LAFF
THE LAFF SOCIETY Promoting social and professional contacts among former staff members of the Ford Foundation

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"SAVING AMERICA'S CITIES": A "DEEP DIVE" INTO THE LIFE OF ED LOGUE

By Tom Seessel

Beginning in the mid-20th Century, Edward J. "Ed" Logue was acclaimed the savior of American cities. The Washington Post called him America's "master rebuilder".

Others condemned Logue. Author and activist Jane Jacobs said of Logue's plans, "I thought they were awful and I thought he was a very destructive man."

Lizabeth Cohen, professor of American Studies at Harvard University, finds the middle ground between these extreme views in her absorbing, balanced and readable account of Logue's life and work in her 2019 book, *Saving America's Cities: Ed Logue and the Struggle to Renew Urban America in the Suburban Age.*

Cohen began work on it five years after Logue's sudden death, at the age of 78, in 2000, and it took 15 years to complete.

What Cohen accurately calls her "deep dive" into Logue's career expands our understanding of the many daunting difficulties of making American cities more livable and more equitable. Cohen also reminds us that we have an unsolved affordable housing crisis: reflecting costs that have risen faster than incomes. The percentage of renters who paid more than 30 percent of their incomes for housing has doubled since Logue's time. And, 1.4 million people—including 147,000 families with children—used a shelter at some point in 2016.

Logue was born in Philadelphia, the oldest of five children in a staunchly Democratic, Irish-Catholic family. His father, a city tax assessor, died during the Depression, when Ed was 13. Logue recalled his home as "being without any racial prejudice".

An unwavering New Dealer, who today might be called a social democrat, Logue was passionate about full equality for

African-Americans. In his first publication, a book review of Robert Weaver's *Negro Labor,* in the left-wing magazine The Progressive in 1946, Logue called for government action to deliver justice to African-American workers "now not soon".

Logue went to Yale University on a scholarship in 1938 and found himself in a minority among a student body consisting largely of WASPs and offspring of Yale alumni. His freshman year, working part time in a campus dining hall, Logue led his fellow employees out on strike to protest low wages and poor working conditions. The strike ended with Yale's recognition of its first union and a contract.

Describing himself as a "rebel in the belly of the establishment beast", Logue married the daughter of the dean of Yale College and, later, led a hospital workers' strike while his mother-in-law was a patient in the operating room.

Cohen divides her book into three parts, one for each of the major components of Logue's career: New Haven (1954-'60), Boston (1960-'68) and the New York State Urban Development Corporation (1968-'75). A short coda covers Logue's fourth major assignment, heading up New York City's South Bronx Development Office (1980-'85).

Each part contains descriptions of Logue's projects, tracing their evolution from concept to reality (or, in more than a few cases, non-starters). Fascinating attention is given to the often byzantine political maneuvering accompanying many of Logue's ventures.

New Haven, an old industrial city, had been losing manufacturing jobs, and many of its residents were attracted to the burgeoning suburbs featuring housing and highways financed with federal funds. New Haven's reform-oriented mayor, Richard C. Lee, hired Logue in 1954 as the city's first development administrator and empowered him by consolidating planning and building functions under his control. While Logue was development administrator, New Haven was the recipient of more federal urban renewal funds per capita than any other American city.

Lee and Logue's renewal strategy was guided by a vision of how the city could compete with the suburbs and retain middle-class residents and retail shopping. One of the earliest projects involved large-scale clearance of low-income, mainly black residential areas to make way for an expressway to connect the new interstate highway with downtown.

James Baldwin's term for urban renewal, "Negro Removal", contained more than a little truth. Urban renewal law required relocation of residents and businesses uprooted from demolished structures. Cohen discusses in detail the many obstacles Logue encountered in his attempts to find suitable replacement housing for African-Americans, in New Haven and Boston, including paucity of federal funding and neighborhood opposition to integration.

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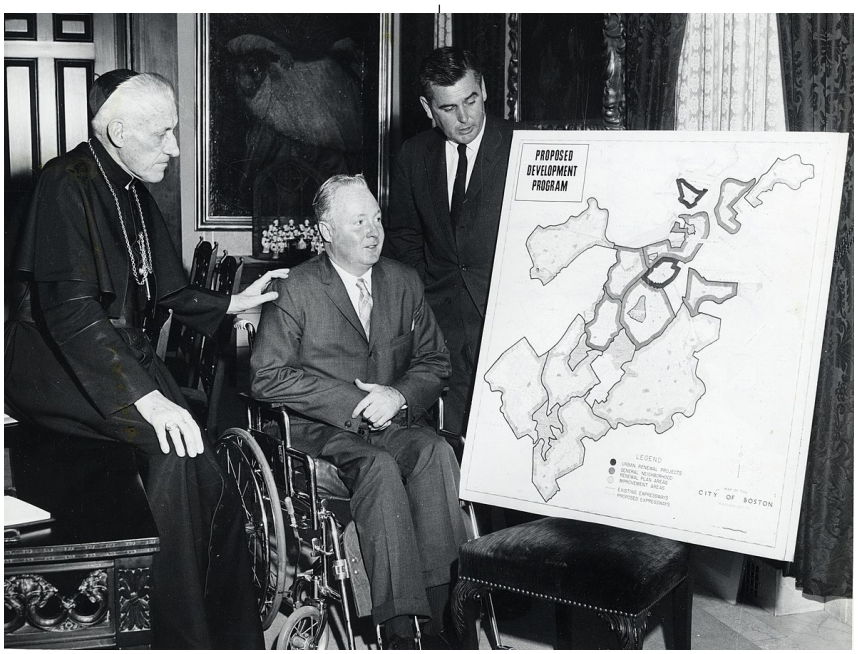
Logue insisted on high-quality architecture. He brought to New Haven, and later Boston and New York State, what Cohen describes as a "who's who of modernist designers", including Edward Larrabee Barnes, Marcel Breuer, Gordon Bunshaft, Philip Johnson, Louis Kahn, Kevin Roche, Paul Rudolph, Eero Saarinen, Mies van der Rohe and I.M. Pei. He chose them in part because he felt that excellent design of public housing would lessen its stigma.

Logue's largest New Haven project was removal of a 12-acre swath of the central business district to enable construction of a 165,000-square foot indoor shopping mall, known as Chapel Square, anchored by two department stores and with a two-block long parking garage with 1,250 spaces. Strategically intended to compete with suburban malls, Chapel Square failed after about 30 years and was converted into apartments.

