

LAFF

THE LAFF SOCIETY For the men and women engaged in Life After The Ford Foundation

June 2010 / No. 63

HAITI'S COLLECTIVE TRAUMA: COUNTING ON HOPE TO KEEP GOING

When Haiti was struck by a devastating earthquake in January that killed some 230,000 people and injured hundreds of thousands more, the Ford Foundation immediately approved grants of \$500,000 each to Oxfam International and Partners in Health for emergency relief and recovery efforts. Both are long-time grantees of the Foundation with a long history of work in Haiti. Emergency supplies helped meet the needs of hundreds of thousands of displaced people, but as many as 1.5 million Haitians still have no permanent housing. So far, more than \$5 billion has been pledged in international aid for short- and long-term reconstruction efforts.

Raymond C. Offenheiser, president of Oxfam America and a program officer at the Foundation in international postings from 1986 to 1996, visited the island a month after the earthquake

and wrote of his impressions of the devastation and the hopes for renewal he found amid the rubble and the grieving. A few weeks after he returned he offered some reflections on the challenges facing the country. Both articles, with minor editing, are reprinted here.



Renewal and Life in the Ruins

IARRIVED IN PORT-AU-PRINCE on the one-month anniversary of the ghastly earthquake that rocked Haiti to its core. The airport was hectic, full of United Nations officials, aid workers and military personnel frantically working to move goods and people, struggling to coordinate and manage their own stress in face of the monumental task that confronted them.

As we left the airport, the scale of the tragedy unfolded: block after block of collapsed buildings and 500,000 people living in ramshackle shelters. Some had tents, some had the familiar blue sheeting and others had nothing more than bed sheets. Disposable cups, plastic bags and every other kind of trash formed piles on the perimeter as overtaxed
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The Way Forward

THERE IS TREMENDOUS SUPPORT from the international community that will enable Haiti to come out of this hopefully in better shape than it was before the quake.

For centuries, Haiti has been a country of great inequality, with human rights violations and endemic and massive poverty. More recently, its governments have been trying to change some of these patterns and address the lack of educational opportunities and lack of health care. It was making considerable progress just as the quake hit.

One of the major challenges for Haiti will be creating a social compact among Haitians of all social and class levels, to commit to re-conceiving Haiti as a nation and taking advantage of the willingness
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Renewal and Life in the Ruins

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sanitation workers tried to manage the exploding scale of the human refuse.

Much of this story has been told, but I was privileged to witness a new beginning, an effort by an entire nation to confront and accept an unspeakable level of grief.

AROUND TOWN, small churches overflowed with men in suits and ties, women in white dresses and their best hats and preachers exhorting their faithful to sing, chant, grieve and embrace.

At the Oxfam office I met with colleagues who told me of the many dimensions of the humanitarian response taking place. All the while, a small religious choir two doors down sang and sang and sang. Their rhythm set the tone for my entire afternoon and evening, never stopping for more than a few seconds. Young voices led the call and a small organ provided a trace of a melody.

It was hauntingly beautiful and provided the necessary inspiration for our Oxfam team. Not only had they lost two colleagues, but many of them had lost family and

friends as well. Still, they did not stop to mourn. They carried on as they had since the minute the quake hit.

At Our Lady of Perpetual Help parish the next morning, Father Jean-Jacques Frederic told me that he was preparing to open the front door of his church for a 5 p.m. service when the quake struck. While he was able to flee, a colleague froze in her tracks and did not make it to the door. Like many heroes in Port-au-Prince, he immediately took over an empty lot across from the church and turned it into a gathering place for parishioners to find solace in the company of their neighbors. In short order they organized a community group of 125 families, arranging shelter, water and hygiene services. Families posted their names and new addresses on their makeshift shelters and began to cope with their new reality.

AT ANOTHER SMALL, empty lot up the street, another 300 parishioners gathered around a woman who led them in prayer, reflection and singing. Men, women and children swayed to the music with both hands raised over their heads. As I surveyed the crowd I was drawn to the sight of a solitary man, probably in his 70s, who stood alone away from the group, hands over his head, swaying in his own private space. What was his loss, I wondered. A wife of many years? Children? Grandchildren?

