stocking, and played for all of us, to the applause of everyone in that restaurant. ■

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Enjoying a traditional meal at the Oaxaca home of Deborah Barry are, from left, Nick Menzies, Jeff Campbell and Jim Harkness.

# MAKING SCHOOLS BETTER: “WHAT IT MEANS TO BE A HUMAN BEING”

By Greg Farrell

For the last 25 years or so, I’ve had the great good fortune to be connected with a radical and surprisingly successful national school reform organization and public school network. It grew from a partnership between Outward Bound and the Harvard Graduate School of Education, with a breath-of-life boost from the New American Schools Development Corporation.

At its birth it was named Expeditionary Learning, and later changed its name to EL Education. Those who work with it and know of it call it simply EL.

The Harvard-Outward Bound relationship was due to **Paul Ylvisaker**, who at one time had been director of the Ford Foundation’s Public Affairs Program. In 1987, I was on the Outward Bound board and invited Paul to give a keynote address at the International Outward Bound Conference in Cooperstown, N.Y. By that time he had left the deanship at the Harvard Graduate School of Education and was a professor there.

Paul was the best speaker—and one of the best listeners—I have ever known. He understood quickly and intuitively things you thought you knew more deeply than you understood them and gave them back to you with a grace, a gift for metaphor and a perspective that were breathtaking.

That’s what he did with the speech he gave that day, “The Missing Dimension.” It was a great gift to Outward Bound, and to me. He began by describing shifts that were occurring in educational thought, including a dawning sense of what it meant to be a whole person. Then he referenced the recent work of Howard Gardner and his identification of seven mental competencies, noting that schools typically paid attention to only one or two of them.

Then he spoke to Outward Bound *about* Outward Bound, about what he saw in Outward Bound that was an important missing ingredient in public schools and challenged Outward Bound to be more articulate and aggressive in the debate about where education should be going. Then he invited Outward Bound to come work together with the Harvard Graduate School of Education.

Thus, in 1988, the Harvard-Outward Bound



Students from WHEELS, one of EL Education’s network schools.

Project on Experience-Based Education was begun. Outward Bound people taught courses on experiential learning at Harvard, mentored and counseled graduate students, put together an annual conference on “Active Learning in the Middle School”, wrote papers and generally offered an experiential dimension to the mix. Faculty members at Harvard were the first to suggest to Outward Bound that it should make a proposal to New American Schools.

“You have more to offer than you think,” one told us, an echo of the motto of Gordonstoun, the school in Scotland started by Kurt Hahn, founder of Outward Bound: “You have more in you than you think.”

One day when we were discussing our ideas for such a proposal, **Harold “Doc” Howe**, who chaired the advisory group that oversaw the Project and had been a vice president at Ford, described with appreciation the engagement he had seen in an elementary math class where students were using their bodies as units of measurement. “I don’t know how much of what we have to teach could profitably be done this way,” he said, “but it’s a lot more than schools are doing now.”

“To start a school is to proclaim what it means to be a human being” is the first line of the proposal Outward Bound sent to the New American Schools Development Corporation (NAS) on Valentine’s Day in 1992. The proposal, titled “Expeditionary Learning”, was Outward Bound’s response to an invitation for designs that would “break the mold” in public schools from kindergarten through high school, that would be different and dramatically better than what existed then, and

that would be scalable. These were not to be *programs in schools* but *designs for reorganizing everything* about doing school.

NAS, a national nonprofit, was put together largely by **David Kearns**, the former CEO of Xerox, who became an Assistant Secretary of Education under Lamar Alexander. President George H.W. Bush helped Alexander and Kearns, who later served on the Ford Foundation board, raise more than \$200 million from large foundations and corporations to fund the effort. Kearns and his compa-

triotriots thought that we weren’t going to get the changes in schools we needed through incremental means, that the American genius was for big ideas, and that the NAS effort could find the best of these and help them prove themselves in the field and grow to scale in the educational marketplace.