Logue decided that New Haven needed a "social renewal" companion program for urban renewal. In the late 1950s, he was in touch with the Ford Foundation's director of public affairs, **Paul Ylvisaker**, who had won the reluctant support of Ford's Board of Trustees for a major new initiative, the Gray Areas Program, to combat inner-city poverty.



Ed Logue of the Boston Redevelopment Authority with Mayor John F. Collins. Photo by City of Boston Archives.

New Haven, through a new nonprofit, Community Progress, Inc. (CPI), received a total of $5 million from Ford's Gray Areas Program (about $40 million today). Logue and Mayor Richard Lee attracted the head of Connecticut's AFL-CIO, **Mitchell ("Mike") Sviridoff**, to head the new organization. Sviridoff went on in 1970 to become Ford's vice president for national affairs. (Disclosure: The author worked at CPI from 1964 to 1967.)

Cohen writes that this was not Logue's first collaboration with the Ford Foundation. In the early 1950s, before he began his job in New Haven, Logue served as special assistant to the United States ambassador to India. While there, he showed great interest in the Foundation's community development activity, initiated by Ford's representative, **Douglas Ensminger**, in poor areas of the northern Indian state of Uttar Pradesh. After Logue returned to Connecticut, Ensminger enlisted him onto Ford's Advisory Committee on Community Development for Calcutta, on which Paul Ylvisaker also served as a member.

Logue was recruited to Boston in 1960 by another newly elected reform mayor, John Collins. Cohen writes that Logue, when he assumed his post in Boston, adopted as his theme "Planning With People", and he embraced neighborhood preservation and rehabilitation, telling audiences that his new goal was "rehab, don't demolish". Logue convinced Ylvisaker to fund a social renewal program in Boston, known as ABCD, which received about $3.4 million.

As in New Haven, Logue began his tenure with a large-scale, visible project that removed an economically depressed eyesore: demolition of more than a thousand 18th and 19th Century buildings on 60 acres, and displacement of hundreds of residents, in historic but seedy Scollay Square. In its place arose a massive Government Center with a new Boston City Hall as its centerpiece. Logue's strategy—public investment would be a catalyst for new private investment—was successful, according to Cohen: The total assessed value of taxable property increased by about 60 percent, and the number of people employed in the district more than tripled.

Logue followed through on his pledge to rehabilitate and repurpose historic structures where possible. Examples cited by Cohen are the historic Faneuil Hall, the old Boston City Hall and Quincy Market. The New York Times architectural critic Ada Louise Huxtable lauded these as "stellar features of Boston's exemplary downtown renewal, a remarkably sensitive synthesis of new and old…".

Logue's third big job was heading the New York State Urban Development Corporation (UDC), formed by Governor Nelson Rockefeller in the weeks following Martin Luther King, Jr.'s assassination in 1968 to create low-income housing. The UDC was given extraordinary statewide powers to override

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LAFF Corrections

Sheila McLean's name was misspelled in the previous issue of the newsletter, Fall 2019, in the obituary for Oscar Harkavy. This is the correct spelling.

The years that Mary McClymont worked at the Ford Foundation were listed incorrectly in the Summer 2019 issue in the story on page 8, "Access to Civil Justice Using Nonlawyers: A Study". She worked at Ford for a total of 14 years, from 1988 to 2000 and again from 2006 to 2008.

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local zoning and building codes, condemn and seize property through eminent domain, and create new financing schemes to carry out its mission.

Cohen writes that Logue's UDC succeeded, in seven years, in building 117 developments in 49 cities and towns, 33,000 dwelling units for 100,000 people, about a third of them low-income, and 69 commercial, industrial and civic projects.

The remarkable record in housing was accomplished partly because of Logue's use of his vast powers to "fast-track" developments, shortening the time from plans to completion from 5 to 6 years to as little as 18 months. In an interview, UDC's chief architect, Ted Liebman, told Cohen that, "Every 10 minutes there would be a groundbreaking and Ed Logue would say, 'Why aren't we doing more? We don't need housing anymore?'"

Cohen relates how the UDC transformed Roosevelt Island, a nearly abandoned sliver of 147 acres in New York City's East River, formerly known as Welfare Island and dedicated to the care of "the diseased, the criminal, the impoverished, and the otherwise undesirable of New York City". One of three "new towns" developed by the UDC, Roosevelt Island, which is visible from the Ford Foundation, today is home to about 14,000 people, parks, shops and Cornell Tech, a new science-focused graduate school built where a hospital used to stand.

The UDC's default on bond obligations in 1975, which left many projects unfinished, occurred when New York State was in the midst of more enveloping fiscal problems. A scapegoat was needed by the new governor, Hugh Carey, a Democrat, who blamed the UDC's problems on Logue's mismanagement, a charge that never found legs in subsequent investigations.

Cohen puts the implosion of UDC in context: In 1973, President Nixon had frozen federal housing subsidy funds, the lifeblood of many of UDC's projects. The following year, Logue lost his political support when Governor Rockefeller resigned to become vice president. Soon after taking office as governor in 1975, Carey asked for Logue's resignation.

The final installment of Cohen's superb account focuses on Logue's work on a smaller scale, when he was appointed by Mayor Ed Koch as director of New York City's South Bronx Development Office (SBDO) in 1980. Working with local nonprofit community development corporations, SBDO identified a redevelopment site, Charlotte Street, that had come to epitomize urban deterioration when President Jimmy Carter called it "the worst slum in America" after he visited the area in 1977.

After five years of effort, the SBDO succeeded in building 92 single-family ranch houses in the area re-christened Charlotte Gardens. The Ford Foundation gave the project $300,000 through its offshoot nonprofit, the Local Initiatives Support Corporation (LISC), headed by Logue's long-time collaborator, Mike Sviridoff.

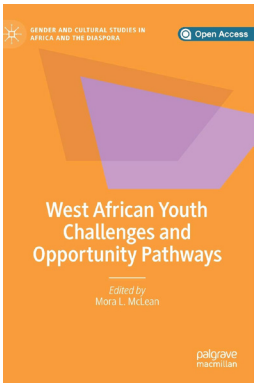
When the Charlotte Gardens pre-fab homes went on sale, in the mid-1980s, for an average of about $60,000, there were 600 applicants, about 90 percent of whom were South Bronx residents. In 2009, CNN said that the average home values had increased tenfold in 14 years, and called the project "a slice of suburbia in one of the country's most urban—and poor—counties [and] one of the greatest real estate turnarounds ever".