Around the city I witnessed community-wide efforts to come together to cope. But

how can an entire nation that was struggling before the quake recover from such devastating collective trauma? Is it possible for a country to go through a public and collective process of grief management?

A Haitian psychologist told me about her efforts to initiate some trauma counseling with students at the university that is now a pile of rubble. She told me that many students, laborers and friends she has worked with share the same experience of falling asleep thinking they are in a nightmare, hoping that when they wake up things are back to where they were. She confessed that this is happening to her as well. She and her husband were still sleeping in the garden in front of their house. Yet deep down, each of them knows it will not end. It must be endured.

She believes that the experience of processing this trauma will be different for each person, given where they are in their lives and what resources they have. But all of them will count on hope to keep them going.

On the last day of mourning, people took their grief to the streets in a show of renewal and life. Everywhere you turned there were processions of hundreds of people marching, singing and waving leafy green branches. Men in suits and ties, women in their finest, young girls in fluffy dresses of all colors. Renaissance on the streets of Port-au-Prince.

The work goes on, but the healing has begun. ■

WANTED: CONTRIBUTIONS

This newsletter needs a continuous flow of contributions—news, recollections, comments or anything else you think will be of interest to other LAFFers. With the more capacious LAFF Blog now competing for copy, we're particularly interested in items of one to three pages and without any urgency in timing. Please send copy for the next issue to Robert Tolles at tollesnwc@att.net.

The LAFF Society

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PRESIDENT'S MESSAGE

When I assumed the LAFF presidency, I did so in the hope that the voluntary spirit that has carried our association forward over these last nineteen years would help me organize in a way that would optimally meet the interests and expectations of our ever-increasing (now nearly 500) and diverse membership. That hope has been more than fulfilled.

Sheila Gordon has chaired a diligent and generous group of members in a task force determined to shape a governance structure that honors LAFF's voluntary and non-bureaucratic character. The task force's recommendations for a lean and *simpatico* structure have been shared with the Society's officers for vetting and action, including the appointment of a topnotch advisory committee whose invitees have responded unanimously in the affirmative and whose names will soon appear in the newsletter's masthead.

Similarly, **Thea Lurie** called on former staffers in various areas of communications to participate in a Task Force on Communications to identify the best means for LAFF members to stay in touch with each other and Foundation news. More than one hundred members responded to a questionnaire that is helping shape the task force's recommendations on how to most effectively integrate the newsletter, the blog and the website.

LAFF's relationship with the Foundation continues to evolve in a very positive way. I lunched recently with **Marta Tellado**, Ford's VP for communications, who reiterated Luis Ubiñas' desire to host a second in-house reunion and to pursue other areas of mutual interest. These conversations will continue in the Fall and, I hope, a meeting can be organized for late Fall or early Spring.

Shep Forman

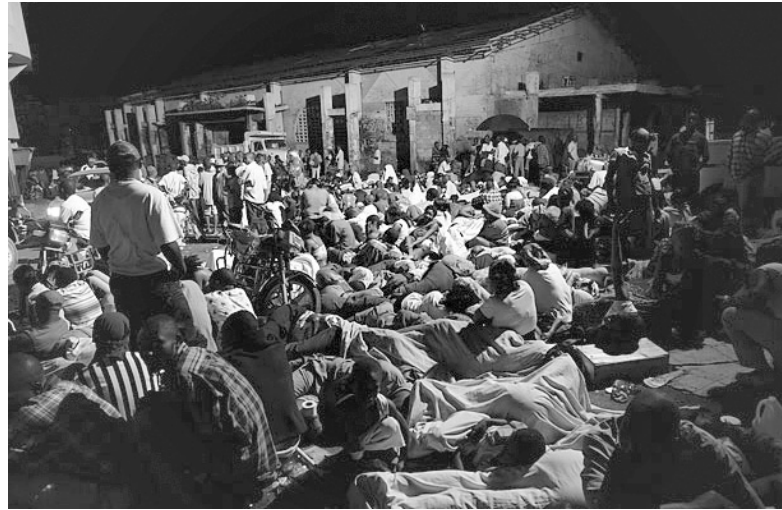
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of the international community to support a new Haiti.

There is a tremendous need to address housing and basic services for Port-au-Prince and the surrounding areas. A lot of thinking is going into how communities can be resettled in temporary housing and whether some of their houses can be restored and made livable.