The Outward Bound proposal was selected by NAS as one of 12 to be funded from almost 700 submitted. It placed character development together with academic learning at the pinnacle. It would address most if not all the curriculum through “learning expeditions”, deep, semester-length, usually multidisciplinary explorations of compelling questions or themes. These learning expeditions would involve fieldwork, comprise several related projects and culminate in final projects and presentations to audiences beyond the classroom.

In EL schools, teaching and learning would be active whether in the context of an expedition or not. Teachers would talk less. Students would talk more. There would be structures, like student-led parent-teacher conferences, portfolio presentations, an approach we called “crew” and exhibitions of student work that would help put them in charge of their own learning and motivate them to do their best work.

NAS offered more than funding. They managed their contracts with vision and a keen sense of program and organization. They brought the 12 organizations that had been chosen together several times a year to compare experiences and work on common problems. They provided the services of expert consultants in pertinent fields. And they helped make a market for whole-school

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designs and find districts willing and able to engage with us.

EL's plan drew upon the more than 60 years of craft wisdom of Outward Bound and the educational ideas of its founder, Kurt Hahn, the German-Jewish headmaster. Schools he founded in many countries and educational innovations he introduced were all about character, which he knew with conviction was much more important than academics in making a productive life.

He wrote: "I consider it the foremost purpose of education to ensure the survival of these qualities: an enterprising curiosity, an undefeatable spirit, tenacity in pursuit, sensible self-denial, and above all, compassion."

Outward Bound began in Great Britain in 1941, ostensibly to train British merchant seamen to survive at sea and to rescue and take care of others. It applied in short and dramatic form the principles Hahn had used every day and throughout the school year in boarding schools in Germany and Scotland. It was quickly seen as good for young people in many different walks of life, and spread throughout the British Empire.

It came into the United States in 1962 via Josh Miner, a faculty member at Phillips Academy in Andover, Mass., who had worked at Hahn's school in Scotland for a couple years, and its first manifestation in the United States was the Colorado Outward Bound School.

By 1992, Outward Bound in the United States had grown to include five wilderness schools and three urban centers, and operated with an annual budget of \$30 million. It had given rise to dozens of offshoots and hundreds of imitators, and had worked productively with many schools and school districts and youth-serving nonprofits.

I took a month-long instructors' training course at the Colorado Outward Bound School in 1964, and, having been a high school English teacher, was moved by my experience to think schools would be a lot better if it they were more like Outward Bound.

For one thing, the idea of the course was to be sure to get everyone over the mountain, not to see who could get over the mountain first. For another, unlike most students after the second grade in most schools, we were never bored. We were doing things that we were pretty sure we couldn't do and experiencing the larger sense of possibilities that accompanies that experience.

The learning was not only hands-on, but bodies on, and we were never going to forget it. And over the course of an Outward Bound course the students gradually take over. I thought, shouldn't this be the way schools are

organized? Couldn't you teach algebra this way, or science, or reading and writing?

EL's 25-year history is in part the story of figuring out with classroom teachers how to teach their subjects this way, and how to work with principals and teachers to create a school culture that supports positive and ethical character development and doing for others. It is a leading practitioner and proponent of the idea of enlarging the current working definition of student achievement (test scores) to include academic mastery, positive character and the commitment to do nothing less than your best work.

One of the things that sets EL apart from many school reform efforts is that the voices of teachers prevail. The professional development EL provides is extensive, pertinent and developed from 25 years of working with and listening to teachers about what helps them most. Great teachers and principals make up the bulk of the EL staff, coaches and leadership.

One of the mottos you hear everywhere in Outward Bound is, "We are crew, not passengers." You also hear it in all EL schools. Crew is an important structure in EL. It takes the place of what in conventional schools is home room or advisory. It is the central structure for supporting students socially, emotionally and academically; for making sure no one slips through the cracks; and for establishing school culture.

It usually comprises 12 to 15 students and a faculty member who stay together for several years and help each other through. In most schools, crew meets daily. It is not only a structure but also a mindset: active rather than passive; goal-oriented and mutually supportive; celebratory; connected; and interested in both collective and individual achievement.

EL aims at making existing schools better and helping create new schools that are good in communities where good schools are rare and most needed. It doesn't run any schools; it contracts with them to help them implement the EL design. Schools and school districts pay EL for its services, which include pertinent, excellent and sustained professional development for all faculty and staff.