In conclusion, Cohen finds that "some of Logue's work improved the cities and neighborhoods he worked in, others did not." She sums up Logue's career this way: "At times, Logue was a figure of Greek tragedy, whose good intentions were undermined by his own fatal flaws….Eager to achieve greater social and economic opportunity…he became deeply invested in an expert-driven activist government.…[H]e sometimes paid mere lip service to community input, sanctioning a less-than-democratic process that marginalized and alienated the very people whose lives he set out to improve." ■

Tom Seessel *was a program officer in the Ford Foundation's Urban and Metropolitan Development office from 1970 to 1974, and a consultant in the Office of the President from 2002 to 2009.*

CHALLENGES THREATENING AFRICAN YOUTH

Mora McLean has edited a collection of essays that provide "a transatlantic, transnational exploration of barriers that threaten the wellbeing of West African youth".



The book, *West African Youth Challenges and Opportunity Pathways*, grew out of a Ford Foundation project begun in 2017, for which she was the principal investigator. At the time she was a senior fellow at the Cornwall Center at Rutgers University-Newark.

The book is available free online.

"West African youth classified as internal migrants (at times perceived as foreigners, even in their own country), or undocumented immigrants abroad," she writes in her introduction to the book, "are in a situation where their safety and security is compromised.

"They are among the world's most vulnerable 'stateless' populations—excluded from enjoying the benefits of citizenship, including access to educational resources that are critical to improving their life chances….

"Regardless of the route they take, or where they end up," she writes, "West African youth who migrate (or emigrate) often find themselves in a double bind: on the one hand, increasingly clandestine and perilous passages expose them to life-threatening risk and exploitation; on the other, restrictive visa and immigration policies, anti-Black racism in Global North countries, and xenophobia in South Africa, further curtail their upward mobility."

The book's contributors, working from varied viewpoints, illuminate the reality, she writes, that "the material challenges to well-being among African youth are real. With roughly 40% of the population under age 15 and a youth population aged 15 to 24 estimated at 226 million (or 40% of the world's total, Africa has the fastest growing and youngest, population."

In a separate summary of the collection, she notes that, collectively, the contributors incorporate "themes of migration, vulnerability, and agency and aspirations" that convey "the resilience of African youth transitioning toward adulthood in a world of structural inequality". The authors explored the challenges facing these youths in a variety of situations and a broad geographical range, from Black immigrant youth in Newark, N.J., to students in Almajiri Islamic schools in Nigeria.

McLean worked at the Ford Foundation from 1986 to 1996 in the Human Rights and Social Justice and Africa and Middle East programs. She now is a researcher, writer, part-time university lecturer and President Emerita of the Africa-America Institute (AAI). ■

"AMATEUR PROFESSIONALS": IGNITING THE CLASSICS WITH FIRE AND INTENSITY

By George Gelles

The traditional performing arts of drama, dance and music enjoyed a golden age of philanthropic interest in the 1950s and 1960s, and it was the Ford Foundation's enlightened involvement that burnished the era.

Every endeavor needs a visionary, and Mac Lowry—**W. McNeil Lowry** to those who didn't know him well, Mac to everyone else—paired a genius for sensing excellence with a deep commitment for finding avenues to bring these arts to an ever wider audience.

Since the days of the Foundation's involvement, championed by Mac, the field of concert music has changed significantly. Symphony orchestras, which benefited most from foundation largesse, from Ford, Rockefeller and a host of smaller philanthropies, have given up ground, financially and artistically, that was won in earlier decades. (Aspects of this issue were discussed in The LAFF Society newsletter's Spring 2019 issue.)

A complimentary development is the increasing excellence of many non-professional orchestras. We used to call them "community orchestras", but increasingly that description doesn't fit. These are a new sort of entity, ensembles whose members are professionally trained non-professionals.

Music made by and for amateurs has been with us since the days of the Founding Fathers. In an informative article published online by the National Endowment for the Arts, Ann Meier Baker, the NEA's Director of Music and Opera, reminds us that music and our nation's story have been entwined since the country's founding.

Religious observances often put music to the fore. Colonial congregations resounded with hymns found in the Bay Psalm Book, published in Boston in 1712, and singing schools were established in 1717, the first steps towards institutionalized music education in the new land. As the population moved out from New England, musical expression grew more diverse, with German Moravians, for example, bringing wind band traditions with them as they settled in Pennsylvania and North Carolina.

Thomas Jefferson, statesman, politician and polymath, was an accomplished amateur violinist. He once declared that music is "the passion of my soul", and at his Monticello home our third President hosted performers who introduced American audiences to compositions by Corelli, Vivaldi, Haydn and other old-world masters.

The Vicente Chamber Orchestra

The first professional orchestra on our shores was the Germania Orchestra, an aggregation of some two dozen Berlin musicians who, possibly motivated by the European political unrest in the mid-19th century, left Germany en masse. From 1848 to 1850, they toured the Eastern seaboard, with the majority eventually settling in Philadelphia. These musicians, and those they tutored, are acknowledged as the core of what, in 1900, became the Philadelphia Orchestra.

As significant as the establishment of professional orchestras in the country, so too was the establishment of community orchestras whose members were non-professionals. The NEA's Baker cites the Symphony of Oak Park and River Forest as among the first of these groups.

Religion, again, was an impulse. The Symphony evolved from its beginning as a "Sunday School Orchestra" at a church in Oak Park, Ill. "By 1933," according to a history of the ensemble, "the fledgling orchestra had grown in size and begun to perform major works from the symphonic repertory." Now an octogenarian ensemble, it's performing them still.

Baker names several other community orchestras. Among the oldest is the Cleveland Women's Orchestra, founded in 1935, and the Seattle Philharmonic Orchestra, a businessmen's orchestra founded in 1944.

Though there is likely to be a similar orchestra near each reader of this article, there is no comprehensive roster of such ensembles, but we can state with some confidence that community orchestras today are better than those of yesterday.

One likely reason is the availability of conservatory-trained musicians who fail to find work as professional musicians, or who broaden their skills and choose satisfying work in other fields while continuing to hone their musical skills.

The competitive nature of the profession is staggering: according to the College Music Society, as of 2015 there were 1,795 institutions of higher learning throughout the United States that granted degrees in music. And, as reported in a study undertaken at Stanford University's Graduate School of Business, "The supply of aspiring symphony musicians is huge. Between July 2005 and June 2006, for example, music schools in the United States graduated 3,671 students who majored in performance on a symphonic instrument.