There is thinking going on about what Port-au-Prince should look like in the future. It may be very much like New Orleans, which now has two-thirds of the



One of the critical players will be Haitian civil society. Over the last 30 years, civil society and the not-for-profit sector have grown substantially.

population it had before hurricanes Katrina and Rita. There is a sense in Haiti that perhaps Port-au-Prince may have been too big for the geography of hills and wetlands where it is located.

Many citizens have moved to other cities around the country. They are seeking educational opportunities, access to health services and temporary housing with relatives. One of the questions is whether the international community—and the Haitian government, which has expressed interest in doing this—will assist people in resettling in other locations.

There's been some effort to build textile manufacturing operations in Haiti that are employing some 25,000 people. This may be a good start. It may resemble what is happening in Bangladesh, where in the early 1990s there were 50 garment factories and today there are 4,000. Could Haiti, given its proximity to the United States market, become an export platform for garments?

The agriculture sector needs investment. And Haiti's ecology needs to be improved, its hills reforested and its watersheds protected and improved. The agriculture sector needs better links to markets internally and improved infrastructure, but also links to supply chains in United States markets and in Latin America and the Caribbean in ways that will tap into its potential for producing rice, coffee, sugar cane, rum and dried tropical fruits.

One of the critical players will be Haitian civil society. Over the last 30 years,

civil society and the not-for-profit sector have grown substantially. During the Duvalier years it was very difficult to organize any sort of not-for-profit or small, grass-roots peasant organization. But more recently there has been an explosion of these types of organizations and they play a dynamic role in the country. You can see that in the emergency response.

The Haitian people need to be a part of

the re-imagining of their country. Tens of thousands of Haitians have struggled for decades to build their country and rid it of poverty. It is going to be critical for their presence to be felt in the way the international community designs the investment programs that are for the benefit of Haitian citizens.

There will be donor meetings in the coming months, but there also will be civil society meetings, prep conferences and comprehensive plans developed by civil society organizations as input to the donor meetings. Civil society needs to organize and prepare the way forward and become full participants in these events. ■

BLOG ARTICLES ON HAITI

Several articles either by or about former Foundation staff and both their work in or views on Haiti have appeared on the LAFF Society blog in the last several months.

In January, **Susan Davis**, president and CEO of BRAC USA, wrote about her visit to the island nation and the work of her organization in an article titled "Creating Hope and Opportunity in Haiti for Extremely Poor Women and Their Families."

Peter Bell, who worked at the Foundation from 1964 to 1976 in the Latin America program and now is a senior research fellow at the Hauser Center for Nonprofit Organizations, has a piece on the February blog reprinted from *The Des Moines Register* titled "International Community, Haitians Must Work Together."

Also on the February blog is an article

from *The New York Times* on the efforts of varied aid organizations, "Haiti Crisis Prompts Fresh Talk of Pooling U.S. Relief Money", in which Peter Bell is quoted.

Steven Lawry, who worked at Ford from 1992 to 2006, including the offices in Namibia and Cairo, and who also is a senior research fellow at the Hauser Center, based in the Sudan, wrote an article reprinted on the February blog, "Building Back Better: Revisiting the Roles of Government, Donors and INGOs in Haiti's Reconstruction."

In an article on the April blog titled "Haiti's educational moment", **Jeffrey Puryear** has co-written an article rethinking how the country's school system can be rebuilt. Puryear worked in the Foundation's Latin America and Caribbean Program from 1973 to 1990.

The Sad Story of Volvo

by Robert Schrank

It was really hard for me to read that Volvo was sold to the Chinese.

It was back in the 1970s and 1980s, when I was heavily involved with many social engineers trying to figure out what to do about increasing signs of blue-collar alienation. Increasing absenteeism, drug use and alcoholism were symptoms of increasing alienation from their work.

That created, at least in the United States and Europe, a whole new concern about how work was being done. That led to a rediscovery of the fact that most, if not all, mass production jobs were mindless and stupefying. Having spent a large part of my working life in factories, this was not news, so I enthusiastically supported the “newly” discovered source of worker alienation.