School funds are supplemented with foundation and government grants. EL operates with a \$28 million annual budget and receives grant support from the U.S. Department of Education and many large and mid-sized foundations.

There is a national network of more than 150 EL schools, slightly more than half of which are public district schools and the rest public charters. About a third are elementary schools, a third middle schools and a third high schools.

Schools that implement EL fully routinely outperform their districts and states on standardized tests, even though they have a high proportion of low-income students. (EL doesn't partner with schools with fewer than 40 percent of its students qualifying for free and reduced lunch). If they are high schools, the standard is for every student to be admitted to college whether or not she chooses to go, and this standard is usually met. And the schools are palpably joyful places where students and teachers really want to be. There are 50,000 students in these schools, located in 33 states and the District of Columbia.

With another 330 public schools, EL has "literacy partnerships", meaning that they are not trying to fully implement the EL model but just its k-8 language arts curriculum, supported by EL's related professional development. All the k-8 schools in Detroit; all the k-8 schools in Wake County, N. C., which includes Raleigh and Durham; and all the k-8 schools in Shelby County, Tenn., which includes Memphis, are in this group, comprising 150,000 students.

This k-8 language arts curriculum, developed by EL in the last several years, is given the top rating by independent reviewer EdReports.org. It is rigorous, and tuned to Common Core Standards. With it, students do original research and deep, interdisciplinary inquiry. They read engaging primary texts, not textbooks, that are carefully curated to be relevant to their lives.

When Outward Bound submitted its proposal to NAS, we said our ambition was to see our educational ideas enter "the drinking water" of public education. That actually may be happening.

The Aspen Institute's National Commission on Social, Emotional and Academic Learning has just issued a report, "From a Nation at Risk to a Nation at Hope", recognizing "a growing movement dedicated to the social, emotional and academic well-being of children".

It sees "a remarkable confluence of experience and science on one point. Children learn best when we treat them as human beings, with social and emotional as well as academic needs."

This is one of those truths we used to hold as self-evident, have let slip away, though never entirely, and now are rediscovering. It used to be in the drinking water. I feel fortunate to be having a hand in getting it back in there. ■

**Greg Farrell** was executive director from 1970 to 1990 of the Fund for the City of New York, established by the Ford Foundation to help improve the quality of life and government in New York City.

# MY LIFE AT FORD AND IN POLITICS: “PURSUING THE AUDACIOUS”

By Susan Hairston

Joining the Ford Foundation in 1997 as a senior grants administrator was a dream come true for me, a nonprofit finance and administration maven and budding social justice organizer.

I had high hopes and expectations of the possibilities in philanthropy, the other side of the woes and struggles of meeting payroll obligations and preparing for the next community board meeting or fundraising priority. And Ford did not let me down.

I was overjoyed to trade struggling nonprofit problems for the pressures of reaching payout targets and prepping for internal officers', global and trustees' meetings, because I knew that all those mundane but critical efforts were helping marginalized folks across the globe.

I pinched myself whenever I had the opportunity to travel to one of the overseas offices to train and be trained.

I was most especially in awe of the rock-star women leaders I had right in front of me, **Natalia Kanem** and **Susan Berresford**, to name two. I marveled at the varied ways they wielded power, insured impact and embodied compassion like I'd never seen before.

Yes, the men in my corner of the Foundation were also legends, but those women heroes, and others as well, unbeknown to them, were my guideposts for pursuing the audacious.

During my years at Ford, I was soaking in and applying lessons learned there to my local suburban community, Summit, N.J., where, as a young African American working mother I could have easily been invisible, except for my tenacious community service and the powerful name of the Ford Foundation, which I leveraged handily. I took great delight in what I called using prestige and privilege for good.

I took every annual report message from SVB, as we fondly referred to Susan, as a personal goal. I shared reproductive rights

reports from the south with my influential pastor, who was spearheading ministries in South Africa and Kenya. I recommended nationally recognized educational equity experts who were referenced in Foundation reports to consult with the Board of Education that I served on regarding the minority achievement gap.