"Even this figure," the report continues, "underestimates the new supply of potential symphony orchestra musicians, as it does not count performance graduates from music 'departments' in colleges and universities that do not specialize in music. While some graduates may move directly into symphony orchestra positions, most teach and accept a variety of other performance opportunities.… The number of annual vacancies is

Continued on next page

very small—about one or two per year at top orchestras—relative to the annual number of music performance graduates."

This snapshot of the field is sobering, but it does not significantly acknowledge the number of trained musicians who freely and consciously opt out of the business of performance to pursue satisfying careers elsewhere. Amateur orchestras are a preeminent outlet for creativity, and the presence in these ensembles of trained musicians, and their artistic sensibilities, have transformed community orchestras—not all of them, but a significant handful—into a new sort of ensemble.

The language hasn't caught up with the reality of their existence. They are not amateur aggregations that mix those more trained with those less tutored. More typical is the Danbury Music Center, which has been serving its corner of Connecticut since 1935, and whose orchestra welcomes "persons of a wide variety of musical backgrounds (who) are encouraged to study and perform classical and modern compositions to improve their musical ability…".

More selective than the traditional community orchestra and frankly less polished and precise than the finest professional orchestras, these hybrids exemplify the idea, and the ideals, of "amateur professionalism", or "professional amateurism", which is defined as "a blurring of the distinction between professional and amateur within any endeavor or attainable skill that could be labelled professional in fields such as writing, computer programming, music or film." Charles Leadbeater, British social scientist and management guru, propounded the notion in his book *The Pro-Am Revolution* (2004) and since then the term has gained traction.

I am a member of such an orchestra. Founded in 2016, the Vicente Chamber Orchestra, based in Santa Monica, Calif., takes pride in its ties to the community, in its welcoming presentations—no concert hall stuffiness here—in its substantial programs, and most of all in its musicians, groomed to high standards in their instruments but now active in a wide range of professions.

For example, there is Ingrid, a violinist and radiologist; Larry, a violinist and lawyer; Jakub, also a violinist and a professor of economics; Caroline, a cellist and librarian for NASA; Cordis, a cellist as well who works in the casino industry; Tom, another cellist and an erstwhile rock musician who now works for a private equity firm; Lisa, a clarinetist and pathologist; and I, a French horn player. Our conductor, Zain, an accomplished violist, established, and still runs, a technology company that facilitates communications among politicians and their constituents.

Though elusive to conventional definition, the Vicente Chamber Orchestra, and others like it, represents a convergence of the professional and the amateur. If you visualize a Venn diagram, the circles, Pro and Am, have begun to overlap increasingly.

Should you link to our performances of the "Coriolan" overture, part of an all-Beethoven concert presented this past October in the Broad Stage in Santa Monica— https//www.youtube.com/watch?v=U89gshZ-V04 — you'll notice an absence of the spit and polish on which major orchestras pride themselves. But the absence of this sheen, to my ears, is more than made up for by the players' energy and commitment, by a sense of presence and passion, that our major orchestras, truth be told, can often lack.

If the Venn diagram's circles continue to merge, we perhaps can foresee a day when hybrid orchestras perform with a greater sonic brilliance, and when professional orchestras imbue their playing with the fire and intensity that our orchestra regularly offers. ■

George Gelles *worked in the Ford Foundation's Office of the Arts from 1977 to 1981 and writes frequently on music and dance.*

LAFFing Parade

Alfred Ironside, who had been vice president for Global Communications at the Ford Foundation, has joined the Massachusetts Institute of Technology as its vice president for communications.

As a member of the senior team at the institute, he will oversee its Office of Communications, which includes the news office, Communications Initiatives, Reference Publications and CopyTech.

"As MIT's chief communications officer," wrote MIT's president, L. Rafael Reif, "Alfred will advise senior leaders across MIT and shape our overall communications strategy, including media relations, crisis communications, marketing and branding, as well as digital strategy and development."

Alfred became Ford's director of communications in 2006 and was named a vice president in 2014. During his time at Ford, as cited when he was promoted, he "built a robust and forward-thinking communications team, helped to develop the foundation's global brand standards, guided a renewal of its online presence and introduced social networking and strategic events".

Before joining Ford, he was chief of global media relations for the United Nation's Children's Fund after a long career in foreign service and as a journalist.

He was a press attaché in the United States embassy in East Berlin and managed press relations during the Berlin Wall crisis. He later was a regional communications director for the American Red Cross.

As a journalist, he helped initiate the English edition of the Ha'aretz newspaper in Israel and this country, and produced stories for ABC news and National Public Radio (NPR).

John W. Bernstein, formerly chief operating officer at the Foundation, is the new chief financial officer of Vulcan, a philanthropy with "a broad portfolio of projects and investments focused on addressing ocean health through research, innovation and policy change".

Vulcan was founded by the philanthropist Paul Allen, one of the founders of Microsoft, and has its headquarters in Seattle.

Bernstein helped create and was the founding president of the Leon Levy Foundation, and spent more than a decade with the New York Botanical Garden. He began his management career at the New York Public Library after earning a master's degree in business administration from the Wharton School at the University of Pennsylvania, where he had been an undergraduate.

"Philanthropy is at the heart of my professional and personal passion," he said. "Vulcan's diverse philanthropic portfolio, and the fact that its commercial divisions directly fuel its mission, present significant growth opportunities to make a positive difference in the world." ■

NEW YORK CHAPTER EVENT POSTPONED

The spring event planned by the New York Chapter for May 20 has been postponed because of the growing threat of the coronavirus pandemic. It was to have been held at the Foundation headquarters building.

A notice will be sent to LAFF members should it be re-scheduled.

BY AN OPEN FIRE...

Members of LAFF and current Ford Foundation staff enjoyed the annual caroling and holiday party at the headquarters building in New York City.

Enjoying each other's company were, from the left, Nellie Toma, LAFF's secretary-treasurer, Dianne De Maria, Marjorie Johnson, Mary Lou Sandwick, Margaret Black, Michelle Sylvain and Laurice Wassef.

Debra Vogel was a soloist during the caroling in the garden of the building, while Betsy Campbell, on the left, and Suzanne Siskel, LAFF's co-presidents, welcomed LAFF members to their party in the dining room.