This led to a series of experiments that were designed to give workers a new empowerment. The general idea was to give employees, at the point of production, greater control and responsibility for their assigned tasks, including self-managing work teams that would plan how they would get their work done. At the Philip’s television assembly plant in Einhoven, The Netherlands, for example, every morning a group of workers gathered around a large revolving table and decided how they would proceed to assemble television sets. They had no supervision. They decided how to rotate positions of the assembly so that no one had to be at the same position through the whole shift. That was an example of a self-managing work team. My observations and discussions with the employees indicated that it was quite successful.

The Swedes were very enthusiastic about the idea of empowering workers. They created a government-sponsored Work Institute that would have the responsibility to assist in helping empower employees. The Institute was instrumental in working with Volvo on the creation of a new assembly plant at Kalmar to tackle one of the most difficult alienation sites in all manufacturing, the automobile assembly line. (Probably more than all the sociological studies of the assembly line, Chaplin’s movie “Modern Times” had a greater influence helping us understand the deadly effects of this kind of work.)

The Kalmar plant was a major investment on the part of Volvo to eliminate the deadliness of the line. In some ways similar to what Philips did at Einhoven, it created workstations along the line where assembly teams would gather and decide on the division of labor for the final assembly. When I visited Kalmar I was impressed by what the Volvo people were trying to do.

Unfortunately, competitively I did not believe it would work. I have always hated to admit it, but what Henry Ford invented was an amazing machine called the assembly line. It had as its critical component humans who were an integral part of the machine and completely controlled by it. That’s what Volvo really tried very hard to change. I was saddened to learn that, from a bookkeeping standpoint, it just didn’t work.

It is generally acknowledged that the Volvo is a very good automobile, probably the safest on the road today. Ford tried to make a go of it but that didn’t seem to work, either. Now it goes to China, where the Industrial Revolution is just booming away as it did here in the Nineteenth and

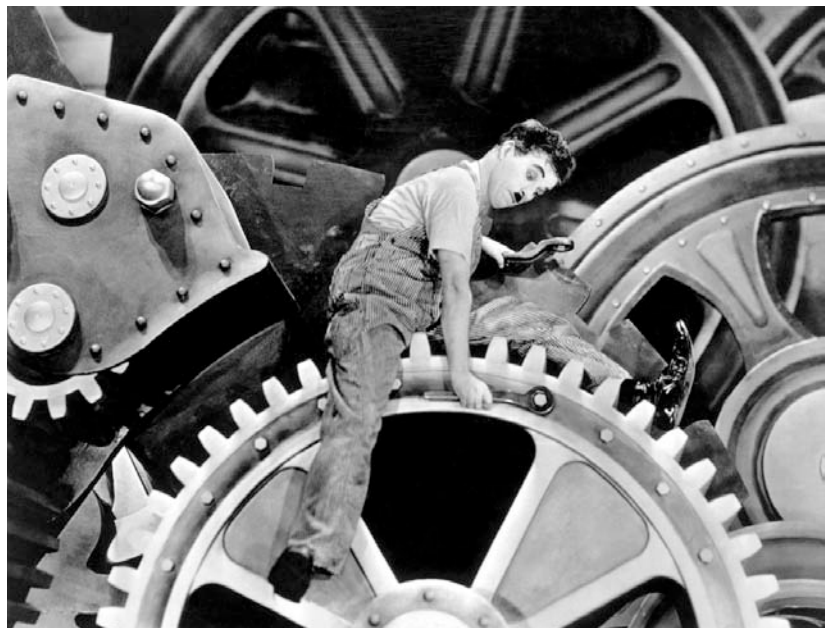
Twentieth centuries. The Chinese are pulling out all the stops to catch up with the capitalism of the West.

The tragedy of all this catching up is the fact that the planet will be the victim of the geometric increase in pollution. Our poor globe has had enough industrial development, as evidenced by all the changes going on. As China and India race to catch up with America and Europe, they may just be creating the tipping point for the health of the planet. After that it may be too late to save it as we know it.

All of this is just to say how sorry I am to see Volvo dumped in there with the rest of the high polluters. A very sad end for Volvo. ■

Robert Schrank was a program officer at the Foundation from 1970 to 1982. In 1979 he edited a book titled “American Workers Abroad”, published by the MIT Press, about Americans working in experimental workplaces in Europe. The idea was to help United States companies learn some of the lessons of how to empower workers. Many workplace experiments were going on in this country at the time. A review of these experiences is in the book “The New American Workplace” by James O’Toole and Edward Lawler of the Society for Human Resource Management.