**I will never forget an amazing program officer from India declaring, “I am Civil Society!” at a worldwide meeting, and my thinking to myself, so am I.**

I will never forget an amazing program officer from India declaring, “I am Civil Society!” at a worldwide meeting, and my thinking to myself, so am I.

Now, all LAFF members know the hallowed walls of philanthropy are no place for the faint of heart. Being under the microscope of so many critics comes with the territory. And Ford is no exception. In fact, it's often the target.

I recall clearly the antagonism that showed up in a big way when the Gates Foundation and others alike arrived on the philanthropic scene in 1999 full of criticisms,

better ideas and the ever popular model that demanded more measurement and a faster pace. I was bewildered at the time about the pressure being mounted on Ford as the object of wrath from “new philanthropy”, especially since they were regularly showing up at our doorstep to find out how we did everything.

Currently, there are discussions under way about the challenges of power, privilege and philanthropy. Edgar Villanueva's *The Decolonization of Wealth* and Annan Giridharadas' *Winners Take All* are eloquent critiques of the contradictions and mixed motives of wealth, charity, justice, generosity and privilege. As I read them with interest, skepticism and validation, I vividly recall the feeling of unsafe space inside and out of Ford that I attributed to working in an elite institution. I know, beyond a shadow of a doubt, that learning to navigate in that type of environment developed my keen ear for listening to the unsaid and developing a strategic road map for accomplishing the unexpected.

And, grants management in particular

helped me pay attention to the minute details on how working among actors, constituents and rule makers is an essential ingredient in stewarding lions, tigers and bears, my side gig known as politics.

I can now say with clarity that the successes and, more so, the bumps in the road that I met with in each role of greater responsibility at Ford—a global manager in 2002 and, eventually, a department director in 2012—ran parallel with political achievements that were pioneering and even astonishing to me upon examination.

My becoming Board of Education president, running for city council, losing that election but soon thereafter being elected chair of Summit's Democratic party, twice, where I oversaw unprecedented growth and electoral wins, engagement with the county and state, and even being elected a delegate to the 2016 national convention—all this occurred separate from but alongside and with the full support of the Foundation.

The common denominator that I can point to is that in philanthropy, and specifically in grants management, I learned to get things done behind the scenes and with a focus on the outcomes for people. That formula has worked similarly in leading party politics, where my magic wand has been used to build infrastructure with a focus on the people while keeping my eye on the prize, which is inclusive and effective democracy. A blue women's wave has been the icing on my cake.

While the wild wild west of politics seemed to suit me well when I retired from the Foundation at the end of 2016, with the expectation of either getting involved at the national level or returning to my nonprofit roots in a leadership capacity, I've yet to embark on either course but have returned to the ivory tower of philanthropy, establishing best practices and gaining new muscles for more civic engagement.

I have, however, retired from local politics, happily turning over the proverbial chairman's gavel in January to an energized cohort of progressive political warriors who are up to the challenges that lie ahead.

As for me, I look forward to my next audacious adventures on the horizon. ■

**Susan Hairston**, who was director of the Office of Program Operations and Services when she left the Ford Foundation in 2016, now is director of the JPB Foundation.

## IN MEMORIAM



**Patricia Wald talking at CATO Surveillance Conference, 2015**

**Patricia Wald**, described as a “pioneer for women in law” and who was the first woman named to the Ford Foundation’s Board of Trustees, died January 12 at her home in Washington, D.C. The cause of death was pancreatic cancer. She was 90 years old.

Judge Wald achieved many firsts in her long career as a lawyer and jurist, including being one of the first women admitted to Yale Law School, where she began her studies in 1948 after earning a bachelor’s degree from the Connecticut College for Women.

She began her career as a law clerk for Jerome Frank, a judge of the Federal Court of Appeals for the Second Circuit, in New York City, initiating what *The New York Times* called “a path to becoming a progressive voice in American jurisprudence”.

In private practice she became the first woman associate at the prestigious law firm now known as Arnold & Porter, beginning a series of “firsts” in law, the federal court system and government, including at Ford, where she was a trustee from 1972 to 1977.