From the Old Days

As Ford Foundation staff settled into their new home in the mid-1960s, ***Gertrude B. Winquist*** *sent around a series of whimsical memos highlighting the challenges presented by the imposing building. Here, on December 20, 1967, she sent the "Latest Bulletin from a Disaster Area—Coffee Service!"*

Our attempt to supply coffee and tea to individuals at their desks while simultaneously limiting food service to the 11th floor in an effort to preserve the uncluttered beauty of this building has been thwarted by a series of calamities. These ranged from the thirty-five cartons labeled "Cups and Saucers", which turned out to be only saucers, to the porters who mistakenly but assiduously collected all the paper cups distributed throughout the building and left you all with coffee but no way to drink it. My apologies!

Obviously these are interim arrangements and service will improve. Mobile coffee carts have been ordered and eventually will service the entire building. Until their delivery (approximately February) please be patient with our attempts to serve you fully and gracefully.

A china cup and saucer will be delivered to each member of the staff to be retained. (Hopefully secretaries will do the washing up each day.) Until the coffee carts can circulate, carafes of coffee will be sent around the building each morning, (Water for tea and cream will also be provided.) Mid-morning and mid-afternoon coffee will be served with pastries on the 11th floor until such time as the carts are ready.

Carafes can eventually be retained in offices for water or for coffee or tea to be filled as desired from the dining room on the 11th floor. As soon as there are sufficient carafes for all, may I beg you to transport coffee in carafes, not cups. The furnishings in this building are beautiful but vulnerable to coffee stains—as are people's clothes in elevators.

We do appreciate your cooperation and will ourselves make every endeavor to improve our service for you. Please continue to let me hear from you. ■

"ICONS AND ACTIVISTS": CHANGEMAKERS HONORED BY UNFPA

A book published by the United Nations to mark the fiftieth anniversary of the United Nations Population Fund (UNFPA) includes people associated with the Ford Foundation who, with the others profiled in the book, "transformed the lives of women and girls".

The book, *Icons & Activists: 50 years of people making change*, is available online.

Natalia Kanem, Under-Secretary General of the United Nations and Executive Director of UNFPA, notes in the book's foreword that its publication also marks the twenty-fifth anniversary of the "landmark" 1994 international Conference on Population and Development (ICPD), held in Cairo.

"Their stories," she writes of those mentioned in the book, "represent countless valiant others who have likewise made a difference. Their stories illuminate how far we have come —and how far we need to go."

Kanem writes that, over the last 50 years, UNFPA has "transformed the lives of women and girls by insisting upon their right to sexual and reproductive health as a fundamental part of their power over their own bodies and to realize their full potential."

She adds, introducing the people profiled in the book, that, "As we seek to tear down the remaining barriers standing between women and girls and their rights and choices, let us appreciate all the leaders and activists that over the generations stood by our side and accelerated change."

Those honored from the Foundation are listed here in the order in which they appear in the book, with comments from their citations.

Adrienne Germain is noted for her "long career reshaping global development and funding priorities. She is recognized as one of the pioneers linking fertility and population policies with the status of women as far back as 1975."

Lincoln Chen, former president of the China Medical Board, "was an early proponent of (the Cairo conference's) call to link population policy to human development and human rights. A longstanding passion has been shaping a new generation of health-care leaders dedicated to equity and social justice."

Susan Berresford, a former president of the Ford Foundation, "led the charge" of Ford in "stressing investment in women so they can make their own choices", promoting programs and initiatives led, among others, by **Jose Barzelatto**, **Margaret Hempel** and **Susan Davis**.

Yolanda Richardson, in several positions over the years, applied her skills "to advance human rights, gender equality and access to health care."

Barbara Klugman "studies how change happens, including by analyzing organizational networks—especially those pushing for gender equality and social justice. It was a skill she honed while helping civil society organizations imagine policies for post-apartheid South Africa, and during negotiations around world conferences on population and development…."

Cecile Richards, a member of Ford's Board of Trustees, "has used her political savvy to staunchly defend sexual and reproductive rights throughout her long tenure as head of the Planned Parenthood Federation of America…one of the most reliable providers of integrated, affordable reproductive health services."

Radhika Balakrishnan, faculty director at the Center for Women's Global Leadership and a professor of Women's and Gender Studies at Rutgers University, "has spent a career probing gender, economics and human rights. Through numerous scholarly works, she has sought to shift perspectives on economic policies by applying international human rights norms."

Jocelyn DeJong is "an expert on health and gender issues in the Arab world" who, after the Cairo conference "opened space for the international community and non-governmental organizations to discuss female genital mutilation…was instrumental in setting up the first task force on the practice in Egypt."

Leila Hessini is a "thought leader, grantmaker and bridge builder" who has brought her "multicultural background and feminist perspective to her work amplifying the power of broad-based movements to advance human rights, gender equality and economic and reproductive justice." ■

WILLIAM GAMBLE CELEBRATES HIS 100TH BIRTHDAY

William Gamble was 100 years old on February 10 and celebrated over the previous weekend with family and friends, many of whom came to Minnesota from around the country to mark the occasion with him, including his three children and their families. Special greetings were sent from friends around the world who had known and worked with him.

Bill spent 20 years with the Ford Foundation, serving from 1955 to 1975 in the Asia and Pacific, Africa and Middle East and Latin America and Caribbean programs.

After he left Ford he became the director general of the International Institute for Tropical Agriculture (IITA), with headquarters in Nigeria, and then worked for the International Service for National Agricultural Research (ISNAR), in The Hague, the Netherlands.

Pictured with him at the table are, from the left, **Renate Winch**, who had worked with him at Ford and IITA and flew from North Carolina for the occasion; Tom Gamble, one of his two sons; Kathy Gamble, his daughter; Jane Burnham, a niece; and Tim Gamble, his other son.

The writing on the picture of Bill and his wife captures their life together: "Oh, darling, let's be adventurers." ■

FAZLE HASAN ABED, FOUNDER OF BRAC

Fazle Hasan Abed, founder of BRAC, one of the largest nongovernmental organizations in the world with 110,00 employees working in 11 countries to meet the needs of some 100 million people, died December 20 in a hospital in Dhaka, the capital of his native Bangladesh. He was 83.

Mr. Abed was an executive for the Shell Pakistan oil company in 1970 when a devastating cyclone struck, killing more than 300,000 people and leaving millions homeless. Stunned by the destruction, he and friends began a relief effort.

Soon after, when civil war erupted between East and West Bangladesh, he was moved again to provide relief for the millions of refugees and to support the liberation of Bangladesh from Pakistan.