(Probably more than all the sociological studies of the assembly line, Chaplin’s movie “Modern Times” had a greater influence helping us understand the deadly effects of this kind of work.)



Maine's 'Music Maven' Sets the Record Straight

Will Hertz knows his Bach. Hertz, who worked in communications at the Foundation, has been writing program notes for concert organizations for more than forty years. He has eight clients in Maine, Massachusetts and New York, for which he writes the notes for some forty concerts a year. He also gives pre-concert talks.

I want to report my latest triumph as music maven of Maine.

The Portland Stage Company is running a play by a young playwright, Itamar Moses, titled "Bach at Leipzig." I was invited to give the after-performance talk that customarily follows the first Sunday matinee.

The play is a clever spoof that, notwithstanding its title, has little to do with Bach, who does not even appear on stage. Rather, it's about the musicians who competed with him at Leipzig in 1722-3 for the position of *kantor* at the city's St. Thomas Church.

It takes as its point of departure the appearance of eight musicians to compete in an organ-playing competition. It then deals creatively with their inter-relations: how

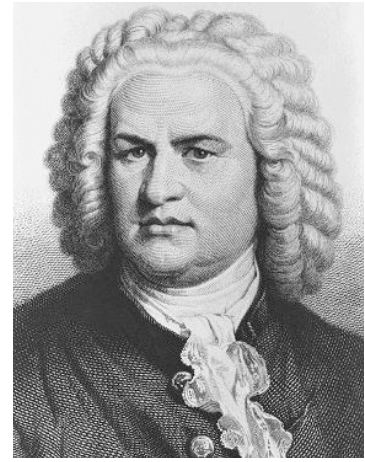
they tried to cheat and outdo one another for the job, with Bach appearing in the second act to outplay them all. Organ music is heard periodically off-stage, first as the existing *kantor* dies at the organ and then as each applicant gets his turn to play.

Moses protects himself with the following note in the script: "The Leipzig audition really took place. In 1722, Johann Kuhnau, who really was organist at the Thomaskirche and master of the Thomasschule, really did die. The Leipzig Council did invite organists from across Germany to audition for the vacant post. The organists in the play in fact represent, or at any rate have the same names as, nearly all of the actual candidates. Just about everything else is made up."

I took it upon myself to point out that even this was made up:

—The organists did not all appear in Leipzig on the same day. They were invited to play one at a time over a period of ten months.

—It was not an organ-playing competition but a cantata-writing competition. In each case the applicant produced a cantata as part of a Sunday morning church service



in the Lutheran tradition, involving a choir, three soloists and a group of instrumentalists in addition to the organ. The playwright apparently thought the off-stage sound of the organ was more dramatic.

—There were ten, not eight, musicians competing for the job. The playwright used as a running gag the fact that the first name of the applicants on stage was either Johann or Georg, and omitted those named Christian and Andreas. I then continued with Bach's momentous achievement of producing 300 cantatas for performance in St. Thomas on subsequent Sunday mornings and festival days. ■

In Memoriam

Jac Smit, 80, who worked for the Foundation for three years in the late 1960s as an advisor to the metropolitan planning organization in Calcutta and later won acclaim for promoting urban agriculture, died last November in Washington, D.C., where he lived. John William Smit was born in England to a Dutch immigrant family that moved to Rhode Island when he was an infant. He received a bachelor's degree in ornamental horticulture in 1962 from what is now Farmingdale State College in New York, and a master's degree in city and regional planning from Harvard University.

He worked extensively in international development for many years, including with the United Nations, the U.S. Agency for International Development and several governments. He founded the Urban Agriculture Network in 1992 and was its president until last year. The network, a nonprofit organization that promoted growing food staples in small, city-based gardens, received

a U.N. Development Program grant to study urban agriculture around the world. He was an adviser to dozens of such programs throughout the world, including in Colombia, Pakistan, Indonesia, Haiti and Japan.

Survivors included his second wife, Elise Fiber Smith, two stepsons, two brothers and seven grandchildren.