She served on several commissions to improve legal services and juvenile justice, and became a trial lawyer for the Legal Services Corporation before President Jimmy Carter, in 1977, named her to the position of assistant attorney general for legislative affairs in the Justice Department, the first woman to hold that position.

Then, in 1979, President Carter nominated her to fill a vacancy on the U.S. Court of Appeals for the Washington, D.C., circuit, the

first woman to sit on that court. She served there for 20 years, becoming chief judge in 1986, again, the first woman to do so.

After she retired from the bench in 1999, she became a member of the International Criminal Tribunal for the Former Yugoslavia, in The Hague.

She wrote the opinion for the landmark judgment in the *Krstic* case, which found for the first time that the massacre of 8,000 men and boys in the city of Srebrenica constituted genocide. In another case, she ruled that rapes at the Omarska detention camp were war crimes. Those and other decisions, though not always accepted by some, helped establish the legitimacy of the court.

In a move that may not have been a first but was unusual for a professional woman at the time, she left the workplace for a decade to care for her five young children. “I didn’t feel any sense of isolation or loss,” she said later. “I just assumed I would go back. In my view, how you pursue your life as a parent and careerist is a question of individual personality.

“I did not want to go back to work until my

kids were in regular school,” she said.

“I respect other women’s choices to go back earlier.”

When she returned to work she did so part time, mainly doing research for such organizations as the National Conference on Law and Poverty and the President’s Commission on Law Enforcement and Administration of Criminal Justice. Her full-time career resumed in 1967 with a position in the Office of Criminal Justice of the Justice Department.

U.S. Supreme Court Justice Ruth Bader Ginsburg, who served with Judge Wald on the federal appeals court, said of her at her death that she “pursued justice with passion—heart, mind and soul. In her lifetime of achievement, she unsparingly devoted her efforts to advancing the health and welfare of mankind.”

In 2013, President Barack Obama awarded her the Presidential Medal of Freedom, the nation’s highest civilian honor.

Her husband, Robert Wald, a lawyer in private practice who she met while studying at Yale, died in 2010. She is survived by her five children and ten grandchildren. ■

**David Beitzel**, long-time partner of **Darren Walker**, president of the Ford Foundation, died January 20 of a heart attack.

Mr. Beitzel had run Beitzel Fine Arts, a private art dealing and consulting business, since 2001, specializing in “international contemporary art, with a focus on new emerging talent”.

In his business, he helped private and corporate clients and public institutions build and maintain their collections. Among his services, he informed clients of new talent, provided valuations of existing collections and oversaw the sale of collections and individual pieces of art.

Mr. Beitzel earned a master’s in fine arts degree in painting from Bennington College and opened his own gallery in the SoHo section of New York City in 1986, which he ran until he opened the consulting business.

Through his years with the gallery and in the dealing and consulting business, he established “a wide international network of art world professionals”, providing “a formidable knowledge base that results in objective, client need-based focused priorities”.

He had been a member of the board of Bennington College; the Hetrick-Martin Institute; the public television series on LGBT issues, “In the Life”; the Fleming Museum of

Art at the University of Vermont, where he earned a bachelor’s degree; and the Skowhegan School of Art and Painting.

Survivors, in addition to Darren Walker, who was his partner for 26 years, include his mother, a sister and a brother.



**Prakash Das**, who was in charge of the cafeteria in the New Delhi office of the Ford Foundation, died suddenly February 5. He started working for Ford in 1999 and assumed the cafeteria position in 2014.

He had received the Employee of the Quarter award during his time with Ford, recognized for being “very professional and efficient”. A statement from the office noted that he was always “very courteous, helpful and responsive to emerging needs. He was liked not only by office colleagues but visitors, grantee partners, contractors and others.”

The office has planted a lemon tree in his honor, memorializing not only the improvements he made to the cafeteria but the caring touch with which he offered staff and visitors “fresh lime juice nimbu pani and ginger tea.” ■

## LAFfing Parade



**Franklin A. Thomas**, a former president of the Ford Foundation, was one of 14 people honored by Lewis and Clark Community College for “the work they did in creating our modern country”.