"The importance of having a good life, doing work in a multinational organization, seemed quite immaterial to me at that point," he told an interviewer for the BBC in 2016.

He created the nonprofit Action Bangladesh and then, with money from the sale of his apartment in London, where he had gone to school and had been living when he went to work for Shell, he created the Bangladesh Rehabilitation Assistance Committee in 1972 and returned to Bangladesh, this time to stay. His organization had several name changes over the years, including Bangladesh Rural Advancement Committee, but was always known simply as BRAC.

The organization received funding from the Ford Foundation in its early years, both with direct grants and by helping arrange financing and consulting services from other organizations. But much of BRAC's work has been self-supporting, primarily with funds from a series of social enterprises, including a commercial printing press and a handicrafts retail chain, Aarong.

"Its investments in a variety of socially-oriented commercial ventures, such as BRAC bank, have further enhanced its internal income generating capacity, which has enabled it to expand its programs to reach even larger numbers of the deprived," said Rahman Sobhan, chairman of the Centre for Policy Dialogue, in a tribute at Abed's death.

"Abed's exposure to the human consequences of acts of violence by man and nature persuaded him to invest the rest of his life in helping not just the victims of devastation but those whose entire life is engaged in coping with the uncertainties of nature and the injustices of society," Sobhan wrote.

Fazle Hasan Abed (center right) with Melinda and Bill Gates.

From its initial relief efforts, BRAC has grown to provide expertise over a broad spectrum of community development, including agriculture, fisheries, rural crafts, adult literacy, health and family planning, and the construction of community centers. Major emphases have been gender equality and primary education, providing basic skills through thousands of non-formal schools in poor, rural and disadvantaged areas.

One of BRAC's most comprehensive efforts has been the Women's Health Development program, begun in 1991. Its focus has been on creating awareness of legal issues regarding the status of women, decreasing violence against women, and creating public health measures designed to lower the death rate among children. Most notably, it taught millions of mothers how to make and administer an oral solution that combats diarrhea, lowering the death rate from about one in four to 40 of every 1,000 children.

Abed and BRAC received early support from a series of Ford representatives, among them **George Zeidenstein**, **Bill Fuller**, **Ray Offenheiser** and **Adrienne Germain**. "Abed and BRAC demonstrated that rigid conventions about women's 'proper place' could be softened," said Germain, who became Ford's representative in Bangladesh in 1981, "and effective programs developed with and for them. In these efforts, as in others, Abed's open and creative mind enabled deep and lasting innovation."

His leadership, said Germain, "along with that of a few other influential men in various countries, helped women initiate a new era of recognition and action for women's rights across the Global South."

Mr. Abed was BRAC's executive director until he retired in 2001, and chairperson of its International Board until he stepped down late last year.

He received numerous honorary degrees and awards during his 45 years of working to help the disadvantaged, including the Olaf Palme Prize, the Ramon Magsaysay Award for Community Leadership, the WISE Prize for Education and the World Food Prize. He was knighted by Queen Elizabeth II of England in 2010, the only Bangladeshi to receive that honor.

Mr. Abed was born in 1936 in what was then Bengal Province of British India. His parents were prominent landowners. He studied naval architecture at the University of Glasgow, transferring later to the Chartered Institute of Management Accountants in London. He returned to Bangladesh as a Shell executive in 1968, a move that, as witness to several cataclysmic events, changed his life.

He is survived by his third wife, Sarwat Abed, a daughter and son, a son-in-law and daughter-in-law, and three grandchildren. ■

HOMAGE TO FAZLE HASAN ABED

By Marty Chen

My husband, **Lincoln Chen**, and I had the amazing good fortune of meeting Abed soon after we arrived in Dacca, East Pakistan, in July 1970. We also had no way of knowing that a series of crises in East Pakistan would shape Abed and our mutual lives: the Great Bhola Cyclone of November 1970, the Pakistani Election in December 1970, the Pakistan military crackdown in March 1971 and the Bangladesh Independence War that ended in December 1971.

Lincoln joined the Ford Foundation's Dhaka Office in mid-1973. Ford Foundation was an early partner with BRAC and has provided financial, technical and moral support over the years, starting with **George Zeidenstein** and continuing under **Bill Fuller**, **Adrienne Germain**, **Ray Offenheiser** and other representatives.

I cannot say how blessed I feel to have had Abed as my first boss and my lifelong friend. With Abed's first wife, Ayesha Abed (Bahar), I started BRAC's research unit and women's program, reviving sericulture, *zamdani* weaving and *nakshi kantha* embroidery, and starting other income-generating projects for women from poor households. As Abed reminded me, I was employee number 23 of BRAC.

Working for BRAC—with Abed, Bahar, Aminul Alam, Putul Hussein and others—shaped my career and my life, and that of my family. Lincoln and our two children, Greg and Alexis, have also had the opportunity to work with BRAC. We all consider Abed and his children, Tamara and Shameran, as family: our lives are so intertwined. It is, therefore, with deep affection and admiration that I write this tribute to him.

A Bengali intellectual, with an equal love of Shakespeare sonnets and Tagore poems, Abed was at heart a humanist with a deep commitment to reducing poverty, inequality and social injustice. Because of his accomplishments, Abed became friends with and is admired and beloved by many world leaders, from former President Bill Clinton to Bill Gates to George Soros to Amartya Sen. But Abed was equally at home with and beloved by villagers and slum-dwellers across Bangladesh and around the world.

A former corporate executive, Abed had a unique ability to think big but start small: diagnosing problems, testing solutions, building models of concrete interventions that could be replicated and taken to scale. When doctors at the Cholera Research Laboratory developed an oral rehydration therapy for cholera, a killer in Bangladesh, Abed developed a delivery system that took the solution to every family in the country, mobilizing and training village women as extension agents to train other village women on how to make the solution.

Abed was not afraid of taking risks. He was comfortable with failure and would learn from failed experiments. Trained as a chartered accountant, Abed was also comfortable with and could manage large sums of money. In the early days, before BRAC had grown significantly, he once told me, he could see all BRAC's spreadsheets in his head.

Abed also had a gift for seeing the potential and bringing out the best in those who worked with him at BRAC. Under his leadership, thousands of young people from Bangladesh and countries around the world have been trained to be thinkers and doers and given opportunities to serve their countries, including countless grassroots leaders and community workers.

Most central to the success of BRAC, though, has been Abed's moral compass, his humanity, that kept him focused on the problems of the poor and disadvantaged. He had a special concern for women and girls, for their health, education and empowerment.