Bob Gross, the property manager for the Foundation building for 39 years, died in January. Mr. Gross began working at the Foundation for the Cushman and Wakefield management company in 1966 when the building was still under construction. Lisa Cribari, chief human resources officer at Ford, said Mr. Gross was "instrumental in providing many of us and our former colleagues with a most comfortable and efficient building and working environment. Bob was always helpful and willing to undertake any initiative to ensure that the building was well-maintained and that

staff members were well-served." He was an avid fisherman, spending time with family both on Long Island and in Florida.

Katharine Williams Grant, 85, who had worked as a receptionist at the Foundation, died in January at her home in Washington, D.C. Ms. Grant, a graduate of Radcliffe College, studied art at Columbia University and Italian language and culture in Perugia, Italy. In 1982 she moved to Jarinu, Brazil, to manage a dairy farm. Carol Arnold remembered her as "gracious, competent and unassuming" and "always seeing the best in each person. Her creativity found expression through her travels and art work, most noticeably the mural painting on her Tudor City apartment wall and the journal entries which captured the poetic and spiritual insights into her own nature and those who worked for her while she managed the farm." She is survived by a son, David W. Grant, and a grandson, Byron James Grant.

The Mike is the Same, but Audience and Content—WOW!

by Robert B. Goldman

This is a story of *plus ca change, plus c'est la meme chose*.

A few years after I arrived in New York as a refugee from Nazi Germany, I got a job as an announcer in German at the Voice of America. It was enjoyable to talk to my former countrymen from 57th and Broadway, telling them about the real war situation—in Italy, Russia, and then, on D-Day, in France. I had not chosen journalism as a career, but the more I worked—much of the time on the night shift from 10 p.m. to 6 a.m.—the more I liked the immediacy and the excitement of being “with it” before anyone else was.

Soon I got a bit tired of just reading what someone else had written, and told the head of the German desk I wanted to try writing. He had no position open so I tried the Austrian desk, where there was room. Of course, I couldn't announce to Austria, which has its own distinctive German dialect, but writing was okay. They needed a youth program, on schools, education and young successful people. I went to interview my “subjects”, found the work much more fascinating than talking into a mike, and felt like a fish in water.

Two of the people I interviewed were Leonard Bernstein, who had just replaced Bruno Walter at the podium of the New York Philharmonic, and John Dewey, the philosopher who had written a great deal about the need for innovation in schools. I took my notes back to the office, made German scripts of them and, lo and behold, could watch a colleague read out what I had written.

Within a few years I found it easier to speak and write in English, and I was fortunate to get a job in the *Voice's* general news department, ending up in 1958 as head of this vast operation that broadcast at one time in 57 languages. We at Central wrote the news in English, hoping that the language desks would do a decent job of translation.

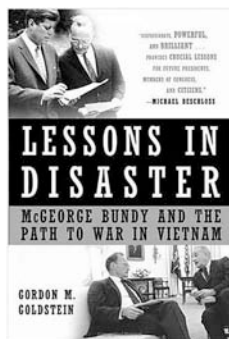
I had chosen Spanish as my major at Columbia University's Extension Services,

which is now the School of General Studies, was lucky to get super teachers who had fled Spain and Latin American dictatorships, and did well enough so that I could later get the job of speechwriter and press flak for the Latin American program “Alliance for Progress” in the State Department. From there I went to different writing and editing jobs—from a Latin American news magazine to work for the then-mayor John Lindsay and, from there, to the Ford Foundation, under **Mike Sviridoff**, where for fourteen years I ran an internal reporting program about how grantees were doing with the money the Foundation had given them, elegantly titled “evaluation.”

In the late Sixties my attention turned to Jewish affairs and the state of Israel. I got a job at the Anti-Defamation League (ADL) as head of its European bureau in Paris, which in the Eighties led me to travel all over postwar Europe and into many friendships, particularly in Germany, whose rebirth as a federal republic was well-nigh miraculous. I wrote “Meanwhile” items for the *International Herald Tribune* and, after my return to New York, continuing my work with the ADL, started to write columns for the *Frankfurter Allgemeine Zeitung*. Then, a friend in Berlin who worked for German Radio “Kultur” asked me to record commentaries for this domestic German station, part of Network One.