Their lives and work were acclaimed as part of the observance of Black History Month by the college in Godfrey, Ill.

The school blended the accomplishments of the individuals honored with several events to “acknowledge all the contributions that have been forgotten or were largely left out of the

textbooks of the 1970s and 1980s”.

Thomas, the first African American to be president of the Foundation, led Ford from 1979 to 1996, and since then has been active on the boards of several major corporations and organizations, including the TFF Study Group, a nonprofit organization dedicated to development in South Africa.

In 2003, Fortune magazine named Thomas one of four “kingmakers” in corporate America, noting that his role on the boards of many corporations gave him the “power to make other people powerful”.

In honoring Thomas, Lewis and Clark cited one of his statements: “Our descendants will think it incredible that we paid so much attention to things like the amount of melanin in our skin or the shape of our

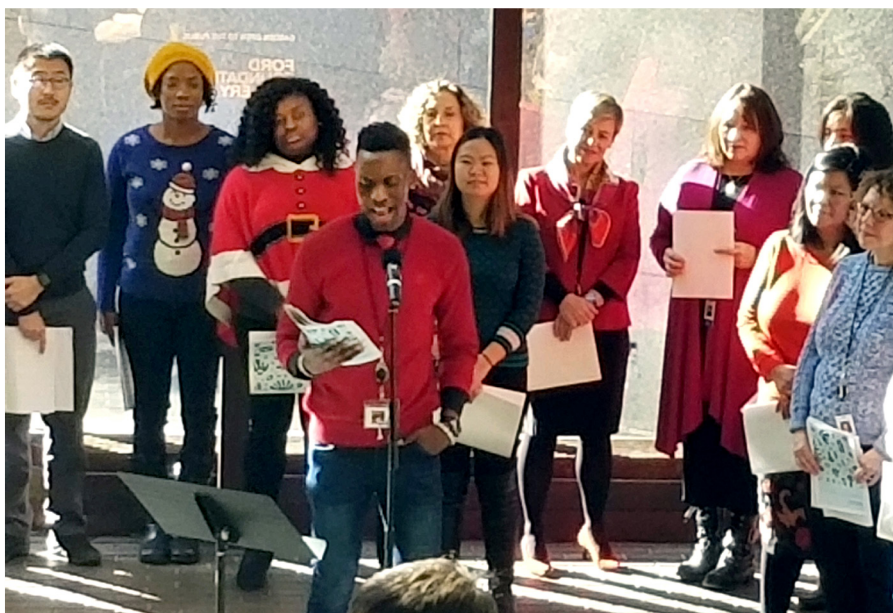
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## Coming Next....

More than 80 LAFfers and some family members attended the Society’s gathering at the re-opened, renovated and re-named Ford Foundation Center for Social Justice in New York City on March 21. As Ford’s president, **Darren Walker**, observed, the Foundation’s “legacy” was “palpable in this room”.

And as **Shep Forman**, in ending his nine-year presidency, said, LAFF as an organization and each of its members “in subtle and small ways gave something back to this institution”.

The many highlights will be covered in full in a story in the next issue of the newsletter, including pictures of those who attended and of various aspects of the building. Some of those pictures have already been posted on LAFF’s Facebook page.