There is no way to adequately sum up the accomplishments of BRAC under Abed's visionary and pioneering leadership. But the following figures provide some indication of the scope, scale and effectiveness of BRAC:

more than 100,000 full-time staff reaching 110 million poor,
annual financial turnover of more than $1 billion, two-thirds earned from BRAC-run social enterprises,
more than 33 thousand schools with 2 million children enrolled, more than half of them girls, and
$3.82 billion disbursed in micro loans to 6.2 million borrowers in one year.

To this, add the fact that BRAC International operates in nine other developing countries across Africa and Asia, from Liberia to Myanmar and the Philippines. It is no small wonder that, for several years in a row, BRAC has been recognized as the number one non-governmental development organization in the world, measured by innovation, impact and governance. ■

Marty Chen *is a Lecturer in Public Policy at the Harvard Kennedy School and Senior Advisor of the global research-policy-action network Women in Informal Employment: Globalizing and Organizing (WIEGO).*

IN MEMORIAM

Margaret Lowe, Director of Human Resources at the Foundation from 1981 through 1993, died January 30 at her home in Greenwich, Conn. She was 92.

After earning a master's degree from Teachers College of Columbia University, she worked in personnel management for several companies in New York City, including New York Life, Warner Lambert and West Virginia Pulp and Paper. She then was personnel director at Barnard College and the Institute of International Education before joining Ford.

Her extensive public service included work with the League of Women Voters and Legal Aid. She was on the Board of Directors of the YWCA of the City of New York, serving as its chair from 1986 to 1990, and a member of the board of Greenwich House, from 1994 to 2008.

Her husband, E. Nobles Lowe, died in 2015. She is survived by a son, Jim.

Jose Zalaquett, a human rights activist who, as a consultant, helped the Ford Foundation establish an initiative to combat rights abuses in Colombia, died February 15 at his home in Santiago, Chile.

Mr. Zalaquett, a lawyer, had been a member of the Socialist government of Salvador Allende in his native country and a university professor when he was jailed and later expelled for his activities under the dictatorship of General Augusto Pinochet, who led Chile after a military coup in 1973.

He joined other lawyers and activists in providing legal and moral support to dissidents and became chief counsel of the Committee of Cooperation for Peace, an interfaith group founded to aid political prisoners and their families.

He said in an interview with ABC News years later that his work during the Pinochet era convinced him that "inside every one of us there is the potential for the beast" but that there also is "potential for the most noble acts".

After he was exiled in 1976, he became chair of the international executive committee of Amnesty International and then its deputy secretary general. He returned to Chile in 1986 and served on a national truth and reconciliation commission.

In 1988, he was asked by the Ford Foundation to help it develop a branch in Colombia of the Andean Commission of Jurists.

Felice Levin, a writer and program evaluator at the Foundation from 1968 to 1985, died December 8. ■

NORMAN COLLINS, PROMINENT IN "GREEN REVOLUTION", DIES

Norman R. Collins, a major figure in agricultural research whose work at the Ford Foundation for more than 30 years helped develop advances in food production worldwide, died December 10 at his home in Greenwich, Conn., at the age of 90.

Dr. Collins joined Ford in 1969 as a program advisor in the Chile office after many years as a college professor in this country and abroad, focusing on agricultural economics. He had earned a bachelor's degree in that field from Kansas State University and both a master's degree and doctorate in economics from Harvard University, where he studied under John Kenneth Galbraith.

He held many positions at the Foundation until he retired in 2000, including program advisor in New York and New Delhi, program officer in and then director of the Rural Poverty and Resources program, representative in Mexico and director of the Special Project on Program and Information Technology.

Among the many tributes at his death, it was noted that "he strove passionately to make the world a better place by reducing poverty and hunger."

That passion was focused most notably on efforts to improve crop yields in several cereal grains through a broad program of research and application that was known as the Green Revolution. He was one of its earliest advocates and practitioners, helping make India's Punjab region self-sufficient in food production during his time as a program advisor to Ford's work in that country for four years in the late 1970s.

He also served on the board of the International Rice Research Institute in the Philippines, which fostered efforts to grow rice more efficiently and then teach farmers around the world how to plant the new strains and manage their growth.

Dr. Collins served in the United States Air Force during the Korean War and began his academic career at Kansas State University. He moved on to the University of California at Berkeley where he became a professor of agricultural economics and business administration and began to work internationally.

He received a Fulbright scholarship to be a visiting professor at the University of Naples, and lectured at universities in Yugoslavia and Poland. He started on the path that led to his pioneering work at Ford when, as part of a collaborative program between the University of California and Chile, he spent four years as a visiting professor at the University of Chile and that country's Catholic University.

Dr. Collins is survived by his wife of 67 years, Dolores; two daughters, Janet Drumm and Gail Khosla; a son, David, and six grandchildren.

"Food security and ending poverty were always Norm's primary focus," wrote **Charles Bailey** in a tribute to the man and his work. "He deftly directed Ford funding to several centers of the Consultative Group for International Agricultural Research (CGIAR) to add socioeconomic insights, a client orientation and a gender lens to their work."

Bailey, who also worked in several international offices of the Foundations, wrote, "I've known Norm since the mid-70s. I took him to see the upland work we were funding in Kumaon in Uttar Pradesh in India as he was pivoting from Chile to Asia. Later, he always dropped by the Department of Agricultural Economics at Cornell University to say hello when he was visiting his daughter.

"In July 1982, Norm accompanied **Frank Thomas**, **John Gerhart** and trustees in a visit to the Sudan shortly after I'd arrived in Khartoum. He was of immense help to me in the water management work in Egypt, where, in a subsequent trip to El Minia, we were nearly eaten alive by mosquitos.

"Norm pioneered the 'One Foundation' concept when, as the first director of Rural Poverty and Resources, he extended several of those overseas lines of work, particularly water and land management, into the United States.

"Norm also pioneered the use of computers in Foundation work. You would go into his office in New York and the conversation would quickly shift to hard drives and connectivity. Ford/New York grappled with its own computerization in those years and didn't provide resources to overseas offices, which wanted to computerize.

"When I arrived in Dhaka in 1986, we were able to set up the first email connection to New York through a dial-up line to London. That happened because Norm arranged for a CGIAR technician to help us.

"One year Norm invited me to join him at a CGIAR meeting at the World Bank in Washington, D.C. It was at one of those horseshoe tables where 'Ford Foundation' was seated between 'FAO' and 'France'. It was clear that when Norm spoke, people paid attention.