I do it still today, right back on the mike where I started! What's different is the postwar German audience, the American society that chose an African-American as its president, and news about a united Europe and new conflicts we never thought of in the Argonaut building on West 57th Street. But the mike is the same! ■

Book on Bundy Considered Anew



WHEN THE BOOK *Lessons in Disaster* was published nearly two years ago, its candid examination of the role **McGeorge Bundy** played in the Vietnam War era as President Kennedy's national security

advisor was well-received and carefully studied.

The author, Gordon M. Goldstein, was working with the former head of the Foundation on his own assessment of that period when, in 1996, Mr. Bundy died. Goldstein then wrote a book based on his interviews with Mr. Bundy and his own research and notes, a book one reviewer called “a compelling portrait of a man once serenely confident, searching decades later for self-understanding.”

The reviewer, Richard Holbrooke, a U.S. diplomat working in Vietnam at the time of the war, said in his review in *The New York Times* that “Bundy emerges as the most

interesting figure in the Vietnam tragedy—less for his unfortunate part in prosecuting the war than for his agonized search 30 years later to understand himself.”

George Stephanopoulos, a former aide to President Clinton, said a few months later that the book had become a “must read” for President Obama's “war team” as it contemplated its policies in Iraq and Afghanistan, and now the book is receiving even greater attention as those wars continue.

William Pfaff, an authority on international affairs, an author and a newspaper columnist, in a review of the book in the June 10 issue of *The New York Review of Books*, says the current conflicts raise “persistent parallels with the Vietnam catastrophe”, and that Goldstein's book “is perhaps the most important book yet published on the United States' Vietnam experience, which changed the nation's history and continues to exercise a powerful influence on American foreign and security policy.”

The book, subtitled “McGeorge Bundy and the Path to War in Vietnam”, is published by Henry Holt and available in paperback. ■

Cairo Chapter's Meeting

The Cairo chapter of LAFF met for lunch recently at the American University of Cairo (AUC) after touring the university's new campus.

David Arnold, AUC's president, noting the "many historic links and connections between the Foundation and AUC", told the group "it feels appropriate and fitting to host the LAFF Egypt reunion here on AUC's new Cairo campus."

Arnold said it was "wonderful to welcome members of the LAFF family to the state-of-the-art campus that our dear colleague, John Gerhart, dreamed about, planned and worked so hard to create. This spectacular new facility represents the fulfillment of his dream and vision, as well as the hopes of the entire AUC community."



The members who attended were Tom Olson, Alia Arafa, Samiha Hanna, Salwa Hanna, Ann Lesch, Sherin el Essawi and Yvette Isaac. ■

Members of the Cairo chapter at lunch include, clockwise from the left, Sherin el Essawi, Alia Arafa, Tom Olson, Ann Lesch, David Arnold, Samiha Hanna, Salwa Hanna and Yvette Isaac.

The LAFFing Parade

Jacqueline A. Berrien, a veteran civil rights attorney who was a program officer in the Foundation's Peace and Social Justice Program from 2001 through 2004, is the new chair of the Equal Employment Opportunity Commission (EEOC). Berrien, the former associate director-counsel of the NAACP Legal Defense and Educational Fund, was given a recess appointment by President Obama in March. She will serve until the end of the Congressional session in 2011 unless confirmed by the Senate before then for a full term. While at the Foundation she administered more than \$13 million in grants promoting greater political participation by under-represented groups, particularly people of color, women and youth.

Gary S. Sick, who was deputy director for international affairs at the Foundation from 1982 to 1987, received the Tannenbaum-Warner Award for Distinguished Service to the University Seminars from Columbia University, where he is a senior research scholar, adjunct professor of international affairs and former director of the Middle East Institute. He teaches in Columbia's School of International and Public Affairs, and was voted one of its top five teachers in 2009. Sick served on the National Security Council staff under three presidents, Gerald Ford, Jimmy Carter and Ronald Reagan,

and was the principal White House aide for Iran during that country's revolution in the 1970s and the subsequent hostage crisis.

Two former Foundation staff have been appointed to the Commission on Presidential Scholars, which recognizes future leaders and honors them for their achievements. "I am grateful," said President Obama in announcing the appointments, "that these impressive men and women have agreed to...help a new generation realize their potential and pursue their dreams."