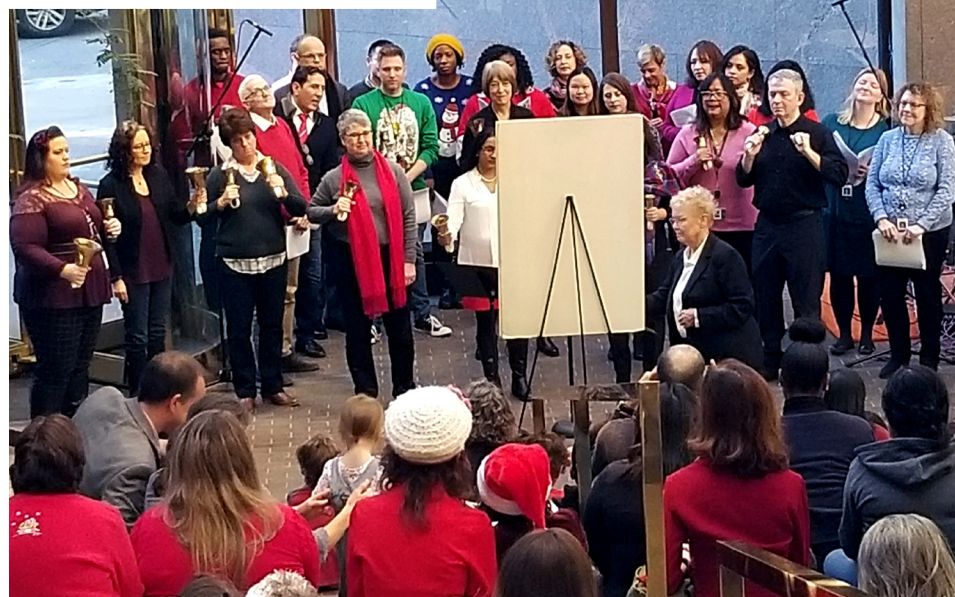


## Christmas at Ford

The annual Christmas carol performance was back at the Ford Foundation as the renovated building re-opened just before the holiday season.

**Bill Miller**, a Foundation staff member, was a soloist, while among those enjoying the day and each other’s company were, from the left in the photo above on the right, **Laurie Wassef**, **Michelle Sylvain**, **Margaret Black**, **Marylou Sandwick**, who is a current staff member, and **Nellie Toma**, LAFF’s secretary-treasurer.

And the day would not have been complete without the bell ringers, pictured at the right, led by **Maxine Gaddis**.



The LAFF Society  
c/o Nellie Toma  
PO Box 701107  
East Elmhurst, NY 11370

Parade

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eyes or our gender instead of the unique identities of each of us as complex human beings.”



**Lisa Jordan**, who was deputy director of Ford’s Governance and Civil Society Unit from 2000 to 2009, has been named chair of the board of directors of Enviu, a nonprofit founded in 2004 to help develop an “inclusive economy that

serves people and planet”.

To further its objective, Enviu, headquartered in Rotterdam in The Netherlands, builds “social multinationals that address social and environmental issues, and drive market development”. It works with companies with “high impact in the domains of financial inclusion, circular economy and food systems”.

Jordan had been chairman of the organization’s advisory board.

“Enviu is trying to do something that is becoming more relevant and more popular

right now,” Jordan said. “And if anybody is doing it with integrity, it is this shop. And their approach matches the way that I tend to think about things, which is a very holistic way. Not only from the shareholder approach, which is how impact investing works, not only from the social entrepreneur approach, which is how the social enterprise scene works, but combining these two.”

Jordan was a founding director of Global Legislatures for a Balanced Economy (GLOBE) before joining Ford, and then was director of strategy and learning at Porticus and a partner in Aim for Social Change.



**Devana Cohen** has been promoted to chief investment officer of the UJA-Federation of New York.

Cohen, who worked at the Ford Foundation from 2009 to 2012 as its Associate Director for Public Markets, had been the organization’s investment officer.

UJA is the largest local philanthropy in the world. It supports nearly 100 health, human-services, educational and community-building agencies and dozens of grantees

FINANCIAL REPORT 2018

Balance on 12/31/17	\$10,364.74
<b>INCOME</b>	
Dues, donations, interest	\$4,000.42
<b>EXPENSES</b>	
Newsletters	\$3,410.66
Website	\$1,000.00
Secretarial services (Dorothy Nixon)	80.00
PO Box, supplies, postage	102.98
PayPal fees	62.63
<b>TOTAL EXPENSES</b>	\$4,656.27
<b>INCOME/EXPENSES</b>	-\$655.85
<b>Balance on 12/31/17</b>	<b>\$9,708.89</b>

in some 70 countries. Its stated mission is to “care for people in need, inspire a passion for Jewish life and learning and strengthen Jewish communities in New York, Israel and around the world”.

It was created in 1986 through the merger of the United Jewish Appeal, which was founded in 1939, and the Federation of Jewish Philanthropies of New York, established in 1917. ■