"Norm was smart, candid and kind, a man who listened with care and whose eyes twinkled with enthusiasm." ■

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The state of Punjab led India's Green Revolution and earned the distinction of being the country's bread basket. Photo: Jaspinder Singh Duhewala

DOMESTIC DRAMA AT 1 SABROSO PLACE

By Nancy Dennis

This is an abridged version of a piece the author wrote several years ago of one incident in her life in New Mexico. The full article appears on LAFF's web page.

It was lunchtime. Sunday, April 25, 2010. I brought lunch to the table and started to settle in with The New York Times. But just as I was about to sit, I saw through the glass door opening onto the west portal and courtyard a large cat. A very large cat. Hadn't seen one in years. Figuring it belonged to one of the neighbors, I went to the door and shooed it away. It jumped up on the wall and disappeared. I went back to the table and had my meal.

As I was clearing the table, I again saw the "cat". She had settled into a low spot below the honeysuckle. The wall must have been warm and welcoming. She lay with her back to the wall, her underside facing the porch.

I saw something small squirm. It was dark gray. With her paws she alternately nudged it and held it. I thought she'd caught a bird or mouse and was toying with it. Before long a second creature appeared and it too began to move around along her tummy. This is when I realized that she was in fact giving birth!

The kittens continued to move around under her belly and occasionally she used a forepaw to push them or bring them closer to her belly. They were obviously nursing and took turns suckling. She often sat up and stared directly at me. Could she see me through the glass door? If so, I didn't seem to disturb her at all.

Having concluded from the shape and coloring of her ears and the spots and markings on her legs that she wasn't a domestic cat, I did some preliminary investigation on Google and determined that she must be a bobcat. They have been known to visit Eldorado houses.

Monday, April 26: I Googled bobcats again and read a great deal more, learning that they can go without eating for a long time. Also, that it may be 10 days before the young open their eyes!

There are now three babies. Eventually, a little after 9:15, she turned over facing the portal. A little while after that, babies began to emerge—crawling, wiggling, squirming all over and around her. The babies climbed all over one another for at least half an hour, before finally settling down quietly. Mama watched from a distance.

...the babies would not open their eyes for nine or ten days, four weeks before the young begin exploring their surroundings, two months before they are weaned, and several months before they begin traveling with their mother. O-o-o-ff!!!! How could I play hostess for that long?

12:40 pm: As I was finishing lunch, Mama slowly, languorously got up from her shady refuge, stretched, groomed a bit, then went over to her family. They headed straight for her tits, though she kept one (the youngest?) aside to lick. Mama Bobcat (shall I call her "Belle"?) probably chose this site because she knew it to be monastically peaceful.

Tuesday, April 27: At 6:20 a.m. it was light enough to see Belle under the honeysuckle. 7:10 a.m. she was lying flat, very quiet. 7:30 a.m. Belle was on her back with a baby climbing on her. Triplets began moving around about 9:30 a.m. and she raised her leg to nurse. At 10 a.m. the babies became very active, scrambling all over her and nursing. When they came toward her head she licked them a lot.

Wednesday, April 28: My Internet readings told me the babies would not open their eyes for nine or ten days. They had also revealed that it's four weeks before the young begin exploring their surroundings and two months before they are weaned. Then it's several months before they begin traveling with their mother. O-o-o-ff!!!! How could I play hostess for that long?

I began to investigate potential relocation agencies. Two friends independently recommended the same solution: the New Mexico Game and Fish Agency, experienced, they assured me, in relocating wildlife.

Game and Fish agents arrived (including) Stewart Liley, the Elk Programs Coordinator. The most realistic solution, they concluded,

Continued on next page

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

1 Sabroso Place

Continued from page 11

would be to trap her, using the babies as bait. Stewart returned with a cage at 6:15, set it up and placed the babies in the back of it on a bed of leaves and bark. Mama, of course, had taken off lickety-split across the open land to the northeast when he approached.

After Stewart left, at 7 p.m., I suddenly saw Belle arrive inside the east garden, carrying in her mouth what looked like a rabbit. When she settled down, she looked straight at me for a long while (Stewart had said earlier that her vision is very acute and that she can indeed see through windows into the house), then fussed with the "rabbit" quite a bit.

After a while it finally dawned on me that what she had brought was no rabbit: She had recovered one of her babies from the trap! How? She nursed it for a while. Forty-five minutes later she got up, sauntered down the steps and headed around the house to the trap over in the west courtyard where she had nested. Sure enough—very delicately, very carefully, very skillfully—she reached into the open trap and extracted a kitten! Eureka! After bringing it back to her new east side nest, she spent 45 minutes nursing it. And then she got up once more, walked back around to the trap in the courtyard and plucked out kitten number three!

The next morning, Thursday, April 29: At 6 a.m., by early light, I looked out from my desk to the spot where she'd settled last night with her babies—AND SHE WASN'T THERE! Passing through the living room, I saw to my astonishment SHE WAS IN THE TRAP! Sans babies. Why did she go back to the cage? She'd already gotten all three babies out OK. Had she forgotten her handbag? What was she thinking?

At 7:15 a.m. Stewart arrived. We examined and photographed the babies, then put them in a box lined with leaves and grass. They had grown quite a lot in just three and a half days. Really big babies, about eight inches long.

Stewart, the trap, the bobcat and her babies departed about 8:10 a.m. After the babies have been weaned and are ready to begin hunting, they and mother will be tagged and released.

The Wildlife Center, I've learned, is having open house this weekend. Perhaps I'll drive up on Sunday to see what's become of "my" bobcats.

So the drama is ended. The excitement over. It now seems very lonely without my visitors.

As consolation, however, the wisteria is blooming! First time in five years. ■

Nancy Dennis *began work at the Ford Foundation in 1959 as a secretary and worked in several offices, including as a program officer, before retiring in 1996 and moving to Santa Fe, N.M.*

FINANCIAL REPORT 2019

Balance on 12/31/18	**$9,708.89**
INCOME	
Dues, donations, interest	**$5,490.51**
EXPENSES	
Newsletters	**$3,061.04**
Website	**1,000.00**
Secretarial services (Dorothy Nixon)	**113.03**
Administrative expenses	**479.73**
Paypal fees	**84.55**
TOTAL EXPENSES	**$4,738.35**
INCOME/EXPENSES	**$752.16**
Balance on 12/31/19	**$10,461.05**