Reginald Lewis, the city administrator of East Orange, N.J., was a program assistant to the director of the Foundation's Urban Poverty Program. He held several senior management posts in New Jersey state government and was executive vice president of the United Way in Newark before assuming his current position. He has a bachelor's degree in urban studies from Morehouse College and a master's in social service administration from the University of Chicago.

Donald M. Stewart, a visiting professor at the University of Chicago's Harris School of Public Policy Studies, was a program officer in the Foundation's Overseas Development division, serving in Nigeria, Egypt and Tunisia. For more than twelve years he was president and CEO of the College Board, which provides SAT and Advanced Place-

ment assessments for high school students. He has a bachelor's degree from Grinnell College, a master's from Yale University and master's and doctoral degrees in public administration from the Kennedy School of Government at Harvard University.

At a time of increased tension and violence in Thailand between rural and urban factions, **Richard Adams**, a staff member from 1994 to 2000 in the Asia Regional Program office and the Human Rights and International Cooperation unit of the Foundation, will conduct field work in Bangkok to study the everyday life of migrant workers who have left their rural homes for the city. Adams has received a research fellowship from the Columbia University anthropology department to explore the lives of a group of workers at a single construction site. He will probe the disparities between popular representations of the "countryside" and the way the migrants themselves view their lives.

Beverly Levine, who worked in various departments of the Foundation from 1984 through 2003, was awarded a Certificate of Appreciation by the Town of Greenburgh in Westchester County, New York, as a Women's History Month Living Legend. She was honored for "life-long commitment, *continued on page 8*

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dedication, leadership, expertise and...outstanding and meritorious contributions to the quality of life” in the town.

Rosalia Sciortino, who worked in the Jakarta and Manila offices of the Foundation from 1993 to 2000, has written a report reviewing the provisions of contraceptive services and commodities in Southeast Asia. Her report assesses progress in achieving contraceptive security and meeting the region’s reproductive health needs. The report was commissioned by the Asia Pacific Alliance for Sexual and Reproductive Health and Rights through a grant from Project Resource Mobilisation and Awareness (Project RMA), which is a joint effort of Population Action International, the International Planned Parenthood Federation and the German Foundation for World Population.

David Winder has been named president of WaterAid America, which is dedicated to “improving access to safe water, hygiene and sanitation in the world’s poorest communities.” Winder was the Foundation’s regional representative for more than a decade in

Mexico, Central America and Southeast Asia, developing programs in human rights and social justice, maternal and child health care, and community natural resource management. “Having seen firsthand”, he said, “the transformative effects that safe water, improved hygiene and sanitation have in reducing disease and child mortality in the world’s poorest communities, I feel honored to be joining an organization with a strong record in promoting and securing poor people’s access to these basic rights.”

Edwin Torres is the new associate director at the Rockefeller Foundation for New York City grant making. As such he will oversee the New York City Cultural Fund competition, which since its inception in 2007 has awarded \$2.5 million annually in grants from \$50,000 to \$250,000 to “spur and support cultural innovation.” Torres was director of external partnerships at Parsons the New School for Design after working at the Foundation.

Becky Lentz was a guest speaker at the recent Consumers International (CI) Global Meeting on Access to Knowledge (A2K) in Malaysia. The meeting brought together CI members and representatives from non-gov-

ernment organizations from around the world to discuss and collaborate on issues related to access to knowledge and communications rights. Lentz, who worked at the Foundation in media arts and culture from 2001 to 2007, is an assistant professor in media and communications in the department of art history and communications studies at McGill University in Montreal. Her specialty is media and public policy

Mohamoud Jibrell, chief technology officer at the Foundation since 2003, left recently to become vice president for information technology at the Howard Hughes Medical Institute (HHMI) in Chevy Chase, Md. The institute, a major source of biomedical research and science education, spent \$730 million last year on research projects and awarded \$101 million in grants for education. At Ford, he led major initiatives to streamline its IT operations and developed and implemented new enterprise-wide systems to support its worldwide grant-making initiatives. Jibrell was born in Somalia and moved to this country as a teenager. He was trained as a mechanical engineer, with a bachelor’s degree from Trinity College in Hartford, Conn. ■

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